

HORTICULTURAL DEVELOPMENT PLAN FOR THE THULAMELA LOCAL MUNICIPALITY

Appendix I: Implementation matrix

OABS Development (Pty) Ltd



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1. Intervention area 1: Marketing support – Intervention 1: Market readiness

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
1.1 Lobby for support for a pilot horticultural market readiness program	To ensure the buy in of LDARD and other government agencies and participation in the implementation of the pilot program	1.1 Develop a concept note plus preliminary budget estimate for a market access program 1.2 Workshop with all relevant stakeholders on a high level to get approval for the pilot project 1.3 Obtain approval from the relevant authorities to proceed with the pilot program	Buy in and support from all relevant Ministries, Local Government and agencies	The number of signed letters of support for the program - intention to contribute			LDARD / TLM / Service Provider	First six months of implementation	All Ministries and agencies signed up
1.2 Financing a horticultural market readiness program	To ensure that funding is available for at least a three year pilot project	2.1 Allocate funding for a pilot project based on preliminary cost estimates	Adequate funding for a minimum of three years	The amount of money available for the program			LDARD / TLM / Service Provider	First six months after implementation and then annually to supplement budget	At least 80% of the "wish list" budget available in 2021, 100% for the remainder
1.3 Institutionalising the market readiness program	To ensure that all the relevant stakeholders have a clear understanding of their role in their responsibilities with the execution of the pilot program	3.1 Institutional analysis of the supporting Ministries and agencies. Must be clear and precise in terms of the responsibilities. Sign a MOU between all the institutions	Clear roles and responsibilities and efficient participation	The number of signed MOU between LDARD / TLM / Service Provider and institutions			LDARD / TLM / Service Provider and Farmers Associations	First two months of implementation	100% of targeted MOU's signed by end of 2021
1.4. Implementation of a pilot market readiness programme	To support farmers to become market ready through a intensive program which address all the gaps between the current level of market readiness and a desired level of market readiness for identified market access opportunities.	4.1 Appoint a team of experts to manage a pilot market readiness program for LDARD	Ensure that experts is responsible with experience to implement market readiness programmes. Outcome of the pilot must be successful	1. The number of experts on the team. 2. The number of farmers per annum on the program. 3. The number of successfully completed business plans. 4. The number of extension officers trained in horticulture. 5. The number of farmers graduating from the program	Thulamela irrigation farmers are ready to exploit market opportunities in high value markets	Number of farmers ready to exploit market opportunities in high value markets	LDARD / TLM / Service Provider, Consultants, and other input providers	First 4 months, review team annually	8 Experts
		4.2 Development of criteria to select market readiness candidates for a specific market opportunity	Consistency in the selection process.					First 4 months	
		4.3 Select individual farmers / projects based on multi-criteria analysis - pilot market readiness program	Ensure that "low hanging fruit" gets preference, Success stories to promote continuation of the program after three years					First six months, select new candidates annually	100 farmers
		4.4 Situation analysis to establish the GAPS and the NEEDS	Focus work towards gaps that will really make a difference					Annually for all new entrants	100 farmers
		4.5 Participative process to development a business plan per farmer group and or individual farmers to address the GAPS	Plan to efficiently address the gaps towards market access. Buy inn from the beneficiaries					Annually for all new entrants	100 business plans
		4.6 Project team to appoint a full time facilitator to work in close collaboration with the extension officers and other specialist to address market readiness issues.	Ensure that all activities are executed in a coordinated and efficient way					First 4 months, annual review as program grow more facilitators	1 Facilitator appointed
		4.7 Intensive extension officer training programme to transfer knowledge from the specialist - three year capacity building program	Well trained horticultural extension officers guided by horticultural experts in the project management team					Start extension officer training within 4 months of implementation. Continue for 5 years	5 Extension officers
		4.8 Monitoring and evaluation - farmer graduation	Farmers are ready to access the highest value market within their management capacity					Annual evaluation at the end of 12 months into the program	51 farmers graduating to the next level

2. Intervention area 1: Marketing support – Intervention 2: Access and economic empowerment

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
2.1. Develop a Farmer Support Program that is specific to the horticultural industry and incorporates and build on current initiatives in a properly sequenced and efficient manner targeting the women and the youth	To equip farmers to be effective and successful farmers through skills and technology transfer and other resources.	1.1 Determine the status of and explore the opportunities for access to resources and economic empowerment at farming level - development of a detailed farmers support program	Strategic direction to speed up the process of access and empowerment				THIA / LDARD / TLM	2018	
		1.2 Establish and apply mechanisms to facilitate and improve access to land, water and other resources and removal of market barriers to horticultural farmers - women and youth	Increased awareness of factors that hamper access to the industry for farmers Established and tested mechanisms to support increased entry by farmers Larger numbers of women and young farmers that enter the industry with a greater chance of success. Clarification of the role of different stakeholders in farmer support Increase in partnerships and joint ventures.	Farmer Support Program - successfully implemented and sustainably funded and linked to detailed programme	Access for women and young farmers to resources improve	Number of farmers successfully progressing from subsistence to commercial farmers. Number of women and youth.	THIA / LDARD / TLM / Farmers Associations and Commodity Groups	2018-2021	
		1.3 Investigate mechanisms to enhance transfer of technologies to farmers through a one stop farmer support centre at local level - this could be linked to the Agri Park concept	Increased productivity of farmers. Clear procedures to tap into knowledge centres. An efficient extension support service. Better use of existing technology and increased awareness of new technologies. (including inputs and product handling)				THIA / LDARD / TLM / Farmers Associations and Commodity Groups	2018	
		1.4 Establish and implement a human resource development (HRD) plan which includes young entrepreneurial development and mentorship projects and the re-introduction of agricultural subjects in school curriculums	See HRD imperatives under institutional and human resources development key Intervention (4)				THIA / LDARD / TLM / Farmers Associations and Commodity Groups	2018	
		1.5 Leverage funding for empowerment initiatives.	Sufficient funding to support initiatives. Buy-in and support from funding agencies into the process of empowerment in the horticultural industry.				THIA / LDARD / TLM / Farmers Associations and Commodity Groups	Continuously	500 farmers
2.2 Establish mechanisms to attract, and where necessary build capacity, at technical and management level throughout the value chain	To increase the number of Thulamela locals at technical and managerial level in all spheres of the value chain and to capacitate them to make significant contributions to enhance competitiveness and profitability in the horticultural industry in Thulamela.	2.1 Determine the status of and explore the opportunities for empowerment at industry level.	Strategic direction to speed up the process of access and empowerment. Increased gender representivity in professional positions. Compliance with targets. Increased capacity base in the horticultural industry in Thulamela Unlocking the potential of professionals					2018	
		2.2 In all earnest commence with a recruitment initiative to attract skills to perform competently at the level required in the value chain.	Early identification of bright individuals and Early development of competencies and skills necessary to function in a complex industry. Increased levels of knowledge throughout the value chain. Proper career pathing.	1. Number of packaging and processing entrepreneurs. 2. Number of regional exporter entrepreneurs. 3. Number of intercontinental exporters. 4. Number of experts at different levels of the value chain	Increase in efficiency of the horticultural value chain in Thulamela	Overall increase in the value of horticultural produce linked to a decrease in post harvest losses	THIA / LDARD / TLM / Farmers Associations and Commodity Groups	2018-2021	1 Packing and processor entrepreneur 1 regional exporter, 1 Intercontinental exporter
		2.3 Establish a programme to "build and capacitate own timber".							
		2.4 Establish and implement a human resource development (HRD) plan which includes young entrepreneurial development and mentorship projects. (Assess the proposed training programme including curriculum, methodologies and training materials which will serve as a basis to improve awareness, communication and better stakeholder alignment regarding transformation issues within the Thulamela Horticultural Industry)	See HRD imperatives					2018-2021	5 experts

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
2.3 Appraise existing horticultural access and empowerment schemes to determine how to build on successes and rectify problems - E.g Nwanedi / Timbali Agri Park	To establish a knowledge base that could support decision making and strategic positioning to ensure successful empowerment in the Horticultural industry	3.1 Commission case studies of existing access and empowerment schemes and use this information to compile guidelines on how to set up empowerment schemes or partnerships	Guidelines to approach empowerment projects. A scientifically justified and flexible roadmap to access and empowerment. Benchmarks	1. Number of case studies successfully completed. Development guidelines completed and disseminated to	Development initiatives based on existing successful models	Number of horticultural development models implemented in Thulamela	THIA / LDARD / TLM	2018-2019	At least 4 case studies and disseminated to 100% of key stakeholders
2.4 Develop mechanisms to unlock funding of horticultural projects	To ensure availability of funding for horticultural projects.	4.1 Establish a Horticultural Industry Funders Forum within the proposed THIA structures. Such a forum could be responsible for commissioning studies to investigate funding models, make recommendations to affected stakeholders, etc.	Greater awareness of factors affecting funding. Different funding models. Alternative funding criteria. Increased access to funding. Tested criteria to obtain funding.	1. Funders forum established. 2. Amount of money sourced by the forum	Horticultural Development Financing available	Number of projects funded	THIA / LDARD to coordinate	2018-2021	Source at least 80% of all over funding requirement satisfied

3. Intervention area 1: Marketing support – Intervention 3: Technology transfer

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
3.1 Establish, maintain and promote sustainable, as well as environmentally and human-friendly <u>primary production practices</u> to ensure improved product quality and safety and comply with market and regulatory forces	Effective and appropriate technology transfer to improve primary production practices that comply with best practices to ensure optimal product quality and safety	2.1 Establish protocols, interventions and systems to improve efficient production practices that include, but are not limited to site management, risk issues, best practices, orchard health index, proper environmental protection, etc. (e.g. alignment necessary with regulatory (EU178) and commercial (Global.GAP) imperatives)	Long term investment to ensure improved product quality More cost effective production practices Sustainable solutions for improved crop production Improved yields Environmentally friendly production systems – doing an environmental impact study on natural resources, natural vegetation, soil and water resources	Primary production practices protocols developed and disseminated	Competitive primary horticultural production of fruit, nuts and vegetables	Production (yield per ha) and production costs compared to commercial industry norms	THIA / LDARD / DAFF / Subtrop / ARC with support from TLM and VDM	2018-2022	Fruit, Nuts, Vegetables, and Flower Protocols Developed and disseminated to 100% of the key stakeholders
		2.2 Negotiate access to superior plant material (for improved export characteristics, flavours, pest & disease resistance)	Improve product quality Sustainable solutions for improved crop production Improved yields Better tree management. Increased product safety.	Number of certified plants distributed				2018-2022	85% of all plant material distributed certified
		2.3 Investigate possibility for local Thulemela nursery to cultivate improved planting material by technology transfer off best nursery practices, plant improvement protocols and plant certification	Effective Technology Transfer Better use of technology Increased productivity and hence cost savings.	Nursery protocol developed and disseminated				2018-2015	Nursery protocol distributed to all horticultural nurseries
		2.4 Mobilise existing and where necessary establish new capacity to undertake technology transfer at primary production level (i.e. identify needs, identify capacity and address accordingly) - link to Agri Park concept	Number of horticultural specialists and horticultural extension officers in Thulamela	2018-2022				At least 2 top experts and 5 extension officers	
3.2 Establish, maintain and promote sustainable, as well as environmentally and human-friendly, <u>harvesting and field to processing practices</u> that ensure improved product quality and safety and comply with market and regulatory forces	Effective technology transfer to improve picking and field to processing that comply with best practices to ensure optimal product quality and safety	2.1 Technology transfer to ensure improved harvesting that encompasses yield and quality prediction system, quality assessment techniques to confirm optimum harvesting, etc.	Ensure increased shelf life and product quality More accurate seasonal planning for handling and marketing product volumes More accurate indication of fruit quality enabling adapted postharvest treatments Pre-emptive information in terms of target market (export vs local vs juice) based on predicted product quality Method to determine optimum harvesting period to ensure best quality	1. % Reduction in harvest and field to packer / processor / market losses. 2. Number of farmers and labourers trained in harvesting and field to packer / processor / market crop handling protocols	Overall increase in on farm value adding and farm profitability	% increase in Net Farm Income per ha	THIA / LDARD / DAFF / FPEF / Subtrop / ARC with support from TLM and VDM	2018-2022	50% reduction in losses
		2.2 Mobilise existing and where necessary establish capacity to undertake technology transfer associated with harvesting and field to processing (i.e. identify needs, identify capacity and address accordingly)	Effective Technology Transfer Effective implementation of prediction systems.					2018-2022	500 farmers and labourers trained
		2.3 Establish improved harvesting practices	Improved quality at end of the chain due to direct cold chain More hygienic product holding with reduced product damage Improved product quality due to cooler harvesting conditions Addresses labour shortage in applicable cases Improved "Tree to Box" "picking to packing" time to utilize product freshness & improve quality Providing an attainable solution to mid season high volume handling without compromising quality					2018 - 2015	
		2.4 Develop improved training mechanisms for seasonal workers that will ensure a deeper understanding of correct harvesting and handling practices.	Improved product safety and quality Improved picker awareness and understanding of the importance of hygiene and careful product handling Self assessment technique to monitor effective implementation					2018-2015	
		2.5 Establish best field to processor methods	Reduced damage to product thus improved quality Improved quality at end of the chain due to more effective management of in transport temperature management More hygienic on farm product transport to ensure product safety Improved transport to packhouse to minimize build up of field heat & ensure improved product quality					2018-2015	

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
3.3 Establish, maintain and promote sustainable, as well as environmentally and human-friendly, <u>postharvest treatments and practises</u> that ensure improved product quality and safety and comply with market and regulatory forces	Technology transfer to improve postharvest treatment management that comply with best practices to ensure optimal product quality and safety	3.1 Technology transfer to retain product quality through effective postharvest treatments and handling.	Ensure increased shelf life and product quality Reduced losses to and in the export market (compliance SA Landside, shipping and international handling protocols and criteria) Reduced change of port rejections More effective management of packhouse water quality Reducing the level of risk in terms of food safety	Number of technology transfer session on post harvest treatment	Overall reduction in post-harvest losses and improvement in quality	Increase in Value Chain profitability	THIA / LDARD / DAFF / FPEF / Subtrop / ARC with support from TLM and VDM	2018-2022	5 session per annum
		3.2 Ensure effective technology transfer and actual implementation of new systems and its maintenance.	Improved product quality Improved loading practices Reduced losses due to improved palletizing Improved packhouse management understanding of correct application of products or processes	Number of stakeholders implementing post harvest treatment technologies				2018-2022	100% of processors, packers, exporters
		3.3 Investigate means and ways to improve palletizing.	Increased return on investment More attainable packhouse management to ensure more effective loading and handling protocols and worker, product and environmental safety Increased product quality through reduced product damage Improved "faster off and faster in" principle More effective management of mid season high volume handling without compromising on quality Ensure uniformity of packing facility to ensure more consistent product output	Number of stakeholders using improved palletizing methods				2018-2022	100% of processors, packers, exporters
3.4 Establish, maintain and promote sustainable, as well as environmentally and human-friendly, <u>packing / processing practices</u> that ensure improved product quality and safety and comply with market and regulatory forces	Appropriate technology transfer to improve processing practices that comply with best practices to ensure optimal product quality and safety	4.1 Technology transfer to processors to ensure improved processing practices and materials, including better handling and sorting practices.	Ensure increased shelf life and product quality More efficient product grading Reduction in "on line" rejections. Reduced chance of rejections by PPECB inspectors due to more effective sorting Safer and better quality product Increase in uniform product Direct door-to-door delivery no repack required reduction in add on cost	Number of technology transfer session on processing technologies	Overall increase in processing efficiency	Volume input/output ratio and number of accreditations achieved	THIA / LDARD / DAFF / Subtrop / ARC with support from TLM and VDM	2018-2022	Min of 1 session per annum
		4.2 Establish mechanisms for effective information transfer through videos/ on site work training sessions.	Improved use of human capacity Established training protocols Deeper understanding of product management, hygiene and cold chain issues and principles and labour management	1. Number of videos. 2. Number of workshops				2018-2022	At least 2 workshops per annum (10 over the period)
		4.3 Establish and improve on general management practices, hygiene protocols, audit procedures for processors	Guideline of what works best for different crop handling practices that will ensure an improved and more consistent Thulamela horticultural product Increased return on investment More attainable packhouse / processing management to ensure worker, product and environmental safety Increased product quality through reduced product damage Improved "faster off and faster in" principle More effective management of mid season high volume handling without compromising on quality Ensure uniformity of packing / processing facility to ensure more consistent product output	General processing practices manual developed and distributed				2018-2015	Processing manual distributed to 100% of known processors
		4.4 Determine implementation cost and cost of compliance in terms of Global.Gap, HACCP/ BRC/ Natures Choice etc.	Actual data reflecting cost implications of new food safety requirements Scientific evidence for WTO and EU mitigations Increased lobbying power at producer exporter, retailer and government level. Informed decisions to pursue opportunities.	1. Compliances manual developed and disseminated. 2. Number of farmers / processors / packers complying				2018-2022	Manual distributed to 500 farmers, and to 100% processors and packers

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
3.5 Establish, maintain and promote sustainable, as well as environmentally and human-friendly, <u>Coldroom Management Practices and Cold Chain Management Practices</u> that ensure improved product quality and safety and comply with market and regulatory forces	Technology transfer to improve Coldroom Management and Cold Chain Management Practices that comply with best practices to ensure optimal product quality and safety	5.1 Investigate and where necessary adapt improved coldroom management practices, principles, guidelines & protocols with associated audit mechanisms.	Increased return on investment More effective cold chain management Reduction in postharvest losses More effective management of volumes in the coldrooms Assurance that produce will be loaded on correct temperature Improved "first in first out" principle Reduced loading time	1. Cold chain management manual developed and distributed. 2. Number of training sessions	Improved efficiency of the cold chain and reduction in post harvest losses in the cold chain	Reduction in cold chain costs and volumes of product lost due to inefficiencies in the cold chain	THIA / LDARD / DAFF / Subtrop / ARC with support from TLM and VDM	2018-2022	10 training sessions
		5.2 Conduct coldroom manager/worker training and set minimum requirements	Deeper understanding of product management within a context of cold chain management, volumes management, hygiene management and cooling down of fruit to ensure adequate loading temperatures Basic understanding of product cooling and hygiene principles	Number of training sessions				2018-2022	10 training sessions
		5.3 Ensure effective technology transfer and actual implementation of new system and its maintenance at coldroom level	Improved loading practices Reduced losses due to improved palletising Improved coldroom management understanding of correct handling of products in the cold chain	Number of stakeholders adhering to cold chain protocols				2018-2022	85% adhering
3.6 Improve and develop new approaches to ensure optimal market access procedures	Ensure and maintain close cooperation with all relevant government and private sector institutions/ organisations and international bodies , i.e. Codex (through DAFF), WTO to address issues related to international trade protocols, quarantine, standards and food safety in a proactive, informed and efficient manner	6.1 Establish network to industry specific experts on product market access.	Moving away from crisis management to pro-active actions. Access to a specialised industry specific reaction team that can immediately respond on behalf of the horticultural industries in Thulamela	Number of experts	Uninterrupted access to markets	Number of incidents where produce were rejected by markets because of non-compliance	THIA / LDARD / DAFF / FPEF / Subtrop / ARC with support from TLM and VDM	2019-2022	At least 2 experts
		6.2 Develop a network with Risk Management Experts that understand the crop, diseases and pests and its control and identification – Build		Access to risk management team established					RM team successful established
		6.3 Establish a network with diagnostic centres of expertise that can rapidly identify pathogens		Access to laboratories with the capacity to identify pathogens					At least 1
		6.4 Keep updated pathogen and pest lists as required for trade and market access.		Updated pathogen list					Annually updated
		6.5 Establish a network with experts that can assist with global environmental matching – impact on market access and trade		Number of experts					At least 1
		6.6 Ensure access to chemical residue accredited testing capacity otherwise Thulamela is not going to export to high value markets		Access to laboratories with the capacity to test chemical residues					At least 1

4. Intervention area 1: Marketing support – Intervention 4: Information

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
4.1 Development of a production and product flow information system	To achieve stable and reliable systems, and accurate and complete data that are available in a timely manner and appropriate format when and where needed.	1.1 Identify information specialist service providers to establish a central information system	Reliable production and product flow information available	1. Professional service provider appointed and service level agreement (SLA) signed.	Reduced transaction cost of reliable information. Reduce fragmentation of information which condition and expense the Thulamela industry cannot afford	Level of awareness of the availability of information AND if the information is useful to take marketing and other management decisions - could be monitored by a survey of a sample of stakeholders	THIA / LDARD, Commodity groups, Independent service provider	2018	All product flow information systems fully functional by 2019 and maintained regularly
		1.2 Negotiate contract with a service provider to develop a database to capture producer information and a orchard / production area census		Available				2018	
		1.3 Develop a crop estimate model for horticulture in Thulamela		Available				2018	
		1.4 Actual volume processed (total intakes)		Available				2019	
		1.5 Marketing plans of exporters, processors, market agents (if any) - indicate destinations and volume		Available				2018-2022	
		1.6 Inspections passed (local or export standards)		Available				2018-2022	
		1.7 Exports shipment (road and air) information - if any		Available				2018	
		1.8 Local market volumes and price		Available				2018	
		1.9 Stocks - if any		Available				2019-2022	
		1.10 Theoretical price model (value chain analysis) - can be use to monitor progress towards addressing market failures		Available				2019-2022	
		1.11 Actual price information		Available				2019-2022	
4.2 Develop marketing / market access information	To make sure that the horticulture industry meets the needs of local and overseas customers and to get value in return.	2.1 Put market and marketing research high on the priority list of commodity organisations (with specific emphasis on opportunities for Thulamela) – the need for a paradigm shift – this also includes an action to source funds specifically for projects that will generate market information - if not already available.	Marketing opportunities and requirements to get market access to achieve a optimum market destination combination (local, regional, other exports) - identified and information disseminated to decisionmakers	Number of market research information publications	Niche and other market opportunities unlocked through information that will enhance market access	Number of market opportunities unlocked	THIA / LDARD and service providers	2018	1 per annum
		2.2 Identify key market information shortcomings e.g. what groups of potential customers exist, what their needs are, which of those needs can be met, how they should be met.		Number of reports per market segment				2018	4 per annum
		2.3 Analyse the competition (other producers) marketing and value chain management Intervention and communicate this information to all role players in the local Thulamela horticultural industries.		Number of competitor study reports				2018-2022	1 per annum
		2.4 Identify market niches – this information should be made available to especially smaller operators and can play a major role in enhancing access to the horticulture value chain – market opportunity analysis		Number of niche market reports compiled and disseminated				2018-2022	3 per annum
		2.5 Generate buyers information by markets with key information on barriers to sales.		Number of markets for which it is available				2018-2022	4 per annum
		2.6 Action to provide market access information by export / local market and prerequisites for entry, environmental constraints; market conditions; and an analysis of competitors.		Number of market access reports by country				2018-2022	4 per annum
		2.7 Action to improve the availability and accuracy of local market information		Information available and accurate				2018-2022	4 per annum
		2.8 Compile marketing manuals for horticulture for local and export markets - similar to the FPEF exporters manual		Domestic market manuals available and disseminated to actors				2018-2022	Disseminate to 85% of marketeers

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
4.3 Create and maintain a strategic information database and the capacity to analyse strategic information	To ensure the capacity of the Thulamela Horticultural Industry to analyse micro and macro economic impacts and to make meaningful inputs on local, provincial and national forums	3.1 Since there are many role players that benefit from strategic information it is necessary to establish a network of partnerships (E.g. Subtrop, FPEF, national fresh produce markets, NAMC, DAFF etc.) to collaborate in this Intervention. These may include government, producer organisations, financial institutes exporters, etc.	Strategic information is available	Network of input providers established and database available	Horticultural industry will be in a position to portray a professional image nationally and international by being in a position to provide accurate and up to date information of the industry and to react to micro and macro economics impacts	Number of stakeholders using the information to make a meaningful input	THIA / LDARD, Commodity groups and service providers	2018	All product flow information systems fully functional by 2019 and maintained regularly. At least 2 information days per annum - 10 over the period
		3.2 Annual Thulamela horticulture overview		Available				2018	
		3.3 Farm survey every two to three years		Available				2018 and 2022	
		3.4 Input cost database to be updated every six months - use existing sources if available		Available				2018-2022	
		3.5 Gross margin analysis annually - use existing sources if available		Available				2018-2022	
		3.6 Key Thulamela Horticulture Industry statistics annual publication - even if only in a very simple format		Available				2018-2022	
		3.8 Redesign the THIA / LDARD website to be more interactive and or to adapt to the overall information Intervention		Available				2018-2022	
		3.9 Contract specialist to do strategic forecasts for the horticulture industry		Available				2018-2022	
		3.10 Support recordkeeping systems on farms to improve certification		Available				2018-2022	
		3.11 Publish a annual "Key Horticultural Industry Statistics for Thulamela"		Available				2018-2022	
		3.11 Information days to inform ALL interested stakeholders about developments in the horticulture industry		Number of information days				2018-2022	

5. Intervention area 1: Marketing support – Intervention 5: Logistics and infrastructure

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Output indicators	Responsible stakeholders	Time frame	Target 2022
5.1 Establish and identify mechanisms to co-ordinate horticulture logistics and infrastructure planning on an Thulamela industry level - only on common logistical issues	To efficiently coordinate all current and forthcoming logistic and infrastructure interventions	1.1 Establish a logistics standing committee for the Thulamela Horticultural Industry. (Integrate and/or liaise with existing similar committees if they exist)	Reduced costs of efforts to increase efficiency – capacity sharing Generation of cost-benefit information pertaining to, for example alternate crop handling facilities, utilisation of different facilities. More lobbying / negotiation power More efficient implementation of Intervention	Committee established and functioning	Overall improvement in logistics	Reduction in logistics related transaction costs	THIA / LDARD, Commodity Groups, Farmers Associations	2018	
		1.2 Lobby for funds to implement logistic Interventions		Number of logistical studies with emphasis on horticulture				2018-2022	1 Comprehensive study
		1.3 Establish communication mechanisms between the horticultural industry and other industries to co-ordinate negotiations to plan for new infrastructure (e.g. collection points, cold storage/pack		Number of collaborative communications / actions				2018	1 meeting per annum
		1.4 Implement logistical recommendations (giving due cognisance of the fact that specific recommendations may need adjustment or may not be applicable across all sub-sectors)		Percentage increase in the total value of horticultural crops due to improved logistics				2018-2022	30% increase in value of targeted crops
5.2 Revisit and critically evaluate current packaging and palletizing regimes	To enhance the efficiency of packaging and palletising horticulture products to maintain quality and to reduce costs.	2.1 Monitor and report on reasons for quality problems caused by packaging and palletizing	Reduced losses / increased profitability Reduction in claims	Report available	Improved packing and palletizing efficiency	Overall decrease in costs and losses - increase in pack outs	THIA / LDARD, Commodity Groups	2018-2022	1 report per annum
		2.2 Conduct "research" to improve packaging and palletising regimes		Percentage decrease in losses due to packaging and quality				2018-2018	25% reduction in losses and costs
5.3 Establish logistical information and communication at the different levels of the value chain (also linked to Information Intervention)	To ensure availability of accurate information in good time to allow for informed and sound decisions	3.1 Establish, critically evaluate and implement information and communication procedures	Substantial reduction in inefficiencies in the supply chain Substantial potential for cost savings Reduced loss of product due to bad management	1. Percentage reduction in quality losses reported. 2. Percentage reduction in logistical costs	Overall improvement in logistics linked to improvement in the flow of information	Increase in profitability	THIA / LDARD, Commodity Groups, Farmers Associations	2018	25% reduction in losses, 20% reduction in logistical costs
		3.2 Identify key information and communication efficiency indicators						2018	
		3.3 Measure efficiency indicators						2018-2022	
5.4 Foster good labour relations in the logistical chain	To harmonise the relation between employees and employers involved in the logistics chain	4.1 Establish labour representation at the necessary critical horticultural industry levels	Reduced friction between employees and employers More efficient and motivated work force Common vision	1. Number of workhours per volume marketed reduced. 2. Percentage reduction in product losses	Overall increase in labour productivity and labour related logistical problems	Decrease in labour related unrest / inefficiencies	THIA / LDARD, Commodity Groups, Farmers Associations	2018	20% reduction in work hours per volume. 25% reduction in losses
		4.2 Introduce good labour practice columns in newsletters.						2018	
		4.3 Establish Thulamela Horticultural labour forums to discuss issues of mutual interest and to disseminate information in a non-confrontational manner.						2018	
		4.4 Keep records of labour related logistical problems and solutions (build case studies and communicate Thulamela wide)						2018-2022	

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Output indicators	Responsible stakeholders	Time frame	Target 2022
5.5 Investigate and agree on mechanisms to increase efficiency of transport logistics	To reduce transport costs and the costs of delays	5.1 Identify key actions that will reduce transport costs	Reduced turn-around time for transport More efficient pre-season planning of required capacities Reduced transport costs	Percentage reduction in transport costs	Overall increase in profitability of the horticultural value chains in Thulamela	% increase in profitability of farmers	THIA / LDARD / TLM / VDM / Farmers Associations	2018	15% increase in profitability
		5.2 Establish inter-industry forums to negotiate transport tariffs						2018	
		5.3 Identify collection points for smallholder farmers products						2018	
		5.4 Establish collection points						2018-2022	
		5.5 Disseminate information about transport logistics to industry stakeholders						2018	
5.6 Development of proper and efficient regimes to document all aspects of logistics and the timely dissemination thereof to the relevant role players (linked to Information key Intervention)	To increase the efficiency of documentation and to promote electronic data transfers (by cell phone) throughout the supply chain	6.1 Standardise codes for all fruit and vegetable kinds - use existing codes but disseminate	Increase in the accuracy of information	1. User satisfaction with information. 2. Level of electronic data capturing. 3. Level of document standardisation	Improvement in documentation and product information	Reduction in transaction time	THIA / LDARD, Farmers Associations, Commodity Groups	2018-2018	80% users satisfied, 80% info electronically captured, 80% standardisation
		6.2 Standardise documentation	Reduced time lag to provide information					2018	
		6.3 Standardise documentation procedures	Strong in support of fruit flow information Intervention,					2018	
		6.4 Develop the specifications for a EDT / EDI system and a central data warehouse	tracking and traceability					2018-2018	

6. Intervention area 1: Marketing support – Intervention 6: Value adding / processing

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2021
6.1 Providing advisory services to farmers and industry to facilitate proper planning of value adding opportunities.	To facilitate the implementation of value adding activities	1.1 Develop capacity within THIA / LDARD and Farmers Associations with the capacity to develop business plans for value adding activities	Increase in bankable value adding business and implementation plans	Number of bankable business plans implemented	Increase in value adding and processing activities	Number of value adding and processing activities implemented	THIA / LDARD	2018-2021	3 implemented
		1.2 Campaign to make farmers and other industry stakeholder aware of the support						2018-2021	
6.2 Program to assist farmers to increase existing yields (this is significant value adding)	To add value by increased production per unit - financial returns per area farmed will increase	2.1 Awareness campaign in the Thulamela horticultural industry to illustrate the value adding potential of increases in yield	Increase in welfare of horticultural farmers and the rural population - increase in food security	Percentage increase in Net Farm Income	Increase in the value of Thulamela Horticulture	Value increase per ha and per ton produced	THIA / LDARD	2018	25% increase
		2.2 Horticultural industry organisations (THIA / LDARD) to ensure coordination with all the relevant government institutions and other horticultural value chain stakeholders to assist with horticultural developing projects						2018-2021	
6.3 Collection points, cold storage and packing facilities (also see logistics). Convert facilities to agri parks (also see Institutional key Intervention).	To unlock the potential of the horticultural industry in Thulamela by adding value as close as possible to the farmgate and by eliminating the middleman	3.1 Provide specialised extension services and mentorship	Increase in total production, reduction in post harvest losses, increase in quality and more high value horticultural products, reduction of waste and turning waste into useful products	Volume produced Percentage crop loss decrease Volume of products destined for high value markets Volume of waste converted to valuable products	Increase in the value of Thulamela Horticulture	Gross Value increase	THIA / LDARD, Private Sector Investors, Professional Service Providers	2018-2021	25% increase in volumes, 25% decrease in losses, 50% of processed to high value markets, 70% of waste converted
		3.2 Buy inputs collectively and distribute with coupon system							
		3.3 Provide transport from field to agri park							
		3.4 Hording of horticultural produce to get volume							
		3.5 Central grading and sorting (quality control)							
		3.6 Central packing							
		3.7 Invest in processing facilities for third grade products to reduce losses (baby food, fruit and vegetable sweets - school food programs, canned products, jam etc.)							
		3.8 Waste processing - organic fertilizer, compost							
		3.9 Agri parks to provide insulated or refrigerated transport of perishable products to major markets to establish a Thulamela cold chain							
6.4. Invest in harvest handling before transport – e.g. bins to prevent bruising	To add value by reducing losses due to bruising and scratches	4.1 Investigate local production of harvesting bins from green technology	Reduction in loss of product quality during harvesting and therefore value adding	Percentage reduction in damaged products from field to markets.	Increase in the value of Thulamela Horticulture	Gross Value increase	THIA / LDARD, Commodity groups	2018-2016	70% percent reduction in waste - 25% increase in value
		4.2 Campaign to make farmers aware of the impact of bad handling during harvest on quality and product losses						2018-2021	

7. Intervention area 2: Marketing support – Intervention 1: Marketing development and promotion

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2021		
1.1 Establish and maintain a supply base that will lower risks associated with growing the demand in existing markets and the development of new markets in order to maintain and increase real returns on investment, as well as profits for all role players in the value chain	To increase the flexibility of producers and other role players in the chain to minimise risk and take full advantage of market opportunities that exist or could come to the fore	1.1 Establish the needed capacity to annually conduct tree / plantation census in a scientifically justifiable manner.	Timely and relevant data on which varieties are planted to inform current and future planting and marketing decisions throughout the value chain.	Area converted to new cultivars / varieties	A crop mix that satisfy market requirements demand	Volume of produce sold in high value markets	THIA / Commodity TLM, Nurseries	LDARD, groups, Farmers,	2017-2018	80% in area converted	
		Establish a crop estimation committee for each horticultural region in Thulamela consisting of the relevant expertise.							2018		
		Develop the necessary statistical methods to process the orchard / area census and to make crop estimates							2018		
		1.2 Establish the needed capacity and international networks to annually provide market intelligence on expected changes in consumer behaviour in different markets – not only current markets, but also potential markets.	Timely and accurate forecast of changes in consumer behaviour to inform planting decisions and to achieve the optimal level of crop diversification to do future marketing planning, i.e. linking planting/production with local, regional and other international consumer	Level of awareness of stakeholders about consumer behaviour					2018-2021	2018	70% of key stakeholders aware
		Appoint a representative Marketing Forum for horticulture consisting of international and domestic role-players.									
		Every 3-4 years critically evaluate changing consumer behaviour. This could be done in-house or by outsourcing.	Improved logistical planning. Better risk management Intervention. Improved sourcing	Percentage reduction in supply chain costs attributed by improved crop estimates					2018-2021	2018 and 2021	15% reduction
		1.3 Establish an early warning system to inform role players of extreme climatic externalities and its possible impact on the marketable crop.									
1.4 Establish appropriate and efficient intelligence dissemination tools to inform producers and other role players on intelligence generated under points 1.1 to 1.3	An informed value chain of what the situation is on grass-roots level	Level of awareness of stakeholders about consumer behaviour	2018	70% aware							
1.2 Identify and capitalise on emerging niche markets in an orchestrated manner	To broaden the playing field for domestic producers in markets that is willing to pay premiums for top quality horticultural products. [Traditional markets are becoming increasingly saturated. Failure to continuously pursue new markets will leave producers in markets where they are out-competed on price and not uniqueness]	2.1 Establish a new market research desk or outsource the function. Continuously stay abreast of new market developments, i.e. changes in the regulatory regimes of countries, demand and supply situations, and attending trade fares. Stay abreast of the performance of new varieties and products in the world market. Establish a database containing market information, mandatory and voluntary standards and regulations, other non-tariff measures/barriers, tariff measures, information about competitors, general socio-economic conditions, addresses of contact people and possible buyers in markets.	Timely adjustments to production systems. Advance warning of critical structural and marketing Intervention changes. Increased lobbying power. Provision of intelligence to role players. Real time engagement with structures	Number of niche markets developed, the volume flowing to these markets and the total value	Unlock nich markets	Number of nich markets unlocked	THIA / LDARD, Professional Service Providers, TLM	2017-2021	5 new niche markets		
		2.2 Investigate the conditions necessary to establish preferred supplier relationships with sourcing agents in niche markets.	Good relationship management. Rules of the game are transparent. Improved information flows. Buy-in from governments							Number of preferred supplier agreements	2018
		2.3 Investigate market opportunities for processed horticultural products / blends.	Alternate outlets for processed fruit products. Creating increased value in the processing industry.	Number of new processing businesses and the volume and value processed						2017-2021	2 new processors
		2.4 Conduct cost-benefit analysis of entering new niche markets	Real time information on whether markets will provide returns sought	Information available and useable						2017-2021	Available for at least pome and stone fruit
		Establish suitable criteria for cost benefit analysis.									

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2021
1.3 Improve and develop new approaches to ensure optimal market access procedures	Ensure and maintain close cooperation with all relevant government and private sector institutions/organisations to address issues related to international trade protocols, quarantine, standards and food safety in a proactive, informed and efficient manner.	3.1 Develop sufficient infrastructure and human capacity to address market access issues – the days of one man/women teams are long gone. Create champions of industry with supporting mechanisms. Multi-disciplinary teams	Moving away from crises management to proactive actions. Presence at important national and	Number of horticultural related international bodies where Thulamela is affiliated	Market access for Thulamela horticultural products	Volume of produce sold in high value markets	THIA / LDARD, Commodity groups, TLM, Exporters	2017-2021	At least 5 agreements
		3.2 Establish timely and efficient communication channels between affected organisation.	Properly informed role-players. Greater awareness of the importance of markets access.	Level of awareness of stakeholders on market access opportunities				2017-2018	70% aware
		3.3 Determine the most efficient way to dissemination market access information and requirements.	One-stop shops for market access information.	Level of satisfaction with available information				2018	80% satisfied
		3.4 Conduct cost-benefit analysis of market access requirements.	Increased lobbying power at producer and government level.	Relevant information is available and up to date				2017-2021	Cost benefit conducted on at least 5 markets
1.4 Determine the optimal market structure and conduct for the domestic horticultural market	To establish a local market that supplies high quality horticultural and foster increased consumption of horticultural.	4.1 Investigation into market conduct and performance. Informal markets Retailers Direct sales Preferred suppliers Processors Protocols	Ensure ethical conduct, building and maintenance of trust relationships between stakeholders and providing a structure for an efficient value chain	Percentage of the total value of the product that belongs to the farmer increase	Market access for Thulamela horticultural products in all the important domestic markets	Volume of produce sold in high value domestic markets	THIA / LDARD, Commodity groups, Market agents, Local Government	2018	Farmers to receive at least 15-20% of the gross value of the product
		4.2 Obtain information on domestic consumer behaviour	Better understand of the needs and preferences, buying behaviour and other factors that affect consumers purchasing decisions.	Percentage increase in local consumer satisfaction				2018 and 2021	80% of consumers satisfied
1.5 Determine the optimal promotional Intervention	To strike the optimal balance between branding and generic promotion, whilst protecting the integrity of existing brands	5.1 Commission a comprehensive study to determine the optimal mix between branding and generic promotion - this may only be applicable for certain produce with a potential for Thulamela branding - possibly only for Macadamia's	Clarity on how, when and where to make use of branding and generic promotion. Clarification on costs associated with each.	Guidelines developed and disseminated	Thulamela produce differentiated from other production regions - if it make sense	Volume of produce marketed as clearly identified from the Thulamela region	THIA / LDARD, TLM and Exporters	2019	80% of stakeholders aware of Thulamela produce. 5 successful promotions.
		5.2 Investigate the appropriateness of already established promotion activities and whether they have or are having the response envisaged.	A benchmark to measure promotional activities. Horticultural tourism	Volume of Thulamelan products on high value markets, awareness of consumers				2019	
		5.3 Commission a study to determine on which economic and non-economic factors promotional activities should focus.	Properly directed promotional activities. Optimal use of investment in promotion	Number of promotional programmes successfully implemented				2019	

8. Intervention area 3: Natural resources management – Intervention 1: Protection of sensitive land

Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
Management of land resources in such a way as to sustain and improve the quality of life for both present and future generations	1.1 Develop a GIS map of sensitive land in the high potential horticultural regions 1.2 Consider sensitive land in the development of all new horticultural development projects 1.3 Distribute existing soil conservation guidelines to all horticultural farmers and include soil conservation in extension packages	Contribute to more sustainable land use and green image of the Thulamelan horticultural industry. Gain competitive advantage through green practices. Increase resilience towards climate change.	1. Volume of exports to high value markets. 2. Reduction in measured climate change vulnerability	Improvement in the management of sensitive land	Reduction in erosion and insensitive land use	THIA / LDARD, Commodity groups, Farmers, Agri Parks	2018-2019	20% decrease in land vulnerability
Management of water resources in such a way as to sustain and improve the quality of life for both present and future generations	2.1 Development of guidelines for the horticultural industry to promote the efficient use of water resources and the protection of water quality 2.2 Awareness campaign to inform farmers about the risk of bad water management practices resulting in losing market access and or gaining market access in high value markets	Contribute to more sustainable water use and a reduction of the water footprint. Gain competitive market advantage through good water use practices and green image. Increase resilience towards climate change .	1. Increase in the area under irrigation. 2. Increase in irrigation efficiency	Increase in water use efficiency	More crop per drop	THIA / LDARD, Commodity groups, Farmers, Agri Parks	2018-2022	Increase horticultural crops under irrigation with 50%, Irrigation efficiency 75%
Management of soil resources in such a way as to sustain and improve the quality of life for both present and future generations	3.1 Develop soil improvement guidelines for horticultural sub-sectors 3.2 Promote the use of compost 3.3 Promote earthworm farming and production of vermicast and the use of vermicompost technology 3.4 Implement demonstration trials to demonstrate to farmers the advantages of improved soil health 3.5 Promote the production of compost from horticultural waste products at the proposed Agri Parks	Contribute to more sustainable soil use and maintaining and improving soil health and a reduction in the use of chemical fertilizers and pest control. Gain competitive market advantage through organic practices and green image. Increase resilience towards climate change .	1. Number of farmers using mulching, compost and compost tea. 2. Percentage increase in organic matter in the soils.	Improvement in soil health	Increase in the carbon contents of soils - increase in yield	THIA / LDARD, Commodity groups, Farmers, Agri Parks	2018-2022	90% of farmers and Carbon increase of 20%
Management of plant resources (biodiversity) in such a way as to sustain and improve the quality of life for both present and future generations	4.1 Awareness campaign to inform farmers about the risk of destroying biodiversity resulting in losing market access and or gaining market access in high value markets 4.2 Consider biodiversity hotspots in any new horticultural developments	Contribute towards protecting biodiversity and sustainability. Gain competitive market advantage by supporting international initiatives.	Percentage decrease in biodiversity hotspots stabilised	Protection of biodiversity	Increase in the biodiversity or at least maintenance of current biodiversity	THIA / LDARD, Commodity groups, Farmers, Agri Parks	2018-2022	25% decrease in hot spots
Promote overall Integrated Natural Resources Management	5.1 Develop Integrated Resources Management Guidelines for horticultural producers 5.2 Disseminate the guidelines through extension officers and at field days	Contribute towards the implementation of Natural Resources Management Practices. Gain competitive market advantage through by portraying a sustainable image of the horticultural industry.	Number of farmers implementing NRMP			THIA / LDARD, Commodity groups, Farmers, Agri Parks	2018-2022	200 farmers
To develop a Thulamela niche image of organic horticultural products	6.1 Develop a organic certification guideline for farmers, production coops and Agri-Parks	Gain competitive market advantage	Number of farmers certified	Organic horticultural crops produced in Thulamela	Volume of crops sold as organic certified	THIA / LDARD, Commodity groups, Farmers, Agri Parks	2018-2022	10 farmers

9. Intervention area 4: Institutional and Human Resources – Intervention 1: Relationship with Government

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
1.1 To create an industry-wide body for representing the horticultural industry in communication with government - the proposed Thulamela Horticultural Industry Association (THIA)	To comprehensively represent the horticultural industry in discussions and negotiations with government and to participate in policy formulation related to the horticultural industry in Thulamela, Vembe and Limpopo	1.1 Discuss the principle amongst all existing industry bodies, commodity groups, the LDARD and TLM 1.2 Discuss the principle with the Farmers Associations 1.3 Determine basis for representation on the new body 1.4 Determine costs, budget, financing and administrative management of the new body	A new body comes into being which has the status of representing the entire horticultural industry in discussions and negotiations with government and its institutions	The proposed THIA is established and functional	Meaningful inputs by the horticultural industry in Thulamela on all levels	Functionality of the THIA and the level of implementation of the THDP	TLM, LDARD and the Farmers Associations and Commodity Groups	2018-2022	Established and functioning by beginning of 2019
1.2 To communicate effectively with government at all levels, in conjunction with organised agricultural structures	Ensure that the horticultural industry has an ongoing open line to government and to ensure that the objectives both of government and of the industry are most effectively served	2.1 Improving the extent to which the Farmers Associations effectively represent the specialised and specific requirements of the horticultural industry 2.2 The new body is representative of all interests in the horticultural industry and should be the body to engage with Government 3.3 Compile a list of key Government Departments and contact persons to establish a good relationship and network 3.4 Organise a information session with identified individuals in key decision-making positions	Ensure effective representation on organised agricultural level and meaningful contribution on horticultural issues	Meaningfull contributions from the horticultural sector - measured by quality of inputs	Effective communication with Government	Number and quality of inputs from the THIA	THIA / LDARD, Farmers Associations and Commodity Groups	2018-2022	Meaningfull inputs by the private sector

10. Intervention area 4: Institutional and Human Resources – Intervention 2: Proposed THIA Institutional Development

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
2.1 To strengthen the position of the THIA / LDARD	The THIA / LDARD to be acknowledged as the only representative industry body for the horticultural industry in Thulamela	1.1 Establish a MOU between THIA / LDARD and all existing horticultural industry bodies / stakeholders to accept THIA / LDARD as the only official source of information and communication channel for the horticultural industry 1.2 Communicate the message as wide as possible through the media and other channels that THIA / LDARD represents the horticultural industry in Thulamela 1.3 Develop a exit Intervention for LDARD to be replaced by a representative private sector driven industry body (THIA) in the long run	One official source of information and one united industry body	THIA / LDARD only official representative organisation for horticulture	A sustainable "home" for the THDP	THIA established	THIA / LDARD, Commodity Groups	2018	THIA / LDARD recognised as the only official representative organisation for horticulture
2.2 To create inhouse and outsourced human resources capacity for the THIA / LDARD	Ensure that there is adequate human resources capacity available for the THIA / LDARD to implement the overall THDP efficiently	2.1 Structure of THIA / LDARD to be aligned with the THDP. Develop a human resources plan and link to key competencies required per position. 2.2 Ensure that there is adequate budget provision to grow the capacity in THIA / LDARD as the THDP are implemented (see recommended THIA / LDARD structure)	THIA / LDARD support services aligned with the THDP	Number of focussed commodity divisions, number of staff / organisations in key positions	THDP interventions implemented	At least 6 key intervention implemented	THIA / LDARD	2019-2022	At least 2 horticultural sub-sectors divisions established and staffed (not necessary permanent staff)
2.3 To generate adequate financial resources	Ensure that there is a stable funding model to finance the implementation of the THIA / LDARD	3.1 Effective communication of the THDP to the provincial treasury, donors and other potential sources of funding 3.2 Identify possible inhouse sources of funding - payment for services - set targets 3.3 Prioritise the THDP Intervention and activities to be aligned with available annual budget	Intervention and actions aligned with budget availability. Stable funding to achieve long-term objectives	Level of implementation of Intervention developed by THIA / LDARD	THDP interventions sustainably financed	Growth in the horticultural industries in Thulamela	THIA / LDARD	2019-2022	The Horticultural Intervention 80% implemented

11. Intervention area 4: Institutional and Human Resources – Intervention 3: Involvement of the private sector

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
3.1 Establish a THIA Advisory Board representative of all stakeholders in the value chain and preferably representation from the Farmers Associations Chamber for Agriculture.	Ensure effective and efficient participation of the private sector in policies, Intervention, sub-Intervention and actions impacting on the horticultural industry in Thulamela	1.1 Workshop the concept with the private sector and establish a vision, mission and mandate for the proposed board	Effective and efficient participation of the private sector in decision-making towards the achievement of the key strategic objective of the THDP	Level of achievement of the targets of THIA / LDARD for horticulture captured in the THDP	Well coordinated implementation of the THDP with participation from the private sector	Number of Private Sector institutions participating	THIA / LDARD, TLM, Private sector institutions	2018	80% of targets achieved
		1.2 Identification of key functions and competencies required from board members						2018	
		1.3 Identify criteria to be used to select board members (involve the private sector in selection criteria)						2018	
		1.4 Advertise through the media and existing horticultural structures for applications to serve on the board						2018	
		1.5 Appoint board members						2018	
		1.6 Establish a communication protocol between the board and the THIA / LDARD						2018	
		1.7 Regular board meetings to get input from the private sector and to give feedback on progress						2018-2022	
		3.2 Establish horticultural production coops and dedicated secretariat and production plans.						To organise the horticultural farmers into coops with the specific objective of developing a sustainable supply base for the proposed Agri-Services Hubs	
2.2 Decide if existing coops can be transformed to the requirements of the hub	2018								
2.3 Develop a business plan to either develop new coops or to transform existing coops	2018								
2.4 Institutional development of coops to align to the requirements of the hub	2018-2022								
2.5 Establish dedicated coop secretariat as primary link and facilitator of activities initiated by the hub	2018-2022								
2.6 Annual monitoring and evaluation of the level of progress in terms of market readiness issues	2018-2023								
2.7 Adjustments to business and implementation plans to make tactical adjustments to comply with the requirements of the Agri-Services hubs	2018-2024								
3.3 Establish horticultural Agri-Parks support services (also see value adding)	To contribute to success stories in the horticultural value chain	1.1 Identify the where THIA / LDARD can contribute to supporting the Agri-Parks - these support services to be aligned with key activities of the Agri Parks (see Marketing Support Intervention 6: Value Adding)	Effective and efficient support services to the Agri-Parks	Number of successful Agri-Parks supported by THIA / LDARD	Commercialisation of small-scale farmers	Sustainability of small-scale farmers - using agreed sustainability proxies	THIA / LDARD, Private Sector, Coops, Commodity groups	2018	At least 3
		1.2 Coordinate THIA / LDARD capacity with private sector capacity to ensure a minimum of duplication						2018-2022	

12. Intervention area 4: Institutional and Human Resources – Intervention 3: Human resources development

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
3.1 Improving training and development within the horticultural industry to ensure that the horticultural industry is staffed by well-trained, competent and productive employees	To reduce the rate of illiteracy amongst farmers and farm workers (permanent and seasonal) and their families	1.1 Lend support to the development of regional literacy plans. Develop a regional plan using the formal school system in each region	Regional plans for literacy training and/or ABET in place Level of literacy acceptable by national and international standards.	Number of literate people	Well trained competent staff	Improvement in productivity measured by number of staff per output unit	THIA / LDARD, Agri Parks, Ministry of Education	2018-2022	25% reduction in the number of illiterate workers in the horticultural industry
	To increase the levels of functional literacy and numeracy amongst all skilled workers in the value chain, thereby enhancing their core competencies	1.2 Develop core competencies for each job in the value chain. Develop a training and development programme for individuals, concentrating on the literacy and numeric skills required to underpin their core competencies	Increased possibilities for access & participation in all levels of management	Number of new entrants into management positions in the value chain			THIA / LDARD, Agri Parks	2018-2022	At least 5
	To initiate and develop a facilitated mentoring program for new entrants to the horticultural industry	1.3 Develop a regional system for mentoring new entrants. Identify and select potential mentors. Train mentors. Identify potential mentees and match up with mentors. Measure and evaluate the system	A formal mentoring system for the horticultural industry An ongoing intake of potential mentors and mentees	Number of mentors and mentees in the horticultural industry			THIA / LDARD, Farmers Associations, Commercial Farmers, Commodity Groups	2018-2022	3 mentors and 50 farmers
	To develop a program of learnerships to formalise and officially recognise the training and development of existing and new entrants to all organisations in the horticultural industry value chain	1.4 Determine requirements for suitable learnerships across a broad spectrum of the industry. Develop suitable curricula. Identify potential organisations for the placement of learners	A formal learnerships programme in place for the horticultural industry Skilled people available to the horticultural industry Access and promotion potential enhanced for new entrants to the industry.	Number of candidates in learnership programs in the horticultural industry			THIA / LDARD, Farmers Associations, Commodity Groups, ARC, NAMC, FPEF	2018-2022	20 candidates
	To enhance access to appropriate courses and to stimulate the development of horticultural-industry-specific courses at available institutions	1.5 Determine the precise requirements in all horticultural-producing areas for accessing local supported training activities and the specific administrative requirements for use of the training and handling costs of attendance. Determine the requirements attached to new course development. Make this information readily available via a central horticultural industry data base on Human Resource Development	More industry and even product specific training courses available A greater number of workers have access to recognised training Increased productivity stemming from better worker skills Increased earning opportunities for farm workers	1. Number of horticultural specific courses presented in Thulamela. 2. Number of candidates on these courses. 3. Remuneration of candidates successfully completing these courses			THIA / LDARD, Agri Parks, Ministry of Education	2018-2022	3 specific courses, 20 candidates, 20% increase in remuneration

Sub-Intervention	Objective	Actions	Output	Output indicators	Outcome	Outcome indicators	Responsible stakeholders	Time frame	Target 2022
3.2 Legal compliance to assist all parties in the horticultural industry to comply fully with the letter and spirit of legislation affecting employment in the horticultural industry in Thulamela by ensuring that all parties are fully aware of the relevant legislation	To ensure that all stakeholders are fully aware of labour laws and that information on these laws is readily available. Ensure regular compliance audits	2.1 Create a central information system. Implement a training programme for farmers and farm workers regarding all relevant labour laws 2.2 Support an improvement of the monitoring and enforcement capacity of responsible Government agency	All affected parties know their respective rights and responsibilities with reference to the workplace.	Level of awareness under workers about their rights	Compliance with labour legislation	Number of horticultural enterprises that comply	THIA / LDARD, Farmers Associations, Government	2018 2018-2022	70% of farmers and workers aware
3.3 Specific focus on TECHNICAL and VOCATIONAL EDUCATION and TRAINING (TVET) POLICY in Thulamela as the framework and the implementation tools that can be harnessed by the industry to improve skills Development	Ensure that Horticulture skills development needs are addressed	3.1 Conduct a skills audit of the skills requirements for each horticultural commodity targeted for Development 3.2 Communicate specific skills requirements of the horticultural industry effectively to the relevant training institutions	Skills audit wavailable for targeted horticultural commodities throughout the value chains in Thulamela	Number of skills audits conducted	A skilled horticultural workforce	Percentage of skilled workforce per sub-sector of the horticultural industry	THIA / LDARD, Farmers Associations, Ministry of Education, Commodity Groups	2018-2015 2018-2022	At least 50% skilled
3.4 Workplace relations to improve the participation and motivation of farm employees through improved transparency and communication	Ensure that a mutually accepted workplace relationship policy is in place	4.1 Design a workplace relationship policy. Determine appropriate channels for making this policy and the necessary approaches available to all farming regions. Embark on a programme to ensure that the policy is disseminated to both producers and workers in all regions and commodity groups	Greater trust and improved relationships	Workplace policy developed and disseminated	Increased competitiveness of the horticultural value chains in Thulamela	Competitives rating	THIA / LDARD, Farmers Associations, Commodity Groups	2018-2022	Worplace policy for farm workers, processors and packers disseminated to 80% of the targeted 50 farmers and 100% to others