TOGETHER UNLOCKING THE POTENTIAL OF SMMEs TO CREATE JOBS
OUR VISION:
To be the centre of excellence for small enterprise development in South Africa

OUR MISSION:
To develop, support and promote small enterprises to ensure their growth and sustainability in coordination and partnership with other role players.

OUR VALUES:
Seda’s core values are NICER
N = Nurture
I = Innovation
C = Customer Orientation
E = Ethical Behaviour
R = Resilience
TOGETHER UNLOCKING THE POTENTIAL OF SMMEs TO CREATE JOBS
Foreword ........................................ p4

Seda Successful SMMEs

1. Eastern Cape ..................................... p5-9
2. Free State ........................................ p10-14
5. Limpopo ......................................... p28-33
6. Mpumalanga .................................... p34-45
7. North West ...................................... p46-51
8. Northern Cape .................................. p52-59
9. Western Cape ................................... p60-65
10. Office locations .............................. p66-70
FOREWORD

It gives us great pleasure to present yet another collection of case studies showcasing how the partnership between government, through Seda, and our country’s budding SMMEs is continuing to make gains in this crucial sector of our economy.

This booklet represents only a sample of the thousands of SMMEs Seda has worked with over the 2010/2011 financial year to help them grow and be sustainable. What makes us particularly proud is that, during the year of job creation, on average, 27% of Seda assisted clients indicated an increase in number of people employed.

When one considers that the South African economy has lost jobs during the four quarters of the 2010/2011 financial year and that Seda’s target clients during this period were mostly survivalist and micro enterprises, who are not seen as employment creators, we are greatly encouraged. We have implemented many programmes to improve the capacity of our business advisors that our valued SMMEs interact with on a daily basis and we believe this has been of great benefit to these entrepreneurs.

We also believe that the operating model we introduced during this period, called the client journey model, to monitor client’s businesses at each stage of their development - from determining the feasibility of an idea, developing a business case and determining what interventions are required to take the business to the desired stage - so that our interventions are delivered within an integrated approach and are able to help the client grow with his/her business, has had a positive impact on the way we assist our clients grow and sustain their small enterprises.

With employment creation as a priority, we will continue to focus on clients in growth sectors, large scale projects and the more established small enterprises to further enhance their employment creation.

We take this opportunity to thank everyone who is contributing towards making our SMME sector sustainable. This includes all our branches spread throughout the country, public and private partners, and, most importantly, the many SMMEs who share their dreams with us and with whom we walk the difficult but fulfilling path of entrepreneurship on a daily basis.
"The key to success is through hard work and establishing the right connections"

Seda Successful SMMEs

1. Anax Fleet Management & Fuel Supply Solutions ........................................ p6
2. Four Stars Communication ................................................................. p7
3. Maletswai Waste & Recycling Co-operative ........................................ p8
4. Sithembene Women Co-operative ...................................................... p9
Fueling growth and employment

Meet Ntsikelelo Eric Mgqibelo, owner of Anax fleet management and fuel supply solutions, who now services the company that used to employ him.

When Ntsikelelo identified an opportunity to provide a fleet management service to his former employer, he approached Seda to help him draft a solid proposal to secure the contract. As they say, the rest is history. Seda also helped Anax to expand into the fuel supply business.

In addition we helped them write a winning tender proposal to supply fuel and lubricants in the Eastern Cape to a leading oil company. We also assisted them to implement the ISO 9001.

From humble beginnings, the enterprise today boasts millions of rand in turnover and employs 32 local people. Whatever comes next for this trailblazing enterprise, Seda will be there to support it!
A credit to our service

At Seda we do more than just help you grow your business... we also make sure you provide a quality service.

Nokuthula Memela’s computer training school started out in a container on the side of the street in Mount Ayliff. When she moved it into a proper building, Seda understood that she wanted more than just better and bigger premises.

She needed clients to know her courses were accredited and provided value for money as well.

With Seda’s help, Four Stars Communication is now an Information Systems, Electronics and Communications Technologies Sector Education and Training Authority (ISETT SETA) accredited training institution. Demand for its services has more than doubled, proving once more that Seda’s formula works!
Maletswai Waste & Recycling Co-operative

Turning Waste into Work

The Maletswai area near Aliwal North in the Eastern Cape is a poor region with few job prospects. Seventeen unemployed residents of Maletswai decided that recycling waste could help them put food on the table - and the Maletswai Waste and Recycling Co-operative was born. With no business skills and no capital, their prospects might have seemed bleak. But that was before they asked Seda for help.

We developed a business plan for the co-op, referred them to funding institutions - and financial assistance started pouring in: R500 000 from the Department of Social Development, more than R1,7 million from the National Development Agency, and R1,8 million from Buyisa-e-Bag. A final injection of R4.8 million has been approved by the Department of Economic Development and Environmental Affairs (DEDEA).

These funds have been used to secure land and equipment, with the support of both the local and district Municipalities. Buyisa-e-Bag is also planning Buy-Back Centres at Maletswai and four surrounding townships.

With the infrastructure largely in place, Seda turned its attention to providing business skills, training the Maletswai Co-op members in Financial Management, Co-Operative Governance, Co-Operative Principles, Conflict Management, and Health and Safety. As a result of these interventions, all 17 co-op members are employed. The project is fully operational and is separating out metal cans, cardboard, plastic, paper and glass for sale to customers. When the Buy-Back Centres become operational, another eight jobs will be created. It all goes to show that, with the right support, communities can do it for themselves.
Power Dressing Women’s Empowerment

When Nelson Mandela popularised his trademark African shirts, the former President also opened doors for manufacturers of traditional clothing. One such company is the Sithembene Women Cooperative situated at Mthatha in the Eastern Cape. This collective of eight determined women started out sewing wedding gowns. As their brand grew, demand followed. This meant they could expand their line and offer a variety of products, including sophisticated African garments for high-profile customers.

Ready to take their fledgling enterprise to the next level, Sithembene approached Seda. Our first step was to register the cooperative with Companies and Intellectual Property Commission (CIPC). To expand the business, we provided marketing materials and helped the cooperative to draft a business plan. This resulted in Sithembene receiving a R4.7 million grant from the Thina Sinako Local Economic Development programme. The funds have been used to build a factory, creating 115 new jobs.

Seda put icing on the cake by sponsoring learning expeditions and exhibitions in Canada and Taiwan for Sithembene representatives to market themselves internationally. “These trips introduced us to cooperatives in other countries,” explains Vuyokazi Bodlani, Chairperson of the Sithembene Women Cooperative. “I wish Seda could know the difference they are making in people’s lives,” she added.
“If you want to reach your destination faster, talk to those who have the direction!”

Seda Successful SMMEs

1. KOHS .................................................. p11
2. Phatsima Glass .......................................... p12
3. Tswellang Pele Bomme ................................. p13
4. Vuka Academy Driving School ...................... p14
Safety in Numbers

The loss of a large customer can be devastating for any small enterprise. This is what confronted Kroon Occupational Health Services (KOHS) when its largest client, a diamond mine in the Kroonstad area of the Free State Province, closed down. Faced with the sudden loss of 95% of their income, founder Fires Jansen van Vuuren had to find new clients - and quickly too.

Without a recognised brand and with no marketing tools at his disposal, van Vuuren turned to Seda for help. We responded by developing a new logo and brand identity for KOHS, a polished corporate profile and website, vehicle and building signage, a PowerPoint presentation, business cards and other marketing tools.

Not only have they survived the loss, the business has grown and opened a new office in Welkom and has grown from 2 to 6 more employees. “This wouldn’t have been possible without the high-quality marketing tools I received from Seda. It is sad that more companies don’t make use of Seda’s services,” concludes Jansen van Vuuren.

There is more good news: the local diamond mine has resumed operations - and has re-hired KOHS.
Keeping the sparkle in Phatsima

Phatsima Glass, established by Mr. Moloi, manufactures glass items such as trophies, and does sand blasting. He wanted to move his enterprise from survivalist to a thriving enterprise, sparkling with success. He approached Seda for help.

Seda helped with marketing materials and a business plan that could be submitted to the De Beers Zimele Hub for possible financing. Mr. Moloi was awarded and successfully completed a tender to the value of R120 000 to train 80 disabled and unemployed people in glass recycling.

Before Seda became involved with the business turnover was at an average of 4% and now it has increased by 583%.

Employment was at 2 permanent and 1 temporary worker and now boasts 8 permanent and 1 temporary worker. With plans to appoint agents all over the Free State employment will be increased by another 30 people in the near future.

Now he’s sparkling!
Surviving the Drought

Tswellang Pele Bomme is a women-owned agricultural co-operative in the Jagersfontein area of the Free State. Although the women enjoyed sufficient rainfall to sustain their crops of potherbs, spinach, collards, cabbage, potatoes, carrots, onions, beans, peas, tomatoes and peppers, they suffered a drought of a different kind when their donor funding slowly dried up. Hampered by poor financial record-keeping and no business plan, the co-op’s prospects of securing alternative funding were slim. In turn, this meant that they couldn’t hire workers to cultivate the vegetables, nor afford the transport to take their produce to market.

Seda prepared financial statements for the co-op, covering the previous two years, and then incorporated these into a professional business plan to help them access finance. To ensure that record-keeping would be up to scratch from now on, we also provided the co-op with computer literacy training and an accounting software platform.

Thanks to these interventions, Tswellang Pele Bomme was able to break the financial drought and secure a R150 000 loan from the National Development Agency, which has been used to buy a vehicle. Now able to transport their produce, the co-op negotiated a contract to supply St. Lawrence Primary School with vegetables. This new business has allowed them to create twenty seasonal jobs for workers from the local community. If your agricultural business needs a rainmaker, come and speak to Seda.
Turning the wheel of success

Vuka Academy trains disabled learners to drive, and also offers other holistic capacity building, for example, computer training. When the business was established, the owner approached Seda to help them access funding. A business plan was developed which assisted to secure an IDC loan of R3.5 million as startup capital. With the capital problem resolved and the necessary assets acquired, a different kind of a problem showed its head.

The business battled to get enough work to service the loan. The IDC agreed to waive payment on the loan for 12 months to give them a chance to market their products and service to the public. Seda stepped in to help with marketing efforts, putting up sign boards on the business premises to enhance visibility, producing promotional material for mass marketing as well as developing business cards to help with those important business linkages. Seda has also assisted them to get accreditation through Transport Seta.

Vuka started receiving more business in Welkom and the surrounding areas. Their profits more than doubled, they employed seven new staff members and they are now able to service the loan. Welkom FET College has allowed them to market their services at the college and DPSA has offered its database as a marketing tool.

If Seda can do this for Vuka, imagine what we can do for your organisation.
“Our strength is not only in knowing, but in our ability to work together with our clients”

Seda Successful SMMEs

1. Barhwebi Investments ................................................ p16
2. Daveyton Wheels Services .............................................. p17
3. Iluba Long Life Fresh Flowers ........................................ p18
4. MP Restaurant ................................................................. p19
5. Nubia Advertising & Promotions ...................................... p20
6. Sinjana Engineering ........................................................ p21
7. Xchem ........................................................................ p22
There is a stain Doctor in town

Barhwebi Investment (t/a Pressed in time) started operating in 2008 with a mission of providing customers with exceptional and convenient service for all their laundry and dry cleaning needs. They pride themselves in a high level of customer satisfaction and promise to “make your life easier”.

Like any other business they had a few challenges. The Laundromat was located in a shopping centre and was not visible because the business owners had never taken into consideration the issues of putting up signage around the centre and branding the Laundromat itself.

The managing member approached Seda and after a meeting with a Seda business advisor it was resolved that Seda would help with the installation of two light boxes that will serve as an advertisement for the business.

The intervention ensured that the business is more visible. As a result they have managed to increase their clientele. The business, which started with only 3 employees, has managed to create 4 extra employment opportunities and is currently looking at expanding their premises.
Taking the gap

Daveyton Wheels Services is the brain child of Josiah Mohlamonyane, who saw a gap in the market within the Daveyton area. The company specialises in re-manufacturing and fitting of brake linings, clutch plates, brake pads, skimming of drums, discs, pressure plates & fly wheels.

However, Daveyton Wheels Services needed help in ensuring quality and reliable service. Josiah approached Seda, who seconded a business advisor to conduct an analysis of the business. Seda recommended they get new equipment and helped facilitate the application for funding through the Seda Technology Transfer Fund which was approved.

The result of this intervention saw the company improve in overall efficiency and quality.

Due to improved efficiencies and quality of work the demand for their services increased. As a result, the work force has more than doubled from 7 before the intervention to 15 employees.

Seda further recommended they get new equipment and helped facilitate the application for funding through the Seda Technology Transfer Fund which was successfully approved.
Giving a great idea a kick-start

When a man gives a woman a rose, he symbolises his love for her and her beauty. Isn’t it such a pity then when the rose wilts away after a few days?

This was probably the sad fate of the rose before Mr Viljoen - owner of Iluba Long Life Fresh Flowers, stepped in. He created a technology that extends the vase life of a freshly cut rose from about seven days to at least six months, and up to two years! When Mr Viljoen approached Seda, all he had was a patented idea and had no resources to roll it out in a business model. Seda identified that there was definitely a need for Mr Viljoen to re-engineer his business processes and get the appropriate machinery to improve productivity.

Seda realised this potential, helped Mr Viljoen with the necessary pre-grant interventions and approved a grant of R500 000 for equipment. Iluba Long Life Fresh Flowers started operations in 2009 with small scale production and market testing.

Today the roses are sold in countries like Japan, France, Holland, Italy, the Caribbean, Germany and Spain. Turnover since the start of the business has increased by 600%! Employment in the business increased from 2 to 70, and the business supports about 20 other SMMEs who act as middle men. The world is one step closer to realising the true meaning of the assertion “Roses are Forever”, thanks to Iluba Long Life Fresh Flowers.
The Seda ingredient makes all the difference

Any great chef will tell you that there are ingredients that always add a little something extra special even to perfect dishes. MP Restaurant was like a perfect dish... supplying quality food and offering the best menu in town before it was elevated to greatness by the Seda ingredient.

MP Restaurant is a catering business with a mix of culture and influence offering anything from fresh food to subtly flavored Indian curries; rich and mouth watering. They also do contract catering for private functions such as parties and weddings. They also cater for corporate functions such as workshops, year-end functions and meetings.

They approached Seda to help them with strategies to grow their business. Seda appointed a Business advisor who, after conducting an analysis of the business, recommended mentoring on business management skills and a branding strategy for the business to improve the visibility of the business by introducing things like banners, car stickers and a website.

The result was an increase in the business turn over as more clients became aware of their existence. They have also acquired a bigger business space, employed more staff and now have a garden café and separate cooking facilities. Seda is also looking at ways to help the business grow and improve the skills levels of management in the near future. Proving that, even for small businesses that seem to be doing well, Seda always adds value.
Conceptualising the dream

When Nozibele started Nubia Advertising and Promotions, her dream was to build a company that will be a trend setter in the marketing and promotions space. She did not want just another company, but a company that will make a difference in its service offering.

Seda saw an opportunity to help the business position itself as a leader in this field. This was achieved by seconding a business advisor who did a thorough needs-assessment of the company. The result was a recommendation to implement a branding strategy that would set Nubia apart from its competitors. Seda also helped with packaging of the product mix to include sponsorships and promotions, advertising sales, media strategy and market research. We also facilitated the production of marketing material and a website.

The effect was increased exposure for their business, resulting in an increase in clientele. Needless to say, the turnover spiked and the cash flowed in!
If you want your business dream to be a reality, make Seda your partner of choice.
The quality factor

In 2009 Sinjana Engineering had adopted a Quality Management System (QMS) and needed a partner who would help develop the necessary manual to comply with regulatory requirements. Seda appointed a consultant to help them do this. The company has now had both SABS Audit assessments completed and is certified with ISO 9001:2008.

Apart from improving their quality and safety standards, Seda’s intervention also helped the company revise its scope to include the manufacturing of high precision components to customers’ specification in ferrous and non-ferrous metals, including fabrication and general engineering works.
Xchem marks the right spot

Angela Chris Pitsi bought a detergents manufacturing company, Xchem chemicals (Pty) Ltd but instead of making detergents, started making Adhesive and Sealants for the DIY/Hardware sector as well as for diverse industries such as Construction, Mining, Foundry, Woodworking & Furniture, Automotive, Stationery/paper, Power Utility and Metal/Concrete/Wood Protection.

In order for the business to grow, Angela approached Seda for assistance. Seda conducted a thorough analysis of the business and recommended that, in order to improve its capacity and efficiencies, the company needed new and up-to-date equipment. They were assisted with an application to the Seda Technology Transfer Fund which was duly approved and provided the much needed capital to re-equip the business.

This has increased the manufacturing capability and capacity and has seen the business increase its market share, especially in countries such as Lesotho, Zimbabwe, Ghana and the USA. The business has grown tremendously and last year scooped the award for Best Performing Technology Transfer intervention in the dti Awards.
“We are able to adapt to any changing circumstance ”

Seda Successful SMMEs

1. Engineering Solutions ........................................ p24
2. Rainbow Birdy .................................................. p25
3. Uthukela Micro Lending Services .......................... p26
4. Vulindlela Art & Design ....................................... p27
Engineered to Stand Out from the Crowd

Owner Shaun Govender established Engineering Solutions in 2008 by purchasing an existing engineering company. Although this KwaZulu-Natal based company had the equipment and skills to offer specialist turner machining, tool and die, jig making, boiler making, welding and maintenance services, it needed something special to make it stand out from the other 25 engineering businesses in the area.

Shaun approached Seda for guidance. We developed a comprehensive marketing plan to help the company identify potential customers and effectively market the company's services to them. Since adopting the plan and implementing it with vigour, Engineering Solutions has secured contracts with large customers including Richards Bay Minerals and Transnet, leading to an increase of 400% in the company’s turnover. Seda has also assisted Engineering Solutions achieve ISO 9000 certification. Currently the company employs six people.
Rainbow Birdy helps stress fly away

Hosting a party, wedding, funeral or big corporate function? Worried about a mobile kitchen and toilets? Call Rainbow Birdy - they’ve been providing this service since 1999.

Rainbow Birdy’s Mr. Khoza approached Seda as he felt his business could do better. Seda immediately assigned an assessor to do a full diagnosis of the business. As is often the case, we discovered that the marketing of the business was poor.

Another vital point was that some of his mobile units were not branded and did not provide the extra marketing mileage when hired out.

Once Seda had helped Mr Khoza with branding of all the mobile units, he started attracting new clients, including some government departments. Turnover increased from 25% to 75% per annum and they were able to employ more staff. Seda is now in the process of helping them obtain SABS certification for the mobile units.
Lending a helping hand

When Thokozani Hadebe and Bonginhlahla Tshabalala decided to establish Uthukela Micro Lending Services, their aim was to save their community from unscrupulous loan sharks and empower themselves in the process.

They soon realised that if they wanted the business to grow, they would need help, so they approached Seda. We immediately identified the following problems: they needed to register the business so that it becomes a legal trading concern - different to the way loan sharks operate; they needed business and financial management training in order to manage their business affairs properly for the growth of the business; computer skills and, lastly, they needed to create a brand for the business and market it aggressively because they were a little known company.

So, first things first we said... We helped them register the business as a close corporation with the Companies and Intellectual Property Commission (CIPC). We also helped them register as a credit provider with the National Credit Regulator (NCR) so that their business is above board.

Next, we facilitated business and financial management training and then helped them with promotional material and signage.

Today, Uthukela (UMLS) has opened twelve sites at pension grants pay points (SASSA) within the Uthukela district offices. Their financial management system is up to date, and a proper database of clients has been established.

With these above interventions the company employees increased from two to a staff complement of seven including managing members. This comprises of a full time administrator and six consultants. The company current monthly turnover has increased by an average of 75%.
Putting Extra Creativity into Art

Art is a notoriously difficult sector in which to succeed financially. So the artist must often put as much creative inspiration into his business approach as he does into his artworks. Welcome Danca launched Vulindlela Art and Design in Durban, KwaZulu-Natal, selling his paintings to local art galleries. Frustrated by slow and irregular sales, Welcome turned to Seda for advice. It was a decision that transformed his business.

We encouraged him to think out of the box, to extend his artistic talents into other products generating more dependable income.

Welcome responded by developing painted postcards, picture frames and pots for décor. The postcards alone are now generating a steady monthly income.

Seda went further by assisting with promotional materials and arranging for Welcome to exhibit at prestigious shows like Decorex and Destiny Market. Thanks to these interventions, Vulindlela Art and Design has secured several rewarding corporate contracts. With the help of Seda, Welcome Danca has coupled his natural artistic flair with an acquired creative vision for business.
“We are the ladder to success”

Seda Successful SMMEs

1. Andrewsha Enterprise ........................................... p29
2. De-La Tumi ........................................................ p30
3. Nkomanota Organic Farmers
   Agricultural Co-operative ......................................... p31
4. Rooiwal Co-operative ........................................... p32
5. Sasekani Co-operative ........................................... p33
Building Brand Loyalty

Even in remote rural areas, South African consumers are very brand-conscious as Annalise da Gama, owner of Andrewsha Enterprise, discovered when she tried to market her Mzanzi brand of achaar products throughout Limpopo province. Consumers didn’t know the brand and were sceptical about its safety and quality. In despair, Annalise turned to Seda for answers.

A Seda Business Advisor suggested a range of measures to help build the Mzanzi brand. First, we submitted the achaar for testing to the South African Bureau of Standards, which confirmed that the product is safe and nutritional.

Seda then provided basic business training and HACCP training to ensure compliance with food safety standards. Finally, Seda assisted Annalise with marketing material to build brand recognition.

Today, Mzanzi achaar is stocked by at least four major retailers in Limpopo, along with several non-franchised retailers. Eight new jobs have been created and the company has grown its turnover by a whopping 1400%.

“I was losing hope but Seda has done wonders,” says a thrilled Annalise da Gama.
Shoes for Africa

Ga Kgapane Township in Modjadji area has a true trailblazer in Nakampe Cosmo Jeffrey Selematsela, a co-founder and executive manager of shoe manufacturers De-La Tumi Trading.

De-La Tumi makes various work wear shoes as well as fashion shoes. But it had reached a point where it was no longer growing. Seda saw potential and stepped in.

Seda’s assessment showed that the business needed a branding revamp and additional machinery to increase output. Having helped them draft a business plan with which they could apply for financing in order to obtain new machinery,

Seda also assisted with marketing material such as business cards and brochures to help market the brand.

The business plan was submitted to Seda’s Technology Programme and a technology transfer fund grant was approved for the acquisition of additional machinery. With new life injected into the business through new marketing initiatives and increased production capacity, growth for the business was inevitable - in no time the business reported a 36% increase in turnover!

Wherever you are and whatever your business needs might be, there is a Seda advisor nearby to help.
Nkomanota Organic Farmers Agricultural Co-operative

Growing a business, organically

Nkomanota Organic Farmers Agricultural Cooperative, registered in 2005, is an initiative of 16 farmers in the greater Tzaneen Local Municipality. It controls 1221 hectares of Agricultural Land.

Nkomanota has been mentored in organic farming methods by PUM Netherlands Senior Experts as well as BCS OKO-GARANTIE GMBH, who also helped Nkomanota pass inspections for organic certification in 2008 and 2010, which enabled them to obtain a standing growers’ agreement with Woolworths.

In terms of Seda’s assistance, this has involved the formation of a stakeholder forum to construct a pack house for all struggling commercial farmers in the area, funding for developing a business plan, co-operative training, quality management systems, design and development of marketing tools such as websites and assistance with the Co-operative Incentives Scheme.

Seda has also facilitated a grant by LIBSA to purchase a compost plant and provided extra funding to the cooperative to acquire Irrigation Drip Pipes, shared amongst member farmers. The cooperative has managed to create 60 employment opportunities for the surrounding communities.
Co-operatives face many challenges. The Rooiwal Co-operative, which began in 1999 with 17 members, was no exception. Their initial focus was knitting, but the venture never took off. The group turned their attention to Broiler Production even though they had little knowledge about it as well as lack of business skills. Seda helped with a structured mentorship programme which covered all areas of the business such as broiler production, bookkeeping and recording, selling and pricing as well as marketing and management.

The Department of Health funded the erection of six boiler houses that got the business underway.

With Seda’s help, Rooiwal Co-operative reduced the mortality of the birds from 10% to an average of 3.5%, which is the industry norm. Turnover has increased by 23% and profitability by 17%.
Eggs-xactly what they needed to grow

Sasekani Cooperative, established in 2004, sells eggs. They approached Seda to help them grow their business.

Having developed a business plan, the cooperative was successful in getting a loan of R1.7 million from Old Mutual for a 12 000 capacity layer house, stock for the layers and chicks. The National Development Agency injected an additional R1.7 million for the purchase of a delivery truck, an extra 7 000 layers and to pay salaries of 18 workers for a year.

The remainder of the money was used to build capacity in areas such as financial management, project management and the purchase of office equipment.

Seda also facilitated the production of marketing material and branding for the entire business. The interventions have resulted in the cooperative getting contracts from Pick ‘n Pay, Friendly Supermarket and Makhoma Butchery. The cooperative currently employs 23 full time employees.
“We are not interested in the obvious, that is why we look for the finer details”

<table>
<thead>
<tr>
<th>Seda Successful SMMEs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Earthwise</td>
<td>..................................</td>
</tr>
<tr>
<td>2 Inembe Baby Food Porridge</td>
<td>..................................</td>
</tr>
<tr>
<td>3 Insimu Yami Agricultural Co-operative</td>
<td>..................................</td>
</tr>
<tr>
<td>4 Izandla Curious Art</td>
<td>..................................</td>
</tr>
<tr>
<td>5 Khenumani Construction</td>
<td>..................................</td>
</tr>
<tr>
<td>6 Mandlazi Marketing Services</td>
<td>..................................</td>
</tr>
<tr>
<td>7 Mpumamanzi Laboratory Services</td>
<td>..................................</td>
</tr>
<tr>
<td>8 Msizi Motor Spares</td>
<td>..................................</td>
</tr>
<tr>
<td>9 Nkumbe Promotions &amp; Hire</td>
<td>..................................</td>
</tr>
<tr>
<td>10 Pfunekani Woodwork Furniture</td>
<td>..................................</td>
</tr>
<tr>
<td>11 Thembeka Art of Tasty Treats</td>
<td>..................................</td>
</tr>
</tbody>
</table>
Earthwise

**Fresh and pure for Mother Nature**

Earthwise is a small business that retails organic products such as household cleaning, personal hygiene, baby, clothing, natural health and food products. Entrepreneur Hester Van Zyl is behind the venture, which officially opened its doors in April 2010.

Mrs. Van Zyl needed information, advice and a little bit of help on how to develop her idea into a viable business.

Seda helped her conduct research to confirm that her business was sustainable. We also provided training through Seda’s start-Up 1 programme, and helped her develop a business plan. She managed to raise capital of R1.2 million which went into buying stock, renting and fitting out a shop and, most importantly, helped with branding and marketing material. At Seda we turn small ideas into big ideas.
Quality plus identity equals success

Inembe Baby Food Porridge is a fine maize product which claims to help children grow healthy and strong. But the problem that faced Mrs Julia Kostakis, the owner of Inembe Food, was how to prove that claim.

Enter Seda. We arranged for Inembe Baby Food Porridge to be tested by the SABS. It passed with flying colours and was found to be packed with multi-vitamins and minerals and safe for consumption by children!

With the product authenticated, we then assisted them to comply with necessary standards for food manufacturers. Through a business plan Seda helped prepare, Inembe was able to access financing to revamp its whole operation to make it HACCP compliant. We’ve also helped them create an identity for the product. Major supermarkets like Boxer Superstores, Spar, Pigspeak and Simunye happily carry the product on their shelves now.
Nuts about agriculture

Insimu Yami Agricultural Co-operative is the brainchild of six young people from Schagen, Mbombela municipality. The Cooperative produces macadamia nuts, a seasonal product harvested from March to September.

When Insimu Yami was offered an opportunity to purchase a 65 hectare farm, they knew that they had to approach Seda for help. Seda offered them co-operative pre-incorporation training and facilitated their registration as a co-operative with CIPC. Furthermore, we facilitated small business start-up training and helped them develop a bankable business plan. This led to ABSA bank approving a loan of R2.65 million for the purchase of the farm. Since they needed the money quickly, the Department of Land Affairs, through the Land Bank, approved a R2.8 million grant to expedite the ABSA loan.

Seda further helped produce marketing and promotional material to market the business, facilitated a grant through the Co-operative Incentive Scheme under the dti and provided them with a mentor who provides guidance on general business management skills. In partnership with the Mpumalanga Agri Skills Development and Training, we also assigned an accredited service provider to help on technical issues relating to farming.

Insimu Yami has created 13 sustainable employment opportunities on top of the 6 original members of the Cooperative.
Wired for success

Izandla Curious Art, the brainchild of Cornelius and Joseph Maluka, manufactures a variety of wire and beads products such as side lamps, necklaces, flowers and flower pots.

Having been in business since 2006, they were doing well, but wanted to do better. So, Seda assigned a business advisor to go into the business to assess its operations and offer ongoing counselling and mentoring. Based on the challenges our business advisor had identified in the business, the owners were sent for a 3-day course on financial management and marketing. The business advisor further identified marketing initiatives which were implemented to attract new clients.

The results? The businesses clientele increased from an average of 20 to 200 per month and their turnover has increased with 184%. Three more permanent employment opportunities were created and they now have contracts in place to supply three nearby lodges on a monthly basis.
Raising the Standard

Khenumani Construction was founded by four members at the Alexandria Trust near Marite in Mpumalanga. Despite the passion and craftsmanship that they put into manufacturing their range of steel window frames, gates, burglar bars, door frames and palisades, they found that customers demand third-party verification of product safety and quality. They called on Seda for assistance.

Seda arranged for Khenumani’s products to be tested by the SABS, which provided independent assurance of manufacturing and product standards. We also facilitated training in business and quality management systems to help the company manage a growing portfolio of clients efficiently.

Finally, we drew up a comprehensive business plan which enabled Khenumani to secure a R65 000 loan from social and economic development enterprise LimDev.

In just three years, Khenumani’s turnover grew by 300% whilst its assets grew almost 400%. All four of the original members are still employed and ten new jobs have been created. Seda’s Business Advisor also makes regular site visits, supporting Khenumani as the company builds its way to the next tier of business success.
Real help in Real Estate

Mr. Madlakazi wanted to start his own business as a real estate agent. But he was a new entrant and needed help. In stepped Seda. The business needed more exposure with the target market, so we appointed a service provider to develop and host an e-marketing tool that included an interactive website, a bulk sms and bulk email services. As a result of this tool alone, the business has managed to increase its turnover from 13.5% to 86.5% per month and has created 6 permanent employment opportunities.
A winning partnership

Any small enterprise needs a good partner to help it grow to the next level. Mpumamanzi Laboratory Services in Nkangala, Mpumalanga was no exception. They found this partner in Seda. When the owners of this water purification business needed to re-equip their operations with new technologies, Seda helped them craft a business plan as well as get them the required technologies through the Seda Technology Programme. Now the enterprise is flourishing!
Msizi Motor Spares supplies motor spares in the Mangweni area around the Nkomazi Municipality. Owners Sibusiso Mabuza and Sophie Ngomane approached Seda to help them grow the business. As is often the case with SMMEs, one problem was marketing. Another was a lack of business management skills. Seda’s interventions resulted in the business getting assessed through a Small Business Assessment Tool. In line with the results of the assessment conducted by the Practitioner, a Service Provider was appointed to design and develop marketing tools and signage board for the business to address the identified challenge on marketing. The result of the assessment justified the need of taking them through Small Enterprise training to enhance their business management skills. Seda’s intervention on both these helped increase turnover from 26% to 74% and create employment for two extra people.
A Plan for Prosperity

In 2006, twin brothers Nicolas and Shadrack Temba established their printing, stationery and catering company, Nkumbe Promotions and Hire, at the Bushbuckridge shopping complex in Mpumalanga. They soon realised that to access capital for new equipment and business growth, they needed a sound business plan. Lacking the skills to formulate such a plan, the Tembas turned to Seda for help.

Enterprise development programme Anglo Zimele was impressed by the potential outlined in the business plan, and readily agreed to a R365 000 loan.

Seda has also provided basic business skills training, including financial, human resources and marketing training for the company, and conducts ongoing mentoring and coaching.

This injection of capital as well as other Seda interventions has allowed the Temba twins to create six new jobs in their company while boosting their turnover by almost 1100%.
Polishing the Wood

Pfunekani Woodwork Furniture is an example of how the spirit of entrepreneurship, when combined with some sound advice, produces great results. When the business approached Seda for help, it had one customer and was making a turnover of just R98 000. Today the business has between 10 and 15 customers and a turnover of R420 000. So how did it get here?

We did what we do best: we conducted an assessment of the business and then recommended solutions to problems. Firstly, the business operated in an open field, so we helped them apply for funding to set up a factory.

The funding came through and they relocated into a new factory equipped with an electric plain machine and 2 drilling machines to the value of R6 000.

Secondly, we helped them with marketing materials to market their new factory and the services it offers. Business boomed soon afterwards and the company now has a staff complement of 15 permanent and 4 part time employees.
The Art of tasty treats

Thembeka Art of Tasty Treats is a 100% black owned entity that specialises in confectionary foods such as scones, biscuits, muffins and banana cakes. When the business needed a partner to take it forward, the owner approached Seda.

Seda conducted a full assessment of the business and made recommendations based on the findings of the assessment. One of the weaknesses of the business was that it was poorly located and was therefore inaccessible to the market. And so, we advised that they needed to move to a better location. We also recommended that they formally register the business to make it a recognised trading entity. Finally, we recommended business skills training for the owner to help them manage the business better.

The business was duly registered with the Companies and Intellectual Property Commission (CIPC) and the owner underwent the necessary business skills training. The owner also took our advice and relocated the business to the CBD where market access would be better. This resulted in a 528% increase in the turnover!
“We are known for providing working solutions for our clients, but we pride ourselves in providing the accurate diagnosis”

Seda Successful SMMEs

1. Cannoaght Bed & Breakfast ........................................... p47
2. Ntsie Manufacturers & Projects ...................................... p48
3. Roba Monakedi Guest House ......................................... p49
4. Rule Slate & Tile Co-operative ....................................... p50
5. Tlhoafalo-Basadi Co-operative ....................................... p51
Staying ahead of the pack

Connaught Bed and Breakfast was established by Motshidisi Thakanyane to take advantage of the growing market in the tourism industry. Facing stiff competition, she approached Seda to help position her business.

Seda sent their team of experts to do a diagnosis of the business. We concluded that what the business needed to grow was a clear marketing strategy and working capital.

Seda helped her with marketing material such as brochures and business cards and a website was also created. Seda also assisted with business skills training and workshops that are Tourism related.

The business has seen an increase in clientele and is now able to employ six permanent staff. To help Motshidisi stay ahead of the competition, we’ve also provided her with an adviser who will continue to mentor her with business advice into the future.
What a win!

Ntsie Manufacturers and Projects, owned by Thomas and Rose Ntsie, makes cast iron pots for shop owners and individual buyers in the North West province town of Klerksdorp. They desperately needed R50 000 for pot moulds and R20 000 for raw materials to be able to expand, so Thomas decided to contact Seda for ideas.

Impressed by the quality and potential of the Ntsies’ operation, we suggested that they enter the Eskom Business Investment Competition. Going up against 29 SME finalists in the manufacturing sector of the national competition was no easy task.

But the Ntsies went for it, and scooped the R100 000 first prize!

The prize money instantly resolved their cash flow problems, allowing the company to buy the moulds and raw materials. They could now also hire another four workers, bringing the total number of jobs created to six. They now manufacture eight pots per production day and are investigating new product lines in the gardening and hardware sectors. We haven’t stopped there - we are now working on getting Ntsie new machinery to further increase productivity.
When Segogwane Leteane started Roba Monakedi Guest House, she thought that she had found a way to print money. She was within walking distance of the North West Government headquarters and the business centre of the capital city.

Ms Leteane soon realised that she was not alone in targeting visiting government officials and business people. She asked Seda for advice. We concluded that she needed to market herself better, and to inject some capital to expand.

We provided the necessary marketing material such as brochures, signage and business cards. The website also helped tremendously and already the Guest House is undergoing more expansion to accommodate the ever-growing demand.

Seda also provides continuous support in the form of business advisory services to ensure transfer of skills.
Slated for success

Rule Slate and Tile cooperative, established in 2007, produces slate tiles. The waste from the slate tiles, paving and building bricks is crushed to produce crusher stones.

Seda’s help has been invaluable. They were assisted to develop a business plan, which enabled the cooperative to receive R3 million funding from NEF for purchasing land and equipment. NEF also appointed a mentor to guide them on marketing, financial guidance and administration.

Seda has also funded their Financial Provision for Rehabilitation permit to the value of R60 000, helped with the re-registration of the Cooperative in accordance with the Cooperative Act no.14 of 2005 and produced marketing material such as brochures, business cards and display stands.

Through Seda’s assistance Rule Slate was able to exhibit in Botswana. NDA also injected a grant fund of R1.2 million which will assist in improving financial gearing leverage.

These interventions have resulted in the business getting off the ground. It currently has 5 members, 18 employees and 50 sub-contracted employees.
When eight members from Bodibe Village near Lichtenberg in the North West Province decided to form Tlhoafalo Basadi Cooperative, they knew it was not going to be easy.

They knew how to make clothing for schools, corporations and weddings but they needed Seda to help them with a business plan and funding to expand their operations.

With the development of the business plan, the co-op was able to get funding for machinery. The basic management business training and marketing material of business cards, flyers, folders and signage helped a great deal. This managed to attract contracts from the Department of Social Services and some schools in the area and led to them building their own premises, and members are now able to draw a salary.
“We are renowned for producing gems, or if you like, diamonds and pearls”

Seda Successful SMMEs

1. Future Creations Co-operative ........................................ p53
2. Gibel Transport .......................................................... p54
4. Komaggas Vleismark ..................................................... p56
5. NM Restoration .......................................................... p57
6. Ru-Na Guesthouse ....................................................... p58
7. Zeba Car Wash ............................................................ p59
Co-operating for success

When Markstan, a garment manufacturing company in Kimberley closed its doors, the staff members decided to form Future Creations Cooperative to keep the business going. Seda saw this as an opportunity to help the 27 members create a sustainable business.

Co-operation was the name of the game. Via partnerships with the Provincial Department of Economic Development (DEDT) and Tourism, Seda helped the cooperative to source grant funding from the National Development Agency and to source machinery through the Sol Plaatje Local Municipality and the dti via their cooperative incentive Scheme programme.

DEDT further supplied funding to enroll the Cooperative in a garment manufacturing programme with the urban FET College in Kimberley and paid the lease agreement on the premises for one year. Seda provided marketing material, implemented a mentorship programme to improve internal control systems and policies and helped with legal advice on corporate governance and rules governing cooperatives. We further assisted with production and quality management, to improve on the Cooperative’s output ability. A website is also being designed to market the business internationally.

All these partnerships have seen Future Creations get on its feet and, most importantly, start receiving orders.
Driven to succeed

Gibel Transport, wholly owned by Mrs. G Van Wyk, transports school children. Being a woman entrepreneur in a male dominated industry has not deterred Mrs van Wyk from driving her business to its full potential.

She approached Seda, and we recommended a branding strategy to make Gibel Transport more visible.

We seconded a business advisor to help with business counselling, marketing material such as signage, vehicle branding and business cards.

The result was an increase of 10% in clientele and Gibel Transport was awarded contracts by Alexko and Gariep mine. This increased the profitability of the business by 18%.
Its all about the outer beauty

Mrs. Julia Moima the owner of Juke Juke Enterprise has always had the false belief that once you establish a business, you are guaranteed customers and piles of profit. At least this was her belief until she attended a small business seminar organised by Seda and the Industrial Development Corporation (IDC) in her area.

The seminar proved to be such an eye opener for Mrs Moila that she immediately made contact with her local Seda branch and visited them for assistance on all the essential business elements she now realised were missing in her Hair Salon business.

Seda sent in a business advisor who performed a diagnosis of the business and recommended that a marketing exercise be undertaken to build the business client base. The business’ visibility was enhanced by branding the premises and promotional material was produced to improve direct marketing efforts.

This resulted in a 24% increase in turnover and a creation of 3 job opportunities with 2 being permanent. It’s another example of how it pays to be in the company of knowledgeable people.
**NORTHERN CAPE**

**Komaggas Vleismark**

**Easy Access and improved customer service are the Key to Success**

When Kenny Barbery founded his butchery in 2005, he offered easy access to quality meat products for the community of Komaggas in the Northern Cape. Kenny soon discovered that he, in turn, needed easy access to quality and financial control systems to grow his business. But where would he find assistance in a small centre like Komaggas?

Happily, Seda’s services reach to all corners of the country. A Seda Business Advisor arranged training in quality management and financial management – and the Komaggas Vleismark has never looked back. Thanks to improved financial management, the company has multiplied its turnover 1067%, while increasing the staff complement from three to six workers.

Seda’s branch offices around the country are helping entrepreneurs to serve local communities and grow their businesses - wherever they may be.
Finding the silver lining

The closure of a mine may seem like an economic dead-end but an innovative entrepreneur can find business opportunities, even in this situation. NM Restoration is a partnership of three entrepreneurs - Neil MacDonald, Corneels Links and Dudley Wessels - who rehabilitate areas of mined land by re-planting indigenous species and restoring the land to its natural state. They operate in the Namaqualand area of the Northern Cape, and started out by employing 15 workers from a pool of 47 who were trained in topsoil handling, identification of local plant species and other land restoration skills.

Although NM Restoration is not aware of any competitor businesses in the area, they still struggled to make their business visible to customers.

They approached Seda, who provided a full range of promotional material, including business cards, vehicle signage, branded clothing and other tools to market the business.

Distributing business cards and presenting a more visible and professional image to potential customers has reaped dividends via a 300% increase in turnover, enabling the company to create ten new jobs and boost their staff complement to a total of 25. Seda aims to enhance these gains by referring NM Restoration to the Succulent Karoo Ecosystem Programme (Skeppies) for grant funding.
Ru-Na Guesthouse is situated along the banks of the Orange River, a stone throw away from the CBD of Upington, making it the perfect spot for relaxing after a long drive. Despite this, the guest house was not thriving.

Seda was approached to offer assistance. We immediately realised that the guest house was not reaching national and international clientele because it did not have a website to market itself.

It is general knowledge that for this kind of business to take off, a good website offering a glimpse into the guest house and contact details are important. So, we decided to help them create a state of the art website to market themselves to the national and international market.

The result was a 40% increase in the client base and a 60% increase in turnover, resulting in the creation of an extra job.
Zeba Car Wash

Decentralisation pays dividends

Entrepreneurs will usually flock to the nearest town or city CBD to seek the greatest number of customers. Howard Malo, owner of Zeba Car Wash, found that not following the herd can pay dividends. His assessment showed that the market for car washing was saturated in the Upington CBD. So, instead, he opened up shop in his local suburb Louisvale.

Howard’s challenge was to make Louisvale customers aware that they no longer had to travel to the CBD as he was offering the same service right on their doorstep. He found the solution and so much more when he approached Seda for assistance.

Seda is not only facilitating directional signage and name boards for Zeba Car Wash, we also provided Business Plan training and helped Howard to develop a company profile to market his services. Thanks to Seda referrals, Howard has also secured a R50 000 grant from the BASHA Development Trust to build premises and buy much-needed machinery for his company. The business now provides employment to 6 community members.

Even when you choose not to follow the herd, Seda is there to help your business reach its destination.
“It’s not what we say that matters, we allow the results to speak for themselves ”

Seda Successful SMMEs

1. Eat Smart Organics ........................................ p61
2. National Manhole Covers ................................. p62
3. Oubaai Car Wash ............................................. p63
4. SAFMA ....................................................... p64
5. Tenikwa Wildlife Awareness Centre ................ p65
Locking in goodness, unlocking growth

Organic food is great, but how does one preserve food without using preservatives? This is a problem that faced Juliette du Preez, co-owner of Eat Smart Organics, which manufactures ready-to-eat organic products. Shelf-life is an issue, and can only be extended through expensive technology like gas flushing and modified atmosphere packaging (MAP).

With the help of a Seda business advisor, Eat Smart Organics motivated and applied for funding through Seda’s Technology Transfer Fund and were delighted when funding to the maximum amount of R600 000 was approved. The company used the monies received from the TTF to purchase a Gas Flushing and MAP Sealing Technology.

We also assisted with HR policies and procedures, financial planning and marketing material, including signage. The owners wanted to increase their productivity and staff loyalty. They wanted to improve their internal marketing in order to get their staff to buy-in and take ownership. They wanted to create awareness and improve visibility of company values and policies. With the signage they wanted to increase the visibility of the plant and to aid visitors with the ease of finding their premises.

“This funding has enabled us to improve our production capacity, efficiency and the shelf life of our products,” beams Juliette du Preez. “We are now supplying our produce in major retail outlets. Our turnover has increased by 105%,” says Juliette du Preez.
Combating crime and creating jobs

We all know about manholes that stand open because their cast iron covers have been stolen. National Manhole Covers, founded by Farouk Shaik at Kraaifontein in the Western Cape, came up with a brilliant solution. They developed a lightweight, strong polymer concrete alternative which can withstand pressure in excess of thirteen tons. But at first, it wasn’t an easy sell. Firstly, they needed SABS-approval, and secondly they needed the market to know about them.

In stepped Seda. We assisted National Manhole Covers to attain the SABS Mark certification for their products. As part of this process, the company has also attained ISO 9000 certification and implemented ISO quality management principles throughout its operation.

Seda then added an interactive website and business started to pour in, even from beyond South Africa’s borders.

Since these interventions, National Manhole Covers has increased its turnover by 50% and created ten new jobs, bringing its total staff complement to 30. “Seda is one of the very few friends of small business in South Africa,” says Farouk Shaik. “They are people-focused and are always efficient, on time and accurate. I believe we have the potential to grow to 100 employees. And when we do, we will have Seda to thank for it.”
Doing due diligence

Shahied Ismail, owner of Oubaaai Car Wash in Eden, Western Cape, probably made the best decision about his enterprise before it even existed. That was the decision to consult Seda for advice on getting his ducks in a row before taking the plunge into establishing the enterprise.

A critical planning exercise was conducted with him to assess the viability and sustainability of the envisaged venture; he was assisted to understand the financial management issues of a business, costing of services and marketing of the business.

The Car Wash was launched in November 2010 and within six months of operation they were able to open another branch, employing 5 people in both operations. Each branch services 8 to 10 cars per day and at the last count their loyal customer base stood at 120! Doing your due diligence truly pays off.
A sure-fire success

Mark Ackers and Yusuf Alie, specialists in the fields of fire fighting, health and safety, first aid, forklift driving, rigging and slinging, established a niche company called SAFMA. They could fight fires, but they needed help with marketing. They also wanted to enter the Seda and ENABLIS-sponsored National Business Plan Competition.

We helped them with the development of signage to direct their clients to where they are situated. We also assisted them with the development of a business plan that they used to enter the Seda and ENABLIS-sponsored National Business Plan Competition. They won the first prize in the Green Sector category and were eligible for receiving one year mentorship from Young Professional Organisations.

We helped them with their branding and with a business plan they could enter for the competition, which they won, earning them some prize money! Furthermore, they are now eligible to be assisted by a mentor from Young Professionals Organisation.

International consulting group Accenture recently commissioned a film which featured SAFMA to showcase growing enterprises from the developing countries whose contributions to the prosperity of their respective countries were worthwhile. This film has been circulated worldwide to increase the business opportunities for these chosen business in terms of establishing international trade linkages with other businesses.

*Talk about global exposure!*
Tenikwa Wildlife Awareness Centre

Raising Awareness of Animal Welfare

Even charitable organisations like animal welfare centres have to work according to sound business principles. Just ask Len and Mandy Freeman, co-owners of the Tenikwa Wildlife Awareness Centre which focuses on the rehabilitation and conservation of African wild cats from its base near Plettenberg Bay in the Western Cape. As a private company, Tenikwa relies on the income from visitors to sustain its operations. When the Freemans approached Seda to help grow the centre and make it sustainable, we responded with a series of interventions.

After an assessment of the business, Seda erected signage on the N2 between Port Elizabeth and Plettenberg Bay, to raise awareness of Tenikwa and increase trade from passing motorists.

Then we designed and supplied a range of marketing material which is distributed to tourism outlets in the surrounding areas. To round off the marketing intervention, we launched an e-marketing initiative which included the development of a website for Tenikwa, to give them an essential online presence.

Seda also looked beyond its borders to source assistance. We introduced the Freemans to the Netherlands-based PUM Project, which offers specialised advisory services to private companies in developing countries. With the help of Seda, Tenikwa Wildlife Centre has become a thriving enterprise which couples its focus on wildlife conservation with sustainable business principles.
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[053] 839 5711 [F]

**Seda Frances Baard**
**Kimberley**
21 Du Toitspan Road
Suite 6, Perm Building
Kimberley - 8301
P.O. Box 326
Kimberley - 8300
[053] 836 7720 [T]
[053] 836 7732 [F]

**Seda John Taolo Gaetsewe**
**Kuruman**
Cnr Roos and Church Streets
Kuruman - 8460
P.O. Box 1635
Kuruman - 8460
[053] 714 3160 [T]
[053] 714 3172 [F]

**Seda Namakwa**
**Springbok**
4 Hospital Street
Springbok - 8240
P.O. Box 831
Springbok - 8240
[027] 712 8500 [T]
[027] 712 8511 [F]

**Seda Pixley-ka-seme**
**De Aar**
Cnr. Main & Station Street
De Aar - 7000
P.O. Box 74
De Aar - 7000
[053] 632 7560 [T]
[053] 632 7562 [F]

**Seda Siyanda**
**Upington**
Cnr Scott & Hill Str.
Old Sanlam Bld, 3rd Floor
Upington - 8801
P.O. Box 3256
Upington - 8800
[054] 337 8280 [T]
[054] 331 2356 [F]

### North West

**Provincial Office**
**Rustenburg**
187 Joubert
Rustenburg - 0299
Postnet Suite 4030, Private Bag X82323
Rustenburg - 0300
[014] 592 9461 [T]
[015] 592 9378 [T]
[014] 592 9734 [F]

**Seda Bojanala East**
**Brits**
No 1 Kerk Street
Brits - 0250
P.O. Box 1758
Brits - 0250
[012] 252 0580/1 [T]
[012] 252 0750 [T]

**Seda Bojanala West**
**Rustenburg**
25 Heystek Street
Rustenburg - 0200
P.O. Box 5890
Rustenburg - 0300
[014] 592 3696 [T]
[014] 592 3421 [F]

**Seda Bophirima**
**Vryburg**
83 Vry Street
Vryburg - 8600
P.O. Box 892
Vryburg - 8600
[053] 927-0590/1/2 [T]
[053] 927-0865 [F]

**Seda Ngaka Modiri Molema**
**Mafikeng**
Suite 018, Commissioner Place
Cnr Carrington & Victoria St
Mafikeng - 2745
P.O. Box 2213
Mafikeng - 2745
[018] 381 3914/5/6 [T]
[018] 381 3917 [F]

**Seda Dr Kenneth Kaunda**
**Klerksdorp**
**Suite 20206**
2nd Floor West End Building
51 Leask Street
Klerksdorp - 2570
P.O. Box 110, Klerksdorp - 2570
[018] 462 1376/1379 [T]
[018] 462 0704 [T]
[018] 462 1385 [F]
Western Cape

**Provincial Office**
Cape Town
Cape Town Provincial Office
33 On Bree
Bree Street
Cape Town - 8000
[021] 415 1600 [T]
[021] 418 0391 [F]

**Seda Cape Town**
Bellville
2nd Floor, Louwville Place
23 Vrede Street
Bellville - 7350
[021] 949 2227 [T]
[021] 949 2237 [F]

**Seda Eden**
George
Entrance B
1st Floor Beacon Place
125 Meade Street
George - 6530
[044] 874 4770 [T]
[044] 874 4870 [F]

**Seda Cape Winelands**
Stellenbosch
Unit 135, 1st floor
Eikestad Mall
44 Andringa Street
Stellenbosch - 7599
[021] 883 9270 [T]
[021] 883 9277 [F]
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AsgiSA</td>
<td>Accelerated and Shared Growth Initiative in South Africa</td>
</tr>
<tr>
<td>BA</td>
<td>Business Advisor</td>
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<tr>
<td>BDSP</td>
<td>Business Development Service Provider</td>
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<tr>
<td>CACB</td>
<td>Confederation of Business Chambers Brazil</td>
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<tr>
<td>CD</td>
<td>Compact Disc</td>
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<tr>
<td>CIPC</td>
<td>Companies and Intellectual Property Commission</td>
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<tr>
<td>CIS</td>
<td>Cooperatives Incentives Scheme</td>
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<tr>
<td>CSIR</td>
<td>Council for Scientific and Industrial Research</td>
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<td>DEDT</td>
<td>Department of Economic Development and Tourism</td>
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<td>DoA</td>
<td>Department of Agriculture</td>
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<td>DPLG</td>
<td>Department of Provincial and Local Government</td>
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<td>DPSA</td>
<td>Department of Public Service and Administration</td>
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<tr>
<td>the dti</td>
<td>Department of Trade and Industry</td>
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<tr>
<td>EAP</td>
<td>Employee Assistance Programme</td>
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<tr>
<td>EC</td>
<td>Eastern Cape</td>
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<tr>
<td>EIC</td>
<td>Enterprise Information Centre</td>
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<tr>
<td>EWP</td>
<td>Employee Wellness Programme</td>
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<tr>
<td>Exco</td>
<td>Executive Committee</td>
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<tr>
<td>FDC</td>
<td>Free State Development Corporation</td>
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<tr>
<td>FET</td>
<td>Further Education and Training</td>
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<tr>
<td>FNB</td>
<td>First National Bank</td>
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<tr>
<td>FoodBev</td>
<td>Food Beverages Sector</td>
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<td>FOSAD</td>
<td>Forum of South African Director Generals</td>
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<td>FS</td>
<td>Free State</td>
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<td>GRI</td>
<td>Global Reporting Initiative</td>
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<td>HACCP</td>
<td>Hazard Analysis Critical Control Point</td>
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<td>IBSA</td>
<td>India, Brazil and South Africa</td>
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<tr>
<td>ICT</td>
<td>Information, Communication and Technology</td>
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<td>IDC</td>
<td>Industrial Development Corporation</td>
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<td>IDT</td>
<td>Independent Development Trust</td>
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<td>IO</td>
<td>Information Officer</td>
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<td>IR</td>
<td>Industrial Relations</td>
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<td>Abbreviation</td>
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<tr>
<td>ISETT SETA</td>
<td>Information Systems, Electronic and Communications Technology Sector Education and Training Authority</td>
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<td>KZN</td>
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<td>LIBSA</td>
<td>Limpopo Business Support Agency</td>
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<td>Monitoring and Evaluation</td>
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<td>Memorandum of Understanding</td>
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<td>National African Association of Automotive Service Providers</td>
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<td>National African Federation of Chamber of Commerce</td>
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<td>NC</td>
<td>Northern Cape</td>
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<td>National Empowerment Fund</td>
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<td>National Small Industry Council, India</td>
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<td>PAA</td>
<td>Public Audit Act</td>
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<td>PFMA</td>
<td>Public Finance Management Act</td>
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<td>PMDS</td>
<td>Performance Management Delivery System</td>
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<td>QMS</td>
<td>Quality Management System</td>
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<td>SAMAF</td>
<td>The South African Micro Finance Apex Fund</td>
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<td>SAWEN</td>
<td>South African Women Entrepreneur Network</td>
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<td>SABS</td>
<td>South African Bureau of Standards</td>
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<td>SEBRAE</td>
<td>Small Enterprise Agency Brazil</td>
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<td>SETA</td>
<td>Sectorial Training Authority</td>
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<td>SMME</td>
<td>Small Medium and Micro Enterprise</td>
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<td>Seda Technology Programme</td>
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<td>TIPA</td>
<td>Technology Innovation for Poverty Alleviation</td>
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<td>TTF</td>
<td>Technology Transfer Fund</td>
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<td>UNCTAD</td>
<td>United Nations Council on Trade Development</td>
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<td>United Nations Development Programme</td>
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<td>UNIZO</td>
<td>Union of Independent Business, Belgium</td>
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<td>WC</td>
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<td>WRSedata</td>
<td>Wholesale and Retailing Sectorial Training Authority</td>
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