



SA FARMERS
DEVELOPMENT
Association



ANNUAL REVIEW

2021

EST 2015



Thriving rural communities
Thriving rural economies

www.sa-fda.org.za



COMPANY DETAILS



Company name:
South African Farmers
Development Association

Registration number:
163-564 NPO

Nature of business:
Development of sustainable black
farmers and the transformation of
rural industries and rural economy

Board of Directors:
Siyabonga Madlala
Lindiwe Hlubi
Thandokwakhe Sibiya
Sifiso Mnguni
Mduduzi Dube

Registered office:
170 Flanders Drive,
Mt Edgecombe,
KwaZulu-Natal, 4301

Bankers:
First National Bank

Auditor:
Mfuyi Business Services

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Vision, Mission and Values

SAFDA's vision, mission and values focuses both on the short-term and long-term objectives of the organisation



VISION

Thriving rural communities
Thriving rural economies

MISSION

To work towards farmer driven partnerships for transformation, development and sustainability of all farmers and the enhancement of rural economies

VALUES

- Co-operation
- Diversity
- Integrity
- Honesty
- Profitable Partnership
- Accountability
- Efficiency and Reliability
- Respect

In the short term the focus is predominantly on the challenges facing small-scale and emerging farmers in the sugarcane industry.

This can be traced back to the reason that SAFDA was born – to be the voice for the voiceless and marginalised sugarcane farmers who felt excluded from effective participation in the traditional

industry structures that have been in place for well over a century.

Below is the current sugarcane industry value chain which SAFDA aims to influence, to ensure that like-minded farmers can realise value from greater participation in each link of the value chain.





Message from the Executive Chairperson



Dr Siyabonga Madlala
Executive Chairperson

I reflect on the year that has been with mixed emotions. It was an unprecedented year. We started this financial year with the hard lockdown. This impacted the country and its people in different ways. Businesses failed. People lost jobs. Some even lost their lives and that was painful for surviving relatives. We lost some of our farmers during this time and I wish to offer my sincere condolences to those who lost loved ones.

During the lockdown, the agricultural sector was declared an essential service and we are grateful for this designation because it allowed our farmers to continue with their operations with minimal disruptions.

Minister Ebrahim Patel published a new set of Sugar Regulations that gave the industry the opportunity to discuss and finalise a long-term outlook. It was exciting to note that the Regulations embedded SAFDA as a permanent member of the sugar industry. This is a big achievement for the organisation, concluding a recognition journey that we started at the end of 2015, but which in essence was a struggle of centuries by Black people to

share in the country's wealth.

The 2020/21 season saw the completion of a very strategic framework for the sugar sector, the Master Plan document. The Master Plan was signed in November 2020. It set a positive tone and clearly demonstrated the intentions of the stakeholders to contribute towards the rescue and long-term sustainability of the sugar industry. The first year of the implementation of the Master Plan saw an increase in the local sugar sales, improvements in the RV price and mobilisation of stakeholders across the value chain to work together. The Master Plan, importantly, identified small-scale farmers as being foundational to the

industry and, with a focus on developing a separate master plan for them that would likely be in the form of a premium price.

While the country was in lockdown, SAFDA was busy at work, supporting our farmers in various ways. One of the areas in which we worked with our farmers to solve a tangible grower problem was the Mkhuze Rail Siding project that was initiated by the grower leadership in Makhathini Flats in Jozini. Small-scale farmers were facing an existential crisis with regards to astronomical transport costs for moving sugarcane from Jozini to the Felixton Mill in Empangeni, because of the discontinuation

of a transport subsidy from Tongaat-Hulett Partnership with the Department of Agriculture, Land Reform and Rural Development (DALRRD) ensured funding of this project and the procurement of a spitter from Brazil. A pact was formalised with local farming community, government agencies as well as sugar industry stakeholders to make this a reality. This project will be a great breakthrough for small-scale farmers and will inject money back into their pockets.

SAFDA has increased the fleet of trucks so we can expand the impact of our newly established SAFDA Logistics. We are grateful to the initial funding that was provided by Coca-Cola Beverages South Africa (CCBSA) and the support from our commercial partners in the banking sector. We will be addressing the challenge of logistics and haulage that has bedeviled black farmers for a long time in this industry, eroding their revenue.

We turned 5 years old this season since our establishment in 2015. The organisation reflected on the journey we have traversed thus far and what we have achieved in a short space of time since our establishment. We chose to celebrate this important anniversary in Komati, Mpumalanga Province. We look forward to seeing SAFDA growing in leaps and bounds into the future and leading the charge in the transformation of the agricultural sector and the sugarcane landscape where we are embedded.

Melmoth communities opened their arms and welcomed a partnership with SAFDA. This is a project that began in the past financial year and continued in the period under review. In this area, SAFDA had intercepted what we viewed as a second wave of land dispossession which was manifesting

in the form of exploitative long-term leases of the community land in favour of former landowners of the restituted land. SAFDA introduced a model that gives farmers a better deal while working on getting them to take full control of their business within a short space of time. We have also helped communities to get approval of a grant of about R60 million from DALRRD that will help them to buy farming equipment and machinery thus making the Melmoth restitution communities sustainable.

Our focus going forward is to refine our programmes and maximise delivery to our farmers, cementing SAFDA as a credible voice of the black farmer and continue to agitate for transformation and inclusion in the agricultural sector.





Lindiwe (Lee) Hlubi
Deputy Chairperson

Message from the Deputy Chairperson

*SAFDA Leadership under the Executive Chairmanship of Dr S Madlala,
SASA Executive Management,
SAFDA Ordinary Employees,
Ladies and gentlemen,
Good morning,*

Thank you, Dr Madlala, for the main AGM address you have just delivered. The content of your speech resonates with everyone here today. We are, indeed, blessed to have a leader of your calibre showing us the way. You are truly a phenomenal pathfinder.

I feel honoured to be part of this august occasion. The SAFDA tsunami is unstoppable and it is still making waves in the sugar industry. Naysayers and prophets of doom never thought we would last this long, but here we are, and the future looks very promising for us. We are the last hope for thousands of small-scale growers (SSGs) and land reform farmers in South Africa. We dare not fail them.

Ladies and gentlemen, we have just come out of a very difficult period in this province. The recent unprecedented post-1994 civil unrest hit our farmers hard. More than 34 growers were negatively impacted when arsonists set

fire to their cane. In terms of the monetary value, the arson cane amounted to at least R37 million. To compound matters, some of the burnt cane was too young to be milled, resulting in an outright (substantial) loss (to the tune of millions of rands) for our SSGs. This is devastating for small farmers, some of whom will find it extremely difficult to ever recover. Personally, I was a victim of the unrest. My farm was attacked and there was a brutal bludgeoning of my pigs to death. It was a ghastly sight and horrible experience.

The trauma will take a long time to dissipate. I still have nightmares about that day. With regards to the affected growers, SAFDA is of the view that at

least R26 million will be needed to assist with ratooning. As a people's organisation that truly cares and has the interests of its members at heart, we are hard at work trying to find means or avenues to assist our farmers to be able to get back on their feet. We are involved in ongoing engagements with government, its entities and funding institutions to find solutions for the short-, medium- and long-term scenarios.

The Covid-19 pandemic is still with us and continues to wreak havoc. It is indiscriminately claiming lives. Many jobs have been lost due to the pandemic, leading to a number of families being in the throes of poverty. SAFDA leadership did not just

fold their arms and do nothing about it – we went out there in our respective regions, handing out food parcels to ameliorate the plight/suffering of the poorest of the poor as well as some of our SSGs. We must do everything in our power to help those who are less fortunate, especially in times of crisis such as this one occasioned by Covid-19. Ladies and gentlemen, all available medical and scientific data indicate that the pandemic will be with us for some time. Let us continue to play our part in mounting an unwavering fight against Covid-19. Let us lead from the front. We are grateful that Dr Madlala is leading by example with regards to the importance of getting vaccinated. While

a premium price for small-scale farmers valued at around R60 million. Dr Madlala aptly captured it when he said, "It is something to celebrate to see that SAFDA is delivering tangible benefits for our farmers in the short period that we have been in existence. This premium price did not come on a silver platter. SAFDA stood firm when industry participants, who have been in the game for decades, cried foul about affordability. We reminded them that small-scale farmers are supposed to be foundational to the industry in terms of the master plan." Ladies and gentlemen, we remain uncompromising and unapologetic about our cause for the advancement of SSGs. For a five-year old organisation,

up with innovative ways to assist SSGs. Timeous transportation of cane from farms to mills is one of the critical factors when it comes to cane farming. It is for this reason SAFDA has put in place a logistics service at a cost-effective rate for our farmers. We have also assisted with important inputs such as fertiliser. Our bookkeeping services will also prove pivotal for our farmers. Indeed, we are on the ground.

There is an urgent need to invest in the infrastructure here in KwaZulu-Natal and Mpumalanga. We also encourage our members to put a high premium on diversification, be it crop or livestock, in order to have other streams of income in addition cane farming, which, of course, remains the core part of their farming. Diversification into biofuels will be to the advantage of the industry in its continued efforts to ensure profitability and sustainability.



not putting pressure on anyone or forcing anybody to take the vaccine, we wish to encourage people to get vaccinated in order to save lives. We can and we will this battle against Covid-19.

Enough of depressing news for now. For a dose of good news, let us acknowledge that SAFDA continues to be a game-changer in the sugar industry. We made significant contribution to the development and signing of the crucial Sugarcane Value Chain Master Plan to 2030. We pulled the industry back from the brink of collapse. Even more importantly, we fought very hard for SSGs to be one of the crucial elements of the master plan. The industry recently approved

SAFDA has made incredible strides and continues to be a force to be reckoned with. We remain steadfast in our mission to ensure real land reform and restitution. The majority of the people of Melmoth are with us and they are grateful for our intervention. Misinformation and propaganda campaigns will never deter us from ensuring that black farmers thrive... we are in it for our people who have been exploited and manipulated for far too long.

We are all aware that economies of scales are not in favour of small-scale farmers, who face a number of challenges. Since its official recognition as a member of the industry, SAFDA has come

Ladies and gentlemen, as I conclude, challenges will always be there but what matters most is how we overcome them and find lasting solutions. As SAFDA, we are always the part of the solution, not the problem. We shall continue to fight for the continued existence of small-scale growers who must one day, preferably in the near future, graduate to large-scale farmers. We are exponents of real, not superficial, transformation. A transformed industry will bring about growth, creation of jobs, stability and sustainability. SAFDA will never sell out, for SAFDA is not for sale.

I thank you.





DIVERSIFICATION



Dr Marilyn Govender
Diversification Specialist

Maximizing the value of the sugarcane beyond our conventional sugar and molasse product streams remains a key priority to diversification and in adding value for our farmers. SAFDA spent much time during the 2020 season in a transactional discussion with a milling company which chose to pull-the-plug on the project in the third quarter of the season. In retrospect since development and signing of the Sugarcane Value-chain Masterplan - restructuring

and diversification of the sugar industry, with consideration of alternative commercially viable complementary crops (tree, field, specialty crops) has come to the forefront with strong backing from government and development finance institutions. Within the masterplan framework, various sugarcane-based downstream products that could be commercially viable and market attractive is being considered ranging from bioethanol's to platform and

specialty chemicals and bio-based polymers for application in different sectors such as plastics, packaging, automotive, industrial textiles.

On new developments, smaller sugar factories and distilleries with potential sugar technology manufacturers from India and Brazil have been identified, business proposals developed, and potential funders have been engaged. SAFDA's approach is to develop partnerships in the value chain to build a stronger





business case for diversified products for entry into the South African market and for export. A strategic partner is on board whose sustainability goals aligns with increasing the use of renewable feedstocks (such as sugarcane) and transitioning to a new bio-based economy in their business value chain. Joint collaboration with international technology developers from the US and Netherlands has been underway to investigate the commercial viability and market appetite for localizing green polymers and green biochemicals in South Africa.

Expansion into green and renewable businesses beyond the sugar sector continue to be pursued. Bioethanol for fuel blending has been on the country's transport and fuel agenda for many years. Technology has also advanced

globally during this time, with the opportunity to produce biofuels from multiple feedstocks including that of industrial waste streams and gases. However, South African biofuels policies needed to recognize such feedstocks and have more recently been updated to open the market for various stakeholders to participate in establishing a biofuels economy in South Africa.

On the other hand, renewable technologies such as solar and biomass generated power that could reduce the cost of electricity and provide additional revenue streams is being considered. SAFDA partnered with Transventure Energy (US) and Ultrasolar Technology (India) to respond to a call from Sasol for long term carbon offset emission reduction projects. While models for implementation of farm

conversion from grid supply to solar powered systems that could ultimately reduce electricity bills is being developed.

Research, technology, and innovation must continue for the long term as new opportunities could emerge and as local technology readiness levels advance. SAFDA has partnered with the Council for Scientific and Industrial Research (CSIR) and has signed a Memorandum of Understanding (MoU) with the aim of benefiting from the Council's expertise, research and government funded bioconversion and biorefining projects in sugar and fibers for higher value-added products.



FARM MANAGEMENT SERVICES (FMS)

Mr. Anwhar Madhanpall
GM: Farm Management Services

Partnership with the KZN Department of Agriculture and Rural Development to monitor the multi-season planting programme

SAFDA was appointed for a period of three financial years (2020-2024) to assist the Department of Agriculture and Rural Development (DARD) in monitor, evaluation and thereby improving the impact of the Multi-Planting Season Programme in KwaZulu-Natal.

The Multi-Season Planting Programme (MSPP) of the Department of Agriculture and Rural Development (DARD) is a key contributor to addressing the challenges confronted by rural households.

The Programme has been implemented for several years and is a key Programme in the fight against rural poverty and the development of a more inclusive agricultural economy. Essentially the programme focuses on the production of summer crops (grains, vegetables and beans and other household crops) in support of the RASET programme.

The Department of Agriculture and Rural Development has used various models to deliver services to farmers over the years. In the early 2000's, the Department deployed its full mechanisation capacity to conduct land preparation and planting in the communal areas.

Subsequently, however, the model has evolved to include private community-based contractors services being utilized. Despite improving models and approaches the DARD experiences challenges in the implementation of the M-SPP which results in the non-achievement of planned targets and desired outcomes.

SAFDA has put in place a geo-based information management system with its partner Green Cloud. The system is able to locate all projects (22 000 hectares) on an information system, and precisely reporting to the Department the location of the projects, farmers detailed, hectares ploughed and planted, commodity



planted. The information system also provides photos of the farmers ID, and photos of the crop planted. A SAFDA team of 11 District Co-ordinators and 23 graduates is deployed throughout the province. Their task is to visit each project and capture key project information.

Mkhuze Rail Siding:

Much needed relief for Makhathini Flats small-scale growers

SAFDA was appointed as an Implementing Agent by the Department of Agriculture, Land Reform and Rural Development (DALRRD) to construct a rail siding at Mkhuze for the Makhathini Flats growers. The Department has made available R30 million for the project.

SAFDA is implementing the Mkhuze road to rail siding project on behalf of the 1900 Makhathini Flats small-scale farmers. This follows from the farmers plea to the Department of Agriculture, Land Reform and Rural Development (DALRRD) that Tongaat-Hulett Sugar (THS) will not be able to continue with the road transport subsidy

for the Makhathini small scale farmers. The DALRRD agreed to fund the operationalization of Mkhuze rail siding to support the small-scale farmers for the transport of their cane by rail to the Felixton mill, hence also increasing cane throughput to the sugar mill.



Bosch Holdings has been appointed as the consulting design engineers to the project, and the design has been completed. SAFDA completed the procurement of the Spiller which was delivered in February 2021 from Brazil. Furthermore, Transnet Freight Rail (TFR) owner of the siding has

expressed their commitment to the project and is working with the implementation team and with the farmers to rail their cane from Mkhuze siding to the mill. The civil works is underway and will be completed in the second half of 2021.

The project will have significant impact on the rural livelihoods of one of the poorest districts in KwaZulu-Natal. The Makhathini sugarcane farmers of which there are over 1900 farmers are currently transporting their cane by road to the Felixton sugar mill and are currently paying R170 per ton with the rest of the costs covered by THS subsidy. With the new transloading station, their total costs will reduce to R112 per ton. At approximately 117 000 tons of sugarcane from Makhathini currently per year, this equates to a total saving of R6.8 million per year for these small-scale farmers.

Jobs are being created during construction and operations of this project. In preparing the site TFR has deployed vegetation clearing teams in readiness for the construction



phase. Construction jobs will also be created as the project moves forward with civil works over the next 2 to 3 months. Once construction is completed, operational jobs will be created for spiller operators, road weigh bridge clerks, spiller and weigh bridge cleaners, wagon cleaners, mobile cane loading machine operators, rail tractor operators, security, and site supervisor. A minimal of 20 operational jobs is expected to be created at the Mkhuze rail offloading facility.

Local businesses will benefit from civil, structural, mechanical, and electrical procurement such as in building materials and steel work, machinery, and equipment (tractors, generator, excavators, bell loader, weigh bridge and office building materials) and lighting and electrical installation.

Historic partnership between SAFDA Farm

Management Services and Melmoth Restitution Communities

SAFDA FMS entered into a Co-Management Agreements with three (3) restitution claimant communities in Melmoth in March 2019, namely, Entembeni Community Trust, Entembeni Royal House Community Trust, and Emakhasaneni Community Trust. SAFDA was able to disrupt the status quo of leasing back the land to previous landowners. SAFDA presented a new model to enable the claimant communities to take ownership of their land, and comanage the operations with SAFDA. Currently, SAFDA manages 6800 hectares, which includes sugar cane, timber and avocados.

Handover of farming records from previous landowners

Upon transfer of the farms Nico

Harris (representative of the landowners) for completion and submission. **to date, none of this information was provided. it was evident from this behaviour that the former landowners want the partnership between SAFDA and the communities to fail.** SAFDA and the Trusts were told that "we bought the farms and not our brains" Despite this hostile behaviour SAFDA was able to get all the avocado farms accredited for the export of the avocados **to various international destinations.**



Overview of the current operations

Upon transfer of the farms, SAFDA conducting an inspection of each of the farms, and moved its fleet of machinery and equipment to the Melmoth operational site.



SAFDA ASSETS

- Tractors • Cane Loaders
- Trucks • Bakkies
- Implements • Firefighting Equipment • Avocado Harvesting Equipment
- Haulage Fleet



Sugarcane



Upon transfer of the farms, SAFDA's first task was to assess the crop and determine the harvesting plan for the season. again, the previous landowners did not hand over the estimates for the season, nor did they handover the field maps. SAFDA then mapped every cane field to finalise the harvesting plan.

SAFDA assembled a team of farm managers to immediately begin with the sugar cane harvesting programme, support by the SAFDA Logistics fleet that moved the cane from Melmoth to the Felixton sugar mill. SAFDA managed to harvest and transport 76 000 tons of cane, realising around R33 million in gross revenue across three communities.



Avocados

As mentioned earlier in the document, at transfer the former land owners provide no information regarding the avocado orchards. the former landowners also removed the bee-hives that are essential for pollination. SAFDA employed a team of avocado specialist who then immediately undertook the following activities:

- mapping of each of the orchards, based on variety and age of the trees
- assessment of the irrigation infrastructure, pumps and micro-jets
- determine the pesticides sprayed, but spending fruit samples for immediate testing
- soil and leaf sampling to determine fertilizer application programme

Despite these challenges, SAFDA was able to secure both lobal gap and SIZA accreditation, that enable the avocados to be exported. SAFDA secured the services of the Fruit arm Group (second biggest avocado exporter in South Africa) to explore the fruit.



Timber

With over 1000 hectares of timber to be managed, SAFDA's first task was to ensure that the community landholding entities comply with the fire protection legislation. SAFDA joined to local fire protection association and attended to all the firebreaks prior to the winter season. SAFDA also insured to timber for loss and third-party liability

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Summary on commodity achievements

sugar cane

- ✓ grower code transfer
- ✓ transport subsidy negotiation
- ✓ market access
- ✓ harvesting operations
- ✓ ratoon operations

avocado

- ✓ market access
- ✓ global gap and Siza accreditation
- ✓ orchard spraying
- ✓ harvesting
- ✓ packhouse negotiations
- ✓ orchard management

timber

- ✓ market access
- ✓ timber insurance negotiations
- ✓ firebreaks
- ✓ local fire protection association membership

Employment creation

SAFDA has been working with the trusts for 11 months and has been able to maintain the jobs on the farms. over 15 permanent and 350 seasonal persons are employed on these farms, and their incomes makes a significant contribution to the local economy of Melmoth.

Governance support to land holding entities

Noting the challenges that confronted CPA's and trusts in terms of governance, SAFDA has employed a full-time governance specialist for a period of 12 months to work with these communities. Roles

and responsibilities have been workshopped and numerous policies for the smooth functioning of the trusts have been put in place. the beneficiary lists have been validated and SAFDA has been able to pay the annual dividends directly to each beneficiary of the four communities.

Graduate placement programme

SAFDA has put in place a graduate programme with 6 graduates and 2 junior managers from three community trusts. These graduates are specialist in avocado's, timber and sugar cane production. SAFDA has also organized training

programmes in sugar cane production and financing in order to capacitate trustees and the directors of their respective business entities on the cane production cycle and the sugar industry in general.





FINANCE AND ADMINISTRATION

Going concern

The directors believe that the group has adequate financial resources to continue in operation for the foreseeable future and accordingly the consolidated annual financial statements have been prepared on a going concern basis.

Mr. Mduduzi Dube
Chief Financial Officer

The directors have satisfied themselves that the group is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the group.

The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the group.

To the shareholders of South African Farmers Development Association - NPO

Opinion – Unqualified Audit Report

I have audited the consolidated annual financial statements of South African Farmers Development Association - NPO set out on pages 7 to 27, which comprise the statement of financial position as of 31 March 2021, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the consolidated annual financial statements, including a summary of significant accounting policies.

In my opinion, the consolidated annual financial statements present fairly, in all material respects, the financial position of South African Farmers Development Association - NPO as of 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Non-Profit Organisations Act 71 of 1997.

Basis for opinion

I conducted my audit in accordance with International Standards on Auditing. My responsibilities under those standards are further described

Independent Auditor's Report



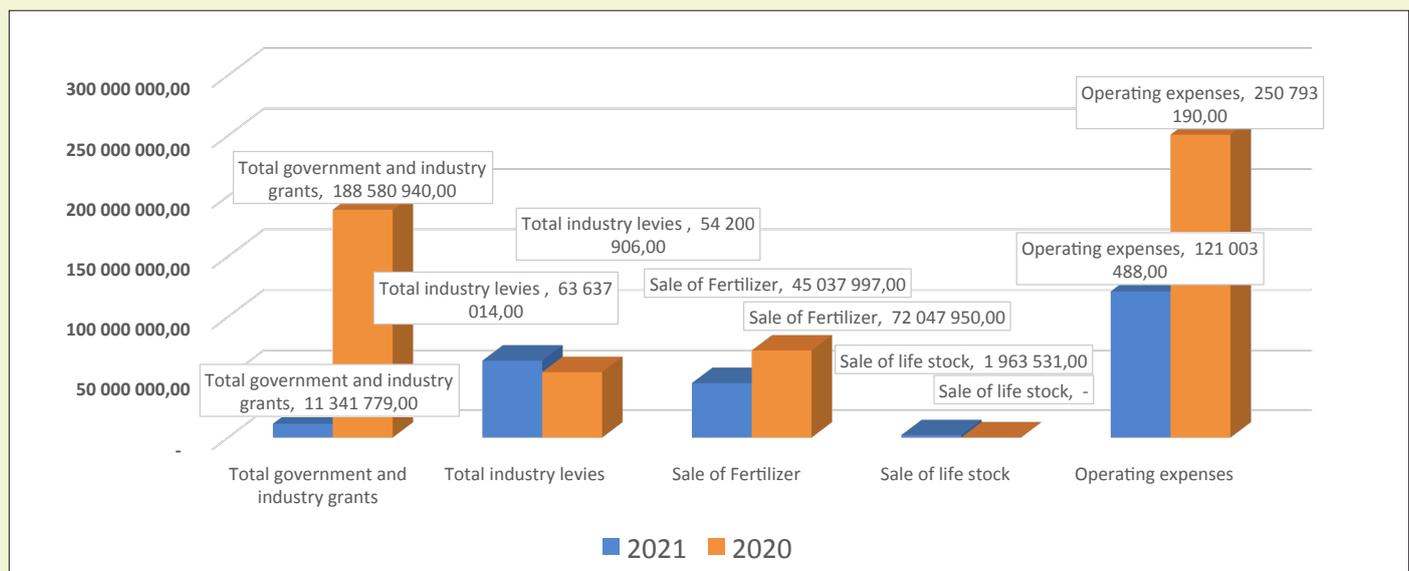


in the Auditor's Responsibilities for the Audit of the consolidated annual financial statements section of my report. I am independent of the company in accordance with the Independent Regulatory Board for Auditors Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence

requirements applicable to performing audits of consolidated annual financial statements in South Africa. I have fulfilled my other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent

with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B). I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

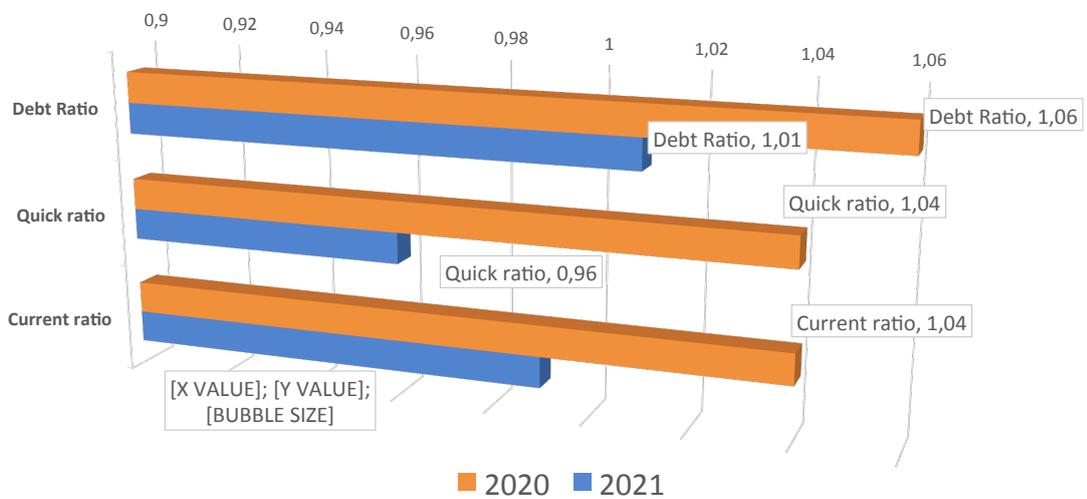
Operational results summary



Interpretation of Operational results summary

Total Government and Industry Grants received	R11,341,779.00	R188,580,940.00
<ul style="list-style-type: none"> • Significant decrease in grants received as a percentage -94% During the 2020-2021 financial period the NPO saw a significant decline in sourcing of grants by -94% when compared to the 2019-2020 period.		
Industry levies	R63,637,014.00	R54,200,906.00
<ul style="list-style-type: none"> • Increase in revenue from Levies as a percentage 17% During the 2020-2021 financial period the Group achieved an increase of 17% on the industry levies received.		
Sale of Fertilizer	R45,037,997.00	R72,047,950.00
<ul style="list-style-type: none"> • Decrease In sale and distribution of fertilizer as a percentage -37% Owing to the local down restrictions, during the 2020-2021 financial period when compared to the 2020-2021 period, a -37% decline of sale and distribution of fertilizer was noted.		
Sale of life stock	R1,963,531.00	R0.00
<ul style="list-style-type: none"> • Increase in Sale of life stock as a percentage 100% 		
Total operating expenses	R121,003,488.00	R250,793,190.00
<ul style="list-style-type: none"> • Decrease in Operating expenses as a percentage -52% the significant decrease is relative to the decrease in total revenue for the group during the 2020-2021 financial period.		

Financial Ratio Analysis
Liquidity and solvency Ratios



Interpretation of liquidity and solvency ratios

Current Ratio

The organisations liquidity ratio indicates that the company is able to meet its short term obligations as they fall due.

Quick Ratio

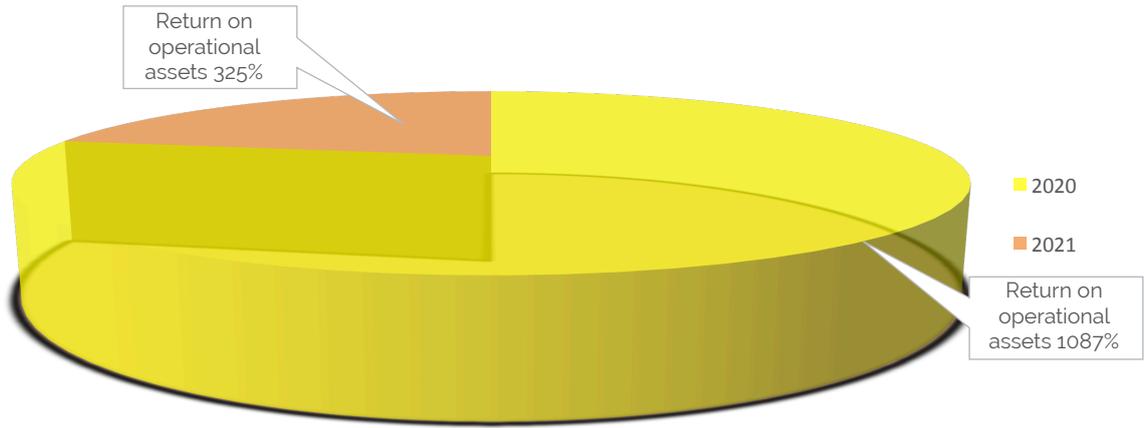
The organisations quick ratio indicates that the company is able to meet its short term obligations as they fall due even after excluding its inventory on hand.

Solvency Ratio / Debt ratio

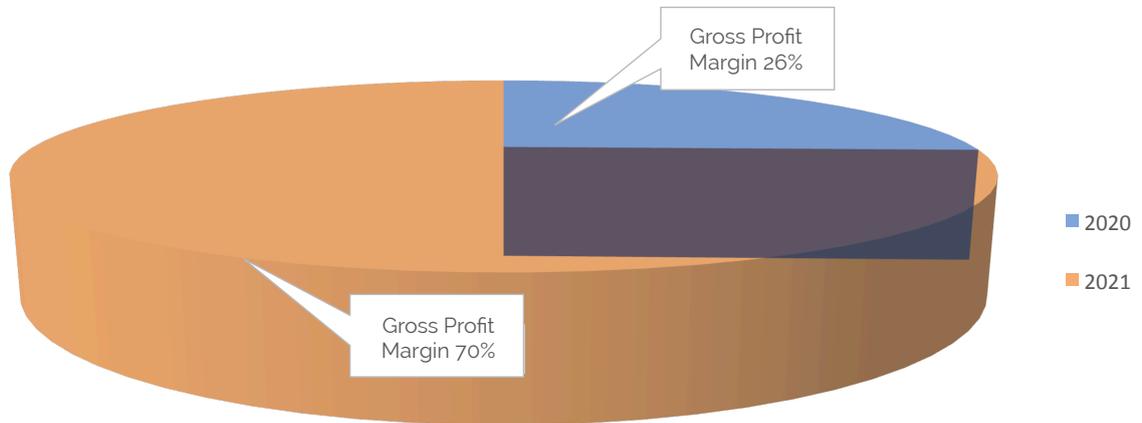
The ratio indicates that the organisations total assets exceeds the total liabilities of the organisation. Therefore the Group is solvent.

Financial Analysis

Return on operational assets



Gross profit margin



Interpretation of Profitability ratio's

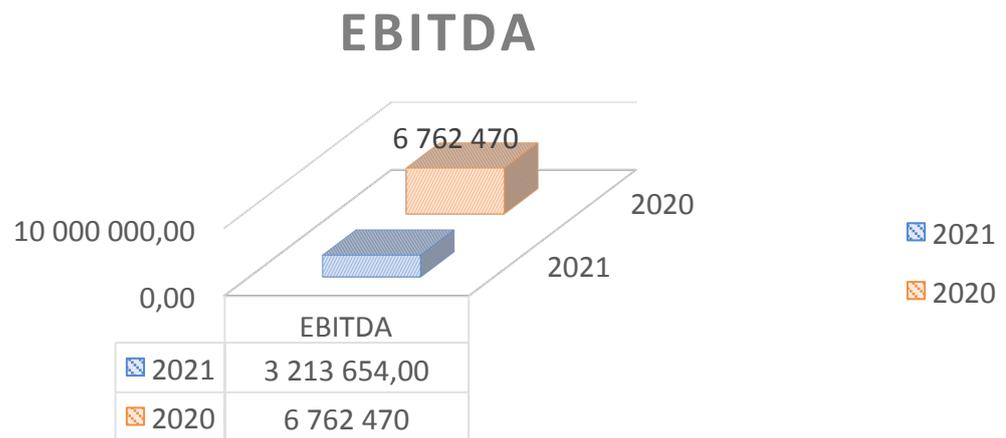
Return on operational assets

The above ratio reflects a decline on the group's revenue generated through the usage of its assets, this is due to significant amount of heavy duty assets being acquired in December 2020 hence revenue was not generated from these assets throughout the twelve months period.

Gross Margin

The GP% reflects 70% mark up achieved during the 2020-2021 financial period by SAFDA Management company and SAFDA Fertilizer Company.

Ebitda



Interpretation of EBITDA ratio

EBITDA

The above ratio indicates the group's cash profit as at end of the financial year. The decline is due to timing difference on grant expenditure for the grant received in 2020

OVERVIEW

GROWTH OBSERVED

• The group financial reports reflect, A significant decline in its financial position owing to the country's lock down restrictions as measures to help curve the spread of COVID 19.

Other significant positive attributes noted

• The organisation's success in sourcing Government and industry grants during the 2021 financial period, is one of the biggest achievements noted.



HUMAN CAPITAL MATTERS

Staff Movement

Key appointments, promotions, transfers, vacant positions, and terminations that took place.



Resignations	NAME		POSITION	
	Lindokuhle Zikhali		Agricultural Specialist	
	Swazilihle Ndlovu		Procurement Officer	
	Busisiwe Ngidi		Regional Grower Support Manager	
Terminations/ Retrenchments	NAME		POSITION	
	Tshepo Pilusa		Economist	
	Ronda Naidoo		Communications Manager	
	Youth Empowerment Programme (7)		Finance Qualifications	
	Sarah Ndlalane		Office Cleaner Mpumalanga- Temp	
Appointments	NAME		POSITION	
	New team joined under the Youth Empowerment Programme (9). They have been placed within the Bookkeeping Services		Bookkeepers	
	Florence Mavimbela		Agricultural Manager Mpumalanga	
	Interns under the M&E project (26)		Mixed Skills and qualifications	
	Phiwe Jiba		Intern-Research Economist	
	Zandile Mthembu		Mzimkhulu District Co-ordinator	
	Sinothile Majola		Project Administrator	
	Muziwandile Dlamini		Fleet Manager – Logistics Company	
	Du Biyela		Industrial Affairs Analyst	
	Ayanda Khulu		Procurement Officer	
Secondments & Promotions	NAME		NEW POSITIONS	
	All Senior Farmer Support Officers and Farmer Support Officers were seconded to FMS, for the completion of the M&E Project		District Co- Ordinator's	
Khetha Seme - Promoted to Project Manager, for the Melmoth Project FMS		Project Manager		

Vacant Positions

NAME	UNIT/SUBSIDIARY
Health & Safety Officer	FH&A Unit
Assistant Accountant	FH&A Unit
Mafisa Systems Administrator	FED Unit
Agricultural Specialist	FMS
Economist	GSU
Procurement Assistant	FH&A Unit

Summary on commodity achievements

We are very pleased about the placement of the Youth Empowerment Programme Interns:

1. Sthembile Dubazana – Finance, HR & Admin Unit
2. Mandisa Mthembu – Grower Support Unit
3. Noxolo Molefe – Grower Support Unit
4. Thobile Masikane – FMS
5. Priscilla Mthethwa – 3-year Contract M&E Project
6. Phumzile Xolo – 3- year Contract M&E Project

The logistics Company is up and running consisting of 26 staff members currently.

Training and Development

- A total of R92 301,00 was spent in Training and Development.

SOUTH AFRICAN FARMERS DEVELOPMENT ASSOCIATION													
UNITS	ALLOCATED AMOUNT	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
EXECUTIVE	R13 416,00	R0,00	R0,00	R0,00	R0,00	R7 590,00							
FINANCE, HR & ADMIN	R136 039,00	R0,00	R0,00	R1 322,50	R11 500,00				R17 825,00				
FMSC	R11 760,00	R0,00	R0,00	R0,00	R0,00			R27 013,50					
STRATEGIC SUPPORT	R81 247,00	R0,00	R12 900,00	R0,00	R14 150,00								
GROWER AFFAIRS	R67 500,00	R0,00	R0,00	R0,00	R0,00								
DIVERSIFICATION	R0,00	R0,00	R0,00	R0,00	R0,00								
GROWER FINANCE & ENTERPRISE	R20 000,00	R0,00	R0,00	R0,00	R0,00								
Total	R329 962,00		R12 900,00	R1 322,50	R25 650,00	R7 590,00	R0,00	R27 013,50	R17 825,00				

Performance Management

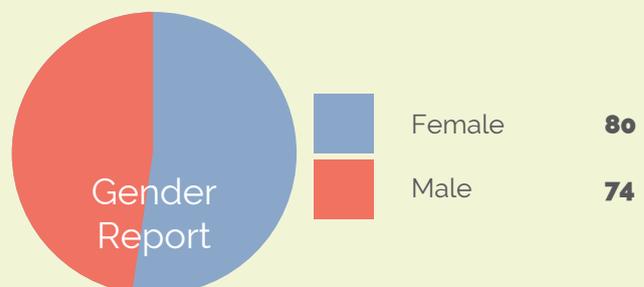
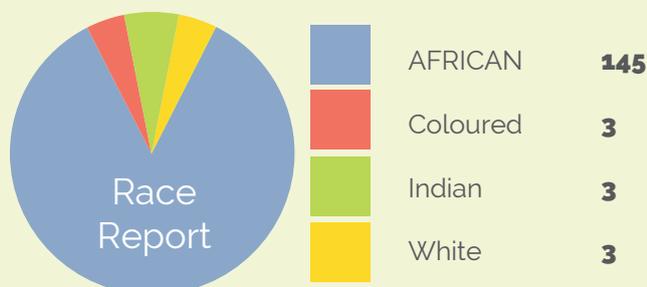
A Performance Management Policy has been drafted and awaiting final approval by Exco.

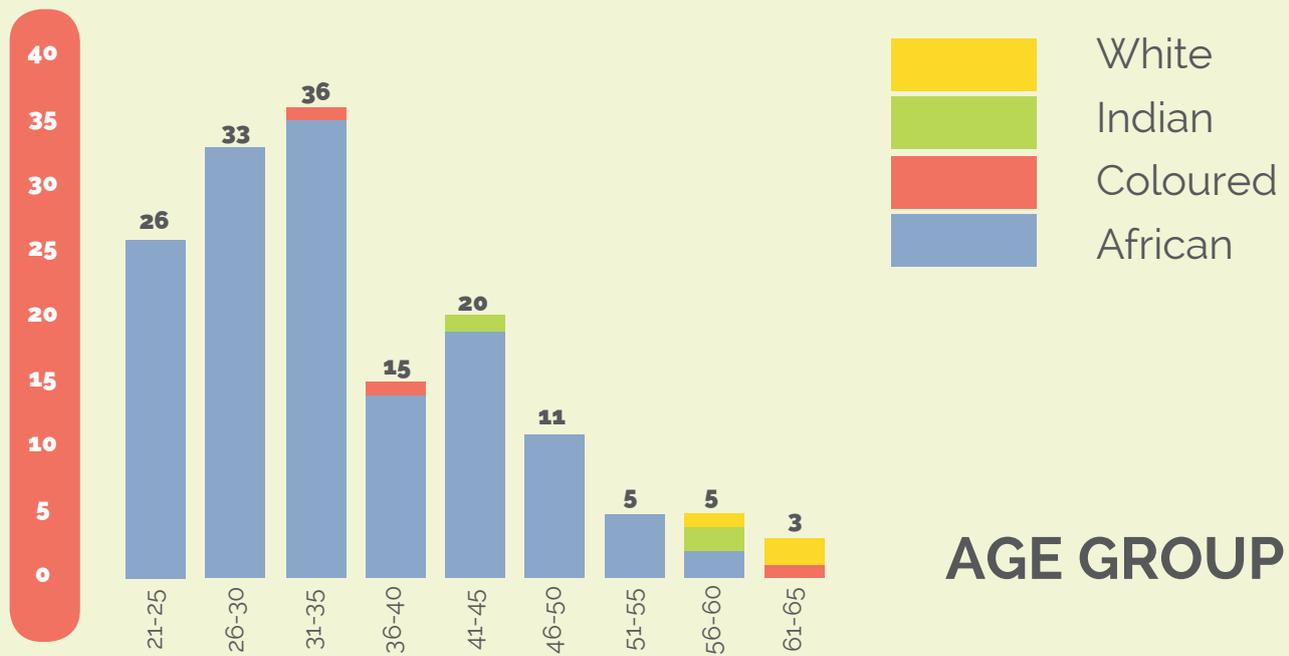
HR & Payroll System

We have once again changed the system, reason being financial and ease of use purposes. We were using Sage 300 people and have now migrated to Payspace which costs less than Sage 300 people.

Staff Wellness Programme

We are in the process of finalising the wellness programme with Discovery, hopefully will be rolled out in June 2021.





AGE GROUP

Logistics programme

SAFDA Logistics company has so far about 25 trucks which are assisting the growers in various areas. These trucks are allocated to 7 Mills, which are as follows:

1. Sezela Mill – 1 truck
2. Mfolozi Mill – 1 truck
3. Gledhow / Maidstone Mill – 2 trucks
4. Pongola/Jozini Mill – 4 trucks
5. Felixton /Matigulu Mill – 7 trucks
6. Melmoth – 5 trucks also using Felixton Mill.
7. Mpumalanga – 5 trucks Mpumalanga project.



This is our first 4th month of operation as SAFDA Logistics under new management and staff. We have managed to transport approximately 85% of cane to all the Mills that are listed above. Just like any other new company, we still have challenges in giving satisfactory and good service to our growers, this is caused by limited capacity that we have currently like,

vehicles breakdowns, protests on the roads and Mills breakdowns. All our trucks were allocated as per tonnages we have. Initially we were supposed to have 30 trucks. Unfortunately, from these 30 trucks, we only managed to get 25 trucks. From these 25 trucks, 20 were allocated to 7 Mills and the other 5 trucks were allocated to Mpumalanga projects. SAFDA Logistics is working on another

plan to get more trucks from other suppliers which will assist with the high demand that we are unable to meet with the current capacity that we have. We are also busy with some other projects to get more contracts on board in order to -generate more income that will help grow SAFDA Logistics in not greater heights.



Bookkeeping Services



SAFDA bookkeeping service to growers was introduced towards the end of the 2020-21 season. Since its establishment, this new service offering has offered internship opportunities to a total of nine (9) accounting graduates, who are placed in the various mill areas across KwaZulu Natal and Mpumalanga provinces.

SAFDA business partner in the initiative, DNKA started providing incubation type support with the initial training of bookkeeping graduates in the usage of Xero

accounting software. All SAFDA bookkeepers successfully completed the Xero Advisor Certification. Among other support services offered to growers under this sub-unit are maintenance of accounting records, annual financial statements, management accounts, annual returns and tax clearance certificates as well as day-to-day accounting advisory services.



FUNDING AND ENTERPRISE DEVELOPMENT



Mr. Andile Buthelezi
Head: Funding and Enterprise Development

As the world was gripped in a global pandemic that saw the country gripped in the heaviest lockdown ever experienced in its history there was an economic bloodbath.

While for the large part the sugar industry was spared the same cannot be said about of the supporting industries, the pandemic has made the financial services especially jittery, a sector that has generally struggled to support black business in good times. SAFDA had begun a process of acquiring a significant stake in the Tongaat-Hulett Sugar milling business, this would have been SAFDA's first foray into the sugar milling value chain but unfortunately after over 18 months of engagement this deal fell through. The pandemic has hampered the ability to raise capital for other value chain opportunities. It wasn't all bad news though, an MOU between Ithala and

SAFDA has been finalised and once conditions allow a signing ceremony will take place. SAFDA was also fortunate to be invited to be part of the task team to review the Department of Agriculture, Rural Development and Land Reforms Agri-BEE fund. Undoubtedly the biggest win of the 20/21 season has been securing R20 million MAFISA funding to on lend to our growers. Funding will be made available to growers in the 21/22 season as part of the ratoon management programme. The department will also be expanding to bring in extra capacity to assist growers with business plans, so they take advantage of some of governments funding schemes such as blended finance scheme

or the Agri-BEE fund. The intention being to support the sugar industries transformation goals of achieving 51% black sugar production and the Sugar Masterplan.





GROWER AFFAIRS



Mr. Sifiso Mnguni
Head: Grower Affairs Executive



Growers' information sharing meeting at Makhathini to update growers on the Mkhuze Rail siding Project

Mill Area Committees administrative support

Mill Area Committee (MACs) are mill area-based grower leadership structures, made up of chairpersons of all local small scale growers associations, cooperatives and individual farmers in the case of land

reform and large-scale growers. Season 2020 SAFDA ran with a total of eighteen small scale grower (SSG) MACs. Running costs of MACs were supported with funding from the Sugar Industry's Grower Development Account (GDA) to cover administration, meetings and transport reimbursement for members attending meetings.

While grower challenges and their effects are generally similar across mill areas, MACs often prioritize certain specific unique issues which affects their grower directory and more severe each year. The following table presents mill areas and the unique issues prioritized during the year 2020.

MILL AREA COMMITTEE	PRIORITIZED ISSUES
Komati	Bulk water supply, Irrigation infrastructure, Electricity costs, Cane haulage
Malelane	Bulk water supply, Irrigation infrastructure, Electricity costs, Cane haulage
Eston	Contractor services, Cane haulage
Felixton	Cane haulage, mill breakdowns
Darnal	Mill closure, cane haulage
Maidstone	Cane development, Contractor services, Cane haulage
Noodsberg	Cane development, Contractor services
Makhathini	Cane haulage, Irrigation infrastructure
Thumamina	Cane Haulage
Phumelela	Bulk water supply, input costs
Amatikulu	Cane haulage, Daily ratable deliveries (DRD), Contractor Services
Umzimkhulu	Input supply, Mill closure, Mill operational issues, Cane rejections
Entumeni	Cane re-establishment
Sezela	Input supply, Mill closure, Mill operational issues, Cane rejections
Umfoloji	Cane haulage, input supply
Gledhow	Input costs, Cane haulage
Vezithuba	Cane haulage, input supply
Melmoth	Transitional issues, Cane haulage, Beneficiaries dividends

Since its establishment, SAFDA introduced Land reform MACs as a new way of grower representation for land reform growers. During year 2020 three land reform MACs were formalized, i.e. Mpumalanga, Melmoth, Umzimkhulu and Sezela.

Resource Centres

SAFDA inherited by business arrangement, the resource centre operation from Tongaat-Hulett. The transition saw migration of sixteen employees with their respective operational premises to SAFDA. Resource Centres are movable prefabricated walk-in one stop office structures located at various identified sites throughout villages in the

Tongaat Hulett's catchment areas.

At resource centres, growers receive all administrative and processing support, which include among others, processing Umthombo Agricultural Finance applications, retention savings and drawdowns, grower codes applications, and delivery of cane payments statements.

The year 2020 demonstrated the need to strengthen the resource centre type services as SAFDA started the process of opening 3 new operational sites at Hlazane, KwaJobe and Welcome areas in Makhathini. The service is being considered for extension to all mill areas.

SAFDA-DARDLRD Partnership on Makhathini Rail Siding

It is believed that Makhathini growers travel the longest distance in the world when transporting their cane from the field to the mill (about 220km to Felixton Mill). The net result of this is that without transport subsidy and bearing in mind other cost drivers, almost all cane income has to go towards transport with the grower being left penniless and owing at the end of the season.

Towards the end of the 2019 season Tongaat Hulett announced that the transport subsidy previously given to Makhathini growers will no longer be available. As a

way of assisting Makhathini growers SAFDA sought funding from the Department of Agriculture Land Reform and Rural Development to renovate the Mkhuze rail infrastructure such that it has capacity to take on Makhathini cane through the train to Felixton. Through the Government support of over R30 million, Mkhuze Rail Siding is being renovated. All Makhathini growers will have their transported through rail during the 2021 season. This means that the transport costs borne by Makhathini grower has now been reduced by more than half of what they used to pay.

Vuka Usebente: Nkomazi's First SAFDA Managed Projects

Vuka Usebente, previously known as Mangweni Dairy Project in Komati sought for the first time its direct management by SAFDA at the beginning of 2020 season. The project is a resuscitation of a previous initiative which had seen farmers being subjected to liquidation and repossessions as a result of project failure.

The initiative is a 76h field funded through a loan from Akwandze Agricultural Finance. At its inception, SAFDA allocated its farm manager Brian Shongwe, who started the project as a new cane establishment, with new irrigation infrastructure. The project has yielded its first harvest on a 40h portion and has declared initial dividends totaling R220 000 to its nine members. Over and above the dividends the Vuka Usebente has created permanent job opportunities to four (4) of its members and seasonal employment to over 15 community members weed control and field maintenance in the community of Emangweni in Nkomazi. Four (4) local contractors have secured contracting opportunities in areas of irrigation infrastructure, Bulk water maintenance, security and harvesting.

Bulk Water Supply Services

The SAFDA Bulk Water supply services is one of Strategic Pillar 5 support initiatives to growers.



The service is directed to irrigating land reform and small-scale growers in consolidated farming cooperatives and associations. The service offers irrigation infrastructure installation, maintenance and repairs. Projects which are contracted to SAFDA bulk water supply maintenance and repairs receive a service which covers installation and maintenance of water supply systems from suction through to sub main lines. Day-to-day services specific services include regular inspection, repairs and maintenance to irrigation infrastructure; efficient and timeous response on breakdowns.

Wald Project became the first of all projects to take SAFDA's bulk water supply services. The arrangement with Walda was first met with some baptism of fire as incidents of sabotage started immediately upon conclusion of the agreement. Though they resulted in budgetary constraints, these acts of sabotage which came in the form of busting pipes, breaking and theft in pump houses,

the monitoring team which comprised of representatives from both the SAFDA staff and Walda Project leaders managed to hold the project together through to year-end. By the start of 2021, the service had grown by two (2) more projects.

Transformation Interventions for 2020/21 season

In the pursue of acknowledging and addressing the historical inequalities in the business of the industry among the different grower groups, SAFDA championed the introduction of what is now known as sugar industry transformation interventions. Transformation interventions represent the financial support given mainly to black growers as a way of expressing Industry's commitment to transformation. While most interventions are cane deliveries based, there are some which are non-cane delivery based. Those include the R10m allocated to SAFDA as an emerging black grower association, the women and youth and the GDA top up

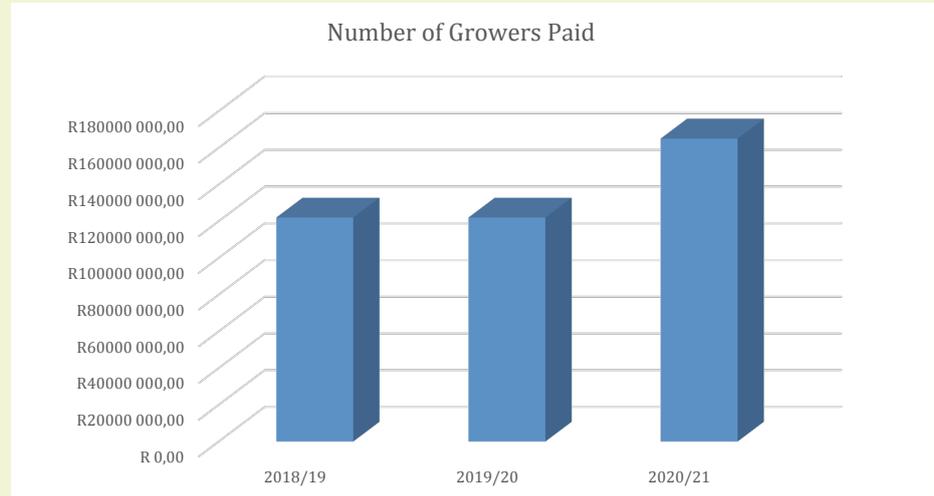
interventions.

A total SASA budget of R214.220 million was allocated to the 2020/2021 season for Transformation Interventions. R190 million was spent in the season and the remaining R24.220 million rolled over into the 2021/2022 season.

industry transformation during the 2020 season compared to the previous two seasons.

Grower Training

SAFDA was granted funding from the Grower Development Account (GDA) to facilitate agronomic training, Junior and



In the 2020/2021 season an additional R43 million was allocated on all cane delivery-based interventions. The R165 million directly benefitted 13 720 Black growers who delivered cane in the season. Transformation Intervention funding directly benefitted 13 720 Black growers. The graph below shows the numbers of growers who benefitted from the

Senior Certificate Courses in sugar cane agronomy for black sugar cane growers for the 2020 -21 season. Training carried out reached 331 growers across the various skills courses. All training has been carried out through Shukela Training Centre (STC). The following table illustrate all completed skills courses training per mill area since April 2020.

Skills courses:
Completed Junior certificate:

COURSE NAME	NO. OF GROWERS
Junior Cert Course	7

Skills Courses	Arc Welding & Gas Cutting	Fire Fighting & Cane Burning	Business Orientation	Cane Husbandry	Cane Yield Estimate	Applied Business Manag	Occupational H & Safety	Disease Identification	Fertilizer(Ordinary Worker)	Soil Sampling	Care Environment	First Aid Level 1	Knapsack Spray Operator	Hand Planting	Senior Supervisor	Total Number of Growers
Entumeni					6											6
Eston							25				13	23				61
Noodsberg							5									5
Amatikulu	31	7	5	6	25	9	7	5	31	13		15	8		24	186
Felixton			15	26								9	10	6		66
Total No. Growers	31	7	20	32	31	9	37	5	31	13	13	47	18	6	24	324



Mr Thandokwakhe Sibiya
Strategic Support Executive

STRATEGIC SUPPORT UNIT

Strategic Support Unit is tasked with providing support to the organization on matters related to governance, risk, and compliance. We also take care of matters related to industry administration, provide expert opinion and expertise in the determination and sharing of value amongst industry role players including our farmers. The communication of what we do and get involved in is critical to keep our internal and external stakeholders engaged. We put a premium on evidence-based and data driven decision-making. In this section we provide highlights on some of our important work done by this portfolio during the period under review.

Sugar markets

The 2020/2021 season may have been a turning point for the South African sugar industry, after several challenging seasons. This followed the initiation and signing of the Sugarcane Value Chain Masterplan. The Sugar Industry Value Chain Masterplan was an outcome of intensive and collaborative deliberations by most industry value chain players. It seeks to ensure stability, growth, long term sustainability of the sugar industry; and aims to restore local market with the goal of increasing demand of sugar with at least 150 000 tons during the first year of implementation (2020/2021 season) and at least 300 000 tons by year 3(2022/2023 season). It was approved in principle by all

major stakeholders in April 2020 and they committed themselves to sourcing at least 80% of all their sugar requirements from the local market rising to 95% by 2022/2023 season, in return the industry committed to restrain notional and producer price increases below the consumer price inflation for a period of three years.

The Sugar Industry Masterplan was officially launched in November 2020 due to the delays caused by the COVID 19 pandemic. Although the official launch was in November 2020, all stakeholders started honouring their commitment when the Sugar Industry Masterplan was adopted in April 2020. Covid 19 pandemic also had an impact on the industry's performance in the 2020/2021 season. The

South African government initiated various stages of national lockdown under the National Disaster Management Act. Part of the lockdown stages included closure of ports. Although cargo could transit, it is possible that such measures deterred deep-sea sugar imports. Deep sea imports have reduced significantly in the current season, the delays in the gazetting of the lower duties have effectively offered additional protection to the industry. The South African Government further intervened with an additional R500 on the social grant allowance, R350 monthly stipend for the unemployed individuals and distribution of food parcels. This has been favourable for food consumption and the sugar industry has benefited from

these interventions.

The industry has seen a substantial increase in the demand for local market sugar due to the continuous overperformance of local market sales from the beginning of the season, together with the 3% notional sugar price increase effective September 2020 and 1.81% notional sugar price increase effective March 2021 were the main contributors to the final RV Price increase. The sales amounted to 1 435 583 tons, representing a significant increase of 178 243 tons (or 14%) relative to the previous season. The increase in the demand of local market sugar has resulted to the decrease in surplus of sugar exported to the over supplied world market at a significant loss. When compared with the previous season (2019/2020) the exported sugar has decreased by 422 188 tons (545 391 tons vs 967 579 tons).

The final RV price for 2020/2021 season cane deliveries was declared at R5 030.39 per

ton of RV, this represents an increase of R809,81 per ton of RV (R5 030,39 vs R4 220,58) when compared with the final RV price for the previous season (2019/2020). It is apparent that the Masterplan has exceeded the achievement of its year one objective (150 000 tons) and this has boosted -industry local market proceeds by more than R2 billion compared with the local market revenue estimate at the start of the season. The Local Market Demand Estimate (LMDE) has grown by 210 832 (1 460 308 vs 1 249 476). This is a very positive development for the sugar industry particularly small-scale growers because it will promote greater transformation, development, and sustainability in the industry.

Governance, risk and compliance

Under the challenging circumstances, SAFDA continued to uphold the culture of grassroots engagements and consulting our leadership structures at various levels in

order to ensure the legitimacy of decisions and full endorsement of plans that the organisation is implementing. The organisation quickly learned and adapted to new ways of operating under the lockdown conditions. Technology came in handy in some of the instances to make sure that Covid-19 restrictions do not hamper organisational processes and progress.

The key activities of our governance structures were not compromised. Our highest decision-making body as per our constitution, is the Central Executive Committee. The Central Executive Committee continued to review the performance of the organisation and provided guidance on critical matters that ensure that the centre holds. Some of the areas that the Central Executive Committee looked at was the issue of organisational discipline through disciplinary processes driven by the Disciplinary Committee of the organisation. The Central Executive Committee jealously protect





the integrity of the organisation which is a vanguard of the interests of the black farmers in the sugar industry.

The professional support from capable and well-qualified staff makes sure that leaders are able to discharge their leadership and governance responsibilities with ease. In place made sure that there is alignment between operations and governance levels.

Through the legal expertise of the portfolio, local and central structures and departments received advise, legal documents were drafted and reviewed, ensuring that SAFDA is compliant. Liaison with external legal practitioners was well managed to the benefit of the organisation. This was especially important on matters that were of greater risk to the organisation. One of the key

developments on the legal side was the review of the SAFDA constitution which has also been translated into isiZulu and SiSwati.

Media, Communication and Stakeholders

SAFDA has developed a healthy and professional relationship with the media sector through our communications function. We engaged the media and saw our publicity and mentions grows as we have now because an important voice in the agricultural sector. employs a fully qualified media practitioner. Our Executive Chairperson features regularly on radio and media news and current affairs shows commenting on critical and important matters of the sector.

We also strive to communicate effectively through our own

internal publication we call IZIGI which means sounds of footsteps, capturing a message about how we move around attending to grower issues and making great strides in solving them. Indeed, our footsteps are visible. They are also heard on Facebook and Twitter in the social media space.

SAFDA adopted a stakeholder engagement philosophy where every SAFDA people becomes a stakeholder champion. SAFDA has touched a lot of stakeholders through this approach that has ensured that SAFDA becomes ubiquitous. Working with stakeholders is at the heart of our strategy and is informed by our core values that emphasises the importance of building and nurturing profitable partnerships.

Fifth Anniversary

SAFDA was formed in 2015 when our pioneering leaders walked out of the South African Cane Growers' Association (SACGA)'s Congress Meeting, on the 25th of November 2015. 2020 marked the 5th anniversary since the formation of the revolutionary SAFDA.

Our special anniversary was celebrated in Mpumalanga province on the 25th of November 2020. We celebrated what the organization achieved in the space of 5 years. We looked back with awe. From a piece of an NPO registration in December 2015, to a sophisticated farmers' organization that employs an army of professionals, working also with committed partners who help us make a difference in the lives of our farmers. We achieved our recognition in this period and became a key role player within the sugar industry and the agricultural sector. Our strategic value has been confirmed by agreements and strategic

partnerships we have signed with partners like the Department of Agriculture, Land Reform and Rural Development, KwaZulu-Natal Department of Agriculture and Rural Development, Coca-Cola Beverages South Africa, to name a few.

Amongst our esteemed guests were MEC for Finance,

Economic Development and Tourism in Mpumalanga, Hon. Pat Ngomane, Inkosi Ngomane from Nkomazi, Ms Joanmariae Fubbs SASA Deputy Chairperson, Bishop Mthombeni who leads AFASA in Mpumalanga, our very own Central Executive Committee members and others. Speaking at this gathering MEC Ngomane commended SAFDA for the work that it has done for farmers in the sugarcane



space and reiterated that an organization like SAFDA was a much-needed relief that growers had been longing for. "SAFDA has done what government has been failing to do for growers particularly the small-scale growers, SAFDA came at a right time when the government is working so hard to make sure that the economy is back to people through Agriculture. 'umnofho

usemhlathini" which is loosely translated as "the economy is in agriculture" says Ngomane. Ngomane was standing in for the MEC in Agriculture Hon. Vusi Shongwe who had other government commitments.

SAFDA's Chairman Dr Siyabonga Madlala who could not contain his happiness and joy in seeing the organisation reaching this milestone, Madlala said it was a miracle and grace that SAFDA has reached 5 years since it was established. "I often do not believe it when I look at the work that has been done by SAFDA in a short space of time since it was established, there are organizations that have been existence for more than 100 years but have only achieve so little when you compare to what SAFDA has done. What surprises me the most is that in most cases organizations don't even last 2 years, there will be squabbles, divisions, breakaways which often demises organizations, but we have overcome all these obstacles by grace" says Dr Madlala. SAFDA has had its fair share of problems but this did not stop the fast-moving ship from fulfilling its purpose and mandate for its people.



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