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## From the Chair.....



It gives me great pleasure to present our report on activities and progress during the period 1 March 2014 to 28 February 2015, marking 28 years since the Trust's establishment in 1987.

I acknowledge and thank the dedication and hard work of our staff without whom, together with our donors and partners, nothing would be achieved. Our field operations are the reason for our existence and in assisting many thousands of marginalized and impoverished communities with food security and food and craft enterprise development, we are making a contribution to several priority development areas in South Africa. Our field staff are, therefore, particularly acknowledged. Their work in the areas in which we work is often lonely and requires extensive driving in difficult terrain and

weather conditions.

Once again, I am pleased to report that we have been able to show a "net profit" in terms of our income and expenditure, getting a little closer to our objective of approximately R 50 million to enable us to become self-sufficient and sustainable through reserve fund investments.

Our donors and partners are the foundation of all of our endeavours in changing the lives of thousands of rural people. We continue to be encouraged by the confidence they place in us and recognize and applaud their ongoing support and interest in what we do. I would particularly like to recognize the support of Tigers Eye, the Ackerman Pick 'n Pay Foundation, the Anglo American Chairman's Fund and the Fulton Foundation who have all been very long-standing partners of the Siyazisiza Trust. We are also pleased to report that the Jobs Fund approved a grant of R 11 million for a Craft Development Programme which commenced in October 2014. This grant is based on 3:1 matched funding and the Trust has made available just over R 5 million for this project from funds received from Tigers Eye. Additional funds are currently being sought for aspects of the programme which are underfunded. The project is based on our new model which centres on the establishment of secondary, community-owned marketing businesses serving crafters in particular geographical areas with market-demand driving product development and production.

I acknowledge with very sincere appreciation, the time and expertise so willingly given by our Board of Trustees. Mrs Milly Rakale resigned her Trusteeship in late 2014. Her support and interest are recorded with thanks. Mrs Rachel Ruwo was appointed a Trustee in August 2014 and brings an enormous amount of financial expertise to the Trust.

During my tenure as Chairperson of the Trust, I am pleased to have been, and continue to be, a part of the enormous progress being made and look forward to more growth in 2015.

*Phumla*



<b>Mission</b>	To promote food security and small food and craft enterprise development in rural communities in South Africa.
<b>Founded</b>	1987
<b>Registration Number</b>	4191/87
<b>Non-Profit Organization Number</b>	019-313
<b>Public Benefit Organization Number</b>	18/11/13/4526
<b>BEE Rating</b>	Level 1
<b>Patron in Perpetuity Patrons</b>	Mary Rose Chris Saunders Arnold Zulman
<b>Board of Trustees</b>	Phumla Mnganga (Chairperson) Zuzifa Buthelezi Eugenie Drakes Geh Phungula Mildred Rakale (resigned October 2014) Rachel Ruwo (appointed August 2014) Hugh Sundelson Catherine Tinavapi Zimkhitha Zatu Jane Zimmermann

### **Staff Complement**

- Ilene Abrams, Finance and Admin Assistant, Fleet Manager
- Ntandose Gumede, PA to Field Managers, KZN
- Busi Khumalo, Agricultural Project Coordinator, KZN
- Khomotjo Ledwaba, Business Development Manager (resigned 1/1/2014)
- Gremmar Matsimbi, Receptionist/Administrative Assistant
- Mpumelelo Mdakane, Field Manager, KZN South

- Mandla Mnguni, Craft Field Facilitator: Mpumalanga
- Dikeledi Ndaba, Craft Production Manager
- Mandla Nkoana, Field Manager: Mpumalanga
- Bongani Nkosi, Field Facilitator, KZN (retired 30/9/2015)
- Tommy Nkuna, (Driver/Administrative Assistant)
- Jabu Nxumalo, Agricultural Project Coordinator, KZN
- Geh Phungula, Senior Field Manager, KZN North
- Wendy Prowse, Finance Support (part-time)– from 1/4/2014
- Gill Worby, Financial Director
- Philani Xaba, Agricultural Project Coordinator, KZN
- Jane Zimmermann, Executive Director

**Auditors**

B J Priest & Associates  
P.O. Box 131431  
NORTHMEAD  
1511

**Legal Advisor**

NS Copley Consultancy cc

**Project Areas**

KwaZulu-Natal

- uMkhanyakude District Municipality
- uMzinyathi District Municipality
- uThungulu District Municipality
- Zululand District Municipality

Mpumalanga

- Nkangala District Municipality
- Ehlanzeni District Municipality
- Gert Sibande District Municipality

Gauteng

- Tshwane District Municipality (Dinokeng)
- West Rand District Municipality (Cradle of Humankind World Heritage Site)

**Tax Status**

The Trust is a public benefit organization in terms of Section 30 of the Income Tax Act, and receipts and accruals are exempt from income tax in terms of Section 10 (cN) of the Act.

The Siyazisiza Trust has been approved for purposes of Section 18A (I)(a) of the Act and donations to the organization are tax deductible in the hands of donors in terms of and subject to the limitations prescribed in Section 18A of the Act.

**Financial Year End**

February

**Postal Address**

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Bryanston  
2021  
South Africa

**Field Office**  
Postnet Suite 106  
Private Bag X013  
3935 Mtubatuba  
South Africa

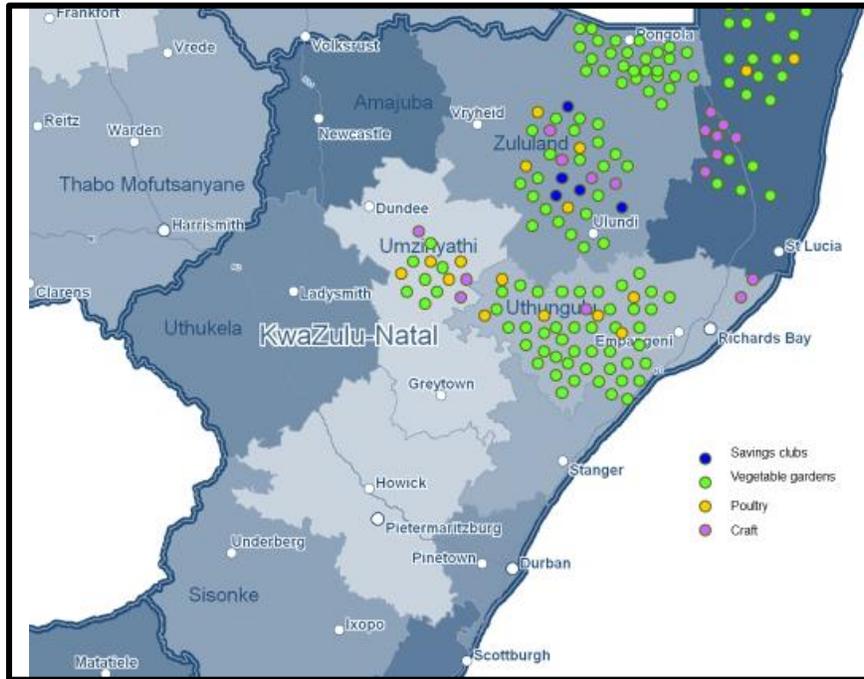
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## Where we work...



## **BACKGROUND**

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In 1987, a group of concerned Durban-based businessmen came together to found an organization which would benefit the 'poorest of the poor'. Responding to the call for help from rural northern KwaZulu-Natal, a deeply neglected region of South Africa with a large population, the Siyazisiza Trust was established with the late Duchesne Grice as Chairman and Mary Rose as the first Executive Director, a position she held for 17 years until her retirement in 2004. Dr Chris Saunders was appointed Chairman in 2000, a position held until 2005 when Mrs Phumla Mnganga was elected Chairperson of the Trust, having served as a Trustee since 2000.

In 2012, the Trust's daughter organization, Khumbulani Craft, was merged with the Siyazisiza Trust into one legal entity, the Siyazisiza Trust, and operates as our craft development arm and craft brand.

## **STRUCTURE**

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<b>ENTERPRISE DEVELOPMENT (FIELD OPERATIONS)</b>		<b>BUSINESS DEVELOPMENT AND FUNDRAISING</b>	
<b>FINANCE, ADMINISTRATION AND HUMAN RESOURCES</b>			
<b>PROVINCIAL MANAGER: KZN</b>	<b>NATIONAL CRAFT DEVELOPMENT MANAGER</b>	<b>FUNDRAISING AND BUSINESS DEVELOPMENT SUPPORT</b>	<b>CRAFT PRODUCTION MANAGER</b>
<b>ADMINISTRATIVE SUPPORT STAFF</b>		<b>SUPPORT STAFF I.E. RECEPTIONIST AND DRIVER</b>	
<b>SENIOR FIELD STAFF</b>			
<b>FIELD STAFF</b>			

## **PRIMARY OBJECTIVES**

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- To support and mentor food security and food and craft enterprise development projects in, but not limited to, KwaZulu-Natal and Mpumalanga;
- To establish primary co-operatives (producers and growers);
- To facilitate the establishment of secondary business entities (not co-operatives) which will serve primary producer and grower groups in terms of marketing and logistics.
- To provide training to both primary co-operative members and secondary business entities in production, product development, financial management, marketing and leadership.
- To provide start-up equipment and materials as required



*The Trust provides start-up equipment including irrigation and fencing.*

## **OUR STRATEGY/METHODOLOGY**

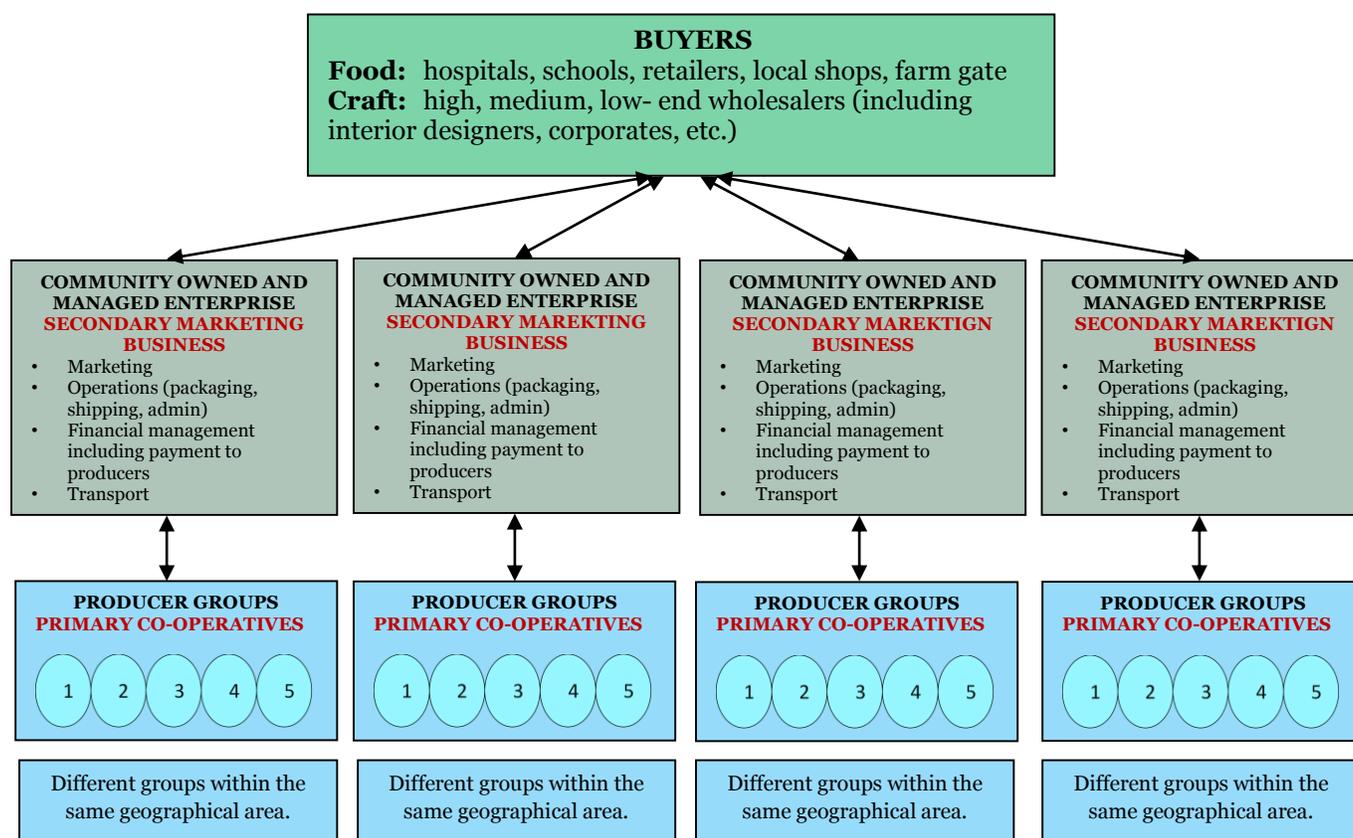
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While our activities continue to make a positive impact on those communities assisted by us in terms of food security, enterprise development and, therefore, income generation, a priority now is to facilitate the independence of those projects which have the potential to operate on their own. It is important to note, however, that some agricultural projects will remain food security projects only and we will continue to assist them.

A common misconception in development has been that producers, whether of food, craft or any other product, are equally adept at marketing and financial management and administration. While some producers may have skills to both produce, market and administer, the majority do not. In implementing our new methodology in the Cradle of Humankind World Heritage Site and Dinokeng from 2012 to 2014, many lessons were learned which we have used to adapt our model. Of particular note, are the following:

- Secondary Co-operatives are fraught with problems, most problematic being the election of secondary co-operative members/leadership by primary co-operative members. Bullying, electing friends, political interference and lack of accountability to both primary and secondary co-operative members have been hugely counter-productive.
- The payment of stipends attracts participants for the wrong reason i.e. people join because of the stipend and not because of the opportunity.

As a result, we have amended our model to establish secondary marketing business entities – not secondary co-operatives. The appointment of the members of the secondary marketing businesses is central to the success of the model and new tools such as psychometric evaluations, are being used to ensure that the selection process is as successful as possible.



### ***OUR MODUS OPERANDI***

The Siyazisiza Trust’s overall objective is to promote food security and sustainable, independent enterprise development, currently, but not limited to, food and craft production.

Our implementation model includes the Asset Based Community Development methodology approach which focuses on assets rather than needs and is intended to encourage the sustainability of independent enterprises.

All projects have been assessed and graded as follows:

- LEVEL 1: these projects have demonstrated their readiness in terms of our new model.
- LEVEL 2: these projects will continue to receive support and mentoring from the Trust until they can achieve Level 1 status.
- LEVEL 3: these groups have been identified as food security projects only. There is very minimal chance that they can develop into Level 1 or 2 projects due to a number of factors. This grading, however, does not limit any project in this category from improving and being rated at a higher level in future.

In terms of implementing our model, the *modus operandi* is as follows:

- Ensuring that all field staff fully understand all aspects of co-operatives, the relationship between primary co-operatives and secondary marketing business entities, how both function and the roles and responsibilities of members.
- Assisting with the registration process of primary co-operatives with the Companies and Intellectual Property Commission (CIPC).
- Engaging with producers (primary co-operatives) in respect of our model and explaining how primary co-operatives and secondary marketing business entities function and how each generates its own income.
- Consulting with local authorities and relevant municipality personnel to develop and strengthen partnerships.
- Assisting co-operatives to access funding for co-operatives made available by Government.
- Identifying, securing and equipping office space for secondary cooperatives.
- Assisting with the opening of bank accounts for primary co-operatives and secondary marketing entities.
- Intensive hands-on training and mentoring until independence achieved.

In terms of new projects and food security projects only (i.e. those that have a minimal chance of “graduating” to levels 2 or 3, our *modus operandi* is as follows:

- The initial meeting is held with the community and local leadership (representatives of the local authority, relevant provincial departmental officials and other community leaders) and other stakeholders. It is important to gain complete trust and full understanding of what can be expected from the Trust’s interventions and what the Trust expects from the project members themselves.
- Once the community indicates their understanding and acceptance of both the Trust’s role and their commitment, field staff will assess the area in terms of demographics, natural resource base, possible projects and potential markets.

A feasibility study, based on assets (such as existing skills, human and natural resources available) as well needs is carried out by field staff with the community beneficiaries. The feasibility study indicates the project's chance of success and it is at this point that a decision is taken whether to proceed or not.

Each project generally has its own elected committee, the members of which are given training on the need for a committee, roles and responsibilities of office bearers, drawing up of constitutions, minute keeping, etc.

- Bills of Quantity are then prepared by the field staff in terms of equipment and material requirements such as fencing, irrigation, garden tools, seedlings, fertilizers/compost, poultry equipment, chicks, feed, etc.
- Once funding is secured, equipment and material are purchased and collected by or delivered to the project site.
- On-site, hands-on training, including the use of AgriPlanner, is delivered as and when required.
- In terms of craft development programmes, technical and marketing trainers are outsourced.
- Ongoing monitoring and mentoring is critical for a minimum of three years after which it is intended that projects become independent of the Siyazisiza Trust although the reality is that it takes much longer.

### **TARGET PARTICIPANTS/ BENEFICIARIES**

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The Trust's target participants are all previously disadvantaged rural dwellers including small scale, subsistence and emerging farmers, crafters and potential entrepreneurs. The great majority of our participants/beneficiaries are women.



## OUR BOARD OF TRUSTEES

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The Trust is extremely fortunate to have a highly involved, active, committed and specialised Board of Trustees.



**Dr Phumla Mnganga, Chairperson:** Phumla is the Managing Director of Lehumo Women’s Investment Holdings, a women-owned and controlled infrastructure investment company. Prior to this she spent most of her career working for blue chip employers such as the Tongaat Hulett Group and Deloitte. She has extensive corporate experience having served in various executive capacities including Human Resources, Investor Relations and Transformation. She has served on the Boards of Tongaat Hulett Properties and the Black Management Forum. She currently serves on the Board of the Spar Group, Crookes Brothers Limited, Gold Circle and Tolcon. Phumla is also the Chairperson of the University of Kwazulu-Natal Council. In 2014, Phumla obtained her PhD in Social Entrepreneurship from Wits University.

### MRS PHUMLA MNGANGA ON OBTAINING HER DOCTORATE

12 December 2014

#### VICE-CHANCELLOR’S COMMUNIQUÉ

#### UKZN CONGRATULATES MRS PHUMLA MNGANGA ON OBTAINING HER DOCTORATE

*It is with great pleasure that I inform you of UKZN’s Chair of Council, Mrs Phumla Mnganga, attainment of her PhD in Social Entrepreneurship from the Wits Business School. The degree was officially conferred on Wednesday, 10 December 2014 by Professor Adam Habib, Vice-Chancellor of the University of Witwatersrand. The Chair of Council was unable to pursue her studies at the University of KwaZulu-Natal as it would have constituted a direct conflict of interest.*

*On behalf of the Executive Management of UKZN, I extend our heartiest congratulations on this outstanding achievement. Studying towards a PhD is no easy feat especially given Phumla’s numerous commitments, and rightly so, she should be very proud of her accomplishment.*

*As many of you may be aware, a doctorate signifies the greatest level of competence in a particular field of study, and requires self-discipline, a high level of analytical skill to perform rigorous research studies. The Chair of Council’s said achievement is not only an indication of her level of commitment in contributing to the knowledge generation, but also showcases her ability to lead by example.*

*Dr Mnganga’s triumph intricately links to increasing the University’s PhD numbers within the academic, and is also in line with the National Development Plan’s target of producing 5000 PhDs by 2030. The plan describes a PhD as “arguably the key qualification defining the*

*quality research standards of a country, and is particularly acknowledged as a means for acquiring, generating and using research-based knowledge.”*

*I trust that members of staff will heed the call and take inspiration from her success.*

**Professor Malegapuru Makgoba**  
**Vice-Chancellor and Principal**  
**University of KwaZulu-Natal**

**Zuzifa Buthelezi:** Zuzi holds a BA degree from the University of Zululand and a Diploma from the London School of Economics. He is a consultant across different industries and an entrepreneur with diverse interests in, inter-alia, Energy, Mining, Gaming and Farming. He has sat on a number of Boards, including Metropolitan Life, Specialized Exhibitions, Kingdom Communications (as Chair), National Association of Catering Employers (as Chair), Khulani Holdings (as Chair), Compass Group Southern Africa and Supercare. Zuzi is motivated by making time to play a role in community upliftment initiatives such as the Siyazisiza Trust.



**Eugenie Drakes:** Eugenie has been involved in the creative industries for many years and founded **piece** in 2000. **Piece** collaborates with craft artists from all walks of South African life, exposing their designs to the South African and international markets and trains and mentors producers to operate successfully in the modern business world. In 2013 **piece** was a Runner up in the SAGE 702 Small Business Competition. Eugenie has consulted to the WK Kellogg Foundation in Botswana and KZN as well as Technoserve in Swaziland. She is a Founder Board Member of the Southern Guild Design Foundation and a Graduate of the Goldman Sachs-GIBS 10 000 Women Certificate Programme for Women Entrepreneurs.



**Rachel Ruwo:** Rachel is a partner and Head of Advisory and Research at Opportunvest, a company that focuses on development and funding of business opportunities. Her responsibilities at Opportunvest include deal origination, fund raising, structuring and specialised investment reporting. A multi-talented and tasked individual, Rachel has worked on various private equity, banking, financial and advisory functions. She is passionate about the investment and capital markets and their accommodation to previously disadvantaged communities. She has worked with Empowerdex, the National Empowerment Fund and the DBSA



Jobs Fund on various BEE transactions and job creation initiatives. She holds a BSc Honours degree in Economics and is a member of the CFA Institute.



**Hugh Sundelson:** Hugh has served both as an internal and external consultant and has extensive experience in transforming and leveraging people capability and organizational potential. Having consulted to several corporations, both nationally and internationally, Hugh developed a deep appreciation of the dynamic forces that drive and achieve organizational strategy and ultimately create organizational capability and shareholder value. Hugh completed his Masters (M.A.) degree in Professional Development (Coaching) through Middlesex University in the United Kingdom and is in the process of completing his Doctorate (PhD) in Organizational Behaviour.



**Catherine Tinavapi:** Catherine is a Senior Legal Advisor in Standard Bank's Corporate and Investment Banking division specializing in cash, trade financing and custody and administration of securities. Her portfolio is structured geographically, at a high level, to cover all the countries in which Standard Bank operates on the African Continent. Catherine is also responsible for all matters relating to and involving SWIFT, interbank relationships and multinationals and public international organizations such as the United Nations. In addition to banking experience, Catherine has worked in private legal practice, management consulting and advisory services.

Catherine's management consulting experience includes consultancy in strategic purchasing, supply chain management and supplier development, business process improvement, business process outsourcing, shared services and project management.



**Zimkhitha Zatu:** Zimkhitha is a Chartered Accountant who qualified in 2007. She completed her undergraduate and post graduate studies at the University of the Witwatersrand. Her work experience began at KPMG where she completed her articles in the Industrial, Automotive and Pharmaceuticals business unit.

In 2008 she joined the Industrial Development Corporation ("IDC") as a Business Analyst. In 2010 she was promoted to Account Manager in the Metals, Transport and Machinery products business. In 2012 Zimkhitha was appointed Financial Manager: Cement Business Analyst at PPC Ltd. In 2014 she was promoted to the PPC Ltd CFO's office as the Executive Manager, a position which she currently holds. Zimkhitha currently holds board positions at African Women Chartered Accountants ("AWCA"), the SAICA Thuthuka Education Upliftment Trust and the Siyazisiza Trust.

**Resignation:** In October 2014 Mrs Milly Rakale resigned as a Trustee. We record our thanks and appreciation for her contribution to the Trust's efforts.

## **OUR STAFF**

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The commitment and dedication of all staff is acknowledged with very sincere thanks.

During the year under review:

- Mr Bongani Nkosi retired in September 2014. Mr Nkosi had served the Trust for more than 20 years. Bongani's contribution to both our agricultural and craft development work is recognized with much appreciation.
- Mr Khomotjo Ledwaba resigned as Business Development Manager in November 2014.
- Mrs Wendy Prowse was appointed on a part-time basis from 1<sup>st</sup> April 2014 to assist with financial management.



*Standing from left: Ntandose Gumede; Mpumelelo Mdakane; Jabu Nxumalo; Mandla Mnguni; Nomcebo Zaca; Philani Xaba and Busi Khumalo. Front: Geh Phungula and Mandla Nkoana*



*From left: Wendy Prowse; Dikeledi Ndaba; Gill Worby; Gremmar Matsimbi; Ilene Abrams; Jane Zimmermann; Tommy Nkuna*

## **OUR DONORS AND PARTNERS**

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There are two critical elements to what we do – our staff and, of course, our donors and partners without whom nothing could be achieved. During the period 1 March 2014 to 28 February 2015, the Trust received more than R 12,500,000 million from our donors, partners and clients.

We acknowledge with **very** sincere thanks, their support, interest and encouragement.

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|-----------------------------------|--|
| ➤ Ackerman Pick 'n Pay Foundation | ➤ Gauteng Department of Economic Development |
| ➤ Anglo American Chairman's Fund  | ➤ The Jobs Fund                              |
| ➤ Bluebelt CC                     | ➤ Milson Engineering                         |
| ➤ Citadel Philanthropy Foundation | ➤ Hermann Ohlthaver Trust                    |
| ➤ Cox Yeats                       | ➤ Mr Ian Perkins                             |
| ➤ Dale Tech Services              | ➤ Mr Ralph Pohorille                         |
| ➤ The Davies Foundation           | ➤ Pudthane                                   |
| ➤ The Desmond Leech Bequest       | ➤ Spar Group                                 |
| ➤ Fairway Hotel and Spa           | ➤ Suaval                                     |
| ➤ The Fulton Trust                | ➤ Tigers Eye                                 |
|                                   | ➤ Norman Wevell Trust                        |

			
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## OUR STRATEGIC PARTNER



For the past 15 years, the integrated tourism group Tourvest has ensured that rural crafters share in the future prospects of the company's success by sourcing crafts, curios and souvenirs from the beneficiaries of the Siyazisiza Trust.

The group has now entrenched itself as the single largest donor to the Trust, contributing more than R124 million over the last 15 years. Additionally, Tourvest stores have helped showcase the incredible crafting talent South Africa has to offer. All trading with the trust is done on an arms-length basis to ensure that fair trade principles are applied.

Tourvest is Africa's leading tourism group, operating businesses which range from travel management companies, hotels and lodges to tour operators and foreign exchange bureaux. While based in South Africa, it is a global business, with operations in East and West Africa, the United Kingdom and the Caribbean, as well as having principals, associates and clients throughout the world.

Tourvest's Destination Retail (TDR) business unit operates 65 stores in key Southern African tourist destinations as well as a further 12 in the Caribbean. It is the Tourvest business unit

responsible for sourcing African craft for its outlets. This business unit subscribes to a policy of procuring its merchandise locally first, particularly from small medium and micro enterprises, such as those affiliated to the Trust.

Driven by its core values of integrity, passion, commitment and respect, TDR has sought to support local crafters through sustainable job creation opportunities and, in the process, contribute to the upliftment of largely poor, rural communities.

In addition to its own staff complement of around 800 employees, TDR works with some 600 local suppliers who employ approximately 14 000 people in the crafting industry. Furthermore, its rural development, job creation and poverty alleviation programmes provide a sustainable income for another 3 000 people. Applying an extended family dependency rate of five people, TDR conservatively estimates a contribution to the livelihoods of some 85 000 people in South Africa.

For TDR, the long-standing partnership with the Siyazisiza Trust is more than just lip service to Tourvest's corporate citizenship: it's about keeping rural craft development alive, helping to ensure that the product remains relevant; sharing vital marketing information and providing crafters with precious retail space.

## **POLICY**

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During the year under review, the vehicle policy was updated and distributed to all field staff.

## **STAFF RESOURCES AND DEVELOPMENT**

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### **Leadership Development Coaching**

Mr Hugh Sundelson of Benchmark Solutions continued individual coaching sessions with senior management to enable them to build a new set of skills to assist in improving their capacity to lead. Mr Sundelson's contract ended in December 2014.

The focus for the period was on aligning of the strategy - predominantly in the field. The rollout of the field projects' sustainability model continued.

There has been a tremendous amount of knowledge and experience gained through the advancing of the operational KPI model.

The importance of having leadership assist with the implementation of the model and management of the field staff became absolutely imperative. A leadership gap in the business was clearly identified due to not having the required competencies in the field to lead. A decision was made to recruit an individual that could take full responsibility and accountability for owning this area of the business.

Due to the understandings realized we have embarked on adjustments to our field operational structure to assist, support and ensure an improved level of alignment

between the execution on the ground and the organizational expectations. These expectations relate to best practice criteria that will be shaped as the new leader takes on the new role.

## **Vehicles**

Vehicles are critical to our field work and our second greatest cost – staff salaries being the largest component of our budget. Given the terrain in which we operate, vehicles have a lifespan of three to four years.

During the year under review, the Trust purchased two new Isuzu bakkies at a cost of R 220,000 each which includes a canopy.

Another five vehicles will need to be purchased in 2015.



## **Educational Assistance**

The Siyazisiza Trust makes provision, funds permitting, to:

- Develop a skilled workforce capable of work practices and responding to organizational changes.
- Improve performance and motivation of individual employees.

Support for tuition fees as well as study/examination leave is at the discretion of the Executive Director or his/her nominee. This assistance relates specifically to studies requested by the employee (outside organizational planning) and not the general specific training of employees which management may implement from time to time.

The support is provided for 1) short course specific skills and 2) further education, which is additional but mutually beneficial to the employee and organization in terms of the increased knowledge and skills that the employee will acquire. It, therefore, has to be relevant to both the employee's function and the organization, in order to be considered.

During 2014/5 educational support of R 11,940.00 was provided to Ilene Abrams for her 3rd year BCom Marketing and Business Management (Part-Time) at Damelin College.

### **SIYAZISIZA STAFF TRUST**

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The Board of Trustees agreed in 2012/3 to establish a Siyazisiza Trust Staff Trust which will generate sustainable funding (which is compatible with the aims and work of the Siyazisiza Trust) and which will assist the work of the Siyazisiza Trust and benefit the staff of the Siyazisiza Trust. The Siyazisiza Trust Staff Trust will grant the employees of the Siyazisiza Trust an opportunity to be involved in and benefit from, the entity.

The principal object of the Trust is to be a vehicle for owning shares or other rights in social development enterprises and for receiving, investing and disbursing income received from these enterprises and investments, for the benefit of employees of the Siyazisiza Trust, from time to time.



The ancillary objects of the Trust are:

- To enable the beneficiaries to share in the successes of the Siyazisiza Trust and its programmes;
- To build up resources so that the Trust will be able to provide incentives to the beneficiaries for job performance, dedication and results achieved;
- To create a pool of funds which can be used to advance loans to beneficiaries and to award, at the Trustees' discretion, bursaries, scholarships and other educational assistance and/or financial support to the beneficiaries and their children and spouses; and
- To allow the beneficiaries and the Trustees appointed by the beneficiaries from time to time, the opportunity to be exposed to the workings of business and engage in making business and investment decisions.

An example of an income stream for this Trust is the Siyazisiza Co-operatives' Trust described below.

During the period under review, the Siyazisiza Staff Trust was registered with the Master of the Court.



*From left: poultry project: Gill Worby, Financial Director and Mpumelelo Mdakane, KZN South Field Manager and Trustees Zimkhitha Zatu and Rachel Ruwo*

## **SIYAZISIZA CO-OPERATIVES' TRUST**

In the 28 years of our existence, transport has been a consistent challenge for the rural communities assisted by us – whether taking fresh produce to market or transporting necessary inputs such as seedlings, fertilizers, chicken feed, etc., to their project locations which are most often extremely rural in nature and off the beaten track.

While there are many public transport vehicles in these areas, they are generally geared towards the transport of people rather than produce or inputs as described above. On the one hand, where appropriate transport does exist, the cost is usually inflated and therefore out of reach of the project beneficiaries. On the other hand, project beneficiaries are unaware of the costs of transport which for so many years has been provided by our field staff.

Enterprise Development is a key activity in terms of job creation, skills transfer and independence in South Africa. The need for the provision of cost-effective and market-related transport of project outputs and inputs to and from remotely located rural projects offers an excellent opportunity for the promotion of enterprise development and beneficiation for all stakeholders.

During 2012/3 the Trust finalised a Deed of Trust for a profit-making transport (logistics) company as a separate entity with the following shareholders: The Siyazisiza Trust; Siyazisiza Staff Trust; Siyazisiza Co-operative Trust; Strategic partner.

The objectives of this Co-operative Trust are:

- To provide cost-effective and market-related transport for the outputs from and inputs required by Siyazisiza Trust assisted registered co-operatives;
- To enable Siyazisiza Trust beneficiaries and staff to access and benefit from the need for cost-effective and market-related transport for the outputs and inputs required by Siyazisiza Trust assisted co-operatives.
- To create an additional income stream for the Siyazisiza Trust;
- To incentivise Siyazisiza Trust staff;
- To incentivise Siyazisiza Trust project beneficiaries through ownership and therefore income;
- To facilitate and promote independence of the participating co-operatives.

During the period under review, the Siyazisiza Trust Co-operative Trust Deed of Trust was registered with the Master of the Court.

## **FINANCE**

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### **Financial Controls**

The Siyazisiza Trust utilizes the QuickBooks Accounting Programme for recording data and managing its financial reporting. The data is captured daily and the accounts reconciled on a monthly basis. Management accounts are presented to the Board on a quarterly basis together with a detailed expenditure report against the annual organizational budget as approved by the Board. Income against the annual budget is monitored monthly. The organization is audited annually by auditors, BJ Priest & Associates.

Expenses are allocated to various cost centres and both income and expenditure is tracked by individual project or donor, if required. Financial reports are provided to donors as per their individual requirements.

All expenses are authorized by the Executive Director prior to being loaded for payment on the internet banking system and checked and released by the Finance Director.

### **Investment of Reserve Funds**

The Trust's reserve funding has been invested in the following accounts on a compounded interest basis. Our intention is to grow our investments to a point whereby the Trust's operating costs will be covered by the interest earned on the investments. The investment portfolios are reviewed on a regular basis.

Balances as at 28 February 2015:

Investec High Income Fund:	R 9, 853,450
Investec Opportunity Fund:	R 8, 533,240
Nedbank Fixed Call Account:	R 2, 804,500

### **Watercolour Society Africa & Art Society Africa**

The Watercolour Society Africa & Art Society Africa chose the Siyazisiza Trust to receive its remaining funds (R 86,050.90) on its termination.

### **NEW BUSINESS DEVELOPMENT**

In the interests of ensuring the sustainability of the Trust, it is essential that new business opportunities and relationships be investigated, initiated to develop new income streams whether by donations, submission of bids or other income generating initiatives. This is an ongoing activity of the Trust.

Two collaborations initiated during the 2012/3 period by were carefully researched and reviewed and for various reasons, a decision was taken not to proceed.

- A community-owned bakery enterprise in the Kruger National Park at Skukuza. Siyabonga Africa was contracted by the Trust to undertake an assessment to ascertain whether or not this initiative was viable and the Trust continue to be involved. While a very able and successful baker was identified in neighbouring Mkhuhlu, outside of the Kruger National Park, a number of challenges led to our decision not to proceed. These included:
  - SANParks and the main restaurant in Skukuza would be unable to provide the required involvement in the day-to-day running of the bakery which would be essential – particularly in the early stages;
  - The Trust does not have the resources or personnel to provide the level of day-to-day mentoring which would be required;
  - Delivery of baked products within the park;
  - Access into the KNP on a daily basis by both bakery personnel and deliveries.

Siyabonga Africa is a South African based NPO involved in alleviating poverty by developing communities at grass-roots levels from the most vulnerable to those who have the potential but lack the skills necessary to become employed and contribute positively towards their local economies. Siyabonga Africa offers skills training and development in bread and confectionery baking.



- T-Shirt Supplier Opportunity to Tigers Eye. Local B-BEE manufacturers contacted were unable to produce the required quality and printing at the correct price.

## The Bead Coalition



The Bead Coalition (Pty) Ltd is a private, commercial bracelet and bead accessory enterprise. Their bespoke range of bracelets are hand-beaded by previously disadvantaged women in rural South Africa and sold globally. The beaded bracelets are designed to deliver messages, raise funds for approved beneficiaries and worn to build brand awareness.

The Bead Coalition designed a Siyazisiza Trust bracelet “emPowerMe” which was launched during the period under review and realized R 44,051 as at 28 February 2015.

## PROJECTS – Craft Development

It is extremely difficult for rural people in South Africa to engage with markets and establish sustainable businesses and jobs without dedicated support. The crafters assisted by us are geographically removed from centres of economic activity, lack the necessary education and skills, are often unable to communicate (language and technology), have no access to finance, and regularly have little or no access to services required to operate economic enterprises. The results are high levels of unemployment and low levels of economic activity in rural areas. However, in many of these areas and particularly amongst rural women, a strong culture of technical skills in crafting are present. Numerous examples exist where groups and individuals have made the transition from crafting as a social activity to crafting as an economic activity and are achieving decent income levels. It is also critical that product development is market-driven.

Of critical importance is the recognition that crafters are seldom, if ever, marketers, not only because of the challenges referred to above, but also because marketers need to have specific personality characteristics and skills – or the potential to learn the required skills.

The Trust’s model and methodology is to link rural crafters to markets through the establishment of secondary marketing businesses. The Trust is no longer actively marketing craft product but, rather, focusing on the implementation of this model. While the Trust is no longer actively marketing craft, we continue to provide the link between crafters and market until such time as the secondary businesses take over completely.

During the period under review, the Trust generated R 454,301.84 from craft sales, 60% of which was earned by crafters with 40% contributing towards the Trust's costs.



*From left: a wonderful welcome from weavers in Hlabisa; Bheki Mtshali who produces Julia Leakey's ostrich egg candle holders; traditional basket weaving – an amazing skill.*

### **Development of a community beneficiation programme in terms of craft product development, production and marketing in the immediate and surrounding vicinity of the Cradle of Humankind World Heritage Site**

In 2012 the Siyazisiza Trust was awarded a 24 month contract by the Gauteng Tourism Authority, Department of Economic Development of the Gauteng Provincial to develop a community beneficiation programme in terms of craft product development, production and marketing in the immediate and surrounding vicinity of the Cradle of Humankind World Heritage site.

The project was completed during the period under review. Our Close-Out report to the Gauteng Tourism Authority recommended that the participants required at least a further 12 months of mentoring. The Gauteng Tourism Authority/ Department of Economic Development subsequently issued a tender for ongoing mentor-ship but given our success with the Jobs Fund (see below), we did not submit a proposal. It is understood that a Service Provider was appointed in early 2015.



*Hands that rock the Cradle partners, Mapula Ramela and Sharon Mathabela with Julia Leakey, the first of the famous Leakey family to visit the Cradle of Humankind World Heritage site.*

While we are pleased with the overall progress of this project and bearing in mind that the participants are all previously disadvantaged and new to business, there have been numerous challenges some of which include:

- product/s in correct quality and quantity on time;
- The payment of stipends which results in participants joining the programme because of the stipends and not because of the opportunity;
- Lack of trust among and between participants;
- Notwithstanding considerable mentoring, advice, discussion and revision, lack of understanding of the relationship between primary and secondary co-operatives;
- Inability of some crafters to produce their
- Transport of crafters to and from training and production centres;
- Unrealistic expectations and lack of commitment;
- The Secondary Co-operative itself and the relationship between members of the primary and secondary co-operatives are problematic.

Lessons learned in the implementation of this project have been used to adapt and amend our model i.e. no stipends are paid and the secondary entity is no longer a co-operative but a profit-making business enterprise with very carefully selected partners.



*Left and right: bespoke beaded murals. Centre: Dikeledi Ndaba, Craft Production Manager quality checking pots delivered from KwaZulu-Natal.*

### **Development of a community beneficiation programme in terms of craft product development, production and marketing in the immediate and surrounding vicinity of Dinokeng**

In 2012 the Siyazisiza Trust was awarded a 24 month contract by the Gauteng Tourism Authority, Department of Economic Development of the Gauteng Provincial to develop a community beneficiation programme in terms of craft product development, production and marketing in the immediate and surrounding vicinity of Dinokeng.

The project was completed during the period under review under very unfortunate circumstances. Due to the use of drugs and alcohol, political interference, threatening of our trainers and trashing of craft equipment and product, we were ordered off site as were the Gauteng Tourism Authority project managers.

As with the implementation of a similar project in the Cradle of Humankind World Heritage Site, lessons learned have been used to review and amend our model i.e. no stipends are paid and the secondary entity is no longer a co-operative but a profit-making business enterprise with very carefully selected partners. MOAs between the Trust and participants are required to be accepted and signed and include a clause that no political interference will be tolerated.

### **The Jobs Fund Craft Development Programme**

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An application to the Jobs Fund for a Craft Development Programme was approved and a contract signed with the Jobs Fund in 2014.

The objective of the initiative is to improve the wellbeing of 280 crafters (primarily rural women) and secondary business entity owner/managers through job creation and increased income opportunities. The fundamental intention is to link rural crafters to markets through primary co-operatives and five secondary business entities. Products developed will be market –driven.

The total project cost is R15 965 000 of which R5 016 000 has been committed by the Siyazisiza Trust's own resources. The total number of permanent jobs to be created is 300 (in this case self-employment and not jobs in the formal sense).

This project will operate within the broad ambit of rural economic development and within the specific context of the craft sector. According to the Department of Trade and Industry the South African craft sector is valued at about R1,1 billion, providing income and employment to approximately 38 000 individuals. This occurs through individuals and some 7 000 micro and medium enterprises. The initiative is founded on two key assumptions. The first being that the sector can sustain market growth and secondly that the targeted participants are eager and willing to engage to improve income earning potential. The project consists of six activities:

1. Firstly the project team will secure the necessary markets to drive and sustain production. Specific activities will include the identification of growth areas in existing and new markets as well as new products, securing sales/purchasing agreements with retailers/wholesalers where appropriate and possible, and furthermore establishing branding and finalizing intellectual property details.
2. As a parallel activity, five marketing businesses will be established which will serve the craft manufacturers in specific geographical areas who will produce craft according to the demand of the various markets.
3. The marketing businesses will have full time leadership/management/owner teams of four individuals each serving a minimum of 60 craft producers (primary co-operatives or groups). The marketing businesses will undertake marketing, packaging, shipping and all associated administration and financial management.

Craft producers are business entities in the own rights, supplying products into the marketing businesses and being paid by them. The marketing businesses will sell on to clients, adding a % mark-up and thereby generating their own income.

The identification of marketing business participants/owners is central to the success of this initiative. Experience has taught us that crafters are seldom, if ever, marketers of their product and having primary co-operative members as shareholders or involved in the selection of the marketing businesses entities is highly problematic.

For the selection of marketing businesses participants/owners, we contracted psychometric specialists to assess and evaluate applicants. Advertisements were placed in relevant newspapers in late 2014, and assessments were held at all five sites from 19<sup>th</sup> to 30<sup>th</sup> January.



*Lydia Strehlau, our Jobs Fund Project Manager with Wendy Prowse and Finance Director, Gill Worby*



*Melanie Lawson and Inge Trümpelmann of Equip SA, our psychometrists.*

The marketing businesses will be provided with training, start-up capital, ongoing support and mentoring to equip them to service the identified markets. Training of craft producers will focus mainly on technical skills to produce specific craft products that have been identified during market establishment. Craft producers will also be trained in financial literacy as well as business training in order to manage their business entities.

4. The marketing businesses will be embedded in the broader commercial enterprise system after which project management will withdraw. The marketing businesses need to be able to operate independently of project management. To achieve this, the establishment of direct linkages between members of the marketing businesses and key markets and customers will take place. This will be supported by the facilitation of relationship development, trouble-shooting, and the resolution of issues as well as the steady withdrawal of project management from their role as intermediary.

5. Lessons learned during the duration of the project will be documented and distributed to stakeholder in the craft/enterprise development sector.
6. Project management and administration.

### **Secondary Entity Site Locations**

1. Siyabuswa/Cullinan, Mpumalanga
2. Hazyview, Mpumalanga
3. Mkuze, KwaZulu-Natal
4. Empangeni/Eshowe, KwaZulu-Natal
5. Midlands, KwaZulu-Natal

### **Impact**

The objective of the initiative is to create 300 jobs of which 280 will be for crafters and 20 for secondary business entity owners, thereby improving the wellbeing of crafters and secondary business members.

By the end of the third year it is aimed to increase the net household income of each crafter by R 10 000 per annum. To achieve this, sales of approximately R9 million is required to achieve R3 million in net income.

The sustainability of the project beyond the funding period is likely as clear indications exist that the craft market is growing at approximately 8% as indicated by statistics released by the Department of Trade and Industry.

Additional value that the initiative will have, include experience gained of partnerships between private sector, NGO and state actors as well as valuable lessons for the broader rural development support community and a substantial contribution to the establishment of an inclusive and integrated rural economy. In addition, the initiative will provide public and private agencies supporting the rural development sector with a tested sustainable model of business development that can be applied to rural craft and other economic sectors.

### **Progress**

During the period under review, the following activities have been completed or are underway:

- Marketing analysis (ongoing);
- Consultation with identified buyers (ongoing);
- Identification of recyclable materials;
- Creation of prototype products (ongoing);
- Brain storming sessions with product developers;
- Assessment of status of crafters in KwaZulu-Natal and Mpumalanga;

- Data base of all crafters involved;
- Identification of secondary entity participants: advertisements were placed in various relevant newspapers. Selection of participants was conducted at each site with the use of psychometric assessments;
- A financial training manual has been finalized and all Siyazisiza Trust craft field staff trained to deliver financial training;
- Schedules of training dates in respect of financial training and marketing training has been finalized;
- Initial meetings with successful candidates held at the five sites;
- All questions raised by secondary participants are being addressed in a booklet format which has been distributed to everyone concerned;
- MOAs for both crafters and secondary participants have been drafted and signing is underway.
- Marketing and financial training.

The Jobs Fund is managed by the National Treasury.



*The successful Mkuze Marketing Business partners with Siyazisiza Trust staff: from left: Nontobeko Mzileni; Wonderboy Mantenqu; Nelly Majola; Dikeledi Ndaba; Bonisiwe Tembe; Samukelisiwe Ngema and Mandla Nkoana.*

## PROJECTS – Agricultural Enterprise and Food Security

During the year under review, implementation of the new model continued. Particular activities included: registration of producer groups which have reached Level 1 as primary co-operatives; provision of equipment; training (establishing, registering and managing a co-operative, all aspects of agricultural production, market linkage, etc.) and mentoring.

- LEVEL 1: These projects have demonstrated their readiness in terms of our new model.
- LEVEL 2: These projects will continue to receive support and mentoring from the Trust until they can achieve Level 1 status.
- LEVEL 3: These groups have been identified as food security projects only. There is very minimal chance that they can develop into Level 1 or 2 projects due to a number of factors. This grading, however, does not limit any project in this category from improving and being rated at a higher level in future.

It is important to note that we will continue to mentor and assist food security-only projects.

It is intended that, in time, the secondary business entities being established in our craft development work will be able to market fresh produce as well as craft where we have agricultural projects – in the Mkuze and Eshowe/Empangeni areas. The principles of marketing apply to both although clearly, the sale of fresh produce will have specific challenges.

Local communities are growers' greatest market and, while we are implementing systems to capture more detailed and inclusive data, sales of R 232.219.00 were recorded during 2014-2015.

With support from the Ackerman Pick 'n Pay Foundation, Boxer SuperStores located in the areas where we operate were also supplied with fresh product to the value of R 136,381.00.



## **African Women Chartered Accountants Forum (AWCA)**

Through our Trustees, Zimkhitha Zatu and Catherine Tinavapi, the African Women Chartered Accountants Forum (AWCA) approved monthly delivery of food parcels to the value of R 130 000 for 12 months to selected Siyazisiza Trust project groups.

During the period under review, the following food parcel hand-overs were arranged:

### **Food parcel group beneficiaries 2014 - 2015**

<b>MONTH</b>	<b>LOCAL MUNICIPALITY</b>	<b>PROJECT NAME</b>
March 2014	Msinga	Zizameleni
April 2014	Jozini North	Qedindlala
May 2014	Msinga	Ngobese Ladies
June 2014	Ulundi	Amanzawayo
July 2014	Nkandla Lowveld	Mazukhashe
August 2014	Nongoma	Khuthalani
September 2014	Hlabisa	Vezumnotho
October 2014	Nkandla Highveld	Vukuzithathe
October 2014	Hlabisa	Vezumnotho
November 2014	Jozini South	Mthidlwe
November 2014	Ulundi	Maqiyana Primary School
December 2014	Umhlabuyalingani	Sibonisweni
December 2014	Jozini South	Mthidlwe



*With thanks to the African Women Chartered Accountant Forum, 13 food parcel handovers valued at R 10,000 each were arranged during the year. Centre pic: Trustee Zimkhitha Zatu receiving a gift presented by Geh Phungula on behalf of recipients.*

### **Market Opportunity for umKhanyakude District Vegetable Growers**

Both dry food (consisting of nonperishable products such as rice, beans etc.) and fresh food (consisting of fresh produce such as vegetables and fruit) are provided by the Department of Educations' Schools' Nutrition Feeding Scheme.

The uMhlosinga Development Agency (UMDA), based at Mtubatuba, was awarded a contract to supply fresh produce to all schools in the umKhanyakude District Municipality. Various meetings have been held with growers and stakeholders and while sixteen growers were shortlisted to supply the programme for incorporation to the programme, only ten were found eligible two of which are Siyazisiza Trust supported gardens namely, Magema and Mthidlwe.

The selection criteria were based on total arable land available, water source, available implements or tools and locality. The selected growers will sign a contract to supply one ton of each selected crop to the UMDA per week. The Siyazisiza Trust will support the growers through technical support and mentorship.

### **Nestlé Community Nutrition Awards**

Congratulations to our Busi Khumalo for yet another project winner in the Nestlé Community Nutrition Awards 2014 – the Maqiyana Primary School in Mahlabathini. Of the 198 learners, 80 are AIDS orphans.

The Trust is now assisting the school to develop a much larger garden which will supply fresh produce to both the school and the surrounding community.



*The wonderful staff and children of Maqiyana Primary School situated in the hills surrounding Ulundi, Mahlabathini.*

## CRAFT PROJECTS

### MPUMALANGA

District Municipality	Local Municipality	Name of Project	Location	Craft skill	No. of participants	Level (as graded)	Registered as a cooperative Yes/No/In progress
N K A N G A L A	Dr J.S Moroka	Buthelalani primary co-operative	Kameelrevier	Beading	11	1	Yes
		Rhubhani primary co-operative	Vaal Bank	Beading and embroidery	15	1	Yes
	Thembisile Hani	Nkosikhona primary co-operative	Kwaggafontein	Embroidery and beading	7	1	Yes
		Dalagubha primary co-operative	Kwaggafontein	Beading, embroidery and grass, plastic weaving	27	1	Yes
		Fannie Skhosana	Kwaggafontein	Recycle tin and jewellery	1	2	No
		Ndlelehle project	Kwaggafontein	Beading	8	2	In progress
		Sinakekela Imvelo primary co-operative	Phola (KwaMhlanga)	Poplar weaving	8	1	Yes



G E R T  S I B A N D E	Msukaligwa	Tshepo Multi-Purpose primary co-operative	Ermelo	Plastic weaving	6	1	Yes
	Pixley Ka Isaka Seme	Ukhamba Pottery primary co-operative	Daggakraal	Pottery	8	1	Yes
	Chief Albert Luthuli	Power on Hands primary co-operative	Lochel	Woodcarving	7	1	Yes

E H L A N Z E N I	Mbombela	Henry Makamo	Nelspruit	Jewellery	1	2	No
		Sonboy Nkuna	Nhlalakahle	Woodcarving	3	1	No
	Bushbuckridge	Belfast community project	Belfast	Woodcarving, crochet and beading	9	1	In progress
		Madileka Makhumbi Ya Jeriko primary co-operative	Lilly dale (Newington Gate)	Recycled bead making and grass weaving	8	1	Yes
		Jonas Mhlongo	Wolverdiend	Woodcarving	2	2	No
		A 4 Art	Casteel	Wire and beads	4	2	In progress
		South African Active Disabled People Association. (SAADPA).	Dwarsloop	Woodcarving	18	2	NPO

KWAZULU-NATAL							
District Municipality	Local Municipality	Name of Project	Location	Craft skill	Number of participants	Level (as graded)	Registered as a co-operative Yes/No/In process
U M K H A N Y A K U D E	Hlabisa	Ziphembeleni	Nkwalini	Basket weaving	12	1	In progress
		Siphumelele	Mpembeni	Ijala weaving, grass mats, medallions and pouffes.	18	2	No
	Hlabisa	Vukanathi	Hlabisa (Sixeni)	Grass weaving	13	1	No
		Zenzeleni	Hlabisa (Ngoqongo)	Grass weaving	28	1	In progress
		Vezumnotho	Hlabisa (Esibhojeni)	Grass weaving	13	1	Yes
	Mtubatuba	Sizakahle primary co-operative	Mtubatuba	Beading and jewellery making	8	1	Yes
	Jozini	Shayamoya	Ntshongwe	Woodcarving	1	1	No
	Umhlabayalingana	Sibonisweni	Mhlabuyalingana	Grass weaving	14	2	No

Z U L U L A N D	Ulundi	Ubuhle Bentsha	Mahlabathini Ulundi	Ceramic	5	1	No
		Imvunulo Yesizwe	KwaXolo Ulundi	Beading and embroidery	15	1	NPO
		Siyazama	KwaXolo Ulundi	Zulu hats (izicholo) and beading	7	2	No
		Imbokodo	Ulundi (isgodiphola)	Grass weaving, wire and beads	9	1	No
	Nongoma	Vulukukhanya	Phambani	Ilala weaving	14	1	No

U M Z I N Y A T H I	Msinga	Ithemba lamabomvi	Dolo	Beading, telephone wire and grass weaving	8	1	Yes
		Buhlebemvelo	Nxamalala	Recycled products and beadwork	15	2	No
		Nomikanjani primary co-operative	Ezingulubeni	Wood carving	8	1	Yes
		Mankenyane primary co-operative	Engcengeni	Beading, clay pot and telephone wire	4	1	Yes
		Funukwenzani	Emazabeko	Pottery	8	1	No
		Nyoni Craft	Mandeni	Beading, wire, grass weaving and sawing	14	1	Yes
	Nquthu	Ngobese ladies	Ncetheni	Grass weaving	7	1	No

U T H U N G U L U	Mlalazi	Izimizele	Eshowe	Embroidery	10	2	No
		Thubalethu	Eshowe (Mbongolwana)	Grass weaving and beading	12	1	No
		Ikhowe	Mngcongweni	Embroidery	15	1	No
		Masibambane	Eshowe (Isiphezi)	Beading, grass weaving and woodcarving	20	1	No
		Wombane	Eshowe (Ezimpongo)	Recycled tins, grass and plastic weaving	5	1	No
		Mr Ntuli	Mbongolwane Eshowe	Wood carving	1	2	No
		Thembisile Nxumalo	Mathonsi Eshowe	Clay pots	1	1	No
		Mangema Biyela	Mbongolwane Eshowe	Beading and grass weaving	1	2	No
	Nkandla	Maphusheni	Nkandla KaMagwaza	Clay pots	10	2	No

**FOOD SECURITY AND AGRICULTURAL ENTERPRISES**
**KWAZULU-NATAL**

District Municipality	Local Municipality	Name of Project	Location	Enterprise and size if garden	No. of participants	Level (as graded)	Registered as a cooperative Yes/No/In progress
U T H U N G U L U	Nkandla (Lowveld)	Mazukhashe Primary Cooperative	Nxamalala	Vegetable garden - 2ha	10	1	Yes
		Thelumoya Phansi Primary Cooperative	Nxamalala	Vegetable garden – 9ha	33	1	Yes
		Jameson Drift primary cooperative	Manyane	Vegetable garden – 9ha	23	1	Yes
		Usizweni	Manyane	Vegetable garden – 2ha	17	2	No
		Hhutshini	Hhutshini	Vegetable garden – 9.5ha	9	2	No
		Zamokuhle	Tulwane	Vegetable garden – 2ha	20	2	No
		Zamimpilo	Tulwane	Vegetable garden – 1.5ha	24	2	No
		Khiphindlala	Ngomankulu	Vegetable garden – 2ha	50	3	No
		Bikwayo	Embidla	Vegetable garden – 1ha	18	3	No
	Sizanani	Embidla	Vegetable garden – 1ha	20	3	No	
	Nkandla (Highveld)	Vukuzithathe	Gosweni	Vegetable garden – 2.5ha	18	1	Yes
		Vukanimphakakathi	Vumanhlamvu	Vegetable garden – 2.5ha	20	2	No
		Sizanani	Dlabe	Vegetable garden – 2.5ha	20	3	Yes
		Isivuno Sikhulu	Mathiya	Poultry and vegetable garden – 2ha	8	3	No
		Thuthukani No. 1	Matshenezimpisi	Vegetable garden – 1.5ha	19	3	No
		Sukumani	Matshenezimpisi	Vegetable garden – 3ha	30	3	No
Zaminhlanhla		Dlomo	Vegetable garden – 2ha	23	1	Yes	
Senzakahle	Dlomo	Vegetable garden – 2.7ha	8	2	No		



U M K H A N Y A K U D E	Jozini	Magema	Nondabuya	Vegetable garden – 10ha	16	1	Yes
		Siyakhuthala	Mzinyeni	Vegetable garden – 2ha	26	2	In process
		Mnothophansi	Mzinyeni	Vegetable garden – 1.8ha	7	2	No
		Qedindlala	Odwaleni	Vegetable garden – 2.5ha	16	2	No
		Siyathuthuka	Nyamane	Vegetable garden – 2.5ha	26	2	No
		Vukuzenzele	Madeya	Vegetable garden – 4ha	80	1	No
		Hlahlambane	Madeya	Vegetable garden – 2.5ha	16	2	No
		Zondle	Madeya	Vegetable garden – 1.2ha	8	3	No
		WozaWoza	Mfingosi	Vegetable garden – 2.8ha	20	2	No
		Munywane	Munywane	Vegetable garden – 4ha	29	1	No
		Zandlaziya-gezana	Mhlekaazi	Sewing	9	1	No
		Sibonokuhle	Mange	Sewing	10	3	No
		Sicelokuhle	Mange	Poultry	10	1	In process
		Zamimpilo	Ngudeni	Poultry	5	3	No
		Mthidlwe	KwaJobe	Vegetable garden – 10ha	10	1	Yes
		Mesule	KwaJobe	Vegetable garden – 2ha	22	3	No
		Vukaphansi	KwaJobe	Vegetable garden – 4.4ha	25	3	No
		Vusanani	Mozi	Vegetable garden – 4ha	22	3	No
Thandanani	Mamfene	Vegetable garden – 2.6ha	22	2	No		



Z U L U L A N D	Nongoma	Nzamanga-mandla	Zama	Vegetable garden – 5ha	13	1	Yes
		Nazareth Sizabantu	KwaMusu	Vegetable garden – 2ha	43	2	Yes
		Fezela	Kwadolakuse	Vegetable garden – 1.5ha	16	2	No
		Sukumani	Esikhwebezi	Vegetable garden – 3ha	25	2	No
		Vukuzenzele-usebenze	Esikhwebezi	Vegetable garden – 1.2ha	17	1	In progress
		Vukusebenze	Sizani	Vegetable garden - .8ha	11	3	No
		Zama-zama	Sizani	Vegetable garden – 1ha	21	2	No
		Thandolwaba-dala	Ezilonyeni	Vegetable garden - .8ha	33	2	No
		Khuthalani	KwaMinya	Vegetable garden – 1.3ha	14	2	No
		Ngqophamlando	Sizane	Poultry	10	1	No
		Mayoyo	Vuna	Vegetable garden - .5ha	2	2	No
		Mlazi	Ombuzi	Vegetable garden – 3ha	23	1	Yes
		Sibonginhlaha	Sovana	Vegetable garden – 3ha	15	2	In progress
	Ulundi	Sishwili No. 1	Sishwili	Savings	25	3	No
		Zampilo	Ceza	Savings	21	3	No
		Siyanda	Qwasha	Savings	25	3	No
		Nobamba	Dalton	Savings	26	3	No
		Zondela	Mpungose	Poultry	8	2	No
		Amanzawayo	Mbudle	Vegetable garden – 1ha	18	1	Yes
		Ukuthula	Zondela	Vegetable garden – 1ha	70	2	No
		Masibambisane No. 1	Qwasha	Vegetable garden – 2ha	23	1	No
		SisebenzaKanzima	Sishwili	Vegetable garden – 2ha	25	1	Yes
		Vukuzenzele No. 1	Ntabamhlophe	Vegetable garden – 2ha	37	2	No
		Masibambisane No. 2	Ceza	Vegetable garden – 2ha	26	1	No
		Vukuzenzele No. 2	KwaMpungose	Vegetable garden – 2ha	25	3	No
		Vukuzakhe	Dlebe	Vegetable garden – 2ha	26	2	No
		Wela	Wela	Vegetable garden – 2ha	23	2	No
		ZDM	Mkhazane	Nursery – 1ha	11	3	No
Khuthala Mama	Nkonjeni	Vegetable garden – 1ha	23	3	No		
Phuzukuvela	Qwasha	Poultry	8	1	No		
Inqabayokuzenzela	Mfolozi	Vegetable garden – 2ha	25	2	No		

**Photographs:** Justin Bend; Busi Khumalo; Mpumelelo Mdakane; Geh Phungula; Gill Worby; Philani Xaba; Jane Zimmermann