Agribusiness at the core of SACAU’s strategy

There was absolutely no doubt at the end of intense and exhaustive deliberations on SACAU’s strategy that agribusiness would be the DNA of SACAU’s next generation activities. Whilst members agreed advocacy, capacity strengthening of Farmer’s Organisations and provision of agriculture Information would remain the strategic work areas, or Pillars, guiding SACAU’s work for the next five years, they were decided on agribusiness as underpinning the strategic thrust of SACAU’s work.

This follows a two-day high-level consultative workshop of SACAU members, represented by the respective presidents/chairpersons and Chief Executive Officers of member organisations, which reviewed the performance of the organisation in the past 4/5 years and developed a framework that would guide the development of the strategic plan for the next 5 or so years. The overall conclusion of the review was that the performance of the organisation had been very good, and important strategic insights could be drawn from it. Whilst there was consensus to retain the main pillars underpinning the current strategy, it was unanimous that agribusiness would now be the overriding focus underpinning all our work, be it in advocacy, capacity strengthening or agricultural information.

With a clear mandate from members, the drafting of the strategy has commenced, and will be presented to members for their consideration, and ultimately sign off.
Without doubt, the main highlight of this double issue of our newsletter for September and October is the milestone progress that we achieved towards the development of our next generation strategic plan.

On 17 and 18 September, we had the pleasure to host our members - our shareholders, for a very important occasion outside the AGM. The location was Centurion in South Africa, and the occasion was the strategic review and strategic plan development workshop. Members had the opportunity to reflect, in strategic terms, on the performance of the organisation over the past three years, and to provide strategic guidance on what the focus of the organisation’s work should be in the next five years.

The outcomes of this workshop were fulfilling as highlighted elsewhere in this issue, thanks to the thorough preparations and excellent facilitation. And let the drafting begin - a process that will keep us intensely busy for the next couple of months!

Then, there was the African Green Revolution Forum (AGRF) in Kigali, Rwanda, and the World Economic Forum (WEF) Sustainable Development Impact Summit in New York, USA- two prime events which we participated in.

Thought leadership from the perspectives of farmers’ organisations’ perspective is increasingly becoming part of our work, building on and drawing upon the various ideas and experiences that come with our membership nature and regional character. To this end, we are deliberately and increasingly ventilating some of our ideas and thoughts by publishing through blogs and other platforms in collaborative efforts with other organisations, as highlighted in this issue.

Finally, it looks like we will end this year the way we started it – very busy! Virtually all our diaries are full till the very end of the year. Some of the activities worth highlighting in this regard include drafting of the strategic plan, hosting of the last Board meeting of the year, capacity building training and other workshops for members as well as attending regional and international meetings, including the traditional climate change COP 24.

Enjoy the read, ladies and gentlemen!
Nurturing the development of a new generation of young professional leaders

There is a growing realisation that many of the challenges to the transformation of African agriculture are related to leadership inadequacies at local, national, regional and continental levels. Agricultural systems are rapidly changing, being driven by, among other factors, globalisation, advances in technological and scientific knowledge as well as the advent of information and communications technologies (ICTs) and big data.

It is against this background that SACAU considers this a strategic area for its investments. Thus, the development of a new generation of young professional farmer leaders capable of driving and overseeing the future transformation of the agricultural sector in Africa cannot be overemphasised. Lessons on what and how this can be achieved can be learned from other organisations who have successfully run with the idea. One such institution is Andreas Hermes Akademie (AHA) of Germany, with whom SACAU already has relations. Hopefully in the distant future, the region will find itself in a position to cater for its young farmers in a similar manner and take its agriculture sector to the next level.

SACAU successfully co-hosts the 2018 AGRF

SACAU recently co-hosted, together with the 17 members of the African Green Revolution Forum (AGRF) Partners Group, which include SACAU and the Alliance for a Green Revolution in Africa (AGRA) as the AGRF Secretariat. The Forum, which was officially opened by H.E. Paul Kagame, President of the Republic of Rwanda and 2018 Chairperson of the African Union, was held in Kigali, Rwanda from 5 to 8 September. SACAU was represented by Mr. Benito Eliasi and Mr. Ishmael Sunga from the Secretariat.

The theme of the Forum was “Lead, Measure, Grow: Enabling New Pathways to Turn Smallholders into Sustainable Agribusinesses”. The Forum was attended by 2800 delegates from 79 countries and involved more than 46 sessions covering wide ranging issues.

SACAU’s contribution helped shape and drive the following sessions: Entrepreneurial Youth in Agriculture: New Skills and Technologies for Growth, Transformative Action in Soil Health and Crop Nutrition for Closing the Yield Gap in Africa, Unlocking Opportunities for Agricultural Growth and Transformation through Mechanization, and the Policy Symposium: Food and Land Use.

In a letter of appreciation, the President of AGRA, Dr Agnes Kalibata, indicated that the feedback received for the different sessions we were involved in had been excellent and our technical and thought leadership in various sessions greatly contributed to the richness of the program. Acknowledging the contribution of SACAU, the President of AGRA noted that they recognised SACAU’s leadership in Africa’s agricultural transformation agenda and in this Forum. She further, observed that the knowledge and expertise that SACAU shared will immensely contribute to the advancement of the sector so that eventually, this can translate into tangible impact in growing inclusive economies and jobs through agriculture.

Our support and presence indeed contributed to the success of the AGRF, and we look forward to the 2019 AGRF and to delivering on this shared agenda going forward.
A climate change adaptation roadmap for agriculture

A discussion paper titled “Feeding the world in a changing climate: an adaptation roadmap for agriculture” was recently published. The paper looks at the main issues that an adaptation roadmap for agriculture should consider, particularly in developing countries. It explores several questions which are around the principal climate risks to agriculture and the implications of no adaptation; areas where action is required to advance in the implementation of climate-resilient agriculture practices; emerging lessons from successful adaptation efforts in agriculture, and key pathways to scaling up agricultural adaptation.

Some of the highlights are the three areas in which action is required to lay the groundwork to advance climate-resilient agriculture practices, worldwide. These are scaling adaptive farming technologies and practices that work, deploying national climate policies and action to drive adaptation efforts, and mobilising finance for large scale agricultural adaptation activity. In laying the groundwork, the paper draws out lessons to inform the design and implementation of solutions at scale within the urgent timeframe required. Some of the lessons are that a shared vision of the future of farming helps navigate uncertainty; collective actions help overcome barriers; adaptation actions need to tackle the root cause of risks and vulnerabilities; food system reform can empower women, youth, and other marginalised groups; approaches to leapfrog learning curves are key; meeting short - and long - term priorities alike; adaptation actions to suit context; realising benefits at scale, and tracking progress toward adaptation goals is a crucial aspect of any effective adaptation strategy.

It concludes by making several recommendations, amongst them the following: promoting climate-resilient and low-emission practices and technologies; expanding digital climate information services; mobilising innovative finance to leverage public and private sector investments for adaptation; strengthening farmer and consumer organisations and networks and delivering enabling policies and institutions. According to the paper, these recommendations need to be at the centre of future agricultural research, policy, action and advocacy. Pursuing an agenda around these recommendations will help achieve major transitions across the agriculture sector and to replicate promising solutions on the scale required to address climate change risks and ensure food security.

SACAU is one of the 15 authors of the discussion paper. The full paper can be accessed from https://cdn.gca.org/assets/2018-10/18_WP_GCA_Agriculture_1001_Oct5.pdf

Source: CCAFS
SACAU has for a while been involved in the World Economic Forum’s Food Systems dialogues, represented by its CEO. As part of this initiative, the CEO contributed to three of WEF’s publications. The first is titled “Innovation with a purpose: The role of technology innovation in accelerating food systems transformation”. The CEO is quoted stating that “Smallholder farmers produce 80% of Africa’s food supplies, but they have limited access to finance, inputs, markets, information and other services. Technology innovations can overcome all these challenges — but it won’t happen automatically. We need to combine innovation, investment and policy to harness the power of the Fourth Industrial Revolution to benefit smallholder farmers”. Published January 2018 https://www.weforum.org/reports/innovation-with-a-purpose-the-role-of-technology-innovation-in-accelerating-food-systems-transformation

The second was a whitepaper on “Bio-Innovation in the Food System: Towards a New Chapter in Multistakeholder Collaboration” which was published in October, 2018 https://www.weforum.org/whitepapers/bio-innovation-in-the-food-system-towards-a-new-chapter-in-multistakeholder-collaboration. The CEO attended a follow up workshop which articulated possible pathways forward to build a holistic governance process.

The third was an insight report on “Identity in a Digital World, A new chapter in the social contract”. The CEO is quoted stating that “If designed well, digital identities can foster inclusion in almost all aspects of lives in transformational ways. For smallholder farmers, they hold the potential to help overcome the pervasive issues of social, economic and geographic isolation, and fragmentation which are at the root of poverty. And do so at an unprecedented scale”. Published September 2018 https://www.weforum.org/reports/identity-in-a-digital-world-a-new-chapter-in-the-social-contract

SACAU participated in the World Economic Forum (WEF) Sustainable Development Impact Summit which was held alongside the UN General Assembly in New York from 24 to 25 September 2018. The CEO participated in several meetings which covered wide-ranging topics, including feeding the planet sustainably and nutritiously, harnessing geospatial data for development, good digital identity and sustainable water management through collective action.

The CEO was in a session discussing harnessing geospatial data for development whose main aim was to outline common protocols and innovations that can support the sharing of real-time geospatial and geo-tagged data for better decision-making. The session focused on what can be done to promote the use of and facilitate access to geospatial data for data-driven decision making among small and medium enterprises for sustainable and productive operations.

Similarly, he a was a session discussion leader on “livelihoods and productivity” as part of the workshop on Feeding the Planet Sustainably and Nutritiously. The workshop was aimed at building consensus on scalable approaches to improving food systems to be more sustainable, inclusive, efficient, nutritious and healthy.
The power of principled negotiation

It is absurd that people fight, destroy, burn bridges and create a lot of unnecessary animosity between themselves and thereafter, sit around the table and try to find each other again. Selfishness, competition, greed and self-aggrandisement have led the world to become the mess it is today. The ability to negotiate and the necessary preparation for the actual negotiation are important life skills that can make families, organisations, companies and even countries successful in their day to day undertakings. In agriculture, contracts and partnerships have become increasingly unavoidable and are not a bad idea if they are agreed upon and sealed on equal terms. As farmers, we need to stand our ground and push our partners in business to realise and recognise that our relationships are or should be mutually beneficial. We are equal partners and our role as producers cannot be substituted by any other arrangement. So, our power lies in our ability to negotiate and capacity building in that regard should be part of our annual activities.

Recognising the importance of this skill, SACAU in partnership with We Effect hosted a principled negotiation training workshop from 15 to 17 October 2018 in Boksburg, South Africa. The training was ably conducted by Professor David Venter, a renowned expert in negotiations.

The three “Cs” namely, capability, competence and confidence in negotiating were the take away message for the participants. Participants also heard that in negotiations there are two important things that empower the negotiator, namely; information and time. They also learned that negotiating creates value rather than destroy it. The corner posts/deal parameters of negotiation are aspiration base, the real base, the best alternative to a negotiated agreement and the first offers. The aspiration base is what we want to achieve and quite often we aspire too low. The real base is that point when a negotiator calls it quits because there will not be any reasonable gain in pursuing the deal. When one walks away, they do not necessarily stop the deal, they walk away to the best alternative and this best alternative must always be part of the planning and preparation for negotiations. The “first offers” is the value or price a negotiator pitches at and this number must always be evidence-based from market research or intelligence. There are also danger signs or points of caution when negotiating a deal. Assumptions, mental flexibility, relationships, perceptions and framing are critical elements to be considered because they can easily make or break deals. In addition, when negotiating, a conducive climate for the negotiation process to take place in such a way that positive results are achieved for both parties needs to always be created. The Professor concluded the training by showing a video of Dr. Robert Cialdini, currently the world’s most sought-after social scientist, summarising the six rules of human behavior and how one can get people to say yes to requests. With stunning examples, Dr. Cialdini captures one’s imagination as he deals with each of the six rules, namely; reciprocity, scarcity, authority, consistence/commitment, consensus and liking.

The participants in this year’s principled negotiation training were drawn from SACAU’s members and other We Effect partners. The We Effect partners are civil society organisations mainly from Zimbabwe, Zambia and Malawi.
Is it possible to achieve food production without compromising the environment?

“Is it possible for African farmers, already faced with low yields and high risks, to balance increased production with protecting the environment?” asks Mr Ishmael Sunga, the Chief Executive Officer of SACAU in an article he wrote for Farming First. The article, titled “Science based, smarter farmer farming for Africa” is about the importance of using data to mitigate the effects of climate change on agriculture.

The article asserts that it is indeed possible for farmers in Africa to strike this balance. Foremost is the adoption of good agricultural practices which enable farmers to do more with less or with the same. This however should go together with the necessary innovations such as improved seeds and animal breeds. It also highlights the need to increase the level of awareness, understanding and appreciation of farmers, consumers and society at large on the effects of the current production models on the environment as well as incentivising farmers to invest in the long-term sustainability of their farms.

The article goes on to call for investment in backbone Information and Communications Technology (ICT) infrastructure and rural energy for connectivity. This is in recognition of the importance of ICT for wide scale dissemination of information and knowledge to farmers and for on-farm operations. With some of these digital instruments, data is collected, which in turn assist in determining the amount of fertiliser to be applied to reduce loss in the environment, for instance.


Farmers voice their concerns on regional efforts towards scaling CSA through CA

In most high-level agriculture deliberations, the farmers’ voice is often neglected yet the outcomes of such events expect farmers to make substantial investments towards attaining set targets. The Second Africa Congress on Conservation Agriculture (2ACCA) held in Johannesburg, South Africa in October 2018, took an unfamiliar turn by hosting a Farmers’ Forum, which deliberated on challenges faced by farmers and existing opportunities they may explore in attempting to scale Climate Smart Agriculture (CSA) through Conservation Agriculture (CA).

Held under the theme, “Making CSA real in Africa with CA: Supporting the Malabo Declaration and Agenda 2063”, SACAU participated in the deliberations alongside the Eastern Africa Farmers Federation (EAFF). Some of the contributions made were that as part of the adoption process, farmers undergo a period of learning, adaptation, and continued use. Throughout this process, experience has shown that farmers find themselves exposed to several forms of risk, which if not shared among different actors along the value chain, may see farmers not adopting CA practices as expected or dis-adopting after a few years.

Continues on page 8
Delegates attending the Second Africa Congress on Conservation Agriculture (2ACCA) in Johannesburg, South Africa

It was also highlighted that getting into a new paradigm tends to be knowledge intensive and can be overwhelming for farmers. Hence, CA promoters need to devise innovative means of creating awareness and disseminating relevant information to the different segments of farmers.

Furthermore, considerable research has been done on the effects of CA on a number of societal priorities (e.g. gender, labour, and food security), but still the rate of adoption remains relatively low. Perhaps, there is need to provide more evidence on the economic returns of CA at farm level beyond the environmental benefits. The contributions also touched on the need for the public sector to ‘get the basics right’ (e.g. by providing better road networks, communication infrastructure and schools.) to facilitate private sector investment in CSA/CA related infrastructure. Finally, farmers’ organisations themselves should be part of the scaling up infrastructure. For instance, apart from carrying out their advocacy function, they can facilitate the establishment of CA farmers’ networks, develop profiles of CA champions and create a platform to enhance the exchange of ideas among farmers.

Regional dairy associations meet to discuss issues affecting the performance of the sector

SACAU co-hosted the regional dairy platform meeting with We Effect from the 29 to 30 October 2018. The meeting has become part of key annual activities aimed at improving production and productivity of the members of dairy associations at farm level. The proper management of dairy farm activities is the starting point in ensuring that our countries and indeed the region can be competitive and become globally significant in trade of dairy products. The meeting, which was held in Johannesburg, South Africa drew participation from eight countries in the region.

Apart from presentations of country situations from the dairy associations and national farmers’ unions that were represented at the meeting, presenters that came to present on specific dairy sector related topics were organised. The focus areas were: dairy sector outlook, climate change, intra-regional and global trade

Continues on page 12
Role of institutions in facilitating the adoption of CSA

Empirical evidence suggests that institutions play a pivotal role in facilitating the adoption of Climate Smart Agriculture (CSA) practices on a wide scale. Institutions and institutional arrangements serve important functions in information gathering and dissemination, resource mobilisation and allocation, skills development and capacity building, and creating linkages between decision makers and several other entities, including the farmers’ constituency. This was one of the main discussion points led by SACAU in a public dialogue convened by the National Council of the Namibia National Farmers Union (NNFU) in September 2018 in Swakopmund, Namibia. In attendance were representatives from various stakeholders, including the government; private sector; research institutions; finance institutions; local and international development agencies as well as NNFU council members.

Convened under the theme, “Climate Smart Agriculture: The future for communal farmers in Namibia”, this session sought to enlighten participants on their individual and collective roles within the CSA institutional set up. The institutional environment, which is broadly defined by prevailing legislation, policies, rules and regulations, programmes as well as organisations providing CSA related goods and services in a particular country or region, determines whether CSA practices will be implemented effectively or technology will be available and accessible to farmers.

More importantly, if adopted, the institutional environment will determine whether CSA practices and/or technologies will bring positive changes to the farmers’ livelihoods as ground implementers.

Farmers’ organisations (FOs) are part of the CSA institutional set up, and have a strong potential to consolidate and disseminate innovations developed by farmers themselves and ensure that farmers’ priorities are represented in the broader agricultural development agenda. In addition, FOs are expected to conduct their own research (individually or in collaboration with others) and use generated facts to advance their advocacy for better CSA related policies and investments.
The Eighth African Green Revolution Forum (AGRF) was held in Kigali, Rwanda, from 5 to 8 September. The Forum was hosted by H.E. Paul Kagame, President of the Republic of Rwanda and 2018 Chairperson of the African Union. Other co-hosts were the 17 members of the AGRF Partners Group, which include SACAU and the Alliance for a Green Revolution in Africa (AGRA) as the AGRF Secretariat. The Forum was attended by 2,800 delegates, including current and former heads of states, from 79 countries. There were more than 46 sessions and 350 speakers.

The theme of the AGRF was Lead, Measure, Grow: Enabling New Pathways to Turn Smallholders into Sustainable Agribusinesses. It recognised that Africa is on the move with many nations pushing to achieve middle-income status and a few others aspiring for high-income status. But achieving these aspirations requires innovative and evidence-based leadership across the agricultural sector. The discussions highlighted, among others, the technology, innovations, policies and institutions that can lead to an economically and environmentally sustainable African agriculture transformation. Delegates discussed how to equip farmers with what they need to succeed and connect them to stable food systems that can translate their abundant harvests into a wider assortment of affordable, nutritious food for African consumers.

The 2018 Africa Agriculture Status Report (AASR) “Catalysing State Capacity to Drive Agriculture Transformation” was also launched during the official opening. It places a central focus on state capability in achieving desired outcomes from agriculture.

The Forum paid tribute to H.E. Kofi Annan, the former UN Secretary General, who sadly passed away in the month leading up to AGRF 2018. He is the one who called for a uniquely African Green Revolution that resulted in the formation of AGRF and its secretariat, AGRA.

Leaders applauded the launch in January of the Inaugural Biennial Review Report and African Agriculture Transformation Scorecard (AATS), which the African Union presented as coming through on commitments it has made to Heads of State and the sector. It is the first such report on the implementation of the 2014 Malabo Declaration on Accelerated Agriculture Growth and Transformation for Shared Prosperity and Improved Livelihoods.

The report revealed that 20 of 47 African Union Member States are on track to achieve commitments made in the 2014 AU Summit in Malabo, Equatorial Guinea. Leaders commended the willingness of all 47 countries to provide a thorough and transparent accounting of areas where they are progressing and areas that still need attention so that they can learn from each other and continuously improve. However, leaders also noted that current progress is still insufficient to achieve the vision forged in the Malabo Declaration. They sought out fresh approaches and commitments that can supercharge the agriculture sector and unleash the full potential of Africa.

Several major outcomes and action agendas were embraced during the AGRF 2018. Specifically, the Forum endorsed significant commitments around securing new agribusiness investments, engaging new development partners, increasing regional trade in agriculture commodities, and embracing evidence-based leadership.

The 2018 Africa Food Prize was awarded to the International Institute of Tropical Agriculture (IITA), the first institution to receive the prestigious award.

Continues on page 11
The Southern African Development Community (SADC) organised a consultation meeting with its International Cooperating Partners (ICPs) in Gaborone from 11 to 12 October 2018. The consultations that were hosted by the Food Agriculture and Natural Resources (FANR) Directorate provided an opportunity for both SADC and ICPs to update each other on new developments including SADC decisions and other agricultural related global developments. Delegates were informed that the SADC Council approved the Regional Agricultural Investment Plan (RAIP) in March 2017 and that the RAIP is premised on the SADC Regional Agricultural Policy (RAP).

Execution of RAIP is expected to enhance agricultural production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife as well as support trade, industry and food security in the region. In addition, regional and international trade and access to market for agricultural products (crops, livestock and natural resources) is expected to improve.

One of the issues that stood out during the meeting was the SADC Water, Energy and Food Security (WEF) Nexus Dialogue Project which is aimed at supporting the transformation required to meet increasing water, energy and food security demands in a context of climate change in the SADC region through the development of a truly integrated nexus approach. This approach was approved by the SADC Council and FANR was given the mandate to formalise the WEF Working Group within the Secretariat to drive the coordination and reporting mechanisms to respective Ministers through sectoral and/or joint meetings. FANR will also mobilise resources to build capacities of member states for them to improve their skills to enhance sectoral coordination in building water, energy and food security.

Phase one of the program is aimed at helping regional organisations and their member states apply a nexus approach in the formulation of multi-sector policy recommendations, strategies, action plans and investment programmes. This phase will also identify concrete investment projects - with a focus on multi-purpose water infrastructure - which could be funded under Phase II.

Country assessments on the WEF have been completed for all the 15-member states where opportunities for WEF nexus approaches were identified. Regional governance and stakeholder analysis is under way and progressing very well. A draft outline of the SADC regional WEF Nexus Operational Framework and project identification and screening criteria have been developed and a list of potential projects for screening using WEF nexus tools is being consolidated.

It is important that farmers’ organisations at all levels follow closely these processes at national and regional levels.
Continues from page 8 of dairy products, technological advances in the dairy sector and the schools feeding/milk programme. The presenters were drawn from organisations with expert knowledge of the sector and they provided insights on current trends based on research findings. The associations raised concerns on challenges negatively affecting their production among them, access to finance, the low farmgate price of milk, milk producers being price takers, policy matters, and their own capacity constraints.

The presentations and deliberations also highlighted a number of key issues of importance. The dairy sector remains a highly risky business and milk producers need to be vigilant and know how to harvest the highs and manage the lows. The measurement of inputs and the outputs will assist the milk producer to do a proper assessment of the viability of the dairy business therefore record-keeping becomes imperative. The smallholder dairy farmer is operating on the margin, efficient use of resources is unavoidable if the farmer is to sustain the business. The unit of production, in this case, the dairy cow is the most important asset the dairy farmer has, and the farmer must ensure that the animal is well looked after for it to be productive. The agricultural sector and the dairy sub-sector specifically are now a science, knowledge, data and technology driven business, so the farmer needs to progressively adopt affordable modern methods of production to avoid being left behind. The dairy farmers should be involved in initiatives to promote the consumption of milk such as the schools milk programme as it presents opportunities for smallholder dairy producers to enter mainstream formal markets. Climate has been changing over time, it is only now that we are beginning to see the impact of unfavourable weather patterns on agricultural production systems. The dairy farmer should therefore use a multi-faceted approach such as use of drought tolerant feed plant species, for instance the spineless cactus and many other types available. The level of youth participation in the dairy sector was a bit worrying and the regional dairy associations should be devising ways of promoting the involvement of a young generation of dairy farmers.

FORTHCOMING EVENTS

The following events are planned for November:

1. **SOUTHERN AFRICAN COTTON PRODUCERS ASSOCIATION STEERING COMMITTEE MEETING**
   - 08 November
   - South Africa

2. **CLOSING WORKSHOP OF THE SUPPORT TO FARMERS ORGANISATIONS IN AFRICA PROGRAM**
   - 08 – 09 November
   - South Africa

3. **BOARD MEETING**
   - 3 November
   - South Africa

4. **CONSULTATION MEETING WITH LAND BASED ORGANISATIONS IN THE REGION**
   - 26 – 27 November
   - South Africa

Mission

To be the main voice of farmers on regional, continental and global matters, and to promote and ensure strong and effective farmers/producers’ organisations in all countries in southern Africa.

Values

SACAU is founded on the following values and principles:

- Consultation
- Transparency
- Accountability
- Honesty and integrity
- Objectivity
- Impartiality
- Professionalism
- Non-discriminatory
- Independence
- subsidiarity and complementarity
- Political neutrality

Contact

Tel: +27 12 644 0808
Fax: +27 12 667 1335
E-mail: info@sacau.org

Newsletter

Designed by frayintermedia