

ANNUAL REPORT 2019



Investing in Farmers

SACAU

SOUTHERN AFRICAN CONFEDERATION OF AGRICULTURAL UNIONS

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Acronyms

ACT	Agricultural Council of Tanzania	FO4ACP	Farmers' Organizations for Africa, Caribbean and Pacific Countries
ACP	African Pacific and Caribbean group of states	FS	Food Systems
AFASA	African Farmers' Association of South Africa	FUM	Farmers' Union of Malawi
AHA	Andreas Hermes Akademie	GCF	Green Climate Fund
ARC	African Risk Capacity	GHG	Greenhouse Gas
AfDB	African Development Bank	ICTs	Information and Communication Technologies
AGM	Annual General Meeting	IFAD	International Fund for Agricultural Development
AGRA	Alliance for a Green Revolution in Africa	KJWA	Koronivia Joint Work on Agriculture
AGRF	African Green Revolution Forum	LENAFU	Lesotho National Farmers' Union
AgriSA	Agri South Africa	MoI	Memorandum of Incorporation
AU	African Union	NASFAM	National Smallholder Farmers' Association of Malawi
AYAF	African Youth Agripreneur Forum	NAU	Namibia Agricultural Union
BOFA	Botswana Farmers Association	NDCs	Nationally Determined Contributions
CCAFS	Climate Change, Agriculture and Food Security (CGIAR's Research Program)	NNFU	Namibia National Farmers' Union
CEO	Chief Executive Officer	NEPAD	New Partnership for Africa's Development
CFU	Commercial Farmers' Union	NORAD	Norwegian Agency for Development Cooperation
CGIAR	Consultative Group for International Agricultural Research	PAFO	Pan African Farmers Organisation
CIAT	International Centre for Tropical Agriculture	RAP	Regional Agricultural Policy
CISNA	Insurance Securities and Non-banking Financial Authorities	SACAU	Southern African Confederation of Agricultural Unions
GODAN	Global Open Data for Agriculture and Nutrition	SADC	Southern African Development Community
COMESA	Common Market for Eastern and Southern Africa	SAW	Strategic Areas of Work
COP	Conference of Parties	SDE	SACAU Development Enterprises
CPM	Coalition Paysanne de Madagascar	SDGs	Sustainable Development Goals
CSA	Climate Smart Agriculture	SEYFA	Seychelles Farmers' Association
CSIR	Council for Scientific and Industrial Research	SF	Strategic Framework
CSVs	Climate Smart Villages	SNAU	Swaziland National Agricultural Union
CTA	Technical Centre for Agricultural and Rural Cooperation	SSA	Sub-Saharan Africa
EC	European Commission	UN	United Nations
EU	European Union	UNAC	União Nacional de Camponeses
ESADA	Eastern and Southern African Dairy Association	USD	United States dollar
FAO	Food and Agriculture Organisation	WEF	World Economic Forum
FEKREDITAMA	Confédération des Agriculteurs Malagasy	WFO	World Farmers' Organisation
FIFATA	Fikambanana Fampivoarana ny Tantsaha	ZFU	Zimbabwe Farmers' Union
FOs	Farmers' Organisations	ZNFU	Zambia National Farmers' Union

Vision

A vibrant, prosperous, and sustainable farming sector that ensures food and nutrition security as well as contribute to economic growth and development in southern Africa.

Mission

To be the main voice of farmers on regional, continental and global matters and to promote strong and effective farmers' organisations in southern Africa.



A fisherman in silhouette stands on a boat, pulling a large net across the water at sunset. The sun is low on the horizon, creating a golden glow on the water and sky. The fisherman is on the left, and the net extends across the water towards the right. The background shows a calm sea and distant land under a cloudy sky.

Values & Principles

The organisation is founded on the following values and principles:

- consultation;*
- transparency;*
- accountability;*
- honesty and integrity;*
- objectivity;*
- impartiality;*
- professionalism;*
- non-discrimination;*
- independence;*
- subsidiarity and complementarity as well as*
- party political neutrality.*

These values and principles guide SACAU in its engagements and relations with its members, partners and stakeholders.

Membership

SACAU's core members are national general interest apex farmers' organisations (FOs). These organisations represent farmers on a voluntary basis in their respective countries. They are also autonomous, farmer-controlled, independent of political parties and share SACAU's values and principles.

In the current year, SACAU had 18-member organisations from 12 countries in southern Africa. These are:

- 1)  **Botswana** Botswana Farmers' Association (BOFA)
- 2)  **Eswatini** Eswatini National Agricultural Union (ESNAU)
- 3)  **Lesotho** Lesotho National Farmers' Union (LENAFU)
- 4)  **Madagascar** Coalition Paysanne de Madagascar (CPM)
Confédération des Agriculteurs Malagasy (FEKRITAMA)
Fikambanana Fampivoarana ny Tantsaha (FIFATA)
- 5)  **Malawi** Farmers' Union of Malawi (FUM)
National Smallholder Farmers' Association of Malawi
- 6)  **Mozambique** União Nacional de Camponeses (UNAC)
- 7)  **Namibia** Namibia Agricultural Union (NAU)
Namibia National Farmers' Union (NNFU)
- 8)  **Seychelles** Seychelles Farmers' Association (SEYFA)
- 9)  **South Africa** Agri South Africa (AgriSA)
African Farmers' Association of South Africa (AFASA)
- 10)  **Tanzania** Agricultural Council of Tanzania (ACT)
- 11)  **Zambia** Zambia National Farmers' Union (ZNFU)
- 12)  **Zimbabwe** Commercial Farmers' Union (CFU)
Zimbabwe Farmers' Union (ZFU)

In addition, two new members are expected to be admitted into the organisation during the 2020 AGM.

Finally, the organisation has three honorary members, namely Messrs Ajay Vashee (Zambia), Douglas Taylor-Freeme (Zimbabwe) and Mr Salum Shamte (Tanzania).



Board of Directors

The Board comprises of six Directors, five elected and one appointed. They are:



Dr Sinare Y Sinare
Chairman
(Tanzania)



Mrs Doreen S Hlatshwayo
Vice Chairman
(Eswatini)



Mr Phenias N Gumede
Ordinary Director
(South Africa)



Mr Andrew J Pascoe
Ordinary Director
(Zimbabwe)



Mr Jason E Emvula
Ordinary Director
(Namibia)



Mr Ishmael D Sunga
Chief Executive Officer (CEO)

Message from the Chairman



Dr Sinare Y Sinare

Dear Members,

Greetings, and welcome to our 2020 Annual General Meeting (AGM). As you are aware, the AGM has had to be postponed from May 2020 due to the COVID-19 global health pandemic, which is still exerting its toll on humanity, with no immediate end in sight. We were thus left with no choice except to meet virtually, thanks to technology. These are indeed extraordinary and trying times, and I trust that you are all safe and in good health.

It is my distinct honour and pleasure to present the 2019 annual report of our esteemed organisation, SACA. As usual, the report is an overview which provides the main highlights of our work during the year under review. Members are always welcome to contact the Secretariat for further information should they require it.

SACA strives to maintain high levels of good corporate governance. This is the lifeblood of any institution, especially a membership-based formation such as ours. Added to this, is our operational model which is largely reliant on public resources and requires higher levels of accountability. The report also highlights our performance in this regard.

We wish to thank the active involvement and guidance of Board members in our work. This is yet a testament to our high level of corporate governance.

The year under review marked the beginning of the implementation of our new strategy. I am pleased to inform you that, on the whole, we performed well in achieving our operational objectives.

Our advocacy work continued to reinforce our brand as the most compelling voice of farmers in southern Africa. Our engagements at the continental and global levels on a wide range of matters such as climate change, the new generation of farmers, digital technology, innovations in policy and financing provide good examples. We are successfully carving a niche for thought leadership on issues that affect farmers in the region.



Dr Agnes Kalibata
President of AGRA,
Special Envoy for UN
Food Systems Summit

I am also excited to note that we are involved in preparations for the 2021 United Nations (UN) Food Systems Summit. In this regard, I would also like to take this opportunity to congratulate our dear sister, Dr Agnes Kalibata, the President of AGRA, for her appointment as UN Secretary General, António Guterres' Special Envoy for the UN Food Systems Summit. We pledge our continued support to her.



Although we performed relatively well in the area of capacity strengthening, unfortunately the achievement of our goal was tapered by the limited financial resources on which our activities are largely dependent. This also negatively impacted on our support to both the women and youth platforms, which are two critical areas to the transformation and sustainability of the sector.

We only managed to secure resources for capacity strengthening towards the end of the year. This was too late to impact positively on the delivery of the project. However, we are working to ensure the project's success in the next financial year.

As the report illustrates below, we continued to be visible and accessible to our members and stakeholders through various communication channels. During the year under review, a staff member who was also responsible for the organisation's communication function resigned and took up an offer elsewhere. This impacted negatively on our success rate.

As you are aware, one of the reflections of the strategic planning process was that despite the commendable achievements we were making in our work, we were barely scratching the surface. Our limited capacity was deployed across too

many areas and activities, thus not achieving the intended results and impact in a meaningful way.

This fragmentation could only be addressed through better targeting and focusing. Thus, consolidating our efforts on a key commodity chain would enable us to achieve significant scale, results and impact at the regional level. This is especially so given our ambition to grow agriculture to global significance. In this respect, I am pleased to report that we have selected the poultry value chain in southern Africa as the main focus of our attention at the regional level.

This value chain was selected based on a number of considerations such as greater prospects for business development, including women and youth, its contribution to food and nutrition security, health and environment. Provided that we all place our hands- on deck, the prospects for poultry are promising. We are excited by the interest our choice is generating in many fora. The design process has started, and you will be kept informed on the progress.

No sooner had we ended the year under review than the entire world was struck by the COVID-19 pandemic. Not since the 1919 Spanish influenza has agriculture, and indeed other sectors, been so severely disrupted to the core on such a massive scale. The pandemic and its accompanying disruption continue unabated.

We must all internalise acceptance of the fact that the pandemic is not going away anytime soon; and it will undoubtedly be felt for a long time to come. We should therefore accept it as a fact of life and treat it as the new normal. We also need to do all we can to keep ourselves informed about the pandemic and how to keep ourselves, our families, colleagues and communities safe. We have no choice but to adapt, innovate and acquire new capabilities.

Indeed, if there ever was a time that farmers needed to stand together in solidarity, to search for solutions, build resilience and adaptive capacity as a collective, it is now. United we stand and together we will overcome. By

"...I am pleased to report that we have selected the poultry value chain in southern Africa as the main focus of our attention at the regional level."



Message from the Chairman (cont.)



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the same token, we stand to fall if we are divided. Greater cooperation and collaboration in addressing the COVID-19 scourge should extend beyond the traditional boundaries to the entire food systems ecosystem and beyond.

We look back to the year 2019 with a sense of pride at our achievements, often registered under resource constraints and other challenges. On behalf of the Board, I wish to pay tribute to the resilience and determination of all our members.

You are the greatest resource from which we draw our strength. We are indeed the product of your combined strength, and our progress is intricately tied to yours. We stand in solidarity together with you and the farmers, as we wrestle with the sheer might and devastating scale of the COVID-19 pandemic. Together, we shall overcome.

Behind a well performing organisation is a well-functioning Secretariat. They often work under enormous pressure to meet deadlines, and manage complex situations and sensitive matters. On behalf of the Board, members and on my

own behalf, I wish to pay tribute to the Secretariat team for their professionalism and dedication to duty.

I also wish to express our collective condolences and deepest sympathies for the untimely passing of Mr Salum Shamte, who was one of our honorary members. May his soul rest in eternal peace.

As already alluded to above, a large part of our work is enabled by funding from development partners. In this regard, I wish to acknowledge the following development partners: We Effect, International Fund for Agricultural Development (IFAD), the European Union (EU), the African Pacific and Caribbean group of states (ACP), the Norwegian Agency for Development Cooperation (NORAD) and the Technical Centre for Agricultural and Rural Cooperation (CTA).

Finally, I wish to express my gratitude to our development partners and other stakeholders for their immense support and contribution to our work. In this regard, the partnerships and collaborations with the Pan African Farmers Organisations (PAFO) and its membership, World Farmers' Organisation (WFO), Agricord, Climate Change, Agriculture and Food Security (CCFAS), Alliance for a Green Revolution in Africa (AGRA) / African Green Revolution Forum (AGRF), World Economic Forum and AUDA-NEPAD is particularly acknowledged with great appreciation.

Dr Sinare Y Sinare, Chairman

Key messages that SACAU has developed as the COVID-19 pandemic unfolds

- 1) COVID-19 is not going away anytime soon. It could last well into 2022, thus we are in for the long haul and we better get used to it. Let's treat it as if it is the new normal. It can no longer be business as usual for both farmers and FOs- lets adapt and innovate, or we will perish. Develop new competencies and adopt new approaches and strategies, including digital technology.
- 2) The way its unfolding is unpredictable, with no clear trends causing fear and panic among farmers. Thus, there is need for farmers to keep abreast of developments on a regular basis – access to COVID-related information is perhaps the most important tool farmers have for managing the crises, and farmers' organisations have a key role to play in this regard.
- 3) Indeed, farmers are essential service providers and thus on the frontline of the pandemic. However, we are concerned that when it comes to accessing important facilities (e.g. PPEs, stimulus packages, etc.) to practice in such risky environments, they are not on the front of the que. Farmers need to be accorded preferential access to resources commensurate with their essential service provider status.
- 4) Relatedly farmers now fear that the same situation will happen again in the coming season. Thus, they are not confident in investing for the next season, whose future in relation to COVID-19 impacts is also unknown. In any case the capacity of farmers to invest was decimated by COVID-19. There is therefore need for guarantees and assistance that this will not happen again to them, to give them the confidence to farm this reason – e.g. insurance, debt write off, equipment hire facilities etc.
- 5) COVID-19 is impacting on farmers in many different ways – thus a one-size-fits-all approach to addressing the problem will not work. There is need to differentiate the approach. Furthermore, its impacts are multidimensional, going beyond health – thus the need for a comprehensive and multidisciplinary approach. In addition, it is not an agricultural problem alone, but affecting all sectors- thus the need for a multi-sector and coordinated approach in which farmers are part of.
- 6) COVID-19 has demonstrated that when the going gets tough, farmers are left alone to deal with the problem and everyone in the value chain walks away. It is not an issue for farmers to face alone- it's a value chain issue right up to consumer, of which farmers are the originators of the value.
- 7) It is affecting all levels – from local to global, thus it needs to be tackled at all levels- local, sub-national, national sub regional, regional and global reality- and farmers should be represented at all these levels in seeking solutions and mobilising resources to address the problems.
- 8) It is not all gloom and doom. This is an opportunity to rebuild the agriculture we want, based on equity and fairness in the value and risk sharing. We need to cease the opportunity to create the future we want, and we need to be proactive, influencing narratives and discourses of the future we want at national, regional and global levels. It is also an opportunity for introspection, to discard of bad ways we got used to, to adopt technology, to bring in new ideas and younger players, to change the old ways of working.

- 9) Farmers, especially the smallholders, are only stronger when they are together – thus strengthening the voice and togetherness of farmers is considered a strategic area for development investment.
- 10) Long term resilience of farmers can never be achieved without investment in backbone socio-economic public related infrastructure on a large scale (e.g. roads, power/energy, water, health, education and other social amenities).
- 11) There is need to avoid knee jerk reactions by everyone involved. Don't discard labour in favour of machinery, don't close borders, and stop trade- it's not a binary issue – either this or that, but its everything appropriate to the circumstances.



CARE AND PREVENTION



Wash your hands thoroughly with soap and water for at least 20 seconds after touching a suspected contaminated surface.



Keep one metre social distance and stay away from crowds.



Avoid coming into contact with sick people or share personal items, utensil, cups or tonsils.



Avoid touching your eyes, nose and mouth.



Seek medical advice if you feel sick.

Message from the CEO



Mr Ishmael Sunga

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The year under review marked the start of the implementation of our new strategy: “The future we want: a well-performing, sustainable and globally competitive agricultural sector for southern Africa”. As implied in the title, this is a high but achievable ambition, particularly in view of the generally low levels at which the agricultural sector is currently performing.

Indeed, a significant part of the solutions to the challenges of the sector does not necessarily require heavy lifting, but rather changes in attitudes, orientations, strategies, systems and approaches. In addition to smarter ways of working, improved targeting, partnerships and collaboration are part of what will improve the sector’s performance.

The Chairman’s message has already provided an overview of our performance during 2019 as detailed in this annual report below. I wish to reinforce a few points from the position of management.

The first of these is organisational integrity. It is fundamental to the wellbeing

of an organisation. In our case, integrity in the eyes of our members, funders, partners and stakeholders is sacrosanct since we are least likely to go far or to be sustainable without it. Integrity is therefore consciously and jealously protected and nurtured.

One of the consequences of an organisation imbued with integrity is good corporate governance. Both the Board and management pay special and dedicated attention to good corporate governance.

We consider good corporate governance to be in our self-interest. In its pursuit, we also provide a good example not only to our members, but to the farmers’ organisations to whom we are inextricably linked.

It follows that a well-run organisation will receive a positive image from its members, partners, stakeholders and society more generally. We are proud that we too have earned both respect and a good name.

The second aspect that I would like to discuss is advocacy. It is our core business. During the year under review, we not only continued to consolidate

our activities in this area but rose to greater heights. For instance, we were part of the collective global community that advanced the food systems paradigm. As a result, the UN declared that its 2021 Food Systems Summit will pay greater attention on food systems.

According to the world body, the summit is intended “to raise global awareness and land global commitments and actions that transform food systems to resolve not only hunger, but to reduce diet-related disease and heal the planet. The Secretary General [of the UN] is calling for collective action of all citizens to radically change the way we produce, process, and consume food.”

In this regard, I join the Chairman in congratulating AGRA President, Dr Agnes Kalibata, with whom we are closely associated, for her appointment as the UN Secretary General’s Special Envoy for the 2021 UN Food Systems. We are already part of the global team that is supporting her engagements in this regard.

The food system approach has increasingly become the dominant framework in advancing agricultural development. It is an approach that recognises the interconnectedness of agriculture with peoples’ livelihoods, health and nutrition,



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nature and the environment as well as inclusivity in a wide range of areas such as gender and youth concerns.



We are using this framework to shape the narrative and design of our promising regional initiative focused on the poultry sector. This sector can deliver multiple outcomes consistent with the food systems framework. As alluded to by the Chairman, this selection has wider appeal and has generated much support. There is also a strong indication for developing a diverse range of partnerships in order to realise this objective.

This report highlights progress registered during 2019 in the areas of advocacy, capacity strengthening and provision of information. While the progress made has been, on the whole, satisfactory, more could have been achieved if it were not for the limited availability of resources.

Message from the CEO (cont.)

This particularly impacted on the operations of the regional platforms for young and women farmers. In this regard, more attention will continue to be given to growing existing partnerships, while also seeking to increase their number and diversity. We only managed to secure additional resources that will enhance our function in strengthening FOs towards the end of 2019.

It is also worth mentioning that work on the establishment of a SACAU Academy started on a promising note and has the potential of becoming yet another flagship initiative similar to the poultry project discussed above. The Academy is further elaborated upon below.

The financial sustainability of FOs and other membership-based organisations remains a source of concern. The prospects for sustainability reduce significantly as the hierarchy of FOs increases from local, district, provincial, national and regional. This is a worldwide problem which requires a collaborative approach to resolve. The sector also needs to learn from successful examples and adapt to new ways of working. The Board has earmarked sustainability as a key area of attention for the year 2020.

Finally, although the COVID-19 pandemic did not start during the year under review, its significant impact on the agricultural sector requires highlighting. It is perhaps the biggest game changer, not only for the agricultural sector, but for all sectors and other spheres of social and economic life globally. We have all experienced it in its various dimensions and there is currently no immediate end in sight. Its global scale and multi-faceted imprint require approaches that are multi-sectoral and multi-disciplinary as well as greater cooperation and partnerships at local and global levels.

It is demanding in many other ways, including new approaches and organising our work. A significant part of our work is already dedicated to understanding the pandemic and effective responses which translate into better ways of supporting our members. We seem to have a big part of our work for 2020 already cut out for us.

I wish to conclude by highlighting that a large part of our work is not only enabled by the development partners, but most importantly by our members. On behalf of the Secretariat, colleagues and indeed on my own behalf, I wish to extend our gratitude and appreciation to the respective member CEOs and Heads of Secretariat, and colleagues for their collaboration, cooperation and usual support.

Last but not least, my appreciation goes to the Board for its guidance and advice, and to my colleagues, the staff for their dedication to duty, hard work and professionalism for which they are reputed.

Mr Ishmael Sunga, CEO

Governance

Good corporate governance is one of the critical pillars in support of public, private and non-profit institutions. SACAU is no different. An important currency for our sustainability in the short, medium to long term, our reputation is contingent on the integrity of our corporate governance, including compliance with statutory and regulatory requirements. It also in turn inspires confidence on our members and development partners. It is on this basis that our partners extend the support we enjoy as an organisation.

For this reason, we continue to invest time, financial and technical resources on good corporate governance and compliance. As a result, we have retained the services of a reputable firm, FluidRock Governance Group (Pty) Ltd, to provide company secretarial services. We endeavour to continue to maintain the highest standards of corporate governance.

The Annual General Meeting (AGM) and Board meetings are critical tenets in the operationalisation of our governance framework. These are illustrated below.

The AGM

Our founding statutes require the AGM to be convened once every year. During the year under review, the AGM was held on May 29, 2019, in Maputo, Mozambique. All but two of the 18 members were represented, with a total of 37 delegates in attendance. Eleven of these were women.

In accordance with the Companies Act, a third of elected Directors are required to step down at every AGM. Thus, based on a total of four elected Directors, this amounts to two Directors who are replaced by another two. The two Directors who stepped down were Dr Sinare Y Sinare and Mr Alfred Banda who retired.

During the 2019 AGM, Dr Sinare was re-elected as Chairman of SACAU, while Mr Andrew Pascoe of the Commercial Farmers' Union (CFU) replaced Mr Banda.

In addition, Mr Jason Emvula of the Namibia National Farmers' Union (NNFU) was also elected as an Ordinary Director following the 2018 AGM resolution to increase the number of elected Directors from four to five.



From left to right: Mr Andrew Pascoe, Mr Jason Emvula, Mr Ishmael Sunga, Dr Sinare Sinare and Mr Phenias Gumedede. Insert: Mrs Doreen Hlatshwayo

The following resolutions were also adopted:

- proposed amendment to the Memorandum of Incorporation (MoI) to exclude the position of the Chairman from retiring on rotation, making it a fixed 3-year term;
- confirmation of FUM and NASFAM as co-hosts for 2020 AGM in Malawi;
- reappointment of Mazars Group as external auditors;
- retention of the annual membership fees at US\$2,375;
- the admission of the Botswana Farmers' Association (BOFA) as a full member, and;
- the adoption of key messages emanating from the annual conference whose theme was on Climate Smart Agriculture (CSA). The messages are highlighted elsewhere in this report.



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Governance (cont.)

Board Meetings

The number of elected Board of Directors was increased from four to five during the 2019 AGM. The five elected members of the Board are Dr Sinare Sinare (Chairman), Mrs Doreen Hlatshwayo (Vice Chairman), and Messrs Phenias Gumede, Andrew Pascoe and Jason Emvula as ordinary directors. The Executive Director, Mr Ishmael Sunga, serves as an appointed Director.

The Board is responsible for the management and performance of the organisation. During the year under review, the Board met three times. Functions discharged include the supervision of the Secretariat, preparations for and hosting of the AGM and annual conference, approval of global budgets, review of management accounts, approval of the 2018 audited financial statements and finalisation of the strategic framework.

The Board held discussions about the establishment of a finance risk committee. The matter will be finalised in 2020. A central consideration of this discussion is the need to strengthen corporate governance and further enhance accountability.

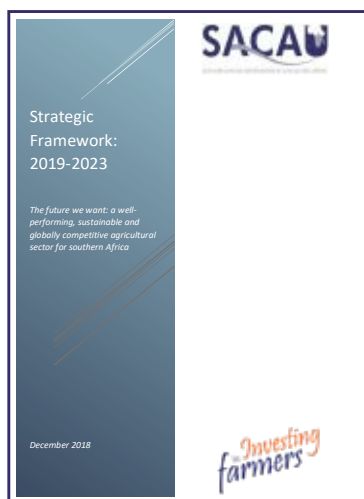
The decision by the secretariat to select the poultry value chain in the region as the main growth focus of its efforts in line with the recommendation of the strategic review, was also endorsed by the Board.

The performance of the Board was also evaluated with positive outcomes. Matters arising from the evaluation that needed attention were included into the comprehensive 2020 work schedule for the Board.

Finally, elected Directors represented the organisation in several events in the southern African region, the wider African continent and further afield.



Operations



In 2019, we commenced with the implementation of our new Strategic Framework (SF) for the years 2019 – 2023. It is known as: “The future we want: a well-performing, sustainable and globally competitive agricultural sector for southern Africa”. Its overall objective is to promote the growth and development of a productive, inclusive and globally competitive agricultural sector in southern Africa.

The framework is underpinned by three areas of work, namely: Advocacy for a strong and well-performing agricultural sector in southern Africa; capacity development of farmers’ organisations (FOs), and the provision of strategic information to members and stakeholders.

The advocacy work area is aimed at influencing policies that support the growth and development of an agricultural sector that is competitive and globally significant, while the capacity development work area aims to strengthen the organisational and technical competencies of FOs. The information work area aims to support informed choices and strategic decision making and to enhance the image of agriculture in the region.

Projects which are the main instrument for operationalising the strategy are developed and implemented within this framework and thereby minimise diversion from strategic intentions. These operations are presented below under the three areas of advocacy, capacity strengthening and provision of information.

Policy Advocacy

Advocacy especially on policy-related matters, is our core business. We remain the main voice of farmers on regional, continental and global matters. The following sections provide a description of activities undertaken in this area during the year under review.

Annual Conference

The Annual Conference was held from 27 to 28 May in Maputo, Mozambique under the theme: “*Taking stock of southern Africa’s climate smart agriculture agenda – prospects for the future*”.



From left to right: Mrs Ana Paula Taucala (UNAC President), Minister of Industry and Commerce, Honourable Ragendra de Sousa of Mozambique and Dr Sinare Sinare.

The conference was officially opened by the Minister of Industry and Commerce, Honourable Ragendra de Sousa on behalf of His Excellency President, Filipe Nyusi. With an attendance of over 80 delegates, the event brought together the leadership of National Farmers’ Organisations/Unions in southern Africa,

representatives of intergovernmental agencies, international development agencies, the private sector, researchers, development partners and climate change experts, amongst others.

The backdrop to the conference included projections based on population growth and food consumption patterns which indicate that by 2050, agricultural production will need to increase by at least 70% to meet demand. The increase will also need to factor catastrophic weather events that are becoming more frequent and continue negatively to affect the agricultural sector. The COVID-19 outbreak also suggests that humanity cannot but consider disease outbreaks as part of sectoral, national and global planning.

Evidently, urgent and sustainable solutions are required to strengthen farmers' resilience and to raise productivity in a sustainable manner, making agriculture less susceptible to extreme weather patterns. If adopted on a wide scale, Climate Smart Agriculture (CSA) can deliver on these expectations, including, where possible, the reduction of greenhouse gas (GHG) emissions.

A conducive environment would allow, for instance, public and private sector participation and partnerships in various interventions, including the provision of quality and affordable climate smart inputs and equipment, innovative finance and risk management solutions, capacity building of farmers to improve their adaptability to climate change, facilitating farmers' access to improved and affordable storage facilities to reduce food losses, as well as remunerative markets and other related infrastructure.

The Annual Conference was structured to enable members to make informed decisions in their future engagements with policy makers and other stakeholders on climate smart issues as they relate to their economic activities, including the livestock and aquaculture sub-sectors, which have often been overlooked in the CSA discourse.

The main outcomes of the conference are highlighted below:

1) Adoption of CSA at scale

- With the slow pace of the agricultural sector in Africa, CSA cannot be expected to perform differently. There is need to reflect on the underlying factors that stifle the general transformation of African agriculture, which include the lack of basic infrastructure (e.g. roads, energy and communication) and an enabling environment to crowd in private sector participation. Farmers' Organisations (FOs) should advocate for policy shifts around innovation as well as implementation of agricultural investment commitments made by governments at sub-regional, continental and global levels.
- CSA should not be viewed in isolation from other important considerations that drive the broader agricultural ecosystem. In analysing factors that influence the adoption of CSA, the focus should not only be on technologies and practices, but the environment in which CSA should be implemented.
- There is a general lack of contextualised evidence to articulate the benefits of CSA. This calls for strengthening partnerships between FOs and research institutions to improve data collection, quality and the capacity to implement its insights. Researchers should also be encouraged to share and discuss study findings with data providers.

2) Barriers to accessing climate finance and increasing CSA related investments

- There are many sources of climate finance, but each has its complex modalities and structures for engagement, identification and approval of climate-related investments. Due to farmers and FOs' inadequate capacity to apply or respond to calls for climate change related proposals, SACAU intends to establish partnerships and working groups with like-minded accredited entities to develop its own capacity for Green Climate Fund (GCF) accreditation and act as a conduit for accessing climate finance for the benefit of its members.
- There is relatively more international funding available for mitigation than adaptation initiatives. Part of the reason for this imbalance is the lack of tools to measure, track, verify and report adaptation to climate change while such tools are available to measure reduction of greenhouse gas emissions. FOs should participate in the on-going processes of developing metrics to assess the impact of adaptation in agriculture for their interests, needs and concerns to be taken onboard.
- Agriculture has assumed a narrow approach in mobilising resources for addressing climate change related challenges. There is need to repackage agriculture within the climate change discourse to catalyse more investments not only related to mitigation, but also to incorporate adaptation aspects. Targeted interventions, whether on adaptation or mitigation should be planned and implemented through a landscape approach.

SACAU Climate Smart Agriculture CONFERENCE

DATE: 27th – 28th of MAY 2019

VENUE: AFECC GLORIA HOTEL, MAPUTO,
MOÇAMBIQUE

THEME: "TAKING STOCK OF SOUTHERN AFRICA'S
CLIMATE SMART AGRICULTURE (CSA) AGENDA:
WHAT ARE THE PROSPECTS FOR THE FUTURE?"



Operations (cont.)

- Governments may finance adaptation and mitigation technologies or provide support to CSA initiatives. However, public funding is not specifically allocated to climate change objectives as it falls within sector-specific budgets. FOs should advocate for climate finance to be considered as an addition within the agricultural sector.

3) Institutions and policy processes

- Although countries have managed to develop climate change management programmes, these are not streamlined in existing sectoral policies. FOs should advocate for governments to harmonise climate change related policies and have focal points to coordinate initiatives at different levels. Lessons can be drawn from successful initiatives such as HIV/AIDS management programmes.
- Despite being in the frontline of climate risk, the farmers' voice is missing in national climate change related policy processes such as Nationally Determined Contributions (NDCs) and climate change negotiations. FOs should play an active role and amplify their voice on agriculture related matters within the climate change agenda at national level. At the regional level and beyond, SACAU should continue playing a similar role and work in close collaboration with the African group of negotiators.
- There is a general tendency to make policy pronouncements on mainstreaming cross-cutting issues (e.g. gender, youth) without articulating supporting instruments for implementation. FOs should advocate for the development and use of relevant supporting mainstreaming instruments.
- Adaptation and mitigation research are generally underfunded. FOs should play an active role in setting the research agenda to accommodate farmers' needs and work with research institutions to lobby for increased funding towards research and development.
- If farmers are not rewarded for their role in storing carbon, the global call of taking carbon back to the soil will remain elusive. FOs should advocate for the integration of agricultural carbon initiatives into national frameworks and be linked with institutions willing to reimburse them for their role in promoting good agricultural practices.
- Agroforestry is another farming activity that should not be overlooked in climate change discussions involving farmers and FOs as it contributes significantly to food security, income, water retention, and energy supply.

4) Enablers for CSA adoption

- With the advent of big data, a key driver for CSA uptake, there is growing concern about privacy of farmers' personal information. Farmers and FOs need to be capacitated to develop codes of practice, guidelines and regulations in collection, management and utilisation of their data.
- Most ICT for Agriculture platforms are not sustainable as they are primarily donor funded and farmers are either less willing or unable to pay for services offered through these platforms. Service providers should offer tailor-made solutions such as bundled solutions that are responsive to the needs of farmers.

5) Climate risk management

- The absence of solid enabling political, institutional and legal/regulatory frameworks limit the uptake of risk management solutions (e.g. insurance). Countries need to review and/or put in place enabling political, institutional and legal/regulatory frameworks. FOs should lobby and advocate for insurance to be a key component of agriculture and food security.
- Despite numerous calls to focus on disaster preparedness in order to contain costs, there seems to be an inherent post-disaster response culture among southern African governments. Countries need to devise appropriate sustainable risk management strategies and FOs should assert themselves in these processes so that their interests within the broader agricultural sector are taken into consideration.
- While weather-based index insurance (WBII), accompanied by good agricultural practices can, to some extent, help farmers manage climate related risk, WBII has not gained much traction in the region due to limited insurance literacy and low level of affordability by farmers. Risk pooling across the different countries in the region can help reduce the cost of insurance, thereby enhancing access by large numbers of farmers.
- Even as Africa is increasingly exposed to climate risks due, for example, to droughts, floods and storms, there is low uptake of sovereign risk insurance and predictive data analytics. FOs should advocate for governments to take up sovereign insurance offered by African Risk Capacity (ARC), an African Union (AU) specialised agency for financing climate resilience and crisis response.

6) Food waste

- A considerable proportion of food waste and loss in Sub-Saharan Africa (SSA) takes place in the production stage. Food waste contributes significantly to climate change as decomposition of food, for instance, at landfills generates methane which is 20 to 25 times more harmful than carbon dioxide. In a continent where millions go to bed hungry, food waste is also a moral issue. By virtue of being food producers as well as consumers, farmers need to view food waste and loss from a holistic perspective (e.g. production planning should be in response to market demand in order to reduce unnecessary surpluses which may end up being wasted).
- The relationship between food waste and climate change is not fully understood by most southern African farmers. This results in limited engagement in policy discussions on the subject. There is therefore a need to contextualise the subject of food waste and climate change from a southern African perspective.

These messages will be used in various ways, including advocacy, communication, development of funding proposals, stakeholder engagement and advisory work.



Photo: Taz – flickr.com

Operations (cont.)

Risk pooling for Weather-based index insurance (WBII)

During the period under review, a workshop aimed at promoting awareness and appreciation of a regional approach to risk pooling was held in Johannesburg, South Africa. It also sought to catalyse the development of a community of practice on the subject and to market the need for a regulatory and policy framework to broader stakeholders.

It also provided further insights on how SACAU and stakeholders can drive the process forward. A total of 42 delegates, nine of whom were women, participated in the workshop representing farmers' organisations, reinsurers, insurance companies and associations, actuaries, intergovernmental bodies, international agencies and sector experts.

Engagements were made with the Insurance Securities and Non-banking Financial Authorities (CISNA) to discuss options of pooling risk for the reduction of WBII cost. CISNA is the official arm of the Trade, Industry, Finance and Investment Directorate of the Southern African Development Community (SADC) which reports to the SADC Committee of Ministers of Finance and Investment through the Committee for Senior Treasury Officials. The outcomes of the engagements were positive and will be followed upon.

COP 25

SACAU co-hosted a side event with the Climate Change, Agriculture and Food Security (CCAFS), University of Copenhagen and the University of Vermont at COP25. Hosted under the theme, "Raising ambition for Climate Change: transformative actions for a food secure future", the objective of the event was to present leading science-based solutions to transform food systems and achieve the Sustainable Development Goals (SDGs) and to catalyse action-oriented partnerships to stimulate practical responses.

SADC

On the strength of its active participation in the formulation of the SADC

Regional Agricultural Policy (RAP), SACAU was invited to make a presentation on 'Farmers' perspectives on challenges to market access and trade in agricultural products in southern Africa'. The contribution was drawn from the 2018 annual conference key messages and position statements. SACAU also made an input to the SADC Draft Regional Resilience Strategic Framework 2020-2030.

FAO Study

SACAU conducted a study commissioned by the Food Agriculture Organisation (FAO) on "Enabling Young Agripreneurs to Create More Decent Employment in Southern Africa." The study examined the extent to which young agripreneurs in southern Africa are creating employment in the sector and analysed enabling and inhibiting factors to employment creation by young people in the sector.

The specific focal areas of the study were: the types of enterprises the youth are engaged in, the types of business models and enabling environment that facilitate the creation of jobs, the categories of employment created by the young agripreneurs, (full time or seasonal), the profile of the employees with respect to their social, economic and educational status, the extent to which young agripreneurs adhere to national labour laws and the areas of support they require to further improve the level and quality of employment.

The findings of the study will guide SACAU in formulating future interventions to encourage and support youth participation in the sector and job creation. We will also make the information available to other sectors such as governments and private sector players that have an interest in the development of young agripreneurs. Such information sharing exercises are an important form of advocacy.

Production and dissemination of advocacy materials

A technical advisory note was developed to inform SACAU and its members of the key issues that were discussed during COP25 and the responses and positions that were to be taken in reaction to those issues.

Operations (cont.)

The advisory note, which also captured key messages from the 2019 annual conference on CSA, was developed such that it would be useful for NFOs beyond COP25 as they are expected to continue engaging with policy makers in their respective countries on climate change related policy processes. The key issues flagged in the advisory note included the Koronivia Joint Work on Agriculture (KJWA), low emission and climate resilient development strategy, nationally determined contributions, mechanisms and agriculture, national adaptation plans, and climate finance.

Additionally, a policy brief and an information leaflet on Weather-Based Index Insurance (WBII) was produced and disseminated. The content of these outputs was on a proposed regulatory framework, highlighting the cost and limited availability of WBII and the regional response/approach to WBII. A second policy brief on a cost-benefit analysis of regional pooling of risk is currently being drafted in collaboration with IFPRI/CCAFS.

Two other draft policy briefs on food loss and waste and the youth as the new generation of employers were developed with the Council for Scientific and Industrial Research (CSIR) and the FAO respectively. Both will be completed during the 2020 financial year.

Brochures on farmers' perspectives on challenges to market access and trade in agricultural products in southern Africa, whose content was drawn from the 2018 Annual conference key messages were also shared with SADC and distributed to other stakeholders.

SACAU's inputs are acknowledged in the following documents: Malabo Montpellier Panel's Byte by Byte: Policy innovation for transforming Africa's food system with digital technologies report, CTA/Dalberg's The digitalisation of African agriculture report 2018–2019; Global Commission on Adaptation's report Agriculture and food security action track, Farming First e-news on Science-Based, Smarter Farming for Africa and CCAFS-CIAT Transformation report - Actions to Transform Food Systems Under Climate Change.

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Finally, the annual report which carried the full key messages from the previous 2018 conference was widely distributed.

Participation in key events

During the year under review, Board and staff members participated in 47 regional, continental and global meetings as keynote speakers, presenters,

panellists and moderators. The hosts included such eminent organisations as the:

- World Economic Forum (WEF);
- Pan African Farmers Organisation (PAFO);
- Alliance for a Green Revolution in Africa (AGRA);
- Common Market for Eastern and Southern Africa (COMESA);
- Southern African Development Community (SADC);
- SADC Business Council;
- World Farmers Organisation (WFO);
- Technical Centre for Agricultural and Rural Cooperation (CTA);
- Consultative Group for International Agricultural Research (CGIAR) Research Program on Climate Change, Agriculture and Food Security (CCAFS);
- African Risk Capacity (ARC);
- Food and Agriculture Organisation (FAO);
- New Partnership for Africa’s Development (NEPAD), and the;
- International Fund for Agricultural Development (IFAD).

The meetings discussed various matters relevant to the development of agriculture in southern Africa and the wider African continent. These include climate change solutions, sovereign insurance, food systems, digital solutions for agriculture, sustainable development, big data, research and development, youth agripreneurship, and trade.

Through such exchanges, SACAU is able to contribute to a body of knowledge on and about agriculture more generally, the wider African and southern Africa agriculture in particular. We are similarly also able to benefit from such knowledge and sharing of lessons and experiences.

During the year under review, our involvement in advisory committees, boards and other structures of sector institutions continued. These are organisations such as the African Green Revolution Forum (AGRF), NEPAD’s Grow Africa, CTA, CCFAS, Malabo Montpellier Panel and WEF, Global Open Data for Agriculture and Nutrition (GODAN), and Food and the Land Use Coalition.



SACAU delegation to a PAFO meeting.

**FEED THE CITIES
GROW THE
CONTINENT**

AGRF
VIRTUAL SUMMIT 2020
8-11 September
Hosted by Rwanda

AGRF Annual Sponsors

AATF

Operations (cont.)

Capacity Strengthening

Support towards strengthening the capacity of members was provided in various areas. In doing so, we provided financial and technical support, skills development, facilitating regional platforms and innovation in service delivery to which we elaborate below.

Financial and backstopping support

A total of ZAR1,6m was disbursed to seven National Farmers' Organisations (NFOs) for the provision of economic services, implementation of CSA-related initiatives, institutional and policy advocacy support as well as visibility activities. These provisions were based on subgrant arrangements funded mainly under the Farmers' Organisations for Africa, Caribbean and Pacific Countries (FO4ACP) and Climate smart agriculture programme.

Backstopping support was provided electronically, through field monitoring visits and workshops. The topics covered include programme/project formulation, annual work planning and budgeting, bookkeeping and accounting, financial and technical reporting, governance and the development of strategic partnerships and alliances.

CSA Advocacy training

A regional advocacy training workshop for SACAU's Young Agripreneur Ambassadors was held in October 2019 in Johannesburg, South Africa. It was conducted by BBO from the Netherlands who provided similar services to SACAU in the past. This was a follow-up event to the CSA sensitisation workshop held in April 2018 as well as the third African Youth Agripreneur Forum held in Cape Town in June 2019.

Building on the knowledge gained from these events, as well as an understanding of the institutional environment in their respective countries, the Ambassadors are expected to join hands with NFO Secretariat members. The latter were also trained in CSA advocacy in 2018 to lobby and advocate for better in-country CSA related policies.

CSA Learning tour

In September 2019, SACAU participated in a learning tour of CSA practices and technologies organised by CCAFS and held in Ethiopia. The objective of the learning tour was to expose SACAU members to the concept of Climate Smart Villages (CSVs) which offer a testing ground for a diverse combination of climate smart practices and technologies in different contexts.

Participants had the opportunity to witness, discuss and learn from farming practices undertaken by others so that where possible, they can adapt them in their countries to ensure reliable food supply and livelihoods under a changing climate. The SACAU delegation comprised 13 NFO representatives. Other delegates included agricultural extensionists, researchers and CSA experts from south, west and east Africa as well as South America and Europe.

African youth agripreneur forum

In June 2019, 13 SACAU agripreneur ambassadors, six of whom were female, attended the 3rd African Youth Agripreneur Forum (AYAF) organised by the African Development Bank (AfDB) in Cape Town, South Africa, under the theme "Climate Smart Agriculture: Business and Employment Opportunities for Africa's Youth".





Operations (cont.)

The forum focused on, among others, the business case for responsible agriculture and entrepreneurship which mitigates the effects of climate change, and on opportunities for youth business linkages through networking and collaboration with potential investors, off-takers and development organisations. Best practice on climate smart businesses were showcased and promoted, whilst at the same time it motivated the youth to aspire and seize opportunities in agribusiness.

The event also provided the youths with a platform for interaction, mentorship, training and business development amongst the youths. In addition, the occasion helped profile youth businesses which would enhance their access to debt, equity, and or grant financing.

The objectives of the Forum included:

- enhancing the investment readiness of agripreneurs through an intensive bootcamp training;
- showcasing the capital expansion readiness of youth-led businesses focusing on CSA to investors;
- profiling youth businesses and facilitating their access to debt, equity, and or grant financing;
- promoting the business case for responsible agriculture and entrepreneurship which mitigates the effects of climate change;
- providing opportunities for youth business linkages through networking and collaboration with potential investors, off-takers and development organisations;
- providing a platform for interaction, mentorship, training and business development;
- promoting best practice on climate smart businesses, and;
- showcasing the ingenuity of young African agripreneurs to compete globally while motivating other African youth to aspire and seize opportunities in agribusiness.

SACAU Academy

In today's world as in previous epochs, leadership and capacity building are some of the critical factors for the success of individuals, organisations and sectors. Rapid developments in information technology have eased the transmission of information much as they have increased the challenge to process it, including through the supply of an avalanche of fake information.

Successful individuals and sectors are those that will stay the course of life-long learning as a general rule, while at the same time seeking out occupation-specific knowledge and skills that enable them to remain relevant in their vocations.

The agricultural sector is no different and SACAU is always looking for ways to capacitate its members with the necessary knowledge and leadership capacity to improve the sector.



Mr Gift Mafuleka, a young SACAU agripreneur participating in the workshop.



Mr Innocent Jumbe, a young SACAU agripreneur participating in the workshop.

Guided by this perspective, a workshop was held to explore further the idea of establishing an academy focusing on youth leadership. The workshop was facilitated by Andreas Hermes Akademie (AHA), who are SACAU's technical assistance partner in this initiative. The participants were drawn from the private sector, FOs, SACAU Board and staff, young agripreneurs and training and development institutions.

The workshop brainstormed on some of the key elements of the Academy, including its name, vision, main focus, objectives, and target market. The name "SACAU Academy" had a wider appeal amongst the participants. It was also

recommended that, among others, its focus would be on entrepreneurship needs of all farmers and not exclusively on the youth and on leadership as initially thought. The outcomes of this workshop will inform the design process which will begin in 2020.

Regional Platforms

For a long time, SACAU has been involved with the cotton and dairy regional platforms for southern Africa. During the year under review, the process of establishing another regional platform focusing on land issues was intensified. Unlike the commodity platforms that comprise mainly national producer (farmers) associations from respective countries of the region, the land network is a formation that comprises farmers' organisations and other civil society organisations with an interest on land issues.

In general, these are common interest, lesson learning and knowledge exchange platforms, among others.

The main platform activities that were facilitated by SACAU in this regard include:

- a dairy platform technical workshop to establish the key elements that would inform the development of a regional strategy;
- a cotton platform consultative workshop to discuss important institutional matters, and;
- a land network strategy development workshop and a consultative meeting.

SACAU also undertook some representation functions for the platforms. This includes attending the Eastern and Southern African Dairy Association (ESADA) conference held in Nairobi, Kenya in August 2019, as well as the South African Large Herds Conference held in Port Elizabeth, South Africa in June 2019. The former provided information and knowledge on new global trends and technological advances as they relate to the 4th Industrial Revolution and sustainable dairy production, while the latter discussed how the 4th Industrial Revolution stands to affect the dairy sector.



Operations (cont.)

Information

The SF observed that Food Systems (FS) have become more dynamic and complex and that agribusiness has become more information intensive, science-based and data-driven. Consequently, timely access to appropriate information is regarded as a key tool for risk management and a major source of competitiveness as it informs better investment decisions.

The provision of information that enhances farmers' enterprises is a key service delivery area for FOs.

SACAU complements the work of national FOs in the provision of information to enable members effectively to undertake their advocacy functions. Furthermore, as a regional FO, SACAU is ideally placed to be the primary source of data for FOs in the region.

The organisation uses various channels to keep members and stakeholders informed of its activities, important developments within the industry in the region, continent and the wider world. These include newsletters, news briefs, special bulletins, press releases and communiques, the website and social media platforms.

The newsletter and news briefs alone carried at least fifty different articles. The articles covered a diverse range of topics, such as food systems, digital technology, young farmers, climate change mitigation and adaptation, droughts, market trends and policy matters.

The information disseminated is generated from various sources, including the SF, conferences, workshops, seminars and meetings, policy and other engagements, field activities, monitoring and evaluations, surveys consultancies, learning/study tours, discussion papers, policy briefs, journals, various publications and reports. Some of the information is also posted on the website and converted into Twitter feeds and Facebook posts.

The organisation will continue to search for ways of improving our reach, communication capacity, frequency and effectiveness with its members, partners and stakeholders.



The Secretariat

At the end of the year under review, the Secretariat had a compliment of 10 staff. The technical operations are run by a team of four staff members, including the CEO. These are supported by a team of six staff members on the accounts and administration component. The staff list is presented towards the end of this report.

The relatively small size and composition of the Secretariat is largely determined by the funding model which is based on development grants. It strives to fulfil our functions of coordination, facilitation, advisory, communication, advocacy and representation, as well as maintain the high levels of accountability associated with the funding model expected of a membership-based organisation.

The following highlights provide an overview and appreciation of some of the critical functions undertaken by the Secretariat to enable the organisation to function:

- financial accounting and reporting, both for internal control and in fulfillment of funding agreements;
- preparation of Annual Financial Statements (AFS) for the organisation and for the subsidiary - SACAU Development Enterprises (SDE) for external audit purposes;
- management of existing partnerships and alliances as well as the development of new ones;
- preparation of project specific accounts for external audit purposes;
- organisation of AGM, Annual Conference and Board meetings;
- development and updating of policies, procedures and systems;
- production of annual reports for the organisation and for projects;
- ensuring compliance with statutory obligations, including filing of tax, PAYE and other returns;
- project design and formulation;

- management of resources (staff, financial, office equipment and machinery);
- facilitating the production of newsletters and other publications;
- management of agreements and contracts with partners and service providers;
- representation of farmers at key events and meetings regionally and internationally;
- management of funding agreements with members;
- resource mobilisation, including development of partnerships, alliances and proposal development for joint applications;
- events organisation: travel and logistical arrangements for conferences, workshops and other events involving about 400 people, and;
- monitoring and evaluation, including organisation of external reviews and evaluations, event evaluations, field visits, and production of monitoring reports.

Financials

The organisation once again delivered unqualified externally audited Annual Financial Statements (AFS). The AFS show a healthy balance sheet position. However, total grant income declined by about 40%, South African Rand (ZAR) 15.5m compared to the previous financial year. This was largely due the coming to end of a big project during the course of the year. Although a new and relatively large size project came online in the year, it did not impact significantly on the cashflow due to the late signing of the financing agreement.

The AFS confirmed that the organisation has adequate financial resources to continue operating for the foreseeable future. It is thus a going concern. Total secured grant income for 2020 is expected to be double the 2019 amount.

In conclusion, the organisation has a robust and sound operating system. The system has been developed over time; it is continuously improved upon and

The Secretariat (cont.)

reconfigured in response to the organisation's evolving needs, challenges and technological advancement. The technical capability of the operating system has been designed with growth considerations.



SACAU Staff List



Mr Ishmael Sunga
Chief Executive Officer



Mr Jean Bosco Rurangangabo
Finance & Administration Manager



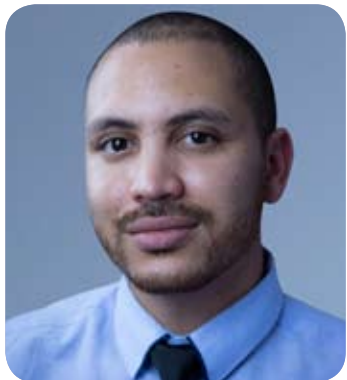
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Programme Officer: Regional Commodity Platforms



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Ms Dorita Swart
Personal Assistant to CEO, Admin & Reception



Ms Joy Molefe
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Mr Glen Tshugulu
Junior Bookkeeper



Ms Mandisa Ngezana
Office Assistant

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SOUTHERN AFRICAN CONFEDERATION OF AGRICULTURAL UNIONS

The Southern African Confederation of Agricultural Unions (NPC)

Reg nr: 2006/024245/08

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