

Siyavuna Abalimi Development Centre (SDC)

Case study August 2015



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OUTLINE OF CASE STUDY PROCESS AND CONTENT

A snapshot overview has been conducted for the SDC and the Agri-SCIP to outline the activities, scope and management processes for this programme with comments related to gaps and possibilities, with associated recommendations. The document has been compiled using a case study approach and is not meant to be considered as a formal evaluation of the programme.

The process followed was semi structured interviews conducted for key staff, participants and stakeholders using question outlines consolidated through a discussion with the director of SDC. See Appendix 1 for the question outlines and interview schedule.

PRINCIPLES TO LIVE BY

1. Progressive incentives for farmers based on effort and own contribution
2. Clear differentiation in effort between M1, M2, and M3 in terms of support and contributions – transparent to all farmers
3. Link farmers to SCGs in a conscious way and link business skill development to this process
4. Farmers do farming primarily and the marketing agent takes the marketing risk
5. The marketing agent is separate from and unbiased in dealing with farmers and is separate from an unbiased in terms of Siyavuna support and facilitation as well.
6. SDC will need to continue to support the cooperatives but give careful thought to what incentives are provided.
7. Supply of produce to the cooperative is voluntary and farmers can also sell independently.

SUMMARY OF THE SDC SCIP

The Agricultural Sustainable Community Investment Programme (Agri-SCIP) supports rural smallholders in Southern KZN.

Sustainable production techniques are used by individual farmers in two areas of the Ugu DM (Hibiscus Coast and Mdoni) to grow vegetables and fruit and sell to their local cooperatives through a PGS (Participatory Guarantee System) under the Kumnandi brand, providing a guaranteed, but not exclusive, market for their goods, mostly in urban areas.

Training (M1 and M3) and mentoring (Agri-mentors) in organic farming methods is provided, followed by linkages to the local cooperatives (2) and support and supervision for the Farmers Associations (10). Limited infrastructural support is also provided to farmers to develop their micro-enterprises.

AIM: Agricultural and economic development; building local rural economies,

MISSION: Train and mentor emerging organic farmers for food security and develop successful micro-enterprises through Farmers Associations and Co-operatives that market the produce under the Kumnandi brand

320 participating farmers- 31 M3 farmers of whom >80% are women (2013-2104). Since inception around 2288 people have been trained.

74% of gardening trainees start a garden.

48% of gardening trainees join a Participatory Guarantee System (PGS). 75% of those who have joined a PGS sell vegetables.



The cooperatives establish village based collection points (18 for HCM, 3 for Mdoni) within walking distance of the farms, farmers deliver weekly and are paid cash and the cooperatives sell on the vegetables to clients; they do market research and coordination of the lists of required products, monthly price benchmarking to set purchase and sales prices and communication of prices and products to members. Cooperatives employ staff and manage the vehicles for collection and delivery. They are supported by SDC in market linkages and analysis of produce data as well as with cash flow management and support.

Community field workers (CFW, 21) are elected members of Farmers' Associations (FA) who assist at collection points and represent the community on the cooperative board along with FA representatives. They are responsible for quality control choices and receive training and mentoring support from cooperative staff and SDC. They receive a monthly stipend.

THE MODEL

(From Siyavuna website – strategy)

The process is introduced through traditional structures and municipal involvement in villages. Discussions include the process and setting up of farmers' associations (FAs) in the area to manage the farmer involvement. Volunteers who are interested attend an initial training session in organic vegetable production, they join the FA, pay R20 and then receive a membership card for begin able to sell through the Cooperative. Collection points for the vegetables are identified and set up. Farmers also sign up for the PGS. FAs meet monthly. The meetings contain a training slot for discussion of quality and other issues, as well as a peer to peer section for discussion related to production and marketing and leadership represents the FA on the cooperative board.

M1 farmers- receive 3 day training with 2 days follow up for each farmer. This training encourages the introduction of new crops.

M2 farmers receive refresher courses and household visits. They produce food and sell excess. They have joined the PGS and the cooperatives and have a membership card. They have started to sell produce through the cooperative at the local collection points. Agri-mentors provide garden monitoring support. Variety of crops planted also becomes important here.

M3 farmers are more advanced farmers (the top 30) who have developed bigger gardens and are selling produce regularly; who have sold the most produce the most often to the cooperative. (11-14% of them sell every week). They also need to have been members for at least 18 months and have 6 product lines or more.

They receive intensive mentoring in production planning, garden design, infrastructural support and business skills. They receive a 10 module training course. They coordinate among themselves who grows what and also grow specific crops with a market demand such as herbs. There are presently around 15 from Hibiscus (HCC) and 15 from Mdoni and they interact to share knowledge and ideas.

M3 farmers have finalised their training and show success in building their micro enterprises, including record keeping. They become mentors to the M2's in their area.

Now a process for supply and demand is being piloted - working with the 87 best growers in HCM.

CFWs- receive 2x one day trainings in quality control each year as well as one-on-one training on quality control from the Co-op manager.

The Farmer Support Centre in Margate/Uvongo is set up as a training facility with a Permaculture demonstration garden- and provides inputs to farmers such as organic seedlings, vermi-compost, organic sprays and soil ameliorates. Experimentation with new crops and crop choices as well as different farming techniques is done here.

Markets are presently; restaurants, small retailers, and fresh produce/flea markets. Mdoni has organic customers in Durban. Organisational stakeholders from Rotary and GCF, for example help with these markets. Durban Fresh Produce Market prices are too low. Produce is collected from farmers and then decisions made about sales. Presently the more reliable customers such as restaurants and GCF are being prioritized. Wastage is between 10-45%.

Associated expertise

- Around water have called on Agualima (Nick Alcock, Doug.) Plans for 4 farms have been put together for fund raising (International, local Corporates, trusts and foundations, and some from the infrastructure budget in Siyavuna)
- SCGs for farmers' associations: 24 groups. Initially started at collection point level, now working with farmers associations. Some areas have many SCGs, some have none Around 50% have had one share out already

EMERGING OPTIONS

- *Contract growing*: Negotiating with the municipal food for work programme; Siyazenzela, where workers collect waste and are provided with food (including potatoes, carrots, tomatoes, butternut, and cabbage). 230 parcels are needed per month. 15 of the M3 farmers are involved in this.
- *NAG*: Sales to crèches.
- *Cooperatives need to become independent* in terms of marketing, marketing strategies, managing customers and branding. At the moment Mdoni cooperative is more independent as the main markets for them have been organised through a few of the cooperative board members. For the Hibiscus cooperative reliance on SCD to find markets is still around 70%. There is a move to involve some of the farmers more directly and an idea to capacitate 2 farmers from each cooperative to do the marketing. The mix between local informal sales and external sales needs to be explored.
- *Sustainability of SDC*: Training staff- to increase their skill sets and salaries, system for receiving donations and commission to staff who get donations. Private courses in organic gardening; need to register with SAIDE, FETs. Agriseta. Supply of seedlings and organics sprays etc from the centre to the public. Social enterprise franchises at board level. Expand the Friends of Siyavuna circle (Dutch based).

DEVELOPMENT OF THE VALUE CHAIN

Seed is an issue. So far seed is bought from Hygrotech but there is often trouble with the OPV seed varieties- seem not to be stable and lack of germination. Is there an option for producing seed within the farmers' value chain?

For seedling production one grower has been supported in each of the 10 areas. They network as a group, exchange information, so bulk buying, share stock and receive business training.

Compost making; One group in Mdoni is busy making compost to sell. This is a potential business opportunity that can be promoted across the villages

Organic sprays, worm teas; being considered as a small business by one individual. Definite room for expansion.

SYSTEMS

Communication with farmers

Bulk sms's sent. This works well for informing farmers about meetings, but not so well for price setting and changing of prices for produce. Price boards or lists are provided at collection points.

Monthly farmers meetings with the 10 farmers Associations: Elected representatives from these meetings report to the cooperative boards and bring back decisions from the board to the farmers. Siyavuna communication is also managed here. A peer to peer section of the meeting is used for provision of advice and information from the M3 to the M2 farmers and a training slot is included.

Cooperatives

These need to become fully independent and sustainable and owned by the community. Presently there is some tension between the cooperative needing at the very least to break even and farmers wanting the best prices for their produce. The cooperative prices are generally slightly lower than local prices.

Siyavuna has set up the cooperatives and does the administration and oversight of the cooperative staff on behalf of the community. Siyavuna also does the backstopping for the cooperatives. Now a monthly 'cap' or limit has been set at 75% of a high expenditure month. The cooperatives need to learn how to manage their own budgets. This is set at R15 000/month for Hibiscus Cooperative.

From the constitution, board members are to consist of representatives of the different organisations involved, outsiders with business know how and community members.

Cooperatives have the following management systems in place; financials, stock control system, HR system (SARS, UIF, and payments), customer database and ordering system.

PGS system

Farmers become members of the farmers association and pay their yearly R30 fee. They then get a membership card and automatically become part of the PGS system. They can start selling 3 months after they have joined to ensure organic produce. Each farmer is given an initial inspection when they start to sell to check their organic production techniques and ensure compliance. Thereafter 'spot' visits are undertaken to selective farmers.

Monitoring and evaluation

M1 AND M2 FARMERS

There are training records in the form of pre and post tests and attendance registers. Post training visits are done; 1 and 6 months after training.

Marketing Assumptions and constraints

Assumption 1: circulate money in 2nd economy; sell into 1st economy – does this work as an idea?

Assumption 2: Want local trade.

Constraints include a cash economy in the villages – this is difficult to track and manage.

Negotiation with banks such as Standard bank to set up e-wallet systems- can all farmers participate? What will this mean?

Presently vegetable collection and sales work on a peti cash system. Top ups are provided from Uxolo or the cooperative bank account. How is this coordinated? Is it efficient?

Need a client database

Quality and supply and demand balancing is a perennial issue that leads to a lot of wastage and losses for the cooperatives. These losses come to around R1000- R2000/month

Issues in M&E:

- Does SDC need more quantitative information from M1 and M2 farmers; quantity of crops, crop types, amounts eaten and bartered, amounts sold, incomes made?

- Pulling together and analysis of data is slightly problematic. What is required? What will it take?

- M3: Need a database of produce availability – month by month for planning – seasonal and or yearly synthesis.

Information recorded includes; started gardening, income, and more food secure. The information in the garden mentoring forms is more contextual- not much qualitative or quantitative information.

Need to monitor what is grown by whom, and how much of it to estimate weekly and monthly supply flows to produce graphs to guestimate what the cooperative can expect and plan sales according to this. Estimates are also needed of crop yields and areas under production.

SDC is thinking of setting up monitoring on tablets, using technology more smartly for up loadable information that can directly be placed in databases and basic analysis done.

HOW THINGS ARE GOING

SUMMARY OF ISSUES TO CONSIDER

These questions were raised to consider during the interviewing process. The comments in capital letter summarises the overall findings to these questions and are discussed further in the following sections.

1. Effectiveness of training for M1, M2 and M3. And the sharing of information by M3 farmers. COULD BE A LOT MORE EFFECTIVE
2. Mentoring: What is the content? How effective is it? PROBLEMATIC – NOT ENOUGH AND NOT ENOUGH DEPTH
3. Cooperative support; is it leading to independence and ownership. Levels of independence ito budgeting and planning NOT HIGH AND NOT PRESENTLY INCREASING
4. Farmers don't know the price that the cooperative will offer THEY ONLY FIND OUT WHEN THEY COME TO THE COLLECTION POINT
5. A sense that the cooperative gets the leftovers. YES THEY DO
6. Farmer involvement in price setting... or lack thereof. FARMERS MUST BE MORE INVOLVED
7. How do the cooperatives link what they buy to what they sell? NO CONSISTENT PROCESS – Given the need to buy whatever farmers have? THIS IS A PROBLEM. How can the coops make a profit? PRESENTLY UNABLE TO MAKE A PROFIT
8. Seasonality of sales due to lack of water. Access to water is a big issue. MUST BE DEALT WITH BY SDC FOR ALL FARMERS STARTING WITH IN FIELD TECHNIQUES IN THE GARDENS THAT FARMERS THEMSELVES CAN IMPLEMENT
9. Climate change: Streams and small dams are now drying up in winter. Need more small dams, RWH off roofs and local catchments; Not enough expertise in the organisation MUST DEVELOP SOME OF THESE TECHNIQUES IN HOUSE URGENTLY
10. Introduction of speciality vegetables such as pakchoi, basil, thyme, rocket, frilly lettuce did not work; Cooperative could not sell these- have a short shelf life. They tried salad packs which did not work THERE ARE DEFINITELY OPTIONS FOR THIS- NEEDS A MORE COHERENT SUPPLY AND DEMAND SYSTEM TO WORK
11. Marketing strategies of the cooperatives....price is an issue; local sales compared to 'town' COMPETITION BY COOPERATIVES WITH FARMERS SELLING LOCALLY COULD BE A PROBLEM. NEEDS VERY CAREFUL AND TRANSPARENT INTRODUCTION
12. Cannot promise a continuous supply, but sometimes volumes are now too large. Possibility of contract growing? YES
13. Getting new customers? Ordering by customers and how this is linked to supply if at all NEED A BETTER SYSTEM
14. How to get the right amounts of the right produce at the right time? PLANNING OF PLANTING FOR ALL FARMERS – WHAT TO PLANT WHEN AND HOW MUCH, ON A BI-WEEKLY BASIS

15. Marketing done by SDC- need to draw in farmers for them to take over; How to manage this process
FARMERS WILL STRUGGLE WITH MARKETING DIRECTLY. COOPERATIVE HAS TO HOLD THIS FUNCTION
16. Even sales for M3 farmers is quite low- yearly average of ~R3 500. AN ONGOING ISSUE
17. How do cooperatives calculate profits- and incorporate the subsidisation from Siyavuna into this. STILL
UNSURE WHETHER THIS IS DONE PROPERLY
18. Is the M1, M2, M3 system effective in providing the needed training and support. MORE FOCUSSED
SUPPORT IN ORGANIC FERTILITY AND WATER CONSERVATION AND HARVESTING AWA IN PRODUCTION OF
SPECIALITY AND MORE DIFFICULT VEGETABLE TYPES

Quality and quality control of produce

There has been a big challenge with pest and disease control. We make sprays here now to provide to farmers; garlic spray, citronella, milk spray, bicarbonate of soda and wood ash spray – Identifying of pest and diseases is still an issue for farmers. Mix garlic spray with a little dry maize meal to allow it to stick to plants. There is some improvement since we have been providing the sprays. We sell it at R10-R15 per 2 litre bottle.

This has a major impact on the marketing options and possibilities.

Around 15-30% of produce brought to collection points is rejected. A further 30-50% of the produce being accepted through the present quality control system needs to be sold at reduced prices as the produce is slightly sub-standard –small or ill formed heads for cabbages and lettuce, small leathery slightly yellowing leaves for spinach, small blemished bananas.

The system of using CFW, while commendable in terms of participation and ownership has a few drawbacks. The main one is that farmers can bring a lot of pressure to bear for their produce to be accepted even though all involved are aware that it should be rejected. This was seen to occur at all 5 collection points visited. Also, each CFW has their own set of standards as choice can be a subjective process notwithstanding the guidelines. This personalisation of the process is something that farmers are aware of and find frustrating and de-motivating. It is difficult for cooperative staff members to intervene here as the CFWs have the final say. They can also not gainsay some other community members present, as these may be important people in their community and may also be cooperative board members. *Consider paying less for lower quality consider also working with more than one farmer to 'pass' produce at the collection point and train farmers as well.*

The one day training in quality control seems to leave a bit to be desired. There was an example of very large beetroots being discarded as being suspected of being grown with fertilizers; which implies the assumption that organic produce is by nature smaller. This however has more to do with the present production processes than a quality inherent in organic produce. *More intensive training and mentoring in quality control is required.*

Production support

Staff help to transport kraal manure and grass. It has to be arranged. More effort is put in for the people who are very enthusiastic. Kraal manure is found locally. Some farmers provide the manure for free and some sell it to SDC. Poultry and pig manure is also sourced and lately farmers have requested horse manure. Staff also promote making of compost and liquid manure as well as planting of green manures. *Building of soil organic matter through introduction of diverse species including windbreaks is to be more consistently promoted.*

A whole lot more attention needs to be given to organic methods for improving soil fertility. Manure per se is not necessarily a good organic fertilization option as it depends highly on the quality of the manure. Further attention to liquid manures and brews needs to be given as liquid manure made from infertile manure and then left open to the elements will have almost no fertility value for the plants.

There are already some beautiful examples in at community level that can be used more effectively.



Left: Here a drip irrigation 2 litre bottle also serves as a record keeping system, to ensure that rotations are followed in the garden. This system ensures that Mabongi knows what was planted in each bed and what it will be followed with. She also mixes herbs and soil condition plants with her vegetables.



An onion and lettuce intercrop in a 'sack garden' placed in parts of the garden where soil is not deep or in this case to border on a steep path for example is a very good use of limited space. The bags can be packed with highly fertile soil and compost mixtures and 'batches' of vegetables can be planted according to a planned schedule in this way.

Demonstration garden

The demonstration garden supports both cooperatives. It is planned to develop the garden into a fully fledged permaculture demonstration under a garden manager. It is already a site for some M1 and M3 training and for showing visitors the basics of organic gardening.

Further support is provided:

- Small quantities of some of the speciality vegetable and herb varieties are planted to support the cooperatives in their supply.
- Agricultural inputs are collected for supply, such as grass, leaves and manure. Some are also made and prepared for sale such as compost and pest and disease control sprays. The latter are sold at R10-R15/2l bottle

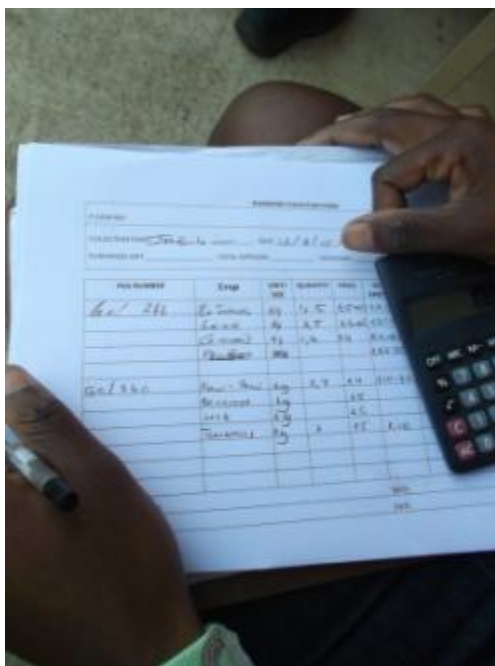
- Seedlings are produced. They are then provided to the seedling nurseries in the communities as back up if they do not have seedlings to supply.
- It serves as a site for experimentation of new things; such as different varieties or new types of speciality vegetables such as purple podded peas and yellow tomatoes. Once these show potential they can be introduced to the cooperatives for sales potential and farmers.

It would be important to get some sense of how much the garden is presently supporting farmers and whether it would make sense to expand this operation. Is it a financially justifiable activity?

Pricing

The number of farmers involved has reduced in this last year. Low prices offered through the cooperative is one of the main reasons cited. As is difficulty in managing the infrastructural needs such as water provision and fencing.

Linking the farmers through SCGS that can provide savings and small loans for these processes is very important.



Far left: A cooperative staff member fills in the supply form at the collection point with each farmers' produce type, quantity and monetary value of produce.

Left; the benchmarking list of prices for farmers is available at the collection points.

Training

M1: The 3 day introduction training has a lot of paper work (Pre training questionnaire and post training evaluation) and an assistant has now been brought in to help with that. The 1 month and 6 month follow ups do not always happen as there are many participants in these trainings. There is also a need to collect materials for digging beds, making compost, making the pest control brews etc.



This 3 day training by itself does not provide enough 'impetus' for the boost in production that is expected to motivate farmers into the organic system and into sales through the cooperatives. Further processes are required here.

M2: refresher training based on farmers requests done in FA meetings. There are too many farmers. One M2 site may be visited only once a quarter, then after that only look at the more active ones – those selling once or twice a month. Also cannot force farmers to take on the new ideas. It works

better for those who are selling every week as they get a lot more attention.

Left: refresher training in bed design done for a group of M2 farmers in Boboi, upon request in their FA meeting.

M3: 10 module course: 3 days. More detail than in the introduction. Other topics are introduced based on experience with issues for farmers. Now starting with business start up issues, record keeping, budgeting, also bring in some new ideas like earthworms and teams farming worms etc. Refresher trainings include business skills by the M3's, pest and disease control, growing seedlings, seasonal cropping, water harvesting (2 l bottles, digging swales and ponds, mulching of paths and ideas from the farmers), maximising your space- container gardening. Also do trainings for the (farmers Associations on quality.

M3 farmers then need to share what they have learnt at the FA meetings with other farmers. This year we gave them worm farm start kits Last time we started with herbs (seeds) and also the pest control sprays and they get something small as a gift. Some farmers continue and get the training once a year and new ones are brought on board. And the more experienced ones will teach the others. Here we focus more on the theory. The practicals are dealt with on a one on one mentoring. Follow-up takes time. Need to see them every 2months. Sometimes the agri-mentors will assist. Field follow up does not always happen in depth and at the level of detail that may be required.

PGS

Registrations at FA meetings. Do the inspections for the PGs farmers; new and old. 12 Inspections are done per month (even though there is a target of 30). Around 300 farmers HCC have registered new. If they are newly trained they have to wait for 3 months before they can sell. But they can register for their PGS in the meantime.

There is a standardised form for the organic practices. Someone from FA has to join as well as the CFWs. Has to be a surprise visit. Go with a list to area Look specifically for fertilizer and pesticide. by also looking for visible effects of these.

If they fail they will be reported to the FA. And then the cooperative board and then they may be suspended for 2 years. About 10% of farmers will 'cheat'- mostly this happens in the dry season when farmers are under strain and their produce is not doing too well, but they feel pressurised to supply.

Farmers Association (FA) Meetings

Monthly meetings; Reports from exec and board meetings. 25-36 members per FA. Sometimes people are not selling to the cooperative then they do not come to the FA meetings; maybe don't have enough produce, seeds did not germinate,

They are reminded with a bulk sms system. Discussions include the market demand lists (preferred crops), information re write offs, the pricing and types and quantities of produce sold.

The meetings are not generally that well attended. Farmers get frustrated with repeating the same constraints around inputs (fencing, water) and prices (that are low), but very little changing in that regard. They also do not necessarily understand the benchmarking process or know how much a Kg of produce is. They just think that the cooperative is making money.

Farmers have started with suggestions how to deal with the supply and demand issues. Some suggested that Siyavuna does a proper market survey to determine the need so that they can plan. But at the moment it is not really happening with the spinach for example. Farmers are not doing in-depth planning.

Supply and demand

There is still some way to go in terms of assisting farmers to make a livelihood from their sale of organic vegetables. Taking the top 30 farmers (selling often and the most) the following can be seen;

Year	Average sales	Sales range
2013	R2 362/year	R1250-R4700/year
2014	R3456/year	R1000-R9000/year

From this it can be seen that there is a definite improvement from one year to the next and the trend continues into 2015. This in itself is an enormous achievement. It still however equates to an income of around R300/month on average- which is quite low.

The different collection points will receive different amounts of produce, depending on the number of farmers and the amount they produce.

For HCC for example there is a four day collection cycle as follows:

Day	Area and no of collection points	Amount of produce (Rands/week); Aug 2015
Tuesday	Madlala, Mavundla (2, 2)	~R1 000
Wednesday	Cilima (4)	~R1 800
Thursday	Nzimakwa (4)	R300-R500
Friday	Nositha, Vutshini (2,2)	~R1 000

There have been suggestions to institute biweekly collections in those areas and villages that sell very little on a weekly basis as the resources required for collections are high (<R500/ collection point. The worry however is that eventually people will sell even less through the cooperative.

There is a consistent and ongoing problem with low prices offered through the cooperatives. Farmers will sell through other avenues first and only offer produce that they cannot sell elsewhere to the cooperative. There are a very few individuals who prioritize the cooperative out of a sense of loyalty rather than through short term financial gain- taking the longer term view.

If one looks at the summary of produce supplied to the HCC as an example for the 2014 period, the highest quantities in Kg's are for madumbes, bananas, avocados and sweet potatoes- all crops that are not in particularly high demand from the present customers, and also crops that are given little or no quality control attention through the present support system. These are also the crops where the highest write offs or wastage has been for the season.

MARKETING PROCESS

An order list is sent out on Thursdays for the regular clients

The restaurants buy mainly Spinach, lettuce, cabbage, carrots, leeks, peas, green beans and fresh herbs.



They pick their vegetables directly from the back of the truck. Waffle House for example buys between R500-R1 500 per week.



It is at present not possible to know exactly what crops will be brought to the collection points as farmers bring what they have grown. This may or may not include the preferred vegetables of the buyers. Above for example there is a small amount of Moringa leaves supplied- for which there is no longer an outlet. March- August are not good supply months- as winter and drought reduces the amount of produce farmers provide. Shortages of peppers, green beans, peas, baby marrows, pumpkin and butternut are experienced (august 2105)

Other preferred crops have been supplied in rather low quantities; such as carrots, red peppers and peas.

Either find a way of constructively including the high turnover crops supplied to the cooperative (including increasing production quality and finding specific reasonably high value markets, or potentially remove these from the crop listings. Ways to promote the growth of preferred crops need to be found.

Marketing

There is a constant tension between supplying for a specific market and respecting the need for farmers to grow crops that they are familiar with and that can support their food security requirements. *Any marketing system used needs to balance these two processes.*

Marketing also needs to work on the principal that farmers spend most of their time farming and that the marketing agent takes the primary risk in the sales arrangements and does most of the work. This is likely to remain a subsidised arrangement into the medium term and pushing the marketing agent (in this case presently still the cooperatives) into immediate sustainability is likely to be counterproductive.

Given the supply chain of the vegetables through the cooperative/ marketing agent it is not really an option to sell on through the bulk retail systems in operation as the prices are too low (e.g. Spar, Fruit and Veg City etc). *The speciality and niche markets have to be enthusiastically cultivated.*

Selling back directly into the community through the cooperatives is likely to set up an uncomfortable competition as all farmers are already selling directly into their communities anyway. This can however be done through programmes such as Siyazenzela, crèches, school feeding schemes, clinics, the Community Work Programme and the like and these options need to be actively canvassed.

Consideration needs to be given to single crop marketing chains and options.

Amadumbe for example seems to be a common crop, but there is no good outlet for these outside the communities. Bananas can be very difficult in this area, given that it is also a commercial hub for banana production. Perhaps think here of a cold chain process that retards ripening... as buying already ripe bananas is very problematic. Storage of crops that can keep for some time such as butternuts, pumpkins and onions needs to be considered more carefully so that they can be marketed at a more even rate over a period of time.

Sales points that make less than R500 at a time seem to be counterproductive in terms of costs to the cooperative. A process of minimum delivery at the collection points can be considered. It does not make sense to go to a collection point where the crops on offer make up R100-R400. *Perhaps a minimum of R500 can be considered.*

Bulk outlets for substandard crops need to be found to recoup costs even if a profit cannot be made.

Farmer testimonials (Mdoni)

Mr Dube an elderly gentlemen is the secretary of the Danganyana farmers association. Mr Dube grew his vegetables mainly for eating at home, gave some to relatives and helped those in need. After Siyavuna membership he then became market oriented with the aim of increasing yields for maximizing profits. *"Siyavuna made me a better person, I eat food, not just food but fresh healthy vegetables costing me almost nothing but time"*

He links to the Qalaqkabusha cooperative which was started in 2014, They have a large irrigated plot and many members. These have reduced mainly due to people wanting implements and finding the prices offered for their vegetables very low.



Mr Cele is a seedling grower for the Qalakabusha co-operative and is the CFW. He is very passionate about seedling production as well as gardening.



There is no incentive for farmers to plant the preferred crops as these also fetch a comparatively low price and they do not have the alternative of using the produce for food or selling locally. *A different price setting mechanism may need to be considered here.*

It is possible to consider a price setting mechanism where a single price is offered per kg of produce- regardless of what it is. And to differentiate the price on the quality, such as a high price for very good quality, as well as a medium and low price.

It is important to keep the marketing system open with options for farmers to sell directly and to other buyers on an individual basis. There is an option however to specify a certain percentage be grown for the cooperative and that with these there would be a closely managed system for supply and demand.

Cooperatives

It appears if the March 2014 and March 2015 figures are compared that a lot of progress has been made by the cooperatives in this last year in terms of dealing with the discrepancies between the cost of purchasing vegetables and sales of those crops. For 2015 there appears to be a sustained profit for the HCC of around 14% while the previous year there was a deficit. This however does not include all the costs of the cooperative. Once these are included, the figures are once again in the red. To a large extent the SDC cap payments cover the running costs of the cooperatives as their profit only contributes around 15% of the costs.

Vehicle and salary expenses are comparatively high. Vehicle costs in particular can be consolidated as there is a lot of driving up and down that happens due to waiting for people to arrive and finalise their paper work at the collection points. It would be possible to effect a saving of around R2000-R3000 per month if trips were more consolidated.

It could be possible to consider people finalising collection the previous afternoon as an example and then just picking up the produce in the mornings, rather than doing numerous trips between the collection points.

Mr Zondi (SDC board member)

He has been involved since inception being part of the KwaDlalani traditional council and having strong linkages with the local municipality and a passion for community development. He states that Siyavuna was initially set up to support the families involved with GCF with food security. This quickly developed to a more entrepreneurial focus and the cooperatives were set up to work with the marketing issues in the area.

Some of his comments included:

- People were very frustrated in terms of the market and that's why the cooperatives were set up
- Marketing has been a very challenging part of the process for the Cooperatives. Wanted the cooperative to be independent. Siyavuna is a

Farmer testimonials (Mdoni)

Mrs Hlophe (47yrs) is the FA Chairperson in the Danganya area. She has farmed throughout her life and currently produces organic vegetables in her back yard to ensure her family livelihood and food security. She ended the conversation by saying "we may not leave with much in the collection point, but R8 is better than nothing".



Mama Shabalala (~60yrs) stays with her grandchildren and considers farming a daily activity. She finds theoretical learning difficult but works with younger farmers as her mentors (Mrs Khumalo and Mrs Cele). She sells mostly through Siyavuna as the community want to buy and pay little or buy on credit..he made around R1 500 for the last season selling herbs. She also sells on order to Agrihub; mostly speciality lettuce.



link with funders and markets. Siyavuna is carrying the burden of all the funding.

- The Cooperative itself is sceptical that it could handle the marketing alone. They should have their own account, to run their own funding and budgets as well as administration. Both staff and farmers were worried about this.
- Budgeting has been an ongoing problem. but there is a sense of ownership developing and they are making their own budgets and payments.
- Cooperative needs to identify their own products and price benchmarking. The board members are not that involved. Siyavuna has held this process. First the board needs to be empowered - the board members are all farmers... In terms of the constitution the board members must own it. Believe that it is possible to help the farmers to start being more proactive around marketing "teach us the business".
- We can't really identify what is being sold by the farmers locally. Want to see how much that is- to get a sense of the demand. Our concern is that there is a lot of waste, which costs the cooperative.
- Mr Zondi does not see a conflict of interest in the cooperative selling in the community. DoA is supporting that for the crèches- the major challenge for us is still constant production. We did have a deal with Spar, but did not have the continuity.
- We had discussion with municipality since they provide funding through LED. They can give 100ha to identify 3 products to supply the demand of the institutional markets. Siyazenzela. –Food parcels for collecting refuse. But can the supply be constant? And backstopping cannot be organic produce
- We can do more in terms of exposure for marketing and exposure and coming up with ideas and promoting the brand and the concept so a post has now been created.

This is a very unique programme. There is real community investment. It provides a lifetime opportunity for people and people will continue with this.

THINGS TO CONSIDER

Seed and seedlings

- Presently it would appear that the cheap seed from Hygrotech is also old. A packet bought on the day of interviews had an expiry date of 2013. This could be the main reason for germination problems farmers are experiencing and has to be remedied immediately
- It is important that Siyavuna has seed to sell of the lists of preferred crops to be planted...The seedling growers cannot supply the seedlings without

Mrs Mabongi Cele (Mdoni)

She is a very innovative farmer and tries out many different new ideas.

She feels that Siyavuna is one of her selling options. Advantages are: - I am mentored and am still learning so that makes a good trade for the lower prices.- this way I can have access to urban markets – A vehicle comes to pick up the produce here and I don't need to worry about transport – It has helped with negotiating relationship with retailers such as SPAR where I also sell.



Among other things, she keeps seeds, grows in bags, keeps earthworms and makes up pest and disease control brews for learning sessions and selling to the community

having access to these seeds. So for example there presently appears to be a lack of seed for leeks, spring onions and brinjals.

- For the seedling nurseries, some plant only on order, some are still busy, so the supply is quite small. Mentoring in seedling production and making of mediums (it is tricky growing seedlings in organic mediums and liquid manure, teas and other fertigation options need to be considered. The plugs also dry out very easily and repeated drying and wetting quickly kills seed. Sterilization and sanitation needs to be given attention. It makes sense for seedling growers to also be working with earthworms.... the tea is a very good fertigation option. The reasons for others not operating well need to be clearly understood and dealt with.
- Hygrotech does not always deliver - with germination they have not responded to the complaint. We want to change form Hygrotech as farmers have complained a lot... farmers can also blame the seed, but sometimes at the demonstration garden it comes up quite nicely
- Own production: There are a number of the M3 farmers with both the capacity and interest to start producing their own seed on a limited scale for some of the crops. There are a few saving seed such as rocket, basil spring onions and onions already. It would be more difficult for cabbages, spinach beetroot – as these are bi-annual crops. There are other crops such as carrots, leeks, brinjals, peppers, tomatoes, lettuce and the like which would be easy to work with. Attention would need to be given to the original seed stock provided.

Production support

- Generally the practical support and field visits are lagging behind for M1, M2 and M3 farmers with around 53% of targeted visits taking place. This is an important process where changes in farming practice needs to be strongly promoted- as training in itself does not usually lead to changes in implementation.
- The role of agri-mentors can be strengthened- they need to be better linked into the overall processes within Siyavuna and the cooperatives and need a higher level of skill in organic production to provide in depth support to individual farmers
- Some attention needs to be given to fruit production and increasing the quality of fruit being offered for sale. Presently the mentoring and support does not include fruit production
- A wider range of soil fertility improvement techniques need to be offered and tried out at M1 and M2 level as generally the quality of the organic produce being produced is lower than conventional produce. This is becoming normative, but is not in reality a truth. Organic produce can be as good as or better than conventionally produced crops.
- Agri-mentors could provide incentives for farmer experimentation with soil fertility management techniques (M1 and M2 level) – This should be clearly included as a separate heading in the mentoring forms as "NEW PRACTICES TRIED AND IMPLEMENTED".

SEEDLING NURSERY: Mrs Mkhize Cilima (HCC)

SDC provided materials for construction of part of a small nursery which has been extended by Mrs Mkhize at her own cost. She employs 2 people in her fields that also help with collection of water for the nursery. Water is not available close by.

She has two large Jo-Jo tanks at her homestead and a community hand pump close by, but needs larger amounts of water. She buys seed from SDC and sells the seedlings per tray at R50. She also takes dishes of seedlings to the collection point for sale. She makes around R250 for each packet of seed she buys and makes an income of around R250-R300/week from seedlings. Her costs are very low, at around R5/seedling tray. She plants around 40 trays at a time.



As she starts to sell one batch of seedlings, she plants her next batch, so that she can have a continuous supply.

She is part of an SCG. Last year she contributed R250/month, this year R500/month. It helps a lot in terms of cash flow (through small loans of up to R2000) for her enterprises (bought seed and crates) and she has also bought furniture. She is saving for school fees as well.

- Attention needs to be given to the quality of the manure that is being used. Methods to improve quality of manure need to be introduced; the easiest being of composting kraal manure (from overnight rest spots for livestock that includes manure, urine and hair) with grass or a good carbon source. Addition of lime to this composting process needs to be considered if acidity is an issue.
- More attention should be given to crops that are hard to 'get right' such as carrots, cabbages and tomatoes.

Quality control

Attention needs to be given to the way quality control is done at collection points:

- There could be a backstopping person to finally vet produce that is not personally involved
- Consider paying differential prices for differential quality and provide higher prices for good quality produce than is presently the case, but lower values for lower quality and minimal values for 'just sellable' quality.
- Include careful handling of produce at collection points in the quality control learning points; a fair amount of bruising and rough handling happens to produce that will show some hours later at selling points. Specifically easily bruised produce such as paw-paws, bananas, rocket, spinach etc. Stuffing these into black plastic bags and crates is too rough.

Pricing, supply and demand

Farmers sell around 10- 30% of what they produce through the Cooperatives, they use around 30% for household consumption. The rest is sold elsewhere.

- The cooperatives are losing rather than gaining members who are selling due to perceived low prices paid to farmers. A number of considerations may need to be made
- Farmers need to have a better understanding of the prices, and what they are paying for through the 'lower' prices – mentoring, transport, relationships with retailers etc.
- Reducing the percentage that the cooperative takes when doing their benchmarking. A split of 40/60 (coop/farmer) was decided in the beginning and has thus far not been questioned.
- Doing a broader benchmarking exercise per season rather than changing prices on a monthly basis and provide these prices upfront prior to planting – so that farmer know what they will get.
- Providing price incentives for preferred crops to promote their cultivation and also bonuses for better farmers – or for sales over a certain weight.
- Planning for and providing timed batches of seed and seedlings to producers of specific niche vegetables needs to be considered and this needs to be linked to specific buyers. Build on the supply and demand system that has been initiated with the 87 farmers in HCM.

Mr and Mrs. Khumalo (Mdoni)

They were introduced to organic farming through the Ultra City group and became passionate. They try out many inventive gardening techniques and processes including making compost on a large scale for sale in the community – and they need a lot as their garden keeps on expanding.

They sell through Siyavuna, but feel they can make more profit selling directly to the community and shops. Their long terms goal is to have a training centre at their homestead.



- Differential prices for different quality produce; maybe even the same price for everything but difference comes in quality- low, medium and high
- Have an open production system where people plant what they want, but specify for around 30% of the production area.
- Marketing needs to be given a lot more attention. There is already some competition from a similar enterprise called Agri-hub that sells in and around Durban.
- Farmers need to be given a taste of what the marketing involves, so that they understand better. They need to know for example what SPAR will pay them, not the price on the shelf per se.
- Put a system in place for informing the cooperatives and FAs about new crops and quantities that are required. The present system of working out who is already growing that crop and then suggesting that people increase their areas of production seems somehow extremely time consuming. Ways in which farmers will take on more of this process and record their quantities need to be considered. Crops like butternut, onions, chillies, potatoes and cucumber need immediate attention.
- Consider a system where farmers 'pledge' (based on farm level planning with a facilitator) certain crop types and certain quantities of these seasonally to the cooperative as a way to get to grips with the potential supply
- Consider a system of bulk production by all farmers of a 'standard basket' of crops that can provide a baseline income for them and that can be sold in single crop marketing systems in higher volumes. These could include the non perishable crops such as onions, butternuts, pumpkins, potatoes, sweet potatoes and amadumbe.
- Consider not including some of the community level staple crops that have low bulk marketing options such as cabbages
- There are suggestions about doing value adding through the cooperatives. Things like making lettuce packs or to package the vegetables as one would find them in shops- e.g. putting carrots in clear plastic bags without their tops, banana chips, etc. One or two ideas need to be tried out to give these ideas some life in terms of their potential
- There are also suggestions for agri-hubs as resource centres and for trading. Then farmers can take their produce there every day to be sold back into the community and supply perhaps 2x/week to Siyavuna.
- A number of existing clients can buy a whole lot more produce. This has to be dealt with a matter of urgency- so that this demand can be met.

SCGs

Strongly consider ensuring that M2 and M3 farmers belong to SCGs and provide active mentoring for use of small loans and share outs for agricultural production. There is presently no overt link made.

Soil fertility management

A much wider range of options needs to be introduced here along with water conservation options and diversification systems to include for example small livestock for high quality manure. Composting of manure would be required as a minimum to increase the quality.

Green manures and cover crops as well as bulking biomass need to be introduced. There is also little evidence of coherent rotation and inter cropping being practiced, although this has most certainly been introduced

APPENDIX 1: OUTLINE OF SEMI-STRUCTURED INTERVIEW QUESTIONS

Potential: Stakeholders and interview themes

- NAG
- GaCF; Basil Woodhouse
- Rotary: Tony Fulness, Bruce Macky: Roles, understanding of coop functioning, financials, take on issues of sustainability and markets,
- Cooperative board members: Roles, understanding of coop functioning, financials, take on issues of sustainability and markets, relationship with farmers associations and different communities and individual farmers? Understanding of what cooperatives are doing and should be doing/ can this be a completely community run thing? What will need to happen for that to be possible?
- Mthetho: coop manager: Coordination of demand and supply? System? Issues? New ideas? Who thinks about this? Who decides? Value adding and agri processing. Customers- management, new customers? Crop planning – how, by whom how is it communicated? Selling at pension points- how is that working in comparison to other customers
- Farmers Associations (10?): Committee? Agendas? Discussion? Decision making/ Planning, issues around cropping? Budgeting?...membership? New members? Re-election of committees? Role of committee? Elected representatives? Reporting to coop boards? Decisions of boards to farmers?
- Community field workers: JD, how decisions are made about quality, what to accept and what not how do farmers respond? Are prices discussed. Forms?
- Nomthi, Julia: SCGs (24): Their roles, no of groups, saving for farming, planning for this? Use of small loans and share outs? Planning for production? Budgets? ... (Themba Lushaba's group has an SCG) How do the SCGs link with the Siyavuna work (NEED INFO HERE) How are the groups set up? Linkages with collection points and farmers associations? Distribution of the SCGs across areas?
- M3 farmers: Cropping/ Decisions about cropping? Related to the coop? How do you coordinate among each other?
- Agri mentors: Nyaniso and Zamani: Is this mentoring efficient/ is it working? Describe and discuss mentoring process? What forward and backward linkages are considered? Does it lead to an increase in production? An increase in confidence? And ownership? How would you know? Record keeping and monitoring? How do you provide support for farming techniques? For technical knowledge such as products, what to grow for the market and how to do it, records and record keeping?
- Philani: Seedling growers? Production, sales, record keeping, business training and management, logistics...

Farmer involvement Questions

Please take pictures of farmers preferably with their garden and or some produce..

Basic personal information: Name, surname, gender, age, village, area, farmers Association, roles (on FA committee, Community field worker...)

Farmers; M1, M2, M3

1. Involvement; when started, what do you do? Crops produced, how much? Size of garden?
2. When trained, value of that in increased production
3. What training still needed? M1, M2, M3? Do you know how that works- does it make sense on the ground? Which are you? How do you move from one to the next?
4. Describe mentoring and what happens there?
5. What incentives would work for you to produce and sell more to the coop?
6. Collection points- does it work?
7. When joined the Farmers Association and PGS, How that works for you..
8. Money made through Cooperative how that works

9. Money made elsewhere qualify and quantify
10. Proportion of production used for household and food – quality and quantify
11. Prices paid for different veg – which ones work? Are you aware of these? How do you compare these with other prices? Who else buys?
12. How do you decide what to grow and sell?
13. Do you know how much it costs to produce your vegetables?
14. Access to resources? (E.g. seed, seedlings, compost, liquid manures, etc...)
15. How do you save for your production?
16. What are the advantages of being a member?
17. Do you know how the cooperative sells the vegetables and how they set the prices that they offer to farmers?
18. How do you link to your cooperative? And farmers association?
19. How does the FA make decisions and what kind of decisions do you make together and by yourselves?

Community field workers

A few additional questions above the farmers' ones

1. How long have you been a CFW? What do you do as a CFW?
2. How do you link to your FA and coop? Please describe the activities and process? Regarding the training in quality and measurement – can you relate it directly to your receiving of produce? Describe how you do this
3. How do farmers respond?
4. How do you link to the FA's and the coops? What is your role? What information do you give and get?
5. What are the issues?
6. Do you do the packaging? How? How does this get paid for?
7. Markets?

Farmers' Association

1. How does the FA work? What does the FA do?
2. New members? How does this work?
3. Are all the members involved? DO members attend every month or irregularly?
4. Different roles for M1, M2 and M3?
5. What kinds of discussions do you have around production and marketing?
6. Regarding the learning sessions, what happens there? What have you learnt? Or need to learn? Is it helpful?
7. Local options for sales?
8. Price benchmarking?

Cooperative (and staff)

1. As a member of the cooperative what is your process and involvement.
2. What do you understand as the role of the cooperative
3. Relationship with the board? Explain how that works
4. How does the cooperative make an income?
5. What are the monthly costs and how do you do a budget?
6. Prices? Does it work? How is this communicated to the collection points?
7. What happens to that income?
8. Do you feel that you own the cooperative?
9. What are the issues?
10. Relationship with farmers?
11. Customers, crop choices, planning of supply and demand....

12. Market research and coordination of product lists; how is this done? How useful is it? How does it relate to the produce received?
13. Backward linkages to farmers associations' and farmers; what are they? How do you communicate? What do you need to know and what do farmers need to know?

Cooperative staff

Hibiscus Agric Coop: Nhu and Ntombifuthi, Mdoni:.....

1. How did you get this job? What does it entail
2. How long?
3. How do you relate to the farmers? Explain interactions
4. Explain how you set prices and how you communicate with farmers
5. Describe your other responsibilities
6. How do you link to the farmers associations and individual farmers
7. What are the expenses of the cooperative?
8. How do you pay for these?
9. How do you do budgeting and financial planning for the cooperative.
10. How do you link what you buy to what you sell?
11. Management systems and record keeping: Customer database and ordering system, HR system and records, Stock control database, Financials. Please explain how these happen, who does them and show examples.

Price benchmarking

1. Benchmarking once a month- how is it done? How is it communicated? How do farmers respond? Is it suitable? Does it work? What of the 60/40 ratio for the cooperative its income? How to involve farmers more directly?

Systems

1. Explain how the bulk sms system works. What information is sent and received, how are records kept of this? Who is on the 'list'? How do you update that? How often?
2. Which sms's work better?
3. Seedling growers and ordering system? Sales system at collection points? How, who does it, records kept? Business records of seedling growers?
4. Ordering of other inputs? Agri-inputs order book? What happens, what is the process?
5. Seeds?
6. Farmers' sales data? How is this done? Explain people involved and the process?
7. PGS- how does this work? Who manages this and how (Pearl??) Market research and coordination of product lists; how is this done? How useful is it? How does it relate to the produce received?
8. Backward linkages to farmers associations' and farmers; what are they? How do you communicate? What do you need to know and what do farmers need to know?
9. Supply and demand... how is this dealt with

Monitoring and evaluation

10. What is grown by whom? How do you determine this at the moment? Weekly and monthly supply flows? How do you get an idea of this?
11. Crops and Yields? How is this measure, by whom and what happens to this information?
12. PGS? Its importance and role?

<p>Who needs to know what? And how is this information provided?</p> <p>Who makes which decisions?</p>
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Where are the bottlenecks and gaps?	
ACTIVITIES	Swot ANALYSIS - Explore independence, sustainability. Supply of inputs and infrastructure, market research, coordination of production lists and supply with demand, backward linkages to farmers,
REACH	
MANAGEMENT SYSTEMS	

INTERVIEW SCHEDULE

Individual and or group interviews should last around 1-1,5hours each. We will want to talk to a lot of people and will need your help in scheduling as many interviews as possible within 3 days.

Please indicate if persons requested are close to each other, as the team can then interview them at the same time... We will be able to do 2-3 concurrent interviews in English and isiZulu.

Days are interchangeable- although 3rd day for a staff and office day would be best- to cover what we have not discussed with farmers and groups already. We are also assuming that as Mdoni is a smaller and newer area that the day will be shorter- which is why we put it first as we will be arriving in the morning.

Area	Person	Theme	Day, time,	Interviewer/s
DAY 1				
Mdoni	Farmer x 1	Compost making group for sale (Sandile)	Pm	Erna; Eng, Mazwi: Zulu
	Coop staff member:x1 or 2	Issues in coop management, sustainability, financials etc	pm	Erna; Eng, Mazwi: Zulu
Try and coordinate for joining and FA mtg	FA	Meeting and focus group discussion 1-3 M1and M2 interviews	am	Erna, Mazwi, Luh, Sane...
And observation of collection point	CFW	Collection point observation and interview	am	Erna, Mazwi, Luh,Sane
	Farmers x 3	Farmer interviews from different areas/ villages in Mdoni (3 from ea collection point or 3 within one collection point) M3	pm	Mazwi, Luh, Sane
	Stakeholder	NAG, Rotary or GaCF representatives linked to Siyavuna – open ended discussion	Early evening	Erna, Sane.
	Sales point	Join a staff member going to sales point and interacting –Customer service, branding, etc open discussion	Early evening	Mazwi, Luh
DAY 2				
Hibiscus	Farmer?	Lady making organic sprays and worm teas for sale	pm	Mazwi; Zulu

	Farmer?	1 or 2 of the seedlings producers for the collection points	pm	Luh: Zulu Sane; Zulu
	Coop staff member?	Issues in coop management, sustainability, financials etc	pm	Erna; Eng, Mazwi: Zulu
	FA	Meeting and focus group discussion 1-3 M1and M2 interviews	am	Erna, Mazwi, Luh, Sane...
	CFW	Collection point observation and interview	am	Erna, Mazwi
	Farmer	Farmer interviews from different areas/ villages in Hibiscus(3 from ea collection point or 3 within one collection point) M3	pm	Mazwi, Luh, Sane
	Stakeholder	NAG, Rotary or GaCF representatives linked to Siyavuna – open ended discussion	Early evening	Erna, Sane.
	Sales point	Join a staff member going to sales point and interacting –Customer service, branding, etc open discussion	Early evening	Mazwi, Luh
DAY 3				
SDC	Mthetho	Coop manager; markets, crèches, Coop bank account- management, involvement..	am	Erna; Eng
	Pearl	FA mtgs; process, value, follow up of issues raised, report backs from and to coops, new members, ... M&E; what is done, how, how often? Problems and options	am	Mazwi; Eng/Zulu
	Sandile	Training and mentoring; M&E of mentoring visits- technical content and quality control of visits...M3	am	Erna; Eng
	Philani	M1: Open ended discussion around training, uptake, monitoring and processes		Luh,Sane
	Nomthi	Role of SCGs what is recorded; loans, share outs, linkages with veg production, FAs, coop, value adding. Budgeting and planning, linkage to SDC		Mazwi; Eng/Zulu
	Nyaniso, Zamani	Agri mentors: Role, content, monitoring what how summarised, who visited how often, supervision, crop planning?, linkages to FAs and Coops		Luh, Sane; Eng/Zul
	Key informants	Small focus group including Mr Khusi, and 3-4 other including perhaps Coop chair persons, and those who are very active and with imaginative ideas for farming and community engagement	pm	Erna, Mazwi, Luh. Sane....

Roles of different staff members

Cooperative manager: Mthetho

- Capacity building of coop staff (2 full time)
- Coordination of supply and demand.
- Management of community field workers (18+3) – R200-R500/month)

- Management of collections; (once/week – drives the van (1 van picks up from 7 areas between Tuesday and Friday)
- Management of record keeping and payment of cash to farmers
- Value adding and agri-processing

Community field workers (21)

- Members of farmers associations; elected as CFWs
- Receive training in quality control, hygiene, customer service
- They receive the vegetables 1x/week at the collection points from farmers and fill in the forms
- Have a kit consisting of; scale, paper, calculator.
- Packaging of produce at collection points...

Agri-mentors:

- Nyaniso and Zamani: Visit each participating farmer (M2) once per quarter, to mentor regarding organic production
- They work and coordinate activities with Sandile (M3 trainer and mentor)
- Value adding and agri -processing.

Training and mentoring managers

- Sandile: M3 farmers
- Pearl: M2 farmers; runs the 10 Farmers meetings with the M2 farmers, including a training slot. M3 farmers share their experiences here. Also manages PGS system???
- Philani: M1 farmers; entry and training (3 day course)