

Will our Structures be Fit for Purpose in 2025?

- ▶ Dr Kathy Hurly
- ▶ AgriSA Independent Board Director
- ▶ Kwanalu Board Director
- ▶ Corporate Executive SA Canegrowers



Brave leaders have
unshakeable confidence
in the right that people
can be generous
creative and kind and
not brutal competitive
and self serving

Our Challenges are numerous we live in a volatile world

- Consumer trends and activism
- Competitiveness of commodities and value chains
- Investment environment and finance
- Rate and impact of technological development
- Increased regulation of agro-food system: policy uncertainty
- Climate change, water availability and droughts
- Sustainable and productive use of land and water
- Demand-side management (trade agreements, etc.)
- Biosecurity
- Skilled personnel and labour, basic education
- Infrastructure collapse in rural areas
- Safety and security on farms

I know what this photograph does not say

Committed to change, active project leaders, working with traditional communities, passionate
This is what it said to the South African FaceBook and Twitter community - 1975 ; conservative; untransformed; elite; exclusive.

ur newly elected Agri EC General Council 🏆 #AgriEC18





Vumelana Advisory Fund Scenarios

National

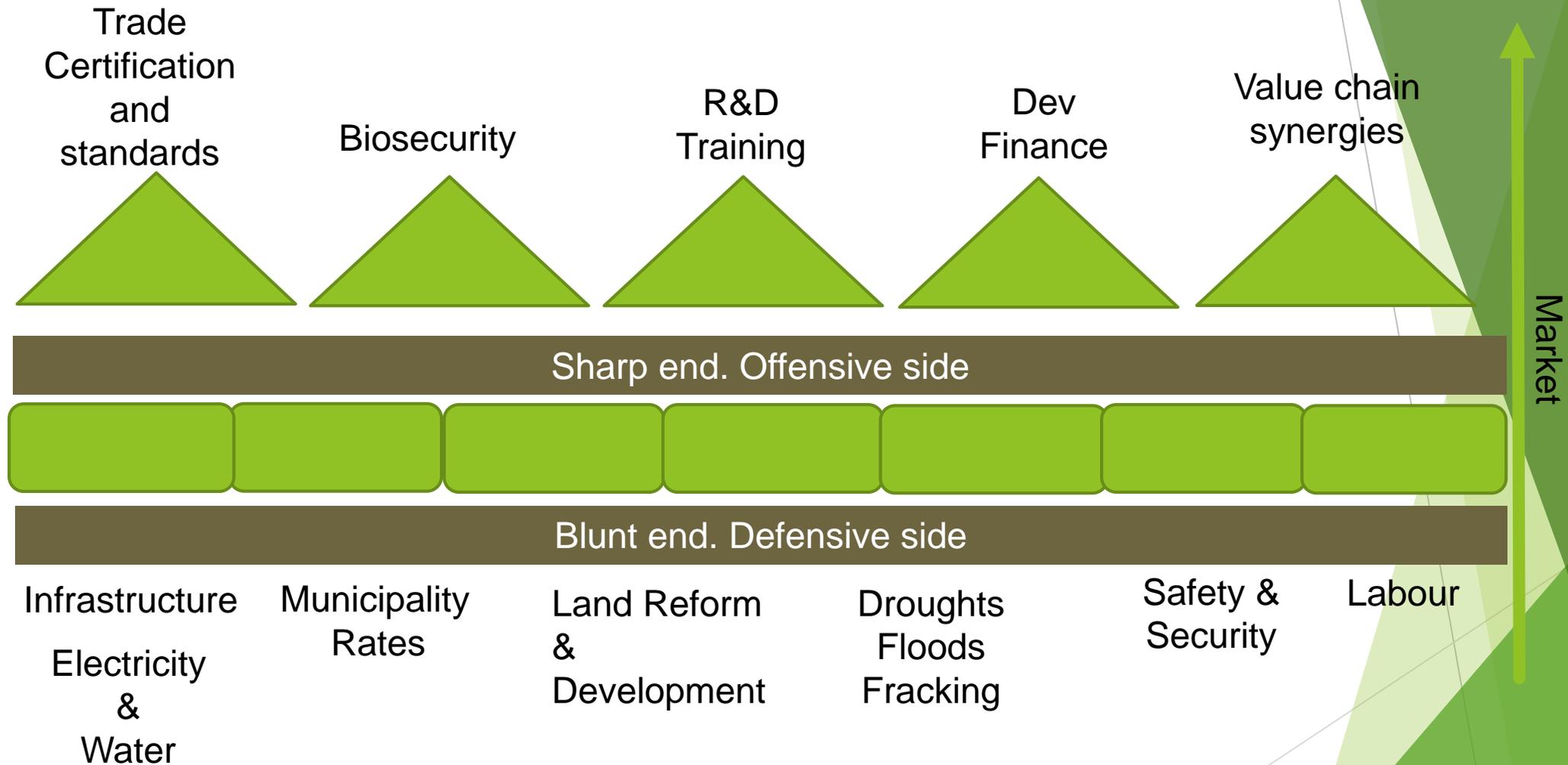
Province

Farmer Associations

Commodities



Commodity vs Province



- ▶ Worked actively on land ownership - 23% black owned
- ▶ Full voting rights to all in 1986 and unified all structures in 1992
- ▶ Further refined in 2015 when 1/5 seats reserved for land reform on congress
- ▶ Dedicated resources provided to support all new entrants at local level
- ▶ Customised training provided
- ▶ Led the way in terms of the commodities
- ▶ And yet this was not enough to keep everyone united

Sugar industry
led the way for
20 years

Commodities lead the way at a national level



The Agri SA membership spent R331 million on transformation in the 2016/17 financial year and



reached an estimated 108 307 beneficiaries, which includes 55 000 farmers.

Kwa-Zulu Natal leads the way at a provincial level



Our province has the highest population, the biggest rural footprint, the Nkonyama Trust, a big dependency on agriculture



We probably could be viewed as a pressure cooker for the rest of the country



But that means we take on challenges and find solutions.



Kwanalu recognised all farmers in the province and encouraged them to join.



Kwanalu accommodated new farmers by changing the agenda and structure



Land and Development Desks acting as tools to unite farmers around a common cause.

How can we
promote inclusive
structures at a
national,
provincial and
local level?





2018 SACG hosts our first women's conference



All women involved in the sugarcane business invited



Purpose to celebrate womens' month and to receive a comprehensive tax update



A small core group of black women farmers indicate that they would like support to organise themselves as women sugarcane farmers



A group of individuals from the ground saw a purpose to co-exist with others, they had a vision and needed us to facilitate, guide and respond to their call



Specifically asked me to assist them - validated and identified my role in their transformation



We set up meetings and they came as individuals to agree a vision that would unite them

How do we build inclusivity? Our recent example

SA Women in Sugarcane

- ▶ Once the vision was agreed they decided to formalise their purpose through **establishing an institution**
- ▶ An NPC was selected because they believed in a Board that has the highest level of governance
- ▶ Ages varied from 70 to 20 and the younger women played an invaluable role in assisting the gogos keep up.
- ▶ Their membership base stretched from Pongola to Umzimkulu with co-operatives in each mill area
- ▶ **The next challenge was for the core group to bring the bigger group together around the common vision so they could all understand their role as leaders.**
- ▶ Achieve social cohesion through their vision.

- ▶ Evidence that their training has changed mindsets
- ▶ They give you the pen to re-write your story and change your mind-set
 - ▶ Four modules
 - ▶ Leading yourself
 - ▶ Leading your finances
 - ▶ Leading your team
 - ▶ Leading your project
- ▶ Complex MBA principles of leadership are simplified and lived
- ▶ The final magic happened and the individuals cemented into a group aligned with their vision.
- ▶ New leaders were born

Internationally
recognised and
locally based -
“Emerging
Leaders” to
the rescue

So what was our purpose as SA Canegrowers?

- ▶ Group composed of sugarcane growers who happened to be women.
- ▶ Wanted to remain SACG members acknowledging their role in the sugar industry and looking to strengthen their role as industrial leaders once equipped with the knowledge required.
- ▶ Wanted to design their own future and felt that their broader development objectives were better met in the new organisation.
- ▶ They could explore value chain opportunities beyond sugarcane and work on community based projects
- ▶ The SACG Board respected their views and recognised the organisation
- ▶ Continued to offer support centrally and locally



Makho Dlamini our Development Manager acted as the glue

This was not about Makho or Kathy - this was about the sugarcane growing women

Starts with leading farmers identifying a common purpose uniting with like-minded farmers.

National

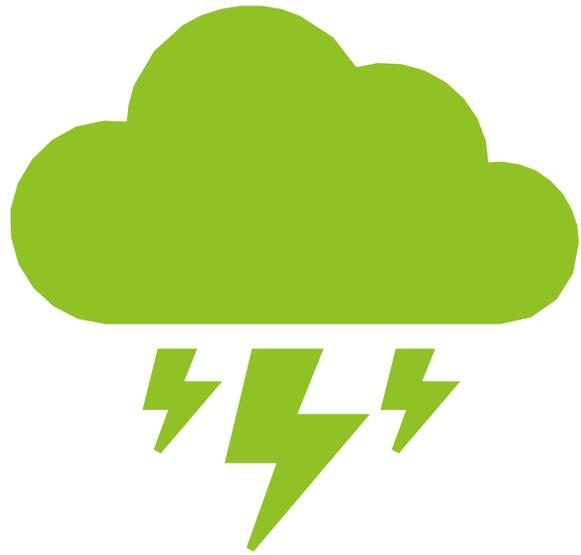
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Kwanalu is working towards 2025 but we need the local areas to review their approach.

- ▶ Development Desk special project needs of developing farmers
 - ▶ Bring agricultural leaders together.
 - ▶ This is grassroots
 - ▶ Not always money needed sometimes mobilisation requires facilitation and communication
- ▶ Land Desk concentrates on protecting current rights and new models
 - ▶ Desk to facilitate transactions for commercial white farmers
 - ▶ Desk to facilitate conversations between various parties
- ▶ Local associations
 - ▶ Shared values - Authentic; empathetic; simple; respect; validation
 - ▶ Shared principles - transparency accountability etc
 - ▶ Inclusive agendas for all local farmers



Do what we can
where we are with
what we have -
Create local
islands of sanity

Meg Wheatley



Thank you