



**BUFFALO CITY  
METROPOLITAN  
MUNICIPALITY**

**DOCUMENT:**  
INTEGRATED AGRICULTURAL AND RURAL  
DEVELOPMENT STRATEGY

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## 2. EXECUTIVE SUMMARY

### 2.1 Guiding statements

#### Buffalo City Metropolitan Municipality

Existing banner:

- "A city growing with you"

Example of alternative banner:

- "The city that feeds itself" or
- "A food secure city" or
- "A food secure city growing with you"

#### Vision for the municipality

*Option (long): "Successful urban and rural farmers, in large and small subsistence and commercial farming ventures, owned by the farmers themselves, using range of tenure forms from private, rental and communal, and located in all areas across the municipality; are growing and rearing a mixed range of crops and stock; and (with agro processors) are adding value to such products in a way that contributes towards household and local food security, and for export of niche products. These farmers and other household living in the area have access to socio-economic opportunities (like school, hospitals, shops, parks, industries, etc.)"*

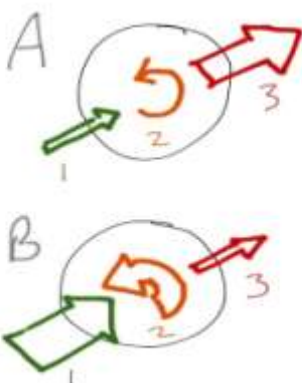
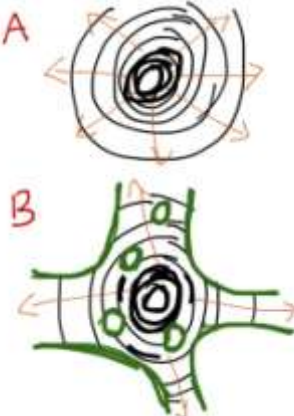
*Option (short): "Successful farmers contributing to local food security."*

#### Objectives of the strategy

- 1) Contribute to job creation
- 2) Ensure food security
- 3) Assist with land redistribution and land reform
- 4) Contribute to settlement restructuring
- 5) Move towards sustainable development
- 6) Increase community participation

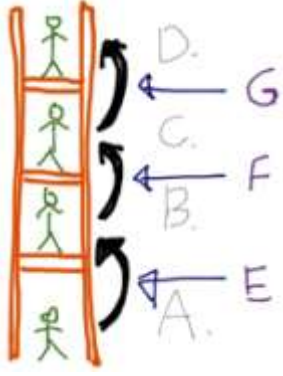
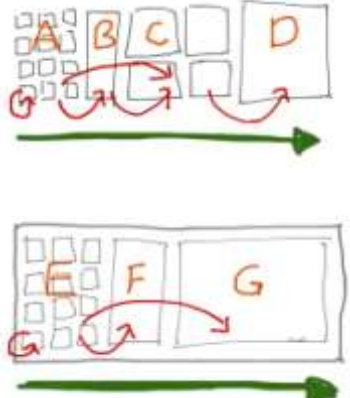
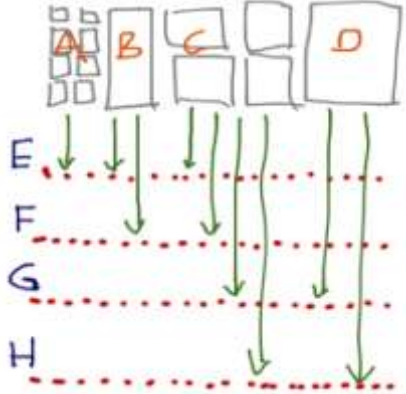
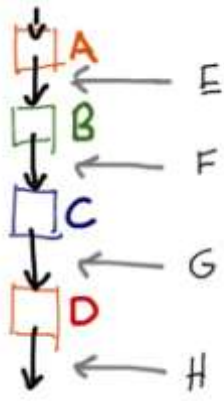
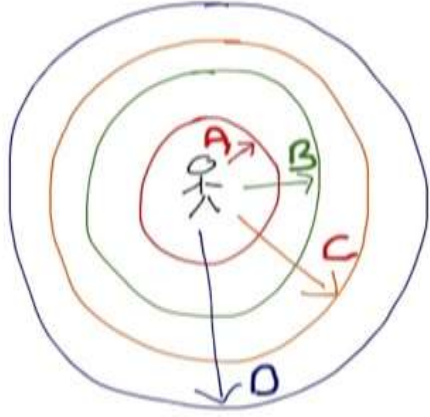
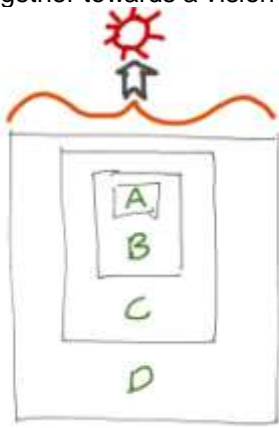
### 2.2 Broad Principles

Table 2.1: Broad Principles

<b>Economic</b>	<b>Spatial / natural</b>
<p>Local food for local need</p> 	<p>Agricultural zones in settlement network</p> 

## 2.3 Strategies

Table 2.2: Strategies

<p><b>1. Human resource strategy</b> Moving people up the agricultural ladder</p> 	<p><b>2. Land strategy</b> Moving farmers along the agricultural path</p> 
<p><b>3. Marketing strategy</b> Moving agricultural products towards the market</p> 	<p><b>4. Engineering infrastructure strategy</b> Moving goods through value chain</p> 
<p><b>5. Social infrastructure strategy</b> Moving people to services</p> 	<p><b>6. Coordination strategy</b> Moving together towards a vision</p> 

## 2.4 Projects per Strategy/ Programme

Table 2.3: Projects per Strategy

<p><b>1. Human resources projects</b></p> <ul style="list-style-type: none"> <li>a) Central advice office and demonstration centre</li> <li>b) Mobile advice office</li> <li>c) Agricultural waiting lists</li> <li>d) Mentorship and training data bases</li> <li>e) Research and training coordination</li> <li>f) Agricultural potential data base</li> <li>g) Start up packs</li> <li>h) Material development</li> <li>i) Competitions</li> <li>j) DVD development</li> <li>k) Exchange visits</li> <li>l) Bursaries</li> <li>m) Agriculture in schools</li> <li>n) Communal land use survey</li> <li>o) Household demonstration garden</li> </ul>	<p><b>2. Land projects</b></p> <ul style="list-style-type: none"> <li>a) Conservation (resource) zones</li> <li>b) Agricultural zones</li> <li>c) Settlement expansion zones</li> <li>d) Agro processing nodes</li> <li>e) Community garden development and upgrading</li> <li>f) Community garden land administration</li> <li>g) Small holder Land acquisition and management</li> <li>h) Commonage management programme</li> <li>i) Communal land development management</li> <li>j) Agricultural rates and services</li> <li>k) Agricultural land trust</li> </ul>
<p><b>3. Marketing Projects</b></p> <ul style="list-style-type: none"> <li>a) Central market</li> <li>b) Periodic/ rotating market</li> <li>c) Buy local campaign</li> <li>d) Municipal procurement</li> <li>e) Eco/ agro tourism</li> </ul>	<p><b>4. Engineering Infrastructure projects</b></p> <ul style="list-style-type: none"> <li>a) Agricultural water demand study</li> <li>b) Engineering infrastructure planning review</li> <li>c) Priority project engineering infrastructure study</li> <li>d) Sanitation review</li> <li>e) Composting and recycling programme</li> <li>f) Electrical and energy plans</li> <li>g) Fencing</li> <li>h) Street trees</li> <li>i) Industrial infrastructure</li> <li>j) Public transport and interchanges</li> <li>k) National infrastructure</li> </ul>
<p><b>5. Social infrastructure projects</b></p> <ul style="list-style-type: none"> <li>a) Security (neighbourhood/ satellite)</li> <li>b) Health (Mobile, clinic)</li> <li>c) Education (Bussed, multipurpose)</li> <li>d) Food security</li> <li>e) Multipurpose centres</li> <li>f) Financial services</li> </ul>	<p><b>6. Coordination projects</b></p> <ul style="list-style-type: none"> <li>a) BCMM agricultural coordinating committee</li> <li>b) Multi party agricultural forum</li> <li>c) Agricultural forum fund</li> <li>d) Agricultural project data base</li> <li>e) Proactive farmer engagement</li> <li>f) Annual agriculture conference</li> <li>g) Agricultural page on BCMM website</li> <li>h) One stop agricultural shop</li> <li>i) Agriculture mainstreaming project</li> <li>j) Time line surveys</li> <li>k) Ted tape busting</li> <li>l) By-line development and branding</li> <li>m) BCMM human resource alignment project</li> </ul>

## 2.5 Catalytic projects

The following catalytic projects are prioritised. Catalytic projects are ones that:

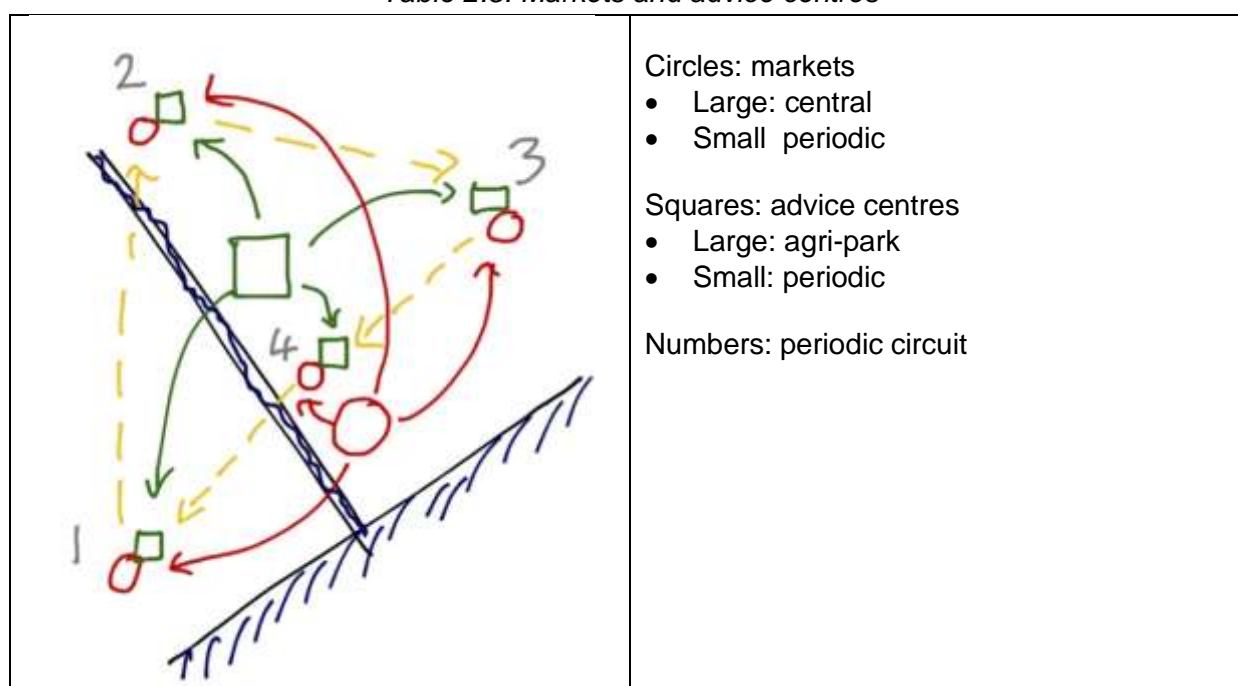
- Are needed before other projects can happen; and
- Other projects can link onto these projects

Table 2.4: Catalytic Projects

HUMAN RESOURCES	A. Agri- park agricultural service centre B. Household demonstration garden
LAND	C. Agricultural zoning, land acquisition and allocation project D. Communal land management
MARKETS	E. Central market upgrade F. Periodic market and advice centres/ service
ENGINEERING INFRASTRUCTURE	G. Catalytic projects Infrastructure upgrading plan
SOCIAL INFRASTRUCTURE	H. Rangers and local policing forums
COORDINATION	I. Agricultural forum J. Mainstreaming agriculture K. BCMM agricultural human resource alignment project

Table 2.5 summarises projects “A. Agri-park agricultural service centre”, “E. Central market upgrad” and “f. Periodic market and advice centres/ service”. Separate central markets and agri-parks are linked into a network of combined periodic local agri-service centres and markets.

Table 2.5: Markets and advice centres



## 3. GLOSSARY OF TERMS AND ACRONYMS

### 3.1 Glossary of Terms

**Agriculture:** Agriculture is the production of food and goods through farming and forestry.

**Subsistence agriculture:** Subsistence agriculture is self-sufficient farming in which farmers grow only enough food to feed their families and do not produce a surplus.

**Small-scale agriculture:** Small-scale agriculture is an alternative to factory farming or more broadly, intensive agriculture or unsustainable farming methods that are prevalent in primarily first world countries.

**Commercial agriculture:** The production of crops for sale, crops intended for widespread distribution to wholesalers or retail outlets (e.g. supermarkets), and any non-food crops such as cotton and tobacco. Commercial agriculture includes livestock production. Commercial agriculture does not include crops grown for household consumption.

**Agro-processing:** Agro-processing refers to the subset of manufacturing that processes raw materials and intermediate products derived from the agricultural sector. Agro-processing industry thus means transforming products originating from agriculture, forestry and fisheries.

**Betterment:** "Betterment" schemes were first implemented in South Africa in the late 1930s as a way of "rehabilitating" agriculture and land use in the "reserves. People were moved into village settlements and scattered family landholdings were "consolidated". Land was carefully divided into distinct residential, crop and grazing usage. Grazing lands were fenced for rotational grazing, and "improved" practices encouraged, with stock limitation and culling enforced by law. Erosion was combated through extensive contour works, and village woodlots were established.

**Betterment redress:** A process through which victims of betterment would be entitled to lodge claims that would be resolved within the framework of the existing land restitution process

**Food security** Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life.

**Land Reform:** (In South Africa) it is designed to redress the grave racial imbalance in landholding and to secure the land rights of historically disadvantaged people. The three main pillars of the programme are land redistribution, tenure reform and land restitution.

**Non-farm rural economy:** Non-farm is defined as all economic activities other than production of primary agricultural commodities.

**Rural:** It constitutes the space where human settlements and infrastructure occupy only small patches of the landscape, most of which is dominated by open pastures, woods and forest, water, mountain and desert; it is where people usually live in farmsteads or settlements. In South Africa these settlements may vary between 5-10,000 persons. National distinctions between urban and rural are arbitrary and very varied, in the context of the RDS; rural refers to the two former homelands areas (Ciskei and Transkei), rural towns and farm settlements.

**Rural development:** Development that benefits rural populations, where development is understood as the sustained improvement of the population's standards of living or welfare. Rural development is multi-dimensional and much broader than poverty alleviation through social programmes and transfers; it emphasises changing environments to enable poor people to accumulate, invest in themselves and their

communities and contribute toward maintenance of key infrastructure. Improvement of productive, social and environmental assets is vital in sustaining rural people's livelihoods.

**Social protection:** Traditionally, social protection focused on safety nets; mechanisms that aim to protect people from the impact of shocks such as floods, drought, unemployment or the death of a breadwinner. Definitions of social protection are now broader and include longer-term mechanisms designed combat chronic poverty, as well as short-term interventions to reduce to the impact of shocks. Social protection is seen as an investment in the future with the potential to promote growth and improve long-term poverty reduction.

**Social security:** Social security primarily refers to a social insurance programme providing social protection, or protection against socially recognised conditions, including poverty, old age, disability, unemployment and others.

### 3.2 Acronyms

<b>ABP</b>	Area-Based Planning
<b>ATI's</b>	Agricultural Training Institutions
<b>ASGISA-EC</b>	Accelerated and Shared Growth Initiative South Africa – Eastern Cape
<b>CDW</b>	Community Development Worker
<b>CPPP</b>	Community Public-Private Partnership
<b>DEDEA</b>	Department of Economic Development and Environmental Affairs
<b>DWA</b>	Department of Water Affairs
<b>ECDARD</b>	Department of Agriculture and Rural Development, Eastern Cape
<b>ECDC</b>	Eastern Cape Development Corporation
<b>ECDoE</b>	Eastern Cape Department of Education
<b>EPWP</b>	Expanded Public Works Programme
<b>FAO</b>	Food and Agricultural Organisation
<b>FET</b>	Further Education and Training
<b>GDP</b>	Gross Domestic Product
<b>GGP</b>	Gross Geographic Product
<b>IDZ</b>	Industrial Development Zone
<b>ICT</b>	Information and Communication Technology
<b>IDP</b>	Integrated Development Plan
<b>IKS</b>	Indigenous Knowledge Systems
<b>ISRDP</b>	Integrated Sustainable Rural Development Programme
<b>LED</b>	Local Economic Development
<b>MEC</b>	Member of Executive Council
<b>MDG</b>	Millennium Development Goals
<b>MFMA</b>	Municipal Finance Management Act
<b>MIG</b>	Municipal Infrastructure Grant
<b>NGOs</b>	Non Governmental Organisations
<b>OTP</b>	Office of the Premier
<b>PFMA</b>	Public Finance Management Act
<b>PGDP</b>	Provincial Growth and Development Plan
<b>PLAS</b>	Pro-active Land Acquisition Strategy
<b>RDA</b>	Rural Development Agency
<b>R&amp;D</b>	Research and Development
<b>RDS</b>	Rural Development Strategy

## **4. GUIDING STATEMENTS**

### **4.1 Introduction to the Strategy**

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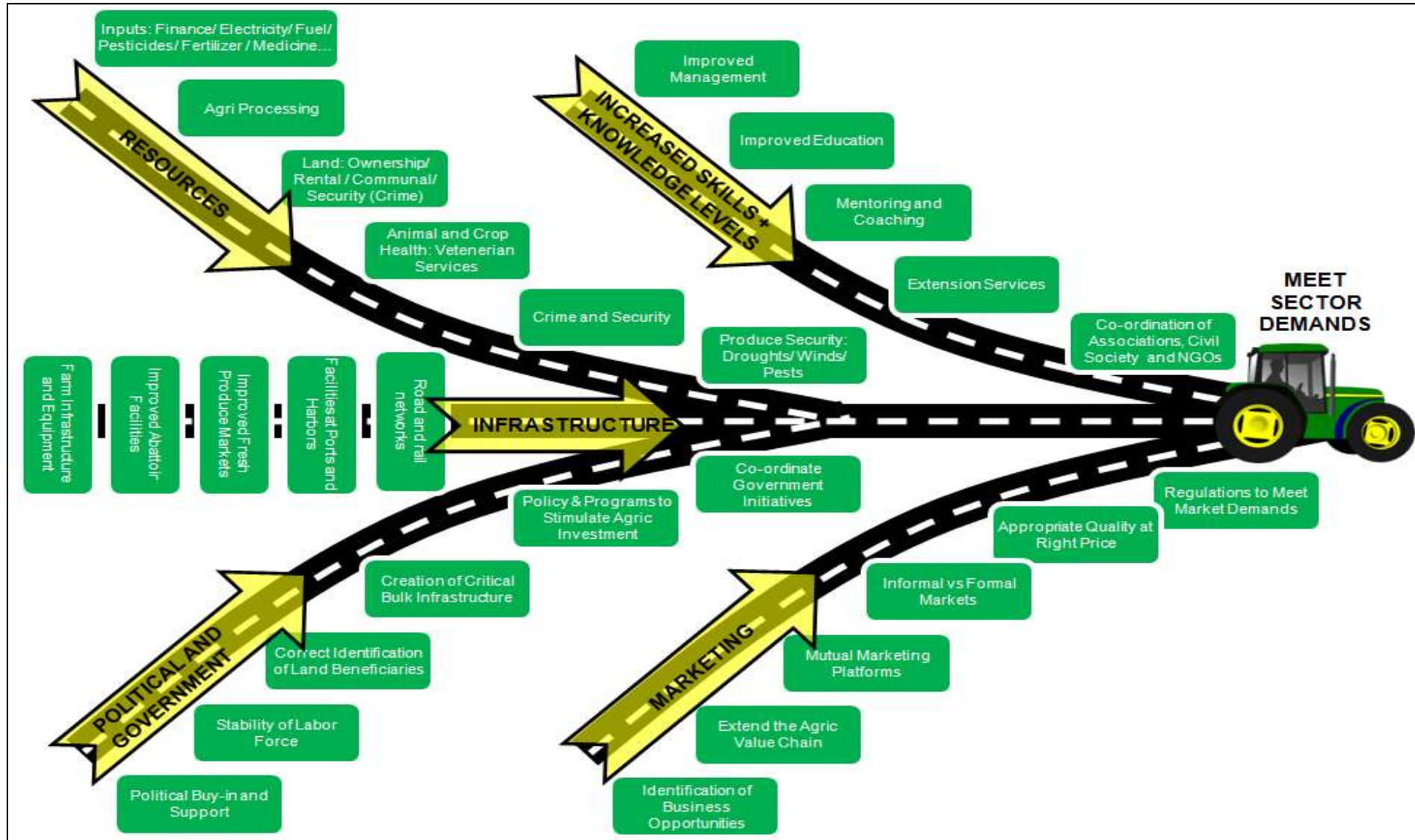
The strategy takes an agrarian perspective on rural (and urban) development.

In other words, the strategy focuses on agricultural development, seeing it as an important component of rural (and urban) development. Buffalo City has significant urban areas, and the agricultural component of the Integrated Agricultural and Rural Development Strategy (IARDS) is applicable to both urban and rural areas. The rural component of the strategy focuses on agricultural development (with limited reference to other aspects of rural development like rural housing, rural transport and rural education, etc.).

The document emphasizes agriculture for food production, but recognises that agriculture also plays an important role in building materials (e.g. timber), clothes (e.g. wool and cotton) and fuel (e.g. bio-fuels). The term food is used to describe all these other uses of agricultural products.

A roadmap (see Figure 4.1) has been developed highlighting key inputs required to meet the agricultural sector demands. The roadmap was used as guidance for discussions with all stakeholders and provide strategic direction.

Figure 4.1: Roadmap to meet agricultural sector demands

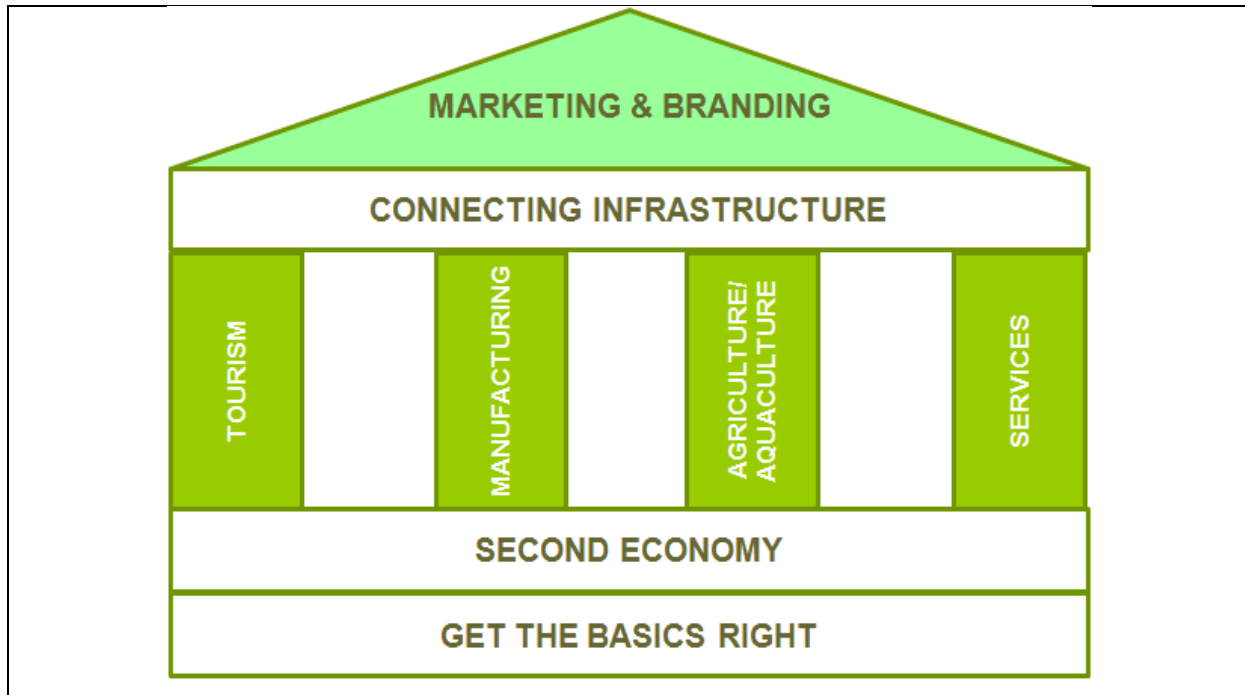


## 4.2 Banner

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Agriculture has been identified as one of the key sectors on which the future development of the Eastern Cape and Buffalo City Metropolitan Municipality (BCMM) can be based.

Figure 4.2: BCMM critical focus areas



It is therefore proposed that the city as a whole adopts a by-line that reflects the emphasis that the city places on supporting the agricultural sector. The following are by-lines for consideration:

Buffalo City Metropolitan Municipality,

- The city that feeds itself
- Food all over
- The garden city
- Local food security
- The food capital of South Africa

Alternative by-lines could be considered by the agricultural forum (see projects under coordination form).

The existing by-line “a city growing with you” could be kept, with a new agrarian perspective given to the term ‘growing’.

## 4.3 Vision for municipality

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The following visions could be considered depending on the level of detailed required in the vision. In twenty to thirty years’ time:

### Option 1

*“Successful urban and rural farmers, in large and small subsistence and commercial farming ventures, owned by the farmers themselves, using a range of tenure forms*

*from private, rental and communal, and located in all areas across the municipality; are growing and rearing a mixed range of crops and stock; and (with agro processors) are adding value to such products in a way that contributes towards household and local food security, and for export of niche products. These farmers and other households living in the area have access to socio-economic opportunities (like school, hospitals, shops, parks, industries, etc.)”*

#### Option 2

*“Agricultural activity spatially and economically integrated into the development fabric of the city.”*

#### Option 3

*“A city composed of a range of successful farmers growing mixed crops and stock that contributes to local food security and export of niche products.”*

#### Option 4

*“Successful farmers contributing to local food security and export of niche products.”*

#### Option 5

*“Successful farmers contributing to local food security.”*

#### Option 6

*“A food secure city.”*

This vision could be accompanied by a mission such as:

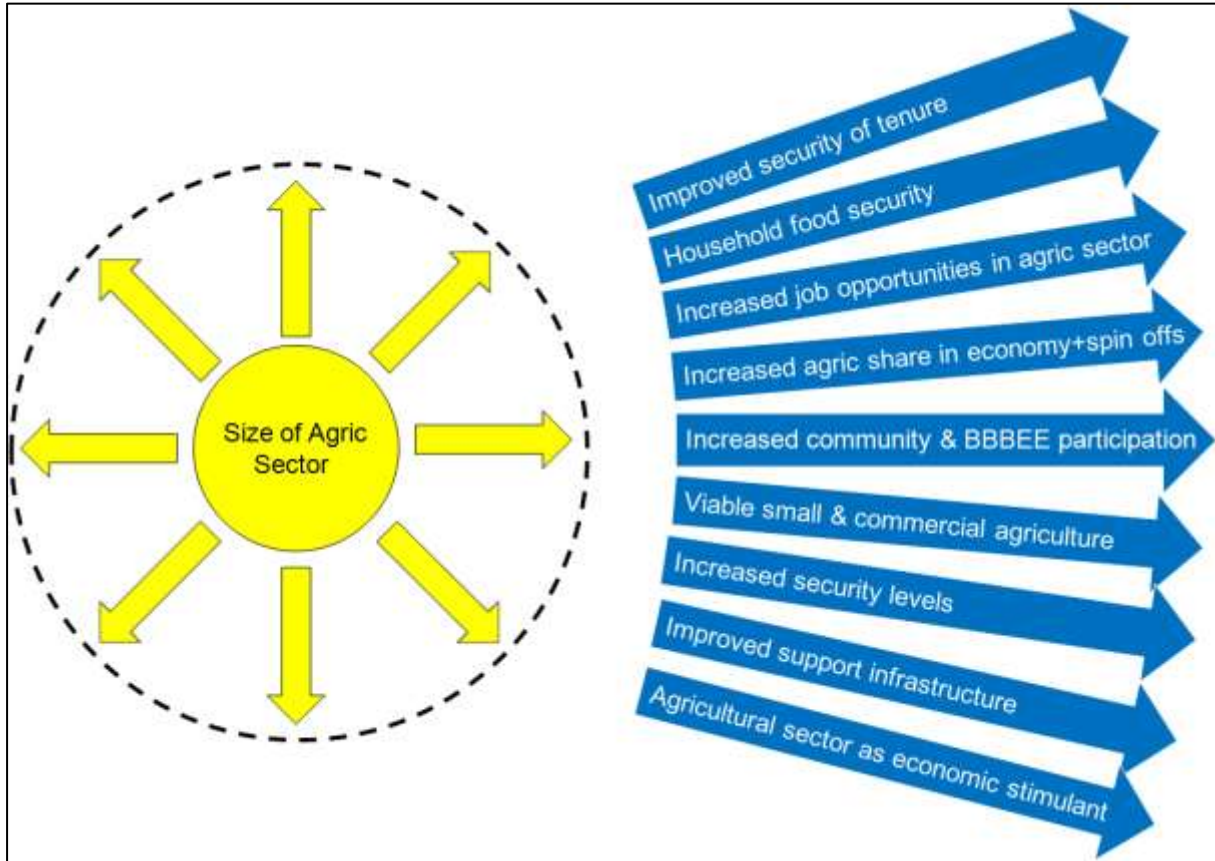
*“The BCMM creates an enabling environment for successful farmers by:*

- *Coordinating all agricultural activities in the city around a common vision; and*
- *Delivering appropriate engineering and social service.”*

## **4.4 Objectives of the agricultural strategy**

Figure 4.3 provides a list of objectives identified to be achieved through the implementation of the strategy.

Figure 4.3: Objectives of strategy



The above objectives can be summarised as follows:

- Contribute to job creation:** Support many smallholder farmers/ agro processors, and strategic large-scale commercial farmers/ agro-businesses.
- Ensure food security:** Grow food for local need, it is expected that the introduction of improved farming practices will counter the impact of **climate change**.
- Assist with land redistribution and land reform:** Obtain and distribute land for community gardens and small-scale farming.
- Contribute to settlement restructuring:** Integrate farming within settlement development.
- Move towards sustainable development:** Reduce food miles, increase organic farming
- Increase community participation:** Support people in their own development. Improve community participation.

#### 4.5 Who & where are farmers

The strategy recognises all forms of agricultural enterprises from subsistence farmers, smallholder and commercial farmers and farming both on private and communal land. The following table summarises this perspective that will be picked up throughout the strategy.

Table 4.1: Who and where are the farmers

Type of farmers	Farming livelihoods	Where are farmers
Non farmers	Not farming/ growing	Shacks/ RDP plots/ Communal homesteads/ Peri urban plots

Subsistence	Contribute towards household food security	Small or bigger residential plots/ community gardens/ communal homesteads/ communal grazing
Small holder	Partly make living from farming which is supplemented by other income	Communal homesteads/ small holding plots/ community gardens
Commercial	Live off and make money from farming income	Small holding/ larger farms

Note: In terms of terminology, this report does not refer to 'emerging farmers', but rather sees farmers within the categories of subsistence, small holder and commercial farmers.

## 5. MOTIVATION FOR PROPOSED STRATEGY

The strategy outlined in this report is based on two motivations:

- Natural/ spatial
- Economic

The motivation for the proposed strategy is based on opportunities that have been identified to overcome structural challenges in the agricultural and rural development environment.

These diagrams summarise the challenges and opportunities that were identified through the public participation exercises held throughout the Metro region in early June 2012.

### 5.1 Economic

Figure 5.1: Economic motivation

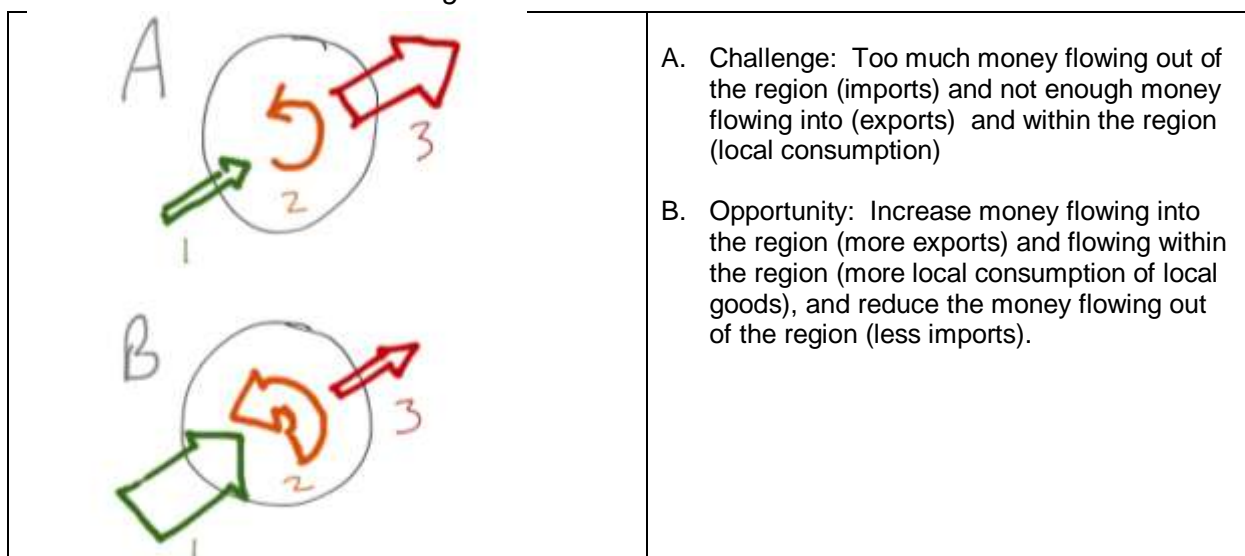
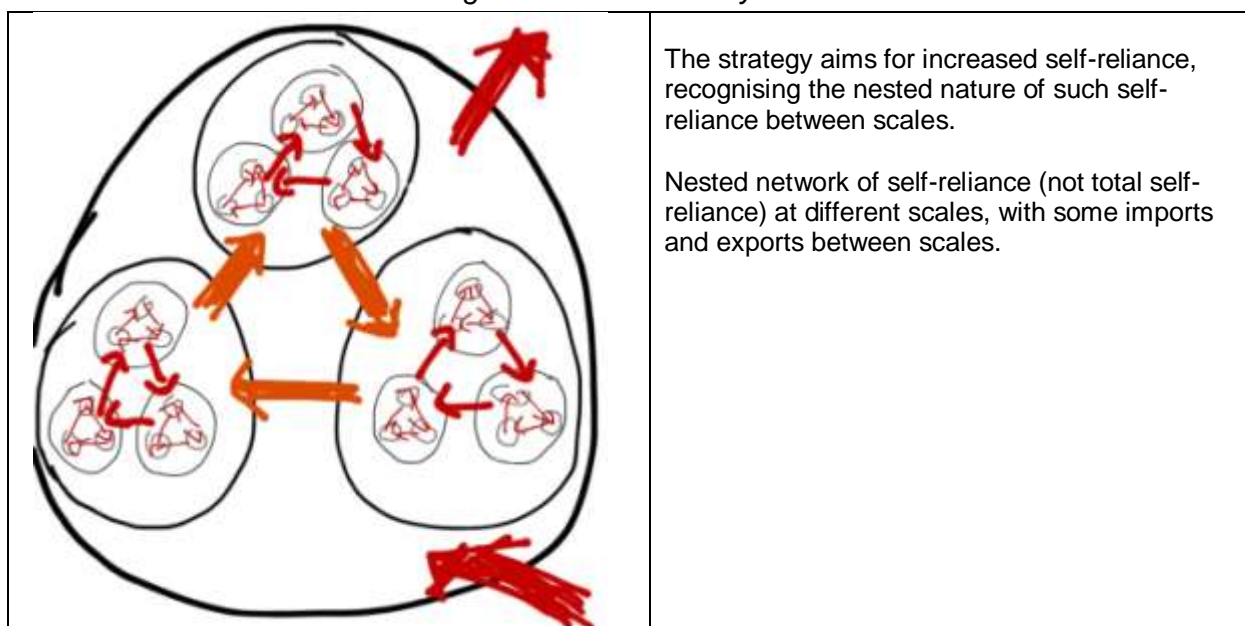


Figure 5.2: Economic system



## 5.2 Spatial / Natural

Figure 5.3 Spatial / Natural motivation

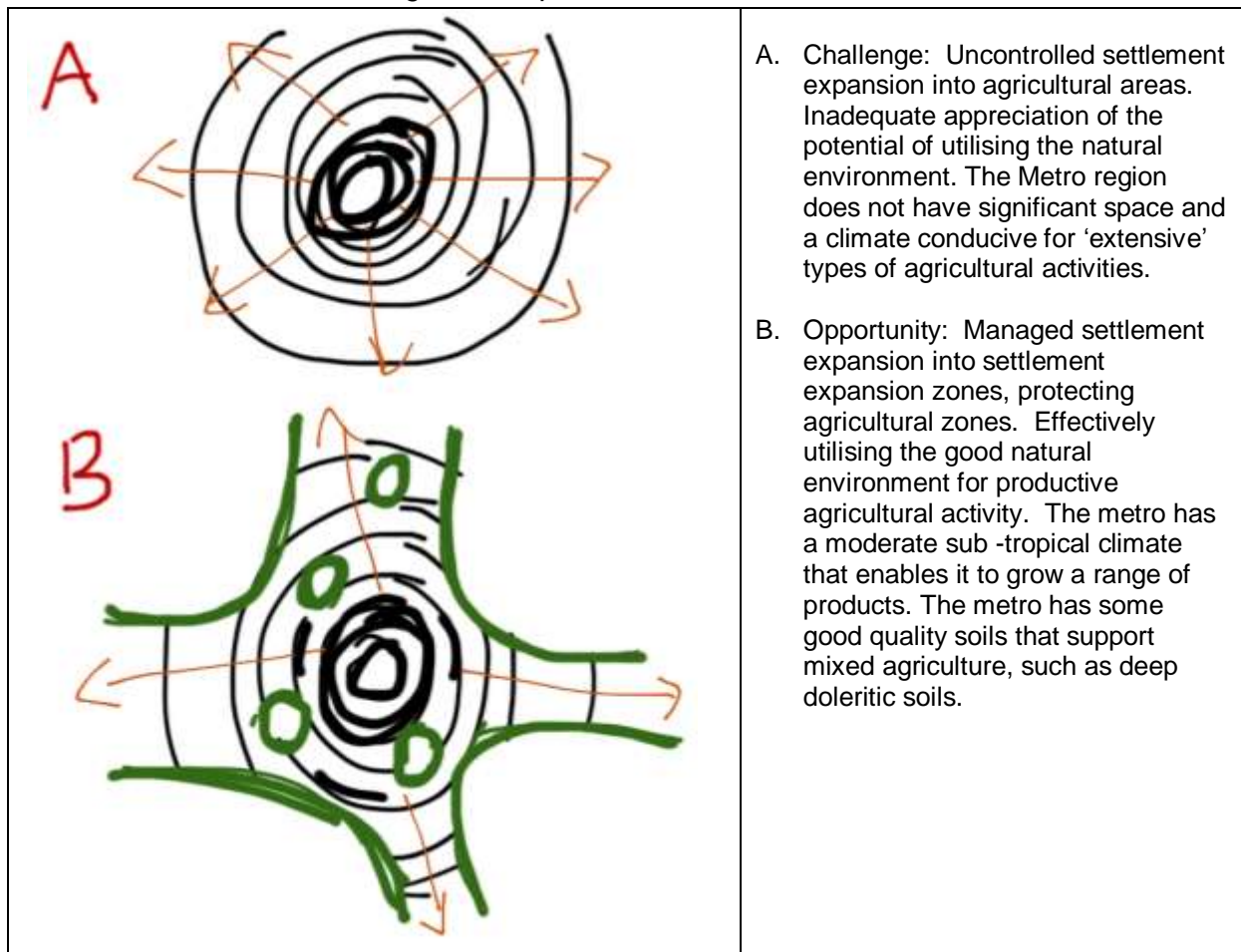
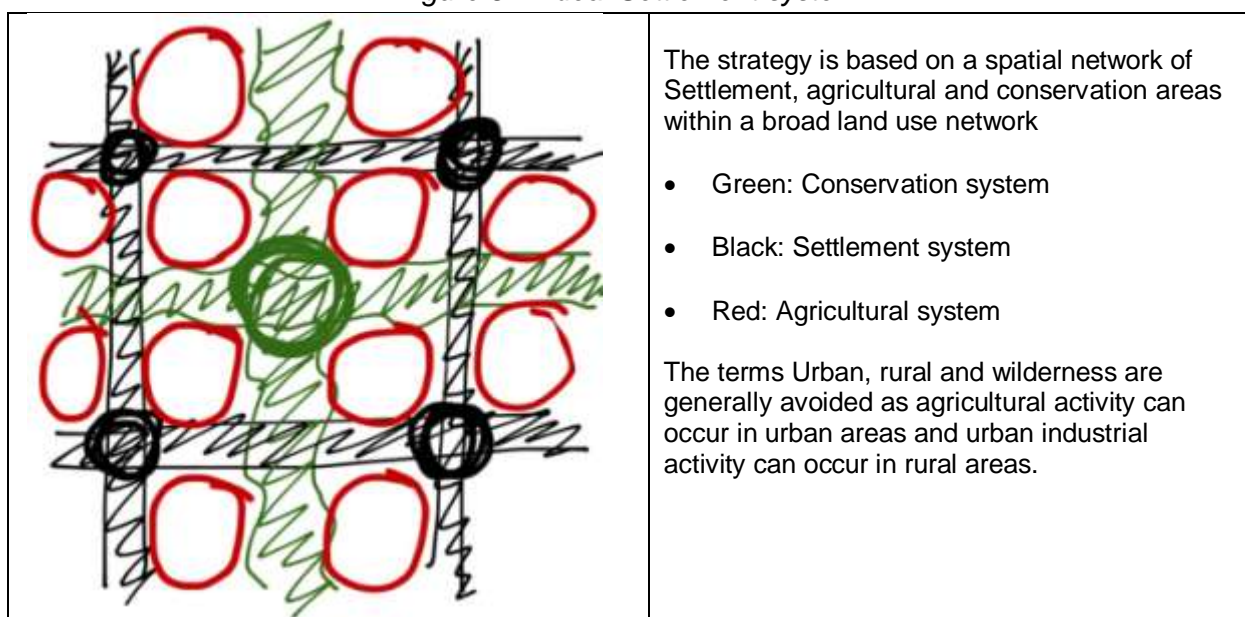


Figure 5.4: Ideal Settlement system



## 5.3 Challenges & Opportunities

Challenges and opportunities facing agriculture (and rural development) in the Buffalo City Metropolitan Municipality have been grouped into the following six categories.

1. Human resources
2. Land
3. Marketing
4. Infrastructure
5. Services
6. Coordination

The following provides a summary of the challenges and opportunities. For a more extensive list of challenges, opportunities and suggested solutions see the Annexure on the community workshops held as part of the community consultation process.

### **5.3.1 Human resources**

---

Challenge: Many people who want to farm do not have adequate skills and can't get support; and many people who get farming support are not committed farmers.

Opportunity: There are a significant number of people in the Metro who want to farm.

### **5.3.2 Land**

---

Challenge: Much of the land for farming is not utilized for agriculture or is lost to settlement development/ village expansion.

Opportunity: Buffalo City has some good agricultural land, a good climate and farmers are able to grow many different types of crops.

### **5.3.3 Marketing**

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Challenge: Farmers struggle to sell the produce they grow; and it is difficult for new farmers to enter the market.

Opportunity: Buffalo City has a significant population that provides a readymade market for food.

### **5.3.4 Engineering Infrastructure**

---

Challenge: The public infrastructure (roads, water, etc.) to and from the farmers/ agro processes and the markets is poor.

Opportunity: Buffalo City has infrastructure that can be improved on. The Metro does not have to start from a low infrastructural base.

### **5.3.5 Social infrastructure**

---

Challenge: Farmers and rural dwellers do not have adequate access to services like schools, health care and safety and security.

Opportunity: There are some government and other programmes that offer services that can be more effectively used in rural areas.

### **5.3.6 Co-ordination**

---

Challenge: Many of the activities by role-players are often duplicated and conflicting.

Opportunity: The Metro has a range of role-players with the will and skills to get involved and support agricultural and agricultural related activities. The governance structures are in place that can be used to better coordinate activities.

## 6. POLICY AND LEGISLATIVE REVIEW

### 6.1 National Government's 2011/12 strategic planning priorities

Since the approval of the Local Government Turnaround Strategy by National Cabinet on 2 December 2010, and the subsequent signing of the performance contract regarding Outcome 9 of the National Outcomes, the structure and contents of national priorities have changed. It could therefore be concluded that the way in which Integrated Development Plans (IDPs) are structured must also change to reflect the new performance management framework of National Government.

There are a total of **12 National Outcomes**, namely:

1. Outcome 1: Improved quality of basic education.
2. Outcome 2: A long and healthy life for all South Africans.
3. Outcome 3: All people in South Africa are and feel safe.
4. Outcome 4: Decent employment through inclusive economic growth.
5. Outcome 5: A skilled and capable workforce to support an inclusive growth path.
6. Outcome 6: An efficient, competitive and responsive economic infrastructure network.
7. **Outcome 7:** Vibrant, equitable and sustainable rural communities with food security for all.
8. Outcome 8: Sustainable human settlement and improved quality of household life.
9. Outcome 9: A responsive, accountable, effective and efficient local government system.
10. Outcome 10: Environmental assets and natural resources that is well protected and continually enhanced
11. Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.
12. Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

**Outcome 7** is of relevance to this BCMM Integrated agricultural and rural development strategy. All international, provincial and local agencies, including municipalities, are supposed to assist Government in implementing the activities associated with these outcomes; and their performance will ultimately be measured in terms of these Outcomes. The Monitoring and Evaluation Department of the Presidency will measure the performance of public institutions in South Africa in terms of the identified 12 National Outcomes. It is therefore envisaged that the performance of municipalities will in future be measured in term of their contribution to enable Government to achieve these Outcomes. In light of this statement, it could be concluded that IDPs must be formulated and structured according to the 12 National Outcomes.

### 6.2 The New Growth Path (2010)

Government, under the leadership of Minister Ebrahim Patel, on 23 November 2010 released the Framework of the New Economic Growth Path aimed at enhancing growth, employment creation and equity. The policy's principal target is to create five million jobs over the next 10 years. This framework reflects government's commitment to prioritising employment creation

in all economic policies. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa's developmental agenda.

The New Growth Path identifies five other priority areas as part of the programme to create jobs through a series of partnerships between the State and the private sector.

- Green economy: expansions in construction and the production of technologies for solar, wind and bio-fuels are supported by the draft Energy Integrated Resource Plan. Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade.
- *Agriculture: jobs will be created by addressing the high input costs and up-scaling processing and export marketing. Support for small holders will include access to key inputs. Government will explore ways to improve working and living conditions for the country's 660 000 farm workers. The growth path also commits the Government to unblocking stalled land transfers, which constrain new investment.*
- Mining: calls for increased mineral extraction and improving infrastructure and skills development. It focuses support for beneficiation on the final manufacture of consumer and capital goods, which can create large-scale employment. It foresees the establishment of state mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector.
- Manufacturing: calls for re-industrialisation in the South African economy based on improving performance through innovation, skills development and reduced input costs in the economy. The document targets a doubling of South Africa's research and development investment to 2% of gross domestic product by 2018.
- Tourism and other high-level services: hold employment potential and the framework calls for South Africa to position itself as the higher education hub of the African continent.

### **6.3 Comprehensive Rural Development Programme (2008)**

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The new National Department of Rural Development and Land Reform (DRDLR) has been given the mandate by the President of South Africa to develop a Comprehensive Rural Development Programme (CRDP) throughout the country. To achieve this mandate the DRDLR embarked on developing a fresh approach to rural development. The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a co-ordinated and integrated broad based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities. The programme will be successful when it becomes apparent that "sustainable and vibrant rural communities" are succeeding throughout South Africa.

Below is a three pronged strategy to ensure that the Department achieves its objectives of Agrarian transformation, Rural development and Land reform.

#### **6.3.1 Agrarian Transformation**

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**The Agrarian transformation** includes, but is not limited to the following:

- Increased production and the optimal and sustainable use of natural resources including land, grass, trees, water, natural gases, mineral resources etc.;
- Livestock farming (cattle, sheep, goats, pigs, chickens, turkey, game, bees, fish, etc), including the related value chain processes;

- Cropping (grain, vegetables, fruit, spices, medicines, etc), including the related value chain processes;
- The establishment and strengthening of rural livelihoods for vibrant local economic development;
- The use of appropriate technology, modern approaches and indigenous knowledge systems; and
- Food security, dignity and an improved quality of life for each rural household.

### **6.3.2 Rural Development**

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**Rural development** includes, but is not limited to the following:

- Improved economic infrastructure:
  - Roads, railways, ports;
  - shearing sheds;
  - dipping tanks;
  - milk parlours;
  - community gardens;
  - production/marketing stalls;
  - fencing for agricultural purposes;
  - storage warehouses;
  - distribution and transport networks;
  - electricity networks;
  - communication networks (land lines, cell phones, radio, television, etc);
  - irrigation schemes for small scale farmers;
  - water harvesting, water basin and water shed management systems (dams etc);
  - post office services and internet cafes;
  - rural shopping malls.
- Improved social infrastructure:
  - Social mobilization to enable rural communities to take initiatives;
  - Establish savings clubs and cooperatives for economic activities, wealth creation and the productive use of assets;
  - Communal sanitation and ablution systems to improve health conditions;
  - Access to resourced clinics;
  - Sport and recreation facilities especially for women and youth development;
  - Rural libraries to promote a reading culture;
  - Rehabilitation and development of schools as centres of excellence;
  - Community halls and museums;
  - Non-farming activities to strengthen rural livelihoods;
  - ABET centres for capacity building and appropriate skills development;
  - Leadership training, social facilitation and conscientious awareness for CRDP and socio-economic independence;
  - Democratise rural development, participation and ownership of all processes, projects and programmes;
  - Co-ordination, alignment and cooperative governance (local municipalities, traditional councils, provincial government);
  - Participation of NGOs, including faith-based organisations, community-based organizations and other organs of civil society;
  - Social cohesion and access to human and social capital.

### **6.3.3 Land Reform**

---

**Land reform** includes, but is not limited to the following:

- Increasing the pace of land redistribution

- Provide increased access to land for previously disadvantaged people, through the redistribution of 30% of white-owned agricultural land;
  - Review the land reform products and approaches (LRAD, SPLAG, LASS, PLAS, ABP, LARP, etc) for greater effectiveness and relevance to the CRDP, including the implementation of related policies (use-it-or-lose-it, leasing, post settlement support, etc);
  - Review land acquisition processes (value for money for each hectare of land bought, proposal for a special land commission for an audit of privately owned agricultural land, the productive use of land transferred to the landless, the effective development and beneficiation of the land reform beneficiaries.
- Increasing the pace of land tenure reform:
    - Fast-track the settlement of labour tenant claims, especially in KwaZulu-Natal and Mpumalanga;
    - Facilitate secure access to land by farm dwellers;
    - Protect the land rights of farm workers and create decent jobs on farms;
    - Deal effectively and promptly with illegal evictions;
    - Establish agri-villages for local economic development on farms;
    - Provide basic needs for farm dwellers, including water, sanitation, electricity, housing, etc.;
    - Implement Clara to stimulate economic growth in traditional communities in the former homeland areas, while promoting efficient use of land and the sustainable use of natural resources;
    - Deal effectively with State land administration;
    - Provide support and capacity building to farm dwellers.

#### **6.4 Integrated Sustainable Rural Development Strategy (ISRDS) (2001)**

The vision of the ISRDS was to attain socially cohesive and stable communities with viable institutions, sustainable economies and universal access to social amenities, able to attract skilled and knowledgeable people, equipped to contribute to their own and the nation's growth and development.

The strategic intent of the ISRDS is to transform rural South Africa into an economically viable and socially stable and harmonious sector that makes a significant contribution to the nation's GDP. The strategy will benefit the rural poor generally, but particular efforts will be made to target women, youths, and the disabled. A successful strategy to achieve integrated sustainable rural development will reflect each of its three key elements: i.e., integrated, sustainable, and rural development.

A successful strategy incorporating the key elements described above will thus include:

- A vision of the growth process in rural areas;
- A mechanism for integrating existing programs;
- Design for new programmes if needed;
- A defined locus of decision making;
- A meaningful role for local government;
- Clarification of financial flows and channels;
- Key performance indicators or a process for generating them internally to the strategy;
- Procedures to monitor the indicators; and
- Sequencing of actions that should take place in the short, medium, and long term.

## **6.5 Draft Provincial Agrarian Transformation White Paper (2009)**

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The critical need for substantially increased food production and improved food security has become a matter of urgency in the Province of the Eastern Cape. Deep rural areas of the previous Transkei and Ciskei Bantustans are steeped in under-development and poverty. The insidious effects of decades of neglect, often callously deliberate, are all too evident. Productivity is generally low, farming infrastructure has deteriorated where it exists or even existed at all, markets are seldom efficient or well-formed and transport infrastructure is inadequate or dysfunctional.

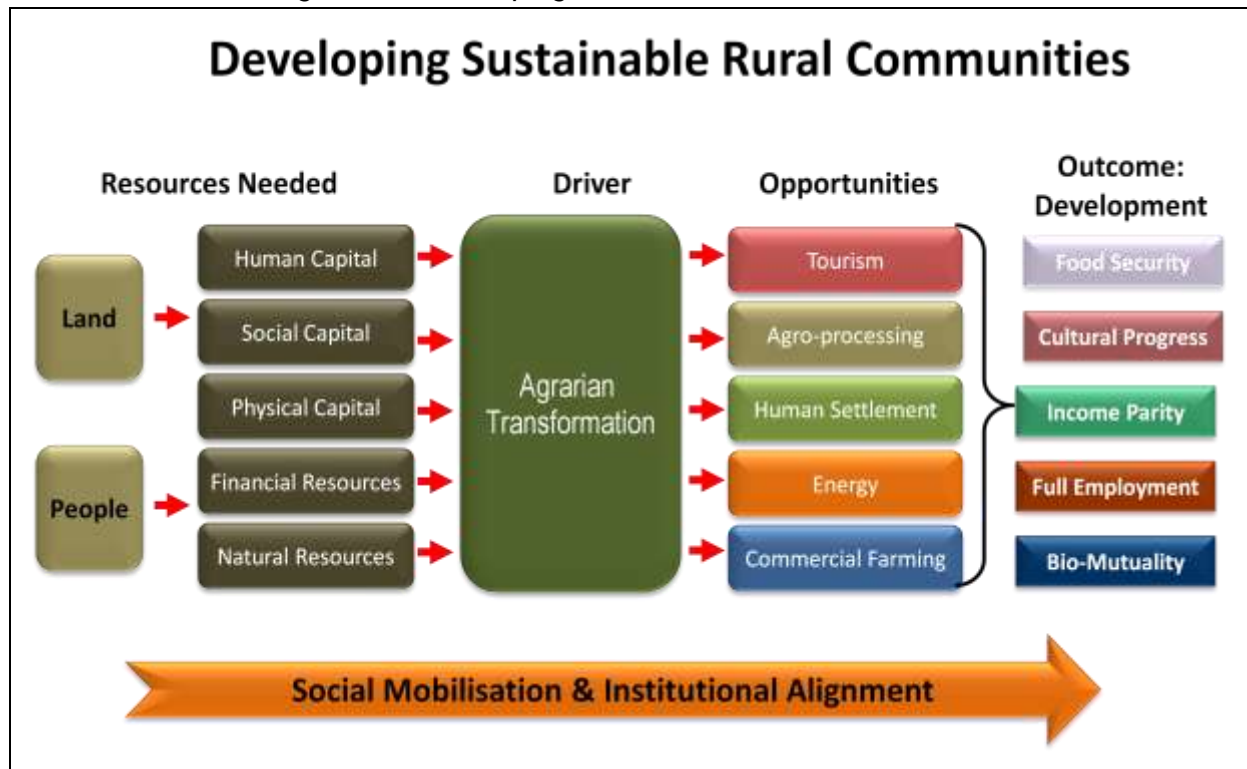
In order to adequately address the characteristics of underdevelopment in the Province, particularly in the previous Transkei and Ciskei areas, it is essential to adopt a broader perspective that is not confined to agricultural circumstances, as such, and to consider the broader imperatives for comprehensive agrarian transformation, rural development and land reform since these issues are closely related and have specific implications for socio-economic development. These matters are not adequately addressed in existing planning documents and operational mandates in the Province. In addition, the present system of state-owned enterprises and agencies in the Province are not sufficiently enabled and aligned to attend the challenges posed by the broader perspective referred to above. A major rationalisation will have to be done to render them economical, efficient, equitable and effective.

Accordingly, the purpose of the White Paper is to produce a cross-functional Provincial Policy to eradicate under-development and its social manifestations, such as poverty, unemployment, inequality and cultural backwardness, through:

- Establishing an understanding of how the Eastern Cape history shaped and influenced rural development and agrarian challenges;
- Facilitating an integrated solution to the broader imperatives for comprehensive agrarian change and rural development; and
- Streamlining the mandates of public entities charged with rural, agricultural, economic, infrastructural and industrial development in the Eastern Cape, with a view to establishing an overarching agrarian transformation agency to effectively and equitably execute agrarian change.

The overall intent of the White Paper is to create an environment which facilitates progress towards income parity, shared prosperity, full employment, cultural progress and bi-mutuality.

Figure 6.1: Developing Sustainable Rural Communities



Source: Draft White Paper on Agrarian Transformation: 2009

## 6.6 Census of Commercial Agriculture in Eastern Cape, 2007

The census on commercial agriculture in the Eastern Cape Province was conducted by Statistics South Africa in 2007 and published in 2011. This document provides only statistics on production and gross farming income on selected products of active commercial agricultural farming in the province. This report represents a total of 4,006 commercial farms that were active and subsequently surveyed in the Eastern Cape during 2007. Some of the commercial agricultural activity that was recorded for various regions in the Eastern Cape included:

- Field Crops such as maize, wheat and lucerne and the economic output thereof;
- Horticulture included potatoes, tomatoes, oranges, lemons, naartjies and pineapples;
- Number of livestock sold and the gross farming income; and
- Quantity of animal products sold and the gross income generated.

## 6.7 Eastern Cape Agricultural and Rural Development Strategic Plan, 2010-2014

The EC Agricultural and Rural Development Strategy developed by the Department of Agriculture and Rural Development aim is to promote and support agricultural and rural development in order to reduce poverty and underdevelopment through partnership programmes with all stakeholders. The strategy highlights the following strategic goals:

- To create an conducive environment for effective service delivery;
- Improve equitable agricultural productivity for food security, economic growth and development; and

- To promote sustainable rural communities.

## **6.8 Buffalo City Metropolitan Municipality Integrated Development Plan Review, 2010 - 2011**

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An Integrated Development Plan is adopted by the council of a municipality and seen as a key strategic planning tool for the municipality. The BCMM IDP identified five priority issues that relate to the following:

- Roads and Transport;
- Electricity;
- Water and Sanitation;
- Housing and Land;
- Waste Management.

## **6.9 Buffalo City Metropolitan Municipality Annual Report, 2009 – 2010**

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An Economic Development Strategy has been developed by BCMM identifying key interventions that were to be implemented in the year under review. These key interventions included:

- Agricultural and Rural Development;
- Tourism Development and Promotion;
- SMME Development;
- Trade and Investment;
- East London Fresh Produce Market.

It was further highlighted that agriculture is one of the main components towards achieving rural development.

## **6.10 BCMM Integrated Agricultural and Rural Development Strategy, 2007**

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Some of the key strategic objectives identified for agriculture in BCMM include:

- Increasing the agricultural sector's output and its contribution to the local economy;
- To improve the health and income of rural communities and strengthen food security;
- Eradicate poverty;
- Development of the agrarian sector;
- To establish BCMM as specialist in agricultural processing and value adding;
- Creating new agricultural or rural based tourism attractions;
- Promoting of tourism along the agro-production and processing line;
- Integrating of agricultural sector with other sectors.

The current Rural and Agricultural Development Strategy for Buffalo City Municipality is firmly embedded in the broader framework of the Provincial Growth and Development Plan. The key principles underpinning this agricultural strategy are:

- Building the local economy;

- Systematic eradication of poverty;
- Strengthening of household food security;
- Consolidation and diversification of the local Agricultural sector;
- Integration of Agriculture with other sectors;
- Building on existing initiatives;
- Capitalizing on existing infrastructure;
- Strengthening institutional co-ordination and integration;
- Increasing the contribution of BCM in the Provincial and National economy;
- Backward and forward linkages with the rural hinterland in the Eastern Cape;
- Positioning BCM as high value agro-processing zone within the local and regional context.

Buffalo City Municipality has a competitive edge in agriculture if it provides support to existing farming activities as well as promoting new high value products that can be processed locally for local and export markets. The municipality has to identify strategic agricultural commodities with high industrial value which can be produced on nodal basis as anchor crops. Such an approach will be ideal for rural and urban development and establishing linkages between big and small producers while at the same time creating new attractions for tourism and therefore promoting new tourism routes along agro production and processing lines. This approach will ensure the full exploitation of the agricultural value chain from nurseries to processing and marketing. The proposed strategy focuses on a need to create employment opportunities and establishment of urban and rural based industries.

#### Recommended programmes:

- Support, strengthen and grow the existing farming enterprises with BCMM;
- Use of Communal land for partnerships with Private Sector on high value crops;
- Crop production under irrigation with industrial crops as anchor crops rotated with cash crops;
- Livestock farming focusing on beef, mutton/wool; dairy and goat farming;
- Introduction of new enterprises e.g. high value crops; industrial crops and agricultural processing on a nodal basis;
- Training of farmers and restructuring of extension system to be focus on business orientated agriculture;
- Provision of agricultural infrastructure as a massive Public Works programme which is demand driven;
- Setting up partnership between communities and private sector as a way of establishing community based agribusiness that is viable and sustainable;
- Opening of markets through a buy local campaign and promotion of contract farming/marketing;
- Identification of niche markets both locally and internationally;
- Promotion and facilitation of BBBEE within the sector focusing on established business, emerging enterprises and communities;

- Promotion of land access by communities, black entrepreneurs, and emerging farmers through long term lease arrangements targeting state and municipal owned land.

Priority projects:

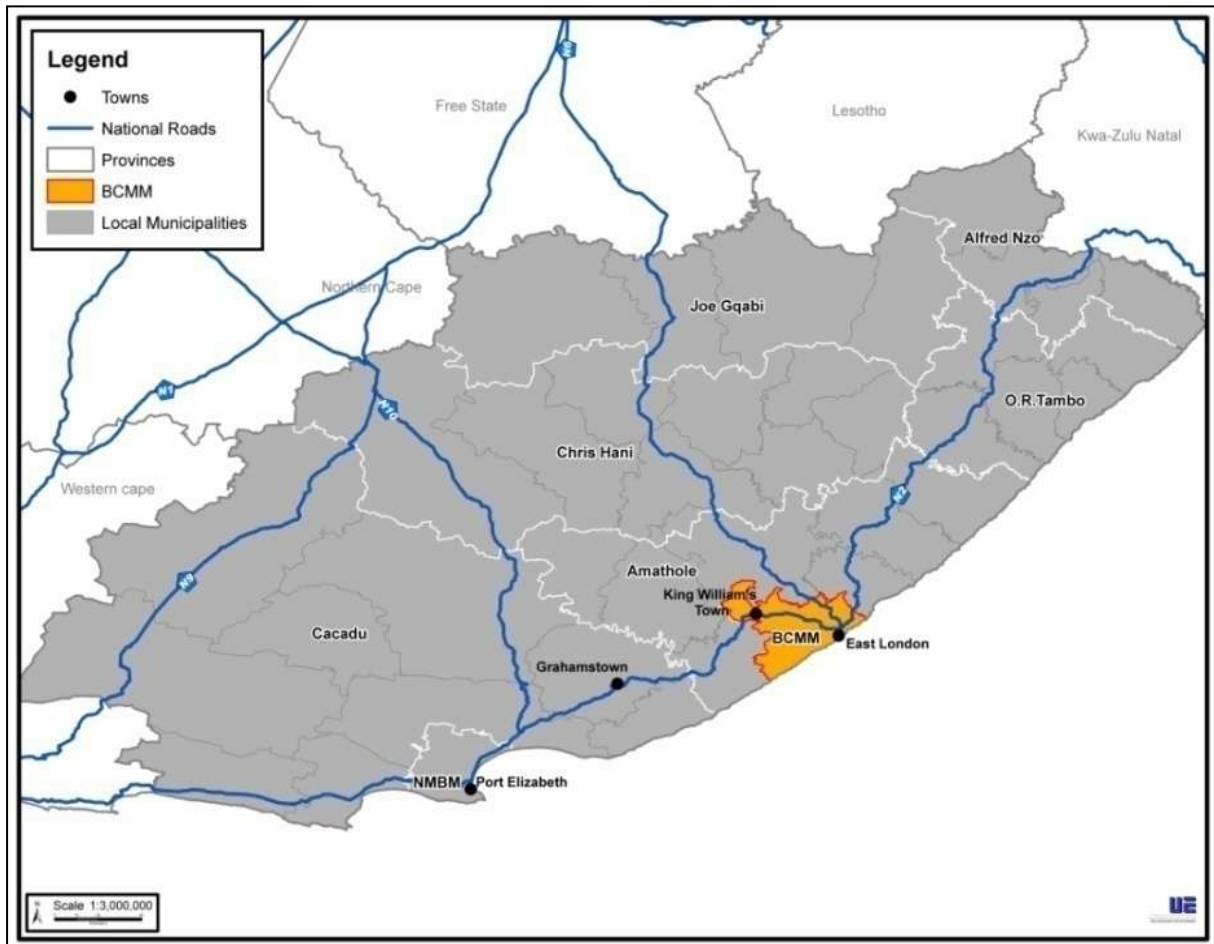
- Following from the programme as proposed within the strategy are projects considered to be viable for agricultural revival and development within BCM. Such proposed projects are:
  - Establishment of wool cleaning and processing facility at BCM;
  - Beef improvement projects based on the Nguni Program through the University of Fort Hare;
  - Organization of contract farming arrangements for high value crops with communities who have land available;
  - Setting up community Public Partnerships for all existing schemes and new ones through involvement of industry players and introduction of industrial crops as anchor crops on a nodal basis;
  - Setting up of an agribusiness support Centre to support all farming enterprises in the district.
- Recommended strategic projects and opportunities for BCMM:
  - Dairy production;
  - Beef production;
  - Mutton/Wool production;
  - Goat production;
  - Olive oil production;
  - Red pepper production;
  - Pomegranate production;
  - Fig production;
  - Essential oil production;
  - Tunnel production;
  - Macadamia nut production;
  - Vegetable production;
  - Chicory production;
  - Pineapple production;
  - Citrus production.

## 7. CONTEXTUAL ANALYSIS

### 7.1 Location assessment

The Buffalo City Metropolitan Municipality is located in the Amathole District Municipality (ADM) and forms part of the former Ciskei homelands. The figure below shows the locality of BCMM in context of the ADM and the Eastern Cape Province.

Figure 7.1: Locality Map



### 7.2 Socio-Economic Profile

This section indicates several key social and demographic indicators for BCMM in comparison to ADM that will highlight key trends and dynamics that could potentially influence the strategic planning for the BCMM Agricultural and Rural Development Strategy. It will then be possible to draw certain conclusions through analysis and understanding of the socio economic trends that will be analyzed in this section

Table 7.1 shows the key socio-economic characteristics of the Buffalo City Metropolitan Municipality

Table 7.1: Socio Economic Context

Indicator	BCM	ADM
Population Size	766,359	974,023
Population Growth rate (1996 –	0.6%	-0.1%

2011)		
<b>Population Density</b>	304	46
<b>Number of Households</b>	233,386	278,299
<b>Average number of people per Household</b>	3.3	3.5
<b>Age Composition</b>	<ul style="list-style-type: none"> <li>• 23.8% are under the age of 15 years</li> <li>• 71.3% is between the ages of 15 and 64 years.</li> <li>• Only 5.0% are retired persons over the age of 65 years</li> </ul>	<ul style="list-style-type: none"> <li>• 33.3% are under 15 years of age</li> <li>• 59.1% are between 15 and 64 years of age</li> <li>• 7.7% are older than 65 years</li> </ul>
<b>Gender Composition</b>	<ul style="list-style-type: none"> <li>• 49.8% are males</li> <li>• 50.2% are females</li> </ul>	<ul style="list-style-type: none"> <li>• 47.2% are males</li> <li>• 52.8% are females</li> </ul>
<b>Education Status</b>	<ul style="list-style-type: none"> <li>• 23.7% have a matric or higher qualification</li> <li>• Only 5.8% have no schooling</li> </ul>	<ul style="list-style-type: none"> <li>• Only 9.7% have a matric or higher qualification</li> <li>• 12.3% have no schooling</li> </ul>
<b>Employment Status</b>	<ul style="list-style-type: none"> <li>• 43.3% Employed</li> <li>• 12.5% Unemployed</li> <li>• 44.1% NEA</li> </ul>	<ul style="list-style-type: none"> <li>• 24.4% Employed</li> <li>• 11.1% Unemployed</li> <li>• 64.5% NEA</li> </ul>
<b>Occupation &amp; Skills</b>	<ul style="list-style-type: none"> <li>• 24.6% of the employed are occupying skilled positions</li> <li>• 24.9% are unskilled workers</li> </ul>	<ul style="list-style-type: none"> <li>• 21.2% are employed in skilled positions</li> <li>• 24.5% are unskilled workers</li> </ul>
<b>Average Monthly Household Income</b>	R 6,371	R 2,942

*Source: StatsSA Census (2001), Quantec Standardised Regional (2011)*

The Buffalo City Metropolitan Municipality is predominantly urban with a strong rural presence from areas surrounding the primary urban nodes. The population density of BCMM is approximately 304 people per square kilometre in comparison to only 46 people for the district. The high population density and large population size for BCMM is characteristic of an urban area where the majority of the population resides in the primary urban centres with the remainder being dispersed over larger area of land. This is further illustrated by the low population density of ADM.

BCMM has experienced a positive population growth of 0.6% between 1996 and 2011 while ADM showed a negative growth rate over the same period. The negative growth rate experienced by ADM could be attributed to economic migration from the rural areas to economic centres like East London, King William's Town and Bisho.

Approximately 71.3% of the BCMM population is between the ages of 15 and 64 years while only 23.8% are children under the age of 14 years and 5.0% are elderly persons over the age of 65 years. The large portion of potential economically active population (individuals between 15 and 64 years of age) relative to the number of children and elderly persons has implications on the dependency ratio. The age composition of BCMM illustrates that there is a low dependency ratio with small portion of the population directly or indirectly dependent on a significant potentially economically active population for subsistence and support.

BCMM and the Amathole District Municipality (ADM) both have larger portion of females, with 50.2% and 52.8% respectively. The gender composition can have implications on the nature of the jobs market and subsequently the worker productivity.

A majority of the population in BCMM have received some form of education, with only 5.8% with no schooling. This is significantly lower than the 12.3% recorded for ADM. The low educational achievement rate in ADM in comparison to BCMM suggest that the majority of

people living in the rural hinterland may not have easy access to educational facilities as a majority of schools are situated in the urban areas.

The poor educational levels can negatively impact the employability of population. This is illustrated by the high levels of unemployed and non-economically active individuals in area; with more than half the population in both BCMM and ADM not engaged in any form of economic activity.

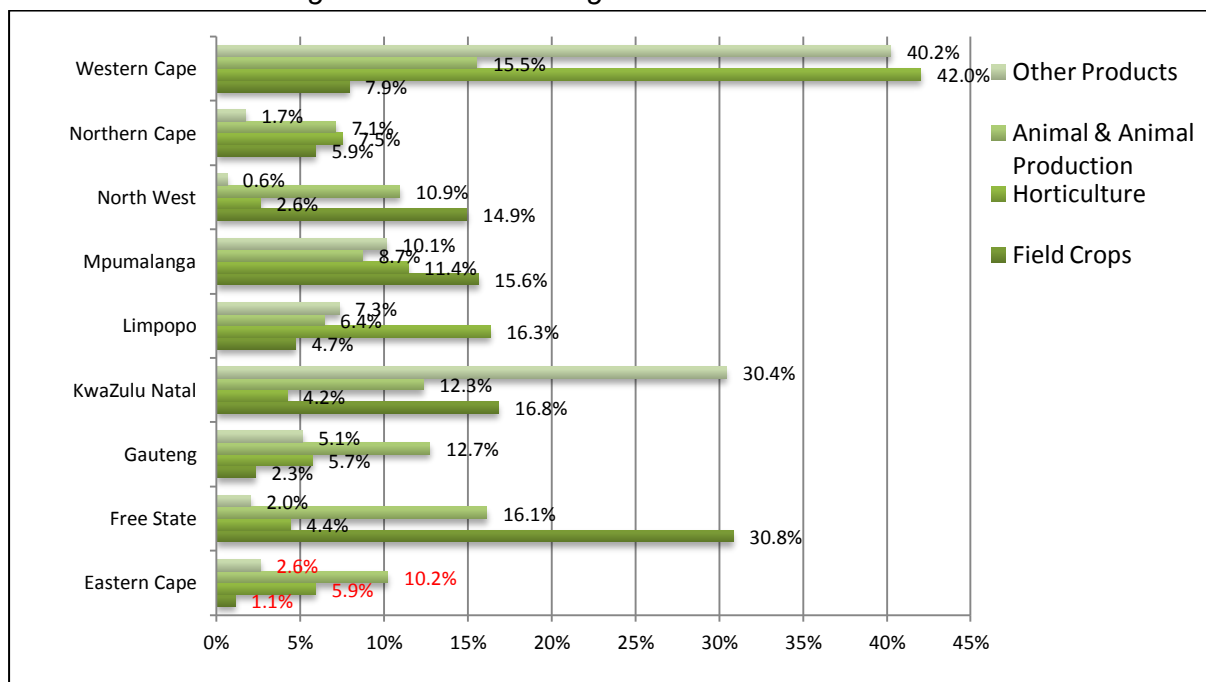
The average household income for BCM is relatively higher than the ADM and provincial average. This may be attributed to the better employment and economic opportunities found in urban nodes such as East London and King William’s town, and the legislative capital of Bhisho.

### 7.3 Agricultural economic profile

This section will quantify the agricultural sector’s importance relative to other sectors in the Buffalo City Metropolitan Municipality.

#### 7.3.1 Provincial Agricultural Overview

Figure 7.2: Provincial Agricultural Production 2007



Source: StatsSA Census of Commercial Agriculture (2007)

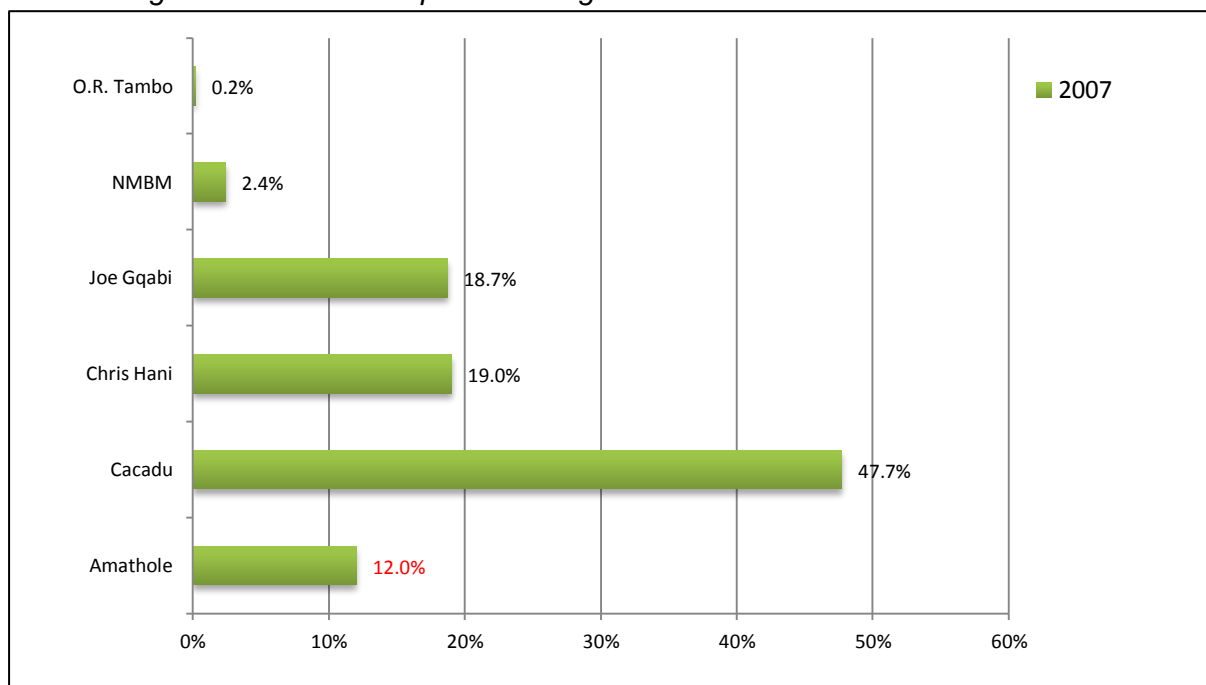
Based on Figure 7.2 above, it can be concluded that the Eastern Cape has one of the lowest gross income from farming when compared to other provinces such as the Free State and Western Cape. According to StatsSA census, only 19.8% of income was generated from agricultural production in 2007.

The low figures recorded for commercial agriculture are indicative of the type of farming activity found in the Eastern Cape. The majority of farming activity is primarily based on subsistence farming where surplus is sold informally to supplement the household income. Agricultural activity has generally declined over the years due to poverty, land degradation, climate change and lack of agricultural inputs.

### 7.3.2 Amathole District Agricultural Overview

Figure 7.3 indicates that a majority of commercial farmers are located in the Cacadu district, with an additional 37.7% falling into the Chris Hani and Joe Gqabi districts. This suggests that these districts may have better climate conditions, willingness of subsistence farmers to convert to commercial farming, or better access to agricultural resources. The Amathole District has a share of only 12.0% of the total commercial farmers. This is relatively lower than the other district in the Eastern Cape.

Figure 7.3: Eastern Cape Percentage Share of District Commercial Farmer

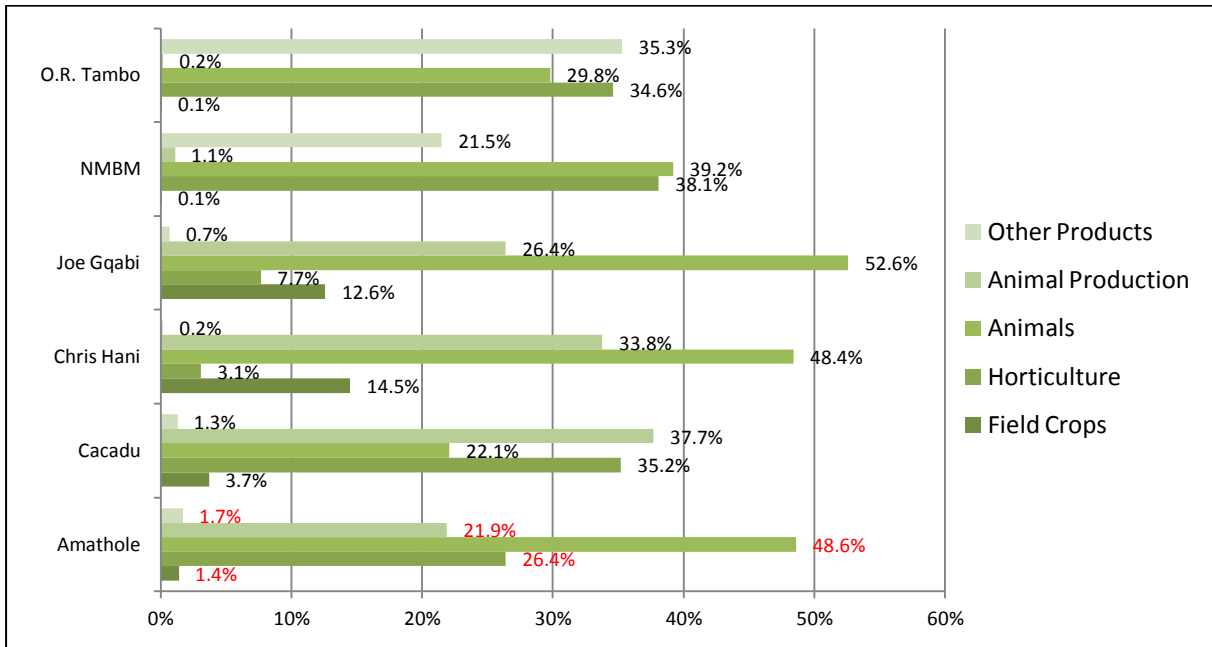


Source: StatsSA Census of Commercial Agriculture (2007)

The Amathole, O.R. Tambo and Alfred Nzo districts fall into the former homelands area where farming activity is predominantly for subsistence. This is further highlighted by the 0.2% share recorded for O.R. Tambo. Alfred Nzo had no record of commercial farmers at the time of the survey. It should be noted that at the time the StatsSA Agricultural Census was conducted, BCMM fell into the Amathole District and thus the figures recorded for the Amathole District include BCMM.

Figure 7.4 shows the dominant farming activities found in the Eastern Cape.

Figure 7.4: Dominant Farming Activities

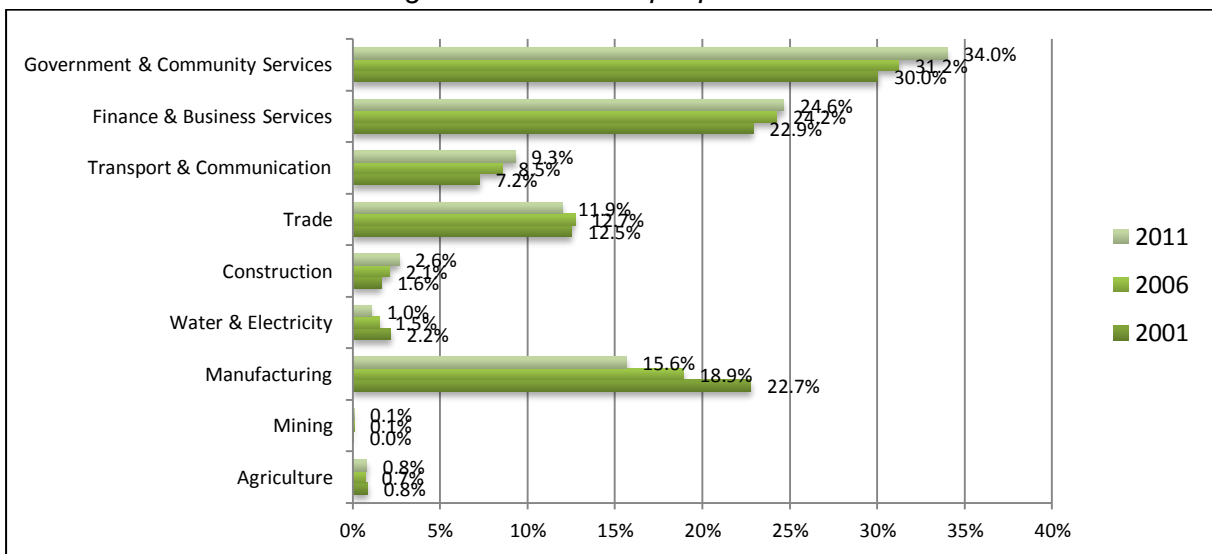


According to Figure 7.4, livestock farming appears to be the dominant agricultural activity through most of the districts. Approximately 70.5% of agricultural production in Amathole is livestock and the production thereof. Crop fields and horticulture production make up 28.8% of the overall commercial agricultural activity. Livestock farming in the Eastern Cape is largely categorised by cattle, sheep, chicken and goat farming.

### 7.3.3 Local Economic Structure

Gross Geographic Product (GGP) is a significant indicator of economic activity and comprises of the value of all goods and services produced during one year within the boundaries of a specific region. It is used to measure the level of economic activity in a given area. Figure 7.5 illustrates sector contribution towards the BCM local economy.

Figure 7.5: GGP Output per Sector



Source: Quantec Standardised Regional (2011)

Figure 7.5 shows that BCM is one of the largest local economy's in the Eastern Cape, only second to the Nelson Mandela Bay Municipality. The agricultural sector's contribution

towards GGP between 2001 and 2011 was at an average of 1.8%. This is significantly low, more so when compared to other sectors but in line with the Eastern Cape trend.

It should be noted that the figures outlaid in Figure 7.5 represent only the formal economy. Therefore, informal activity such as subsistence farming, vegetable hawkers and the informal processing of animal production (i.e. amasi and milk) is not accounted for in the statistics. As indicated earlier, agriculture in the Eastern Cape, more so in Buffalo City is largely characterised by subsistence and small-scale farming that has very little value adding.

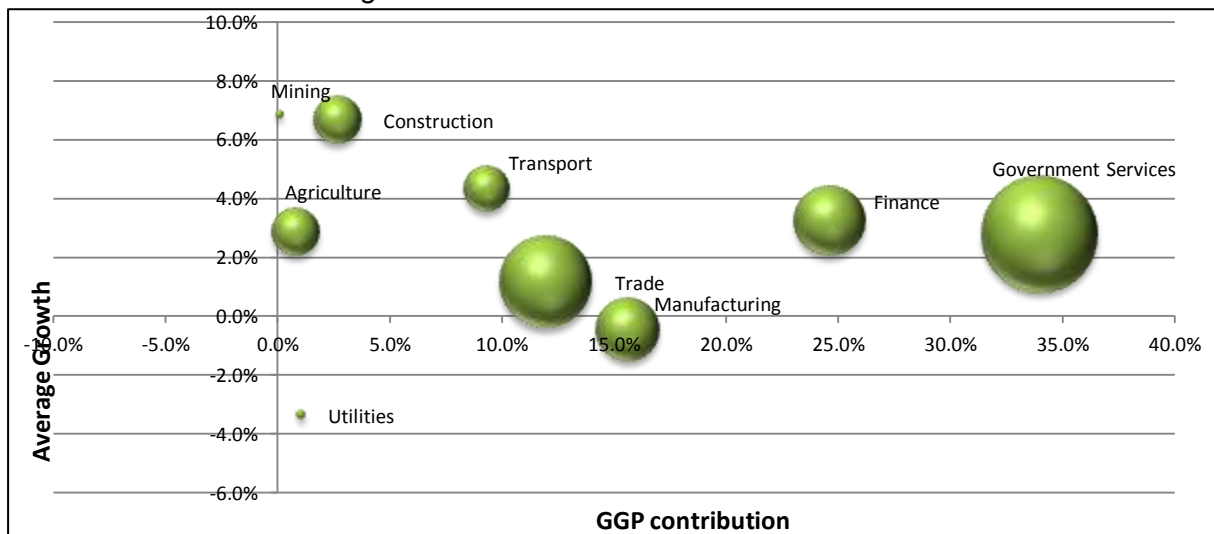
### 7.3.4 Economic Profile

The economic profile provides an overview of the local economy by combining the various economic sectors with their respective:

- Average GGP Contribution
- Year-on-Year growth rates
- Employment levels

The data is combined and incorporated into a bubble diagram as shown in Figure 7.6. This will assist in identifying sectors that are capital and labour intensive

Figure 7.6: BCMM Local Economic Profile



Source: Quantec Standardised Regional (2011)

According to the Standard Industrial Classification (SIC) used to classify economic sectors in the South African economy does not recognise informal industries that are prevalent in the country. Therefore, it should be noted that the agriculture sector only includes commercial agriculture.

Each bubble in Figure 7.6 represents one of the nine economic sectors. The y-axis represents the average growth between 2000 and 2011 for each sector. For an ideal situation, the bubbles should fall in the upper part of the graph, reflecting high average growth rates over this period. The x-axis represents the average GGP contribution of each sector towards the municipality's total GGP output. The size of the bubble represents each sector's contribution towards employment in the municipality. The larger the bubble, the greater the number of people employed by that sector.

Figure 7.6 shows that the agricultural sector is also a prominent employer in BCMM but has a very small contribution towards the overall GGP. Although the employment levels are relatively high, the small GGP contribution indicates that a majority of the employment may

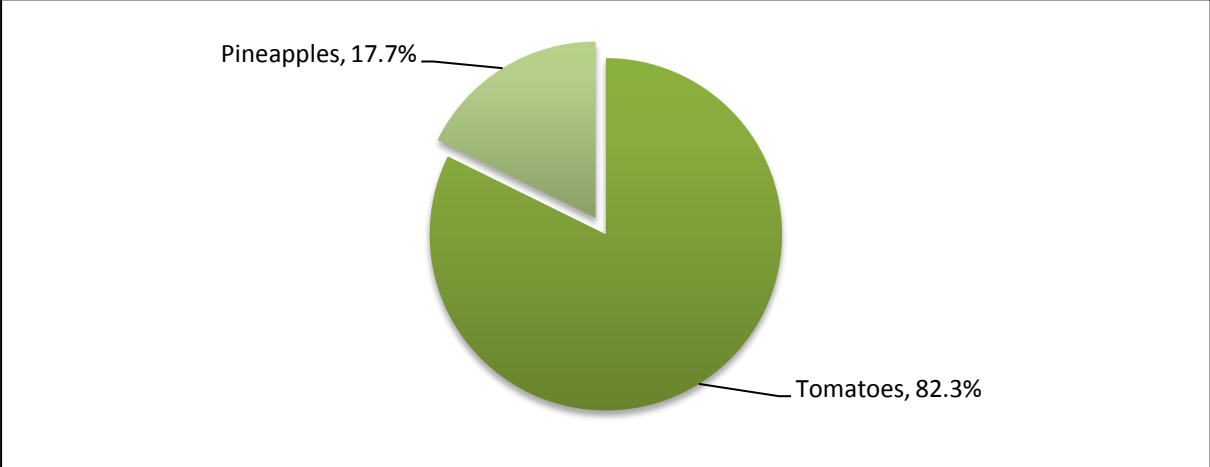
come in a form of unskilled, low-paying or seasonal work. The BCM local economy has experienced a positive growth rate of 2.9% between 2000 and 2011.

**7.3.5 Agricultural Output Breakdown**

The statistics contained in this section are based on the Statistics South Africa Census of Commercial Agriculture conducted in 2007 which provide a snap-shot of that status-quo of commercial agricultural production in the region. The figures presented below are a representation of only those farmers that were surveyed and classified as commercially active farmers. A total of 4,006 farmers were recorded. Four categories of farming are considered in this survey, namely horticulture, livestock, animal products and crop farming. Each of these is explained briefly below according to both production output and income derived.

Figure 7.9 below shows an income breakdown of the two commercial horticulture products found within BCMM. Income earned from pineapples and tomatoes amounted to R7.89 million and R77.72 million respectively for the period of 2006-2007. Tomatoes are planted over an estimated 961 hectares of land that produces approximately 33,398 tons of tomatoes.

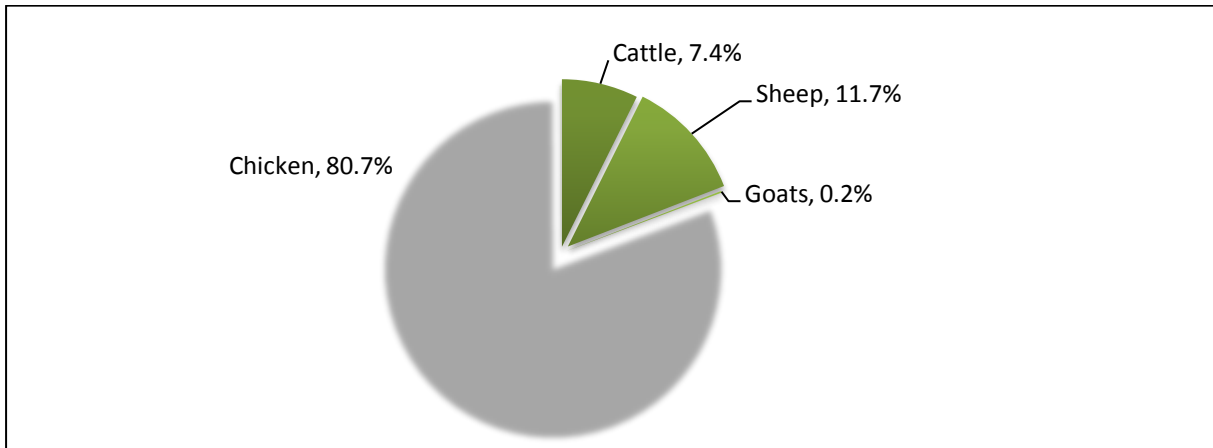
*Figure 7.7: Horticulture Production*



**Source:** StatsSA Census of Commercial Agriculture (2007)

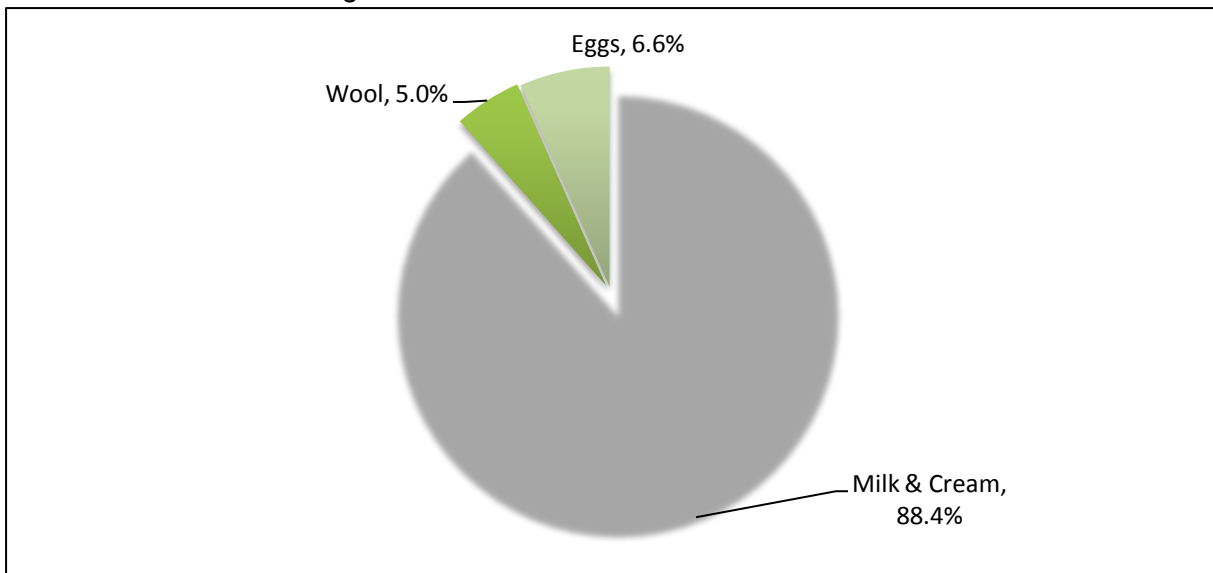
Figure 7.10 shows the various types of animal farming activities that were recorded for the BCMM region. A total of 172,936 animals were counted in active commercial farms. These included pigs, chickens, goats, cattle, sheep, game and ostrich. Approximately 63.4% of livestock counted in active commercial farms is that of chickens. Sheep and Cattle make up 36.2% combined while only 0.4% are goats. This may indicate environmental conditions and grazing capacity that is more suitable for cattle, sheep and chicken farming.

Figure 7.8: Livestock



Source: StatsSA Census of Commercial Agriculture (2007)

Figure 7.9: Animal Production Gross Income



Source: StatsSA Census of Commercial Agriculture (2007)

Figure 7.11 above provides an illustration of the three main types of animal productions in BCMM. Milk and cream is the more dominant production with more than 30 million litres sold annually generating an income of over R60 million. This is approximately 88.4% of income generated from milk and cream production. Eggs and wool account for only 6.6% and 5.0% respectively. Approximately 765,171 dozen eggs are sold annually generating R4.78 million in income.

In addition to animal production, livestock and horticultural farming there is a nominal amount of crop field production found in BCMM. Although found on a very small scale, this consists of Lucerne, maize and wheat crops. Of these, maize is the largest source of income generated with a combined output of over R13 million in 2007.

## 7.4 SPATIAL ENVIRONMENTAL ANALYSIS

The nature and scope of the spatial environment plays a critical role in the agricultural sector as it is the link between various environmental factors which effectively determine the type and extent of the agriculture that is practiced in a given area.

The analysis of the spatial representations of various environmental conditions assists in informing and motivating potential changes or developments in existing agricultural practices.

However, it is important to note that the information provided in this section serves as a platform for the overall assessment of the agricultural sector in BCM.

The subsequent section will analyse the following different environmental spatial dynamics:

- Land Cover
- Rainfall
- Land Capability
- Agricultural Potential

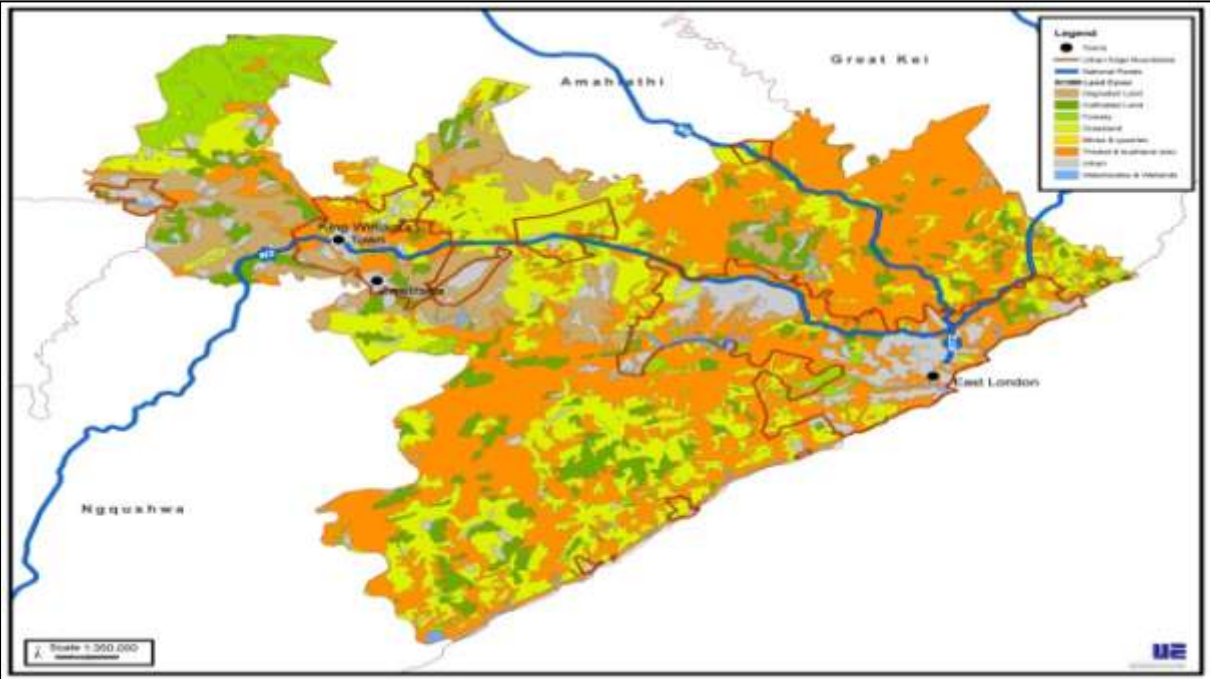
**7.4.1 Land Cover**

Land cover is determined by remotely analysing of topographical and climatic factors that have an effect on the surface of the land. Land cover is defined as the physical material that covers the earth’s surface. Generally, land cover is classified into a variety of categories which include: cultivated land, degraded land, water, grassland etc.

Assessing the land cover of a particular area can assist developers and farmers in identifying patches of degraded land, major rivers, wetlands for irrigation purposes and land that is improving. Degraded land are those areas that are not suitable for development and are in need of land rehabilitation.

Figure 7.12 illustrates the land cover in the Buffalo City Municipality

*Figure 7.10: Land Cover*



*Source: BCM GIS Department, Urban-Econ GIS Unit (2012)*

Figure 7.12 illustrates the land cover in the Buffalo City Municipality, while Table 7.2 shows the land cover breakdown.

*Table 7.2: Land Cover Distribution*

	<b>Land Cover</b>	<b>% Coverage</b>
	Cultivated Land	21.6%
	Degraded Land	4.8%
	Forestry	12.6%
	Grassland	17.2%
	Mines & Quarries	0.8%

Thicket & Bushland	8.4%
Urban/built up	16.5%
Wetland & Waterbodies	18.1%

The land cover in BCMM is primarily cultivated dry land and irrigated land and grasslands. Collectively, improved and unimproved grassland (17.2%) and cultivated dry land and irrigated land (21.6%) account for more than two thirds of land cover in the Buffalo City Metropolitan Municipality.

Grassland species are primarily suited for sheep, cattle and goat grazing. Excessive grazing can result in the degradation of that land. There are low levels of land degradation in BCMM. Due to the low rainfall, commercial farmers have to manage grazing land cover. Degraded areas are primarily situated in commonages where poor regulations and improper land management practices (i.e. overgrazing) have resulted in the degradation of the land.

The land cover in the area makes BCMM predominantly livestock and crop production. The grasslands enables grazing for cattle and sheep while the significant portion of cultivated land makes it suited for dry land crop production and the irrigation of land for agricultural purposes. The dominance of cultivated and grassland land cover also emphasises the importance of the agricultural sector, not only as a key economic sector but also as a major land cover pattern which ultimately has an impact on the overall development plans.

Urban/built up areas, comprising of formal residential suburbs and townships, account for 16.5% of the total land cover in BCMM. This indicates a more urban nature of the municipality when compared to its neighbouring municipalities and suggests that there is a strong dominance of urban and small peri-urban settlements.

#### 7.4.2 Rainfall

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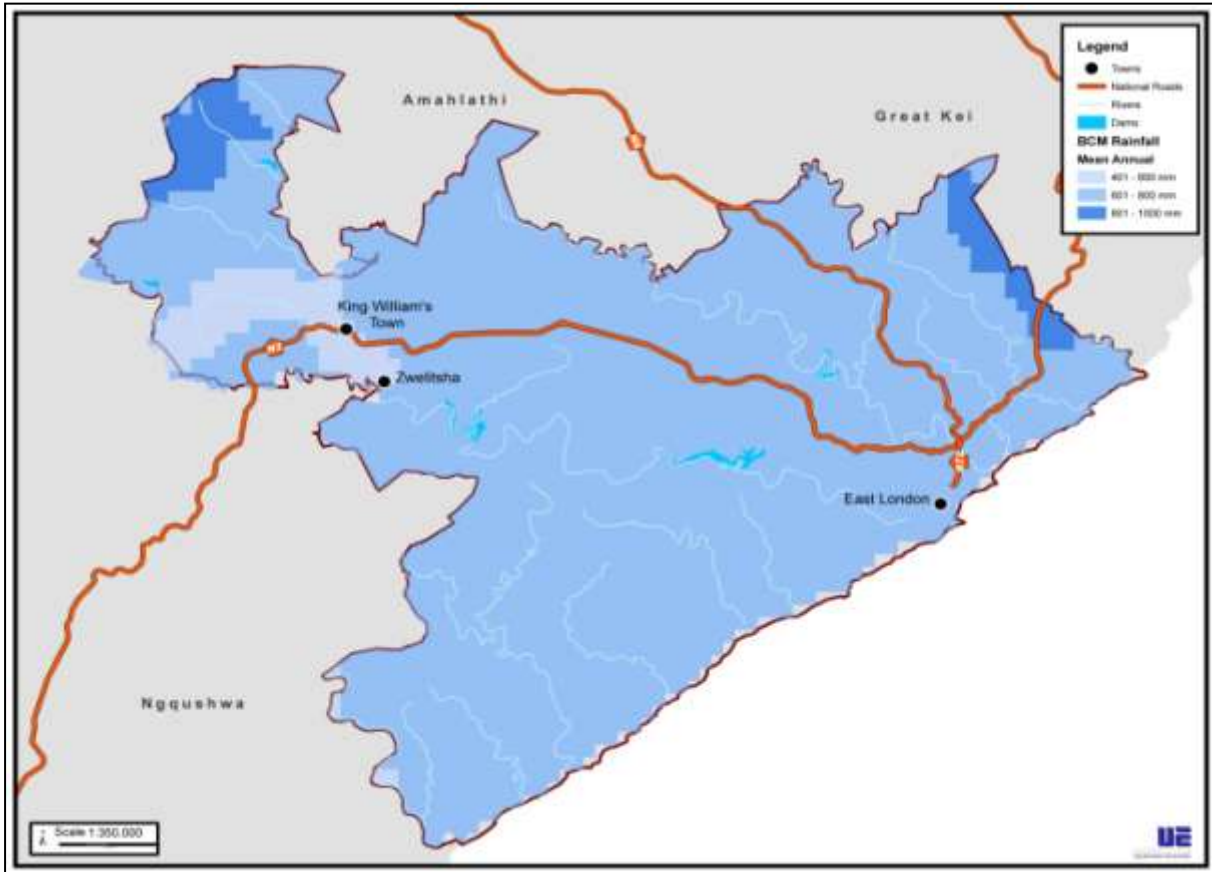
Rain and rainfall patterns have a significant effect on agriculture in terms of both crop production and the rearing of livestock. Inadequate rainfall during growing seasons can have an impact on crop development and lead to lower yields. Excessive rain can have the same repercussions.

Low levels of rainfall can also negatively impact natural vegetation used for livestock grazing. As a result, farmers would be forced to supplement the livestock diet with additional fodder. Droughts can also negatively affect both livestock and crop production.

Figure 7.13 shown below, highlights the existing rainfall pattern in BCMM so as to make an assessment of the impact rainfall will have on agriculture.

It is not yet possible to link rainfall figures to climate change. However, the implementation of better farming practices is identified as the best method to counter the affect of **climate change**. The strategy therefore focuses on skills transfer to small-scale farmers in an attempt to achieve abovementioned.

Figure 7.11: Mean Average Rainfall



Source: AGIS Department, Urban-Econ GIS Unit (2012)

The Buffalo City Municipality is a summer rainfall area with an average annual rainfall of between 400 and 1,000 mm.

### 7.4.3 Land Capacity

Land capability is determined by the collective effects of soil, terrain and climate features. It indicates the most intensive long-term sustainable of land use for rain-fed agriculture. It also highlights the permanent limitations associated with different land use classes. When assessing the capability of land a number of criteria are assessed. These assessment criteria fall into four main categories namely:

- Terrain focusing on flood hazards;
- Terrain and soil focusing on erosion hazard;
- Soils;
- Climate.

Each of these categories has a number of sub-indicators which are assessed. These sub-indicators include: flood hazards, erosion hazard, soil depth, soil texture, internal drainage of soil, mechanical limitations of soil, acidity of soil, moisture availability, length of moisture season, frost hazards, wind hazard and hail.

On these, various criteria have been established, each land type area is given a soil capability and climate rating. These classes are then combined to establish an overall land capability class. While this is a useful tool to establish the sustainability and intensity of a given area of land for either livestock or crop production, it does have several limitations though. Another important aspect to note when assessing land capability is that the

assessment does not directly consider the amount of rainfall a particular area receives when determining classes. The assessment instead considers moisture availability and the duration of the summer and winter moisture season. This differs from the mean annual rainfall in that it only measures rainfall relative to the potential evaporation rate.

Once the land capability classes have been determined (as shown in Figure 7.14), it can then be interpreted using the following table:

Table 7.3: Land Use options per Land Capability Class

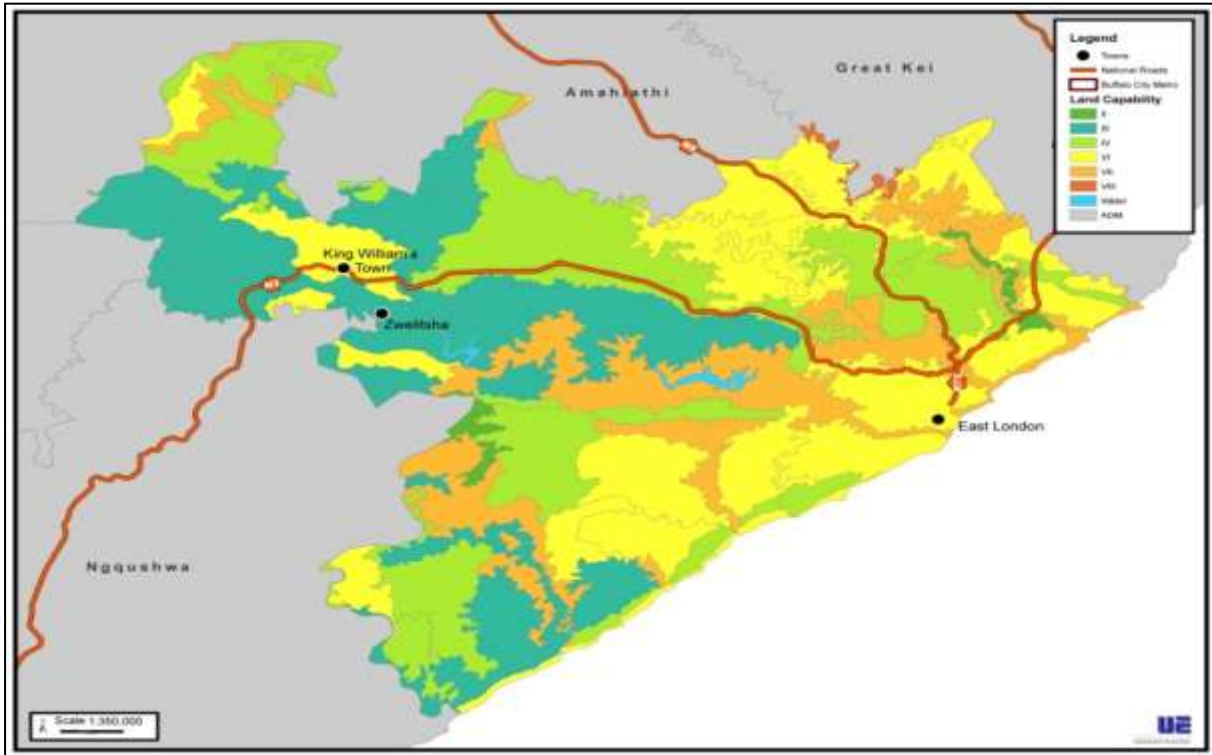
Land Capability		Intensity of use for rain-fed agriculture							
Arable	Classes	Wildlife	Grazing and Forestry			Crop Production			
			Forestry	Veld	Pastures	Limited	Moderate	Intensive	Very Intensive
	I								
	II	X	X	X	X	X	X	X	X
	III	X	X	X	X	X	X	X	
	IV	X	X	X	X	X	X		
Non-arable	V	X	X	X	X	X			
	VI	X	X	X	X				
	VII	X	X	X					
	VIII	X							

As indicated in Table 7.4, the dominant class is Class VI, which accounts for 29.5% of land of the municipality. This class faces severe limitations that make it generally unsuited for cultivation and is largely limited for use as pastures for livestock. Many of the limitations that this class faces cannot be corrected without significant intervention such as seeding and fertilizing.

Table 7.4: BCMM Land Classes

Land Capability		Coverage	
Classes		Area (Hectares)	% Coverage
Arable	II	2,571	1.0%
	III	64,522	25.4%
	IV	67,547	26.6%
Non-arable	VI	74,925	29.5%
	VII	42,425	16.7%
	VIII	844	0.3%
	Water	957	0.4%

Figure 7.12: Land Capability



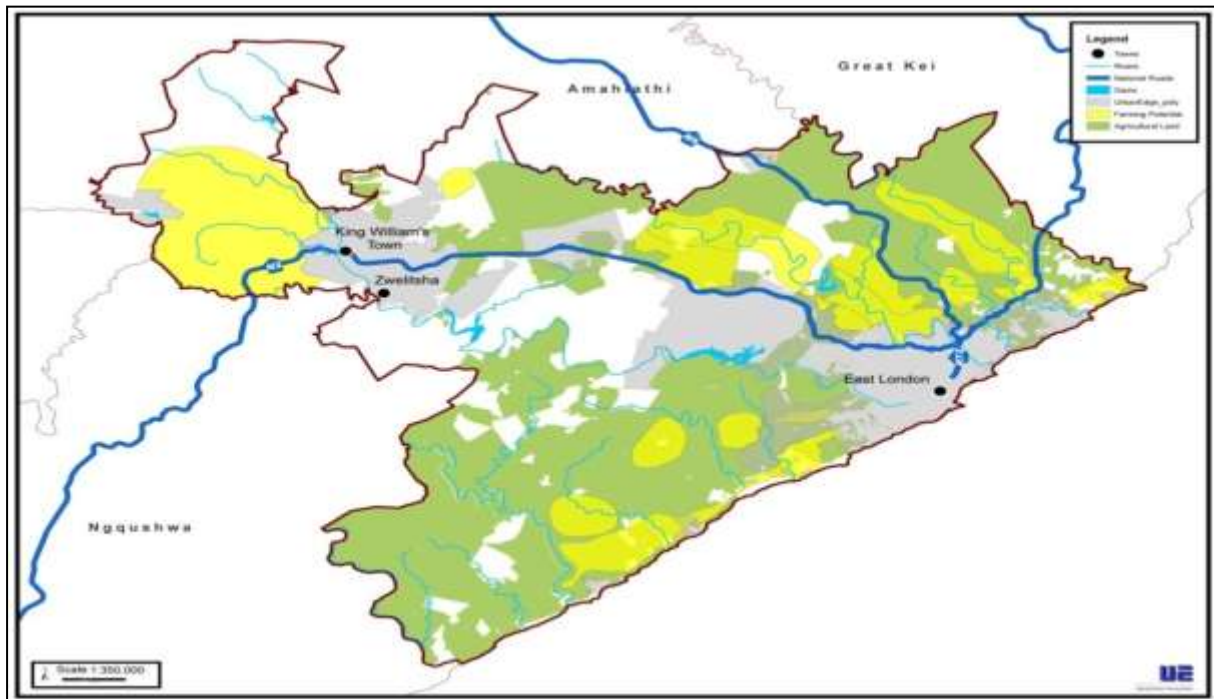
Source: AGIS Database, Urban-Econ GIS Unit (2012)

Another dominant 26.6% hectare portion of land is classified as class IV. In terms of the land capability assessment, this portion of land has severe limitations that restrict the choice of plants and requires careful land management. However, it may be used to cultivate crops. Due to the poor suitability, considerable effort must be applied during the cultivation process to prevent low yields.

#### 7.4.4 Agricultural Potential

According to the BCM Spatial Development Framework (2009), specific areas were zoned as having high potential for agricultural production. Figure 7.15 below shows the locality of these zones highlighted in yellow. The potential ranges from land that is well suited for irrigation purposes, grazing of livestock, dairy and sub-tropical fruits. This is in line with the land cover and land capability analysis (see Figure 7.12 and Figure 7.14) which show that the land highlighted in the zones is predominantly arable land that is suitable for crop and animal production.

Figure 7.13: Agricultural Potential



Source: AGIS Database, Urban-Econ GIS Unit (2012)

#### 7.4.5 Synthesis

The socio-economic profile briefly analysed key indicators that can be used to describe the typical population and household distribution as well as the potential worker profile. The economic profile provided an economic analysis of the agricultural sector and a breakdown of the commercial agriculture that contributes towards the local economy.

- BCMM is a predominantly urban municipality with a majority of the population residing in or within close proximity to the primary urban centres;
- A large working age population that is also classified as the potential economically active population reduces the dependency ratio;
- A predominantly female population that could potentially influence the type of agricultural activity carried out in the area;
- A higher than provincial average household income suggests that the large portion of literate persons may be engaged in skilled and semi-skilled employment with higher earnings;
- High employment levels recorded for the agricultural sector, with a positive steady growth between 2000 and 2011 but still a significantly small contribution towards the total GGP output of the local economy;
- Majority of farming activity in the area is based on subsistence where surplus is sold informally to supplement income;
- Maize is the dominant crop both in terms of production and gross income, accounting for more than half of the overall crop production between 2006 and 2007
- Commercial livestock farming is primarily based on chicken, cattle and sheep farming. Collectively, account for more than 90% of the total animals found in active commercial farms;
- Milk & Cheese are the main types of animal production in BCMM, more than 80% of animal production income is generated from milk & cream production;

- Horticulture production is only based on pineapple and tomato production. These were the only types of horticulture that were counted in active commercial farms in 2007;
- Arable land amounts to approximately 134,820 hectares in total, indicating that more than half of BCMM land is suitable for farming animals and crops;
- Dominant grassland cover that could potentially be used for grazing of cattle and sheep.

## 7.5 Department of Rural Development and Land Reform sponsored projects in BCMM

NAME OF FARM	SIZE	ENTERPRISE	NEEDS
1. Sunny Ridge	395.3 ha	Vegetable Project	Inputs
2. Sparrow Mkhonto		Vegetable Project	Inputs
3. Umthombo K-anthu		Vegetable	Inputs
4. Phumlani		Poultry Project	Structure and Feed
5. Tembisa		Vegetable	Inputs
6. Mtiza		Vegetable	Poultry Feed Broiler Feed
7. Lingelethu		4-H Club	Inputs
8. Ntsasa		4-H Club	Inputs
9. Lwayiphi		Poultry Farm	Poultry Feed
10. Lwayiphi		Vegetable	Inputs
11. Masenze Project			Poultry Structure
12. Masizakhe Ngokwethu			Poultry Structure
13. Dyam-Dyam		Pig Production	Pig Structure
14. Tyhusha		Masizenzele Poultry Project	Poultry Structure
15. Ngqinisa Massive Food		Massive Food	Inputs
16. Dyam-Dyam		Massive Food	Inputs
17. Douw		Massive Food	Inputs
18. Nahoon Valley			Inputs for Maize Production
19. Izandla Zethu Farm			Feed for Pigs
20. St Lukes Project			Agricultural Inputs
21. Amaxuza Aselwandle		Poultry	Chicks and Feed
22. Makhane		Vegetable	Inputs
23. Ntinga		Vegetable	Inputs
24. Masikhule Somelezane		Vegetable	Inputs
25. Iiso Lomama		Vege & Poultry	Agric Inputs
26. Siyanqoba		Poultry	Chicks & Feed
27. Newlands Fresh Produce Market			Inputs
28. Lilemba Trading		T/A Poultry & Goat Farming	Chicks and Feed
29. Lima-Fuya		Vege & Poultry	Chicks and Feed
30. Dyam-Dyam Primary			Inputs
31. Luyolo Sec School			Inputs
32. Zikhwabe Primary School			Agric inputs

NAME OF FARM	SIZE	ENTERPRISE	NEEDS
33. Indyelo Co-op			Fencing Material
34. Sure to Success			Garden Tools
35. Jumayovephuluthi			Garden Tools and Seedlings
36. Yovuzeka			Pig Growth and Broiler
37. Lusindiso Co-op			Pig Growth and Broiler Feed
38. Sobuza Farm			Structure for Layers
39. Xolisa Miti			Broiler Structure
40. Bassom Farm			Layer Structure
41. Vukuzenzele			Inputs
42. Noncedo			Inputs
43. Chumani			
44. Masakhane			
45. Nxamkwana Homestead			Inputs, Seed and Seedlings
46. Zamuxolo			Inputs
47. Sizama			Inputs
48. Dongwe			Inputs
49. Vukani		Vegetables	Fencing Material
50. Mncotsho Homestead			Inputs
51. Sinoncedo			Fencing Material and Inputs
52. Elam Farm		Beef	Fort Jackson
53. Sisonke Farm		Beef	Berlin
54. Mfolozi Farm		Beef, Goat & Piggery	Berlin
55. Vuso		Beef	
56. Lusindiso Project		Beef, Poultry, Piggery	Fort Jackson
57. Layasha Farm		Beef	Fort Jackson
58. Mahlangabeza Farm		Beef	Berlin
59. Thornville Farm		Beef, Gaot & Poultry	Berlin
60. Tanana Farm		Beef	Berlin
61. Tanana Farm Lumko		Goats	Berlin
62. Dr Sifuba Farm		Beef, Goat & Sheep	Berlin
63. Mr Qwemem Farm Rock Land		Beef, Goats, Sheep & Piggery	Berlin
64. Mr Makalima Farm		Beef, Goats, Sheep & Chicken	Berlin
65. Kameni		Beef & Piggery	
66. Mrs Madlingozi		Beef, Poultry, Goats, Sheep & Piggery	Berlin
67. Mrs Silwana Farm		Piggery	Mdantsane
68. Mrs Msumza		Piggery	Mdantsane

## 8. STRATEGIES/ PROGRAMMES

The following six categories/ programmes have been identified to form a framework around which to develop the Integrated Agricultural and rural development strategy.

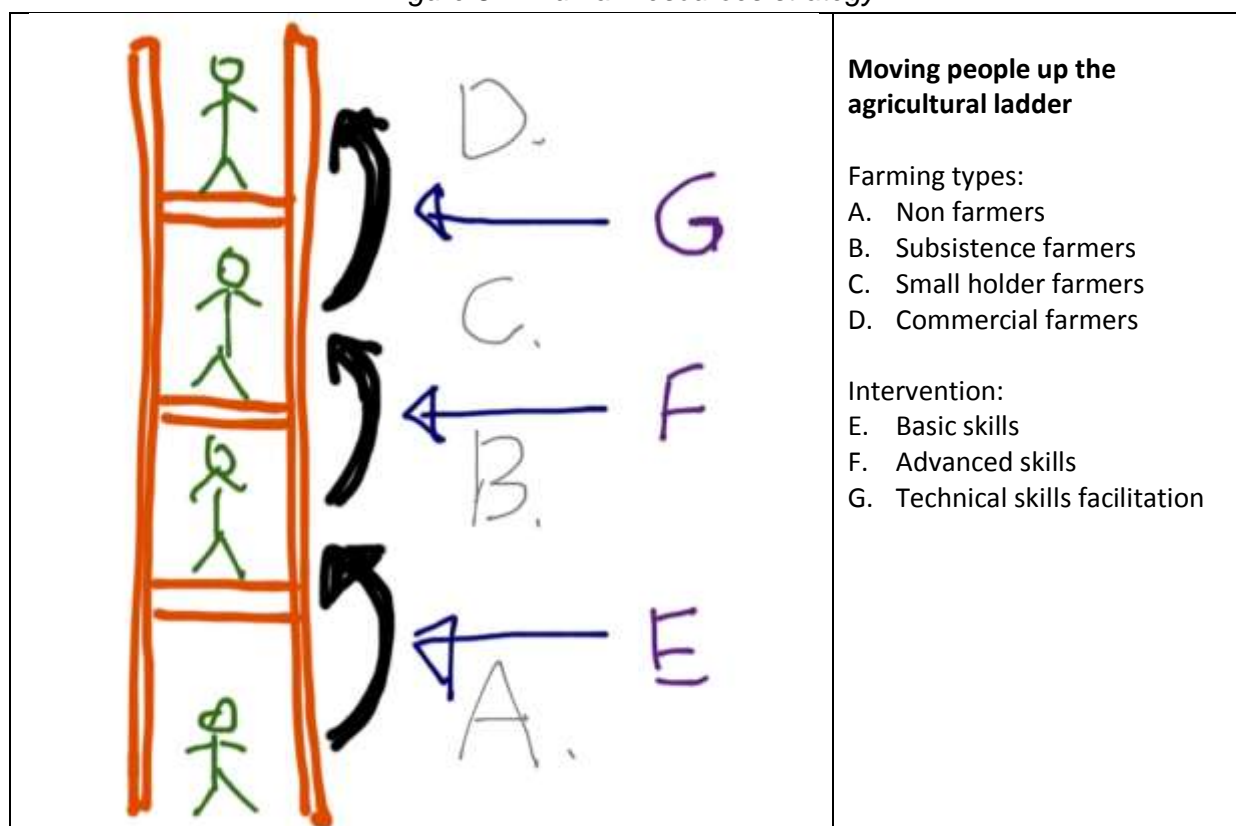
1. Human resource
2. Land
3. Marketing
4. Engineering Infrastructure
5. Social infrastructure
6. Coordination

### 8.1 Human resource strategy

Identify and support people to move up the agriculture ladder

- From nothing to subsistence
- From subsistence to smallholder
- From smallholder to commercial

Figure 8.1: Human resources strategy



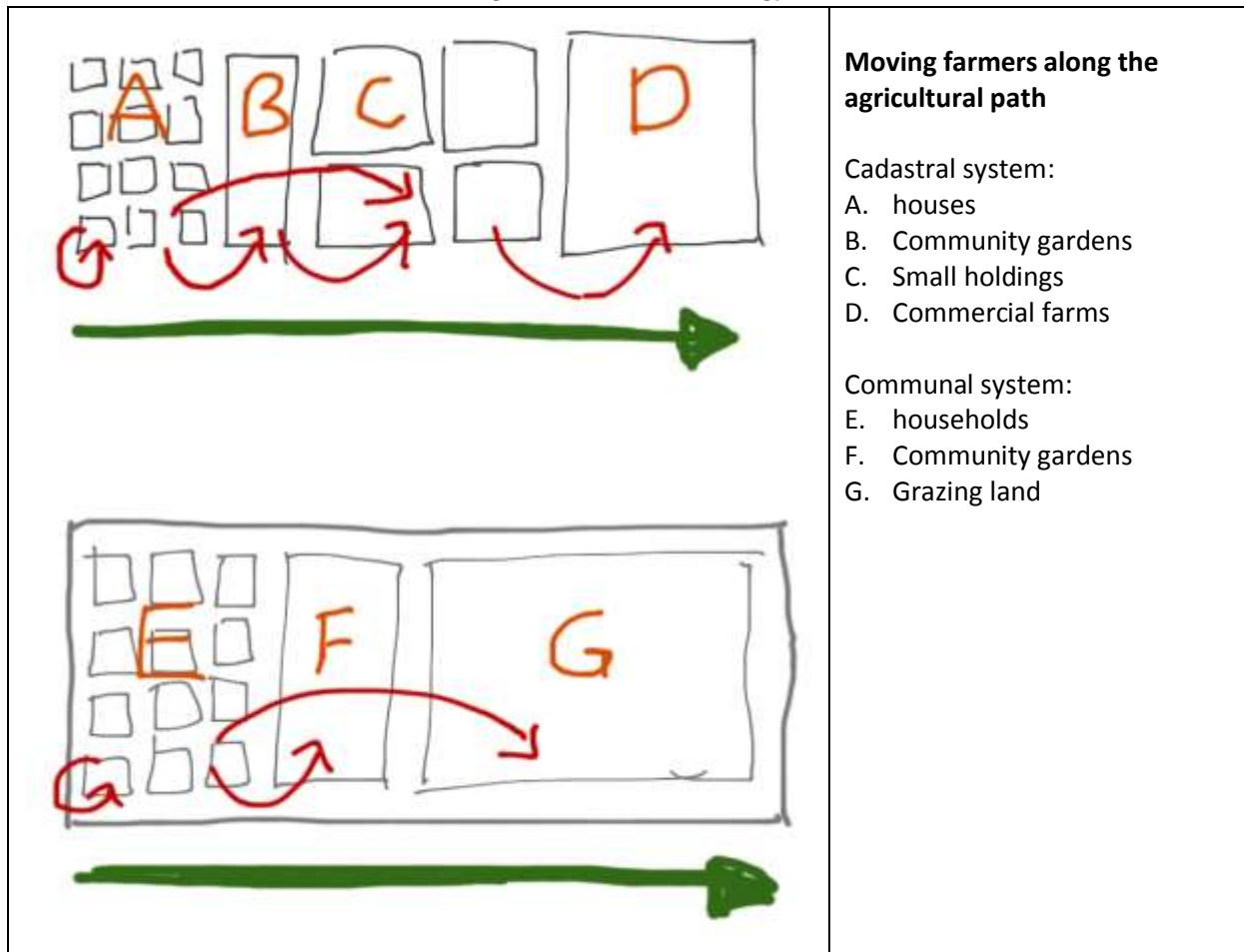
### 8.2 Land strategy

Help farmers to obtain appropriate sized land in appropriate areas

- From no farming to gardening on residential plots / homesteads
- From houses / households to community gardens
- From households/ community gardens to small holder farms

- From small holder farms to commercial farms

Figure 8.2: Land strategy

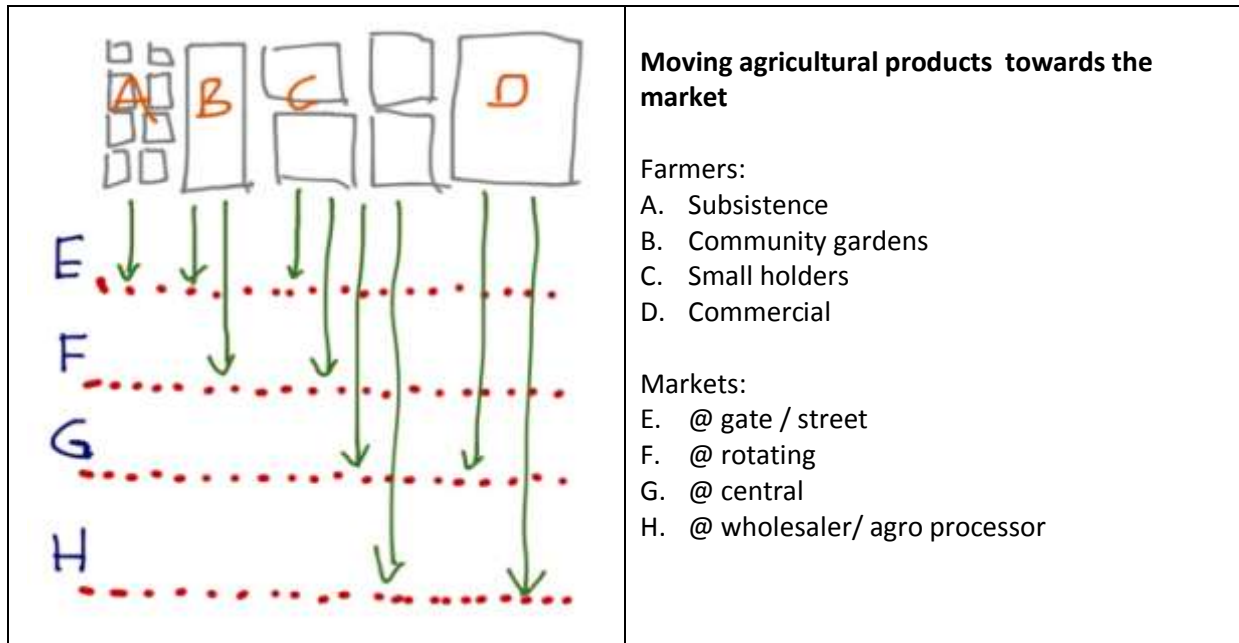


### 8.3 Marketing strategy

Creating a marketing network that allows a person to navigate towards the market

- From garden/ farm to gate
- From garden/ farm to periodic/ rotating market
- From farm to central market
- From farm/ market to agro processing plant and wholesale distribution
- From wholesale distribution/ agro processing to (Inter)national market

Figure 8.3: Marketing strategy

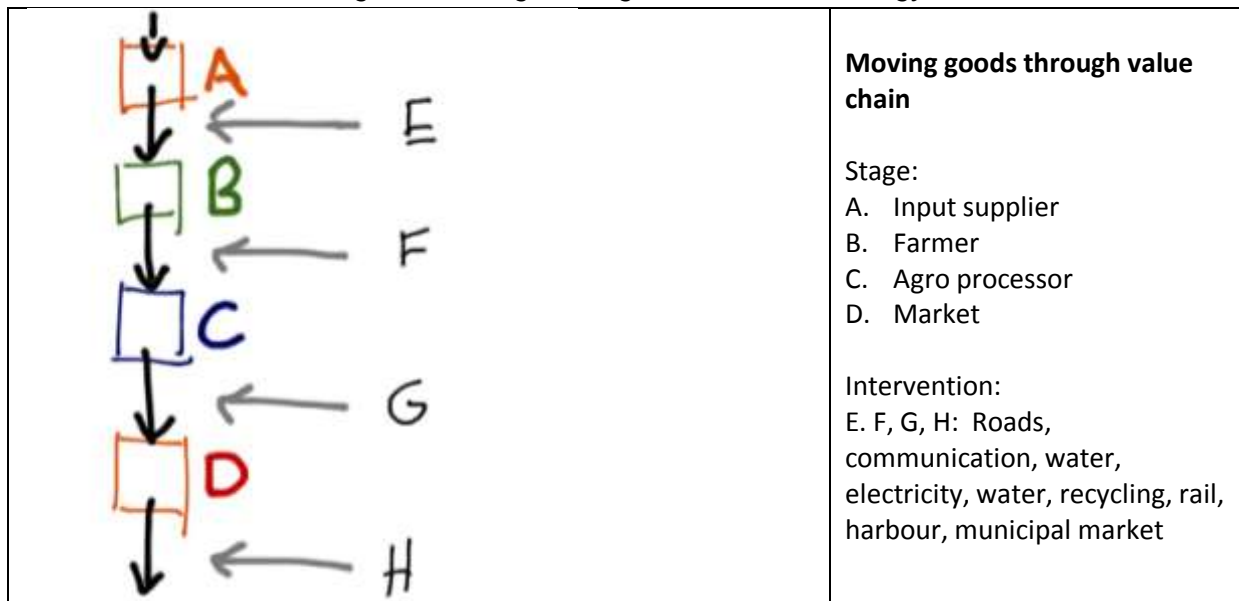


## 8.4 Engineering infrastructure strategy

Facilitate the flow of goods through the whole agricultural value chain

- From input suppliers to farmers
- From farmers to waste managers/ producers/ market
- From farmers to agro processors
- From agro processors to market

Figure 8.4: Engineering infrastructure strategy



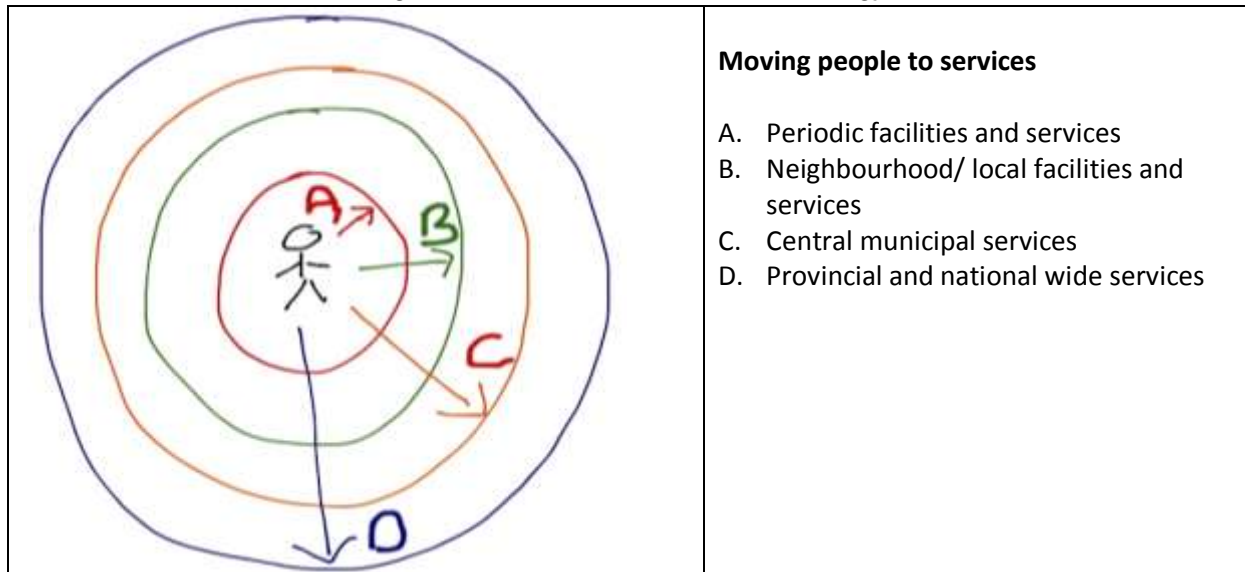
## 8.5 Social infrastructure strategy

Facilitate the provision of appropriate level of services and facilities in urban and rural areas

- via taxi and public transport
- at neighbourhood scale

- Within multipurpose spaces/ facilities
- Over time on periodic basis
- at municipal scale
- at district/ provincial

Figure 8.5: Social infrastructure strategy

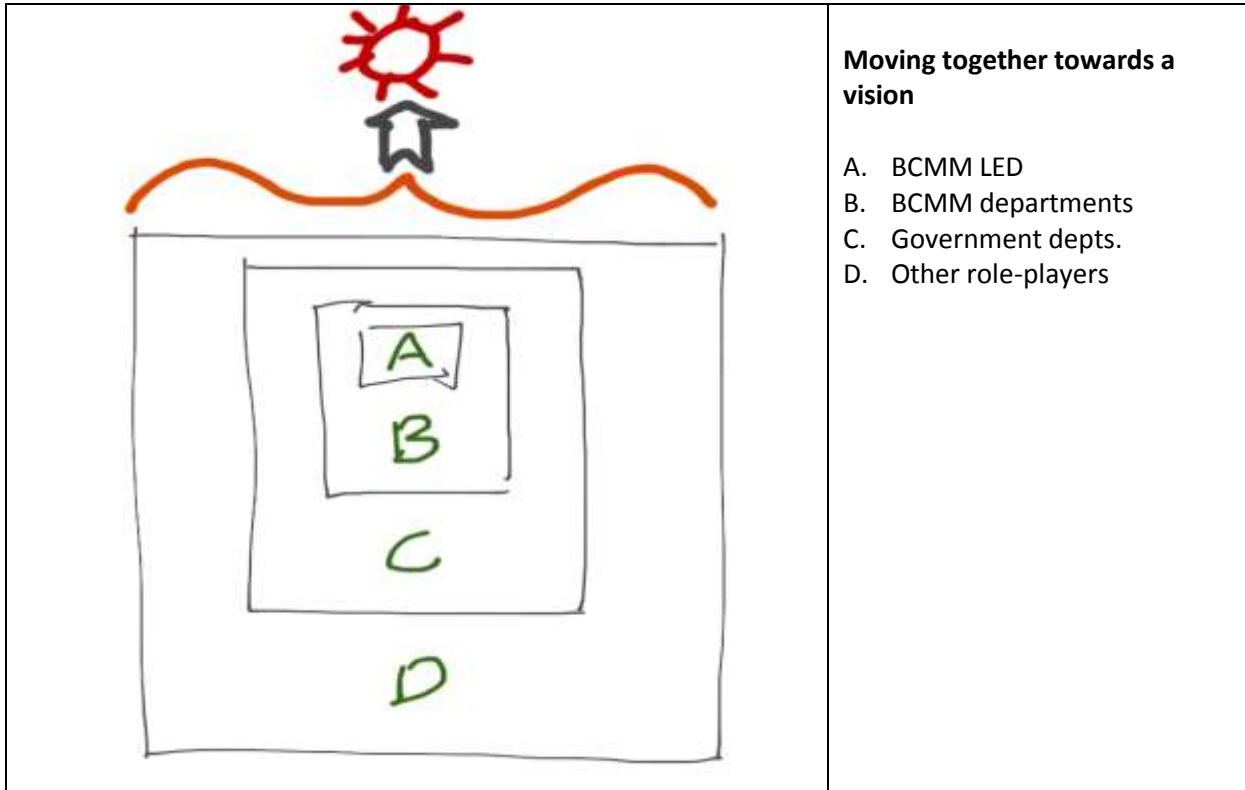


## 8.6 Coordination strategy

Facilitating and coordinating the involvement of all role-players

- Within LED department
- Within municipality
- Within government
- With farmers
- With other stakeholders

Figure 8.6: Coordination strategy



## **9. PROJECTS PER PROGRAMME**

### **Summary of strategies/programme**

The strategies listed in the previous section can be summarised as:

Broadly:

- Build on local natural resources within a network of agricultural zones (natural/ spatial motivation)
- Increase local production for local need (economic motivation)

Specifically:

- Find the right people and provide them with the right skills to grow/ rear quality crops/ stock (human resources)
- Support them in the right places on the right sized land (Land)
- Support them to reach their market (Marketing)
- Provide them with the right infrastructure to obtain inputs and distribute outputs (Engineering Infrastructure)
- Offer the right level of services (health, education, security, etc) at an appropriate scale (Social Infrastructure)
- Draw on the resources of all involved in pursuit of common goal (Coordination)

The following section lists a number of proposed projects per strategy/ programme for the municipality to consider implementing.

### **9.1 Human resources projects**

---

The following projects are proposed:

- 1) Central advice office and demonstration centre
- 2) Mobile advice office
- 3) Agricultural waiting lists
- 4) Mentorship and training data bases
- 5) Research and training coordination
- 6) Agricultural potential data base
- 7) Start up packs
- 8) Material development
- 9) Competitions
- 10) DVD development
- 11) Exchange visits
- 12) Bursaries
- 13) Agriculture in schools
- 14) Communal land use survey
- 15) Household demonstration garden

#### **9.1.1 Central advice office and demonstration centre**

---

Build a multipurpose agricultural advice office where farmer can access a one-stop support service, with information on where to get further support and training on how to undertake farming activities.

Get agricultural related government departments to relocate to this central advice office so farmers can access a range of support services from one place. Develop partnerships with colleges/ research institutions etc. to work out of this office, so training support can also be part of the one-stop-shop.

Arrange for municipal agricultural support officers to manage and coordinate all activities out of the advice office. Manage a mobile and rotating advice office from central advice office.

### **9.1.2 Mobile advice office**

---

Establish satellite advice offices throughout the municipality so farmers do not have to always travel to the central advice office. To save on resources, service these satellite advice offices on a rotating periodic basis, so advice officers from the central advice office can visit each satellite office on a regular periodic basis. Arrange for other government departments to also follow the rotating mobile market (extension offices, veterinary services, etc.). Link the rotating advice office to the rotating market (see marketing strategy) so that the advice services are available on market days when farmers are visiting the market.

Use a combination of fixed buildings and spaces with mobile office space for the advice offices. Link these spaces with information and communication technology infrastructure.

### **9.1.3 Agricultural waiting lists**

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In consultative manner, develop municipal wide guidelines and procedures for how to allocate people from the allocation lists to agricultural plots and projects.

Arrange for the agricultural advice office to establish and maintain sets of agricultural land waiting lists that include:

- Community garden waiting list: For anyone who wants to access a plot in community gardens. Consider allocation criteria being on a first come first served when it comes to being allocated a community garden.
- Smallholder farm waiting list: For people who have a community garden, or can demonstrate a successful household/ homestead garden who want to access a smallholding. Applicants have to submit business plans if they want to get access to a smallholding. Only people with approved business plans should be considered for smallholdings.
- Land – farmer lists: For landowners who have land that they are not using; and farmers who are willing to lease land for agriculture, introduce the parties and let them develop one-on-one land-share contracts. Provide them with pro-forma examples of land lease agreements.

Get the BCMM housing department to assist in developing the lists (based on their experience with working with housing waiting lists).

### **9.1.4 Mentorship/training data base**

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Create and maintain a list of potential smallholder farmers/ commercial farmers/ others who are willing to mentor gardeners and smallholder farmers. Create and maintain a list of potential training providers and the courses they offer.

Maintain a database of community gardeners, smallholder farmers etc. Give potential mentors information on who is seeking mentorship and allow potential mentors to seek farmers they willing to mentor. Let mentors and farmers form one-on-one relations with each other. Provide pro-forma examples of contracts mentorship contracts.

### **9.1.5 Research and training**

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The BCMM LED department to organise regular reviews / evaluations of agricultural and agricultural related projects to learn from the experiences of farmers that have been supported and projects implemented.

The BCMM to coordinate research and training needs with institutions of higher learning. The BCMM to also coordinate agricultural related conferences (e.g. smallholder farming, communal land management) with other role-players so as to position BCMM as a centre of experimentation and learning. Link this research to the advice office and demonstration centre.

Commission base line studies to identify all agri-projects in the municipality receiving some form of government support (training, soft loan, training etc.). Require that this information be updated every few years. The agricultural forum can also play a role in collecting information on who is doing what.

Commission randomised impact assessments in areas where agricultural projects and agricultural support projects are and have been implemented. Start with base line surveys now in these areas so that the on the ground situation can be compared in future after agricultural strategies and projects have been implemented.

### **9.1.6 Agricultural potential and investment data base**

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The municipality should, together with research institutions, government departments, and others, maintain a database of potential agricultural related initiatives. There is much interesting work being done in the region on new and unique crop and stock production and agri-processing, ranging from bamboo, sweet potato, bio-fuels, Ngune cattle, production of powdered food, etc. This list can be provided to potential investors. The data base can be maintained through the hosting of regular investment conferences (co-)hosted by the Municipality where people with agricultural initiatives and ideas meet with potential agricultural and related investors and financiers.

### **9.1.7 Agricultural start-up package**

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The municipality should oversee the development of start up packages for community gardens and smallholder farmers who are being supported.

For community gardeners, it is suggested that the municipality develops, updates and provides a start up package for new subsistence gardeners and community gardeners. This could include as an example an information pack (on local markets, growing for subsistence, funding sources, training provider list), some seed packages, and a membership card to a local tool library.

A similar start up pack can also be developed for smallholder farmers that includes, as an example, an information pack (on local and other markets, on growing for commercial, managing a farm, where to get training), seed packages, training vouchers they can redeem at training providers and membership forms for registration with a local marketing association.

### **9.1.8 Material development**

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The municipality should collect information of what training material is available and what training gaps there are in relation to agricultural skills and businesses. In relation to gaps,

the Municipality can arrange with the relevant bodies (e.g. departments of agriculture, social development etc.) to develop appropriate training material.

The type of courses that can be considered include (for example):

- Study groups: How to learn as a group.
- Short courses: How to grow vegetable, how to raise chickens, etc.
- Mentor courses: How to be a mentor.
- Funding opportunities: What grant, loan and investment funding opportunities there are, and how to write business plans.

The coordination of this material development can form part of a subcommittee set up under the BCMM agricultural forums. (see section on coordination).

### **9.1.9 Competitions**

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The municipality to organise competitions on aspects of agricultural development so as to encourage people to do their best, recognise the good work that people are doing, and publicise what is being done.

Examples of competitions include:

- Best agricultural and agri-processing innovator
- Best home garden/ community gardener/ small scale farmer/ commercial farmer/ etc
- Best youth / women farmer

The municipality can approach different role-players to donate prizes. Some prizes could also relate to some of the work that the municipality is doing in relation to access to land, and financial support.

### **9.1.10 DVD production**

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In order to raise the profile of agriculture within the economy of the municipality and support those that are doing good work, the municipality should identify best practice examples (through the competitions and other means) and produce documentaries on these farmers so as to share this experience and elevate the profile of farming in the municipality.

### **9.1.11 Exchange visits**

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One of the best ways of building capacity of agriculturalists is to support them to learn from each other through farmer-to-farmer peer review visits. The municipality, working with farmers associations, can assist in identifying good projects in other parts of the city, province and country (and even internationally) for visits.

The municipality can also organise municipal-to-municipal exchanges, and possibly look at identifying local and international municipalities to 'twin' with. For example the City of Cape Town has experience with the promotion of urban agriculture and has started to forge links with international organisations. The contacts that have already been forged with Italian organisations can also be built on.

### **9.1.12 Bursaries**

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If agriculture is to be seriously supported and promoted in the city, the municipality should consider offering bursaries to potential farmers to get more training. Students who receive bursaries should be housed in LED agriculture unit.

### **9.1.13 Agriculture in schools**

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The municipality should engage with those NGO's and government programmes that are already undertaken student and community gardening projects within schools. Agriculture in schools can be coordinated as part of a subcommittee of the agricultural forum. (see section on coordination).

### **9.1.14 Communal land use survey**

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Farming in communal areas is a challenge. It is very difficult to pinpoint exactly what the challenges and therefore solutions to supporting agriculture in communal areas could be.

A good starting point would be for the municipality to work closely with other government departments (again possibly as a subcommittee of the agricultural forum) and coordinate the implementation of a physical and social survey of land holdings in communal areas to identify who has rights to what pieces of land.

On a case-by-case basis these surveys can be used to evaluate if and how land is being utilised and where land not adequately used identify why is not being used (e.g. community gardens not being farmed as family moved to township); and also identify potential strategies to get this land more productively used.

### **9.1.15 Household demonstration garden**

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In order for the municipality to demonstrate its commitment to gardening and food production it is proposed that the gardens of an official municipal residence or similar municipal property be converted to a demonstration garden that demonstrates how permaculture principles can be incorporated into sub urban gardening.

There are a number of permaculture and organic and household gardening clubs and organisations in the city, so the municipality can negotiate with these associations to help them establish and maintain this property. This project can be a quick project that can show results in a short period of time while some of the larger and longer term projects are still being planned.

## **9.2 Land projects**

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The following projects are proposed:

- 1) Conservation (resource) zones
- 2) Agricultural zones
- 3) Settlement expansion zones
- 4) Agro processing nodes
- 5) Community garden development and upgrading
- 6) Community garden land administration
- 7) Small holder Land acquisition and management
- 8) Commonage management programme
- 9) Communal land development management
- 10) Agricultural rates and services
- 11) Agricultural land trust

### **9.2.1 Identify and protect conservation zones**

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Agricultural development needs to occur within a broader spatial strategy that integrates urban, rural and wilderness development. The terms rural and urban can be misleading when it comes to agricultural activity, as there is a lot of agricultural activity that can occur in urban areas (e.g. household gardens, community gardens, tunnel production, etc). It is therefore proposed that the terms settlement, agriculture and conservation rather be used.

The starting point of any development (be it agricultural or settlement development) is to identify those areas where no development will be undertaken. These are the areas that will be conserved for their wilderness and natural features, noting that conservation areas perform vital functions for the region including for example air purification, heat reduction, storm water retention and management, etc.

Other natural resources that need to be protected include areas of high wind potential (for wind farms) and sun intensity (for solar panel arrays), as well as the ocean zone for fish and ocean based (wave, tide, etc) renewable energy. Agricultural activities (crops grazing etc) are compatible with wind farming in wind intense areas.

The municipality should consider undertaking a study to identify priority conservation zones for the city that will be off limits for both settlement and agricultural development.

### **9.2.2 Agricultural zones**

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The municipality should conduct an exercise to identify and zone various agricultural zones within the city. This exercise includes both:

- 1) Developing various agricultural zoning categories for different types and levels of intensity of agricultural activity, as well as
- 2) Drawing these zones on the municipalities zoning maps.

For example, as a minimum two broad categories of agricultural zones should be identified:

- 1) Zone 1 agricultural zones are land parcels where it is made very difficult to sub divide and rezone the land away from agriculture to another land use (e.g. residential). This can be further sub divided into sub zones like zone 1.1 for larger commercial farms; zone 1.2 for small holder farms; and zone 1.3 for community gardens.
- 2) Zone 2 agricultural zones are land parcels where agriculture is taking place now but where it is easier to get permission to rezone for settlement expansion and sub division.

This rezoning approach would move away from the 'urban edge' concept, and rather focus on identifying agricultural edges, within which the land is zoned as, for example, zone 1 agriculture.

In this way the municipality would allow future development of the city along identified settlement corridors and away from agricultural zones.

The agricultural edge maps may need to be developed at two scales: the city wide scale that would identify zones that correspond with cadastral boundaries of properties, and then at a more detailed neighbourhood scale where the agricultural zones correspond to the topography, good rainfall/ temperature areas, frost free zones, good soil zones, etc.

### **9.2.3 Settlement expansion zones**

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The conservation zones mentioned above should form the starting point of any spatial planning exercise, followed by agricultural zone 1 areas. Settlement expansion zones come

last in this conservation, agriculture and settlement planning process. The settlement expansion zones need to take into account future development corridors of the city, and be closely aligned with future public transport routes.

The city needs to acknowledge that new city growth is likely to continue and must plan for such expansion in a way that this growth is directed away from conservation and agricultural zones.

The concept of encouraging denser development within existing areas needs to be pursued but not in a way that utilises all land within the urban area for settlement. Some land within the existing settlement needs to be set aside as agricultural zone 1.

#### **9.2.4 Agro service centre nodes**

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The Municipality (planning department) should review its agri-service centre nodes in and around the city. Location of such nodes should be located:

- At main intersections in more rural areas;
- In areas where there is existing activity taking place, e.g. agro processing plant, that has potential to expand into a larger hub/ service centre; and
- In areas where there are underutilised buildings and municipal infrastructure.

Non-agricultural related activities like shops, housing and social activities can be clustered within these nodes. The intention is to 'crowd in' (focus in one area) government funding and support in nodes that are scattered throughout the municipal area.

Private sector investment for agro processing plants, for example, should also be channelled to these agro processing nodes. It is not the role of the municipality to determine exactly what type of agro processing plant is located in a particular agro service centre node. The municipality however does need to work with farmers and business within the city (possibly through a sub-committee of the agricultural forum) to identify opportunities for agro processing in/ at these agro service centre nodes.

The East London Industrial Development Zone, with its experience in supporting new business ventures can play an important role in identifying possible business opportunities to support. Possible examples of activities include:

- Hides from cattle;
- Wool from sheep/ goats;
- Pineapple juice/ concentrate;
- Powdered food; and
- Bio-fuels.

In the beginning it is advisable that the municipality considers promoting and supporting only a few agro service centre nodes where agro processing activities can be clustered so as to crowd in the provision of engineering services, e.g. roads, water, electricity etc. to these nodes. Smaller, more localised agro processing nodes can emerge over time.

#### **9.2.5 Community garden development and management**

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The Municipality should adopt a policy that all new housing developments and informal settlement upgrading projects should incorporate a community garden element. If a project does not incorporate such an element it needs to motivate why.

The planning and LED department should also investigate opportunities for retrofitting community garden projects into existing residential areas.

## **9.2.6 Community garden land administration**

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The Municipality land administration department (working with the LED unit) should develop standard pro-forma lease agreements for people using municipal land for growing food. These agreements can be used in both situations where people are already using the land (e.g. many of the community gardens in Mdantsane and other areas) as well as in new areas that are developed.

People that are presently using municipal or state land for gardening purposes on an informal basis, need to enter into lease agreements with the municipality for the use of this land. The lease agreement can be at a very low rate (e.g. R1 a year) but it will help the municipality identify who is undertaking and interested in agricultural development. The Municipality needs to investigate the legal implications of recognising and 'leasing' land for agricultural development that is not zoned for agricultural development.

If community gardeners want to receive support from the municipality and be considered for access to larger more formal community garden projects or small holder farms (see section on agricultural allocation data bases) they need to have signed these lease agreements with the municipality.

## **9.2.7 Smallholder land acquisition and distribution**

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In terms of acquisition of land, the municipality needs to work closely with the Department of Land Reform and agriculture (possibly as part of a subcommittee of the agricultural forum) to obtain farms in agricultural zones and sub divide these farms into smallholdings.

The municipality should investigate how small holder farming can be linked to communal land, either by negotiating with communal leadership for land within communal areas to be demarcated for small holder farms or purchasing land adjacent to communal areas to be converted to small holder farms. Consideration should also be given to look at how communal grazing land in communal land can be also used for grazing by smallholder farmers with stock.

In terms of distribution of smallholder farms, the municipality should develop a policy for the distribution of such farms to smallholder farmers. This distribution strategy / policy needs to be coordinated with the Department of Agriculture and other departmental programmes. Such an allocation policy should include allocating farms to:

- People coming up the agricultural ladder from community gardens and households that are showing promise and who have approved business plans;
- Existing farm workers; and
- People from adjacent communal areas who have demonstrated promise in managing such farms successfully through the farming they have done on communally managed community gardens and homestead plots.

Other strategies that can be explored to acquire and distribute land for farming include the list below. The details of these strategies need to be developed in consultation with role-players identified through the agricultural forum.

- Encourage people who own land to use it for farming. (Mechanisms the municipality can consider using include agriculture zoning, transfer of development rights, rates rebates, etc.);
- Encourage people who own land but are not farming it to sell all or part of the land. (The use of the vacant land tax is one example of how this can be done);
- Buy more land for farming and sell or donate this land to people who want to farm it;

- Start a farm share programme where people with land that they are not using rent this land to or share profit with people without land who want to farm it; and
- Institutions with land that is underutilised like schools clinics, community halls, etc. make the land available to people to farm.

### **9.2.8 Commonage management programme**

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The municipality needs to commission the development of a commonage management plan, that draws on existing legislation and experience. Such a plan should review the procedure and systems it has to lease out commonage land. Consideration should be given to prioritising access to this commonage land to smallholder farmers.

### **9.2.9 Communal land development management**

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The municipality needs to commission the development of a communal land development management plan.

The communal land development plan must build on the communal land use survey referred to in the human resources section. This includes identifying what pieces of land there are, who has the rights to use this land, and what challenges are being experienced by role-players involved in effectively utilising this land (on a case by case basis).

The consultants commissioned to develop the communal land use management plan need to conduct case studies and literature reviews of how communal areas have been and can be managed in other areas of the country and the region.

Workshops and extensive consultation processes need to be held with traditional leaders and communities involved to develop a communal land use management plan.

The plan needs to look at how new development will be managed and how settlements will be expanded within communal areas. The normal zoning scheme approach used by the municipality is unlikely to work in communal areas as plots do not have cadastral boundaries and traditional leaders play an important role in determining land usage in these areas. This is in contrast to areas that fall under the registrar of deeds where the municipality plays a far more important role in land use management through its town planning zoning and township establishment schemes.

### **9.2.10 Agricultural rates and services policy development**

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The municipality should develop a policy paper on rates and services in rural, communal and agricultural areas that are presently not fully covered by the municipalities rates and property policy. In such analysis, consideration needs to be given to how rates and services policy can be used to support agricultural activity, like for example providing discounts on property rates to farmers in identified agricultural zones who are using the land for agricultural purposes.

### **9.2.11 Agricultural land trust pilot**

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The municipality should develop a motivation for the establishment of an agricultural land trust and seek potential partners to help pilot such a project. An agricultural land trust is a not for profit entity that owns (or owns the development rights to) land that is very suitable for agricultural development and that is or potentially will be under threat of development for settlement purposes. In other words, the trust makes sure that land suitable for agriculture continues to be used for agriculture and is not converted to residential, business or other purpose.

The concept of the purchase and/or transfer of development rights should be incorporated into land trust pilot project, to demonstrate and test how trusts can own development rights without necessarily owning the actual land. In other words the land can stay in private ownership, being bought and sold for agricultural purposes, but the land can never be rezoned for non agricultural purposes, without getting the approval of the agricultural land trust. Landowners on agricultural land that is under pressure for settlement development can be compensated not to develop the land. Consideration can be given to requiring new settlement developments (e.g. shopping complexes, industrial centres, etc), to purchase additional development rights from farmers in agricultural zones, so that in this way government does not have to find the money to purchase the development rights.

### **9.3 Marketing Projects**

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The following projects are proposed:

- 1) Central market;
- 2) Periodic/ rotating market;
- 3) Buy local campaign;
- 4) Municipal procurement;
- 5) Eco/ agro tourism;
- 6) Agri-branding; and
- 7) Regional periodic circuit.

#### **9.3.1 Central market**

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The municipality should upgrade the infrastructure of the central municipal market. Opportunities for building the capacity of market managers and staff should also be explored.

Alternative management arrangements for the central fresh produce market should be considered, including (for example):

- Full municipal management;
- Public-private partnership management; and
- Privatization of management (either for profit or not for profit).

The views of organisations like farmers association, consumer bodies, retail businesses, ECDC and ELIDZ can be canvassed to explore these options and reach a mutually beneficial arrangement.

The municipality should also research opportunities for improving access to the central market for community gardeners, smallholder farmers and commercial farmers.

A marketing and branding strategy for the municipal market should also be developed to publicise and raise the profile of the market both from producer and consumer points of views. Signage to access the market needs to be improved to raise its visibility.

#### **9.3.2 Mobile /Rotating/ periodic market**

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The municipality should develop a plan for the establishment of a rotating periodic market. A periodic market is where, on a regular basis, the market moves from one place to another (thereby increasing the threshold of activity at the market on the days it happens in a particular area). These markets can be located in strategic rural villages/ nodes and “townships” where there is a demand for fresh produce.

The periodic market plan should identify and upgrade spaces in these communities for these periodic markets, including safe and secure enclosed spaces with controlled access to store goods and transact business, clean ablution facilities and access to electricity.

These markets should be linked to other initiatives like pension pay points, clinics, library, municipal advice office, etc. The markets should be multi-purpose markets that also sell non-food products and services.

Priority should be given to local businesses from the surrounding areas of the market, but sellers from the broader municipal area can also follow these periodic markets as they move from area to area.

### **9.3.3 Buy local campaign**

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The municipality should work with farmers associations and others to develop a buy local campaign/brand. The campaign can start small to get it going. Drawing on this experience, the campaign can grow and become more sophisticated over time.

Agricultural food products are a good starting point for any buy local campaign. Over time this buy local campaign to be extended to look at other goods and services.

Community media, community newspaper, pamphlet distribution organisations, churches, taxi associations etc. can all be used to help market information coming out of the buy local campaign.

### **9.3.4 Municipal procurement**

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The municipality should review its procurement strategy to prioritise the sourcing of agricultural related goods and services from local farmers; focusing on locally owned smallholder and commercial farms.

The municipality needs to lobby other government departments, like Education, Health, Prisons, etc. to also emphasise procurement of agricultural goods and services from businesses and farmers involved in the buy local campaign.

The municipality can set good precedent by adopting local food sourcing from members of buy local campaigns when it organises municipality, ward and community meetings. The temptation to source catering services, for example, from global fast food chains needs to be resisted and discouraged, as this does not adequately demonstrate commitment to a policy that states that local food will be used for local need.

The municipality's procurement policy needs to be reviewed and revised to increase the number of points that are allocated to locally owned businesses.

### **9.3.5 Eco/agri tourism marketing**

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The eco and agri-tourism sector can also benefit greatly from support from the involvement and support of the municipality and other government departments in developing and promoting a local eco/ agri-tourism brand.

Many areas around the world from the Western Cape to Tuscany in Italy attract a number of tourists as a result of their beautiful agricultural scenery. Buffalo City has the potential to provide a similar agricultural experience for tourists (drawing on both its communal and private farming areas). An agriculturally focused Buffalo City can also aim for a similar brand.

Tourist related activities that relate to agriculture, include:

- Farm stays and farm bed and breakfast;
- Horse riding and hiking through agricultural areas;
- Visits to fresh produce (and other) markets;
- Attendance at conference venues in more agricultural contexts (e.g. on working farms); and
- Attendance at business and educational conferences that relate to the growing, processing and distribution of food and agricultural products (e.g. bio-fuels, wood, etc.).

The municipality, working with other appropriate departments and role-players can assist with issues relating to eco and agri tourism signage, websites, etc.

The municipality should include agriculture, along with its natural and cultural environment, at the centre of its eco/ agri tourism brand.

### **9.3.6 Agri branding**

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Agri tourism emphasises agriculture as the bedrock on which tourism is based. This concept needs however to be expanded significantly to not only seeing agriculture as the bed rock for tourism but as the bed rock for all sectors of the economy.

- Agri- industry looks at backward linkages (production of inputs for agricultural businesses/ production), forward linkages (processing of agricultural goods into processed food and other products like building materials, cloths, fuel, etc); and sideways linkages (the provision of training, financial, health and other services to people involved in the agricultural and agricultural related sectors);
- Agri- housing includes the development of agricultural housing estates, housing for farm workers, and using building materials from local agricultural sources (wood, hemp, etc.);
- Agri- transport looks at bio fuels, horse drawn transport, and mobile and rotating markets and services;
- Agri- land use planning looks at incorporating agriculture into the spatial planning and land use management of the city (see section on Land);
- Agri – education looks at education on agricultural subjects in tertiary institutions; and agriculture within the school curriculum; and
- Agri – health looks at research into the health benefits of various crops (promotion of the health benefits of organic crops for people and the environment), food and nutrition promotion; and health services that are provided on periodic and rotating basis to rural areas.

In other words, multiple objectives can be addressed by adopting a agri-brand for the city.

Also see the section on coordination for more on this where agriculture becomes the underlying feature/ element or coordinating vision that pulls all departments and sector interventions towards a common goal.

### **9.3.7 Regional periodic market**

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Buffalo City can position itself to become a regional centre for a regional, and national periodic market programme. The experience gained by the municipality in establishing and implementing a periodic market programme can be used to develop broader periodic market circuits. These could be over larger areas and over longer periods of time (e.g. a market

programme for the whole Amathole region that rotates around a number of locations on a quarterly basis).

Consideration can even be given to using railways and trains as a basis for such a periodic market and/ or advice facility (the health train is an example). Buffalo City can be the host city from which such periodic circuits are coordinated.

## **9.4 Engineering Infrastructure projects**

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The following projects are proposed:

- 1) Agricultural water demand study;
- 2) Engineering infrastructure planning review;
- 3) Priority project engineering infrastructure study;
- 4) Sanitation review;
- 5) Composting and recycling programme;
- 6) Electrical and energy plans;
- 7) Fencing;
- 8) Street trees;
- 9) Industrial infrastructure;
- 10) Public transport and interchanges; and
- 11) National infrastructure.

### **9.4.1 Agricultural water demand and supply study**

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One of the key elements of successful farming and agriculture is access to water. South Africa as a whole is a water scarce country and we need to look to how best to use the water we have.

The municipality needs to commission a study looking at how it can expand the supply of water for agricultural purposes. This includes both the provision of new water infrastructure (dams and water systems, ground water recharge, storm water harvesting) as well as the better use of existing water (fixing leaks, more water efficient usage, reusing water from waste water treatment plants , household grey water usage, improved agricultural irrigation techniques, etc). Potential irrigation zones need to be identified in relation to proposed agricultural zones. Ideally, appropriate irrigation infrastructure should be provided to areas with good agricultural soil and climate.

Opportunities for alternative sources of water (e.g. through better water harvesting and ground water extraction) needs to be explored to compliment more traditional water supply methods. Alien vegetation removal projects should also be expanded.

If community gardens are to be incorporated into (old and) new housing development projects, then the use of storm water from these developments through storm water retention and detention methods and 'swales' (water trenches parallel to contours) for agricultural purposes needs to also be promoted. Instead of allowing storm water to flow into the stream and rivers and out to sea its needs to be trapped and captured both above and below ground in ground water resupply wells.

### **9.4.2 Engineering infrastructure planning review**

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Each engineering department in the municipality needs to conduct a review and analysis of their existing medium and long term infrastructure development and maintenance plans with

a view to reviewing existing engineering development plans to ensure that there is an adequate focus on rural areas. This includes:

- Roads;
- Water;
- Sanitation;
- Electricity; and
- Waste management.

These plans need to be coordinated with other government structure and departments that deal with engineering infrastructure, like provincial and national roads and public works and Eskom, for example.

#### **9.4.3 Priority (catalytic) project engineering infrastructure requirement study**

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The engineering department needs to continue with its plans to improve engineering infrastructure throughout the municipal area, especially in rural areas that have been neglected in the past. See section above on engineering review.

For the purposes of the agricultural and rural development strategy, a new focus needs to be given to the provision of engineering services (roads, water, sanitation, electricity, waste removal, etc) to those areas identified as strategic areas for agricultural development. This includes:

- High priority agricultural zones;
- Central market facilities;
- Mobile market space and facilities; and
- Agri service centre nodes.

#### **9.4.4 Sanitation review**

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The municipality's sanitation policy and plans need to be reviewed with an emphasis placed on the potential linkages between sanitation and agriculture.

For example, dry on-site sanitation systems need to be promoted that incorporate a composting element. The urine diversion technology that the municipality has explored in the past needs to be pursued further for its agricultural potential.

Studies need to be conducted on how to make better use of the products coming out of municipal central water sewerage treatment plants. Opportunities for using the sludge and gray water within the agriculture sector (and other sectors such as construction – e.g. using sludge in brick manufacture) needs to be investigated.

Opportunities for more decentralised wastewater treatment facilities that utilise more organic and natural processes of water purification need to also be explored. Such systems lend themselves to be linked to community gardens and other agriculture and aquaculture endeavours.

#### **9.4.5 Composting and recycling programme**

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The municipality needs to review its waste management programme with a view to exploring how composting and other recycling techniques can better be integrated with agricultural development. As a start, the municipalities own organic waste from its parks department needs to be composted and made available at cost to community garden and small holder farming activities.

The municipality can obtain and circulate training material on solid waste and waste water recycling at household and smallholder scale

The municipality can also organise a data base of waste products from significant agricultural and agro processing facilities (that can be used as input for other activities). The data base should list what outputs from one activity can be used as inputs of for another activity.

#### **9.4.6 Electrical and energy**

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Over and above the electrification work done as part of overall review of engineering infrastructure and electrification within priority areas (mentioned in sections above), the municipality, working with identified role-players, should develop pilot projects looking at alternative and renewable energy solutions for off (and on) grid electricity situations with a view to expanding these technologies.

The emerging interest in renewable energy as a priority sector within the programmes of the EL IDZ, for example, provides an opportunity for the municipality to partner with these initiatives through pilot projects.

The utilisation of agricultural products and waste can provide an important component of these pilot projects (e.g. biogas from animal waste, and gasification from carbon based products). Bio-fuels for the running of vehicles and machinery provides another example of where agriculture and energy can be coordinated.

Opportunities need to be explored for pump storage, possibly in partnership with neighbouring municipalities, where excess energy during periods of low energy demand is used to pump water up to dams at higher altitudes, so that hydroelectricity can be generated when energy demand is higher. These storage dams also provide opportunities for aquaculture activities.

Wind farms, as mentioned elsewhere in this report, are very compatible with agricultural related activities.

#### **9.4.7 Fencing programme**

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The lack of fencing, especially in more communal land areas has been identified as a serious problem in relation to delineating agricultural areas, securing stock and discouraging theft.

The municipality needs to engage with other government departments to explore fencing programmes. Options include working with the department of roads (who have an interest in keeping animal stock off the roads), and public works through the community works programme who have an interest in supporting job creation. Other innovative options for financing can be explored such as advertising rights along fence lines that can be sold to cover fencing capital and maintenance costs.

Fencing also contributes to improving security of tenure, as it is easier for people to identify plot boundaries.

Any fencing programme needs to be accompanied by a fencing maintenance and theft prevention strategy. See the section on security for suggestions on how this can be addressed.

#### **9.4.8 Street trees**

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The municipal parks department should plant edible fruit and nut (and medicinal) trees in the street and parks. The public should be free to use this food.

A public private partnership arrangement could be entered into with companies to glean produce from these trees. In this way the private sector can contribute to maintaining these trees.

#### **9.4.9 Industrial infrastructure**

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The municipality needs to develop a database of all underutilized industrial and agricultural buildings and infrastructure in the municipal areas. Areas like Dimbaza and Fort Jackson, for example, have engineering services and underutilised buildings that can emerge with new life, if utilised as part of a new agricultural strategy. These spaces can be linked to the agri service centre concept discussed in the land section.

#### **9.4.10 Public transport and nodal interchanges**

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The municipal public transport plan needs to be reviewed to bring in a far more rural public transport element. The location of the agricultural zones, central and mobile markets, central and periodic agricultural advice offices, agro service centre nodes all needs to be linked into the broader public transport plan for the municipality.

One of the challenges with public transport to more rural type locations is the lower densities of potential commuters in these areas. One of the counter measures to this is to create a network of interlinked urban and rural zones in close proximity to each other so that public transport can be located along the settlement corridors and nodes, while still being in close proximity to people and activities in the nearby agricultural areas.

#### **9.4.11 National infrastructure**

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The municipality must continue to engage with other national and provincial government structures over the larger and longer term infrastructure initiatives that all will contribute to agricultural and rural development. This includes the upgrading of the harbour, airport, buss depots, fuel depots, goods yards, cell phone technology, land-line telephone technology, national, private and community radio and television and print media.

### **9.5 Social infrastructure projects**

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The following projects are proposed:

- 1) Security;
- 2) Health;
- 3) Education;
- 4) Food security;
- 5) Multipurpose centres; and
- 6) Financial services.

#### **9.5.1 Security**

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The municipality should work closely with and support the police and other role-players involved in community policing programmes to improve safety and security within the agriculture sector.

The concept of 'road rangers', as utilised by the department of transport to manage fencing and stock on some of the roads in the province should be explored by the municipality, drawing on either or both their own and the department of transports resources. Consideration should be given to expanding the mandate of these ranges to take up a broader security and agricultural support function.

It is suggested that the LED department, working with the municipal police should develop a motivation for an agricultural rangers programme, highlighting the purpose and benefits of such a service, the role and function and activities of these rangers, and financial and institutional implications.

The municipality should work with appropriate structures to plan and develop additional satellite police stations in more rural areas. These facilities could be located in agro service centres and linked to the mobile and periodic market service. These satellite offices could provide either a permanent police presence or a mobile /periodic presence.

Innovative options for resources such a service would need to be explored, including for example, donation of equipment, the use of the community works programme, and twinning of communal areas with higher income residential areas for cross subsidization of local taxes.

### **9.5.2 Education**

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More detailed investigations and studies, drawing on role-players with more experience and expertise on educational requirements in rural areas needs to be conducted. The department of education would need to play an important role.

Issues relating to bussing children to school, the use of rural schools for multi-purpose use, the provision of mobile libraries etc. would form part of this more detailed rural education investigation.

The section on human resources touches many elements that relate to education in relation to agriculture.

### **9.5.3 Health**

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A more detailed investigation in rural health would also need to be conducted, in the same way as there is a need for a study on rural education.

Issues that would be investigated include: school feeding schemes and early childhood development; education on nutrition; mobile clinic's; HIV / Aids programmes; etc.

The buy local campaign can also be used to promote good nutrition.

### **9.5.4 Food security**

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The majority of this report focuses on the production side of agriculture, looking at how to support farmers in producing and marketing their produce. It is generally assumed that the consumers of the food would have resources to pay for their own food and nutrition needs.

However, for the very poor, who are unable to afford to buy their own food, other food security programmes are needed. One element of food security is to help the poor produce their own food. Many of the programmes in the human resource section related to household food security and producing food at home and in community gardens for subsistence purposes fall into this category. The other element of household food security is to subsidise the provision of food to households who are unable to grow or buy their own food.

Options that could be considered in this regard include:

- School feeding schemes;
- Food banks, where leftover food from restaurants, government institutions, etc. is collected and distributed to charities and other institutions;

- The provision of retail space by the municipality at good locations (e.g. at taxi/ bus interchanges and train stations), to businesses at discount rates on condition that these businesses in turn offer a certain basket of food to the public at discount rates; and
- The introduction of a 'food for waste' programme, where for example (as has been tried in some Brazilian cities), community recyclers, in exchange for returning recycled waste receive food stamps or parcels.

The municipality will need to investigate these and other food security interventions in more detail, looking at the financial and institutional implications before making any commitment.

### **9.5.5 Multipurpose centres**

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The social services listed above as well as many of the other services listed elsewhere in this report (such as marketing and agricultural advice) need to be coordinated and provided as part of an integrated service. Other social services that can also form part of this multipurpose facility include fire services, ambulance, post offices, telephone centres, municipal pay points, etc

For less dense rural nodes it is far more important to crowd in public investment into specific areas so as to make it easier for rural households to visit one place and receive a range of services. These services can be crowded-in both in terms of space (at a agri service centre and multipurpose facility) as well as crowded-in in term of time (e.g. as part of a periodic service that visits a particular space on a particular day.). See the sections on advice centres and marketing centres elsewhere in this report.

### **9.5.6 Financial services**

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This integrated agricultural and rural development strategy has not explored the important issue of finance for agricultural development. There are many government (and other) programmes and departments that deal with this matter providing grant, loan, and equity investment, insurance and guarantee finance for agricultural and agricultural related development. The role of the municipality in this regard is to provide information to farmers on these financial opportunities (see section on human resources for more on this) and help coordinate these activities (see section on coordination)

## **9.6 Coordination projects**

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The following projects are proposed:

- 1) BCMM agricultural coordinating committee;
- 2) Multi party agricultural forum;
- 3) Agricultural forum fund;
- 4) Agricultural project data bases;
- 5) Proactive farmer engagement;
- 6) Annual agriculture conference;
- 7) One stop agricultural shop;
- 8) Agriculture mainstreaming project; and
- 9) Human resource alignment project.

### **9.6.1 Internal BCMM agricultural coordinating committee**

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The LED department of the municipality should facilitate and act as secretariat to an intra municipal coordinating committee, where every department should have a designated agricultural and rural development representative who attends these coordination committee meetings. If this person leaves or is unable to attend for any reason a replacement needs to be identified.

This person will be the contact person within the respective department to deal with any matter relating to agriculture. It is proposed that this person be referred to as an 'agricultural champion' within the department. This designation helps give this person a heightened sense of importance within the municipality.

The purpose of this committee would be to coordinate all agricultural related activities in the municipality, to monitor that actions agreed to by the committee are implemented and followed up on any previous decisions.

This committee should meet at least quarterly.

### **9.6.2 Multi party agricultural forum**

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The LED department of the municipality should also facilitate a multi party agricultural forum.

This forum should be made up of all stakeholders involved in the agricultural sector from government, private sector, academic and civil society. Serious consideration should be given to structuring the forum as a community public private partnership. In this way the energy and commitment of all sectors of society, from government, through farmers, business, academic, etc. can be brought to bear on ensuring that the forum continues with its work into the future and does not fizzle out. Some form of interim forum would need to be established until such time as this partnership forum is operational.

The municipality must keep a database of all stakeholders and invite them to forum meetings.

This forum must nominate a smaller organising committee (and possible subcommittee) - see the next section - to meet on a more regular basis to advise the municipality and coordinate activities of the various role-players.

The forum would be ultimately responsible for monitoring progress in achieving the objectives of the strategy. The forum should discuss (and approve where appropriate) various proposals brought before it by sub committees.

If there is a need to establish any coordinating structures between various government departments, like department of agriculture, department of rural development and land reform, and the municipality, this will be done as a subcommittee of this multi party forum.

It is possible that bilateral relationship between the municipality and these key departments may be more effective in coordinating between departments as experience shows that many inter government departments often do not function effectively as its very difficult to find time to get senior officials together at the same time.

The multi party agricultural forum should meet at least once per year. Sub committees of the forum can meet more regularly as required.

### **9.6.3 Agricultural forum fund**

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The municipality should budget and set aside an agricultural, forum fund each year. This fund should be used for hosting agricultural forum (and possibly subcommittee) meetings, and, possibly more importantly, organising activities as determined by the agricultural forum. Having access to a pool of funds over which the forum has power to determine how it gets used, will likely lead to people attending and participating in forum meetings.

The forum will just have the power to vote and decide how the funds get used, and the actual management of the fund will be the responsibility of the municipality LED department.

Examples of how the fund could be used include:

- Research: decide what research to commission;
- Conference: decide what the focus of an annual agricultural conference will be;
- Competition funding: appoint judges to evaluate competition;
- Exchange visits funding: identify places to be visited and topics to be addressed each year; and
- Discretionary funds: for committee to decide.

### **9.6.4 Agricultural databases**

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The municipality should establish and maintain a number of databases. These could include, for example:

- A database listing all role-players and stakeholders involved in the agricultural sector in the province. This database can form the basis of the mailing list for the agricultural forum. It can also be used to circulate information and news relating to agriculture in the municipality. This database should be reviewed and updated at least every 4 or 5 years. This may require a more dedicated stakeholder survey;
- A database listing all the agricultural (and agricultural related - e.g. training and agro processing, etc.) projects in the municipal area. These include projects supported by the department of agriculture, land reform, social development, etc. as well as projects receiving finances from the ECDC, ELIDZ, and other financial institutions. This data based needs to be maintained on at least an annual basis so as not to become outdated;
- A database listing all the farmers who have received household gardening start up packs, community gardens and community garden start up packs, small holder farming property, etc.;
- A database on who is involved in agricultural activities in communal areas. See section on management of land use in communal areas; and
- A data base on randomised surveying that can be used, if conducted regularly over a number of years, to monitor the impact of the agricultural (and other) strategies on the lives of farmers and rural communities.

If the municipality adopts a slogan such as a 'a city that feeds itself', it will be important to be able to evaluate how successful the city is in working towards the achievement of this vision. This will require a base line survey (and subsequent regular surveys) to be undertaken and data collected on topics such as:

- How much food imported and exported;
- How much food grown versus how much consumed;
- How much food are households consuming; and

See the section on human resources for more on the need for regular surveys and research.

### **9.6.5 Proactive farmer engagement**

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Not all farmers participate in farmers associations and groups and forum meetings so consideration should be given to the municipality proactively identifying and arranging one-on-one meetings with associations and groupings of farmers who do not regularly participate in meetings.

As a start this strategy needs to be presented to these farmers and they need to be encouraged to at least put their names on the stakeholder data base so they can be kept informed of events.

### **9.6.6 Annual agriculture related conference**

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Given the increased predominance given to agriculture by the municipality, the municipality, working closely with the multi stakeholder forum, should identify and find ways of financially (and in other ways) supporting an annual agricultural related conference or event.

This event does not need to be totally new but can build on and support the work of existing activities like the annual agricultural show. The event should also be coordinated with institutions of higher learning involved in agriculture and related activity.

At least one of these events should become an annual event supported by the municipality, in partnership with other role-players, that can be used to help position the municipality as an important agricultural city. See the section on branding for more on this in the marketing section.

### **9.6.7 One stop agricultural shop**

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The multi party forum provides a single structure or forum to assist in coordinating agricultural related activity. It is also important to have a single place where someone interested in agriculture and food security could go to obtain information on agricultural related activity in the municipality.

The concept of a one-stop-shop will perform this function. Such a space can be located within the central advice office and demonstration facility referred to in the section on human resources.

The concept of one-stop-shop also applies to a one-stop web presence. The municipality (LED department working with stakeholder engagement) needs to establish a website where information relating to agriculture in Buffalo City can be located.

### **9.6.8 Agriculture mainstreaming**

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As mentioned in other parts of this document, agriculture and food should become the 'stake' around which all activity in Buffalo City is guided and coordinated.

By focusing on agriculture, the municipality is able to address a whole range of its other developmental needs. By setting agricultural and food targets, the municipality (and all other stakeholders) will better focus its efforts in a way that helps address a range of development challenges.

The section on agri branding in the marketing section summarises how by focusing on agriculture, this contributes towards the development of all sectors of the economy, and by bringing an agricultural focus to each sector broad development is promoted.

Not only should agriculture be mainstreamed within the Municipality departments, but the private sector, communities, labour, academics and others all need to recognise the importance of agriculture to the future development of the city. The agricultural forum can be used as a mechanism through which this mainstreaming can be promoted.

#### **9.6.9 Human resource alignment project**

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The human resources that will be required by the Buffalo City Municipality agricultural unit within the LED department to implement the proposed catalytic projects will be increased as a result of the adoption of the strategy. The Agricultural function will become more of a coordination and planning function, and may require a realignment of staff capacity to correspond to the requirements of the catalytic projects.

Some of the projects like the development of the agri park and the periodic market may require dedicated staff to manage these projects from planning through to implementation. Discussions will need to be held with other government departments and structures like the National Department of Agriculture and the Industrial Development Zone, to clarify the role of the municipal staff in relation to these other departments that may also be involved in these projects.

The physical location of the unit may also need to be reviewed to ensure that the staff are well positioned to be able to coordinate with other municipal departments.

## 10. Catalytic projects

The previous section provided a list of projects that the municipality should consider for supporting agriculture (and rural) development. This section categorises and prioritises one or two per projects per strategy area, and outlines in more detail what the municipality should do to implement these projects.

The projects that are identified are termed catalytic projects, in that they are projects that:

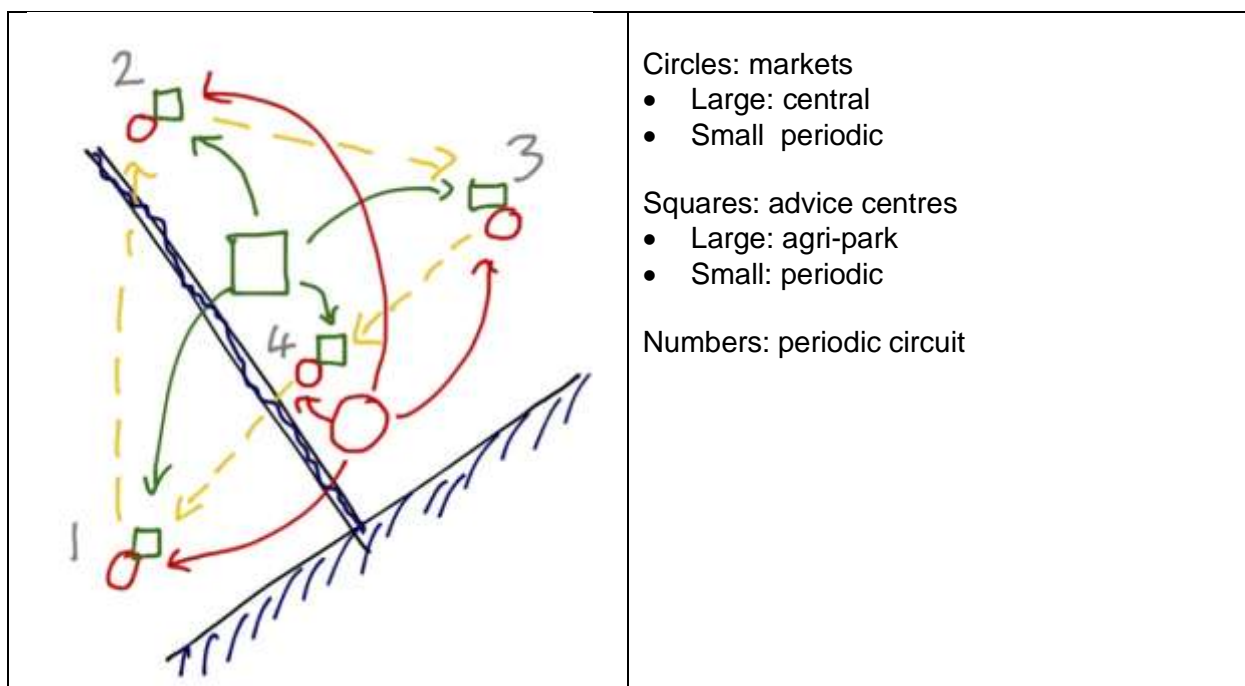
- are needed before other projects can happen; and
- other projects can link into.

The following catalytic projects are proposed:

HUMAN RESOURCES	A. Agri park agricultural service centre B. Household demonstration garden
LAND	C. Agricultural zoning, land acquisition and allocation project D. Communal land management
MARKETS	E. Central market upgrade F. Periodic market and advice centres/ service
ENGINEERING INFRASTRUCTURE	G. Catalytic projects Infrastructure upgrading plan
SOCIAL INFRASTRUCTURE	H. Ranges and local policing forums
COORDINATION	I. Agricultural forum J. Mainstreaming agriculture K. BCMM agricultural capacity project

The following diagram summarises the spatial logic of the central and mobile service centre and market projects.

### Markets and advice centres



## **10.1 Project A: Agri-Park project**

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### **10.1.1 Purpose of project**

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- 1) Farmers obtain one stop support in relation to agricultural activity; and
- 2) Research and training institutions are coordinating their research and training interventions and building on each other's experiences and knowledge.

### **10.1.2 Project outputs**

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- 1) An agri-park in Berlin that functions as a one stop agricultural support centre, training facility, research centre and demonstration centre;
- 2) Office and administrative space where a range of government and other departments, including BCMM LED agriculture, Department of Agriculture, Department of Rural Development and Land Reform, etc. can operate;
- 3) A portion of the agri-park land is set aside for university managed agricultural activities; with another portion set aside for a rural village that forms part of a real life demonstration centre. Land at various scales provided within and around the village for agriculture, from household plots, community gardens, smallholder farms and communal grazing areas;
- 4) A portion of the agri-park set aside for agro processing activities;
- 5) A management structure established (drawing on the experience of the ELIDZ and others) to coordinate the overall management of the agri-park in partnership with various role-players including government, academics, and business;
- 6) The agri park linked to the municipal public transport network allowing for ease of access from farmers and the public; and
- 7) The agri park is serviced by road, water, sanitation, communication, electricity etc.

### **10.1.3 Phasing**

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#### Phase 1: Preparation

- Work closely with the East London IDZ and others who are already working on such a project;
- Get support from various role-players;
- Bring together existing initiatives that are working towards similar objectives;
- Establish a steering committee and partnership agreements; and
- Consider alternative sites and broad layouts for the agri-park in Berlin.

#### Phase 2: Preliminary planning

- Confirm site for the agri-park;
- Develop preliminary plans and motivation for the park;
- Develop preliminary plans for bulk and connector infrastructure upgrading to the park;
- Use basic plans to lobby for and seek additional input and support from other government and other role-players; and
- Obtain funds for more detailed planning.

#### Phase 3: Detailed planning

- Conduct more detailed plans for bulk and connector infrastructure;
- Rezone the agricultural park and obtain the necessary environmental and other approvals; and

- Conduct more detailed plans for aspects of the agri park (offices, education space, demonstration gardens, agro processing/ public transport interchange/ etc).

#### Phase 4: Implementation

- Implement aspects of the project in phases as determined in the detailed planning process.

## **10.2 Project B: Household demonstration garden project**

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### **10.2.1 Purpose of project**

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(What does target group gain or do differently as a result of the intervention?)

- Municipality demonstrates how a suburban household can grow food following permaculture principles; and
- The public sees how a suburban plot can be used to grow and rear food.

### **10.2.2 Project outputs**

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- A municipal residence garden is converted and maintained as a permaculture demonstration garden;
- Municipal staff are trained in how to maintain the garden and host field trips; and
- Field trips are hosted and permaculture is promoted from the demonstration garden.

### **10.2.3 Phasing**

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#### Phase 1: Planning

- Identify property to use as demonstration garden. This could be a municipal residence or clinic(s) over which the municipality has control and is already responsible for maintenance;
- Identify partners to work with in planning the garden and enter into partnership with them;
- Identify municipal staff to participate in the project; and
- Plan the garden.

#### Phase 2: Implementation and training

- Build the permaculture garden in partnership with identified external organisations; and
- Train the municipal staff in permaculture.

#### Phase 3: Maintenance and promotion

- Maintain the permaculture demonstration garden; and
- Establish and implement a permaculture promotion campaign including hosting field visits and promoting gardening.

## **10.3 Project C: Agricultural land zoning, land acquisition and allocation project**

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### **10.3.1 Purpose**

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- 1) The municipality is using land use management tools to guide agricultural development towards agricultural zones and settlement development towards settlement development areas;
- 2) Land owners making use of the revised agricultural zoning scheme and township establishment process to rezone land for agricultural purposes;
- 3) The municipality systematically obtaining land and supporting others to obtain land for community gardens and small holdings; and
- 4) Potential farmers are able to access community gardens and small holdings through an agricultural project and land allocation programme that is coordinated by the municipality and the Department of Agriculture.

### **10.3.2 Outputs**

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- 1) A strategic environmental assessment report completed that identifies areas suitable within the Buffalo City area for agricultural activity/ zoning;
- 2) A revised zoning scheme with regulations for new agricultural zoning categories;
- 3) An agricultural land acquisition programme; and
- 4) An agricultural land allocation policy.

### **10.3.3 Phasing for zoning**

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#### Phase 1: preparation and planning

- Conduct SEA (Strategic Environmental Assessment) for agriculture in Buffalo City and identify agricultural development zones (for community gardens, small holder farming etc.);
- Commission the development of revised agricultural zoning categories and obtain provincial government approval for these categories;
- Conduct preliminary research into implementing a transfer of development rights pilot project;
- Engage with the department of land affair and agriculture to identify and state owned and private land that may be suitable for community gardens and small holder farming;
- Obtain funds to conduct the necessary studies and projects; and
- Identify and plan for quick win community garden and small holder farmer projects (e.g. on municipal land).

#### Phase 2: Land acquisition and allocation programme development

- Develop a land acquisition programme for strategically located public land to be acquired from the appropriate government agencies for agricultural purposes; and private land that the government would like to purchase for community garden and small holder farming; and work with Departments of Land Reform and Agriculture to acquire such land over time;
- Develop a land allocation policy, drawing on experiences of the department of human settlements, and working closely with the departments of land reform and agriculture;
- Pilot the implementation of a transfer of development rights application;

- Implement quick win community garden and land sub division for smallholder projects; and
- Develop a multiyear plan to systematically work towards acquiring appropriate land for agriculture.

### Phase 3: Management and evaluation

- Administer the implementation land rezoning applications;
- Monitor the implementation of the land acquisition and land allocation policies and strategies; and
- Evaluate the transfer of development rights application and develop a revised programme to ensure that agricultural land remains in agricultural use.

## **10.4 Project D: Communal land management project**

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### **10.4.1 Purpose**

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- 1) The municipality, traditional leadership and community structures within communal areas have a common agreed understanding as to how land use management and administration happens within communal areas; and
- 2) Households and community members know what rights they have in respect of land use (and other rights) on pieces of land in communal areas and are following agreed processes to obtain and make land use changes in communal areas.

### **10.4.2 Outputs**

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- 1) An acceptable and approved communal land use management policy and programme for communal land within Buffalo City; and
- 2) An agreed system in place for administering the approved communal land use management policy and programme

### **10.4.3 Phasing**

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#### Phase 1: Preparation

- Identify and engage with role-players to motivate for the need for and seek support for developing a communal land use management policy and programme;
- Obtain funding to develop the land use management policy and programme; and
- Motivate to provincial and national government, through SALGA and other structures for government to provide guidance on how to manage land use within communal areas. Offer to use Buffalo City as a pilot project case study area for nationally managed communal land use management pilot projects.

#### Phase 2: Planning and prototyping

- Conduct research on how communal land use management has been done in other areas;
- Hold workshops to determine how it is being done at the moment within the municipal area;
- Conduct a hypothetical prototype for how land use management could happen in a 'average' communal area within Buffalo City to test the model in 'laboratory' conditions and evaluate experience; and

- Identify interim mechanisms/systems that can be used for communal land use management as an interim arrangement.

#### Phase 3: Pilot projects and interim mechanisms

- Work with communal leadership and communities to review the pilot prototype and develop and implement a real life case study; and
- Workshop the interim measures with traditional leaders and communities and start to implement this within all communal areas.

#### Phase 4: Research and replication

- Conduct research on success of pilot projects;
- Modify approach; and
- Replicate in other areas.

## **10.5 Project E: Central market upgrade project**

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### **10.5.1 Purpose of the project**

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- 1) Farmers sell their produce at reasonable market rates through wholesale fresh produce market;
- 2) Retailers obtain quality and sufficient produce at value for money rates; and
- 3) Households obtain affordable and quality produce.

### **10.5.2 Outputs**

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- 1) An upgraded management structure to manage the central market;
- 2) An improved agricultural marketing facility (that includes improved storage, space for smaller producers, etc.);
- 3) A marketing plan for marketing the use of the market both for producers and consumers; and
- 4) Improved public access to and engineering service provision to the market.

### **10.5.3 Phasing**

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#### Phase 1: Management plan

- Undertake research into alternative options for managing the market and agree on a management plan.

#### Phase 2: Upgrading plans

- Implement the approved management plan;
- Develop physical upgrading plan;
- Develop bulk and connector infrastructure upgrading plan, including public transport and road access; and
- Develop publicity plan to publicise the use of the market.

#### Phase 3: implement upgrading

- Implement market upgrading plan;
- Implement market marketing plan; and
- Implement connector infrastructure plan.

## **10.6 Project F: Mobile market and advice centre project**

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### **10.6.1 Purpose**

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- 1) Farmers are accessing advice and support; and are selling produce to local communities;
- 2) Households are buying agricultural and other goods from the local market and are receiving other services (like clinics and libraries, etc.) on a regular and periodic basis; and
- 3) Government and other service providers are providing a range of advice services to urban, rural and peri-urban households and farmers.

### **10.6.2 Outputs**

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- 1) Mobile markets and advice space, which includes (for example):
  - a. Fenced area, Hard/ mud free surface, Secure office, Parking.
- 2) Mobile market and advice service management structure, which includes (for example):
  - a. Manager, Administrator, Driver, office systems and procedures, sustainability strategy, etc.
- 3) Mobile advice office infrastructure, including (for example):
  - a. Vehicles, storage containers, electronic communication equipment, outdoor speakers, stage, etc.
- 4) Office space at agri park for administration and storage of mobile office and marketing services.
- 5) Periodic markets and advice services provided.

### **10.6.3 Phasing**

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#### Phase 1: Preparation

- Identify exact locations for mobile market and advice offices and their central storage/administration space;
- Identify other role-players who can participate in a mobile advice office and market project; and
- Establish a steering committee to coordinate the implementation of this project.

#### Phase 2: Preliminary plans

- Develop preliminary motivation for and plans for the mobile market and support service, including physical establishment and on-going management plans;
- Engage with and obtain support from other government programmes to contribute towards and help implement ,the periodic market and agricultural support programme.
- Develop preliminary plans for bulk infrastructure upgrading requirements for the periodic market plan;
- Develop a hypothetical case study prototype to test the feasibility of implementing a periodic market programme; and
- Conduct pilot projects to test the periodic market system in limited situation.

#### Phase 3: Detailed plans

- Based on preliminary management plans start to implement the agreed management structure for the planning and implementation of the mobile market and advice centre plans. This includes setting up structures like a market association where potential

sellers from the market can have a channel to engage with the managers of the periodic market and service facility;

- Undertake the necessary rezoning and obtain other appropriate approvals (e.g. environmental);
- Develop detailed plans and start to implement initial bulk service upgrading actions, such as improving roads, water and sanitation to sites where mobile market and support services will be provided;
- Develop detailed plans for the physical upgrading of the location where the mobile service will be provided;
- Develop detailed plans for the central office and storage facility for the mobile service at the agri-park; and
- Review the prototype and real life pilot project case studies and draw these lessons into detailed plans for periodic market project.

#### Phase 4: Build markets and set up infrastructure

- Construct the market and advice spaces where periodic activity will take place; and
- Establish the market and advice office infrastructure (buy vehicles, communication infrastructure etc.).

#### Phase 5: Manage the operation of the markets

- Manage the operation of the markets according to the agreed management plans.

## **10.7 Project G: Catalytic project infrastructure upgrade plan**

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### **10.7.1 Purpose**

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- 1) The municipality has plans and is systematically implementing projects according to a logical programme to upgrade municipal infrastructure in support of the catalytic projects mentioned in this report;
- 2) Catalytic projects are able to be implemented without undue delays due to engineering services; and
- 3) All municipal infrastructure upgrading and expansion plans have a better urban rural balance.

### **10.7.2 Outputs**

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- 1) Catalytic projects are included in the municipalities IDP, SDF and medium to long term infrastructure plans;
- 2) A plan and programme for the upgrading of infrastructure to the agri park, central market markets, the agricultural zones is developed; and
- 3) Revised plans for each of the engineering departments that take into account the engineering needs of agriculture are produced.

### **10.7.3 Phasing**

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#### Preparation

- The BCMM Engineering department participates in preparation meetings and preliminary planning exercises of catalytic projects and assists in identifying bulk and connector infrastructure requirements;
- Develop preliminary proposals to seek funding to conduct bulk and connector infrastructure planning;

- LED department (or appropriate department) motivates to the BCMM council to modify the IDP, SDF, Bulk infrastructure projects, etc to include the agricultural catalytic projects; and
- Reach agreement with all BCMM departments to review all Municipal infrastructure plans to take into account agriculture needs.

#### Preliminary planning

- Conduct preliminary planning for identified bulk infrastructure projects in support on the catalytic projects;
- Seek funding for the development of more detailed engineering planning and implementation;
- Coordinate the bulk and connector infrastructure plans with the actual progress being made with the catalytic projects; and
- Conduct reviews of general infrastructure plans to ensure that the plans include a balanced urban rural perspective.

#### Detailed planning and implementation

- Develop detailed bulk and connector plans and implement these projects in phases;
- Continue to conduct reviews of general infrastructure plans to ensure that the plans include a balanced urban rural perspective.

## **10.8 Project H: Rural rangers project**

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### **10.8.1 Purpose**

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- 1) The municipality (and government generally) secures the infrastructure it has invested in agricultural related projects; and
- 2) Farmers are more secure from theft and other security related matters.

### **10.8.2 Outputs**

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- 1) Rural rangers (or similar) operating in rural and agricultural areas based on clear business plans, job descriptions, management systems and are financially sustainable. Rangers roles include:
  - a. Secure fencing, collect lose stock, attend to theft complaints, help in conducting surveys, act as liaison point with community policing forums.
- 2) A clear management plan for managing and sustaining the rural rangers programme.

### **10.8.3 Phasing**

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#### Preparation

- Engage with department of transport, agriculture, police, etc to find out opportunities for and experiences with (rural) rangers;
- Develop a draft motivation for the rural rangers programme; and
- Meet with community leadership to present a draft proposal and seek input and revise rural rangers motivation.

#### Planning

- Develop a more detailed business plan and job description for the rural rangers as well as management and financing plans; and
- Seek funding for rural rangers pilot project.

## Management

- Oversee the implementation of a set of pilot rural rangers pilot projects.

## Review and planning

- Continue to seek funding for rural rangers programme;
- Review the experiences of the rural rangers pilot projects; and
- Develop a more detailed longer term rural rangers programme.

## Replication and expansion

- Implement the more extensive rural rangers project.

## **10.9 Project I: Agricultural forum project**

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### **10.9.1 Purpose**

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- 1) An institution is in an on-going and sustainable manner coordinating all agricultural development efforts and overseeing the implementation of the agricultural and rural development strategy;
- 2) All stakeholders are sharing information and collaborating with each other in relation to agricultural development; and
- 3) The municipality is coordinating all agricultural related activities in its areas within the framework of the agricultural strategy.

### **10.9.2 Outputs**

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- 1) An effective and operational agricultural forum with appropriate sub committees;
- 2) An agricultural forum budget being managed by the agricultural forum; and
- 3) An inter-departmental coordinating structure with agricultural champions from each department.

### **10.9.3 Phasing**

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#### Establish forum

- Call Municipal interdepartmental coordinating meeting to present the finalised agricultural strategy and get each department to nominate a champion;
- Call agricultural interim committee meeting with invited role-players from communities, farmers, business, academics, government departments, civil society, etc. to present the finalised agricultural strategy and agree on the establishment of an agricultural forum (possibly as a community – public – private partnership), and the identification of sub committees to work on aspects of the agricultural plan; and
- Agree as agricultural forum on the institutional arrangement for how the agricultural forum will be structured and established.

#### Subcommittee work

- Develop and maintain a draft data base of role-players and projects involved in agriculture and agriculture related activities;
- Coordinate subcommittee work including for example:
  - Obtaining funds for the agricultural forum fund and developing proposals to take to forum for how the fund can be used;
  - Agricultural competition management;

- Agri park/ market upgrade/ and mobile market and support/ and rural ranger projects coordination; and
- Preparing for the establishment of a public private partnership to manage the agricultural forum.

#### On-going agricultural forum meetings

- Hold follow up agricultural forum meetings to report on progress and make decisions based on the work of the sub committees.

## **10.10 Project J: Mainstreaming agriculture project**

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### **10.10.1 Purpose**

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- 1) The municipality as a whole is working towards a common agricultural vision;
- 2) Other government departments and the public is aware of and contributes towards the achievement of this agricultural vision; and
- 3) The municipality able to demonstrate how it is moving towards a more agrarian focused economy and society.

### **10.10.2 Outputs**

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- 1) The municipalities IDP and branding demonstrates how the city as a whole has embraced its agricultural future; and
- 2) A rebranding campaign for the city emphasising its commitment to “the garden city”, “the city that feeds itself” or similar brand.

### **10.10.3 Phasing**

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#### Phase 1: Council mandate

- Obtain broad council approval for the broad metro re-branding strategy.

#### Phase 2: Development of mainstreaming strategy

- Develop a DVD series that helps promote the agricultural vision and rebranding;
- Develop and implement a branding campaign, including competition for appropriate by line (e.g. “the city that feeds itself” etc);
- Engage with all municipal departments to get their input into the mainstreaming and branding strategy; and their commitment to explore further how they can contribute towards the achievement of the metro’s agricultural future; and
- Commission and undertake a study to identify key performance indicator targets to be used to demonstrate agricultural focus; and undertake base line survey to determine existing situation in relation to these targets. (see section below on targets for example of the type of impact targets to be used).

#### Phase 3: Mainstream agriculture into all aspects of the municipalities work

- Engage with other role-players (other government departments, the press, the public, academics, NGO’s etc) to present and get support and contributions towards the rebranding exercise.
- Continue to implement the municipalities rebranding campaign.
- Regularly review progress towards achieving targets

## **10.11 Project K: BCMM Agricultural human resource alignment project**

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### **10.11.1 Purpose**

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- 1) The BCMM agricultural department in the municipality has capacity to implement and manage the projects coming out of the agricultural strategy; and
- 2) The public has access to appropriate municipal staff able to respond wither directly or through referrals to their agricultural related requirements.

### **10.11.2 Outputs**

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- 1) A revised human resource plan and structure for the agricultural unit within the BCMM LED department; and
- 2) Appropriate and capacitated staff to undertake tasks required by the BCMM IARDS strategy.

### **10.11.3 Phasing**

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#### Develop revised human resource plan

- Review the human resource requirements of the LED department in line of the identified strategic key catalytic projects identified by the strategy; and
- Develop revised/ new job descriptions based on the revised human resource plan.

#### Capacitate revised human resources

- Motivate and obtain approval for funding allocations for the revised human resource plans; and
- Recruit appropriate staff, and build existing staff capacity to undertake tasks as required by new agricultural strategy

#### Manage human resources

- Manage human resources based on new plan that is in line with revised agricultural strategy.

## 11. Roles and Responsibilities

Project description	LED department	BCMM departments	Government Departments.	Other Role-players
<p><b>A. Agri park agricultural service centre:</b> Coordinate the development of agri-park, including the establishment of an institutional management structure and physical infrastructure</p>	<ul style="list-style-type: none"> <li>• Convene meeting of all role-players interested in agri-park concept and broadly agree on the way forward.</li> <li>• Provide a secretariat function to a steering committee to plan for and implement the development of the agri-park project.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning: Undertake necessary planning to determine proposed location of Agri-park complex.</li> <li>• Land: Advise on state/municipal owned land and procedures to access private land</li> <li>• Legal: compile a memorandum of agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Agriculture: Deal with agricultural advice elements and demonstration elements of project.</li> <li>• Higher education: Deal with agricultural research and further education elements of the project.</li> <li>• Trade and industry: Deal with agro processing elements of project</li> </ul>	<ul style="list-style-type: none"> <li>• Organised business: participate in steering committees; Contribute funds for co-ordination.</li> <li>• Farmers associations: participate in steering committees.</li> <li>• ELIDZ/ ECDC: Participate in steering committee meetings; Contribute to financing the planning process.</li> </ul>
<p><b>B. Household demonstration garden:</b> Develop a household demonstration food garden and host study visits to the garden.</p>	<ul style="list-style-type: none"> <li>• Convene a meeting of all role-players interested in the demonstration garden and broadly agree on a way forward.</li> <li>• Contribute to the development of a proposal/ motivation to secure funds for implementation of the demonstration garden project.</li> </ul>	<ul style="list-style-type: none"> <li>• Land: Identify municipal property for demonstration garden</li> <li>• Community services: identify staff to be trained on designing and establishing demonstration garden; maintain the garden; host site visits to garden.</li> </ul>	<ul style="list-style-type: none"> <li>• Agriculture: Arrange funding for demonstration garden</li> <li>• Education: arrange for school and other tours to visit the garden.</li> <li>• Social development: Arrange for field trips to the garden.</li> </ul>	<ul style="list-style-type: none"> <li>• NGO's involved in household gardening: provision of service to Municipality to plan for and train municipal staff in designing and implementing the garden: publicising the availability of the garden fro demonstration tours.</li> </ul>
<p><b>C. Agricultural zoning, land acquisition and allocation project</b> Conduct study to identify appropriate land for community gardens and agricultural development; create and implement an agricultural zoning category; and establish and Operationalise an allocation procedure for agricultural opportunities.</p>	<ul style="list-style-type: none"> <li>• Convene a meeting with relevant role-players to develop a plan for and agree on roles and responsibilities for planning for and implementing identified community garden projects.</li> <li>• Coordinate the development of identified community garden projects.</li> <li>• Develop allocation policy and procedures for how opportunities in community gardens and small holder plots developed by the municipality can be allocated.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning: Commission a strategic environmental assessment study to identify high quality and priority agricultural land</li> <li>• Planning: Commission rezoning study to create appropriate agricultural zoning categories and process for rezoning land to various identified agricultural zoning categories.</li> <li>• Land: Create and implement a land leasing arrangement for making community garden and small holder land available to identified farmers.</li> </ul>	<ul style="list-style-type: none"> <li>• Agriculture: Co-operate with municipality in creating an allocation procedure for accessing community garden and small holder agricultural project land and funding opportunities.</li> <li>• Land: funding for the planning and purchase of land for community and small holder farming.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential farmers: participate in developing agricultural project allocation process and follow agreed process.</li> <li>• What about Traditional Leaders ?</li> </ul>

Project description	LED department	BCMM departments	Government Departments.	Other Role-players
		<ul style="list-style-type: none"> <li>• Land: Purchase identified land for community garden projects to be managed and coordinated by the municipality.</li> </ul>		
<p><b>D. Communal land management:</b> Establish a communal land use management policy and programme for communal areas of Buffalo City and implement systems to implement the policy.</p>	<ul style="list-style-type: none"> <li>• Assist the planning department to motivate for the metro to be prioritised as a pilot project for a land use management project in communal areas.</li> <li>• Participate in planning for and reviewing the implementation of a land use management system for communal areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning: Motivate for and participate in the creation of a land use management pilot project for communal land in Buffalo City</li> </ul>	<ul style="list-style-type: none"> <li>• Land/ Human settlements: Fund and commission research, planning and piloting of a land use management system for communal land in Buffalo City</li> <li>• Agriculture: Participate in the planning for a land use management system in communal areas</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional leaders and communities in rural areas: participate in the planning for and implementation of a pilot project for land use management in communal areas.</li> </ul>
<p><b>E. Central market upgrade :</b> Upgrade the physical infrastructure of and the institutional and management systems of the municipal central fresh produce market; develop and implement a marketing plan for the market; and improve public access to the market.</p>	<ul style="list-style-type: none"> <li>• Commission studies and plans to upgrade the central municipal market.</li> <li>• Commission studies and make recommendations for upgrading the management systems of the central market.</li> <li>• Commission publicity campaigns for the promotion of the central market.</li> <li>• Manage the physical and institutional upgrading projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering and architecture: Develop plans for the physical upgrading of the municipal market.</li> <li>• Land/ legal: Participate in the planning or institutional upgrading.</li> <li>• Planning and transport: Develop plans for improving public access to the market.</li> </ul>	<ul style="list-style-type: none"> <li>• Agriculture: participate in the planning exercises</li> <li>• Trade and industry: participate in the planning exercises</li> <li>• Transport: Funding for upgrading the road and public transport infrastructure to the market</li> </ul>	<ul style="list-style-type: none"> <li>• Farmers associations/ consumer groups/market agents: participate in the planning for the physical and institutional upgrading of the central market.</li> </ul>
<p><b>F. Periodic market and advice centres/ service :</b> Plan for and facilitate the establishment of an institutional and management as well as the physical infrastructure needed for the operation of a periodic market and agricultural advice centre system.</p>	<ul style="list-style-type: none"> <li>• Convene a meeting of all role-players with an interest in a periodic market to reach agreement on way forward for planning and implementing such a project (including the establishment of a steering committee)</li> <li>• Provide a secretariat service to a steering committee established to coordinate and run the periodic market project.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning/ land/ property: identify land / property where pilot periodic markets can be established.</li> <li>• Engineering: Plan for and organise the construction of necessary infrastructure (ablutions,, fencing etc) for pilot and future periodic markets.</li> </ul>	<ul style="list-style-type: none"> <li>• Economic affairs: Participate in planning of periodic market and manage a small business advice service parallel to the market. Provide funding for the erection of periodic market.</li> <li>• Agriculture: Participate in the planning of periodic market and manage a periodic agricultural extension service parallel to the periodic market.</li> <li>• Social development/ health/ education: Plan for and</li> </ul>	<ul style="list-style-type: none"> <li>• All stakeholders: participate in planning of periodic market project.</li> <li>• Farmers: sell to small businesses, rent space at and sell from periodic market.</li> <li>• Small business: rent space at and sell from periodic markets</li> <li>• Consumer associations: Publicise the periodic market service, and provide a consumer watchdog function at periodic markets.</li> </ul>

Project description	LED department	BCMM departments	Government Departments.	Other Role-players
	<ul style="list-style-type: none"> <li>• Commission a study into the appropriate management structure for a periodic market project.</li> <li>• Organise a series of pilot periodic markets drawing experience from the hosting of street carnivals and craft markets etc.</li> </ul>		<ul style="list-style-type: none"> <li>manage pension pay-points, welfare grant offices, mobile clinics, mobile library etc services as part of periodic market</li> <li>• Police: participate in planning for and provide security service to and police information service from periodic markets</li> </ul>	<ul style="list-style-type: none"> <li>• Taxi associations: Provide transport service for sellers to transport goods to market and for the public to access the market.</li> </ul>
<p><b>G. Catalytic projects Infrastructure upgrading plan:</b> Plan for and implement the necessary bulk and connector infrastructure projects for all catalytic projects;</p>	<ul style="list-style-type: none"> <li>• Provide a municipal internal coordination function to ensure that all Municipal departments are aware of the engineering requirements of all catalytic projects, and monitor that these plans are being implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering: Manage the engineering upgrading and development projects needed as a result of the catalytic projects (e.g. bulk and connector water, sanitation; electricity, road, and refuse upgrading, to Municipal market, periodic markets, agri-park, identified agricultural zones, household demonstration garden, etc.)</li> <li>• All departments: Review and edit their plans taking into account the needs of the approved Integrated Agriculture and Rural Development Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Public works/ human settlements; etc: Funding for prioritised infrastructure projects linked to catalytic projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Private sector: Consultancy and contractor service in relation to implementing upgrading and engineering expansion projects to catalytic projects.</li> </ul>
<p><b>H. Rangers and local policing forums:</b> Plan for (coordinating with the necessary municipal and government departments), and implement a rural rangers project that is clear on roles and responsibilities of various role-players and how the project will be sustained.</p>	<ul style="list-style-type: none"> <li>• Convene a meeting with Department of transport, safety and security, and other identified role-players, who are involved in the road rangers programme to find out more about how this programme works and if and how it can be expanded to address safety and security issues more broadly in agricultural and rural areas.</li> <li>• Coordinate the establishment of a plan (working with other</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal police (or appropriate structure, identified in the planning stage): Potentially manage the agricultural rangers project.</li> <li>• Community development workers: Support the rural rangers.</li> </ul>	<ul style="list-style-type: none"> <li>• Dept public works and roads: provide funding for and advice in the management of a rural rangers programme (based on road rangers project).</li> <li>• Safety and security: Provide advice and backup to the road rangers.</li> </ul>	<ul style="list-style-type: none"> <li>• Policing forums (and public): Provide advisory service to the identified managers of the road rangers project.</li> </ul>

Project description	LED department	BCMM departments	Government Departs.	Other Role-players
	<p>identified municipal and other departments) for the management and development of a rural rangers project.</p>			
<p><b>I. Agricultural forum:</b> Establish and coordinate an agricultural forum and support the operational activities of the forum and its various sub committees, to oversee the implementation of the agricultural strategy. Ensure that each municipal department is represented on the forum and its structures.</p>	<ul style="list-style-type: none"> <li>• Convene an internal municipal departmental meeting to publicise the Integrated agricultural and rural development strategy.</li> <li>• Convene a public meeting to publicise the revised rural and agricultural strategy, and establish an interim steering committee to oversee the implementation of the agricultural strategy.</li> <li>• Provide a secretariat function to the interim steering committee.</li> <li>• Collate, share, and solicit feedback on a database on role-players involved in the agricultural and rural development sector, including the collation of information on agricultural projects and initiatives, funded by government and others, including primary production projects as well as agro processing projects.</li> <li>• Commission a study into the establishment of a community-public-private partnership arrangement that can oversee the implementation of some (or all) of the catalytic projects and clarify the role of the various parties and of a possible forum within this partnership arrangement.</li> </ul>	<ul style="list-style-type: none"> <li>• All municipal departments: Nominate a designated agricultural and rural development officer from within the department responsible for attending and reporting on/ at agricultural forum meetings.</li> <li>• Identified municipal departments: Provide secretariat service to any identified sub committees that may be established by the interim steering committee (e.g. planning department provide secretariat service to sub-committee on communal land management)</li> </ul>	<ul style="list-style-type: none"> <li>• Department agriculture/ education/ health/ science and technology, safety and security, land affairs, etc: attend, contribute to undertake activities emanating from agricultural forum and sub committee meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Farmers, wholesalers, small business, industry, academics, NGO's the public: attend and contribute to discussions of agricultural forum meetings.</li> <li>• Community-public-private partnership partners: Undertake activities as determined by the partnership agreement.</li> </ul>

Project description	LED department	BCMM departments	Government Departs.	Other Role-players
	<ul style="list-style-type: none"> <li>• Motivate for a budget allocation from the municipality that can be utilised by the agricultural forum for projects as determined by the forum, outlining procedures for how decisions will be made on how to utilise this budget.</li> <li>• Administer the funds on behalf of the agricultural forum.</li> </ul>			
<p><b>J. Mainstreaming agriculture:</b> Develop and implement a rebranding campaign for the metro that emphasises the agricultural future of the city (including DVD promotional material), and conduct a longitudinal survey to measure the impact of the agricultural and rural development strategy on the metro.</p>	<ul style="list-style-type: none"> <li>• Motivate for a (re)branding campaign that strategically elevates agriculture within the broader development vision of the Buffalo City Metro.</li> <li>• Commission the production of DVD's that highlight success stories and potential agricultural related projects that can be used to broaden the profile of the good agricultural related work that is happen in the metro – telling the good news stories, to encourage others to follow suit.</li> <li>• Commission studies to develop a set of base line data indicators that will be used to measure the impact of the Integrated agricultural and rural development strategy (and in future commissions regular follow up studies) to track trends.</li> </ul>	<ul style="list-style-type: none"> <li>• Mayor's office: Coordinates the (re)branding campaign.</li> <li>• All municipal departments: Contribute towards the content of the (re)branded metro vision.</li> <li>• Communication: Share information on draft (re)branding vision and coordinate feedback from public in relation to the agricultural strategy and (re) branding campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• All government departments: Comment on draft (re)branding vision and rally behind the approved branding vision.</li> </ul>	<ul style="list-style-type: none"> <li>• The public: Comment on a draft (re)branding vision for the city and rally behind the approved (re)brand.</li> </ul>
<p><b>K. BCMM agricultural human resource alignment project:</b> Build the capacity of the BCMM agricultural department in line with the human</p>	<ul style="list-style-type: none"> <li>• Contribute to the development of a BCMM human resource plan that is in line with the human resources needed to implement the revised strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Human resources: Develop and motivate for a revised human resource plan and structure for the BCMM agricultural department.</li> </ul>		

Project description	LED department	BCMM departments	Government Departs.	Other Role-players
resource requirements of the revised BCMM agricultural strategy.				

## 12. Targets

The following provides examples of the type of 'impact targets' that can be used to determine how well the agricultural and rural development strategy is assisting the municipality to address the broader development objectives.

1. Contribute to job creation: Support many smallholder farmers/ agro processors, and strategic large scale commercial farmers/ agro-businesses
  - a. Increase in number of people employed in agriculture
  - b. Increase in percentage of people in agriculture as percentage of total employment
  - c. Increase in number of new agri processing jobs
2. Ensure food security: Grow food for local need
  - a. Increase in percentage of households who have home gardens
  - b. Increase in percentage of people who have access to a community garden
  - c. Decrease in number (and percentage) of people who can be classified as food deficient
  - d. Decrease in the percentage of food being imported (how measure not sure?)
3. Assist with land redistribution and land reform: Obtain and distribute land for community gardens and small scale farming
  - a. Increase in the number of households that access to smallholder plots (and are productively using these plots)
  - b. Increase in the number of households in communal areas who are utilising homesteads for gardening
4. Contribute to settlement restructuring: Integrate farming within settlement development
  - a. Increased percentage of land zoned as agriculture
  - b. Increased number of community gardens
  - c. Reduced average distance household travels to access an agricultural market
  - d. Increased boundary edge between agriculturally zoned and settlement zoned land
5. Move towards sustainable development: Reduce food miles, increase organic farming
  - a. Reduced kilometres food travels for an average basket of food
  - b. Increased number of farmers certified as organic
6. Increase community participation: Support people in their own development. Improve community participation.
  - a. Increase in number of agricultural related community based organisations engaging with municipality
  - b. Increasing perception of people that they have influence over agricultural related issues affecting their lifestyle and livelihoods

## **13. Next steps**

- a) Once the municipality adopts the strategy, the LED department needs to start working on the activities identified in the roles and responsibility table that have been allocated to the LED unit.
- b) The LED department must also work on the initial activities as outlined in the first steps per catalytic project.
- c) The LED department could also review the list of other projects that have been noted in the report and pick on those that the department feels are important and that it has the capacity to immediately implement.
- d) As outlined as initial steps in most of the catalytic projects, more detailed project plans will need to be developed for each of the catalytic projects.
- e) It is important for the municipality, with its limited resources to do a good job in those strategic catalytic projects, rather than try and do too much.
- f) It is suggested that the LED department follows a project management approach to the implementation of the strategy as this will ensure that objectives are met.

## 14. Conclusion

The key role of BCMM is to **create an enabling environment** for agricultural activity.

BCMM can play a central role in economic development and the stimulation of certain economic sectors such as agriculture by virtue of its powers and functions. It can influence the economic environment of the locality through the policies and by-laws that are passed, the programmes that it supports, the tendering practices that are followed and a wide range of other activities.

However, ensuring that these powers and functions are harnessed strategically to promote economic growth and job creation requires BCMM to understand the specific role they play. The municipality needs to identify where it feels it can strategically intervene to support as many farmers and agricultural related activities as possible. One of the most important roles the municipality can play is to provide leadership:

- **Leadership** - As the elected representatives for the entire community, BCMM can demonstrate their leadership by serving as a champion for economic growth and development. To play this role, BCMM must develop a clear understanding of the economic conditions and comparative advantages in their locality. The Municipal leadership must lead in **creating an enabling environment** wherein other role-players can play their roles. Leadership will be needed to clarify where limited municipal resources (financial and human) will be prioritized to create this enabling environment. Strategic decisions will be required on budget priorities and revenue levels, and the ability to imbue pride, generate public support and community ownership of economic development will be very important.

In addition to providing leadership, other important roles for BCMM in LED include:

- **Policy Maker** – Through their ability to make policy, BCMM can help ensure that small businesses have access to the tender processes, prevent regulations and by-laws from becoming barriers to growth and investment, create streamlined approval processes for investment and development projects and assist the training and capacity-building projects of local NGO's and CBO's.
- **Entrepreneur** – As owners of land and buildings, BCMM can explore the commercial potential of these assets. Often these assets are left vacant or under-utilized without calculations of the cost to the local economy. Local land and buildings, public spaces, commonage, etc. can be explored for their potential by involving the private sector and other stakeholders.
- **Promoter** – BCMM can promote economic development by creating a positive image of its locality. An effective way to do this is to establish a team of key Councillors and officials to meet with investors, businesses, trade delegations and others to highlight the strengths and opportunities of the locality.
- **Catalyst** – BCMM can take actions that catalyze new development initiatives. For example, by releasing land and planning infrastructure programmes, they can encourage developments in under developed areas and communal land. In addition, the Municipality can creatively utilize their facilities for major sporting and cultural events to maximize and increase the locality's visibility and image.

- **Lobbyist** – BCMM can also lobby national and provincial government for policies and programmes that benefit its locality. These lobby sessions can often be conducted through local government associations.
- **Coordinator** – BCMM can coordinate the involvement of other government departments like the departments of agriculture, land affairs, and social development for example, who all play a role in supporting agricultural development in the area.

The BCMM should review its role as an implementer of specific agricultural projects. It can be argued that the municipality is not in the business of managing farming related projects but rather should create an enabling environment within which farmers can operate.

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“The future is not some place we are going to, but one we are creating.  
The paths to it are made, not found and the activity of making,  
changes both the maker and the destination.”  
John Scharr in Zipples 2008

## **ANNEXURE A: MAPS**

## **ANNEXURE B: LAND AUDIT**

# **ANNEXURE C: LIST OF ADDITIONAL PROJECTS**

As contained in 2008 draft strategy

**ANNEXURE D: DVD - INTEGRATED AGRICULTURAL AND RURAL  
DEVELOPMENT STRATEGY**