

ASSESSING THE ROLE OF INFORMAL MANUFACTURING SMES AND EFFECTIVENESS OF GOVERNMENT ECONOMIC PROGRAMMES TO ENHANCE THEIR PERFORMANCE IN ZIMBABWE

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ABSTRACT

The informal SMEs sector plays a critical role in respective economies globally and especially in the African continent. There is great need by the respective government to assist the informal manufacturing SMEs sector because of the significant role the sector plays towards employment creation, economic growth and development. This paper assesses informal manufacturing SMEs role and the effectiveness of government support on their performance in Zimbabwe. A survey method was used, with 1000 questionnaires being administered on the informal manufacturing SMEs across the five (5) cities in Zimbabwe with a sample of 383 informal manufacturing SMEs. Research results revealed that there is a statistically significant agreement that informal SMEs have an important role on economic growth and development ($M=3.9172$, $SD=0.62553$, $t(822)=42.064$, $p<0.0005$); informal SMEs have an important role on employment generation ($M=3.9004$, $SD=0.62439$, $t(822)=41.368$, $p<0.0005$); that government mentorship programmes have been effective ($M=3.4354$, $SD=0.87119$, $t(822)=14.388$, $p<0.0005$) and mentorship programmes have been effective ($M=3.4354$, $SD=0.87119$, $t(822)=14.388$, $p<0.0005$). However, there is a statistically significant disagreement that economic programmes aimed at informal manufacturing enterprises have not been effective ($M=2.9357$, $SD=0.69884$, $t(822)=-2.638$, $p=0.008$). In conclusion, it was recommended that a one stop shop in the form of a Small to Medium Enterprises Development Bank be created, to ensure effective implementation of government initiated programmes.

Key words: SMEs, Informal Economy, Informal Sector, Performance, Government, Economic Programmes

INTRODUCTION

The role of SMEs varies globally from country to country though historically world over they have an important part to play in national development (Rostow, 1984; Kessey, 2014; Taiwo, Agwu & Benson, 2016; Manzoor & Sahito, 2021). Globally, SMEs dominate the developing and developed world economies with employment generation, economic growth and development despite the fact that their full potential remains unlocked (Watanga & Shilongo, 2021). There is significant involvement of many governments towards the SME sector development as many scholars and academics view the SMEs as the vital engine for economic growth and employment generation (Smallbone & Welter, 2001; Wang, 2016; Maksimov, Wang & Luo, 2017).

Despite some SMEs formalizing in the developed world, many in developing countries remain informal despite being the largest employer and playing an important role in their economies (Kasseeah, 2016; Schneider & Enste, 2000; Oludele Akinloye Akinboade, 2015) observes that in the United States of America (USA) informal SMEs contributes 10% of Gross

Domestic Product (GDP) in Nigeria 75% of GDP, 22% in Cameroon while (Schneider & Klinglmair, 2004), points out that it contributes 60% of GDP in Zimbabwe. Informal SMEs in Africa remains key important players in the economy in terms of employment generation, stimulating growth and poverty reduction (Abor & Quartey, 2010; Kessey, 2014) with many in Africa being engaged in retailing, trading, and manufacturing (Reuber & Fisher, 2000). In Sub-Saharan countries the informal economy contributes between 40% to 60% towards the GDP (Fjose, Grünfeld & Green, 2010). (Chen, 2012; Njaya, 2015) argues that the extent to which a country is involved in the informal manufacturing sector depends on a number of different reasons including preference, tastes, consumption by local consumers, availability of the inputs to manufacture and the levels of development of the domestic and exports markets.

(Gatti & Honorati, 2008), observes that government policies towards SMEs are considered as important variables taken when considering the possibility of unlocking the informal SME's potential. (Charoensukmongkol, 2016) in a study in Thailand points out that state support is critical to international performance of SMEs. Despite this literature shows that government support differs significantly across the different countries, continents with some government creating barriers to SMEs development in form of excessive regulation and red tape informal SMEs continue to grow (Nyamwanza, Paketh, Makaza & Moyo, 2016). Globally, however, many countries and governments have established departments, agencies and institutions to support SMEs development by creating a conducive and enabling environment (Ishwarlall Naicker, 2006; Mahembe, 2011; Osano & Languitone, 2016).

(Mutula & van Brakel, 2006; Madrid-Guijarro, Garcia & Van Auken, 2009; Okpara, 2011; Naicker & Peters, 2013), argues that underdeveloped, undeveloped and many failed SMEs are as a result of minimum government support which hinders growth.

The paper presents the aims of the study and review relevant literature.

Aim of the Study

The aim of the study was to assess the role of the informal manufacturing SMEs and the effectiveness of government economic programmes towards the enhancement of their performance in Zimbabwe through a survey research strategy with the overall view to enhance informal manufacturing sector growth and development as a key component of the economy.

Definition of SMEs

SME stands for small to medium enterprises. The terms SMEs entails the many different types of enterprises, from fragile zero growth micro-firms to fast growth medium-sized firms (Fjose et al., 2010). There are many different definitions and no consensus over what constitutes an SMEs with different definitions across industries and countries (Abor & Quartey, 2010). Around the world most large and medium companies started as SMEs. SMEs have a very important contribution to the provision of goods and services globally in almost every other country. If SMEs are eliminated in the production equation, large corporates will not be able to supply and meet the demand of goods and services in an economy characterized by an expanding customer base.

The government of Zimbabwe defines the small and medium enterprises on the number of employees and value of assets (Small and Medium Enterprises Act, Chapter 24:12). In Zimbabwe, there is increasingly recognition that the informal manufacturing SMEs plays an important role in the economy with increasing interest pursuing the informal SMEs as a poverty alleviation strategy (Matamanda & Chidoko, 2017). Chen (2005) states that development of an appropriate regulatory environment is a critical element of the wider robustic debates, current debates about introducing an appropriate business environment including for SME development. (Gono, 2009) in support of the above states that small to medium enterprises have offered

practical solutions to many challenges as family incomes declines to meet necessities considering the high poverty levels in Zimbabwe.

(Gono, 2009) points out that SMEs constitutes 95% of enterprises in the majority of Organization for Economic Corporation and Development countries (OECD) with employment generation over 50% in the private sector. Owing to that, many governments of both developing and developed worlds continue to apply a variety of programmes and policies aimed at promoting entrepreneurship and SMEs development.

There are strong arguments by (Gono, 2009) that a strong institutional framework helping the SME development is already available in Zimbabwe. Institutions such as SEDCO, EMPRETEC, UNIDO and ILO arms among other several institutions, currently provide SMEs with technical and financial support to the sector.

LITERATURE REVIEW

The introduction of Economic Structural Adjustment Programmes (ESAP) in Zimbabwe saw a decline in the formal jobs and a flourishing growth of SMEs (Tekere, 2001). In this case the government then created the Ministry of Small to Medium Enterprises and Cooperative Development to support these SMEs (Nyamwanza et al., 2016). The government came with various support programmes/policies aimed at increasing the support for the small to medium enterprises, among the policies were the liberalisation policy, policy to have market stalls in all urban centers, intention to legalize street vending at designated areas and even establishment of green markets in high density suburbs (Kapoor, Mugwara & Chidavaenzi, 1997; Njaya, 2015; Indigenisation & Economic Empowerment Policy, 2011).

(Nyamwanza et al., 2016) points out that the Zimbabwean economic policy framework especially the SMEs Policy and Strategy Framework (2002-2007), SEDCO (2004) as cited by (Mudavanhu, 2011) highlights that about 60% of SMEs fail after its establishment in the first year of operating, with 25% failing within the first three years and the other 15% likely to survive. Mathematically, it therefore implies that 85% of SMEs fail to make it despite government economic programmes and policies. With the high poverty levels and low employment creation in Zimbabwe the effectiveness of government support to informal and formal SMEs in Zimbabwe is therefore one of the most important option to solve those challenges (Gono, 2006). Literature points out the different components that adversely affect the growth of SMEs however, scholars and academics do not bring out the implications of government initiated policies on growth and development of SMEs. This study will assess the role of the informal manufacturing SMEs and the effectiveness of government economic programmes towards the enhancement of their performance in Zimbabwe's five cities of Harare, Bulawayo, Gweru, Mutare and Masvingo.

The Role of SMEs in the Zimbabwean Economy

The role of the small to medium enterprises in employment generation and economic development has been a subject of interesting debates among government, policy makers, academics, researchers', scholars and economists in Zimbabwe and many other countries (Mag & Varothayan, 2015). There has been an increased acknowledgement by the government in many developing countries as to the important role of the SMEs especially their significant contribution to the economy (Migiro, 2005; Ishengoma & Kappel, 2011), In that regard, Zimbabwe is no exception with the informal SME sector being regarded as very important to the achievement of the broad development macroeconomic objectives. Among these objectives are poverty alleviation, creation of rural employment and marked continuous increases of indigenous ownership of investment the country (Nyoni, 2002).

With conventional decline in sources of formal employment in Zimbabwe, formal employment options are becoming increasingly reduced in Zimbabwe. The general notion has

been that the economy does not have investment levels that are sufficient enough to generate employment for the many graduates coming from many different college, institutions on a year to year basis (Karedza, Sikwila, Mpofo & Makurumidze, 2014). In that regard, the lacks of employment options in the country divert government focus on the SME sector as the solution for potential investment and for reasonable and substantial contribution to employment creation. SMEs are the primary employment creators in Zimbabwe and responsible for millions of livelihoods of Zimbabweans.

Government Support Programmes for the Establishment of the Informal SMEs

The Ministry of Small to Medium Enterprises and Cooperative Development in association with other relevant department established a Policy Document for the support of the SMEs in Zimbabwe. The main objective of the policy document is to provide a shared vision in advancing the development of the small businesses and to provide an enabling environment to ensure that full potential is realized (Gono, 2007).

The SME Policy in Zimbabwe aims to address the various constraints among them a hostile regulatory environment, limited accessibility to finance, lack of management skills. Despite the policy document (Nyoni, 2002) argues that there is indeed the need to put in place support for the small to medium enterprises sector by coming up with an integrated policy and strategy for SME development in Zimbabwe. Akinboade (2014) states that experts are of the notion that regulatory burden may affect SMEs' productivity and competitiveness due to the fact that it restricts business start-up, hinders successful performance and growth and negatively affects the business. Taxation policies seems to favour large scale corporates at the expense of the small ones owing to the fact that the reporting and compliance requirements by Zimbabwe Revenue Authority (ZIMRA) and South African Revenue Services (SARS) are too frequent and highly bureaucratic thereby taking a lot of resources (Ndlovu, 2016). In an attempt to provide solution to these problems the government of Zimbabwe has come up with the Small Business Act as a legal instrument in promoting the growth and development of the small to medium enterprises sector in Zimbabwe.

SMEs are regarded as the agents for investment in economies. However, the high interest rates have negatively affected the growth and development of the small to medium enterprises sector in Zimbabwe. Scholars have argued for the creation of conducive macroeconomic policies for the growth and development of the SME sector.

(Nyamwanza et al., 2016), highlights that the objectives of Short Term Emergency Recovery Programme (STERP 1) AND STERP 2 was to stimulate the manufacturing sector activities and increase capacity utilisation levels. However, support policies for SME development tends to vary from one state to the other due to the differences in business contexts, culture and the level of development and industrialization. The government have tried to come up with various policies that address issues such as tax relief, access to finance, market penetration and infrastructure and technology support and management skills development, incubation programmes and partnership to promote SME sector development (Zindiye et al., 2012).

Summary of SME Policies in Zimbabwe

Table 1	
SUMMARY OF MAJOR SME POLICIES IN ZIMBABWE	
Year	Small To Medium Enterprises Policies Crafted
1983	Small Enterprises Development Corporation Act
2002	Ministry of Small and Medium Enterprises was established to support SMEs
2008	Incorporated co-operative development and it renamed Ministry of Small and Medium Enterprises and Cooperative Development

2002	SME Policy and Strategy Framework 2002 – 2007 (MoSMECD).
2004	SEDCO
2007	Revised for 2011 - 2016
2009	National Micro Finance Policy
2011-2016	Indigenization and Economic Empowerment Policy (IEE)
	Industrial Development Policy
2014-2018	Policy Formulation – SME Act (Chap 24:12), Revised Policy and Strategic Framework 2014 – 2018: Commissioned 25 th June 2015
Source: Majoni, Matunhu and Chaderopa (2016).	

SEDCO was set up by the government as a strategy in the development of small enterprises in Zimbabwe by trying to reach all small but vibrant economic businesses in Zimbabwe. Its main thrust is the promotion and facilitation of the SME development in Zimbabwe, in attempt to create more employment through establishment of viable income generating projects. In addition, SEDCO also provides business management training to improve and develop professional management skills. SEDCO has been a success story with evidence of a reasonable number loans have been disbursed to SMEs through various loan facilities such as the SME Revolving Fund, RBZ Productive Facility, the People's Shops Programme and Business Infrastructural Development Programme.

RESEARCH DESIGN AND METHODOLOGY

The study used a quantitative research approach with questionnaires being administered in the five (5) cities of Harare, Bulawayo, Gweru, Masvingo and Mutare in Zimbabwe. The survey research strategy was used as it makes use of the structured questionnaires and allows for a standardized data collection from a sizeable population in an economical way allowing easy comparison as well. The respondents involved in this study had to fall into one of the following six (6) broad categories of the informal manufacturing SMEs. Food, bakery and confectionary processing, Toiletry making, Textile and garment making, Leather and rubber production, Engineering and metal fabrication and Timber and furniture making formed part of the study.

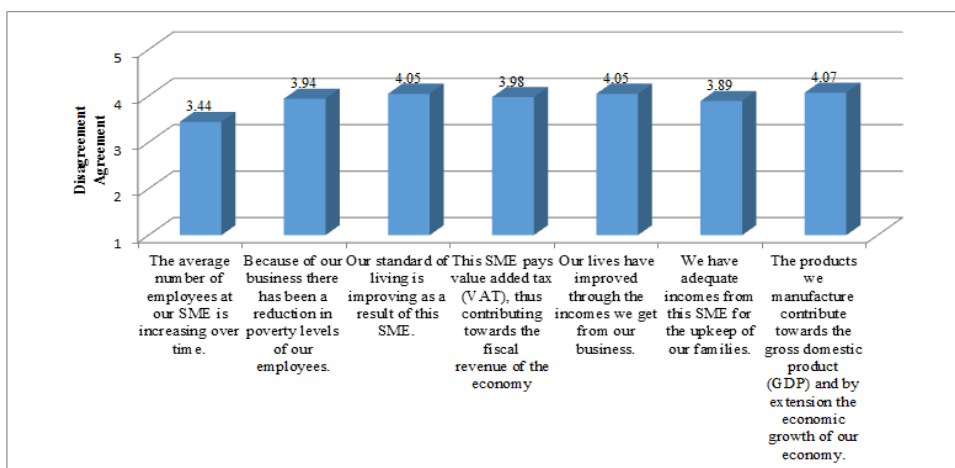
Proportionate stratified random sampling was used to solicit the responses of one thousand (1000) informal manufacturing SMEs. The sample size used for the five (5) towns were 383 and the number of questionnaires collected were Harare - 239 (29%), Bulawayo - 83 (10%), Gweru - 153 (19%), Masvingo - 178 (22%) and Mutare - 170 (21%).

DISCUSSION OF RESULTS

Results are presented under role on economic growth and development, employment generation, effectiveness government support programs on informal manufacturing enterprises and SME mentorship programmes in Zimbabwe. Analysis was done using one-sample statistics and one sample T-Tests

Role of Informal Manufacturing SMEs on Economic Growth and Development in Zimbabwe

Participants were given a list of seven (7) actions on the role of the informal manufacturing on economic growth and development. The actions were scored on a likert scale of between 1-5. A score of 1 indicated strongly disagree, 2 disagree, 3 neutral, 4 agree while 5 indicated strongly agree. The results are shown in Figure 1 below:



Source: Own, 2018

FIGURE 1
ROLE OF INFORMAL MANUFACTURING SMES ON ECONOMIC GROWTH AND DEVELOPMENT

Source: Own, 2018

There is significant agreement that the average number of employees is increasing over time ($M=3.44$, $SD=1.122$, $t(822)=11.307$, $p<0.0005$); they have been a reduction in poverty levels of employees because of the business ($M=3.94$, $SD=0.754$, $t(822)=35.833$, $p<0.0005$); the standard of living is improving as a result of the business ($M=4.05$, $SD=0.955$, $t(822)=31.492$, $p<0.0005$); the SME pays value added tax (VAT), thus contributing towards the fiscal revenue of the economy ($M=3.98$, $SD=1.193$, $t(822)=23.467$, $p<0.0005$); lives have improved through the incomes we get from the business ($M=4.05$, $SD=0.925$, $t(822)=32.504$, $p<0.0005$), they have adequate incomes from the business for the upkeep of families ($M=3.89$, $SD=1.084$, $t(822)=23.609$, $p<0.0005$); and the products we manufacture contribute towards the gross domestic product (GDP) and by extension the economic growth of our economy ($M=4.07$, $SD=1.034$, $t(822)=29.735$, $p<0.0005$).

Role of Informal Manufacturing SMEs on Employment Generation in Zimbabwe

Sample participants were given seven (7) responses on the role of informal SMEs on employment generation. The actions were scored on a likert scale of between 1 to 5. A score of 1 indicated strongly disagree, 2 disagree, 3 neutral, 4 agree while 5 indicated strongly agree. The results from the study are presented in Figure 2 below

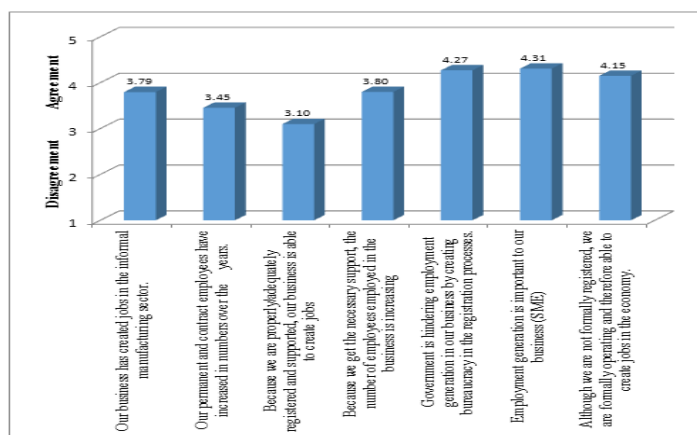


FIGURE 2
ROLE OF INFORMAL MANUFACTURING SMES ON EMPLOYMENT GENERATION

Source: Own Data, 2018

There is significant agreement that the business has created jobs in the informal manufacturing sector ($M=3.79$, $SD=0.850$, $t(822)=26.811$, $p<0.0005$); the permanent and contract employees have increased in numbers over the years ($M=3.45$, $SD=0.940$, $t(822)=13.799$, $p<0.0005$); because of being properly/adequately registered and supported, the business is able to create jobs ($M=3.10$, $SD=1.005$, $t(822)=2.808$, $p<0.0005$); because of the necessary support, the number of employees employed in the business is increasing ($M=3.80$, $SD=1.087$, $t(822)=21.077$, $p<0.0005$); government is hindering employment generation in business by creating bureaucracy in the registration processes ($M=4.27$, $SD=0.987$, $t(822)=36.826$, $p<0.0005$); employment generation is important to our business ($M=4.31$, $SD=0.905$, $t(822)=41.445$, $p<0.0005$); and that although they are not formally registered, they are operating formally and therefore able to create jobs in the economy ($M=4.15$, $SD=0.891$, $t(822)=37.008$, $p<0.0005$).

Effectiveness of Economic Programmes aimed at Informal Manufacturing Enterprises in Zimbabwe

Respondents in the defined sample were given a list of nine (9) responses on the effectiveness of economic programmes aimed at informal manufacturing enterprises. A score of 1 indicated strongly disagree, 2 disagree, 3 neutral, 4 agree while 5 indicated strongly agree. The actions were scored on a likert scale of between 1 and 5. A score of 1 indicated strongly disagree, 2 disagree, 3 neutral, 4 agree while 5 indicated strongly agree. The results from the study are presented in Figure 3 below

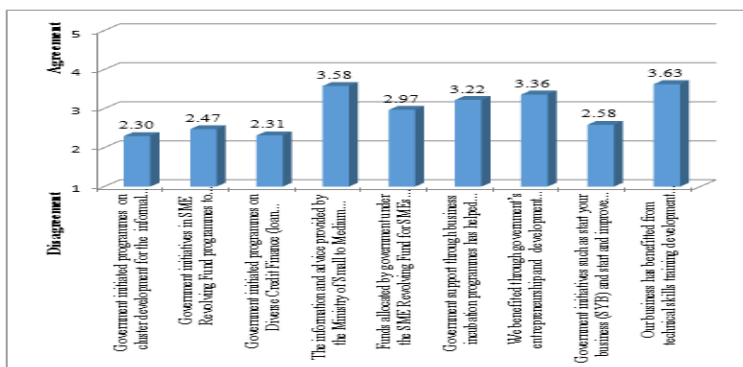


FIGURE 3
EFFECTIVENESS OF ECONOMIC PROGRAMMES AIMED AT INFORMAL MANUFACTURING ENTERPRISES IN ZIMBABWE

Source: Own Data, 2018

There is significant agreement that the information and advice provided by the Ministry of Small to Medium Enterprises through Small Enterprises Development Co-operation (SEDCO) is adequate to support the business ($M=3.58$, $SD=0.890$, $t(822)=18.690$, $p<0.0005$); government support through business incubation programmes has helped our business ($M=3.22$, $SD=1.088$, $t(822)=5.829$, $p<0.0005$); they benefited through government’s entrepreneurship and development programmes ($M=3.36$, $SD=1.097$, $t(822)=9.434$, $p<0.0005$); and the business has benefited from technical skills training development programme offered by private sector organization ($M=3.63$, $SD=1.008$, $t(822)=17.814$, $p<0.0005$)

There is significant disagreement that government initiated programmes on cluster development for the informal manufacturing SMEs have positively affected the business ($M=2.30$, $SD=1.250$, $t(822)=-16.151$, $p<0.0005$); that government initiatives in SME Revolving

Fund programmes to support informal SMEs have been effective ($M=2.47$, $SD=1.182$, $t(822)=-12.765$, $p<0.0005$); the funds allocated by government under the SME Revolving Fund for SMEs have helped improve the business ($M=2.97$, $SD=1.242$, $t(822)=-0.730$, $p=0.466$); government initiated programmes on Diverse Credit Finance (loan programmes) ensure that business achieves growth and expansion ($M=2.31$, $SD=1.338$, $t(822)=-14.768$, $p<0.0005$); and government initiatives such as start and improve your business (SIYB) have helped business ($M=2.58$, $SD=1.298$, $t(822)=17.814$, $p<0.0005$).

Mentorship Programmes in Zimbabwe

Sample interviewees were given a list of six (6) responses on mentorship programmes. The actions were scored on a Likert-scale of between 1 and 5. A score of 1 indicated strongly disagree, 2 disagree, 3 neutral, 4 agree while 5 indicated strongly agree. The results from the study are presented in Figure 4.

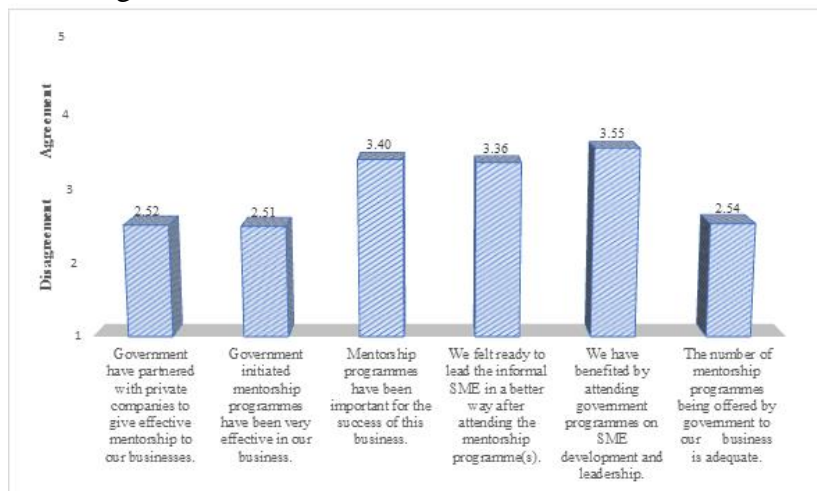


FIGURE 4
MENTORSHIP PROGRAMMES IN ZIMBABWE

Source: Own, 2018

There is significant agreement that mentorship programmes have been important for the success of the business ($M=3.40$, $SD=1.097$, $t(822)=10.483$, $p<0.0005$); they felt ready to lead the informal SME in a better way after attending the mentorship programme(s) ($M=3.36$, $SD=1.061$, $t(822)=9.661$, $p<0.0005$); and they have benefited by attending government programmes on SME development and leadership ($M=3.55$, $SD=1.037$, $t(822)=15.161$, $p<0.0005$).

There is significant disagreement that government have partnered with private companies to give effective mentorship to businesses ($M=2.52$, $SD=1.294$, $t(822)=-10.556$, $p<0.0005$); government initiated mentorship programmes have been very effective in business ($M=2.51$, $SD=1.223$, $t(822)=-11.599$, $p<0.0005$); and the number of mentorship programmes being offered by government to the business is adequate ($M=2.54$, $SD=1.413$, $t(822)=-9.248$, $p<0.0005$).

CONCLUSIONS

One-Sample Statistics and One Sample T-Tests

In conclusion, the four (4) single constructs: the role of the informal SMEs on economic growth, the role of informal SMEs on employment generation, the effectiveness of economic programmes aimed at informal manufacturing enterprises and mentorship programmes were analysed with one-sample t-test as before to test for significant agreement or disagreement.

There is a statistically significant agreement that informal SMEs have an important role on economic growth ($M=3.9172$, $SD=0.62553$, $t(822)=42.064$, $p<0.0005$); informal SMEs have an important role on employment generation ($M=3.9004$, $SD=0.62439$, $t(822)=41.368$, $p<0.0005$); and that mentorship programmes have been effective ($M=3.4354$, $SD=0.87119$, $t(822)=14.388$, $p<0.0005$).

On the other hand, there is a statistically significant disagreement that economic programmes aimed at informal manufacturing enterprises have not been effective ($M=2.9357$, $SD=0.69884$, $t(822)=-2.638$, $p=0.008$). The summary of the results is shown in Table 2 and Table 3 below.

	N	Mean	Std deviation
EGD	823	3.9172	0.623
EmpGen	823	3.9004	0.624
EconProg	823	2.9357	0.699
MENT	823	3.4354	0.871
Source: Own, 2018			

Test Value=3			
	T	Df	Sig. (2-tailed)
EGD	42.064	822	0
EmpGen	41.368	822	0
EconProg	-2.638	822	0.008
MENT	14.338	822	0
Source: Own, 2018			

Survey findings confirms that the informal manufacturing SMEs in Zimbabwe contribute significantly to economic growth and development with an average score of $M>3$ indicating significant agreement among the respondents. This is supported by a similar study by (Kongolo, 2010, p. 2289) who points out that SMEs activities can generate sustainable and reliable sources of income which enhances economic growth and development. (Liedholm & Mead, 1987) & (Schmitz, 1995), sums it up by indicating that SMEs play a critical role in ensuring income stability, employment generation and sustainable economic growth. (Ayanda & Laraba, 2011, p. 204), points out that it is increasing becoming more important for government and policy-makers that SMEs have a vital role in the growth and development of an economy. There is greater need to support and strengthen the SMEs' production capacities and global competitiveness in the economy since SME sector are recognized as the engine for economic development and growth.

Findings shows that informal manufacturing SMEs in Zimbabwe have a significant role in employment generation as evidenced by the average score with a $M>3$ confirming the research results by (Kongolo, 2010) in support of the above results highlights that SMEs can have a propensity to generate a reasonable number of more labour-intensive jobs than large companies. Informal SMEs contribute significantly to employment creation in the private sector and to the gross domestic product (Nkwe, 2012). (Kauffman, 2005) in support of this as well, points out that micro and small businesses operating in South Africa, accounts for greater than 55% percent of jobs available and around 22% of the country's GDP in 2003.

Results obtained reveals that government initiated programmes and policies have not been effective in stimulating the performance of the SME growth and development in

Zimbabwe. The results however, confirmed that informal manufacturing SMEs in Zimbabwe are important and appreciated by the government as evidenced by the government's policies or programmes and support towards the SME development. (Chidoko, Makuyana, Matungamire & Bemani, 2011), in a study in Zimbabwe points out that the SMEs especially the informal sector plays a very important role in the development of the Zimbabwean economy. (Bezuidenhout & Nenungwi, 2012) in line with the above sample findings noted that SMEs does not get the support relevant to their growth from the concerned government Ministries, banking institutions, and corporate which is hampering their competitiveness in the local and regional markets.

(Nyamunda, 2016) in support of government's failure to provide support to SMEs argues that despite SEDCO being created as an empowerment tool in the early 1980s, the institution's mandate was hindered by a very hostile economic and legislative climate coupled with undercapitalisation. Some participants argued that the government has been using SEDCO as a device for appeasing the desperate and influential sections of its electorate.

Results shows that mentorship programmes in Zimbabwe have a significant impact as evidenced by the average score with a $M > 3$ confirming despite the fact that there is significant disagreement that government have partnered with private companies to give effective mentorship to businesses.

Summarily, recommendations are made for the establishment of a Small to Medium Enterprises Development Bank (SMEDB) and the decentralization of the training centres by government in the country's ten (10) provinces. Furthermore, there is need for strict monitoring and auditing of all government initiated programmes and policies aimed at SMEs development to ensure transparency and accountability.

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