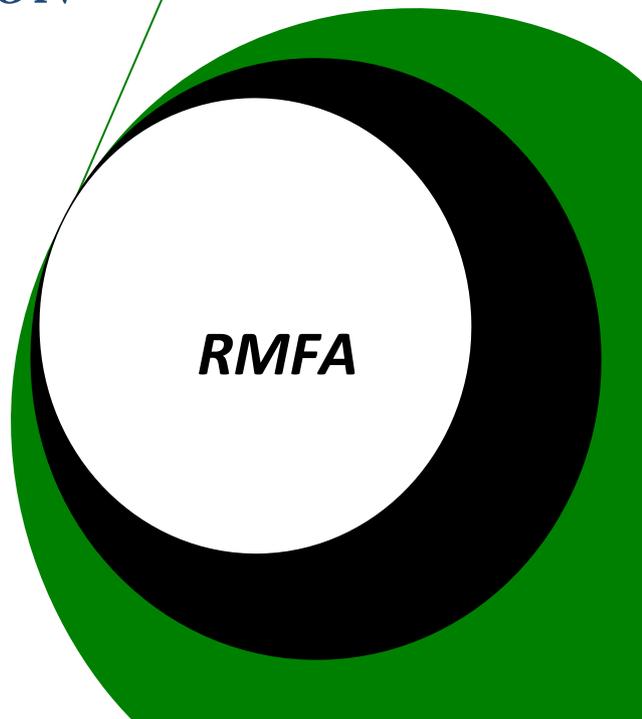


***RAYMOND MHLABA FARMERS
ASSOCIATION***

***STRATEGIC VISION
2016 – 2020***



1 Introduction

The Raymond Mhlaba Farmers Association is a non-profit farmer development organisation that has been established according to internationally agreed norms and standards, and later incorporated into the registrar's office of the Companies and Intellectual Property Commission (CIPC) in July 2014. Our mandate is to represent and support small-scale and emerging farmers in and around Raymond Mhlaba Local Municipality, in particular to assist them to develop into viable economic entities with appropriate skills and market access.

The purpose of this Strategic Vision 2016-2020 is to state in simple terms the concerns and priorities of member farmers regarding agricultural development in Raymond Mhlaba Municipality. The document will serve as a reference point for the Association itself as well as for other stakeholders. In due course, the expectation is that the Strategic Vision will be complemented by an Annual Action Plan which will set out the short-term plans of the Association.

The process resulting in the Strategic Vision was as follows. First, a brainstorming workshop was held among the Association's executives on 12 November 2015. This resulted in a first draft of this document, which was then presented for discussion at the Association's AGM on 24 November 2015. Following this discussion, the draft was revised, and further discussions were held by each of the main member farmers associations, i.e. of Middledrift, Alice, Fort Beaufort, and Seymour/Balfour.

The document is organised as follows:

- Section 2 presents general principles regarding how the Association believes agricultural development should unfold in the area.
- Section 3 provides some useful background and context for agricultural development in Nkonkobe (with particular thanks to NEDA and ARDRI-UFH).
- Section 4 discusses agricultural development in respect of various specific commodities
- Section 5 addresses a number of cross-cutting issues.
- Section 6 concludes.

2 General principles regarding agricultural development

The Raymond Mhlaba Farmers Association identifies the following general principles as core to its vision for the agricultural development of the area:

- The Association and its members have benefitted greatly from the support of various stakeholders and partners, especially government, and hopes that this will continue. However, the Association is of the view that this support would in general be more productive if there were a better mutual understanding between itself and these partners. It is hoped that this Strategic Vision will contribute to this better understanding.
- Farmers want to make choices for themselves, for example regarding what kind of seeds (OPV versus hybrids), what kind of fertiliser (chemical versus natural), whether to work in groups or as individuals, etc. The Association believes that for farmers to grow and develop, the exercise of choice is important. To the extent farmers do depend on government support, they appeal to government for more flexibility in terms of how that support is provided so that the principle of choice can be respected.
- In general, farmers believe that there should be a move towards agro-ecological approaches to agriculture and in favour of labour-intensive farming systems.
- Farmers believe that the development of the local farming sector should be closely linked to the development of the local economy. As much as possible, agro-processing should be done locally, and the food marketed by local shops should originate from local farmers. Support to local farmers such as tractor services should as much as possible come from local service providers.
- In a similar vein, farmers feel that local resources (for example land) should be primarily for the benefit of local farmers.

3 Context

Raymond Mhlaba Local Municipality was established in 2016 and comprises six main towns, namely Alice, Middledrift, Fort Beaufort, Hogsback, Bedford, Adelaide and Seymour/Balfour. Alice is the legislative seat and Fort Beaufort is the administrative seat. Most of the land is covered by natural vegetation, with some under citrus farming and some under cropping, especially maize. The remaining portion is used for livestock production both communally and commercially; commercial livestock production is mainly located on the western side of the municipality. The topography varies from mountains of the Amathole range with steep slopes, to rolling hills and mountain ranges of Winterberg from with some areas being flat to undulating. The area's climate is temperate, with warm, wet summers and winters characterised by warm days and cool nights. Frost occurs in some higher parts of the area such as Hogsback.

The soils vary greatly but are mostly shallow, especially to the west. Due to their shallowness the soils tend to have low water storage capacity and high erosion potential. There is also a dominance of soils with clayey subsoil.

Rainfall is influenced by the mountain ranges and declines dramatically towards the south. Hail is limited and occurs on average once per year. The Municipality is endowed with numerous water sources from the different catchments, including a number of modest-sized but perennial rivers.

Much of the land is suitable for arable production, however in communal areas (former Ciskei) there is a high degree of under-utilisation. Given the varied climate and under-used water resources, there is potential for both the expansion of grain crops and of various types of horticultural production, including citrus, blueberry, avocados and vegetables. There is significant potential for promoting small-scale irrigation. It also appears that, despite some degraded communal rangelands, there is scope for expanding livestock production in most of the Municipality's communal areas.

4 Commodities

4.1 Field crops

Field crop production could and should be far greater than what it is in Raymond Mhlaba LM, in particular of maize. While there are some larger field crop farmers on private land in the Balfour/Seymour area, there is far too little crop production among farmers in communal areas.

In these communal areas, government's cropping programme accounts for a large share of what is going on, however farmers are convinced that if it were more flexible, it could accomplish much more. One problem with the existing programme is that it uses very expensive hybrid/GM seed, as well as expensive contractors from outside the area who typically do a rushed, inadequate job with land preparation. (More is said about tractor services in 5.3 below.)

Many farmers would prefer open-pollinated varieties, which would allow them to hold back part of their harvest to use as seed for the next season, thus lowering the cost of the production. They also believe that local tractor owners should be hired to provide tractor services. Also, rather than spending large amounts of government money on pesticides, which in any case do not seem to work well, this money should be used to enable farmers to hire local community members to cultivate by hand, and also for help with harvesting. This would also reduce the problem of theft, because then the benefits of the programme would be felt more widely within the community than is the case at present.

Another problem is that the programme only operates where there is a block of land at least 20 hectares in size; this rules out support to many people whose fields are not in such a block. The block approach also obliges farmers to work in groups, which is not to everyone's liking. A further concern is the fact that from this year, the farmers' contribution is supposed to increase from R1800 per hectare to over R3200. While farmers understand that the idea is to try to make the programme more sustainable, a better approach would be to make the programme less expensive per hectare in the first place.

Storage, milling and marketing are other challenges, whether for farmers participating in the programme or those who are not. Farmers are grateful for RMFA's efforts to attract investors to build milling facilities, but also understand that investors are hesitant due to the fact that maize production in the area is not enough at the moment to justify such an investment. The Association's view is that we should explore small-scale maize mills as a start, even if these do not produce the highly refined quality of maize meal that many consumers prefer. The Association is of the view that people's attitudes can change, especially if through this approach locally produced maize meal can be less

expensive. However, this also implies that the cropping programme should support the growing of white maize, which at present it does not.

Lastly, although maize is indeed a very important crop which farmers want to produce in larger quantities, there is also a need to diversify more into other crops. This is important for both economic and environmental reasons. The lack of crop rotation within the existing cropping programme suggests a lack of environmental awareness.

Key points:

- The extent of field crop production in Raymond Mhlaba LM is far from its potential.
- Farmers are grateful for government's cropping programme, however feel that it could be more flexible, less expensive, more labour-intensive, and reach more people.
- Establishing a small-scale maize mill would be a good place to start in ensuring that maize production contributes more to the local economy and food security.

4.2 Vegetables

Many households in the area grow vegetables for own consumption, however surplus production for markets is not at the desired optimum level. Part of the problem is lack of market access. Most of the vegetables sold by local supermarkets, shops, and even hawkers, do not come from the area at all, which means that more money is leaking out of the local economy.

There is a need to find ways of fixing this situation. At least part of the solution would be the reopening of the farmers' market in Alice, which was built some years ago with government money and is now being used for storage. The marketing hub in Amatole Basin that was built and then abandoned by Heifer International is another opportunity. Schools, food parcels, and hospitals should also in principle be able to buy from local farmers. It is also important for farmers to organise so that they can market collectively, and to acquaint farmers with a better understanding of retailers' standards and expectations.

However, it is vital to increase production levels as well. There are a number of constraints.

Firstly, farmers would benefit from a more affordable local source of seedlings. Even though there are local nurseries, farmers tend to rely on nurseries as far away as East London. Also, to the extent

government supports vegetable production through the distribution of seedlings, farmers want more choice in terms of what types of seedlings, including whether or not they are hybrid versus non-hybrid varieties. In some parts of the Municipality, the distribution of seedlings seems at far too low a level relative to the budgets that are available.

Secondly, there is some irrigated state-owned land available to local farmers which is presently not being used productively. This is largely due to social conflict, or lack of clarity as to management arrangements or who has rights to what land. More is said about this issue in 5.4 below on land issues.

Thirdly, the Municipality has water resources which are presently not being used to their full potential by local farmers. This is largely because of a lack of infrastructure to get the water from source to fields, but also because farmers do not know how to gain water rights, as discussed more in 5.2 below.

And fourthly, even though many farmers have a high degree of expertise, farmers in general would benefit from more opportunities to improve their knowledge and skills regarding production techniques and systems (e.g. organic versus conventional), choice and use of inputs, pest control, etc.

Key points:

- The extent of vegetable production in Raymond Mhlaba LM is far from its potential.
- Key challenges include lack of irrigation, lack of affordable seedlings, lack of market access, and to some extent lack of skills.

4.3 Livestock

Many farmers in Raymond Mhlaba LM own cattle, goats, sheep/wool, pigs, and poultry, but the economic contribution of these livestock is far from their potential.

Regarding cattle, goats and sheep, the Association is of the view that while some communal lands in the area may be over-grazed, their carrying capacity could be improved. Meanwhile, there are other communal lands that could presently support more livestock. A general concern is that many households having livestock do not have a commercial attitude towards their stock, meaning that they are uninterested in selling them, which in turn results in much of the veld being occupied and overgrazed by animals whose economic value is declining over time. The Association as a whole is of the view that a more commercial attitude to stock owning should be encouraged.

Farmers are grateful for the measures that government has in place to support cattle, sheep and goat production, however feel that there are some ways in which these measures should be made more flexible or applied more creatively. For instance, there is a livestock improvement programme through which farmers can breed their cows with high quality studs. However, in general this programme is only available to farmers where the whole community agrees, which excludes many farmers who belong to communities where such agreement is difficult to reach. This is not to say that the Association is of the view that all farmers should move towards a particular breed of stock, only that the issue of choice is important. Similarly, the stock loan programme is only available to farmers on private land, and some co-ops, which excludes most communal livestock farmers in the Municipality.

Improving the quality of pastures is urgent. The Association is no longer certain where it stands with the Animal and Veld Management Programme (AVMP), on which it spent much time consulting. A central problem is that at present it is difficult for communal area stock farmers to practice rotational grazing, because fencing for camps has long since fallen into disrepair, and because there are too few watering points distributed across communal lands. While the latter can be fixed relatively easily through a ramped-up dam scooping programme (see 5.2 below), the former is trickier because the cost of re-establishing fencing for camps is seemingly very high. Farmers would welcome support in trying innovative solutions, for example coordinated herding, which seems to have been successfully applied in other parts of South Africa and Zimbabwe, perhaps in conjunction with the reintroduction of rangers. Farmers would also welcome support in planting or promoting suitable pastures and trees so as to increase the carrying capacity of the veld. On the other hand, better maintenance of perimeter fences is vital, as is the establishment of a local pound for stray animals.

Regarding the promotion of animal health, the main concern is that many communities lack functional dipping tanks. As a consequence, farmers in under-served communities often do not make the effort to get their animals dipped, which then poses a risk for other stock owners in the area.

Stock theft is a very big concern. Farmers' main hope is that they can establish a closer working relationship with SAPS's Stock Theft Unit, so that together we can find a solution to this problem. One particular plea is for a reintroduction of rules that used to regulate livestock sales and transporting of stock. Farmers at this stage are not even clear whether such laws no longer exist, or whether they are simply no longer enforced. Branding needs to be promoted, however some farmers are hesitant because they worry about being held responsible if their stock stray onto roads and cause an accident, which underlines the importance of restoring perimeter fences.

Marketing remains a key challenge and one about which the Association does not have clear, specific proposals. The big concern at present is that when farmers do try to sell their stock at formal markets

such as auctions, they tend to be exploited, because buyers know that farmers have few opportunities to sell and are reluctant to incur the costs of transporting unsold animals back to their communities. Farmers would welcome assistance to find innovative solutions, whether it is a local, small-scale abattoir or information about and assistance with the selling of Nguni hides. There is also a question of whether the area could be served by more feedlots similar to the one at Fort Cox, perhaps one near each of the main service centres in the Municipality.

Regarding poultry, many households have indigenous chickens, while others have ventured into broilers or egg production using modern breeds. Although there appears to be a market for indigenous chicken, these birds are slow to raise and local farmers are unsure how to market them, thus most of this production is for home consumption. Broilers and eggs on the other hand are more susceptible to disease, require costly feed, and tend to be raised by groups of people formed into 'projects', which often fail to function properly. The Association is aware that poultry consumption is rising rapidly in South Africa, and wants its farmers to be able to tap into this opportunity. For those farmers with indigenous chickens, the priorities are to assist them find a way of accelerating their development and access markets. For broilers and eggs, the key is to assist farmers pursue these enterprises as individuals rather than as groups where they prefer, and also to address infrastructure problems and lack of access to markets. Ideally, the poultry abattoir built in Middledrift but which never opened, should be made functional and start serving farmers in the area. Given the huge potential for poultry in the area, farmers would like to see some kind of 'poultry development programme' to help farmers realise this potential.

There are a number of other livestock-related opportunities that farmers in the area would like to explore, for example small-scale dairy production, promotion of local goat meat consumption, and Mohair and/or ostrich production for outside markets.

Key points:

- Farmers in Raymond Mhlaba LM could gain far more economic benefit from their cattle, goats and sheep than they presently do.
- The Association believes that households in general should have a more commercial attitude towards their stock so that grazing areas are not supporting animals which are mainly kept as a form of savings.
- For this mind-set to change, however, marketing of livestock has to be made easier and fairer; the Association seeks ideas and partnerships that could result in better marketing options to what currently exists.

- The Association also seeks partnerships through which it can explore innovative ways of restoring rotational grazing and improving the carrying capacity of the veld.
- The scourge of stock theft needs urgent attention, whereby a good start would be a closer relationship between farmers and the Stock Theft Unit.
- The Association would like to see the establishment of a 'poultry development programme' as a means of promoting the local poultry sector, and as a matter of urgency requests clarity on the status of the poultry abattoir that was built with government funds in Middeldrift.

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5 Cross-cutting issues

5.1 Extension and training

Farmers are thirsty to learn, whether from extension officers or from others. As far as extension services go, farmers acknowledge that some extension officers are very capable and committed and render an excellent service to the communities for which they're responsible. However, many communities do not have this experience, whether because the coverage of extension services is too thin, or because of extension officers' transport challenges or because of what appears to be a lack of commitment. Some extension officers seem to come to communities merely for the sake of getting evidence that they were there, without real engagement with farmers, especially not the kind of hands-on engagement that farmers want most. A common concern is that even of those officers who do visit communities for genuine engagement, these visits tend to be too infrequent, and pay too little attention to women farmers and the youth.

Training also can be very valuable; however training opportunities are too few and far between. Farmers are torn. On the one hand, there is an impression that the limited training opportunities that exist tend to focus on people who are not presently farming, and that there should be more effort rather to benefit community members who actually demonstrate a commitment to farming. On the other hand, to the extent it is important to get the youth more involved in agriculture, then giving the youth exposure to training is worthwhile whether or not they are presently farming.

Extension officers do not always have the range of expertise that farmers need. This is partly because their own training is limited – for example, it does not seem to cover organic agriculture or water harvesting – however it is also to be expected, because no one person can be knowledgeable about everything. This is one reason why the Association feels that there should be a stronger relationship between extension services and other resources, whether the private sector, commodity organisations, or local universities and colleges.

During most of 2015 the Association was part of a pilot exercise to test the effectiveness of a farmer-to-farmer extension approach called Farmer Field Schools. The Association feels that this pilot was very successful and that there is scope for going into a partnership with local government extension services to refine the approach and promote it more widely in the Municipality.

Key points:

- Extension and training are vital for improving the prospects of farmers in Raymond Mhlaba LM, however there is a general feeling that they are not reaching enough farmers and are not as effective as they might be.
- Partnerships between government extension services and other stakeholders, for instance private sector and tertiary institutions, should be explored.
- The Association appeals to the local extension offices to consider collaborating with it adopt or partially adopt the Farmer Field School approach. Ect.

5.2 Water

Raymond Mhlaba Local Municipality has significant water sources, however very few small-scale farmers appear to be irrigating. As mentioned above, this is partly for lack of the necessary infrastructure, but also because farmers are not clear what is and is not allowed in terms of the law. Through the eDikeni Water Users Association, farmers have sought clarity and support from the Department of Water Affairs, but so far to little effect.

Apart from make greater use of local rivers and of Binfield Dam etc, farmers believe there are other opportunities that need to be explored more aggressively. For one it appears that the drilling of boreholes in Eastern Cape is far more expensive than elsewhere in the country, such as Limpopo, and the question is whether Eastern Cape cannot learn from other provinces in order to find a way of lowering costs for new boreholes. At least as importantly, many communities in Raymond Mhlaba Municipality have existing boreholes that are not being used because their wind-pumps are dilapidated or their diesel engines or electric motors have been removed. The Association has surveyed many of these boreholes and estimated the cost of their repair; much depends on the specifics, but on average the cost of rehabilitating a wind-pump is in the order of R60 000. Most of these boreholes are situated in areas where they could benefit numerous households, thus the cost is fairly modest, and however in general government support will be necessary.

In this past year, the Association has also experimented with low-cost, labour-intensive dam scooping, and found that this approach is very viable. Two small dams in Raymond Mhlaba LM were scooped using local labour at a total cost that is far, far lower than the cost of using a TLB. The Association has presented government with a plan on how this labour-based approached could be scaled up, which would benefit livestock farmers especially given the need for well distributed watering points.

However, to date no government office has committed itself to using this approach, even though budgets for dam scooping are in hand.

Key points:

- The Association appeals for guidance and help so that more farmers can take advantage of water resources in the area.
- The Association seeks partnership with government so as to scale up the labour-intensive dam scooping approach that has been demonstrated to be effective and affordable.
- The Association calls for assistance to rehabilitate wind-pumps in the area so that farmers can benefit once again from the many existing boreholes in the area.

5.3 Mechanisation Services

Most farmers do not have enough land to justify owning their own tractor, however many do need tractor services. Most of these tractor services are acquired from local tractor owners, thus there exists a local market for such services. On the other hand, at times one or another government entity provides tractor services at below-market rates, or as part of the cropping programme.

In mid-2015, the Raymond Mhlaba Farmers Association undertook a survey of tractor owners in the Municipality, and interviewed 10 owners each owning one or two tractors. Some of these tractors have minor problems, and not all owners have the full range of equipment necessary for all possible farming operations, however by and large there is a fair amount of local capacity. Since conducting the survey, a number of other tractor owners in the area have come forward wishing to be recognised.

The Association is of the view that, rather than bringing in external service providers or trying to provide its own tractor services, government should build up existing tractor services, in particular by assisting with minor repairs, providing training, and subsidising purchase of equipment, especially equipment designed for conservation agriculture. Where government wants to implement something like the cropping programme, it should use local service providers rather than outside ones, whereas at present it appears that government is seeking excuses not to. The current situation in Raymond Mhlaba Municipality can only be described as ridiculous: over the objections of the Association, government has contracted a non-local service provider who appears to have only two tractors to serve the whole local municipality, and these tractors are not even in particularly good condition.

Key points:

- Within the Municipality there is a fair amount of capacity to provide tractor services.
- With some assistance, the quality of these services could be significantly improved.
- Government should seek to boost these services rather than provide its own services, and contract these services for the cropping programme rather than contracting outside service providers.

5.4 Land

There are various issues regarding land that deserve attention. One of these was mentioned above, namely that there are parcels of prime state-owned land meant for farming that are presently not being productively used by local farmers. The problem appears to be the lack of government policies or procedures in order to identify, allocate and manage this land. As a consequence, farmers in general are unclear who is responsible for much of this state-owned land, what the procedures are for accessing it, and whether or not current practices are fair. The Association would like to offer its support to the Municipality in terms of developing appropriate policies and procedures that will be fair, transparent, and effective.

A second issue regarding land is the leasing of one person's land by another person where the land in question is in a communal area. Since so much arable land in communal areas is lying fallow, it makes sense to make this land available to others who might want to lease it for one or more seasons. The problem is that these lease arrangements are often verbal agreements which are not recognised by traditional leaders or other authorities, meaning that one or both parties to the agreement are uncertain and vulnerable. As has been done elsewhere in South Africa, the Association would like to see lease agreements put in writing and recognised by traditional leaders, so that more productive land ends up being used by those with an interest in farming.

A third issue is de-bushing and land rehabilitation. Some farmers wishing to resume crop or vegetable production are discouraged by the encroachment of bushes and trees, of which some of the worst are *umnga*, *gcegeleya*, and *katyi*. While government does have some public works programmes that provide for the clearing of wattle, there is no such programme for these species. The Association appeals to government for assistance in developing a programme for the labour-intensive de-bushing of arable land regardless of what the invasive species are. The Association could manage such a

programme in a similar manner to how it has managed the labour-intensive dam scooping. In a similar vein is the urgent need to rehabilitate degraded land.

Finally, fencing requires urgent attention, including to improve livestock management, to improve road safety, and to reduce the conflict between livestock production and crop / vegetable production. The Raymond Mhlaba Farmers Association recognises that communities must also do their part in maintaining fencing; however there is a need for capital investment from government as well as a certain amount of coordination.

Key points:

- There are a few parcels of prime, irrigated agricultural land under Municipal control that are not being used properly for farming; the Association would like to work with the Municipality to address this situation.
- Much arable land in the communal areas is left unused because there is no reliable mechanism allowing for the owner to rent it out to someone willing to farm it; this situation could and should be addressed.
- Bush encroachment is making it difficult to resume crop and vegetable production in some areas; a labour-intensive de-bushing programme could solve this. Land degradation reduces the amount of land suitable for both crop and livestock production.
- The lack of fencing and/or its poor state is such that livestock stray onto roads, it is difficult to practice rotational grazing, and crops are often at risk of livestock damage.

6 Conclusions

The Raymond Mhlaba Farmers Association believes that agricultural development in the area can go a long way, thereby contributing to improved food security and economic prosperity. While the full realisation of this vision may take some years, the Association is convinced that, with clear direction and concerted effort, much can also be accomplished within the next five years. The main purpose of this document is to provide some of this direction. For purposes of the concerted effort, the Association will seek to establish the Agriculture Stakeholder Forum and development an annual action plan.

Together, we can do more!

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ACTION PLAN

The Raymond Mhlaba Farmers Association has identified the following as priority actions to address the Strategic Vision 2016-2020. This 'Action Plan' will be updated and hopefully expanded on an annual basis.

The initial priorities of the Action Plan will be as follows:

Action Area 1: Re-greening

Action Area 2: Planning new agricultural water projects

Action Area 3: Improving livestock production

Action Area 4: Improving stock water availability

Action Area 5: Improving access to markets

Action Area 6: Promoting quality extension and training

Action Area 7: Building organisational capacity of the RMFA

Action Area 1: Re-greening

The RMFA seeks to ensure that we boost the extent and variety of crop and vegetable production through the more effective use of existing resources.

| TASK and TARGET | WHO | WHEN |
|---|------------------------------------|-----------|
| 1. Reconfigure the cropping programme to allow more local choice of approach and crop, also to reduce costs of the programme | RMFA in partnership with DRDAR; LM | JUNE 2016 |
| 2. Obtain and distribute information on conservation agriculture, organic farming, smallholder-irrigation and water-harvesting methods to improve crop-production | RMFA, DRDAR, UFH, NEDA, etc. | AUG 2016 |
| 3. Motivate for support to local tractor owners so as to improve tractor services available to farmers | RMFA, DRDAR, NLM, NEDA | AUG 2016 |

Action Area 2: Planning new agricultural water projects

Facilitate rural development through the collaborative planning and implementation of water use initiatives by identifying potential irrigation and water harvesting projects, and concept plans to facilitate the funding of new initiatives.

| TASK and TARGET | WHO | WHEN |
|---|---|------------|
| 1. Identify criteria on which sites will be selected: <ul style="list-style-type: none"> - deep soils - water plentiful and close by - land access (individual right to use (either PTO, quitrent or lease) - plan to farm as a business (experience, finance, markets, transport) - minimum size of land / field (perhaps 1 to 2 hacter individual (min) and 5 ha as a minimum block for planning and design if individuals with fields that are next to each other want to share a pumping system) - electricity supply not too distant | RMFA committee plus DRDAR, UFH, DWS, Mun, NEDA | OCT 2016 |
| 2. Decide on initial project sites (ie. fields – areas/ village names - individuals) which fit the criteria | RMFA, NEDA, UFH and DRDAR | OCT 2016 |
| 3. Undertake <u>technical investigations</u> (soil and water / irrigation planning) in the field with RMFA members (TARGET at least 200ha of tech investigations and <u>concept design</u> across as many RMFA areas/ villages as possible) | DRDAR or UFH or ARC (soils) | APRIL 2017 |
| 4. <u>Detailed design</u> (technical, crop planning, business model) (at least 200 ha) | DRDAR (irri- system) DWA (water resource using WR2005) | JUNE 2017 |
| <ul style="list-style-type: none"> • Repeat above process for additional 400 ha | DRDAR and RMFA members | NOV 2017 |
| <ul style="list-style-type: none"> • Repeat above process for additional 400 ha | RMFA / DRDAR / DWA/ UFH/ NEDA/ MUN | DEC 2018 |

Action Area 3: Improving livestock production

Boost the extent and quality of livestock production by means up upgrading genetic stock, improving access to veterinary care, and improving the quality of the veld.

| TASK and TARGET | WHO | WHEN |
|--|-------------------------------------|-----------|
| 1. Engage with government regarding the implementation of its livestock improvement programmes | RMFA, DRDAR, RM LM and UFH | AUG 2016 |
| 2. Conduct research into livestock farmers' attitudes towards selling livestock | RMFA ,UFH & DRDAR, MUN | NOV 2016 |
| 3. Experiment with innovative ways of promoting rotational grazing | RMFA, NEDA, UFH, DRDAR | FEB 2017 |
| 4. Establish a 'stock security committee' to address ongoing concerns regarding stock theft | RMFA, SAPS, DRDAR, MUN, T/A LEADERS | JUNE 2017 |
| 5. Agitate for more investment in dipping tanks and veterinary services, while also investigating low-cost methods of establishing dipping tanks | RMFA, DRDAR, MUN, DRDLR | JULY 2017 |
| 6. Agitate for more investment in shearing sheds | RMFA , DRDAR, MUN | AUG 2017 |

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Action Area 4: Improving stock water availability

Identifying priority farms/villages in need of stock water development and then develop practical solutions to provide water for stock.

| TASK and TARGET | WHO | WHEN |
|---|---|-------------------------------|
| 1. Priority areas for improved stock water supply are those with limited surface water, and will rely on borehole water primarily. These area including Alice, Middledrift, Fort Beaufort, Adelaide, Bertfort, Seymour/Balfour, etc. | RMFA, DRDAR, RM Mun, NEDA, UFH, DWS technical, people to be mobilised as needed | NOV 2015 |
| 2. Assess livestock no's, and water needs per area. Community members must be involved. | Technical specialists (DRDAR and DWS) | FEB 2016 |
| 3. Locate and assess condition of boreholes and any borehole equipment in selected area; and small stock-dams. | | APRIL 2016 |
| 4. Identify boreholes that can have pumps installed, and small dams that can be de-silted. | RMFA; DRDAR, LM, NEDA, UFH, DWS | JUNE 2016 |
| 5. Decide on kind of pump (wind, solar, diesel) or desalting options, with involvement of local people and technical input (community meeting). | DRDAR, Mun, NEDA, UFH, DWS | SEPT 2016 |
| 6. Obtain technical report <ul style="list-style-type: none"> • map, • situation report, • possible options and advantages/disadvantages, • discussion with local people, • proposed solution for each location (boreholes/dams) • costs of proposed solution | DRDAR, LM, UFH, DWS | NOV 2016 (target 12 villages) |
| 7. Mobilise possible funding sources – first of all the Local Municipality for investment in stock-watering (boreholes and small dams). | RMFA, DRDAR, RM Mun, NEDA, UFH, DWS | FEB 2017 |
| 8. Construction and handover to stock-owners to operate | RMFA; DRDAR, LM, NEDA, UFH, DWS, T/A LEADERS | APRIL 2017 |

Action Area 5: Improving access to markets

There is a need to improve farmers' access to markets, not least local markets

| TASK and TARGET | WHO | WHEN |
|---|---------------------------|------------|
| 1. Push for the re-opening of the fresh produce market facility in Alice | RMFA, DRADAR, NEDA & RMLM | MAY 2016 |
| 2. Conduct feasibility study of investing in medium-scale maize mill | RMFA, UFH, NEDA, DRDAR | AUG 2016 |
| 3. Explore the possibility of taking over the market hub built and then abandoned by Heifer in Amatola Basin & others | RMFA, UFH, NEDA, DRDAR | OCT 2016 |
| 4. Establish a farmers' market in Koloni in order to test the concept, with hopes of replicating elsewhere | RMFA, UFH, NEDA, DRDAR | FEB 2017 |
| 5. Assess the feasibility of organising local livestock auctions | RMFA, UFH, DRDAR, NEDA | MARCH 2017 |

Action Area 6: Promoting quality extension and training

Quality extension and training are key to the development of the local farmer sector. There is ample

| TASK and TARGET | WHO | WHEN |
|---|--|------------|
| 1. Engage with government on training policies to ensure more transparency in who is offered training opportunities | RMFA, DRDAR, NEDA & RMLM | FEB 2016 |
| 2. Promote the use of varied extension approaches in search of something that will be more effective; one possibility would be to expand the joint 'study group' initiative of RMFA and UFH | RMFA, DRDAR, UFH, NEDA, RMLM, FORT COX | APRIL 2016 |
| 3. Establish an 'extension review mechanism' to motive and assess the performance of extension staff in different parts of the municipality | RMFA & NEDA | JULY 2016 |

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Action Area 7: Building Organisational Capacity of the RMFA

Progressively develop skills, institutions and systems to administer service delivery within the RMFA area of operation. This will be achieved by actively finding training institutions who can support the members to establish a sound administrative system and organisational structure in order to facilitate coordination among farmers.

| TASK and TARGET | WHO | WHEN |
|--|-------------------------------------|------------|
| 1. Organisational setup and initial development <ul style="list-style-type: none"> - Establish basic office facilities and conduct functional training - Coordinate basic administration setup & training with exec committee members. - Setup office and communication hub with RMFA for their members with the office located in local gov buildings (if possible) to save on costs. - Procure or aquire a computer with internet connection - Setup Bulk SMS communication with a 3G card - Establish knowledge hub: Organic farming, Compost, Agwater resources - library with key readings (WRC / FAO / ARC) – see Appendix B - WRC and DWS videos, subscribe to various institution. - Establish letterhead, bank account, financial systems - Copy useful sections of guides/etc. and sell to members (cost recovery) - Setup internet connection with key websites - LINK UP with local/ regional universities and agric colleges - Contact CONTRALESA office in Mun and explore support options | DRADAR, UFH, NEDA & RMLM | NOV 2015 |
| | RMFA, UFH, NEDA, RMLM | FEB 2016 |
| | RMFA, DRDAR, UFH, NEDA, RMLM | APRIL 2016 |
| | RMFA, UFH, NEDA, DRDAR, RMLM | SEPT 2016 |
| | RMFA,UFH, RMLM,DRDAR, NEDA | NOV 2016 |
| | RMFA,UFH, RMLM,DRDAR, NEDA,FORT COX | FEB 2017 |
| | RMFA,UFH, RMLM,DRDAR, NEDA,FORT COX | APRIL 2017 |
| | RMFA,UFH, RMLM,DRDAR, NEDA,FORT COX | JUNE 2017 |
| | RMFA, UFH, NEDA, DRDAR, RMLM | SEPT 2017 |
| | RMFA, UFH, NEDA, DRDAR, RMLM | SEPT 2017 |