

**Draft Discussion Paper**  
**On Improving the Quality of Business Advisory Services In South Africa**  
***To Stimulate Debate, Policy Consideration and Strategies***



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## **ACRONYMS**

AAT (SA)	Association of Accounting Technicians
ACCA	Association of Chartered Certified Accountants South Africa
ATP	Associate Tax Practitioner
BA	Business Advisor
BAS	Business Advisory Services
BDS	Business Development Services
BDSP	Business Development Services Provider
CBA	Certified Business Advisor
CMC	Certified Management Consultant
CMP	COMENSA Master Practitioner
COMENSA	Coaches and Mentors South Africa
CPD	Continuing Professional Development
CSI	Corporate Social Investment
CSP	COMENSA Senior Practitioner
CTP	Certified Tax Practitioner
DHET	Department of Higher Education and Training
DMASA	Direct Marketing Association of South Africa
DRR	Directorate Registration and Recognition
DSBD	Department of Small Business Development
DTI	Department of Trade and Industry
ECDi	Entrepreneurship and Cooperative Development Institute
EEP	Economic Empowerment Professional
EPI	Entrepreneurial Planning Institute
ESD	Enterprise Supplier Development
EU	European Union
FAC	Financial Accountant in Commerce
FAP	Financial Accountant in Practice
GEM	Global Entrepreneurship Monitor
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Society for International Cooperation)
GLP	Good Laboratory Practice Act
IAC	Institute of Accounting and Commerce
IBASA	Institute of Business Advisors of Southern Africa
ICBA	International Conference on Business Advising
ICMCI	International Council of Management Consulting Institutes
ID	Identification
IDC	Industrial Development Corporation
IDM	Interactive Direct Marketing
IMCSA	Institute of Management Consultants and Master Coaches South Africa
IMDPro	Interactive and Direct Marketing Professional
IRBA	Independent Regulatory Board for Auditors
MEL	Monitoring, Evaluation and Learning
MIDM	Master of Interactive and Direct Marketing
MOU	Memorandum of Understanding

NEF	National Empowerment Fund
NGO	Non-governmental organisation
NQF	National Qualifications Framework
NYDA	National Youth Development Agency
OFO	Organising Framework for Occupations
OQSF	Occupational Qualifications Sub-Framework
PBA	Principal Business Advisor
PSET	Post School Education and Training
QASI	Quality Assurance and Support Initiative
QC	Quality Councils
QCTO	Quality Council for Trades and Occupations
SA	South Africa
SABS	South Africa Bureau of Standards
SAIBA	Southern African Institute for Business Accountants
SAICA	South African Institute of Chartered Accountants
SAIPA	South African Institute of Professional Accountants
SANAS	South African National Accreditation System
SANS	South African National Standards
SAQA	South African Qualifications Authority
SARIPA	South African Restructuring and Insolvency Practitioners Association
SDP	Skills Development Provider
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency
Services SETA	Services Sector Education and Training Authority
SETA	Sector Education and Training Authority
SMMEs	Small micro and medium-sized enterprises
TMA	Turnaround Management Association Southern Africa
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development

## **TERMINOLOGY**

### **Business terminology**

No standard definition exists for these terms. A rapid process was initiated following industry consultation to attempt, for this purposes of this discussion, to consolidate definitions used by recognised professional bodies. Key criteria included functions, descriptors and end-user clients. Further debate and consideration is required.

**Business Advisor** – is someone who develops the skills and capabilities of entrepreneurs to run successful small businesses. It is widely recognised that business advising is an important risk mitigation for lenders and investors of small businesses, and therefore plays a critical role in promoting and enabling access to finance. An advisor has a broad-based knowledge across multiple disciplines and has experience in working in several functions. Advising is usually a longer-term relationship. The advisor helps uncover problems, but more often directs their clients on where to go for specialist and technical assistance.

**Business Coach** – a business coach is someone who engages in regular, structured conversation with a "client": an individual or team who is within a business, profit or non-profit organisation, institution or government and who is the recipient of business coaching.

**Business Consultant** – is someone employed externally to the client either through a consulting firm or some other agency to provide a service on a temporary basis.

**Business Mentor** – a mentor is someone who provides both professional and personal support to a small business and the mentee and mentor being free to engage and challenge each other. A mentor's influence usually comes from the perceived value of the relationship as opposed to position and their efforts serve as a springboard for mentees' own exploration of their world and to guide them to seek answers to their own business challenges.

**Business Development Services** - business development services are defined as those non-financial services and products offered to entrepreneurs at various stages of their business needs. These services are primarily aimed at skills transfer or business advice.

### **Regulation terminology**

**Accreditation** - is a formal process by which a recognised body, usually a non-governmental organisation (NGO), evaluates and recognises that an organisation meets applicable pre-determined and published standards. Accreditation standards are usually regarded as optimal and achievable, and are designed to encourage continuous development efforts within accredited organisations. An accreditation choice about a specific organisation is made following a periodic on-site evaluation by a team of peer reviewers, typically conducted every two to three years. Accreditation is often a voluntary procedure in which organisations choose to participate, rather than one required by law and regulation<sup>i</sup>.

**Certification** - is a process by which an authorised body, either a governmental or non-governmental organisation, evaluates and recognises either an individual or an organisation as meeting pre-determined requirements or standards. Although the terms accreditation and certification are frequently used interchangeably, accreditation usually applies only to

organisations, while certification may apply to individuals as well as organisations. When applied to individual practitioners, certification usually infers that the individual has received additional education and training, and demonstrated competence in a specialty area beyond the minimum requirements set for licensure.

**Grading** - there is no obligation from the SAQA on a professional body to adopt a specific grading system. It is not possible to dictate a standardised grading system, but by studying the prominent ones one can recommend a generic grading system. Each professional body has its own grading system<sup>ii</sup>.

**Regulation** - means a law that controls the way that a business can operate, or all of these laws considered together.

**Conformity assessment** - involves a set of processes that show your product, service or system meets the requirements of a standard<sup>iii</sup>.

**Conformity Assessment Bodies** means a conformity assessment body, which is a body that performs Conformity Assessments and that can be the object of Accreditation and includes an Applicant and/or accredited body, which shall in turn include calibration, testing and verification laboratories, certification bodies, inspection bodies, rating agencies and any other type of body that may be added to SANAS scope of activity<sup>iv</sup>

**Professional body** - means anybody of expert practitioners in an occupational field, and includes an occupational body and statutory council<sup>v</sup>.

**Professional designation** - means a title or status conferred by a professional body in recognition of a person's expertise and/or right to practise in an occupational field<sup>vi</sup>.

**Progression pathway** - means a hierarchy of two or more related qualifications and/or professional designations that allow for vertical progression within a profession<sup>vii</sup>.

**A Standard** - is a document that provides requirements, specifications, guidelines or characteristics that should be used consistently to ensure that materials, products, processes and services are fit for their purpose<sup>viii</sup>.

## **EXECUTIVE SUMMARY**

The purpose of this discussion paper is to facilitate debates towards a common understanding and consensus with regard to professionalisation, regulation and/ or standardisation of Business Advisory Service.

These discussions started with the SEED Symposium of 2017, which culminated in the formation of a Working Group tasked with the responsibility of developing BAS Standards under the auspices of the South African Bureau of Standards. The International Conference on Business Advising (ICBA), held on 21-23 November 2017 further debated this topic. The Services SETA's launch of the Entrepreneurial and Cooperatives Development Institute and its Programme of Action on 01 March 2018, with a focus on BAS, raised further prospects of a way forward. To further aid the process, the Department of Small Business Development convened a meeting of professional bodies, on 05 March 2018, to discuss the outcome of the ICBA conference. At the beginning of this year, the DBSA, SEED and Services SETA undertook to draft a discussion paper to aid the debates.

These discussions sought to aid the process by among others, mapping out key BAS stakeholders and their respective responsibilities. Stakeholder mapping process identified multiple executive authorities and governments departments which include among others, the Departments of Trade and Industry, Economic Development, Small Businesses Development and Higher Education and training. The paper observes that this state of affairs requires intergovernmental response and coordination. Different agencies and entities within each department will lead different aspect of implementation.

A scan of legislative environment reflects that there are some gaps that still need to be addressed and perhaps improvement in linkages and relevance to the BAS industry, especially around regulation, standards development, monitoring and enforcement. This will require more engagement with different entities to clarify roles and responsibilities.

Analysis of supply environment reveal the existence of a myriad of actors funding, facilitating, implementing across constituencies from international to local levels. Some of the interventions are project-based and or areas-based. At the same time, hybrid models and partnership are increasing in popularity. Specific qualification for Business Advisors has been identified as a gap between supply and demand and a priority to address. Many education and training institutions and providers are starting to respond to this demand. CPD and candidacy programmes less developed.

Current strategies aimed at improving the service offering of BAS include; attempts at professionalisation; regulation, self-regulation and education and training. There is a need to understand the implications of each strategies and choices that go with it. This paper profiled each strategy to inform the preferred choice. A lot of progress has been made in building consensus on the need for a South African National Standards. There are some differences in interpretation, scope and application, which still need to be resolved.

By opening up the debates on BAS, and documenting current strategies, this paper plans aid the process of reaching an inclusive strategy that strengthens the quality of BAS that provides indemnity and recourse for provider of BAS and the client, respectively.

## **1. PURPOSE AND PROCESS**

### **1.1 Purpose**

The purpose of the Discussion Paper is to document the regulatory, legislative and supply-side environment as it pertains to the Business Advisory Services (BAS) Industry. It maps key stakeholders and contextualises BAS within Business Development Services (BDS). In essence, the Discussion Paper seeks to clarify strategies considered to improve the quality of BAS, and document common and different perspectives and interpretations. Implications, costs and unintended consequences of the different strategies calls for in-depth debate and consideration. The Discussion Paper will ultimately stimulate debate and create a situation where everyone has an equal opportunity to participate through a renewed and common understanding. The debate should result in recommendations for process, policy, product and practice; and assist in identifying the appropriate stakeholder/s to lead critical actions.

The Discussion Paper will be presented first at the SEED South Africa Symposium 2019 taking place on 02 and 03 March 2019 at the Innovation Hub in Pretoria. Core Partners will thereafter disseminate the Discussion Paper to stakeholders inviting comment and input, and hosting structured stakeholder engagements.

### **1.2 Process and Background**

The BAS Industry has for years been advocating for improved quality in the delivery of services to its emerging, small and growing business clients. Debates over occupations, alternate titles, levels, designations and similar terminology continue to remain unresolved and uncoordinated. The collective concern is the perceived inconsistent and unregulated competency requirements and ethical conduct, having a detrimental risk and impact on the livelihoods and sustainability of emerging, small and growing businesses.

In 2017 and in response to the above reality, an *ad hoc* Working Group was formed as an outcome of the SEED Symposium of that year, to lead the development of a BDS Standard through the SABS. Considerable progress was made in identifying key components of the BDS Standard but more consultation to foster a common understanding and mobilise support was recognised as a necessary requirement.

On 21 to 23 November 2017, OSIBA Management hosted the ICBA (International Conference on Business Advising). The Conference identified four key actions as outcomes, namely, 1. Professionalisation 2. Industry Collaboration 3. Education and Standards 4. Appropriate Regulation. Click [here](#) for a copy of the Conference Report. This Discussion Paper is directly aligned to these outcomes and seeks to expand on the relationship of these outcomes as strategies for improving the quality of BAS and BDS.

On 01 March 2018, the Services SETA announced its adopted joint Programme of Action for establishing a national Entrepreneurship and Cooperative Development Institute (ECDI). This Programme of Action was informed by months of in-depth research, analysis and stakeholder engagement. It seeks to close critical supply-side gaps for scaled impact and services to entrepreneur and emerging, small and growing businesses. Business

Advisory Services is one of the nine adopted programmes which has several actions aligned to objectives including the development of a standardised set of products for facilitating and funding BAS, mapping career paths aligned to the OFO and NQF, and enabling matching of supply and demand using technology.

On 05 March 2018, the Department of Small Business Development convened a meeting of professional bodies operating within the BAS Industry and key stakeholders to discuss the ICBA 2017 outcomes and identified actions. The meeting endorsed the recommendation to develop a Discussion Paper setting out the roles and responsibilities of PSET (Post School Education and Training) and other stakeholders in the Professionalisation of an Occupation such as Business Advisory Services. Understanding the legislative and regulatory environment and professionalisation of other professions would provide the necessary guidance on appropriate steps and actions to Professionalise Business Advisory Services. The Services SETA undertook to fund the development of the Discussion Paper given that it overlapped with some of its own deliverables.

From May 2018 to January 2019, the Services SETA ran a procurement process for several deliverables including the Discussion Paper. The process was unsuccessful in appointing a specialist service provider.

On 14 and 15 January 2019, SEED approached the Services SETA to explore alternative options for developing the Discussion Paper which resulted in the Parties allocating internal resources for this purpose. The Parties, together with the DSBD and SEDA worked collaboratively in this regard.

On 25 February 2019, the Services SETA invited a small group of core stakeholders to an engagement to assist in the development of the Discussion Paper. On 20 March 2019, the SEDA invited the same small group of core stakeholders to a follow-up engagement.

This Discussion Paper is jointly issued by the DSBD, SEDA, Services SETA and SEED. Contributions from other stakeholders are duly recognised. Subject to receipt of substantive comments and inputs, an updated version may be published and disseminated. Recommendations will be directed to the appropriate entity or entities for actioning.

Written submission may be emailed to: [bmsibi@sedat.org.za](mailto:bmsibi@sedat.org.za) and/or [TsilisoT@serviceseta.org.za](mailto:TsilisoT@serviceseta.org.za). Comments should be forwarded no later than **16 May 2019**. Comments must be substantiated by supporting documentation if applicable and must recommended actual amendments. Solution focused and easy to understand and incorporate.

## **2. STAKEHOLDER MAPPING**

This section profiles the Executive Authorities (Ministers), National Departments, Public Entities and recognised professional bodies that play a role and have an interest in the emerging and small business advisory services industry. Figure 1 illustrates these entities and shows the relationships between the entities in terms of reporting and function. A narrative summary of each entity and its role and or interest in the emerging and small business advisory services industry is provided below.

### **2.1 Post School Education and Training**

**Department of Higher Education and Training** - Department of Higher Education and Training (DHET) is responsible for overseeing Universities, TVET Colleges, SETA Coordination and Community Colleges, organising occupations and overseeing SAQA, QCTO and SETAs. OFO 2017 recognised the following occupations for business advisory – mention alternate titles.

**South African Qualifications Authority** - The South African Qualifications Authority (SAQA) is a statutory body, regulated in terms of the National Qualifications Framework Act No. 67 of 2008. It is responsible for verification of South African qualifications achievement; national learners records database; professional body recognition and professional designation Registration; registration of qualifications and part qualifications; list of accredited providers, and evaluation of foreign qualifications. The Directorate Registration and Recognition (DRR) of SAQA is responsible for the evaluation and processing of applications for recognition of professional bodies and registration of professional designations for the purposes of the NQF Act.

**Quality Council for Trades and Occupations** - The Quality Council for Trades and Occupations (QCTO) is a Quality Council established in 2010 in terms of the Skills Development Act Nr. 97 of 1998. Its role is to oversee the design, implementation, assessment and certification of occupational qualifications, including trades, on the Occupational Qualifications Sub-Framework (OQSF). QCTO has delegated some authority to Services SETA for skills development provider accreditation and quality assurance of learner achievements for qualification that fall under its economic scope.

**Services Sector Education and Training Authority** - Services Sector Education and Training Authority (Services SETA) is responsible for the disbursement of the training levies paid by employers through a management system motivated by skills requirement assessment and monitoring. The Services SETA ensures that the skill requirements of the services sector are identified and that adequate and appropriate skills are readily available. The Services SETA contributes to the improvement of sector skills through achieving a more favourable balance between demand and supply, and ensuring that education and training is provided subject to validation and quality assurance; meets agreed standards within a national framework, and ensures that new entrants to the labour market are adequately trained; and acknowledges and enhances the skills of the current work force. The Services SETA facilitates stakeholder engagement to develop qualifications and modifications. Promote adequate of supply.

**Figure 1. National Regulatory Role Players**

**Post School Education and Training (PSET)**

Executive Authority:  
Minister of Higher Education  
and Training



**Trade and Industry**

Executive Authority:  
Minister of Trade and Industry



**Small Business Development**

Executive Authority:  
Minister of Small Business  
Development



**Professional Bodies**



## **2.2 Professional Bodies - Generic**

**Coaches and Mentors South Africa (COMENSA)** - is a SAQA recognised non-statutory professional body ID 942, start date 20 May 2015, recorded as COMENSA. COMENSA has three registered professional designations namely: COMENSA Credentialised Practitioner (CCP) SAQA ID 600, COMENSA Senior Practitioner (CSP) SAQA ID 601, and COMENSA Master Practitioner (CMP) SAQA ID 602. COMENSA accredits its members upon completion of a minimum number of hours of coach-specific training; providing evidence of a minimum number of hours of one-to-one and/or group and/or team coaching, supplying references from a minimum of three separate clients, successful completion of an online questionnaire and being in, or committed to, supervision. COMENSA has a code of conduct applicable to all members and facilitates continuous professional development of its members. The number of certified coaches accredited with COMENSA is unknown.

**Institute of Business Advisors of Southern Africa (IBASA)** - is a SAQA recognised non-statutory professional body ID 818, start date 27 September 2017, recorded as IBA. IBASA has three registered professional designations namely: Business Advisor (BA) ID 336, Principal Business Advisor (PBA) ID337 and Certified Business Advisor (CBA) ID 338 – in order of competence level from lowest to highest. Memberships comprises of more than 1,100 small business advisors, business coaches, and mentors as at January 2019. IBASA grades its members in the generalist and specialist categories according to weighted scores obtained in the assessment areas of academic qualifications, work experience, business advisor experience and membership of recognised professional bodies. IBASA has a code of conduct applicable to all members and facilitates the provision of mentoring from senior to junior designations and continuous professional development.

**Institute of Management Consultants and Master Coaches South Africa (IMCSA)** - is a SAQA recognised non-statutory professional body ID 964, start date 30 July 2015, recorded as IMCSA. IMCSA has two registered professional designations namely: Certified Management Consultant (CMC), SAQA ID 627, and Certified Master Coach (MC), SAQA ID I628. IMCSA is the professional body representing management consultants and -coaches. IMCSA is a member of the International Council of Management Consulting Institutes (ICMCI). IMCSA provides training opportunities and sets and maintains standards for business consultants and coaches in South Africa. The number of accredited members of IMCSA is unknown.

## **2.3 Professional Bodies - Specialised**

Members of specialised professional bodies that, in addition to their specialised professions, also provide business advice to their clients are mostly from the accounting profession and include:

**Association of Accounting Technicians – SA (AAT(SA))** - is a SAQA recognised non-statutory professional body ID 846, start date 15 March 2013, recorded as AAT(SA). The AAT(SA) has three registered professional designation namely: Public Sector Member PMAAT(SA) SAQA ID 799, Member of AAT(SA) MAAT(SA) SAQA ID 459 and Fellow Member of AAT(SA) FMAAT(SA) SAQA ID 460.

**Association of B-BBEE Professionals (ABP)** - is a SAQA recognised non-statutory professional body ID 1002, start date 28 July 2016, recorded as ABP. ABP has one registered professional designation namely: Economic Empowerment Professional (EEP) ID 720. ABP aims to facilitate the accreditation of qualifying BEE Verification Agencies and guides the development of the industry by standardizing the ratings methodology and setting the standards for ethical behaviour and professional development.

**Association of Chartered Certified Accountants South Africa (ACCA)** - is a SAQA recognised non-statutory professional body ID 896, start date 27 December 2018, recorded as ACCA. The ACCA has two registered professional designations namely: Fellow Chartered Certified Accountant SAQA ID 542 and Associate Chartered Certified Accountant SAQA ID 543.

**Direct Marketing Association of South Africa (DMASA)** - is a SAQA recognised non-statutory professional body ID 827, start date 26 October 2017, recorded as DMASA. DMASA has three registered professional designations namely: Interactive and Direct Marketing Practitioner (IMDPrac) ID 399, Interactive and Direct Marketing Professional (IMDPro) ID 3400 and Master of Interactive and Direct Marketing (MIDM) ID 401. DMASA is dedicated to the protection and development of the Interactive and Direct Marketing (IDM) industry. DMASA has a code of conduct applicable to all members.

**Independent Regulatory Board for Auditors (IRBA)** - is a SAQA recognised statutory professional body ID 875, start date 12 September 2018, recorded as IRBA. IRBA has one registered professional designation namely: Registered Auditor, SAQA ID 522.

**Institute of Accounting and Commerce (IAC)** - is a SAQA recognised non-statutory professional body ID 835, start date 26 October 2017, recorded as IAC. IAC has seven registered professional designation namely: Technical Accountant (TA) SAQA ID 450, Financial Accountant in Commerce (FAC) SAQA ID 451, and Financial Accountant in Practice (FAP) SAQA ID 452, Independent Accounting Professional Reviewer (IAP) SAQA ID 453, Certified Tax Practitioner (CTP) SAQA ID 680, Associate Tax Practitioner (ATP) SAQA ID 681 and Certified Business Rescue Practitioner SAQA ID 893.

**Southern African Institute for Business Accountants (SAIBA)** - is a SAQA recognised non-statutory professional body ID 874, start date 26 July 2018, recorded as SAIBA. SAIBA has four registered professional designations namely: Business Accountant in Practice SAQA ID 520, Business Accountant SAQA ID 521, Certified Financial Officer (SA) SAQA ID 631 and Certified Business Accountant (SA) SAQA ID 769.

**South African Institute of Chartered Accountants (SAICA)** - is a SAQA recognised non-statutory professional body ID 651, start date 27 September 2017, recorded as SAICA. SAICA has three registered professional designations namely: Chartered Accountant CA (SA) SAQA ID 8, Member Accounting Technicians MAT (SA) SAQA ID 981, Fellow Member Accounting Technicians FMAT (SA), SAQA ID 982.

**South African Institute of Professional Accountants (SAIPA)** - is a SAQA recognised non-statutory professional body ID 840, start date 26 October 2017, recorded as SAICA. SAICA has one registered professional designation namely: Professional Accountant (SA) SAQA ID 445.

**South African Restructuring and Insolvency Practitioners Association (SARIPA)** - is a SAQA recognised non-statutory professional body ID 1111, start date 9 March 2018, recorded as SARIPA. SARIPA has two registered professional designations, of which one is relevant to the business advising ecosystem, namely: Business Restructuring Professional SAQA ID 901.

**Turnaround Management Association Southern Africa (TMA)** - is a SAQA recognised non-statutory professional body ID 1072, start date 26 October 2017, recorded as TMASA. The TMA has three registered professional designations namely: Associate Turnaround Practitioner SAQA ID 850, Certified Turnaround Practitioner SAQA ID 851 and Professional Turnaround Practitioner SAQA ID 852.

## 2.4 Trade and Industry

**Department of Trade and Industry (DTI)** - is primarily overseeing industrial development, trade- and investment promotion, but also provides strategic direction in the development of policies and strategies for promoting enterprise growth, empowerment and equity, with an emphasis on empowering youth- and women-owned businesses.

**Industrial Development Corporation (IDC)** - provides both financial and (non-financial) business support to emerging and established businesses with a view to enhance the industrial development capacity and promoting entrepreneurship.

**South Africa Bureau of Standards (SABS)** - is a statutory body that was established in terms of the Standards Act, 1945 (Act No. 24 of 1945) and continues to operate in terms of the latest edition of the Standards Act, 2008 (Act No. 8 of 2008) as the national standardisation institution in South Africa, mandated to: develop, promote and maintain South African National Standards (SANS); promote quality in connection with commodities, products and services, and render conformity assessment services and assist in matters connected therewith.

**South African National Accreditation System (SANAS)** - is established in terms of Section 3(1) of the Accreditation for Conformity Assessment Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006). SANAS has its office at the Department of Trade and Industry (the dti) Campus, Sunnyside, Pretoria, South Africa. It is directed and legally represented by a Board of Directors, whose members are appointed by the Minister of Trade and Industry.

**National Empowerment Fund (NEF)** - is directed at promoting and facilitating black economic participation in the economy by providing financial and non-financial support to black empowered businesses, and promoting a culture of savings and investment among black people. The NEF provides business loans across all industry sectors, for start-ups, expansion and equity acquisition purposes.

**National Youth Development Agency** - National Youth Development Agency (NYDA) provides direct services to the youth in the form of e.g. mentorship, skills development and training and entrepreneurial development and support.

## 2.5 Small Business Development

**Department of Small Business Development (DSBD)** - focus on enhanced support to small business, including cooperatives, with an emphasis on programmes to advance entrepreneurship amongst women, the youth, and people with disabilities to contribute to job creation and economic growth. The DSBD pursue the following objectives:

- facilitating the development and growth of small businesses to contribute to inclusive and shared economic growth and job creation through public and private sector procurement.
- facilitating partnerships with all spheres of government as well as the private sector to ensure mutual cooperation that will benefit small businesses and cooperatives.
- advocate for a conducive regulatory environment for small businesses and cooperatives to enable access to finance, investment, trade equitable and market access in an and sustainable manner.
- facilitating radical economic transformation through increased participation of small businesses cooperatives in the mainstream economy.

**Small Enterprise Development Agency (SEDA)** - is mandated to implement government's small business strategy, design and implement a standard and common national delivery network for small enterprise development and integrate government-funded small enterprise support agencies across all tiers of government. Seda is the agency, which employs most (up to 175) business advisors and contracts most independent business advisors in its service delivery to small businesses. Seda and IBASA has a MOU, in terms of which Seda employed business advisors are graded by IBASA in terms of the SAQA designations for business advisors. Seda delivers training and technical (non-financial) support to small businesses and is the custodian of a network of incubators across sectors.

**Small Enterprise Finance Agency (SEFA)** - is mandated to foster the establishment, survival and growth of small businesses through the provision of finance, and thereby contributing towards poverty alleviation and job creation. Sefa and IBASA has a MOU, in terms of which Sefa only utilises IBASA accredited business advisors in rendering advising services to small businesses. Sefa provides financial support to small businesses (including e.g. asset finance, bridging finance, revolving loans, term loans and guarantees) directly and indirectly through commercial banks, intermediaries, joint venture, partnerships (Specialised Funds) and other collaborative relationships to extend Sefa's reach.

### **3. LEGISLATIVE ENVIRONMENT**

This section reflects legalisation and policies that have bearing on the possible professionalisation of Business Advisory Services and Business Development Service (BDS).

There exists an inconsistency in respect of the legal framework within which the BDS ecosystem operates. One the one hand, the education and training environment is highly regulated with reference to the post school education and training (QCTO, SAQA and Seta) landscape. On the other hand, apart from the generic provisions of the Companies Act (which is applicable to all businesses) there are no regulations pertaining to the BDS provision ecosystem.

#### **3.1 Post School Education and Training**

**Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act (Act 19 of 2006)** - The purpose of the Act is to provide an internationally recognised and effective accreditation and GLP compliance monitoring system for South Africa. The Act recognises SANAS as the only accreditation body in the country for conformity assessment and calibration, and monitoring GLP compliance to OECD principles.

**Adult Basic Education and Training Act (Act 52 of 2000)** - The act exists among others to provide for quality assurance and quality promotion in adult education and training, and to provide for the registration of private adult learning centres.

**Higher Education Act (Act 101 of 1997)** - The act exists among others to provide for the appointment and functions of an independent assessor; to provide for the registration of private higher education institutions; to provide for quality assurance and quality promotion in higher education.

**National Qualifications Framework Act (Act 67 of 2008)** - The National Qualifications Framework Act requires SAQA to: (i) develop and implement policy and criteria for recognising a professional body and registering a professional designation for the purposes of this Act, after consultation with statutory and non-statutory bodies of expert practitioners in occupational fields and with the Quality Councils (QCs); and (ii) to recognise a professional body and register its professional designation if the criteria contemplated in subparagraph (i) have been met.

**Skills Development Act (Act 97 of 1998)** - The act exists among others to provide for learnerships that lead to recognised occupational qualifications; to provide for and regulate employment service.

**Skills Development Levies Act (ACT 9 of 1999)** - The act exists to provide for the imposition of a skills development levy.

**Further Education and Training Colleges Act (Act 16 of 2006)** - The act exists among others to provide for the regulation of further education and training; to provide for the registration of private further education and training colleges; to provide for the promotion of quality in further education and training.

**South African Qualifications Authority Act, 1995 (SAQA) (Act 58 of 1995)** - The Act exists to provide for the development and implementation of a National Qualifications Framework and for this purpose to establish the South African Qualifications Authority.

**Standards Act, (Act 8 of 2008)** - To provide for the development, promotion and maintenance of standardisation and quality in connection with commodities and the rendering of related conformity assessment services; and for that purpose to provide for the continued existence of the SABS, as the peak national institution

**Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation for the Purposes of the National Qualifications Framework Act 67 of 2008** - This Policy and Criteria outlines the manner in which SAQA recognises statutory and non-statutory professional bodies for the purposes of the NQF Act (Act 67 of 2008) as well as the manner in which professional designations from recognised professional bodies are registered on the NQF by SAQA. In terms of the regulation, a body constituted to represent and/or regulate a recognised community of expert practitioners shall be recognised by SAQA as a professional body on fulfilment of the criteria for recognition as a professional body.

### **3.2 Small Enterprise Development**

The National Small Enterprise Act, number 102 of 1996, as amended, only makes reference, in the definition section of the Act, to "service providers" meaning any public or private entity providing support services to small business, but nothing more. The Act, however, tasks Seda to "strengthen the capacity of service providers to support small business".

The Act, furthermore, defines the small enterprise as a beneficiary group at which BDS services are directed, recently adapted by Small Business Development Minister Lindiwe Zulu. There are two metrics, which determines the size of a business: the number of employees (full time paid employees), and total annual turnover.

- Micro enterprises can have a maximum of 10 employees, small enterprise between 10 and 50 employees, and medium-sized enterprises can have up to 250 employees.
- Turnover ceilings range from R220 million for a wholesale company to qualify as a medium-sized enterprise, to R85 million for a catering business to qualify as a micro enterprise. Here are the new turnover ceilings for each class of business, as broken down into sectors by the small business development department.

The Department of Small Business Development (DSBD) is in the process of revising the National Small Enterprise Act, number 102 of 1996, as amended. This exercise further recognises the importance of the professionalisation of business advisory services and hopes that through this paper be guided as to how best to regulate is fundamental service within the small enterprise development ecosystem.

The DSBD has identified an opportunity to legislate and professionalise business advisory services in the form of providing oversight over the sector. The aim is to strengthen the self-regulation through the various organisations codes of ethics to ensure accountability.

Our initial readings refer to the case of Kenya's accreditation and licensing of business development service providers for example. Kenya's legislation is unique in providing for the regulation and licensing of business development services providers serving micro and small enterprises. In the South African context, where questions continue to be raised about the universal quality of business development services, particularly business advising, this provision is worth noting.

## **4. SUPPLY ENVIRONMENT**

### **4.1 Types of Suppliers**

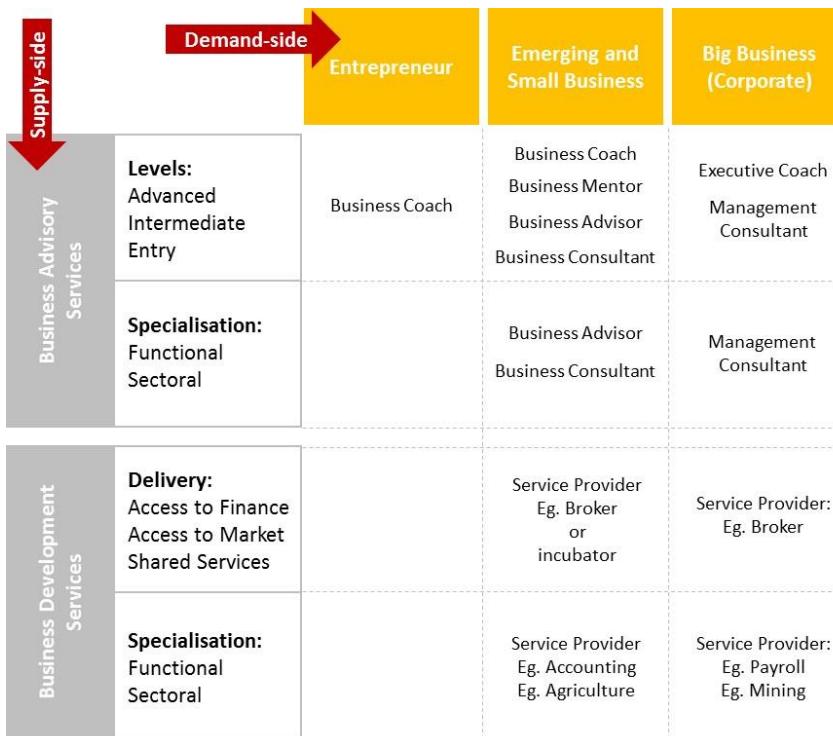
In understanding the supply environment, the first important distinction is that of Business Advisory Services (BAS) and Business Development Services (BDS). Some role players perceive this distinction to be superficial in nature given that business advisors, in practice, offer advice and applied learning, and often render actual services. Figure 2 below seeks to illustrate this relationship.

**Figure 2. Business Advisory Services as a component of Business Development Services**



Figure 3 below seeks to differentiate suppliers to entrepreneurs versus the business, and suppliers to emerging and small business versus big business or Corporate. The business coach typically focuses on the entrepreneur but can also offer services to the business. Business mentors, business advisors and business consultants can provide BAS to emerging and small business.

**Figure 3. Linking supply and demand levels, nature and specialisations**



#### 4.2 Supply institutions across constituencies

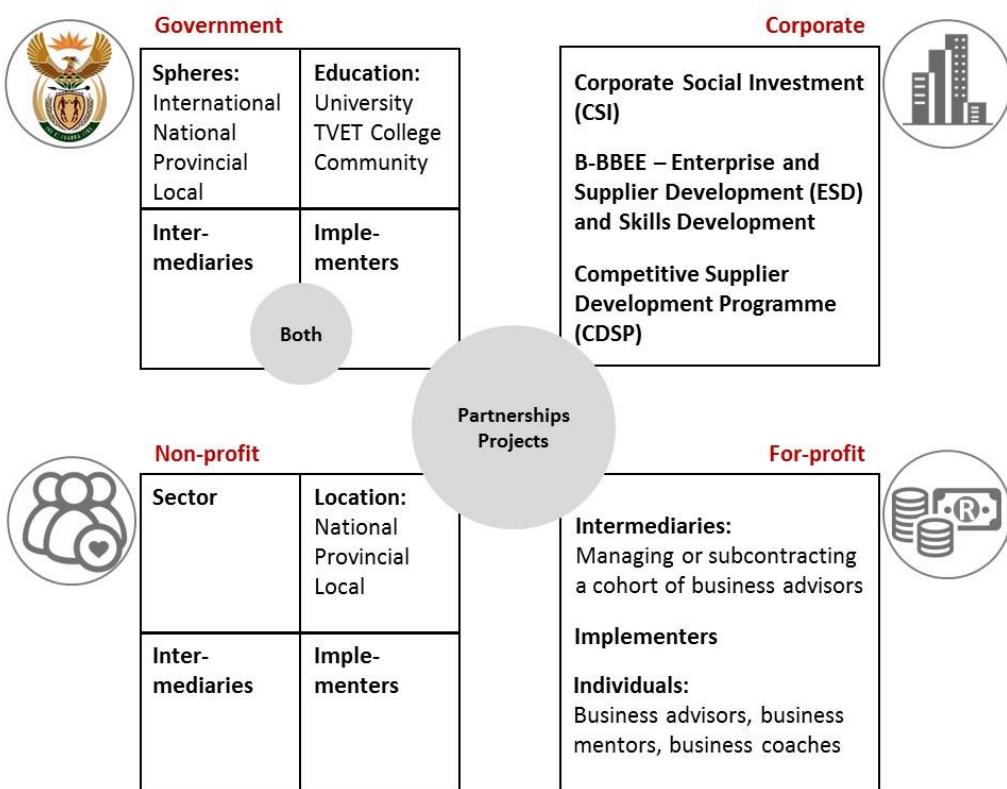
There are thousands of business advisors operating within South Africa. The exact number is not known as there is no consolidated national database. There are hundreds of entities across constituencies that have their own cohort of business advisors both generic and specialist, in-house and or subcontracted, aligned to the natures of their business and risk mitigation intent.

Whilst there are examples of joint projects between the intermediaries and agencies, the supply of BAS services is mostly fragmented with significant duplication between, on the one hand, government agencies on the respected levels of government and, on the other hand, between government, non-government and private sector initiated BAS.

However, these agencies all make use of the same pool of business advisors / business consultants / business coaches in providing BAS to small businesses. All these institutions also experience the same frustrations in their utilisation of BDS providers, including:

- some of the providers delivering good quality and others delivering bad quality advisory services to small businesses.
- the lack of both process standards and operational (outcomes) standards in advisory services.
- the lack of standardised metrics against which impact measurement and monitoring of BAS service delivery can be done.

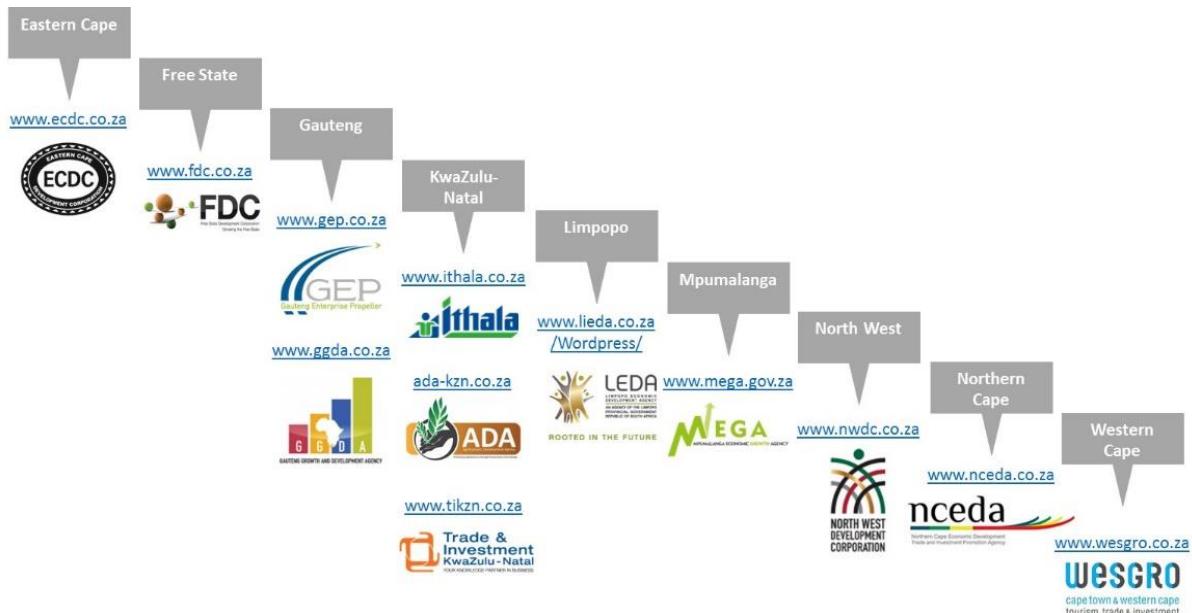
**Figure 4. Supply environment**



Agencies within the government sphere are found on all three levels of government, of which some are acting as intermediaries and others as direct implementers. The following can serve as examples:

- National government level: agencies such as IDC, NEF, NYDA, Seda and Sefa.
- Provincial government level: at least one “parastatal” development institution per province, dedicated to supporting small business (see Figure 5 below).

**Figure 5. Provincial Growth and Development Agencies providing institutional support for small businesses**



It is worthy to note that, combined these provincial small business development agencies perhaps employ and utilise more BAS providers (business advisors / business consultants / business mentors / business coaches) than institutions such as Seda and Sefa.

Local government level: most of the metropolitan municipalities have dedicated small business development programmes, e.g. the City of Tshwane and the City of Ekurhuleni SMME Development programmes.

Corporate intermediaries are mostly CSI and/or ESD founded and include e.g. Anglo American's Zimele Development Programme and Sasol's Enterprise and Supplier Development Programme.

The NGO sector, which is donor driven, include examples such as the German based GIZ, SEED, USAID and EU. Some of the programmes are sectoral specific, e.g. directs small business support to eco-inclusive enterprises whilst others are specific to e.g. rural areas.

#### 4.3 Business Development Service's Draft Policy

The DSBD, through its Draft Policy Framework on BDS, prefers a self-regulatory environment for BDS. The DSBD notes that there are a variety of actors within the BDS ecosystem, each playing a different function and role within the ecosystem. These differences are important to note and understand, but similarly they are market driven and policy driven. Given the situation, it is imperative that curricula or methodologies not be prescribed, as these can be updated or no longer used by the market participants simply because research is regularly highlighting new methodologies or variations on existing methodologies.

Therefore, any prescription will become outdated within a short space of time and be counter-productive to the industry.

The Department for Small Business Development has started the process of developing a policy framework for Business Development Services. The framework envisages registering BDS and developing minimum standards and code of conduct.

#### *Rationale*

The motivation for the framework is to ensure that: (i) BDS ecosystem is given a clear understanding of national economic objectives, including the targeted sectors within which they must develop the nations SMMEs, and (ii) to ensure that the BDS ecosystem is competent and meets minimum standards, without reducing the freedom of the ecosystem to be innovative and competitive on a global basis.

#### *Purpose of the policy framework*

According to DSBD, the purpose of the policy framework is to define an ecosystem for the business development services sector, and the necessary criteria for monitoring, evaluation and learning purposes.

#### *Regulation of BDS*

The DSBD is in favour of a self-regulatory environment for BDS. The plan is to provide a registry of all individuals and businesses operating within the BDS space in order to facilitate industry and state access to suitable organisations and individuals. The DSBD intends to indirectly provide guidance to BDS providers through clearly defined monitoring, evaluation and learning assessment criteria, against which the BDS providers must report on a regular basis, and which form the basis for their ongoing registration as a BDS provider.

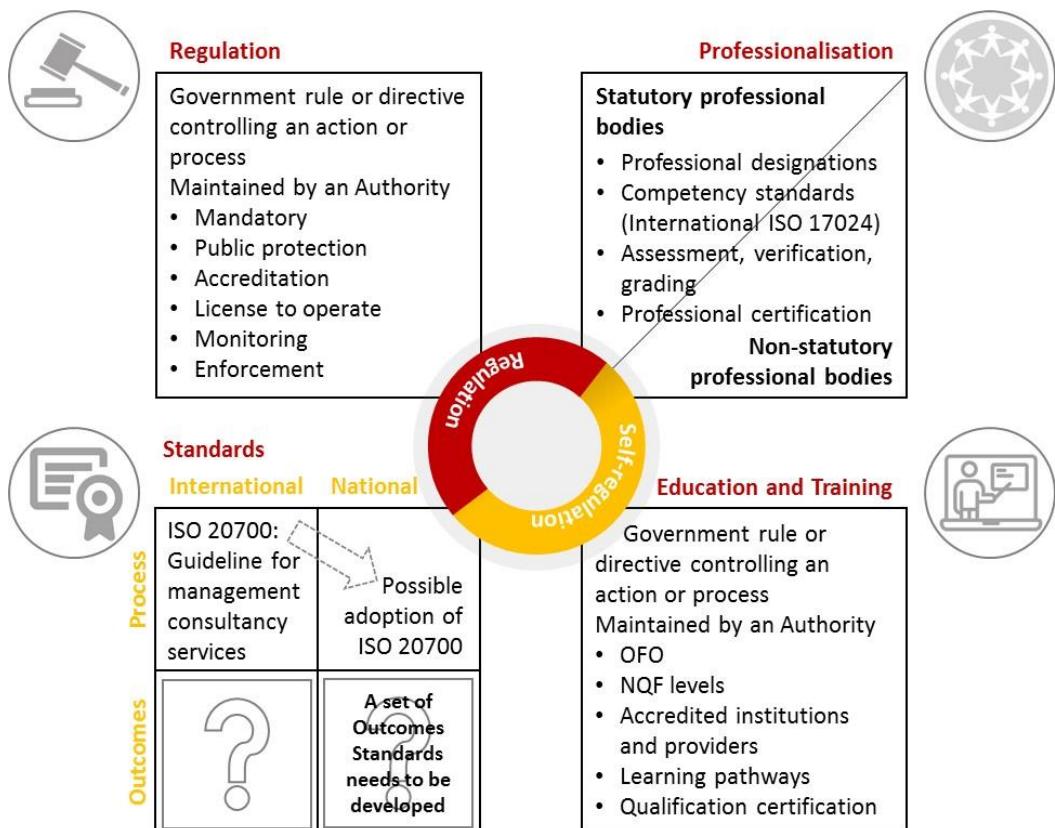
#### *Monitoring, Evaluation and Learning*

The MEL tool will constitute a critical instrument for oversight over BDS's compliance with the policy framework. The MEL will be administered by DSBD as an oversight body – through an agency selected by the national Department of Small Enterprise Development as defined from time to time in Regulations issued by the department. The implementation agency will be responsible for collecting the MEL data, analysing the data and reporting the findings and recommendations to the national Department of Small Enterprise Development. Furthermore, the implementation agency will advise BDS providers who are in breach of the policy of said breach, the reason for the breach, the consequences thereof, and the remedies required to reinstate the BDS providers registered status.

## 5. STRATEGIES CONSIDERATIONS AND CURRENT STATUS

Four main strategies for improving the quality of Business Advisory Services in South Africa are explained and discussed below. The status quo and the relationship between these strategies is presented. Different perspectives and considerations are put forward for further debate and discussion. Figure 6 below provides a visual starting point. In reality any combination of these strategies can be considered.

**Figure 6. Relationship between strategies for improving the Quality of Business Advisory Services**



### 5.1 Professionalisation

SAQA recognises and monitors professional bodies and registers professional designations in accordance with its "Policy and Guideline for recognising a professional body and registering professional designation for the purposes of the National Qualifications Framework Act, No 76 of 2008 as amended". Professional bodies play a critical role in quality assurance and standards development within professional occupations.

There are two types of professional bodies – statutory and non-statutory. Statutory professional bodies are established through an Act of Parliament and govern the practice of specific occupations. Non-statutory professional bodies offer voluntary membership and “create an enabling environment for professional development in a discipline, and growing the maturity of that discipline by contributing to its body of knowledge, its relevance, governing principles and accessibility to new and existing practitioners. A professional body serves as the impartial, autonomous representative of its various stakeholders in matters related to the discipline.”<sup>ix</sup>.

The objectives of the SAQA policy and guideline include promoting public trust in professions through a nationally regulated system of recognition and registration, and promoting protection of the public from malpractice relating to the fulfilment of professional duties and responsibilities. Professional bodies are required to encourage the development of Continuing Professional Development (CPD) but may not be accredited or registered as an education and training provider.

Key criteria for recognising a professional body are that it shall *inter alia*:

- be a legally constituted entity with resources, governed by a constitution or similar and compliant with good governance practices
- protect the public interest in relation to services provided by its members and the associated risks
- develop, award, monitor and revoke its professional designations in terms of its own rules, legislation and/or international conventions
- set criteria for, promote and monitor CPD
- publish a code of conduct and investigate alleged contraventions

SAQA may remove the recognition status from a professional body and may deregister a professional designation, if no longer compliant with the Policy and Criteria.

Statutory professional bodies are regarded as ‘regulation’ and non-statutory professional bodies as ‘self-regulation’.

The International Standard ISO/IEC 17024 titled “Conformity assessment — General requirements for bodies operating certification of persons” published in 2012 is a global, voluntary benchmark for organisations such as professional bodies to apply in professional certification. It provides guidelines on establishing and maintaining a professional certification process and addresses critical aspects such as confidentiality, impartiality and potential conflicts of interest.

Professional bodies are starting to develop competency frameworks for the assessment and grading of members against registered professional designations. Competency frameworks can also be used to develop progression pathways allowing for vertical progression within a profession.

Professionalisation therefore is the process through which practicing business coaches, business mentors, business advisors and business consultants obtain professional certification from a recognised professional body for a registered professional designation.

The current status quo is that there is no statutory professional body for the business advisory services industry. There are however many non-statutory professional bodies either generic or for specialised disciplines as profiled in section 3.2. Some industry stakeholders have been advocating for the establishment of a federation of non-statutory professional bodies.

## 5.2 Regulation versus Self-regulation

A regulatory body is a government authority, public agency or public entity responsible for exercising authority over a prescribed mandate. Regulatory authorities are commonly set up to enforce safety and standards and or to protect consumers. Regulatory bodies have powers that may require companies or professionals operating within a particular industry to adhere to certain standards or deliver a set of outputs. Regulatory bodies may require companies or professionals to obtain a license, and set service levels and pricing controls.

Regulatory bodies may:

- require transparency of information
- monitor performance and compliance
- investigate complaints
- undertake enforcement action, such as directing compliance through orders, imposing financial penalties and or the revoking of a license.

Regulation in this context can be through a mandated public agency or statutory professional body. A public agency may either assume the role of overseeing other organisations/bodies or individual/professionals. A statutory professional body may operate in conjunction with existing non-statutory professional bodies. Roles and relationships between organisations/ bodies would need to be clarified.

Whatever the mechanism/s, the intention of regulation should be mandatory registration and issuing of a licence to practice as a business advisor. The degree to which standards of practice and education and training are prescribed, and the extent to which monitoring and enforcement of public interest is guaranteed may vary. The costs and benefits of a highly regulated industry need to be carefully considered.

In 2012, SEDA conceptualised the design of a national Business Development Service Provider (BDSP) Quality Assurance and Support Initiative (QASI) referred to as B-QASI. This initiative sought to establish an independent entity that would register and assess, develop capacity, and monitor and report on the performance of Business Development Service providers. The initiative was never implemented due to funding<sup>x</sup>.

The DSBD has most recently expanded on the above, through the development of the BDS Policy Framework discussed in section 4.3. This policy framework intends to establish and maintain a registry of all individuals and businesses operating within the BDS space. This includes all categories of business advisors whether operating within an incubator, accelerator, skills development provider or independently. The institutional mechanisms for registration, monitoring, reporting, evaluation and enforcement should be clearly set out.

The current status quo is that there are several considerations and emerging developments in public policy but institutional mechanisms to fulfil regulated functions remain unresolved. There is also no statutory professional body. Industry stakeholders have expressed a preference for self-regulation over regulation.

### 5.3 Standards

The International Standard ISO 20700 “Guidelines for management consultancy services<sup>xi</sup>” published in 2017 provides principles and procedures for contracting, execution and closure of management consultancy services, promoting best practice and ethical behaviours in the delivery of value. It does not document nor prescribe methods and approaches. It addresses key aspects of client acceptance, accountability, regulatory compliance, stakeholder engagement, governance, capability, communication, confidentiality, intellectual property, social responsibility, health and safety, and risk and quality management.

There are different perspectives amongst industry stakeholders as to the application, scope and adequacy of this standard. One perspective is that this International Standard is adequate for the South African context and as applicable to Corporate and small business clients. Another perspective is that this International Standard provides a useful starting point but should be simplified particularly for the small business sector and strengthened to include outcomes applicable to emerging and small business clients. There are also different perspectives regarding the scope of application that is focused on business advisory services versus business development services. **ISO 20700 provides guidelines for the process of providing management consulting and delivering services to clients. It does not set standards for outcomes of deliverables. The setting of standards for outcomes would further improve quality, responsibility, professionalism and ethical behaviour.**

The SABS, governed by the Standards Act, no 8 of 2008, as a national standardisation body provides and promotes the standardisation of services to protect the integrity of the market and the end user, creating a competitive advantage for the South African Industry and improving market access to South African companies both locally and internationally. The development of a national standard requires balanced stakeholder representation from consumers, government, regulators, non-profits, academia, labour, industry and SMMEs. Informed by principles of a project approach, market relevance, coherence, transparency and consensus, there are several stages in the development process.

Early stages include a project proposal, value add assessment, project approval and working group establishment. This seems to have been achieved through the coordination by SEED in 2017 referred to in section 1.2. The DSBD proposal to the SABS for the development of a national standard was approved and technical resources to assist the working group were allocated from the SABS. Key components of the standard were identified through stakeholder consultation. To continue, the process requires formalisation through the SABS, consideration of representativeness and completion of the subsequent stages that is producing a draft standard, committee consideration, public enquiry, approval and publication.

The majority of industry stakeholders seem to be supporting the development of a South African National Standard for business advisory services.

**SANAS** It is the body in South Africa mandated by the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act No. 19 of 2006 to provide accreditation services to conformity assessment service providers in South Africa. In term of the act SANAS's primary role is to serve the national and public interest by facilitating the provision of a reliable internationally recognised accreditation infrastructure to government, industry and the wider community. Its scope covers: Testing laboratories; Calibration laboratories; Certification bodies; Inspection bodies; Proficiency testing schemes, and Certified reference material. In the context of BAS, SANAS provides accreditation and oversight to professional bodies to ensure compliance with prescribed standards. This function is not similar to recognition and designation of professional bodies as this is the function of SAQA.

#### **5.4 Education and Training**

##### **Occupations**

The Department of Higher Education and Training (DHET) uses the OFO (Organising Framework for Occupations) as the tool for identifying, reporting and monitoring skills demand and supply within the South African Labour Market. SETAs, through their Sector Skills Planning and stakeholder engagement, can make submissions twice a year to the DHET to recommend amendments to the OFO.

The OFO is a coded occupational classification system that categorises similar jobs into occupations. These occupations are further classified into broader groups at different levels based on similarity of tasks, skills and knowledge. The eight Major Groups denoted by 1-digit codes cascade down to Occupations denoted by 6-digit codes.

The value of developing a common language for occupations and linking occupations to qualifications is that it can be used to facilitate progression pathways as both are based on competencies. This in turn links to professional designations. Alignment between the OFO and NQF as these frameworks are developed and updated overtime becomes important for managing the supply and demand of skills.

**Figure 7. Comparison between the skill level of occupation groups and the NQF and NSDS level**

NSDS	NQF Level	Skill Level	OFO Major Group
HIGH	10 ↑ 7	4	2 Professionals
INTERMEDIATE	6	3	3 Technicians and Associate Professionals
	5	2	4 Clerical Support Workers
	4*		5 Service and Sales Workers
	3		6 Skilled Agricultural, Forestry, Fishery, Craft & Related Trades Workers
ENTRY	2	1	7 Plant and Machine Operators and Assemblers
	1		8 Elementary Occupations

\*NQF 4 = Matric Equivalent

The OFO registered occupation for business advisory services is code 2017-242101 'Management Consultant' described as 'Assisting organisations to achieve greater efficiency and solve organisational problems'. Aggregated occupational categories are as follows:

- Unit Group: 2017-2421 'Management and Organisation Analysts'
- Minor Group: 2017-242 'Administration Professionals'
- Sub Major Group: 2017-24 'Business and Administration Professionals'
- Major Group: 2017-2 'Professionals'

A total of 21 specialisations are listed in the OFO *inter alia*:

- Business Analyst
- Business Coach
- Business Turnaround Management Consultant
- Management Consulting Specialist
- Small Business Consultant / Mentor
- Business Consultant.

### Qualifications

The Services SETA Sector Skills Plan 2019/20 listed the OFO Code 2017-242101 'Management Consultant' as a hard-to-fill vacancy citing lack of qualified people. Falling under the Major Group 'Professionals' additional skills gaps identified include coaching and mentoring, and facilitation, due to lack of relevant experience. Given the low pipeline

and high demand, this Occupation ‘Management Consultant’ was also added to the Services SETA Priority (PIVOTAL) Skills List.

According to available information, there are relatively few Skills Development Providers (SDPs) accredited and offering occupational and higher level qualifications specifically for Business Advisors. Relevant qualifications registered and data retrieved from the NQF are provided in the table below.

**Table 1. Registered BAS-related qualifications**

ID	Qualification Title	NQF level	Quality Assurance	Accredited SDPs
48883	Further Education and Training Certificate: Small Business Advising (Information Support)	4	Services SETA	3
79886	National Certificate: Business Advising	5	Services SETA	1
48874	National Certificate: Business Consulting Practice (Enterprise Resource Planning)	5	Services SETA	8
49419	National Diploma: Business Consulting Practice	5	Services SETA	2
48967	National Certificate: Business Advising Operations	6	Services SETA	1
94704	Advanced Diploma in Leadership Coaching	7	CHE	1
90822	Postgraduate Diploma: Small Enterprise Consulting	8	CHE	1
93851	Postgraduate Diploma in Coaching	8	CHE	1
71815	Master of Philosophy in Management Coaching	9	CHE	1
93587	Master of Philosophy in Leadership Coaching	9	CHE	1

In 2018/19, SEDA developed learning material for the National Certificate: Small Business Advising (Information Support) ID 48883 NQF level 4 and the National Certificate: Business Advising ID 79886 NQF level 5. SEDA has agreed to make the learning material available to other SDPs seeking accreditation to facilitate supply. The Services SETA hosted a workshop on 27 February 2019 to validate the SEDA learning material.

The qualifications in the table below have passed their end date and not been re-registered.

**Table 2. Expired BAS-related qualifications**

ID	LP ID	Qualification Title	NQF Level	Quality Assurance
48886	-	National Certificate: Business Advising	5	Services SETA
61594	24493	National Certificate: Management	5	Services SETA

According to the EPI Business Advisor Survey 2017, 62.9% of business advisors have a university degree and 49% have 10 or more years of experience. More information of the nature and level of university degrees would be useful. Of the business advisors assessed for professional designation, 33% fall within the entry level, 18% within the intermediate level and 22% within the advanced level. Their nature of study may vary from business, commerce and management studies to social sciences and or fields of specialisation.

There are opposing perspectives as to whether Entrepreneurship can be considered a discipline in its own right or whether it emerges from several other disciplines and should be considered interdisciplinary or multidisciplinary. The qualifications listed in the table below show the emergence of qualifications in Entrepreneurship studies. New Venture Creation or Small Business Management qualifications typically target entrepreneurs. Notwithstanding, entrepreneurs and or service providers to entrepreneurs may enrol in any of these qualifications.

**Table 3. Entrepreneurship related qualifications**

ID	Qualification Title	NQF Level	Quality Assurance	Accredited SDPs
49648	National Certificate New Venture Creation (SMME)	2	Services SETA	203
66249	Further Education and Training Certificate: New Venture Creation	4	Services SETA	255
101750 96797 87326	Higher Certificate in Entrepreneurship	5	CHE	3
96443	Diploma in Small Business Management	6	CHE	1
86506	Diploma: Small Business Management and Entrepreneurship	6	CHE	1
100760 62389	Diploma in Entrepreneurship	6	CHE	2
16687 97907 101121	Bachelor of Commerce in Entrepreneurship	7	CHE	3
81086	Bachelor of Commerce Honours in Small Business Management	8	CHE	1
78505	Postgraduate Diploma in Entrepreneurship	8	CHE	1
94725	Postgraduate Diploma in Management in Entrepreneurship	8	CHE	1

97134	Master of Commerce in Entrepreneurship	9	CHE	1
97801	Master of Management in Entrepreneurship and New Venture Creation	9	CHE	1

Specific qualifications for Business Advisors have been identified as a gap between supply and demand and a priority to address. Many education and training institutions and skills development providers are starting to respond to this demand. CPD and candidacy programmes less developed.

## 5.5 Eco-Inclusivity

The term eco-inclusive enterprises refers to enterprises with business models that are from the outset ecological e.g. implementing sustainable production methods, contributing to efficient use of resource and waste reduction, biodiversity conservation or helping mitigate or adapt to climate change; and inclusive e.g. creating local jobs, in particular for often marginalised populations like youth, women and low-income households and through integrating these communities into local and global value chains of their enterprises by engaging them as suppliers, distributors or customers.<sup>xi</sup>

As part of the discussions among ecosystem partners in the Business Advisory and Business Development Services landscape, it was agreed that the perceived and envisaged final product of this process, whether is a national standard or any other outcome towards professionalisation should in the very least include adequate requirements and indicators for Eco-Inclusivity in both delivery and assessment (Monitoring and Evaluation) by BAs and BDS Providers. This will address the challenge that SEED had which necessitated and led to the initiation and support of a national process towards creation of a BDS Standard and or Framework for professionalisation of Social and Green (Eco-Inclusive) Entrepreneurship for South Africa. The SEED process was adapted to then align with the one that was started by SEDA and DSBD in 2011.

## **6. CONCLUSIONS**

The Industry constantly advocates for Professionalisation – but this seems to have expanded and gained traction over the last couple of years. Recommendations to establish a confederation of Professional Bodies and to regulate mandatory professionalisation remain pending and would require institutional mechanisms and funding. The industries preference for a self-regulated solution must be understood within context and demands.

Considerable progress has been made towards the development of a South African National Standard. To proceed the technical working group under the auspices of the SABS should be support and strengthen in terms of representativeness and the process should continue. Key questions regarding scope, application and outcomes will need further debate and discussion. The issue of indemnity and recourse need to be resolved. The Standard needs to provide for measurement of success against predetermined objectives and outcomes, and address monitoring and evaluation for continuous learning. The role of SANAS and certification bodies in this instance professional bodies need to be clearly defined in relation to other institutional mechanisms.

The DSBDs requirement for monitoring and reporting to consolidate data and information needs to find expression and support within the Industry. The Services SETA also requires information in order to better understand the skills gaps and the adequacy of the supply to prioritise funding and facilitation of education and training on the one hand, and business advisory services to emerging, small and growing businesses on the other.

A review and alignment between occupations, competency requirements and qualifications may be required. Management consulting as the all-inclusive occupation may not be sufficient. This directly impacts on the adequacy of qualification, curriculum design and professional development from entry to advanced levels.

## **ACTS CITED**

Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act (Act 19 of 2006)  
Adult Basic Education and Training Act (Act 52 of 2000)  
Higher Education Act (Act 101 of 1997)  
National Qualifications Framework Act (Act 67 of 2008)  
Skills Development Act (Act 97 of 1998)  
Skills Development Levies Act (ACT 9 of 1999)  
Further Education and Training Colleges Act (Act 16 of 2006)  
South African Qualifications Authority Act, 1995 (SAQA) (Act 58 of 1995)  
Standards Act, (Act 8 of 2008)  
Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation for the Purposes of the National Qualifications Framework Act 67 of 2008

## **LIST OF INTERVIEWEES**

Ms Puseletso Modimogale. SAICA-ED. Interview conducted on 13 March 2019. Interview conducted by Dr Tsiliso Tamasane  
Ms Bongi Msibi, Manager: Materials Development and Training Coordination. Interview conducted on 13 March 2019. Interview conducted by Dr Tsiliso Tamasane  
Mr Hilton Theunissen. MD: VP International Partnerships. Interview conducted on 19 March 2019. Interviewed by Tsiliso Tamasane

## **ENDNOTES**

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<sup>i</sup> Amendra Rajcoomar (2017). A Framework for the Implementation and Practice of Professional Bodies. PhD. UNISA

<sup>ii</sup> Meintjes, C., & Niemann-Struweg, I. (2009). The role of a professional body in professionalisation: *The South African public relations case*. PRism 6(2):

[http://praxis.massey.ac.nz/prism\\_on-line\\_journ.html](http://praxis.massey.ac.nz/prism_on-line_journ.html)

<sup>iii</sup> <https://www.iso.org/conformity-assessment.html>

<sup>iv</sup> <https://www.iso.org/conformity-assessment.html>

<sup>v</sup> SAQA. (2018). *Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation for the Purposes of the National Qualifications Framework Act 67 of 2008*. SAQA. Pretoria.

<sup>vi</sup> Ibid

<sup>vii</sup> Ibid

<sup>viii</sup> <https://www.sanas.co.za/brochures/SANAS%20Accreditation%20Toolkit.pdf>

<sup>ix</sup> <https://www.projectmanagement.org.za/page/A1FAQs>

<sup>x</sup> SEDA. (2012). *Project Design Document for Assessment/Grading and Development of the Service Provider Network in the Small Enterprise Sector*. Supplied to the Working Group.

<sup>xi</sup> Institute of Management Consultants & Master Coaches. (2019). ISO 17024 Summary of key points. Supplied to the Working Group.

<sup>xii</sup> SEED Input Paper for Policy Prototyping Lab in South Africa. (2019)