



## PROCEEDINGS OF THE SECOND INNOVATION LAB

### Supporting Smallholders into Commercial Agriculture: a social dialogue and learning project

*A project by the Southern Africa Food Lab and the Institute for Poverty, Land and Agrarian Studies.*

21 – 22 October 2013

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## BACKGROUND TO THE INNOVATION LAB

The Southern Africa Food Lab (SAFL) and the Institute for Poverty, Land and Agrarian Studies at the University of the Western Cape (PLAAS) are engaged in a project called *Supporting Smallholders into Commercial Agriculture: A social dialogue and learning project*. This project has been designed to ensure strong linkages between academic research and processes of social dialogue, policy debate, media dissemination and institutional learning among stakeholders involved in the development of smallholder agriculture.

The processes of social dialogue, policy debate, media dissemination and institutional learning have been designed to:

- Solicit input from the full spectrum of stakeholders involved in smallholder agriculture;
- Facilitate a broad and systemic understanding of issues facing smallholder agriculture;
- Design innovations aimed to address certain agreed upon issues that require input in order to further shift the system towards a more sustainable and equitable path;
- Debate and inform official frameworks and policies;
- Facilitate alignment amongst stakeholders; and
- Communicate through the media.

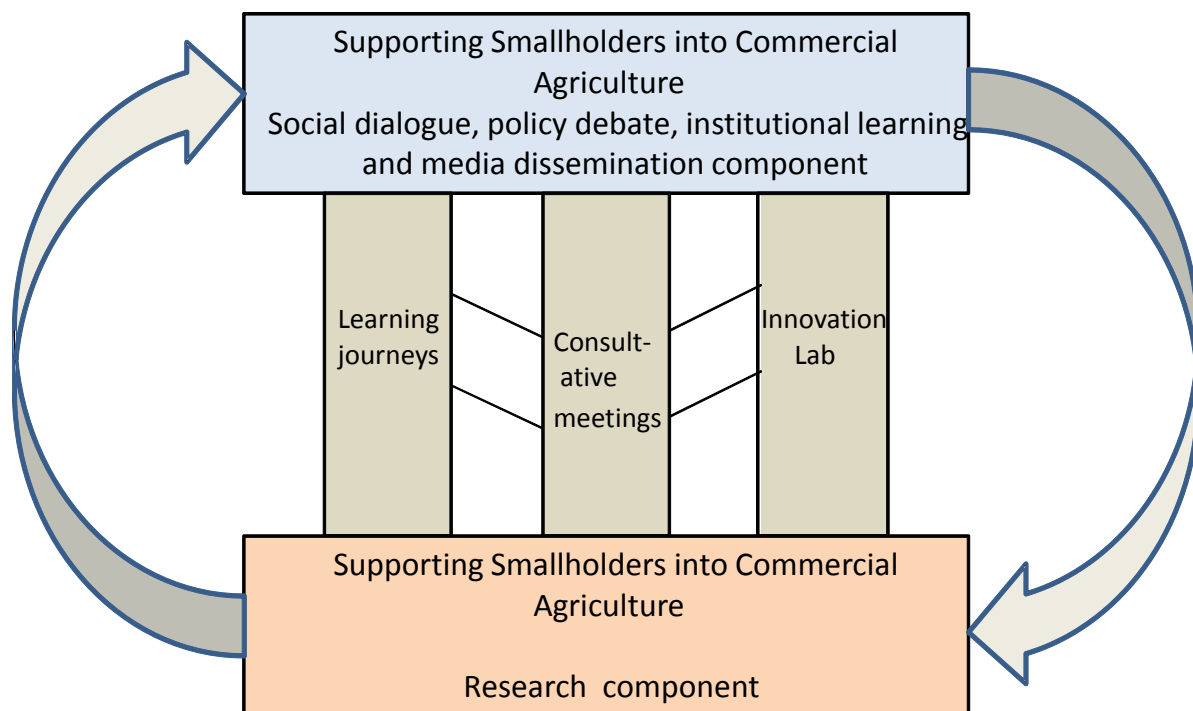
These processes focus on the key challenges that need to be overcome to enable progress toward creating a thriving smallholder farming sector that addresses the issues of job creation and food security. A number of the key challenges are *inter alia*:

- Inappropriate extension support to smallholder farmers;
- Lack of alignment amongst producer support programmes;
- Lack of accessible markets and high transactions costs;
- Lack of marketing skills among producers; and
- Lack of access to finance.

The key activities undertaken to enable dialogue, debate, dissemination and learning are facilitated learning journeys, consultative meetings and innovation labs.

Three learning journeys have been undertaken during this component of the project. These learning journeys were designed to build on one other in a recursive way to ensure that issues and questions that emerged were captured, dealt with and helped inform the innovation lab events. A number of consultative meetings were held to ensure that the voices of various smallholder associations and representative bodies were heard and incorporated into the learning journeys and innovation lab events. Several smallholder farmers also attended the innovation lab events.

The learning journeys, consultative meetings and innovation labs link the research and the social dialogue components of the project as depicted in Figure 1.



**Figure 1.** Supporting Smallholders into Commercial Agriculture: A social dialogue and learning project

## THE SECOND INNOVATION LAB

The second Innovation Lab took place at the Irene Dairy farm, on the 21<sup>st</sup> and 22<sup>nd</sup> October 2013. The primary purpose of this second Innovation Lab was for participants to build on the ideas, relationships and commitments made during the first Innovation Lab. This first innovation lab provided an opportunity to understand the landscape of smallholder farming in southern Africa with a deeper, more nuanced, or simply different, perspective in order to envision new innovations or help renew or bolster existing efforts. Seven innovations emerged from this first Innovation Lab. The key purpose of the second Innovation Lab was to create the condition for being truly productive in the spirit of experimentation and risk-taking, and as a testing space of not just of ideas but of new and different ways of working together.

Specifically, the intentions of the second innovation lab were to:

1. To create conditions for each innovation team to make a satisfying degree of progress;
2. To get feedback – supportive and critical; and
3. To sketch out what each innovation team will do next, towards the final SSCA gathering on the 28th and 29th January 2014.

### **Innovation Labs: defined**

*The Lab offers a safe, creative space for people who share a common social challenge or opportunity to build upon their diverse experiences and practical knowledge.*

*Through a structured process of dialogue, action-learning, experimentation, and analysis, they design and implement innovations to impact on the system they are trying to change.*

The first day of the innovation was designed to allow the group as a whole to find its feet again, as well as for new and old participants to find and connect or reconnect to one another. It also provided the space for participants to reconnect to existing innovations and to propose new initiatives. Finally, significant time was allocated for innovation teams to work together to make progress on their innovations.

The second day was designed to provide a space for the innovations to be tested with “warm users”, people who hold different perspectives in the food system, who can provide support and critical feedback

on how they perceive the innovations. Time was then given to the innovation teams to integrate this feedback into their innovations and to explore what this meant for each innovation team, including whether to discard or proceed with the innovation.

The proceedings outlined below cover the key components of each day.

## INNOVATION LAB PROCEEDINGS: DAY 1

Approximately 40 people attended the first day, of which about one quarter had not attended any previous SSCA project events.

### AN INNOVATIVE WAY OF PARTICIPANT INTRODUCTIONS: “SPEED DATING”

To help people connect with their own personal reasons for being at the Lab, to dig deeper within themselves and to quickly connect with other participants of the Lab in a more profound way, all participants engaged in 10 3-minute rounds of discussion, each round with a different person. Two circles of chairs, facing each other, had been set up in the room. People were asked to find a seat and preferably sit opposite someone they did not know. Participants were given 3 minutes to answer a question, before those people sitting in the outside circle moved one chair to their left once the 3 minutes were up, to answer the next question with a new person. The questions were as follows:

1. What brought you here?
2. What do you care about?
3. How have your priorities changed over the years?
4. If you had 24 hours to do anything you wanted in the world, what would it be?
5. What have you rebelled against in the past and what are you rebelling against now?
6. Where did you think you'd be at this age when you were young?
7. How do you express yourself creatively?
8. What does the world need more of?
9. What does the world need less of?
10. What gives you meaning in your life?

### PERFORMANCE

*A woman, wrapped in colourful African cloths walks into the room with a basket of fruit and vegetables on her head. Some of the vegetables are wrapped in plastic. She is humming softly to herself. She settles herself in a corner of the room.*

*A man, in a suit and tie, carrying a briefcase wanders slowly into the room behind her. He is singing softly to himself. He notices the woman with the basket of fruit and vegetables, stops, and takes an apple from the basket.*

*He finds himself at a small wooden desk, takes a gentle bite of the apple, pulls out a journal and pen and starts to write. He reads out loud what he has written:*

*“When despair for the world grows in me  
And I wake in the night at the least sound  
In fear of what my life and my children's lives may be –“*

*He scrunches up the paper and throws it on the ground.*

*He returns to his notebook and begins to write once more, this time with a sense of connection with the words. He finishes writing, stands up, looks up at the audience and slowly scans the room, then looks down at his notebook and reads what he has written:*

**“No One Lives His Life**  
*Disguised since childhood,  
 haphazardly assembled  
 from voices and fears and little pleasures,  
 We come of age as masks.  
 Our true face never speaks.  
 Somewhere there must be storehouses  
 where all these lives are laid away  
 like suits of armour or old carriages  
 or cloths hanging limply on lines.  
 Maybe all paths lead here,  
 to the repository of unlived things.”*



*He drops his pad and his gaze is drawn towards a suspended line hanging in front of him. He touches the line and follows its path up towards a window. He stares at the window for a long moment. He turns and finds himself in front of a mirror. He sees his reflection in the mirror and begins to gently explore his face, his movements are slow and considered as if he is peering deeper into this reflection. He moves back to the desk and opens the lid to the desk, hiding his face. There is a commotion behind the desk and when he hears over the lid again he is masked. He explores his surroundings again, to the soft humming of the woman to the side, including returning to the mirror, where he sees himself once more, this time with the mask looking back at him. He sees the mask in the mirror, and the mask looks back at him.*

*The woman gets up, offers him her hand and leads him back to the desk, where she shows him three scrolls in the desk. He proceeds to peg each to a line, reading each one in turn.*

*The scrolls have the following words on them:*

- ❖ *WHOLEHEARTED: Courage, compassion, connection*
- ❖ *DARE GREATLY*
- ❖ *DIG DEEP: Get deliberate; get inspired; get going*

*He reads the words “Dig deep: get deliberate; get inspired; get going” repeatedly looking at the pegged sheet while the woman starts drumming and chanting her hymn loudly in a jubilant manner. Her hymn and drumming is all that is heard before it slowly fades away.*

## RE-INTRODUCING THE INNOVATIONS

Each of the Innovation team leads had the opportunity to re-introduce the innovations and to share any major progress made since the last Innovation Lab. The seven innovations that developed during the first innovation lab were re-introduced. Five of the innovations were to be discussed further during Day 1, a further Innovation was to be presented at the beginning of Day 2 and one innovation was not discussed during this Innovation lab, as the team leader was not present.

### What is an “innovation”?

*It is a new **insight**, a new **relationship** or a new **commitment** which, together ultimately lead to **new action**.*

A summary of each innovation is provided below.

INNOVATION	TEAM LEAD	INNOVATION TITLE	DESCRIPTION
<b>Innovation 1a</b>	Dianna Moore	Standards, NAC (Non-accredited checklist), GROW	<p>Non-accredited checklist that increases market access, increases resilience/sustainability and provides a roadmap to Local G.A.P. certification.</p> <p>This innovation looks for a way of integrating smallholders into the retail sector by providing a non-accredited food safety checklist OR facilitating the implementation of a standard that is applicable and relevant to them. The Innovation initially started by exploring the idea of developing a roadmap towards Local G.A.P. The innovation moved away from this as an option but after good discussions with Local G.A.P., are re-exploring this as an option. Global G.A.P. will be attending Day 2 of the Innovation Lab so this Innovation did not meet on Day 1.</p>
<b>Innovation 1b</b>	Dianna Moore	Market Segmentation	<p>In order to help smallholders increase their market access we need to understand current and potential markets that they can supply. There is a lot of academic literature about retailers trying to integrate smallholder farmers into their value chains but very little is known about the other market segments they could supply. The proposal is to develop a matrix of different farmer types and different market segments, and specific recommendations of what markets are available, what the barriers are and how to prioritise efforts in order to focus on the easiest market segments to access. PLAAS is partnering in this innovation to research market segmentation in the different regions of the country.</p>
<b>Innovation 2</b>	Kenneth Carden	Pilot the coordinating model as defined in the draft Extension Policy	<p>During the Limpopo extension and farmer advisory services learning journey, participants worked with and discussed the draft DAFF extension services policy that calls for, amongst other things, participative and collaborative engagement, a move away from top-down approaches towards focusing on existing needs, and a reduced role of the state, with a focus on the state setting policy directions and allowing collaboration and coordination to happen. The Limpopo Learning Journey further highlighted the overextension of extension officers themselves and that in certain areas there are so many different private and government services operational that farmers do not know whose advice to follow.</p> <p>One of the innovations that emerged from this Learning Journey was to pilot a coordination model to provide the necessary evidence and detail for further developing the extension policy and its</p>

INNOVATION	TEAM LEAD	INNOVATION TITLE	DESCRIPTION
			<p>associated implementation plans.</p> <p>Progress made on this innovation since the first innovation lab, include engagements with DAFF.</p> <p>This innovation team aims to harvest the diverse experience of the participants gathered for the second innovation lab to engage more deeply with the draft policy document, and to provide assistance in operationalising this policy and the implementation framework.</p>
<b>Innovation 3</b>	Lawrence Mkhaliphi	Graduation criteria	<p>This innovation looks at what it takes for smallholder subsistence agro-ecological farmers to “graduate” to a more market-orientated farmer, and once this has been understood, how to support this. This innovation emerged from the observation that government efforts to support smallholder farmers to move from subsistence farming to market-orientated farming often fall short. This innovation aims to understand what support and incentives smallholder farmers need.</p> <p>Progress made since the first innovation lab included setting up a meeting with farmers and municipal officials help design these graduation criteria. This meeting was not well attended by the appropriate municipal officials, with senior staff sending junior staff who had very little understanding of government support to farmers. The intention from the second innovation lab was to invite new inputs and thoughts from Lab participants, including grappling with the obstacles encountered, and to help support with developing an M&amp;E framework.</p>
<b>Innovation 4</b>	Rashmi Mistry / Ulli Klins	Create ways of getting more small scale farmers’ voices heard in this work and in policy development	<p>This innovation aims to address the persistent issue that the voices of the smallholders are spoken about, but that smallholders themselves seldom have the chance to voice their own concerns.</p> <p>In initial discussions about creating a platform for smallholder voices it became clear that the entire value chain is a problem and that the issues range across all scales, from very localized issues to regional issues. Out of this initial discussion, it was agreed to focus on three components: 1) create a space where smallholders can engage in peer learning with one another; 2) create a space where the multiple stakeholders can hear one another; and 3) to ensure alignment between these two spaces.</p> <p>Since the first innovation lab, the innovation has explored what platforms already exist and has developed a concept note that outlines the problems</p>



INNOVATION	TEAM LEAD	INNOVATION TITLE	DESCRIPTION
			<p>and options.</p> <p>This innovation presents the opportunity to explore and learn about what “real participation” is really about: really listening and taking our lead from smallholder farmers themselves.</p>
<b>Innovation 5</b>	Sidney Lockett	Agro-ecosystem awareness	<p>This innovation emerged from an idea to build on the work of ZZ2 around agro-system farming and data analysis, and to begin to transfer this knowledge to low-income farmers.</p> <p>At the first innovation lab, Mopani Farmers Association and ZZ2 began a conversation of how to work together, incorporating systems thinking within the context of localized farming with data processing in a pilot project. The idea was for smallholder farmers from the Mopani Farmers Association to provide data and samples to ZZ2 to analyse.</p> <p>When the innovation team began to explore the implementation of this, they realized that this action might be a step too far, and that the farmers really need some fundamental information and training in growing techniques and vegetable production, for example the pruning of tomatoes. Based on this, the team designed a full-day workshop at ZZ2 that included an introduction to the work at ZZ2 and then focusing on particular production techniques. This workshop was highly successful, with 22 people attending, of which 20 were farmers, one from an environmental group and one person from the Limpopo Department of Agriculture (LDA).</p> <p>Some issues have been identified that have not yet been addressed. These include the issue of water availability, the political challenges in the area, issues of governance, and economic issues and market possibilities for local farmers. This group has a clear set of questions about what they want to do next.</p> <p>This innovation has some definite linkages with Innovation 2.</p>
<b>Innovation 6</b>	Jemina Moeng	Bridging the Divide	<p>Jemina Moeng, the Innovation Team lead was not able to be present at this innovation lab. Scott Drimie presented progress made on her behalf.</p> <p>This innovation emerged from a concern articulated by Jemina about the struggle to coordinate bureaucracy and how that often manifests in very poor alignment of programmes that should in fact be creating that enabling environment for smallholder</p>

INNOVATION	TEAM LEAD	INNOVATION TITLE	DESCRIPTION
			<p>farmers. The challenge is to get different government entities to engage at a fairly senior level such that when it comes down to a grassroots level, things actually happen.</p> <p>Since the first innovation lab, the team has partly begun analysing the problem, which is not only about government coordination but is also about how government works: in terms of where the power lies in terms of the reporting and accounting channels, but also where power lies for relatively lower level bureaucrats who have to do what senior bureaucrats say.</p> <p>In terms of progress, Jemina has begun this conversation within DAFF and with her counterpart in the Department of Rural Development and Land Reform, Busi Mdaka, but not much has moved. There is a sense that Outcome 7, which is the general programme of government that tries to coordinate many departments, and the review that's underway in the department of Rural Development and Land Reform, will begin to raise some of these issues. Not much has happened, but at least the conversation is unfolding.</p> <p>Since Jemina was not present, this group did not meet. Instead those were interested in this innovation were encouraged to join Innovation 2, to bring the higher-level thinking into this conversation.</p>

## ADDITIONAL INPUT AND FOOD FOR THOUGHT

### INPUT ON MONITORING AND EVALUATION

Sarah Chapman from the Institute for Monitoring and Evaluation (IME) at the Commerce Faculty at the University of Cape Town, gave a brief presentation on the input that she would be able to provide to all innovation groups on building Monitoring and Evaluation Frameworks into their work. She said that she would start by spending time with Innovation 2 but then would move to other Innovation teams throughout the day.

### INTEGRATING INNOVATIONS INTO MANAGEMENT SYSTEMS

Prof Benjamin Cousins from PLAAS urged all innovation teams to consider how they might integrate their innovations into the management systems of government, in particular the national and provincial departments of agriculture. He warned that if the innovations did not explore how these innovations might work for and support the management within these departments, the innovations were unlikely to take

root or be scalable. He acknowledged the challenges that this presents but encouraged each innovation group to bear this in mind.

#### BEING AWARE OF THE DIFFERENCES IN UNDERSTANDING OF TERMINOLOGY

Lawrence Mkaphili from Biowatch reminded the group that people have different interpretations of terms and definitions and that it is important to be clear about what one is speaking about, and not assume that others share the same understanding or interpretation.

#### THE RELATIONSHIP BETWEEN POVERTY, SOCIAL SECURITY AND AGRICULTURE

Paula Nimpuno from the Ford Foundation spoke about the work that the FAO (Food and Agriculture Organisation) and other organisations are doing regarding linking social protection with food security in an attempt to reach the MDGs (Millennium Development Goals) and recommended the group to bear this in mind in their own innovations

#### THE THREAT OF YOUTH DISINTEREST IN AGRICULTURE ON FOOD SECURITY

Paula also flagged the importance of bearing in mind the lack of interest of the youth in agriculture as a major risk to food security in the long term.

#### INNOVATION TEAMS – HARD AT WORK

Five Innovation Teams met during Day 1. The majority of participants chose to spend all their time within one innovation team, while Sarah Chapman and a few other participants moved between the teams for the remainder of the day. The teams had approximately five hours of contact time, spread across three time-slots to work on their innovations. The first session was used for innovation team leads to reintroduce the innovation to the participants and to give a chance for all the voices in the group to be heard. The second session provided the opportunity to delve into their innovations in greater detail. The final session of the day was for the team to begin to prepare for their 10-minute presentation to the panellists the following day. Each innovation team was asked to address the following questions in their presentations:

- **Who** are we in this team? **Who** will be responsible for making this innovation happen: us or others?
- **What** is our innovation?
- **Why** this is innovative (what gap are we filling, what influence could this have?)
- **How** we propose to make this happen?
- What we need to try doing soon to **assess** whether this is worth investing in longer-term?
- Where we're getting stuck / what our **questions** are now?

This concluded the work on Day 1.

## INNOVATION LAB PROCEEDINGS: DAY 2

The second day of the Innovation consisted of two main components: 1) “testing” the innovations with “warm users” who are not part of the Innovation Lab and receiving feedback from the Innovation Lab participants; and 2) integrating the feedback into the individual Innovation teams, taking stock of progress made and planning the next steps. The sections below summarises the key components of the day.

#### TESTING THE INNOVATIONS

The process of social innovation works with a number of principles, namely: 1) to fail often and fail early; 2) experimentation; and 3) feedback from multiple perspectives in order to make sure that the innovations are covering their blind spots.

To this end, three panellists who understand the South African food system but have not been involved in the SAFL were invited to look at these ideas with new eyes, to give incisive, honest, compassionate and quick feedback – “an outside view in” – in a way that allows the ideas and innovations to grow.

### THE PANELISTS

#### Ashraf Kariem

He is with the National Planning Commission (NPC). He was very involved in writing Chapter 3 (economy) and Chapter 6 (rural economy) of the National Development Plan (NDP). Prior to that he spent 10 years as a policy advisor in the Presidency. He carries the bigger planning and coordination perspective.

#### Yuri Ramkissoo

She is a senior researcher on economic and social rights at the South African Human Rights Commission (SAHRC). Her background is as an environmental scientist and her research, prior to joining the SAHRC, was on the effects of climate change on rights and food security. She holds a rights perspective.

#### Brian Whittaker

He was previously the CEO of the Business Trust. He is now Executive Director of the Vumelana Advisory Fund, which enables communal land-owners and beneficiaries of the land reform process to conclude commercially viable transactions with private investors that have the financial capital and skills needed to make their land productive. He is the chairman of the Jobs fund. He will hold the commercial viability perspective.

Some time was provided after the panel presentations for a few specific questions to each innovation. The section below summarises the presentations by each of the innovation teams followed by the panellist’s feedback as well as general feedback from the floor.

<b>Innovation 1a: Food Safety standards and smallholders in South Africa</b>	
Who is the team?	<ul style="list-style-type: none"> <li>• Kenneth Carden-SAFL</li> <li>• Dianna Moore –SAFL</li> <li>• Tola Okunlola – PLAAS</li> <li>• Jeremy Lister-James – Biowatch</li> <li>• Chester Mhlanga-DAFF</li> <li>• Samson Tauzeni – Technoserve</li> <li>• Tatjana von Borman – WWF</li> <li>• Leah Berkowitz – Care SA</li> <li>• Don Thankge – Woolworths</li> </ul>
What is the innovation?	<p>To facilitate the creation of a non-accredited accredited “checklist” that allows smallholders who are unable to meet nor afford certified standard audits to show food safety and ethical / environmental practices <b>OR</b> facilitate the implementation of a relevant, existing programme or standard.</p> <p>More recently the innovation team has entered into discussions with Local G.A.P. It seemed like there were great developments in the area. Because they are just starting off in South Africa, there is room for education and dialogue. At this stage, the innovation team has moved closer to the idea of facilitating the implementation of this developing</p>

	<p>programme.</p> <p>Christi Venter of GlobalG.A.P. presented an overview of LocalG.A.P., how it differs from GlobalG.A.P., and for whom it is intended. While her presentation was cut short to keep the schedule running on time, she discussed the implementation of LocalG.A.P. in South Africa with many innovation lab participants during the break.</p>
What are the team's questions now?	<p>How do we best leverage our cross-sector platform to affect and facilitate implementation of LocalG.A.P. ?</p> <ul style="list-style-type: none"> <li>• Helping with training?</li> <li>• Helping with the costs of these audits?</li> <li>• Helping an environmental/ethical compliment to the food safety standard.</li> </ul>
<b>Feedback from panellists</b>	
Ashraf Kariem	If you are wanting to get actors to market, why not have a relationship between the retailer and the smallholder? Why all these additional standards? What's innovative about this?
Yuri Ramkissoon	I don't understand how this standard fits into a broader process of the different types of certification. Is it an additional process and how do these different processes tie into each other?
Brian Whittaker	I think it's good idea. The question is: how do you get all of this done? I thought the really simplified process sounded like a good idea. When you bring back Global G.A.P, I'm not sure what its position is. For example, is Global G.A.P. saying, "we have a standard and we're sticking to it and you can have a capacity building programme until to meet our needs". Or are we talking here about adjusting the requirements to make it straightforward for these smallholders. I think the second makes more sense, and whatever happens, it's going to have to be very straightforward and simple, otherwise the administration gets too complicated, it costs too much and the smallholders won't benefit.
<b>Feedback from the floor</b>	
<ul style="list-style-type: none"> <li>• How do we implement this without the South Africa food safety policy?</li> <li>• Are you are aware of a standard launched by Solidaridad two weeks ago?</li> <li>• Is this not placing another layer of burden on small scale producers?</li> <li>• Does GAP have any interest in seeing the impact of certification on local farmers or will the benefits just be assumed?</li> <li>• Is there common ground between the system and the Participatory Guarantee System?</li> <li>• Why not bring down the costs of certification?</li> <li>• Why is the government not funding audits for the smallholder farmers to access the value chains?</li> </ul>	

### Innovation 1b: market segmentation

Who is the team?	<ul style="list-style-type: none"> <li>• Kenneth Carden-SAFL</li> <li>• Dianna Moore –SAFL</li> <li>• Tola Okunlola – PLAAS</li> <li>• Jeremy Lister-James – Biowatch</li> </ul>
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	<ul style="list-style-type: none"> <li>• Chester Mhlanga-DAFF</li> <li>• Samson Tauzeni – Technoserve</li> <li>• Tatjana von Borman – WWF</li> <li>• Leah Berkowitz – Care SA</li> <li>• Don Thankge – Woolworths</li> </ul> <p>The innovation needs funders, partners, farmers and other stakeholders.</p>
What is the innovation?	<p>To facilitate market access by better understanding the current and potential market segments that smallholders in South Africa can supply, the limitations of accessing these markets, and the potential opportunities to overcome these limitations.</p> <p>If we want to increase market access, we need to understand what current market segments farmers are supplying. The team has identified nine initial segments, with very little information available on informal markets, government procurement and events and hospitality. This is where the innovation wishes to focus.</p>
Why is it innovative?	We're filling in gaps that haven't been seen. There is a large part of the market that is not being recognised.
Proposals for way forward	<p>Literature review: Have already completed a literature review, which reveals that there isn't much information on these three market segments.</p> <p>Next step: field research: speaking to smallholders, bakkie traders, fresh produce markets. We want to start with a pilot.</p> <p>Outcome: final report and fact sheets in English, isiXhosa and isiZulu</p>
How to assess the worth of longer-term investment?	Apply for funding
What are the team's questions now?	<ul style="list-style-type: none"> <li>• How do we take advantage of this opportunity without creating too much complexity by trying to fit too much into it?</li> <li>• How do we set metrics? It's very difficult to compare someone who is selling corn from someone who is selling chickens.</li> </ul>
<b>Feedback from panellists</b>	
Ashraf Kariem	I'm not sure how innovative this is. I think there are institutions in this country that should be doing this research. Why are these institutions not doing this work? I'm also not sure what this will contribute to the broader understanding. Do you know what the basic conditions are like in these different aspects?
Yuri Ramkisson	I see this more as a research project than an innovation, unless it's going to be on going, where you continually assess the market and provide insight for smallholders in terms of increasing market access. Do you get people to change their production or just find a niche in the market? And importantly, when you try and link smallholders with support, who is going to offer this support? Who is going to assist those farmers with funding, skills, and the necessary support that they require?
Brian Whittaker	I see this as an informational innovation. Getting information on market segmentation and how different types of smallholders play into the economy is very important. It is also important to understand the barriers for smallholder farmers. The question is how much money is actually needed and who will buy this and/or benefit from this? I think there are policy and practical spaces where this information will be highly useful. Maybe syndicating this research is a way to go?
<b>Feedback from the floor</b>	
<ul style="list-style-type: none"> <li>• In terms of clients for the study, what about finding a local/district municipality stakeholder, which might be involved in some of the other innovations to, to augment the National Agricultural Marketing Council study?</li> <li>• Does the study consider practical examples (for example experiences by Technoserve)?</li> <li>• The policy of food security just been approved. In this policy, there is quite a strong focus on</li> </ul>	

- preferential procurement. There may be an intrepid client to fund this research
- How are you going to demonstrate that by understanding the market, smallholders are then able to access the market?

Innovation 2: Influencing and enabling the national policy on extension and advisory services	
Who is the team?	<p>Innovation team</p> <ul style="list-style-type: none"> <li>• Tozamile Lukhalo, Motshidisi Khosa , Nkosinathi Motsoane – DAFF Extension Reform Directorate</li> <li>• Sandile Ngcamphalala, Agricultural Research Council</li> <li>• Mandla Nkomo – TechnoServe</li> <li>• Duncan Stewart – Lima Rural Development</li> <li>• Ben Cousins – PLAAS</li> <li>• Bafana Shongwe – Woolworths</li> <li>• Phindile Spies – Them bani International Guarantee Fund</li> <li>• Tarisai Mubonderi – Virtual Livelihoods School of Africa (VLSA)</li> <li>• Inge Kotze – WWF</li> <li>• Sarah Chapman – IME UCT</li> </ul> <p>Who will implement:</p> <ul style="list-style-type: none"> <li>• DAFF Extension Reform Directorate</li> <li>• Innovation team to support</li> </ul>
What is the innovation?	<p>The policy is calling for organisations involvement in implementing and delivering support to smallholder farmers to work in a more coordinated and collaborative way. This innovation aims to pilot this coordinating model. Through discussions, the innovation has moved towards a process of enabling and influencing the policy.</p> <p>The team can support this process at three levels: 1) technical (e.g. detail of the policy document and the policy implementation framework and M&amp;E); 2) political (e.g. building coordinated smallholder support structures within the different spheres of government); and 3) practical (e.g. through piloting – to see how practical the policy is and how long it is going to take to implement.)</p>
Why is it innovative?	Involvement of all the stakeholders involved. It's a true collaboration.
Proposals for way forward	Having a strong pilot in one of two locations. Focusing on the M&E framework
How to assess the worth of longer-term investment?	
What are the team's questions now?	<ul style="list-style-type: none"> <li>• Are there ways of influencing that political process?</li> </ul>
Feedback from panellists	
Ashraf Kariem	This innovation fits in with the overall shift towards more evidence-based policy building – this idea of piloting and then developing policy drafts. Why are you waiting for the draft policy to come out before doing the pilot? It should be the other way around. A good model to look at is the Community Works Programme. The pilot was funded through the Presidency, after which time the policy was developed. The other thing you need to be careful of is that you are working with a concurrent national and provincial function. If you are going to do the work, you need to get two or three provinces on your side to make sure they can implement the process.
Yuri Ramkissoon	I'm seeing more now how the different innovations work together. I found this innovation particularly exciting because I think we fall short at an implementation level. I also like the fact that this innovation is

	working across a range of levels from policy to practice. I think the pilot project could be very interesting as a possible model for collaboration in the future. How would the lessons from the pilot project be used? I think that will be key to the success of this innovation.
Brian Whittaker	<p>This is obviously important, but it feels to me like there are just too many strands of this to be implementable. I'm not sure whether you are trying to influence policy, run a pilot, set up a coordinating mechanism, etc.</p> <p>I have a personal prejudice about coordination. Coordination is something that everyone believes in, but nobody wants it to happen to them. It is very difficult for policy makers and government officials to engage in such a process because they can easily be seen to be subject to the influences of special interests. Maybe the Food Lab could create a safe space for that conversation.</p>
<p><b>Questions/comments from the floor</b></p> <ul style="list-style-type: none"> <li>• How are you going to close the communication and knowledge gap between private and public extension services?</li> <li>• Are you going to change your business plan to start experimenting rather than waiting for the policy to be approved?</li> <li>• Are you open to linking with other innovations? For example with Innovation 3</li> <li>• Are you aware of the resistance to change?</li> <li>• Can this group connect with the agro-ecosystem awareness group (Innovation 4) who are already developing a pilot together with Limpopo Department of Agriculture as a partner?</li> </ul>	

Innovation 3: Farmer graduation	
Who is the team?	<ul style="list-style-type: none"> <li>• Lawrence Mkaliphi – Biowatch (Lead)</li> <li>• Chester Mhlanga – DAFF (Smallholder development)</li> <li>• Richard Nthembu – Biowatch farmer</li> <li>• Merle Dietrich – Goedverwacht Farmers' Association</li> <li>• Rahab Ngumba-Njoroge – Virtual Livelihoods School of Africa (VLSA)</li> <li>• Nthombithini Ndwandwe – Zimele Farmers' Association</li> <li>• Jeremy Lister-James - Biowatch</li> </ul>
What is the innovation?	Create criteria, coordinated at the municipal level, for agro-ecological subsistence-oriented smallholders to graduate to levels of subsistence and then market-oriented smallholders in loose value chains, and <u>mechanisms to support this graduation</u>
Why is it innovative?	It maximizes and coordinates government, NGO and farmer resources. Farmers move from subsistence to market-orientation. Agro-ecology minimises wastage and increases production, which increases local economic development
Proposals for way forward	<p>Define alliance.</p> <p>Pilot this with Zimele Farmers</p> <p>Invite Zimele farmers idea.</p> <p>Package the graduation criteria and support required.</p> <p>Survey on existing DOA/DAFF programmes, e.g. CASP.</p> <p>Build advocacy strategy to source funding and influence government support</p> <p>Forge and propose government departments partnership.</p> <p>Consumer awareness education to get the right premiums for the produce.</p> <p>Facilitate and apply the Participatory Guarantee System as external expertise in the form of a third party certification.</p> <p>Demonstrate, practice and replicate.</p> <p>Will develop an M&amp;E framework</p>



How to assess the worth of longer-term investment?	Secure meetings with DOA/DAFF and farmers Develop business plans Pilot for two seasons – winter and summer cropping seasons. Proof of production and sales (income)
What are the team's questions now?	How do we as a collective successfully engage the Department of Agriculture as an implementation agent on the ground. We are getting support from DAFF at a national level, but at a local level we are not getting the support.
<b>Feedback from panellists</b>	
Ashraf Kariem	This is one of those areas that government needs to get right – how to get subsistence farmers to know how to farm, given our history where a lot of this knowledge was lost or decimated. How do you build relationships with officials at a provincial level? If you are going to do a pilot, you need to find willing partners at this level. How do you get the agricultural colleges involved?
Yuri Ramkissoon	I'm not seeing the link between the graduation process and how you are going to enter the market. How were the criteria decided upon? They seem somewhat arbitrary. Are they of an international standard or a local standard?
Brian Whittaker	I can't really see the innovation here. The basic strategy seems to be training, backed by a network of support services. Will market orientation lead to market access?
<b>Feedback from the floor</b>	
<ul style="list-style-type: none"> <li>• How are you going to connect with an agricultural college?</li> <li>• How are you going to be identifying and classifying these small scale producers that you are wanting to graduate?</li> <li>• How scalable is this framework of graduation to people outside agro-ecology?</li> <li>• What is the originality of the approach and is it implementable?</li> <li>• How do you get farmers to do well before they graduate?</li> </ul>	

<b>Innovation 4: creating ways of getting more smallscale farmers voices heard</b>	
Who is the team?	Rashmi Mistry – Oxfam (lead) Canny Geyer – Oxfam Mnqobi Ngubane – PLAAS Norah Mlondobozi – Mopane Farmers Union (MPU) Nthombithini Ndwandwe – Zimele Farmers Association Mandy Moussouris – Environmental Monitoring Group (EMG) Ulli Klins – Southern Africa Trust Dineo Ndlanzi – Reos Partners
What is the innovation?	To have a forum for smallholder farmers voices.
Why is it innovative?	This is about transforming relationships.
Proposals for way forward	Start at a District Level in Limpopo We are still not sure what farmers want, so need to start here. Will map farmers and farmers associations in the area – this needs to be done on the ground. Local networking, interviews with farmers. Workshop, which will be in vernacular. Workshop after the elections
How to assess the worth of longer-term investment?	We will only know after the workshop whether this is worth investing in over the long term.
What are the team's questions now?	What is a smallholder? And what does that mean for creating a smallholder platform/forum or number of forums? Do we start with the farmers in the room, or based on commodities or provincial?

<b>Feedback from panellists</b>	
Ashraf Kariem	Voices are important in any process, in particular for smallholder farmers. The question is how and where? I think it would work in the ex-Bantustan areas and the communal areas. How do you form these forums? Isn't the traditional authority meant to be that voice in the former Bantustans?
Yuri Ramkissoo	I see the need for the process. My only concern is how are you going to carry it out? You are going to have farmers from across the country who have very different concerns. They are going to range from political to socio-economic and everything in between. I think you need to be very succinct and have a way in which you collect all that information, and how are you going to present this and how is it going to be used?
Brian Whittaker	This sounds like a process innovation. Process innovations are very difficult to sell. The question is: who will buy this, who will fund this? I think it is worthwhile thinking through how this might link with the other innovations. For example to include smallholders in the debate about extension would make a lot of sense. But to try to build a forum about voices, I think you are left with questions about who these voices are talking to. I think these kinds of processes are very important, but I don't think you can sell them unless you can link them to some substance.
<b>Feedback from the floor</b>	
<ul style="list-style-type: none"> <li>• If the Mopani Farmers Association has 1,500 members and AFASA(Agricultural Farmers Association of South Africa) is not helpful, how many other farmers associations like these are there around the country? Can you map these other farmers unions in this project and can you see what numbers come out of that?</li> <li>• How much time will you spend on this mapping process?</li> <li>• Does this team have a strategy for linking with other innovation teams that need a strategy on the voices of smallholder farmers?</li> <li>• Does the question of "what do smallholders want?" reinforce the idea that smallholders are passive recipients of government support?</li> </ul>	

<b>Innovation 5: Agro-ecosystem awareness</b>	
Who is the team?	<ul style="list-style-type: none"> <li>• Stephanus Malherbe – ZZ2</li> <li>• Albert Malotja – ZZ2</li> <li>• Sidney Lockett</li> <li>• KD Baloyi – Limpopo Department of Agriculture (LDA)</li> <li>• Adam Mabunda – Mopane Farmers Union</li> <li>• Norah Mlondobozi Mopani Farmers Union</li> </ul>
What is the innovation?	<p>This is not an organic farming or agro-ecological project. It is about raising the awareness of farmers operating in complex ecological and socio-economic environments for productive and resilient agro-ecosystems by drawing on:</p> <ul style="list-style-type: none"> <li>• Local knowledge (of ZZ2 and MFA);</li> <li>• Systems thinking; and</li> <li>• Experimentation, data collection and analysis.</li> </ul> <p>The system of focus is ZZ2, the MFA, and the Limpopo Department of Agriculture.</p> <p>The purpose of this innovation is to improve quality food for the market.</p> <p>The areas of awareness raising include</p> <ul style="list-style-type: none"> <li>• Balancing mineral elements of the soil</li> <li>• Integrated irrigation and water management processes</li> <li>• Progressive substitution of inorganic fertilizers with organic</li> </ul>

	<p>materials</p> <ul style="list-style-type: none"> <li>• Progressive reduction in tillage</li> <li>• Integrated pest management</li> <li>• Optimization of planting times</li> <li>• Fair labour practice</li> </ul>
Why is it innovative?	<p>The innovation is in the relationships:</p> <ul style="list-style-type: none"> <li>• It is in the partnership between low-income farmers (MFA) and a major commercial enterprise (ZZ2).</li> <li>• It is also in the partnership between ZZ2 and LDA to support low-income farmers - an example of 'institutional coproduction'.</li> </ul>
Proposals for way forward	<ul style="list-style-type: none"> <li>• Report back to MFU Members (1,600 farmers) <ul style="list-style-type: none"> <li>Draw up 'wish list'</li> <li>Develop (feasible) priorities in consultation with ZZ2</li> </ul> </li> <li>• Water quality testing becomes a big issue <ul style="list-style-type: none"> <li>Get 100 experimental farmers, 10 cross-sectional samples</li> <li>Cost (R1,500 x10).</li> <li>Can we get LDA support?</li> </ul> </li> <li>• Soil chemistry reports <ul style="list-style-type: none"> <li>For all 100 farmers</li> <li>Cost (R350 x 100). Can we get LDA support?</li> <li>ICT for soil testing to be explored with Columbia University – there is a technology we can look into this.</li> </ul> </li> <li>• ICT for M&amp;E to be explored</li> </ul>
What are the team's questions now?	How do we deal with water (scarcity and quality), governance (e.g. intergovernmental relationships), climate, economy (economic instability) and political (e.g. land claims) risks?
<b>Feedback from panellists</b>	
Ashraf Kariem	It is important for government departments to understand the risks to sustainable agriculture. How do you get this information to decision-makers? There is not necessarily an understanding of the implications of different risks. More engagement is required with policy-makers.
Yuri Ramkissoon	There is a lot going on with this awareness campaign spanning all the way from policy issues to soil testing etc. My sense is that you need to prioritise and organize the thinking a bit more.
Brian Whittaker	That graph on planting weeks and costs is very striking. This innovation shows up the information asymmetries that exist. For example, there is information that ZZ2 holds that farmers don't have access to, so there could be something innovative about that. I'm wondering what I would think if I was one of the farmers? I would see this body as providing not only access to information but technology, access to markets, investments etc. I'm wondering how you build that relationship. I'm wondering whether there are other components of the system that would be worth looking at simultaneously.
<b>Feedback from the floor</b>	
<ul style="list-style-type: none"> <li>• Who's going to pay for the tests? And why is it that the government is not providing this service as they used to in the past?</li> <li>• Is there another innovation needed around the water issue?</li> <li>• What models did you use to model climate change risk?</li> <li>• What, if anything is ZZ2 and Limpopo Department of Agriculture learning from the Mopane Farmers?</li> </ul>	

## OVERALL FEEDBACK AND REFLECTIONS

### GENERAL QUESTIONS FOR THE INNOVATION TEAMS OR THE SAFL TO BE THINKING ABOUT

- Instead of having 6 innovations working in different areas, how about deciding on 2 – 3 pilot areas and to work on our innovations in these areas?
- Has there been an innovation about how to get government comfortable with the idea of innovation?
- A lot of the innovations have to do with relationships. When we raise questions about scale and policy with national government, we run into a brick wall. It's hard to forge innovative relationships when we have a big bureaucracy and all sorts of constraints. The question is can we find space for innovation at a small scale and a local level, which doesn't sideline or ignore government but involves government without making big demands on them?
- What can we learn from the Community Works Programme, especially in terms of its funding model. I think we should think about our different innovations going via the national planning commission, to treasury to host a range of interlinked innovations on the ground, which brings in government but doesn't require them to play a leading or central role.
- Has the idea of cooperatives worked in South Africa?
- How do we get buy-in from the policy-maker throughout the process, such that they appreciate the results coming out and that they are willing to utilise those results?
- Are farmers really interested in farming or what are their other motives? When there is funding, everyone is interested. When the funding is exhausted you are only left with one farmer.
- How are we going to articulate the issue of water without the Department of Water Affairs present?

#### PANELISTS: - FINAL COMMENTS

**Yuri** – we need to build a strong relationship with government departments, we need to bring in civil society, and we need to find a model for doing this. Maybe it needs to be at different levels of government. Maybe we need to get buy-in from national government but then work at provincial and local people on specific projects and innovations to ensure that they work and ensure that you get the support you need. For me that would be key.

I particularly like the participatory innovation that Kenneth presented on. And I think it can be used as a great model for future collaboration and participation.

In closing I would like to say that keep a note of all the lessons your learned throughout, because I think we lose the lessons along the way and I think it is will be invaluable to have the success factors and lessons learnt, – particularly when it comes to relating to government and other organisations.

**Ashraf:** The reason I agreed to come to this Lab is that that I am interested in how you get the plan [the NDP] from 30,000ft to 3,000ft. How do we get something done? My experience today is that we have the various stakeholders in the room but we are not yet talking about getting things done. Perhaps we still need to get to this. Therefore the piloting is very important. I think this is a brilliant idea. We've been talking in government about many of these ideas since 1994. We need to find ways of working together.

**Brian:** Looking over the morning, the question that now strikes me is how do you get these ideas taken up? I think you need two things. I think you need a champion and you need resource. In the presentations people have been very careful not to take up a leadership position. I think we've got to the point where someone has to say "it's me", and think about who is going to champion this and whether you can sell this to one another. And then in most cases you are probably going to have to sell your ideas to someone who has the resource – the money, influence, power. And you are going to have to think hard about how to take that next step.

I recently saw a programme on Warren Buffet. He was asked about his investment strategy. He said is asks himself four questions when people proposition him:

1. Do I understand this?

2. Does it look like it will endure?
3. Who's going to manage this? Do I think they're competent and have integrity?
4. What's it going to cost and is it priced right?

These are the kinds of questions that potential investors are asking themselves.

## NEXT STEPS

The remainder of the morning was given over to the innovation teams to decide how they wanted to spend the remaining time. After lunch it was collectively agreed that Innovation 2 (Extension policy) and Innovation 4 (Voices of smallholders) spend about 20minutes in discussion with each other and that the other innovation teams continue discussing their innovations further, after which time there would be a closing plenary to explore the areas of synergy and overlap and practical next steps as a group. Each of the Innovation teams were requested to complete an innovation feedback form, included in Appendix A.

## PLENARY DISCUSSION

Innovation 2 and 4 suggested that all 6 innovations focus on 2 pilot sites in Mopani and Umkhanyakude, with each innovation team choosing which site or sites to focus on. The teams would put together a coordinated concept document (or two concept documents for each of the sites).

Some discussion was held about offering an entire package in one or both areas, not to split the Innovations amongst the sites. Some prefer the Mopani District as it is better organized than Umkhanyakude. Having two sites could be helpful for drawing out lessons but there was a concern regarding whether the Innovation teams had sufficient capacity to work in both pilot areas.

Whether, one or two pilot sites, a suggestion was made that Treasury could potentially fund an integrated package of innovations if it were championed through the National Planning Commission. The Community Works Programme offer a very successful funding model to learn from.

Innovation 5 was potentially interested, providing that they have some control about what they are doing and that they have some control over what other teams might do in their area of operation (Mopani). Innovation 1a and 1b did not necessarily see a natural fit.

It was agreed that Kenneth Carden, with the support of Duncan Stewart, would take the lead on taking this conversation further in discussion with the Innovation team leads, with the intention of potentially developing a concept note and/or proposal. In taking this discussion further, a number of aspects were raised as being important to bear in mind. The first is to work with the tension of holding the integrity and building on what is already working at a small scale in individual innovation, while at the same time creating the connections and coordination among the innovations where this is beneficial to all. The second is to be aware of falling into old ways of thinking about piloting and scalability, and to explore how to bring an innovative way of piloting into whatever proposal is developed. It was therefore agreed that both conceptual work would need to be done and that the pilots would need to be carefully designed and facilitated.

## TIMEFRAMES AND RESOURCES

Scott Drimie indicated that there were some funds available that could carry the process forward until the end of March 2014. These funds could in part be used for Kenneth and innovation team leads to meet a few times to discuss and develop their ideas further. Some activities that were earmarked for the next few months were as follows:

- Innovation team lead meeting ~November 2013
- Final SSCA workshop ~28 – 29 January 2014

- The workshop aims to take stock of the progress made in the SSCA project and the innovations that have emerged. It is when the SSCA comes to an end.
- Follow-up Innovation team lead meetings/ workshops to develop combined concept note/ proposal – February – March 2014.

## CLOSING

In closing the innovation lab, Rebecca asked participants to reflect on the following question for themselves:

*For both my innovation team and the whole to continue making process,  
what do I need to start doing, stop doing and continue doing?*

She also named a dynamic that had started happening in this innovation lab about voices in the room – who was speaking and who was not, especially in relation to race. She made the observation that whereas in the previous innovation lab the innovations had equally been led by white and black people, which had shifted during this innovation lab. By drawing the group's attention to this shifting dynamic, Rebecca hoped that the innovation lab as a whole could pattern itself differently in its leadership, so that the Lab does not end up looking like innovation lab could have looked 20 years ago in terms of its demographics, and that all people in the Lab can become powerful, not just a minority.

## APPENDIX A: FEEDBACK FROM INNOVATION GROUPS

The feedback forms from each innovation are included below.

### INNOVATION 1A

**Innovation title:**

Food Safety Standards

**Innovation lead (name and email address):**

Kenneth Carden ([kenneth@cape-energy.co.za](mailto:kenneth@cape-energy.co.za)) and Dianna Moore ([diannacmoore@gmail.com](mailto:diannacmoore@gmail.com))

**Who else was in this group?**

Chester Mhlanga-DAFF  
Tola Okunlola – PLAAS  
Jeremy Lister-James – Biowatch  
Sarah Chapman-UCT  
Samson Tauzeni – Technoserve  
Tatjana von Borman – WWF  
Leah Berkowitz – Care SA  
Don Thankge – Woolworths

**Which category/ies of farmer will this innovation serve?**

- Market-oriented smallholders in tight value chains
- Small-scale capitalist farmers

**What decisions have you reached during this workshop?**

As we did not focus on this innovation on Monday in order to give time to Innovation 1b, most of the discussions we made on the Standards innovation occurred late on Tuesday afternoon. We decided that the innovation needed to reconsider its next steps which could not be completely determined at the lab itself. We re-established that we would like to facilitate the implementation of Local G.A.P. in a way that is inclusive of smallholders and see an environmental and ethical counterpart as an attractive and necessary addition to ensure smallholders are equipped with the proper information to be sustainable in the long term. Team members were tasked with reaching out to specific parties to ascertain the best next steps in order to achieve these goals.

**What timelines are you working towards?**

The team members who have been tasked with reaching out to certain parties should complete these actions in the next couple weeks so that we can keep the ball rolling on this innovation and reapply our attention to the new direction.

**What resources does this innovation need in order to succeed? (e.g. Who else needs to be involved? Organisational support? Money?)**

As we are currently assessing the best way forward, we are unsure which resources will be needed/ on which area we will focus. Possibilities include:  
Facilitating a dialogue on a national food safety policy between CGCSA and other stakeholders which could help government and others subsidize training and auditing costs for smallholders not linked to retailers (Dianna to contact Ronel at CGCSA)  
Working to integrate or motivate an ethical/ environmental programme or guideline for Smallholders (Jeremy to contact Annie at Solidaridad)



**Who will be “delivering” on this innovation? If it’s not the members of this innovation team, please indicate who will be responsible and how the ideas you’ve been working on will be transferred to them**  
Jeremy, Tola, and Dianna have each agreed to specific tasks. While many of the team members were unable to attend the lab or were involved with other innovations while there, we hope a debrief on events will bring them up to speed and solicit feedback on any avenues we have yet to think of with regard to next steps.

**What are your team’s initial thoughts about consolidating your innovation into one funding package with several or all of the other innovations, with a likely focus of Mopane District in Limpopo or Umkhanyakude District in KwaZulu-Natal?**

I would welcome integrating this innovation into a larger group, but given the uncertainty of our team’s next steps, it is hard to envision how this innovation would specifically fit in at the moment. Contacting those we agreed on and speaking further with Kenneth Carden and Prof. Cousins may help elucidate the path further.

## INNOVATION 1B

**Innovation title:**

Building local economies in South Africa: how smallholder farmers in make markets work for them

**Innovation lead (name and email address):**

Kenneth Carden ([kenneth@cape-energy.co.za](mailto:kenneth@cape-energy.co.za)) and Dianna Moore ([diannacmoore@gmail.com](mailto:diannacmoore@gmail.com))

**Who else was in this group?**

Chester Mhlanga-DAFF  
Tola Okunlola – PLAAS  
Jeremy Lister-James – Biowatch  
Sarah Chapman-UCT  
Samson Tauzeni – Technoserve  
Tatjana von Borman – WWF  
Leah Berkowitz – Care SA  
Don Thankge – Woolworths

**Which category/ies of farmer will this innovation serve?**

- Market-oriented smallholders in loose value chains
- Market-oriented smallholders in tight value chains
- Small-scale capitalist famers

**What decisions have you reached during this workshop?**

We are working to put together a proposal for funding to fulfil field research. It has been decided:

- We want to highlight the farmers’ agency in this research.
- We want a title that reflects the focus on ALL markets and farmers’ agency.
- Depending on the budget and scope of the field research, we would like to not only create a final report but also:
  - Translate this report into Zulu and/or Xhosa so that it may be read by more people
  - Create fact sheets that will be quick references to those who are uninterested in reading a whole report but could benefit from the information
  - Creating a “nexus” that allows for more detailed and relevant recommendations to be given based on farmer and market criteria. By inputting the farmer type, crop, household livelihood mix, proximity to market, and types of markets nearby, the nexus could

recommend the best options for this farmer and highlight the barriers to accessing these markets.

**What timelines are you working towards?**

We would like to have a funding proposal by the end of October.

**What resources does this innovation need in order to succeed? (e.g. Who else needs to be involved? Organisational support? Money?)**

**Funding:** Money is needed to conduct the field research.

**Partners to complete the research:**

- Duncan Stewart has said Lima would be happy to be a partner in this research and the relationship could be structured in a number of ways depending on the amount of support they would be asked to give.
- Chester Mhalanga of KZN DAFF and Adam of the Mopani Farmers' Union in Limpopo have both offered to help source smallholders and contacts in their respective areas.

**Partners to help disseminate the findings:** To make this research as useful to as many stakeholders as possible, we would look for various partners to help us package and disseminate this information in a number of ways, including:

- Translation of the final report into Zulu and/or Khosa
- Creation of quick and easy fact sheets

**Who will be “delivering” on this innovation? If it’s not the members of this innovation team, please indicate who will be responsible and how the ideas you’ve been working on will be transferred to them**

Those who were part of the discussion in the second innovation lab currently have deliverables, but all team members are welcome to work on this project.

- Jeremy will speak to Rose from Biowatch to see if he can share the learnings from their own market segmentation.
- Dianna will edit the report with Jeremy and Tola’s feedback and then solicit feedback and help on the budget and timeline from Kenneth. All other team members will then be able to read, edit the report, and give feedback.
- Tola will help develop a more extensive methodology and questionnaire should the proposal reach that stage.

**What are your team’s initial thoughts about consolidating your innovation into one funding package with several or all of the other innovations, with a likely focus of Mopane District in Limpopo or Umkhanyakude District in KwaZulu-Natal?**

We are open to this collaboration because of the synergies it may create in the learning process, the holistic vision it may provide, and the strength of a funding proposal that hits so many key targets.

Our hesitations lie in the complexity, delay, and research fatigue (for the smallholders) it may create.

We would be happy to continue discussing this.

## INNOVATION 2

**Innovation title:**

Influencing and enabling the national policy on extension and advisory services.

**Innovation lead (name and email address):**

Kenneth Carden

[kenneth@cape-energy.co.za](mailto:kenneth@cape-energy.co.za)

**Who else was in this group?**

- Tozamile Lukhalo, DAFF
- Motshidisi Khoza, DAFF
- Sandile Ngcamphalala, Agricultural Research Council
- Duncan Stewart, Lima Rural Development Foundation
- Mandla Nkomo, TechnoServe
- Bafana Shongwe, Woolworths
- Tarisai Mubonderi, VLSA
- Phindile Spies, Thembani
- Paula Nimpuno, Ford Foundation
- Inge Kotze, WWF
- Ben Cousins, PLAAS
- Scott Drimie, SAFL
- Sarah Chapman, SAFL

Group members that were absent from 2<sup>nd</sup> Innovation lab  
 Nkosinathi Motsoane, DAFF  
 AJ Gatley, Massmart

**Which category/ies of farmer will this innovation serve?**

- Subsistence-oriented smallholders
- Market-oriented smallholders in loose value chains
- Market-oriented smallholders in tight value chains
- Small-scale capitalist famers

The nature of extension services are that they need to address the needs of each of the categories of farmers. One of the deliverables of the pilot will be to better understand how the different providers of support may address the needs of the different categories.

**What decisions have you reached during this workshop?**

The SAFL will support this policy development process at the technical, political and practical levels.

- The technical level will focus on the refinement of the Problem Statement, Rationale and Objectives in the current discussion document, as well as concurrently focussing on the Policy Implementation Framework and M&E. To be led by Scott Drimie.
- The political level will focus on building coordinated smallholder support structures within the different spheres of government. To be led by Scott Drimie.
- The practical level will focus on designing two pilots for the collaborative approach. To be led by Kenneth Carden and Duncan Stewart.

**What timelines are you working towards?**

These activities will all run concurrently between now and the next meeting of this group in January 2014.

- Input on the technical level should be provided between October 2013 and January 2014.
- Input on the political level should be provided between October 2013 and June 2014.
- The two pilots will be designed between October 2013 and January 2014.
  - We would aim to commence these pilots in early 2014.
  - Fund raising for the pilots will happen between October 2013 and January 2014

**What resources does this innovation need in order to succeed? (e.g. Who else needs to be involved? Organisational support? Money?)**

The team currently has sufficient resources for the activities between now and January 2014.

Fund raising for the pilots will happen between October 2013 and January 2014

**Who will be “delivering” on this innovation? If it’s not the members of this innovation team, please indicate who will be responsible and how the ideas you’ve been working on will be transferred to them**  
For now it is the innovation team members. From February 2014 this innovation will move towards the pilot phase when a different structure could be required. This will be defined in January 2014.

**What are your team’s initial thoughts about consolidating your innovation into one funding package with several or all of the other innovations, with a likely focus of Mopane District in Limpopo or Umkhanyakude District in KwaZulu-Natal?**

This innovation team has effectively already decided to consolidate with the Bridging the Divide Innovation listed during the first Innovation Lab.

The innovation does need to work closely with the Voices of the small scale farmers innovation as the voices of small scale farmers are going to be vital before and during the pilot phase. Discussions will be held in November with that team on how these two innovations collaborate.

Discussions will also be held with each of the other innovations regarding the configuration of the pilots and opportunities to synergise between innovations. It will be particularly vital that when the Food Lab innovations speak to government (e.g. Limpopo and KZN Departments of Agriculture, and funders we do this in an organised fashion.

## INNOVATION 3

### **Innovation title:**

Create criteria, coordinated at municipal level, for agro-ecological subsistence-oriented smallholders to graduate to market-oriented smallholders in loose value chains, and mechanisms to support this graduation.

### **Innovation lead (name and email address):**

Lawrence Mkhalihi – [Lawrence@biowatch.org.za](mailto:Lawrence@biowatch.org.za)

### **Who else was in this group?**

- Chester Mhlanga – DAFF (Small Holder development)
- Richard Mthembu – Biowatch Farmer
- Merle Dietrich – Goedverwacht Farmers Association
- Rahab Ngumba – Njoroge – Virtual Livelihood school Africa (VLSA) initiative
- Jeremy Lister-James
- Zimele Farmers
- Paula Nimpuno - Ford Foundation
- Milla McLachlan – SAFL

### **Which category/ies of farmer will this innovation serve?**

- Subsistence-oriented smallholders + particularly agro-ecological farmers
- Market-oriented smallholders in loose value chains
- Market-oriented smallholders in tight value chains
- Small-scale capitalist famers

### **What decisions have you reached during this workshop?**

- Re-organize the farmer graduation Criteria to keep its focus on Agro-ecology farmers
- Introduction of Agro- Ecology farming description
- Join the multi stakeholder innovation teams for Umkhanyakude District Municipality (comprising my position for better benefit of AE farmers)

### **What timelines are you working towards?**

- Planning & farmer interventions – continuously
- Some graduation criteria draft by March 2014

Note that this will depend on the availability of time and funding.

NB: How has this afternoon (connections/ bring all innovations) has impact on my innovation?

- Our farmer graduation criteria will continue
- Try to get buy in & include AE farmers and also include AE farming approach to existing Farmers Association/ Union to influence them to recognize alternative farming system

**What resources does this innovation need in order to succeed? (e.g. Who else needs to be involved? Organisational support? Money?)**

- Human/ personnel (Lawrence Mkhaliphi/ Samu Zuma/ Lois Kuhle/ Jeremy Lister James/ farmers on the ground/ SAFL (lead/ co-facilitator)/ Chester Mhlanga/ Director for Biowatch
- Meetings & workshops
- Farmers support (fencing & land preparation services)
- Municipal meetings (government staff)- LED, Department of agriculture & war room @ District level.
- Travelling & transport
- Trainings
- Exploring Agricultural Colleges & FET's contacts, syllabus

NB: More discussion about will be after November Biowatch annual reflection

**Who will be “delivering” on this innovation? If it’s not the members of this innovation team, please indicate who will be responsible and how the ideas you’ve been working on will be transferred to them**

- Biowatch, DAFF/ DoA, Farmers
- Other members – communication through emails, telephone/ skype as well
- Transfer of ideas by emails, one workshop before March 2014

**What are your team’s initial thoughts about consolidating your innovation into one funding package with several or all of the other innovations, with a likely focus of Mopane District in Limpopo or Umkhanyakude District in KwaZulu-Natal?**

- The team decided to be part of it especially in Umkhanyakude District but Biowatch will decide during and after November annual reflection meeting

## INNOVATION 4

### **Innovation title:**

Create ways of getting more small scale farmers’ voices heard in this work and in policy development.

### **Innovation lead(name and email address):**

Last meeting: Ullrich Klins, Southern Africa Trust

Now handing over to: Canny Geyer and Rashmi Mistry from Oxfam

#### **Canny Geyer**

Economic Justice Campaign Manager  
Oxfam  
129 Fox Street  
Johannesburg, 2000  
South Africa  
Tel +27 (0) 11 223 2455

#### **Rashmi Mistry**

Acting Economic Justice Campaign Manager  
Oxfam  
2nd Floor, Ikusasa House  
129 Fox Street  
Johannesburg, 2107  
Tel: +27 (0) 11 223 2449

Mobile +27 (0) 83 655 5981  
e-mail [cgeyer@oxfam.org.uk](mailto:cgeyer@oxfam.org.uk)

Mobile: +27 (0) 72 6430632  
[rmistry@oxfam.org.uk](mailto:rmistry@oxfam.org.uk)

### Who else was in this group?

Name	Organisation	Contact details
Canny Geyer <b>This time apologized</b> Rashmi Mistry	Oxfam	011 223 2449 072 643 0632 cgeyer@oxfam.org.uk rmistry@oxfam.org.uk
<b>This time apologized</b> Nokuzola Jenness	DAI (International Development Company)	011 602 1325 071 640 6596 Nokuzola.jenness@dai.com
Mnqobi Ngubane	PLAAS	073 837 3248 mngubane@plaas.org.za
<b>This time apologized</b> Busi Mdaka	Department Rural Development & Land Reform	012 312 8272 082 2577 5580 DBMdaka@ruraldevelopment.gov.za
Norah Mlondobozi	Smallholder/ TCOE	076 94 4050 <a href="mailto:davanofresh@mweb.co.za">davanofresh@mweb.co.za</a> <b>Emails were not received!</b>
Thomthini Malwandwe	Smallholder	079 590 4940 or c/o Agroecology – Biowatch SA Lawrence: 035 550 3148 <a href="mailto:Lawrence@biowatch.org.za">Lawrence@biowatch.org.za</a> <b>Emails were not received!</b>
Mandy Moussouris	Environmental monitoring Group (EMG)	021 448 2881 mandy@emg.org.za
<b>Partly</b> Duncan Steward	LIMA	033 342 9043 082 491 1912 duncan@lima.org.za
Ulli Klins	Southern Africa Trust	011 318 1012 083 646 6938 uklins@southernafricatrust.org
<b>Joining this time:</b> Paula Nimpuno-Parente	Ford Foundation	Tel: +27 11 770-3300 Fax: +27 11 770-3307 email:p.nimpuno@fordfoundation.org
<b>Partly:</b> <b>Philomenon Talane</b>		<b>Did not leave his details</b>
<b>Partly:</b> Dineo Ndlanzi	Reos Associate	Cell: +27 73 585 9145 <a href="mailto:ndlanzi@reospartners.com">ndlanzi@reospartners.com</a>

### Which category/ies of farmer will this innovation serve?

- Subsistence-oriented smallholders
- Market-oriented smallholders in loose value chains
- Market-oriented smallholders in tight value chains
- Small-scale capitalist famers

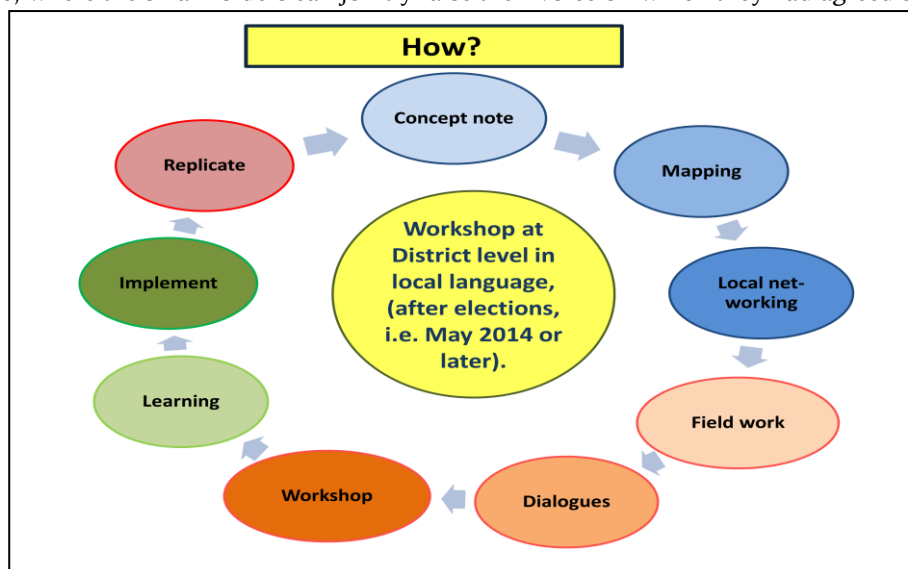
The group is still discussing this point. We take it up together with the Mopane farmers association and other farmers associations. Moreover there was a longer discussion on whether smallholders shall be sub-divided into the above groups or are clustered as “(small scale) famers”. For the moment, the majority of the group members agreed on sub-dividing types of farmers. This results in aiming at various platforms for the different types of smallholders (with a long-term goal to have only one platform for smallholders in the future).

### What decisions have you reached during this workshop?

Before the workshop, a first concept note was developed and an initial desktop study was conducted to map what farmer organisations/associations and platforms that represent/raise the small scale farmers' voices are existing in South Africa. Discussions were around categorising smallholders (or not) and the issue of politicised farmers association that follow a pressure of political parties rather than neutrally represent farmers and their voices. It was discussed whose voices shall be raised and what the role of the commercial farmers will be. It was also discussed "who shall talk what to whom?" and which methods are required to achieve results (protest marches, national vs. district activities) and thus: who else needs to be involved – and who shall be only integrated at a later stage.

It was decided to convene a smallholder event on the district level in Limpopo – in strong collaboration with the Mopane Farmers Association.<sup>1</sup> It was decided that each member of the group has to contribute to the activities and this list of contributions were presented to a panel at day 2 of the event.

The workshop shall be held in the local language after the national elections (probably May 2014). It still needs to be further discussed whether there will a workshop that only focuses on smallholders enabling their exchange and their development of positions, followed by a multi-stakeholder event on a specific topic, where the smallholders can jointly raise their voice on which they had agreed before.



The following steps were agreed on:

In a merger of group 2 (New Policy for Extension Services) and 4 it was then discussed to focus the smallholders' voices on a particular topic (and thus also improve the chances for funding). The issue of extension services was regarded as one valuable option to test a farmers' platform and to design a pilot that allows the voices of the smallholders to be heard and that is replicable. However there is still a need to better merge the two groups as both have a clear agenda. The discussion was too short to open up the minds of the group representatives to really work together. It was however agreed that the entrance point for (at least) both of the groups work will be in Limpopo and supported locally by the Mopani farmer association.

In this context, further work needs to be done by the groups themselves and by the working group that was established in the end of the FoodLab event (covering all leads of the innovations as well as Kenneth Carden and Duncan Steward).

### What timelines are you working towards?

<sup>1</sup> The farmers requested to not involve AFASA at the moment as AFASA also represents larger scale farmers and has incorporated a political component when it comes to support of small scale farmers. There is a fear of the smallholders that their voices would not be heard if AFASA were involved from the beginning.

It is envisaged to have an event in May 2014 however this also depends on the possible collaboration with Group 2 (launch of Extension Policy etc.) and possible fundraising and related fundraising proposals that cover a full package of innovations.

In advance, the steps in the above figure need to be implemented, in particular

- Mapping (“Field Work”) on a local level (in the best case by a researchers who speaks the local language)
- Local networking by the Mopane farmer association to link the researcher but also the workshop organisers with other farmer associations/platforms and important stakeholders as well as with the smallholders
- Dialogues using the FoodLab methodologies (to be determined)
- Improvement and finalisation of the concept note – in conjunction with other innovations (package)
- Preparation of the workshop

The above steps require a coordinating/preparatory meeting between the representatives from Oxfam and Southern Africa Trust, which needs to take place at soon as possible.

**What resources does this innovation need in order to succeed? (e.g. Who else needs to be involved? Organisational support? Money?)**

Finance: for the mapping and for the workshop (including translation into English)

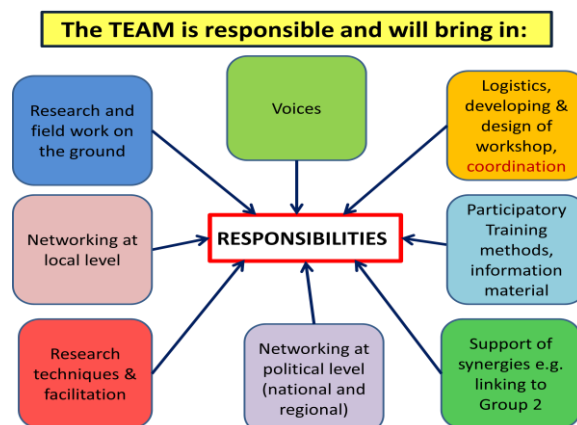
More farmers being involved

More local associations being involved

Coordination of the group and the linkage with the other innovations

**Who will be “delivering” on this innovation? If it’s not the members of this innovation team, please indicate who will be responsible and how the ideas you’ve been working on will be transferred to them**

All group members offered to contribute.



However the group will require constant coordination and the coordinator shall communicate frequently and could even have some sub-groups to push processes. This includes the difficulty to reach the key group: the smallholder farmers. For example, the farmers were not reached by emails from the coordinator and thus could not bring in their ideas before the workshop.

There needs to be a liaison with group 2 and the other groups. Therefore contact details of group 2 need to be shared with group 4.



**What are your team's initial thoughts about consolidating your innovation into one funding package with several or all of the other innovations, with a likely focus of Mopane District in Limpopo or Umkhanyakude District in KwaZulu-Natal?**

The idea is welcomed however the group will need to discuss to avoid being a "sub-project" of group 2 or other groups. Therefore, in the future events, the smallholders and the other members of group 4 shall stronger express their needs and interested.

The funding proposal ideally should cover a forum where smallholders can exchange amongst each other first - before getting mixed up with topic-related issues. This smallholder forum would serve free discussions in vermicular, decision finding and making and also be a step to stronger express themselves.

## INNOVATION 5

**Innovation title:**

Agro-ecosystem Awareness

**Innovation lead (name and email address):**

Sidney Luckett [sidney.luckett@gmail.com](mailto:sidney.luckett@gmail.com)

**Who else was in this group?**

Adam Mabunda (MFU)

KD Baloyi (LDA)

Stephanus Malherbe (ZZ2)

Albert Malotja (ZZ2)

Also had input by Sarah Chapman (IME) who has committed to assist with the monitoring of progress of the project

**Which category/ies of farmer will this innovation serve?**

- Subsistence-oriented smallholders
- Market-oriented smallholders in loose value chains
- Market-oriented smallholders in tight value chains
- Small-scale capitalist famers

### Categories 2 & 3

**What decisions have you reached during this workshop?**

See attached presentation –available on request.

**What timelines are you working towards?**

3-24 months

**What resources does this innovation need in order to succeed? (e.g. Who else needs to be involved?**

**Organisational support? Money?)**

Funding is required for

Water & soil testing: Estimate R50 000

Three visits and meetings facilitated by myself: Estimate for transport & accommodation R24 000

**Who will be “delivering” on this innovation? If it’s not the members of this innovation team, please indicate who will be responsible and how the ideas you’ve been working on will be transferred to them**  
*It’s the team who will be delivering*

**What are your team’s initial thoughts about consolidating your innovation into one funding package with several or all of the other innovations, with a likely focus of Mopane District in Limpopo or Umkhanyakude District in KwaZulu-Natal?**

Supportive in principle subject to outcomes of further discussions regarding sensitivities expressed at the meeting by myself.

## APPENDIX B: LIST OF INNOVATION LAB PARTICIPANTS

ORGANIZATION	NAME & CONTACT DETAILS
Woolworths	<b>Bafana Shongwe</b> <a href="mailto:BafanaShongwe@woolworths.co.za">BafanaShongwe@woolworths.co.za</a> 083 358 9395 011 641 5076
SPAR	<b>James Lonsdale</b> <a href="mailto:james.lonsdale@spar.co.za">james.lonsdale@spar.co.za</a> 083 627 3383 011-821 4061
ZZ2	<b>Stephanus Malherbe</b> <a href="mailto:stephanusmalherbe@gmail.com">stephanusmalherbe@gmail.com</a> 076 575 3454 <b>Albert Ramolotja</b> 073 029 8210
National DAFF	<b>Tozamile Lukhalo</b> Director: National Extension Reform 083 500 1874 012 319 6524 <a href="mailto:TozamileL@nda.agric.za">TozamileL@nda.agric.za</a> <b>Motshidisi Khoza (Ms)</b> Deputy Director: National Extension Reform 012 319 6399 083 514 4977 <a href="mailto:Motshidisik@daff.gov.za">Motshidisik@daff.gov.za</a> <b>Chester Mhlanga</b> <a href="mailto:ChesterM@daff.gov.za">ChesterM@daff.gov.za</a> 033 342 6540 083 314 8180
Limpopo Department of Agriculture	<b>Mr. Khazamula Baloyi</b> <a href="mailto:baloyikd@agric.limpopo.gov.za">baloyikd@agric.limpopo.gov.za</a>
Agricultural Research Council	<b>Sandile Ngcamphalala</b> <a href="mailto:Ngcamphalalas@arc.agric.za">Ngcamphalalas@arc.agric.za</a> 082 862 1991
Lima	<b>Duncan Stewart</b> <a href="mailto:duncan@lima.org.za">duncan@lima.org.za</a> 082 491 1912
TechnoServe	<b>Mandla Nkomo</b> <a href="mailto:mnkomo@tns.org">mnkomo@tns.org</a> 072 494 5802 <b>Samson Tauzeni</b>

	<a href="mailto:stauzeni@tns.org">stauzeni@tns.org</a>
Biowatch	<b>Lawrence Mkhali</b> <a href="mailto:bwsalm@mweb.co.za">bwsalm@mweb.co.za</a> 074 688 7854 <b>Jeremy Lister-James</b> 072 513 2509 <a href="mailto:jlj@netactive.co.za">jlj@netactive.co.za</a>
EMG	<b>Mandy Moussouris</b> <a href="mailto:mandy@emg.org.za">mandy@emg.org.za</a> 021 448 2881
Independent	<b>Sidney Lockett</b> <a href="mailto:sidney.lockett@gmail.com">sidney.lockett@gmail.com</a>
WWF	<b>Inge Kotze</b> 021 657 6600 021 657 6634 <a href="mailto:ikotze@wwf.org.za">ikotze@wwf.org.za</a>
Oxfam	<b>Canny Geyer</b> <a href="mailto:cgeyer@oxfam.org.uk">cgeyer@oxfam.org.uk</a> 083 655 5981
Ford Foundation	<b>Paula Nimpuno</b> <a href="mailto:p.nimpuno@fordfoundation.org">p.nimpuno@fordfoundation.org</a> 011 770 3300
Southern African Trust	<b>Ullrich Klins</b> <a href="mailto:uklins@southernafricantrust.org">uklins@southernafricantrust.org</a> 011 318 1012 083 646 6938
Virtual Livelihood School Africa (VLSA) Initiative	<b>Tarisai Mubonderi</b> <a href="mailto:tarisai.mubonderi@iirr.org">tarisai.mubonderi@iirr.org</a>
Them bani	<b>Phindile Spies</b> <a href="mailto:phindile@tigf.co.za">phindile@tigf.co.za</a> 011 312 9921 071 675 3924
GlobalG.A.P.	<b>Christi Venter</b> <a href="mailto:venter@globalgap.org">venter@globalgap.org</a> 082 940 1555 <b>Elme Coetzer</b> <a href="mailto:coetzer@globalgap.org">coetzer@globalgap.org</a>
Independent	<b>Michael Aliber</b> 083 439 0426 <a href="mailto:michaelaliber@gmail.com">michaelaliber@gmail.com</a>
Biowatch	<b>Ntombithini Ndwandwe (Ms)</b> 076 158 1341
Mopani Farmers' Union	<b>Adam Mabunda</b> 071 343 7040 073 642 8041 <a href="mailto:vatsonga2@gmail.com">vatsonga2@gmail.com</a> <b>Norah Mlondobozi</b> 015 303 0516 076 942 4050 <a href="mailto:davanofresh@mweb.co.za">davanofresh@mweb.co.za</a>
Nkuzi Development Association	<b>Phillemon Talane</b> 015 297 6972

	073 596 3889 <a href="mailto:phillemon@nkuzi.org.za">phillemon@nkuzi.org.za</a>
<b>Panelists</b>	
Vumelana Advisory Fund and The Jobs Fund	<b>Brian Whittaker</b> <a href="mailto:bwhittaker@vumelana.org.za">bwhittaker@vumelana.org.za</a> 011 612 2005
National Planning Commission (NPC)	<b>Ashraf Kariem</b> <a href="mailto:Ashraf@po.gov.za">Ashraf@po.gov.za</a> 012 308 1790
South African Human Rights Commission	<b>Yuri Ramkissoo</b> Senior Researcher for Economic and Social Rights <a href="mailto:yramkissoo@sahrc.org.za">yramkissoo@sahrc.org.za</a> 011 877 3631
<b>Convenors and Organising team</b>	
SAFL Team	<b>Scott Drimie</b> <a href="mailto:scottdrimie@mweb.co.za">scottdrimie@mweb.co.za</a> <b>Kenneth Carden</b> <a href="mailto:kenneth@cape-energy.co.za">kenneth@cape-energy.co.za</a> <b>Sarah Chapman</b> <a href="mailto:s.kaschula@gmail.com">s.kaschula@gmail.com</a> <b>Rebecca Freeth</b> <a href="mailto:freeth@reospartners.com">freeth@reospartners.com</a> <b>Dineo Ndlanzi</b> <a href="mailto:ndlanzi@reospartners.com">ndlanzi@reospartners.com</a> <b>Dianna Moore</b> <a href="mailto:diannacmoore@gmail.com">diannacmoore@gmail.com</a> <b>Colleen Magner</b> <a href="mailto:magner@reospartners.com">magner@reospartners.com</a> <b>Busi Dlamini</b> <a href="mailto:dlamini@reospartners.com">dlamini@reospartners.com</a> <b>Karen Goldberg</b> <a href="mailto:karen.goldberg@reospartners.com">karen.goldberg@reospartners.com</a> <b>Milla McLachlan</b> <a href="mailto:millam@sun.ac.za">millam@sun.ac.za</a>
PLAAS	<b>Ben Cousins</b> <a href="mailto:bcousins@plaas.org.za">bcousins@plaas.org.za</a> <b>Tola Okunlola</b> <a href="mailto:aokunlola@plaas.org.za">aokunlola@plaas.org.za</a> <b>Mnqobi Ngubane</b> <a href="mailto:mngubane@plaas.org.za">mngubane@plaas.org.za</a> <b>Davison Chikazunga</b> <a href="mailto:dchikazunga@plaas.org.za">dchikazunga@plaas.org.za</a>
Scorched Media	<b>Leonie Joubert</b> <a href="mailto:leonie.joubert@scorched.co.za">leonie.joubert@scorched.co.za</a> 083 443 2988
Hippo Communications	<b>Lynne Smit</b> <a href="mailto:lynne@hippocommunications.com">lynne@hippocommunications.com</a>