



**IN TRANSFORMATION
INITIATIVE**

Agricultural Development Agency



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UNITED

EXECUTIVE SUMMARY

Land reform has been a sensitive and highly divisive issue ever since the end of apartheid in South Africa. Efforts by the government to implement its land reform programme in the past two decades have failed to produce positive outcomes. The land reform debate and subsequent resolution made by the ruling ANC at its 54th national conference at NASREC in December 2017 to pursue the expropriation of land without compensation put the land reform programme into sharp focus. The ANC was careful to add that this policy would be pursued without undermining the stability of the agricultural sector, endangering food security or putting economic growth in jeopardy. This declaration and subsequent developments triggered a response from ITI and other stakeholders that set in motion a national land reform intervention.

Through stakeholder engagement, dialogue facilitation and trust building, ITI mobilised a wide range of stakeholders to discuss the land reform process in the country. These discussions were conducted in line with ITI's principles of inclusivity, ownership and trust. Open discussions, meetings, workshops and other engagement strategies were employed to get stakeholders to share their perspectives, experiences and expectations regarding land reform. The process sought to explore mechanisms of getting commercial farmers to assist emerging black farmers to enter the agricultural production and marketing value chain in order to address inequality and poverty. This process led to the establishment of the Agricultural Development Agency (AGDA), a public-private venture designed to act as an independent and fully funded institution that will support the government of South Africa in meeting its land reform objectives.

The following lessons have been synthesised from ITI's processes and experiences in this project thus far.


- Dialogue facilitation is critical, especially in post-conflict contexts such as South Africa where the debate on land reform raises both racial and political tensions. The expertise ITI brings to dialogue facilitation enables stakeholders to engage in more progressive and fruitful conversations, even when emotions occasionally run high.
- Building trust is a slow and delicate process that requires facilitators to remain impartial at all times. However, impartiality should be accompanied by a genuine understanding of the issues and concerns that need to be addressed, to enable stakeholders to change their perceptions of each other over time.
- Going beyond political and cultural stereotypes could result in long term win-win solutions. The decision to engage commercial farmers to assist



The
AGDA is a
public-private venture
to support the government
in meeting land reform
objectives

emerging black farmers was a game-changer, as it created space for those previously excluded from the agricultural production and marketing value chains to work side by side with those who have considerable experience in these areas.

- Broad public participation helps to bridge differences and heal historical pain. Mobilising the public to participate in the hearings on land reform brought together stakeholders with differing perspectives and allowed them to express those views while also having the opportunity to hear others' perspectives. Ultimately, this process enabled stakeholders to move towards a common agenda based on a positive compromise.
- In order to address the land reform agenda and development challenges in South Africa, a joint vision and agreed framework for collaboration among all the stakeholders is necessary. These two aspects were at the centre of the evolution and establishment of AGDA and proved to be critical success factors.
- The formalisation of structures for private sector cooperation with the government, and the positive response of key government departments such as National Treasury and the Department of Agriculture to the proposal of an AGDA for South Africa, contributed to cooperative efforts to enhance the establishment of AGDA.
- Sharing with the government the outcomes of the extensive consultations with various working groups undertaken by the ITI secretariat in dealing with AGDA's establishment, contributed to getting National Treasury and the Department of Agriculture to join the planning processes for AGDA.
- Creating platforms for idea generation is an important step when complex and sensitive discussions have to be undertaken in search of mutually beneficial solutions. The process of testing the need for and suitability of the development agency enabled all stakeholders to explore ideas and select those that best addressed the most critical issues.



Creating platforms for idea generation is an important step when undertaking complex, sensitive discussions

INTRODUCTION

Over the past eight years ITI has conducted numerous projects within South Africa in the domains of national dialogue, social cohesion, political economy, agriculture, land reform, business and the economy. The main objective of these interventions has been to create and facilitate a space where high-level engagements and dialogue can take place about sensitive topics of national importance to the country.

ITI's interest in land reform emanated from commentary in the public domain that the government was failing to deliver on its mandate. Subsequently, ITI expressed its willingness to facilitate discussions between the ANC, large commercial farmers and emerging black farmers. The December 2017 national conference of the ANC added impetus to this idea when a resolution to pursue land expropriation without compensation was passed. ITI and other stakeholders seized the opportunity to facilitate debate and ultimately form a framework through which land reform could be implemented successfully with private sector support.

This case study shows how ITI got involved in the land reform and agriculture debate and facilitated a series of dialogue sessions that culminated in the establishment of the Agriculture Development Agency (AGDA). ITI's intervention was guided by the principles of inclusivity, trust and ownership. Owing to its own experience, ITI was mindful of the sensitivity of land reform issues and the history of exclusion during apartheid, and therefore tried to make the process inclusive. ITI consulted and engaged with a wide range of stakeholders involved in land reform and agriculture to ensure that all viewpoints were represented and that the process served as a way of building trust among these stakeholders.

This case study synthesises the key lessons learnt – from idea generation to stakeholder engagement through to establishing the need for an agency and facilitating the formation of AGDA. The formation of AGDA also embodies the principle of ownership, by enabling stakeholders to engage with one another and own the vehicle through which land reform is being implemented. In addition, the case study highlights the inherent challenges of inequality and structural poverty in a post-conflict society where racial tension and exclusion remain major issues.

This case study is based on project documentation, and meeting and workshop reports, as well as publicly available information on land reform in South Africa. It also draws on information gathered through an interview with retired Ambassador Malcolm Ferguson¹ and Roelf Meyer,² an ITI director. Literature on land reform in South Africa that is available in the public domain was used to set the background context for the case study.



ITI
was mindful of
the sensitivity of land
reform issues and the
history of exclusion

BACKGROUND TO LAND REFORM IN SOUTH AFRICA


The land issue remains central to the development discourse in most sub-Saharan countries. In South Africa the history of land reform dates back to the early 1900s with the promulgation of the Natives Land Act of 1913 and subsequent legislation. Until the 1970s successive white governments sanctioned the systematic dispossession of land owned by black farmers and communities. This included setting limits on black ownership of land with the deliberate intention to exclude black people from commercial agriculture.

Ultimately, commercial agriculture became the preserve of white people. To support white farmers the government created agricultural marketing boards, as well as a subsidised agricultural credit system in the 1930s. This system, based on low-cost finance and policy certainty, enabled white farmers to become commercially viable while effectively excluding black farmers. These structures remained intact until they were phased out by the first democratically elected government in the late 1990s.

At the end of the apartheid era, the focus of land reform was essentially to create space for black farmers in the commercial agriculture value chain. The Land Redistribution for Agricultural Development Policy (LRAD) was implemented in 2000 and was aimed at ensuring the productive use of land to promote agricultural growth, food security and exports.

Despite the initial euphoria brought about by the policy change, the land reform programme failed dismally. Although there were several reasons for its failure – including ineffective agricultural extension services, poor access to agricultural credit, lack of appropriate skills transfer, and a failure to integrate black farmers into the agricultural marketing value chain – the complete lack of political will remained the major issue.

Another critical challenge was black farmers' lack of land titles, which impeded their access to credit. Although the government had the prerogative to acquire land on behalf of beneficiaries, the land was never transferred to these beneficiaries. The bulk of the land has thus remained in the hands of the state, with beneficiaries being given short-term leases of one to five years instead of the stipulated five to 30 years. As a result, beneficiaries could not engage effectively in long-term sustainable agricultural projects. The Motlanthe Report (2017) highlighted these and other challenges that contributed to the failure of the land reform programme in post-apartheid South Africa.



Despite
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ITI INTERVENTIONS

PRE-INTERVENTION

The formation of AGDA has its roots in a meeting that took place in 2016 between Gwede Mantashe,³ who was the ANC secretary general at the time, and ITI directors Roelf Meyer and Mohammed Bhabha.⁴ In this meeting Meyer emphasised that the land reform implementation process had failed, as demonstrated by the government's failure to transfer acquired land to the target beneficiaries. This resulted in large tracts of land lying idle and unproductive.

As a result of this meeting, ITI organised a day-long dialogue session on land reform that was attended by ANC leadership, including government ministers. The focus of the meeting, facilitated by Mantashe with financial support from Standard Bank, was on how commercial farmers could work with emerging black farmers to ensure that acquired land stayed productive.

This meeting provided a platform for the ANC and commercial farmers to engage on the subject of land reform and explore ways to successfully to drive the implementation of this process. It also created an opportunity to start addressing the trust deficit between the government and commercial farmers. More significantly, this meeting set in motion the idea of public participation in the land reform debate and was followed by a series of meetings organised by the Gordon Institute of Business Science (GIBS). These are discussed later in this report.

ITI INTERVENTION IN THE LAND REFORM DISCOURSE

In the macro-political environment, land and the skewed land-ownership patterns are largely viewed as a symbol of the inequality between white and black farmers in South Africa. This reality has been at the centre of the debate on land reform in the country. The ANC policy conference in December 2017, which paved the way for the amendment to the Constitution to allow expropriation without compensation, added momentum to land reform debate.

Various political parties made submissions that led to the establishment of the Constitutional Review Committee to investigate the necessity or otherwise of amending the property clause (Section 25) of the Constitution. The Review Committee called for written submissions and held hearings around the country to test public will on this issue. Ferguson and Mohammed Bhabha attended these hearings on behalf of ITI.

ITI saw an opportunity to engage stakeholders in the land reform debate following the resolutions made at the 2017 ANC national conference to accelerate land acquisition by way of expropriation without compensation. Given the multitude of divergent responses to the resolutions by the ruling party, ITI and other stakeholders convened a substantial symposium at GIBS



This meeting set in motion the idea of public participation in the land reform debate

in March 2018 to facilitate dialogue and reflection on the implications of these developments. Then Minister of Rural Development and Land Reform Maite Nkoana-Mashabane⁵ attended this meeting alongside other government officials.

The idea of engaging white farmers to work with emerging black farmers had already been tested by Ferguson in the Western Cape, Mpumalanga and KwaZulu-Natal from 2011–2017. He was working with white farmers who voluntarily started a programme to assist adjacent black communities to engage in commercial agriculture by helping them to connect to markets. Ferguson attended the symposium at GIBS and, after deliberations with ITI, it was decided to collaborate and explore ways of developing and facilitating a national programme that all stakeholders could buy into. It was also agreed to start a process of formalisation to focus this as a private sector initiative on land reform.

STAKEHOLDER MAPPING AND ENGAGEMENT PROCESS

ITI primarily focuses on the principles of inclusivity, trust and ownership in its work nationally, regionally and globally. From the outset it was evident to ITI that these three principles had to come into play for the land reform initiative to gain traction and provide credible proposals.

The adoption of a broad-based stakeholder approach was in line with the principle of inclusivity. ITI therefore began mapping these stakeholders, including commercial banks, agri-businesses and associations, agri-processing companies, small black farmers, land reform professionals/experts, and relevant government departments, such as the departments of Agriculture, Finance (and the Land Bank), Cooperative Government and Traditional Affairs, and Trade and Industry and Economic Development.

Strategically, ITI ensured that all stakeholders from the Presidency, Parliament, government departments, sub-sectors along the agri-business value chain, farmers and professionals in the land reform space were included in the dialogue process. Banks, in particular, were viewed as key stakeholders from the private sector point of view and therefore ITI engaged with the four major commercial banks through the Banking Association of South Africa (BASA).

The stakeholder-mapping exercise followed a snowball trajectory, with more and more stakeholders joining the conversations along the way. After the meeting with Mantashe and the ANC leadership, ITI – in collaboration with other partners – organised a large stakeholder meeting at GIBS in March 2018 that was attended by, among others, Nkoana-Mashabane and other government officials. At the end of the meeting it was decided to engage in a public participation process on land reform.

Another principle central to ITI's work is trust building. In this initiative, the focus was on the historical trust deficit between racial groups in the agricultural sector. The process was therefore designed for inclusivity, to ensure equitable



representation, and trust building, to forge mutually beneficial alliances and supportive networks.

At this stage, the engagement process was about listening, rather than providing solutions. The purpose was getting inputs from farmers, who explained what challenges they faced, e.g. access to land, water, finance and skills, and building partnerships to allow them to get access to markets. It was also about listening to their proposed solutions to these challenges.

The first such meeting was held at the Pretoria Country Club in October 2018. It was attended by a bigger and more diverse group of stakeholders than at the previous meetings. This group consisted of more than 100 participants from across South Africa.

One of the major outcomes of the meeting was the process of setting up a stakeholder group initially comprising 12 people, including leading farmers and agri-business owners, beginning December 2018. This outcome was strategically facilitated to address the principle of ownership so necessary in ensuring sustainable solutions. The formation of this stakeholder group was designed to give participants ownership of both the process and the outcomes of the land reform programme debate and activities.

This group met regularly and facilitated engagement with various stakeholders. Every three months the larger group consisting of all the stakeholders met to discuss progress. The number of participants increased organically over time. This landmark meeting in October 2018 was thus followed by a series of stakeholder engagements focusing on different aspects of the land reform problem. The meetings always included both large commercial and small farmers so that they could share experiences and hear each other's views on different aspects of the land reform process. The engagement process was also informed by issues arising out of the government's public hearings on land reform.

Ferguson and Bhabha participated in parliamentary hearings in Cape Town on land reform and gave inputs to the Review Committee with an emphasis on the role of the private sector in these reforms. They submitted that the private sector should get involved in the land reform discussions and not leave the task to the government alone.

The process of engagement was meant to create a consensus among private sector stakeholders, leading to presentations to the government on the private sector's interest in being a player in the land reform process. Ferguson and Bhabha prepared weekly reports from these public hearings, and shared and discussed these during engagements with stakeholders.

In various communities, ITI worked with farmers to identify and engage with community leaders.



STAKEHOLDER NEEDS ASSESSMENT: EMERGING BLACK FARMERS

The stakeholder-engagement process followed a series of meetings, open discussions and workshops focusing on different aspects of the land reform programme. Part of the aim was to define the needs of black farmers coming into the commercial agriculture space (new farmers) by conducting needs assessments defining conditions for success for settling farmers on land acquired by the government.

The secretariat, which was tasked with organising and managing stakeholder engagements and feedback sessions, also suggested the formation of four working groups. One of these working groups would focus on the needs of black farmers and identify models to enhance their participation in commercial agriculture.

Some of the key issues that were identified included access to finance and extension services; access to water and other on-farm infrastructure; input and market access; training and skills transfer; access to improved genetics, production systems and post-harvesting management; and off-farm infrastructure, (transport/packaging etc.).

THE DEVELOPMENT OF AGDA: THE RATIONALE FOR A DEVELOPMENT AGENCY

The stakeholder meeting in October 2018 was instrumental in suggesting the need for a secretariat to coordinate the stakeholder-engagement process and the debates on the land reform process. One of the key discussions focused on the strategies that could be adopted as an intervention to link commercial and emerging farmers, allowing them to work together.

It was evident that the current land reform model was not delivering the required outcomes. Experiences in Latin America since the 1970s have shown that dedicated development agencies are effective in guiding the land reform process. All have common operational features:

- Agricultural and/or rural development facilitators – project implementation
- Ability to assist government to develop best-practice policy on agricultural/ rural development
- Ability to conduct research identifying best practices
- Benchmarking audits to create databanks as a basis for informed decision-making
- Primary emphasis on rural poverty alleviation
- Independence, but with close linkages to government and the private sector

One example of international best practice in this regard is the Salvadoran Foundation for Social and Economic Development (FUSADES), which



developed a model to include peasant farmers in the agricultural economy after a brutal civil war on land rights that started in the 1970s and lasted until the 1990s.

Ferguson had encountered FUSADES in his capacity as the South African ambassador to El Salvador, Mexico and other Latin American countries between 2002 and 2007. After sharing his experience with ITI it became increasingly evident that a dedicated agricultural development agency would be applicable to the South African context. The task was then to formulate a framework and a list of solutions around land reform, package them and engage with other stakeholders, including large commercial farmers, private sector and government.

ITI ran a series of meetings with various stakeholders and there was consensus that a development agency was the most feasible strategy in the South African context, given its post-conflict nature. Leading scholars and professionals in the agricultural sector and organisations such as Agbiz, AgriSA, Transvaal Agricultural Union of South Africa (TLU) and Agri-Limpopo had made similar suggestions in the previous five years.


THE AGDA MODEL AND ESTABLISHMENT PROCESS

The AGDA project envisages a private sector-driven land reform initiative with government participation to ensure the sustainability of the national land reform programme, the creation of jobs and the boosting of rural economic activity through the development of emerging black farmers. This could be done by equipping them with the necessary affordable funding, capacity, skills and capability to make a success of the land grants received from the government as part of the national land reform programme.

The establishment of AGDA evolved from conversations between ITI directors and the ANC starting in 2016. The initial model envisaged a public-private joint venture with the government, but this changed in early 2020 when Minister of Agriculture Thoko Didiza proposed to Meyer that the agency be a purely private sector venture, which the government would support with project identification, project funding and cooperative advice.

The minister felt that governmental bureaucracy would constrain the activities of the agency. The process gathered momentum and concretised into a functional institution that can deliver on its mandate. The high-level establishment process is outlined below.

The first planning meeting was convened in December 2018. The outcome of the meeting was a roadmap that outlined the process to define the requirements needed to establish the development agency. Given the need to engage closely with the government, ITI established a secretariat to manage a process, which brings together a team of experts to conceptualise, plan and structure a new public-private entity. Meyer had ongoing contact and engagements with Didiza during the formation stage of the agency to



The minister felt that governmental bureaucracy would constrain the activities

keep her informed of progress, as well as to seek her advice and government buy-in.

Between January and March 2019 the secretariat had three planning meetings to ensure that progress was monitored and sustained. These also served to update stakeholders such as AgriSA, BASA, the African Farmers Association of South Africa, Agbiz and various commodity organisations such as GrainSA and successful commercial farmers. The working groups also met several times to discuss requirements in respect of defining black farmer needs; land and water usage expansion; financing requirements; and policy formulation for the agency.

The secretariat also continued with stakeholder engagements with various government departments and structures such as the Land Bank, National Treasury and the Department of Agriculture at director general and deputy director general levels. In addition, it attended and reported on the National Land Colloquium organised by the Presidential Expert Advisory Panel on Land Reform and Agriculture; and held meetings with BASA senior management and the South African Insurance Institute about the development of financing and insurance products focussed on providing optimal value to newly emerging farmers.

The second quarter (May–June 2019) saw the secretariat make significant progress towards the establishment of AGDA. Key activities during this period included confirming the mandate for the creation of AGDA as a private sector initiative supporting the government’s national land reform programme; pursuing a funding strategy to support and finance the process establishing the agency; and obtaining the approval of the Minister of Agriculture for a cooperative joint venture between AGDA and the national Department of Agriculture.

A multi-stakeholder meeting on 14 May 2019 resolved to give the secretariat the mandate to proceed with the processes required to establish a South African AGDA. The secretariat was also tasked with devising a strategy for a country-wide consultative process. Major achievements during this quarter included a successful meeting with Didiza, the new Minister of Agriculture, Land Reform and Rural Development. During this meeting, the minister endorsed the creation of AGDA as a national entity to work on a cooperative basis with her department for the revival of the agricultural economy in South Africa in pursuit of national land reform objectives.

As part of the Public–Private Growth Initiative⁶ (PPGI) process within the Presidency, the creation of AGDA was defined as a presidential project. Furthermore, AGDA was viewed as the primary driver of a revival of the rural economy through the expansion of agricultural development. Subsequently, AGDA was registered as a corporate not-for-profit company (NPC).

Meyer, Ferguson and the secretariat met with former president Kgalema Motlanthe at his request in June 2019 to discuss the work underway regarding



AGDA. The team then organised a major report-back session in July 2019 at the Silver Lakes Boutique Hotel, where Motlanthe was one of the key speakers. Mathole Motshekga – the co-chairperson of the Constitutional Review Panel – also attended the event. The event was well attended by stakeholders, including farmers, and was covered by the media.

Some of the achievements and outcomes of the secretariat's work in the second half of 2019 included:

- Approval by the minister after a meeting with Meyer (2 October 2019) that pilot projects linked to identified priority districts and defined commodities should proceed (two districts already launched are OR Tambo and eThekweni).
- Established a steering committee to facilitate a working partnership between the government, AGDA and banks.
- Steering committee mandated to focus on the identification of districts, financing packaging and finalising of the Memorandum of Incorporation, which is the founding document and constitution of the agency.

AGDA was formally launched in February 2020. The Board approved the appointment of Leona Archary, a former acting director general of Rural Development and Land Affairs, as the chief executive officer (CEO) of the agency. She had been on secondment from Bigen Africa, one of the founding members, as acting CEO for the previous six months. The Board also decided to appoint the Executive Committee (ExCo) consisting of the chairperson, the deputy chairperson and Dr John Purchase.⁷ The ExCo held its first meeting on 1 December 2020.

Following the issuing of the request for proposals to founding members at the beginning of November 2020, AGDA received 33 proposed projects totalling approximately R3.5 billion. The next steps will focus on screening the projects to determine which fit its mandate. The idea is to have a pipeline of feasible projects that can be funded and implemented based on profitability, sustainability and economic impact on both emerging black farmers and local communities. Some of the key projects are highlighted in the next section.

CURRENT AND ON-GOING ACTIVITIES

AGDA has sustained momentum by aligning and balancing the needs of stakeholders in the land reform and agriculture space. Although the institution is still in its infancy, it has already shown that it can have a substantial positive impact on emerging black farmers. Some of the current projects being developed or already being implemented include the following:

- A three-phase training project targeting 660 small urban farmers. AGDA is collaborating with Harambee on this project, which is funded by ABSA Bank. Harambee was involved in the mobilisation of farmers between October and December 2020.



- A collaboration between Agri-DI – a founding member of AGDA – and Sasol Coal in a farmer training project targeting 2 000 farmers in the Sasolburg, Bethal and Lephalale areas (Free State, Mpumalanga and Limpopo) and expected to create up to 900 on-farm jobs. The project is expected to run from 2021–2022.
- A project developed with founding members to expand a berry farm (500ha) in Limpopo that will provide 3 000 sustainable on-farm jobs.
- Cooperation projects with Capital Harvest and Humansdorp Co-op to fund emerging black farmers in a cooperative relationship with the International Finance Corporation to the value of R5 billion (US\$ 300 million) over a five-year period.
- A project in the Northern Cape to establish an ostrich meat abattoir with associated farming capacity for 800 small-scale emerging black ostrich farmers.
- Establishment of cooperative links with Hand in Hand as a partner in the implementation of small-scale farming projects, as well as with Harambee Youth Accelerator for cooperation in developing the demand side of employment creation in the agricultural sector.
- A pilot project to establish a black farmers market in Ga-Rankuwa started in October 2020 and within the first month of operation had a turnover of R1.18 million.

The projects that AGDA will take on and support should demonstrate profitability and sustainability, with a focus on benefiting local farmers or creating jobs for members of those communities in which the project is to be implemented.




The projects should focus on benefiting local farmers or creating jobs

CONCLUSION

The dismal performance of the land reform programme in post-apartheid South Africa has helped to perpetuate inequality and poverty in the country. Experiences elsewhere have demonstrated that development agencies are a viable mechanism in supporting governments to implement land reform programmes. It was on the basis of international best practice that ITI facilitated meetings to test the suitability of a public-private agency venture to support the South African government to fulfil its land reform objectives.

ITI engaged with a wide range of stakeholders to ensure inclusivity and build trust, and so ensure cooperation between commercial white and emerging black farmers. The major outcome of the stakeholder meetings was the establishment of AGDA, an independent NPC fully funded with governance structures designed to work closely with the government. The organisation has already begun a variety of farming projects and is in the process of screening new proposed projects to ensure that they are aligned with land reform priorities.



The dismal performance of the land reform programme has helped to perpetuate inequality

PROJECT TIMELINE

2015 – 2016

24 DECEMBER 2015

Making Land Reform Work – discussion document

JUNE 2015 TO JUNE 2016

Land Reform and Food Security initiative – consultations with commercial farmers, the ANC secretary general, government officials, the Landbank, commercial banks, agriculture organisations and organised farmers’ entities, and the minister and ministries of Agriculture and Rural Development Land Reform. This ground work culminated in the “Nation in Conversation” initiative

2016 – 2017

26 JUNE 2016

Proposal for the Eastern Free State Agri-Transformation Project

22 AUGUST 2016

DRDLR Land Reform Farm Units presentation

22 NOVEMBER 2016

Agri Work Group – Management Committee Meeting

JUNE 2016 TO APRIL 2017

“Nation in Conversation” initiative – established, convened and facilitated by ITI, bringing together key role players, ensuring that in-depth dialogue continues on a regular basis with the purpose to ensure “inclusivity and growth” while linking the different decision makers to bridge the divide and high levels of mistrust

2018

27-28 MARCH 2018

National Forum for Dialogue: Land; Heritage and Human Rights at GIBS, Johannesburg

JUNE-AUGUST 2018

Making sense of parliamentary hearings and events surrounding the land expropriation issue across all the provinces

16 OCTOBER 2018

Workshop on the concept of an Agriculture Development Agency Pretoria Country Club

DECEMBER 2018

Colloquium on Land Reform

10 MAY 2018

Roundtable discussion on the constitutional review proposal at Menlyn Boutique Hotel

5 SEPTEMBER 2018

Briefing to the Parliamentary Constitutional Review Committee by Mr Mohammed Bhabha and Ambassador (Retd) Malcolm Ferguson on behalf of ITI

21 NOVEMBER 2018

AGDA: 1st Planning Committee Meeting: City Lodge Hotel

PROJECT TIMELINE

2019

22 JANUARY 2019

AGDA: 2nd Planning
Committee Meeting:
Bigen Africa
Main Boardroom

10 APRIL 2019

AGDA: 4th Planning
Committee Meeting:
Bigen Africa
Main Boardroom

28 JUNE 2019

Meeting with
Thokozile Didiza,
Minister of Agriculture

3 SEPTEMBER 2019

Meeting of Stakeholders
and Prospective Founder
Members, Silver Lakes
Boutique Hotel

26 FEBRUARY 2019

AGDA: 3rd Planning
Committee Meeting:
Bigen Africa Main
Boardroom

11 JUNE 2019

AGDA: 5th Planning
Committee Meeting:
Pretoria Country Club,
Waterkloof

30 JULY 2019

Follow-up Workshop:
Emerging Farmers'
Needs, Bigen Africa
Mainboard Room

2019

27 SEPTEMBER 2019

AGDA: Blueprint
Workshop

3 OCTOBER 2019

AGDA: Stakeholder
and Founder Members
Meeting

21 OCTOBER 2019

AGDA: Stakeholders
and Founder Members
Meeting

AGDA Proposed
Memorandum of
Incorporation

28 NOVEMBER 2019

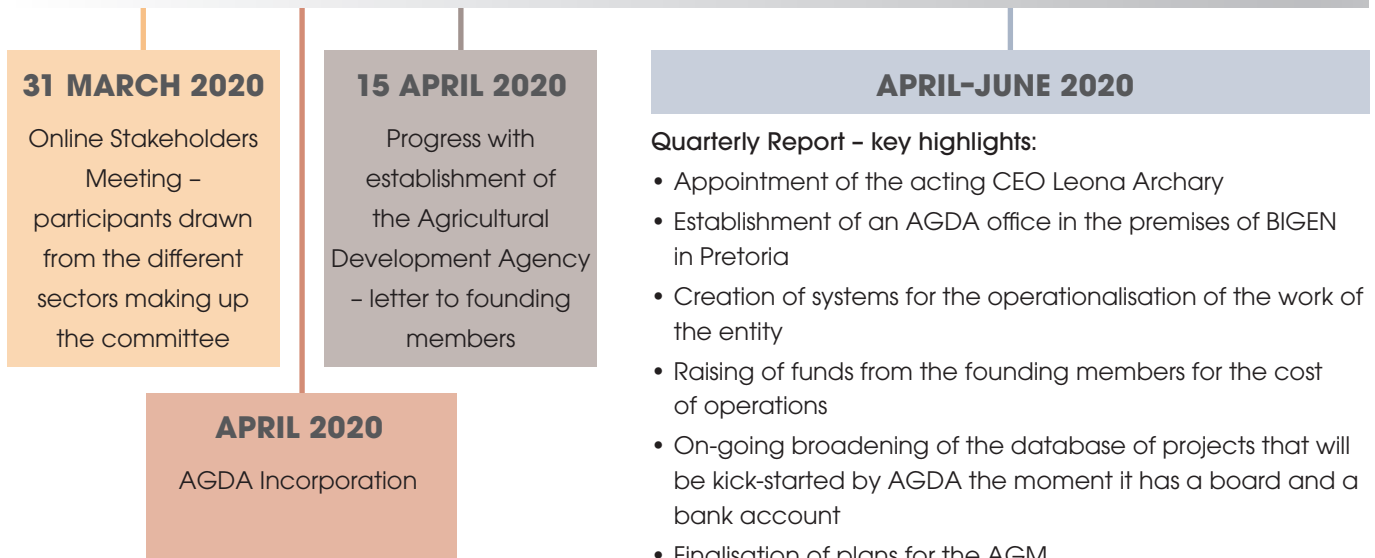
AGDA: Stakeholder
and Founder Members
Meeting

PROJECT TIMELINE

2020



2020



PROJECT TIMELINE

2020

11 MAY 2020

Operationalisation of AGDA and update on board election process

9 JULY 2020

AGDA stakeholder briefing on:

- Administrative systems
- Partner and fund mobilisation
- Project development – value chain proposals
- Support to partners and sector
- Founder members meeting

1 JULY TO 30 SEPTEMBER 2020

Quarterly Report – key highlights:

- Member mobilisation – more than 150 founding members signed up, including large retailers; food companies; commercial farmers; smallholder farmers; commodity organisations, etc.
- Engagements with commercial banks; DFIs and corporates;
- Development of project pipeline within the various agricultural value chains;
- Joint proposal prepared on food security initiative in GP – awaiting funding outcome;
- Participated in Ministerial Covid Task team;
- Represent the development sector in the agriculture master plan team with government;
- Positioning AGDA in the sector – participation in various panels; interviews; podcasts, etc.
- CEO appointment approved by board
- Engagements with mining sector; certain mining entities have signed up as members

2020

10 AUGUST 2020

Partnership between AGDA and Standard Bank – Letter to Bank

9 SEPTEMBER 2020

Founder Members Meeting

1 SEPTEMBER 2020

Nomination of Board members

30 SEPTEMBER 2020

AGDA Board Member Meeting

SEPTEMBER–OCTOBER 2020

Launch and Operationalisation of AGDA Report

OCTOBER 2020

Multi-stakeholder Meeting organised by ITI

DECEMBER 2020

First ExCo Meeting

15 DECEMBER 2020

Letter of appointment of AGDA CEO (CEO to assume duty on 1 January 2021)

1 OCTOBER TO 30 DECEMBER 2020

Quarterly Report – key highlights:

- Operationalisation of AGDA
- Commence process of selecting and preparing project pipeline
- Set up establishment of pilot black farmer markets in townships close to consumers to provide off-take support for small farmers who are members of AGDA
- Participation in the Virtual Nampo online event to highlight and publicise the establishment of AGDA and its role as a premier developmental entity in the field of black emerging agriculture
- Engaged with major mining companies – Sasol Coal and Anglo American – to assist them with their black emerging farmer development programmes
- Engaged with the website development team to take over monthly updating of the AGDA website
- Engaged with Harambee Youth Accelerator to define terms for development of a demand-side provider of youth employment opportunities in the agricultural sector
- Engaged and participated in first cooperative project with ABSA Bank to train 660 young black farmers in an urban agricultural project at three sites in Gauteng – Mamelodi, Olievenhoutbosch and Jabulani, Soweto
- Commenced a process of engagement with Capital Harvest and Humansdorp Coop as potential project funding partners with International Finance Corporation

- 1 Malcolm Ferguson is a retired SA diplomat and former ambassador to Israel, Mexico and various Latin American countries; currently runs a business as an agricultural commodities broker; and is an associate of the Agricultural Development Agency, which focuses on main-streaming emerging black farmers in South Africa.
- 2 Roelf Meyer was previously Chairperson of the South African Defence Review (2011–2014), Minister of Defence at the time of FW de Klerk's cabinet, Minister of Constitutional Affairs in Nelson Mandela's cabinet, and Chief Government Negotiator in the peace talks.
- 3 Gwede Mantashe is a South African politician and trade unionist. He is a former Chairperson of the South African Communist Party and Secretary General of the ANC; and currently Minister of Mineral Resources.
- 4 Mohammed Bhabha is an ITI Director and former Member of Parliament, qualified attorney, and experienced negotiator. He was part of the ANC team at the Convention for a Democratic South Africa (CODESA), and later as part of the agreements on the final South African Constitution.
- 5 Maite Nkoana-Mashabane is former Minister of Rural Development and Land Reform (2018) and currently Minister in the Presidency for Women, Youth and Persons with Disabilities. She was also Minister of International Relations and Cooperation from 26 May 2014 to 26 February 2018.
- 6 The PPGI is convened by the Minister in the Presidency for Planning, Monitoring and Evaluation, Nkosazana Dlamini Zuma, and is intended to engage the private sector in order to grow the economy through the alignment of the plans and objectives of government and business.
- 7 John Purchase has been the CEO of the Agricultural Business Chamber (Agbiz) of South Africa since 2007. Previously he was the CEO of Grain South Africa.