

AGRARIAN CARE NPC (Reg nr 2019/256726/08) was founded on the principle of “caring communities stay together and grow together”. Families are the building blocks of rural development. Strong communities are built upon families with sound values, dignity, hopes and dreams for the future.

Social development is instrumental in underpinning exactly that. Focus on the rural family and its individual members is the core business of AGRARIAN CARE.

“Achiever Program” Value proposition

Social economic
development model
for farming
communities

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2. EXECUTIVE SUMMARY

There is great need in rural areas, and particular in farming communities, for empowered individuals to be able to sustain healthy, wealthy families, productive workplaces and stable communities. The “Achiever Program” model was developed to empower individuals through an integrated approach towards human development. The program includes management, all levels of employees and every person living and/or working on a farm. By combining training (family and work orientated modules), sports and cultural activities in a balanced way, opportunity to develop a wide range of skills and talents is created. The aim of the “Achiever Program” is farming communities living in harmony, safety and with dignity. The program empowers people not discriminating against race, religion, gender or disability.

3. KORTLIKS GESTEL

Bemagtiging van individue in plattelandse gemeenskappe, en veral plaasgemeenskappe, om gesonde, vooruitstrewende gesinne, produktiewe werkplekke en stabiele gemeenskappe te verseker, is dringend nodig. Die “Achiever Program” is ontwikkel om individue te bemagtig deur ‘n geïntegreerde prodrum van opleiding (familie en werkplek gerigte modules), sport- en kultuurbevordering. Die program sluit bestuurslede, werknemers op alle vlakke asook elke persoon wat op ‘n plaas werk en/of leef, in. Op gebalanseerde wyse word die geleentheid geskep om vaardigheid en talent gesamentlik te ontwikkel. Die oogmerk van “Achiever Program” is die skep van plaasgemeenskappe wat in harmonie, veiligheid en met menswaardigheid saamleef. Die program bemagtig mense sonder diskriminasie op grond van ras, geslag, geloof of gestremdheid.

4. THE COMPANY

4.1 VALUES

AGRARIAN CARE NPC was formed in 2019. As the name indicates, the focus is on caring for what makes the agrarian economy sustainable. Like elsewhere in the world, agrarian communities sustain the major food and fibre production areas in South Africa. These areas are agriculture production based, but in essence are about people. People producing food and fibre for other people.

Effective, sustainable production is complicated and tiresome if the human capital involved in production, is neglected. We strongly believe a person with a healthy self-image, well nutritioned and spiritually cared for, is the foundation of stable, productive, sustainable production of food and fibre for the future.

4.2 VISION

Socially stable farming communities.

4.3 MISSION

Empowering people to meet their needs for secure family existence, stable employment and self-development.

4.4 SERVICES

In pursuit of the company vision and mission statements, the following services are provided:

- a. Socio-economic training courses – personal budgeting and financial management.
- b. Training in primary health care for the family – nutrition, personal hygiene and disease prevention.
- c. Life skills development training – communication skills and healthy interpersonal relationships.
- d. Leadership development training – grooming for leadership in the family, workplace and society / community.
- e. Sports development – through joint ventures with specialised bodies like the Mark Fish Foundation. Soccer, rugby and netball are targeted.
- f. Performing arts and culture promotion – basics of public speaking, solo vocalist, instrumentalist as well as choir and band development.

4.5 DIRECTORS

- a. Ignatius Willem van Jaarsveld: an agricultural economist with 34 years' experience in agriculture financial planning, turn around projects in agriculture, business mentoring, financial and leadership training and consulting to emerging farmers.
- b. Dr Maria Cornelia de Lange: a medical doctor with 35 years' experience in medicine. She comes from an academic background as lecturer at the Free State University, general practitioner since 1996 and holds a certificate in Occupational Health and Medicine.
- c. Helena Dorothea van Jaarsveld: administrative director. Helena asked to be released from duties as director. The process of appointing a new director is in progress.

5. NON NEGOTIABLES FOR COLLABORATION

AGRARIAN CARE is constantly looking for networking and joint venture opportunities with other stakeholders in the field of farm community development. It is strongly believed that synergy between role players with similar values and vision, provides a flexible platform for community development, easily tailored for specific needs and circumstan-

ces. For this reason, and true to our vision and mission statements in this document, we insist in a humble way that the following activities will always be part of any project AGRARIAN CARE plays a part in:

- a. Farm community members, owners and staff, to undergo our training in:
 - i) Personal budgets and finance management
 - ii) Life skills
 - iii) Primary health care
 - iv) Leadership
- b. Farm communities engage in leisure time activities aimed at developing community cohesion:
 - i) Sports activities
 - ii) Art and cultural activities

6. OUR MODEL TO DEVELOP CARING COMMUNITIES

6.1 THE PHILOSOPHY BEHIND THE MODEL

Understanding the importance of the South African farming areas and the accompanying rural towns with their socio-economic infrastructure, is essential to appreciate this model. We are focused on the following major subjects:

- i. Agriculture as employer: The agricultural sector is greatly valued for its ability to employ people with limited education and training, who cannot be employed elsewhere in the economy. This scenario is reaching its shelf life because of changing farming practices that require higher skilled labour than before. The need for upskilling of farm labour is inevitable.
- ii. Urbanization: urbanization is a global phenomenon. SA is no different. Greater awareness about opportunities and lifestyles flows through social media on smart phones and readily available TV channels. The urge for a better life linked to the political slogan “a better life for all” each play a part in drawing rural inhabitants to urban areas. In SA the infrastructure is collapsing in urban areas under this immense pressure from natural population growth and urbanisation of rural folk. Shattered expectations of urbanized people promote violence and involvement in an array of social ills.
- iii. The rural economy: as urbanization progresses, economic activities of former wealthy rural towns plummet. The demand for more and more previously stable service providers in these towns reach a low and their existence grinds to a halt. Departure of one soon leads to the departure of a next. And shortly the hospital, the school, churches and government departments are closed due to a lack of numbers.
A change in agricultural production practices also play a part in reduced employment opportunities in rural areas. Labour law infused mechanization and

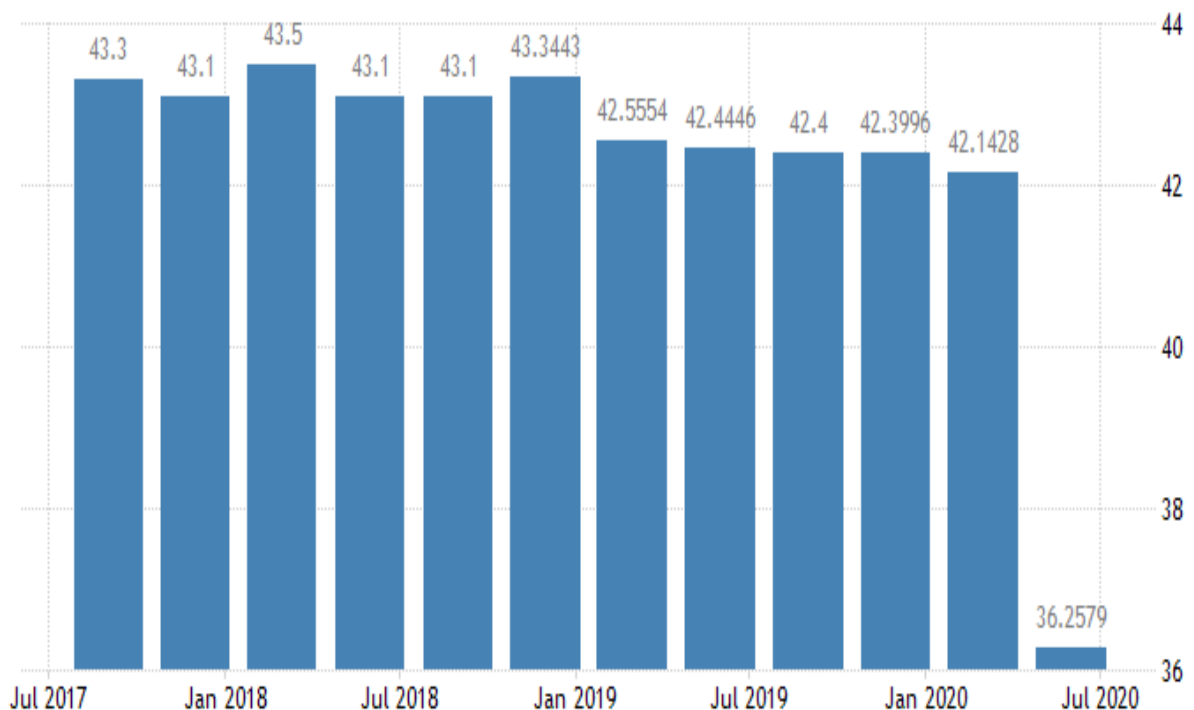
uncertainty of land issues underpin an unwillingness to increase employment on farms. This mostly leads to a cut in employee number with the accompanied negative effect on the rural economy. This negative cycle leaves the people that remain in these areas deprived of local opportunities in terms of basic human needs like entertainment, sport and cultural activities.

- iv. Family: the family unit is the primary building block of every community, whether it is a religious, cultural or economic grouping. Circumstances surrounding and affecting the family, whether positive or negative, are the baseline for most of the decisions taken by members of that family. Stable families create stable communities. Individuals with dignity and hope, dream together as families. Where there is no hope there is no vision. Without vision people perish!

This model aims at activities that can stabilize rural, especially farming communities in order to turn around situations that developed over time, negatively influencing cohesion and social stability on farms and surrounding areas.

The following graphs indicate the trends in employment and urbanization as discussed above. If neglected, these situations may escalate to an extent which government will be unable to reverse. This model is an attempt to mobilise private initiative to play a role in a solution towards a better life for all in farming communities.

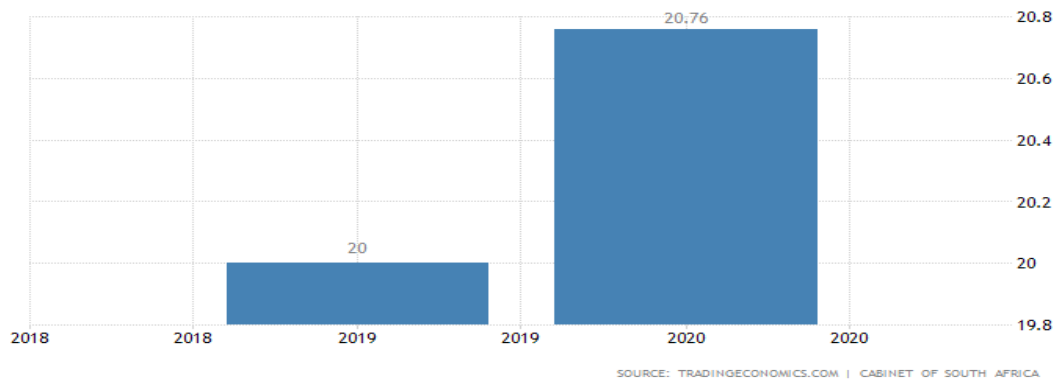
SA employment rate



SOURCE: TRADINGECONOMICS.COM | STATISTICS SOUTH AFRICA

In South Africa, the employment rate measures the number of people who have a job as a percentage of the working age population.

Urban population in SA



6.2 TARGET GROUP

This program is focused on farming communities. It is meant to create opportunities for those who are deprived of opportunities mainly because of proximity to proper community facilities in towns.

6.3 METHODOLOGY

The model is fundamentally an empowerment tool. The projected end result is for every participating community to become equipped organically to the point where members take up a mentoring role for next generations and new people coming to live in the community.

Typically support from outside the community will help with training and mentoring of existing leaders while scouting for leadership potential is done. This process is in no way meant to establish dependency on the system or individuals involved with training or coaching. No time limit is placed on involvement of trainers and mentors, but regular assessments are done to monitor success in the area of independency and where additional attention is needed to achieve the goal.

Market research to find suitable farms and farming areas to implement the model, is done through awareness programmes on radio, by social media and introduction through farmer associations.

We believe start-up farms should be encouraged to make this model part of their business plan.

When a group/community is interested in the model, a proper survey is conducted. The survey is to identify existing leaders and their roles, needs in the community and their goals. This survey is done by means of a method called Agriculture Information Platform. It is a participatory process whereby all community members are involved in a process of problem analysis, including their proposals for suitable solutions. The inclusivity of the process is the first step to dignity building and creating a sense of ownership of a future

destination for the individual and the group, without exploiting the one to benefit the other.

For it to be successful it is crucial to get farm management to buy into the model. The process is not a “workers only” exercise. In fact, more of the success is determined by the attitude and support from management, than otherwise. For this reason, it is proposed that management attend our training on Communication Skills and Leadership vs Management very early in the project. The same training is presented to the workers and their families during the project (see the section 3 on non-negotiables).

Our model is in fact a broad base team building project, leaving participants with a feeling of belonging, appreciation for self and others, dignity, value and personal growth towards a better future. The content of training and mentoring is developed to give participants a fresh perspective of themselves, their situation and possibilities for their future. We believe real empowerment comes from within a person, based on a sense of self-worth.

6.4 PILLARS OF THE MODEL

In the absence of proper entertainment and personal development opportunities, many communities are targets for drugs and crime. The additional strengths created by the model, as discussed under point 6, are rooted in a programme built on developing the person as individual, not only as an employee for higher production purposes! This means the person must benefit from the programme as an individual and make a contribution towards a better community based on an improved self. In addition it provides opportunity for a diversity of individual talent and preferences, through a healthy mixture of training, sports, art and cultural activities. Dependant on the demand, every situation will call for a different mix of these. The aim is to include all genders, ages and disabilities. Disabled people will be deployed in administrative capacities where numbers limit the forming of teams for disabled individuals. In a fully developed community several administrative positions need to be filled. The following pillars underpin this model:

a. Sport

- i. Soccer: a shortened form of the game called Fast Footy© developed by Mark Fish and the Mark Fish Foundation, will be introduced as it was done in Limpopo in 2018. It makes the game more enjoyable for spectators and players alike.
- ii. Rugby: the 7-a-side version will be used. It calls for fewer players per team and shortens the play time dramatically, making an interesting festive like tournament possible.
- iii. Netball: although ladies are welcome to play soccer or rugby, the option of netball is available.

- b. Arts and culture
 - i. Choir: where numbers make a large choir impossible, smaller groups like quartets will be formed.
 - ii. Band: brass and electric instrument bands.
 - iii. Solo artists: this division is for singers and instrumentalists alike.
 - iv. Public speaking: training in MC work and motivational type of speaking will be available.
 - v. Recital and storytelling: in many farming areas the art of storytelling is an important part of social life. We want to give recognition to this fine art through competitions and social events where such individuals can entertain guests. Recitals are popular among children of various ages. It presents these individuals with the opportunity to receive recognition and acceptance in the community from a very young age.
- c. Social events: informal social events where talent can be displayed and raise funds for further development and instruments/gear which can be organised as soon as a community is able to stage a proper programme.
- d. Talent competitions/Eisteddfod's: these events are meant for bench marking and not pure competition. Each participant is a winner the moment they perform at such events. The events must promote participation and not discouragement.

7. LEADERSHIP DEVELOPMENT

In terms of this model, leadership is defined in its broadest sense. For purposes of this model leadership means:

- a. Every person in management of the employer's company at all levels
- b. Every head of a household
- c. All elderly
- d. Church leadership
- e. Individuals with particular talent in sport, art, music
- f. Individuals with organisational and administrative skills
- g. Individuals with the ability to inspire others

The more people participate in communal activities, the better the chances for mobilising the community towards positive action. People easily get involved if they feel appreciated and listened to in planning and activities to benefit the community. Where strong leadership is in place with a just as strong sense for developing others' skills and abilities (servant leadership and mentoring), communities know where they are heading to and how they are going to get there. Trusted leadership is readily followed and supported. This is a major goal of this model.

8. ADDITIONAL STRENGTHS CREATED BY THE MODEL

Under non-negotiables we pointed out what forms part of this model. The reason why it is seen and presented as a package deal, is our deep belief in the success of a multi-faceted approach for balanced personal development. Although the training programme and social development is aimed at empowering the individual to be a person with dignity and worth in all spheres of their community, there are certain unintended by-products to this programme that in itself are of value to this model's approach to social development. We mention a few.

8.1 PRODUCTIVITY

In Limpopo only soccer was introduced to the farming communities. Farmers reported a noticeable rise in productivity in the workplace. All attributed it to the change in attitudes brought about by the introduction of soccer to the farm.

8.2 RELATIONSHIPS

A strong bond between farm owners/managers and the teams representing the farm, develops very quickly. Communication and understanding in general improves at all levels on the farms. Where action photos of the players and achievers in other areas are displayed on notice boards, relationships improve further. Such individuals become icons on the farm and in the workplace.

8.3 HARMONY

Each event draws a number of supporters (non participants) who get highly involved in the progress of their colleagues performing. The bond between supporters (including management attending activities) and participants, brings about a harmony and a feel of "us" seldom found elsewhere, and to the extent as in community driven activities!

8.4 SAFETY

Improved relationships and harmony, a feeling of belonging and mutual care, automatically have a safety spin-off. In Limpopo this effect has received so much recognition that the soccer initiative was written into the provincial safety plan in 2018. To the provincial commissioner and his management team it just made sense! In troubled times for safety on farms, this may just as well be the best reason for implementing this model on farms.

8.5 LEISURE ACTIVITIES AGAINST ALCOHOL, DRUGS AND WOMEN ABUSE

Since meaningful leisure and sports activities are presented to persons of all ages, the urge to partake in harmful activities like drinking and drug use diminishes. As a person starts to taste the success of developed social skills and talent, linked to recognition from peers and elders, the individual starts taking responsibility his or her own life. As soon as the proceeds of success outweigh the short lived pleasure of indulgence and trouble, the

person is on a path of reconstruction and healing. In a community where proper mentoring and guidance can support such an individual, the healing should be sustainable.

9. FINANCING MODEL

A blended type of financing model seems to be the most practical one. The wide diversity of activities as described in 4.4 give an indication why a single source of funding may be possible and is desirable, but is not seen as the alpha and omega of funding. Investors and contributors may be drawn to a project due to a certain aspect of the model, but may easily get more return on their investment than expected due to the range of activities through which development is done. The model in essence provides for true synergy to produce returns for each investor disproportionately higher than what could be expected from a single investment in only one area of development. The beauty of the model is this: as a community benefits from better cooperation amongst members of the community, the same mechanism is at work for investors – your contribution adds to the bigger success and brings exponentially higher returns than is the case with single focused projects.

10. CONCLUSION

Training farm workers to be better skilled, productive objects of production, is not the solution for long term harmony in farming communities. Many individuals in farming communities feel a lack of worth and hope for the future. Without a change in the basic conditions for a person to be motivated to improve and train for a happier life and a vision for their children's future, the mere day to day existence will result in demotivated workers, full of resentment and anger, drinking and fighting to see another unsatisfactory tomorrow.

With this model and accompanying programme for training and development, we believe change can be brought about by starting with individuals already sharing the same rural space, called a farm, raising up advocates for hope and a better life for all in all farming communities around them.