

EMTHANJENI LOCAL MUNICIPALITY

REPORT

LOCAL ECONOMIC DEVELOPMENT SUMMIT 2022













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1.1 BACKGROUND

A two-day Summit, including a Gala Networking Event, was held on the 17 and 18 November 2022 in the Town Hall of De Aar under the theme:

"A centre for development and service excellence focused on economic development in pursuit of a better life for all".

The target number of delegates for both the Summit and Gala Networking event was 200 (Emthanjeni Stakeholders including SMMEs, National & Provincial Government Departments, National investors & security staff). The turnout to the event was great with amongst the attendees the Minister of Small Business Development as keynote speaker for the Summit as well as National, Provincial and Regional stakeholders who addressed the audience on certain topics.

1.2 PURPOSE

The purpose of the event was to engage on issues of Local Economic Development that will chaperon and unbridle the prospects that are there to empower the Economic Stakeholders and obtain accurate updated data of services offered by SMME's to ensure the growth of Emthanjeni Municipality's economy through the empowerment of our own SMME's. Secondly, to foster the working relations amongst the Economic Stakeholders themselves, the Municipality, Business and Agencies at large in an integrated manner.

This highly interactive event provided information and working sessions on key economic sectors and investment opportunities as highlighted in 2018-2022 LED Strategy but at the same time aid in stimulating economic stakeholders that are in an entry level of business. It was also to provide

an opportunity to refine commitments of actions and pledges from key stakeholders.



Picture: Summit held at Town Hall, De Aar



Picture: Minister Stella Ndabeni-Abrahams addressing delegates at Gala Networking event



1.3 OBJECTIVES

To give effect to the Municipality's vision "A centre for development and service excellence focused on economic development in pursuit of a better life for all" it was imperative to achieve the following objectives through the summit:

- Fostering new and improved relationships with key stakeholders that can facilitate change and future economic investment in Emthanjeni.
- To increase dialogue amongst emerging and big businesses.
- To create a platform that will stimulate municipal economy & direction and lobby resources for job creation and SMME development.
- To encourage marketing of services and products.
- Simplify, interpret the applicable legislation and other related policy initiatives that guide SCM in the public sector.
- Review of Emthanjeni Local Economic Development (hereafter, LED)
 Strategy and mapping a way forward for implementation of Summit proposals.

2. SPEECHES AND PRESENTATIONS

On day 1 of the Summit the Speaker of Emthanjeni Municipality, Cllr M Kivedo, welcomed all present whereafter the Mayor, Cllr L Nkumbi provided the purpose of the event and also introduced the keynote speaker, the honorable Minister Stella Ndabeni-Abrahams to the audience. Participants also had an opportunity to participate in panel discussions following the keynote address and all presentations presented over the two days.

2.1 KEYNOTE ADDRESS - HIGHLIGHTS

The honorable Minister Stella Ndabeni-Abrahams, in her keynote address, highlighted the following:

- Previous visit was to determine how environment for SMMEs and Cooperatives can be improved as well as the challenges faced by them and to gain an idea of the numerous opportunities offered by investors in the area;
- Plans to enhance the development of SMMEs in the country;
- Collaborative approach in conducting programmes to gain maximum impact;
- Need for vibrant, relevant and responsive LED strategies to address current challenges;
- Bursaries and skills development to be in line with skills that are required to build the economy;
- Need for empowerment of LED offices in municipalities National school of Government to assist and capacitate LED practitioners through curriculum;
- To build an inclusive economy that grows through LED capacity building programmes;
- Spatial Development Framework (hereafter, SDF) and LED Strategy to be the frameworks that drive economic growth;
- LED strategy to make provision for small business in terms of land / spaces to do business;
- Importance of responsive and visionary LED Strategy;
- Critical to get investment plans of investors which include domestic investment to be able to review the bylaws and policies in line;



- Capacitate local SMMEs to be able to compliment what investors have to offer;
- Economic Reconstructive and Recovery Plan to find expression in the local sphere;
- Local produce to be encouraged;
- Red tape reduction to avoid investors losing interest LED Strategy to address it;
- Importance of strategic leadership to ensure systems, policies and frameworks fast track processes and investment projects;
- Improvement of audit opinion is crucial to attract investment;
- SMMEs to have innovative ideas and challenge the status quo;
- BBBEE Act: at least 3% must be spend on the development of small enterprises;
- LED Strategy to be clear in terms of the economic drivers and Enterprise and Supplier Development (hereafter, ESD) contribution for investors to be able to commit;
- Reconstruction of ESD spend, 33% to be spend on capacitating SMMEs and business development and also infrastructure development percentage to be looked at;
- NDP 2030 clear on job creation and contribution from SMMEs number of job opportunities to be indicated in LED Strategy to give guidance to investors in terms of the number of jobs to be created;
- SEDA has role in assisting small businesses: SMME capacitation in terms of audit and financial management skills;
- Unemployed graduates' database to be utilised;
- Funding set aside for credit guarantees to small enterprises undertaking to sign for pre-investment;

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- Funding for youth enterprises with almost no spending due to poor business applications;
- Merging of CBDA, SEFA, SEDA to create one stop shops for businesses; the merge of these entities will enable an integrated government support to small, micro and medium enterprises as well as cooperatives;
- Pilot District Development Coordinators to assist municipalities;
- Eco system: National Integrated Small Business Development Enterprise Strategic Framework to improve small business development.





2.2 PRESENTATIONS

The following presentations were done over the two days and has been attached hereto as annexures:

- A) De Aar Logistics and Storage Hub (Mr. H Nel, Dept Transport, Safety & Liaison) – presentation attached as Annexure A
- B) Local Government and the Renewable Energy Independent Power Producers Procurement Programme (Dr T Nzo, Public Affairs Research Institute) - presentation attached as Annexure B
- C) Karoo Regional Spatial Development Framework (Ms. M Masehla, Dept Agriculture, Rural Development and Land Reform) - presentation attached as Annexure C
- D) Agriculture (Ms. N Mokgalagadi, Dept Agriculture) presentation attached as Annexure D
- E) SEDA Offerings (Mr. B De Kock, SEDA) presentation attached as Annexure E

3. COMMISSIONS THEMES

The key themes for breakaway commissions were as follows:

- Agriculture
- Renewable energy
- Transport (road, rail & flight)
- SMME Development
- Tourism

3.1 AGRICULTURE

(Facilitator: Ms. N Mokgaladi)

Status Quo:

- Commercial Farms 1 572 270,58 Ha
- Commonage 22 263 Ha
- Slag Farm 1501 Ha
- LRAD Farms 4 569 Ha
- Dry, Hot Very Cold Winter
- Summer rainfall of 200 400mm per annum
- Mixed Karoo type vegetation, grasses, shrubs and bushes
- Dependency on underground water
- Extensive livestock, sheep, cattle, goats and game farming
- Part of the two major agricultural hubs/corridors
- Part of a district well known for production of good quality wool, mohair, and Karoo lamb

Challenges with regards to improved production:

- Reduced carrying capacity due to prolonged drought;
- Poor management of commonages;
- Decreased farm productivity due to bush encroachment;
- Insufficient pre and post settlement support to newly settled farmers;
- Climate change;
- Threatened water resources;
- Locust outbreaks; and
- High production input and vandalism.



Agricultural potential:

- Optimised and increased production of sheep, wool, goats, and cattle through conception rates and weaning percentages;
- Value addition job creation and Agro-processing, Kyoto, Ostrich abattoirs;
- · Hydroponic packaging facility;
- Vegetable production;
- Fish farming, aquaponics climate smart farming;
- Bee keeping; and
- Support to smallholder farmers through grants

3.2 RENEWABLE ENERGY

(Facilitator: Mr. H Greeff)

Status Quo:

- Emthanjeni Local Municipality is home to Eight (8) REIPPP projects with a total electrical output of 483MW.
- 10 More projects are planned for Emthanjeni Municipal area;
- Cumulative jobs over the construction and projected operational life are valued at 7159 jobs over the 20-year production life. (Source: IPP Quarterly Report June 2017 for the Northern Cape);
- Most of the solar parks are situated on the periphery of De Aar;
- Wind parks are situated on private white-owned farms that stretch for 35 to 50 kilometers on land between the towns of De Aar, Britstown, Hanover and Philipstown.

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 The NC solar corridor extends from Emthanjeni Local municipality to the Dawid Kruiper Local municipality with solar PV and wind projects.

Current projects:

- Mulilo Total Hydra Storage
- Du Plessis Dam Solar PV1
- Zwartekopjes 131 (Mulilo)
- Mainstream Renewable Power De Aar PV RF (Pty) Ltd
- Solar Capital De Aar (Pty) Ltd SPV
- Scatec
- Globeleq
- ABB (Pienaarskloof 136 Ged 1)

Future proposed projects:

- Paarde Valley PV2
- Du Plessis Dam Solar PV2
- Ennex Solar
- Inqwaba Energy
- Lehlasedi Energy
- Ukuqala Solar
- De Aar 2 South Wind Energy Facility
- Vetlaagte MTS
- Mainstream (Hanover)
- Proposed Windfarms (Britstown Victoria West)
- Solar Africa Energies (Hanover)

Renewable energy potential within Emthanjeni



- Emthanjeni owns commonage land that can be leased for the development of solar plants and wind farms;
- Natural resources of Wind and Solar (Strategic location for renewable energy);
- New approved LUMS to regulate zoning applications;
- Erection of Solar PV for the households and business own consumption;
- Renewable energy value chain: Solar Geysers maintenance, grass cutting & PV maintenance. Removal of non-operational panels for disposal. Recycling non-operational panels. Fixing of faulty panels;
- Renewable energy technical centre with Solar education;
- Link Railway line with renewable energy;
- · Off the grid city using renewable energy solutions; and
- Erect plant for manufacturing of renewable energy components.

Limitations to improved renewable energy

- No established structure in Emthanjeni Municipality.
- No reporting by IPP with regards to project implementation.
- 50km radius for implementation of projects instead of municipal-wide.

3.3 TRANSPORT: ROAD & RAIL

(Facilitator: Mr. S Baas)

Status Quo:

Road network

Central location on the Main Railway line between Johannesburg,
 Cape Town, Port Elizabeth and Namibia;

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- Situated 300km South West of Kimberley, 300km North East of Beaufort West, 300km South West of Bloemfontein;
- Hanover lies 65km East of De Aar on N1 and Britstown is situated about 55km West of De Aar on the N12;
- Both routes link Johannesburg and Cape Town;
- De Aar is the main town of Pixley Ka Seme District Municipality serving 24 other towns;
- De Aar has seen an influx of renewable energy projects and is a potential growth point;
- Emthanjeni area is increasingly becoming the centre for supplying the whole country with the famous karoo mutton;
- All national courier serves the towns comprising Emthanjeni municipality area;
- A synoptic weather station gathering climatic data and literally putting De Aar on the world map;
- The road network consists of a system of interconnected carriageways designed to carry buses, cars and goods vehicles;
- Road network consists of a hierarchy of National, Provincial and Municipal roads;
- The state of roads ranges between very well-maintained tar roads such as N1, N10, N12 and R48 to relative bad gravel roads (extensive stock farming areas);
- N1 runs through Hanover linking Colesberg and Richmond;
- N10 route links Upington, Prieska, Britstown (to the north) with De Aar in the centre and then with Hanover, Middleburg and Cradock to the south;





- The N12 route links Kimberley and Strydenburg to the North East with Britstown in the centre and then Victoria West and the N1 to the South West and R48 from N10 to link De Aar town;
- The existing road conditions are unpleasant and poses a serious safety concern.

Passenger rail network

- Passenger rail does not operate anymore;
- Most people hike or use minibus taxis as public transport to their next destination;
- De Aar has only one operational rail station;
- The commuter rail service no longer services short distance trips between Britstown and De Aar; and
- No PRASA offices in De Aar except the ticket office.

Freight Transport Road and Rail

- Generally, the country has seen an increased in freight related transport by road, rail and air;
- Emthanjeni local municipality only serves road and rail freight;
- Emthanjeni local municipality, especially De Aar is popular for its central location on the main railway line between Johannesburg, Cape Town, Port Elizabeth and Namibia.
- With rail freight there is Transnet in De Aar and with road freight trucks are passing through the N1, N12 and N10.

3.4 SMME DEVELOPMENT

(Facilitator: Ms. T Maseko)

Status Quo

- Approximately 89 registered SMMEs (who's details are captured) are based in Emthanjeni Municipal;
- Various sectors comprise civil construction, plumbing, catering, transport, cleaning, clothing, electrical, security services, IT, fencing, tiling, signage, events and promotions, building construction, etc.
- Complete database of all SMMEs in Emthanjeni Municipal Area to be compiled;
- SEDA projects and interventions (Incubator vehicle for Enterprise Development for training centre, SMME empowerment and responsible for SMME Database);
- Mulilo Trust & Sibona Ilanga Trust support initiatives for Emthanjeni SMMEs;
- SANRAL procurement process committed to the development of entrepreneurs through the contractor procurement model;
- SMME development programme of SEFA Enterprises that provide funding and other necessary inputs for upcoming SMMEs;
- Contractor Incubation Department Public Works

SMME development potential within Emthanjeni

- Manufacturing of bricks by SMME's
- Localization of procurement of goods and services i.e., Municipality,
 Transnet, Solar companies etc.
- SMME / Arts & Crafts Village or Renewable Energy Tourism Hub;



Manufacturing of renewable energy components;

Available SMME development structures within Emthanjeni

- Emthanjeni Tourism Forum
- Emthanjeni Business Forum
- Emthanjeni Women in Tourism
- Emthanjeni Taxi Association

Limitations to improved SMME development

- SMME support service for enterprise development required;
- No trade incubator programme for SMME's in manufacturing sector;
- SMME One-stop centre based in De Aar with satellites for SMME's is needed;
- Renewable energy virtual incubator is needed;
- Each IPP and Transnet had their own Enterprise Development which don't assist municipal and SMME's priorities and continue to use outside consultant taking money out the area;
- Delay in payments to SMMEs are extended at times to longer than the 30 days which poses risk of losing credit facilities;
- New black-owned start-up businesses find it difficult to acquire financial support from existing financial institutions as a result of them not complying with credit regulations, registration requirements, and the negative debt servicing track record of the sector.
- The rise in SMME's amongst foreign nationals needs to be controlled to the extent that they meet State regulatory requirements and pay their taxes;

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- Require SMME sub-contractor development programmes (Create cooperatives for opportunities from SANRAL, IPP's and Municipality.);
- Technical College does not have faculty for Engineering and Artisan studies.

Strategies to improve SMME development in Emthanjeni

- Conducive regulatory environment both at local and national level.
- Infrastructure development, space planning and utilization which responds to the need for an improved business environment for the informal economy;
- Economic development and enterprise support acknowledging the nascent entrepreneurial initiative taken by many actors in the sector;
- Supporting formation of local, regional and national organization and representation of the sector is crucial to the coordinated service delivery;
- Social inclusion & protection refers to the need to be inclusive to all members of society, including foreign nationals;
- Skills development and training that recognizes both local government and the informal sector could benefit from a better understanding of the law, its implementation, development, business and technical skills; and
- Institutional coordination, or governance, in the medium term was identified as a critical aspect of the entire intergovernmental system that required restructuring but also recommendations for reform for the governance of the informal sector itself
- Skills development initiatives,
- Technical support,
- Review relevant pieces of legislation,



 Influence policy and provide cutting edge research aimed at easing the challenges affecting municipalities as they implement trade and investment initiatives.

3.5 TOURISM

(Facilitator: Ms. N Seekoei)

Status Quo

- Emthanjeni has a number of Heritage sites;
- These potential tourist attractions are neglected;
- Emthanjeni local municipality has a tourism office that is badly positioned and poorly resourced;
- Emthanjeni local municipality has museums both in Britstown and Hanover that are neglected;
- Emthanjeni contributes 22.8% to the tourism of the provincial tourism economy;
- Emthanjeni is the largest municipality in the district and strategically located.

Tourism Forums that are active

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- Women in Tourism
- Oasis Route
- Emthanjeni Tourism Forum (to be launched)

Tourism Potential within Emthanjeni

- Numerous Heritage sites in all three towns
- Khoisan rock art in surrounding farms
- · Paragliding sites
- Museums in Hanover and Britstown
- Hunting of springboks
- Potential as a leisure tourist attraction

Limitations to improved tourism

- Lack of clear and continuous coordination and planning of tourism
- Absence of proper tourism value chain coordination
- Inadequate tourism infrastructure
- Absence of active promotion of Emthanjeni as a tourist destination
- Inadequate human resource capacity to drive tourism development.



4. SUMMIT PROPOSALS

The following proposals emanating from discussion in the respective commissions will find expression in the reviewed LED Strategy of Emthanjeni Municipality.

4.1 Agriculture 4.2 Renewable Energy Drafting of Policy to regulate Renewable Energy projects in Emthanjeni; Sustainable land management and agricultural practices that are resilient to the impact Review of Spatial Development Framework of Emthanjeni LM; of climate change for enhanced food productivity. Revive the IPP forum – Establishment of Sub-forums e.g., Education, Labour, Enhanced adaptive capacity and resilience for agriculture to ensure food security, Community liaison, social economic development coordination, etc.; protection of imports and exports markets, food price. Sustainable economic development and to increase the impact – coordinating Increased average temperatures may affect vulnerable communities through heat waves approach support enterprises; and induced some vector diseases in some areas Education: Future demand management (need sustainable use / conservation of water resources in Training programmes earmarked for renewable energy sector – involvement anticipation for increasing water demand of household and economic activities). of FET college; Weather and climate change related disasters or extreme events might affect Technical scholarships aligned with renewable energy sector; infrastructure (roads, buildings and dams creating added economic and social burden Training / awareness programmes for executives, communities, SMME's; and disruption of essential services) Emthanieni LM to: > Changes in the distribution of ecosystems and migration patterns thus affecting Establish One-Stop Shop for renewable energy sector; ecosystem services (e.g., effect on wetlands thus compromising their water purification Develop Renewable Energy By-Law & Policy; functions) Data base of Local contractors / SMME's: Carbon Sequestration - Is an example of climate mitigation. It refers to sites and Utilize Department of Labour database of local job seekers; processes that remove these gases from the system by converting them into forms of Communication channels between IPP, LM & Community - one message to carbon that do not contribute to climate change. community. Carbon Sinks – Oceans and rain forests are examples of carbon sinks, they absorb more carbon dioxide than they produce. In the South African context grasslands and savanna are also examples of carbon sinks





4.3 Transport

- ➤ Integrated Transport Plans: the transport networks linked to Spatial Development Framework and also linked to the renewable energy projects;
- > SDF's outdated in the Pixley ka Seme region;
- ➤ LUMS & SDF Rural areas struggle with critical positions;
- Douglas to Acasia Road links Northern Cape to Eastern Cape and how do you link it to the Logistical Hub;
- Upgrade N10, N12 corridor:
- Intermodal Transport System: Where do you incorporate the railway link it to the transport network.

Britstown & Hanover

- > Establish truck stop in Britstown and Fast charge station for electrical vehicles due to central point along National routes;
- Linkage between Britstown and De Aar in the transport network benefit Britstown & Hanover.

Taxi Industry

- Taxi Industry struggles with certification and Taxi rank in CBD;
- $\blacktriangleright \quad \text{Intervention by LED of municipality to assist with challenge;} \\$
- Road Network maintenance must be up to date;
- > Taxi Industry Funding needs to be addressed;
- Municipality's assistance required.
- Tuk-tuk must be utilized in Emthanjeni area;
- Going green to help Transport Industry;
- Grading and maintenance of gravel roads in Pixley ka Seme region; (Public Works & Education)

4.4 SMME

- > Transnet to assist SMME's to benefit from their projects & to register on their database.
- Need to establish a SMME Business Forum representing all businesses in Emthanjeni;
- > Availing of land or serviced sites for SMME's for business development;
- ➤ Establishment of Satellite SMME Hubs (Britstown & Hanover); need to bring Transnet on board:
- Need for communication and regular feedback;
- Record keeping of applications;
- Land for development for SMMEs:
- Meeting with all SMME's e.g., Mayor of Emthanjeni LM and all relevant Officials;
- ➤ The establishment of a LED Forum early in 2023; private sector & relevant departments to be involved;
- > Meeting with the informal business sector; and
- Inclusion and development of Youth Enterprises.

NEXT STEPS:

- Meeting with all SMMEs in Emthanjeni and invite Private Sector, Sector Departments, Agencies and relevant stakeholders.
- Fast-track the establishing of a Forum for SMMEs in Emthanjeni to ensure that a formalized structure is in place which will address challenges of SMMEs.



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4.5 Tourism		Keynote Speech proposals for LED Strategy	
>	Data Collection	A	Need vibrant, relevant and responsive LED strategies to address current
>	Appoint person championing tourism in Emthanjeni		challenges
>	Promote and encourage/ establish traditional cuisine	>	Need for empowerment of LED offices in municipalities - National school of
>	Identify/ establish local tourist attractions owned by Emthanjeni Municipality		Government to assist and capacitate LED practitioners through curriculum
>	Establish Tourism in Hanover	>	To build an inclusive economy that grows through LED capacity building
>	The Department of Economic Development to establish a satellite office in De Aar		programmes
>	Possibly outsource Tourism Responsibility	>	LED strategy to make provision for small business in terms of land / spaces to do
>	Emthanjeni Municipality engage with Transnet regarding Quarry as adventure tourist		business
	attraction	>	Responsive and visionary LED Strategy
>	Promoting activities such as abseiling, canoeing, mountain biking, hiking trails, black stone	>	Capacitate local SMMEs to be able to compliment what investors have to offer
	fishing	>	Economic Reconstructive and Recovery Plan to find expression in the local
>	Emthanjeni Municipality so strengthen partnerships with Woman in Tourism		sphere
>	Emthanjeni Municipality to establish Tourism Forum	>	Red tape reduction to avoid investors losing interest – LED Strategy to address it
>	Municipality must appoint a Tourism Officer	>	Importance of strategic leadership to ensure systems, policies and frameworks
>	Improved marketing to create demand		fast track processes and investment projects
>	Develop Britstown and Hanover	>	LED Strategy to be clear in terms of the economic drivers and Enterprise and
>	Coordinate strategic planning and develop implementation plan for LED Strategy		Supplier Development (hereafter, ESD) contribution for investors to be able to commit
		>	NDP 2030 clear on job creation and contribution from SMMEs - number of job
			opportunities to be indicated in LED Strategy to give guidance to investors in
			terms of the number of jobs to be created
		>	Pilot District Development Coordinators to assist municipalities.



5. ACKNOWLEDGEMENT

Emthanjeni Municipality would like to thank all stakeholders for participating in this remarkable event and we acknowledge the generous contributions made by the following role players:

Speakers and presenters:

- The input by the Speaker of Council, Cllr M Kivedo
- The input by the Mayor, Cllr L Nkumbi
- National perspective relating to Small Business Development by the honorable Minister S Ndabeni-Abrahams
- Encouragement to Business Community to Invest in the Municipality
 Minister S Ndabeni-Abrahams
- Repositioning Emthanjeni LM as Karoo Destination of Choice Mr I Visser (Municipal Manager, ELM)
- The Logistics and Storage Hub presentation by Mr. H Nel
- Dr Nzo's research on IPPs and Renewable energy
- The Karoo Regional Spatial Development Framework presentation Ms. Masehla
- Agricultural Potential and Support to emerging farmers presentation Ms. N Mokgalagadi
- Small Business Development Offering Mr. de Kock from SEDA

Sponsors of event:

- Mulilo for all catering services for the Summit and Gala
- Mainstream Renewable Energy Projects for Decor at the Town Hall and Golf Course including branded line yards
- Old Mutual for promotional items for Summit (Cooler bag, notebooks, pens)
- ABSA for promotional items for Summit (Conference bag, umbrellas, line yards)
- Initiative for Community Services for provision of Sound, Livestream and photography services at the Summit and Gala networking event
- MUJH for Entertainment at Gala event

Programme Directors:

Day1: Cllr R Itumeleng (Mayor PKSDM)

Gala Event: Mr K Tolong

Day2: Mr L Ranelo

Facilitators - Commissions:

Ms. N Mokgaladi (DAERDLR)

Mr. H Greeff (PKSDM)

Ms. T Maseko (SALGA)

Mr. S Baas (PKSDM)

Ms. N Seekoei (Karoo Travel Dimensions)

Organizers and Task team

Task team of Emthanjeni LM Pixley Ka Seme District Municipality: LED Officials SEDA Officials DAERDLR Officials

ACRONYMS

ABBREVIATION	MEANING				
CBD	Central Business District				
DAERDLR	Department Agriculture, Environment, Rural Development and Land Reform				
ESD	Enterprise and Supplier Development				
FET	Further Education and Training				
IPP	Independent Power Producer				
IT	Information Technology				
LED	Local Economic Development				
LM	Local Municipality				
LUMS	Land Use Management Scheme				
NDP	National Development Plan				
PKSDM					
PRASA	The Passenger Rail Agency of South Africa				
SANRAL	South African National Roads Agency SOC Ltd				
SDF	Spatial Development Framework				
SEDA	Small Enterprise Development Agency				
SEFA	Small Enterprise Finance Agency				
SMME	Small Medium & Micro Enterprise				



























