



**THE ROLE OF AGRIBUSINESS DEVELOPMENT AGENCY (ADA) IN
DEVELOPING EMERGING BLACK COMMERCIAL FARMERS IN KWAZULU
NATAL (KZN)**

by

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MINI DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE MASTER OF BUSINESS ADMINISTRATION
(MBA)

DUT BUSINESS SCHOOL: FACUTLY OF MANAGEMENT SCIENCES
DURBAN UNIVERSITY OF TECHNOLOGY

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June 2023

ABSTRACT

This study sought to examine how the Agribusiness Development Agency (ADA) supports the growth and development of emerging black (Africans, Indian and coloured) commercial farmers in KwaZulu Natal (KZN). The study was anchored on the theory of change which provides a model of how a project management-oriented entity such as ADA should work. Using qualitative research in the form of in-depth interviews (ten participants) with emerging farmers supported by ADA, ADA senior managers and KZN Dept of Agriculture and Rural Development officials and document analysis, the study found that ADA plays a fundamental role in supporting emerging black commercial farmers in the study area through provision of grants, production inputs, equipment, technology, and infrastructure development. Despite the assistance from ADA, findings indicate that emerging black commercial farmers encounter several challenges that are both internal and external. The study also provided recommendations on how ADA should deal with challenges encountered by emerging black commercial farmers.

The following policy suggestions are recommended: Financial services, such as credit, must be made available to emerging farmers at reasonable interest rates, including grants with low interest rates for the blended finance scheme, until commercialization. Requirements for accessing loans, funding, or credit for new farmers should be restructured or amended based on the farmer's ability to repay the credit rather than the availability of title deeds or assets as collateral. To gain a better comprehension of their farming regions and techniques, as well as to improve their communication with farmers, extension agents should routinely visit the areas where emerging farmers reside.

Keyword: Agribusiness, Black Commercial Farmers, Development

DECLARATION

I, Zenzele Ndlela, hereby declare that this mini dissertation is original, and all the contents are appropriately acknowledged and explicitly referenced. A bibliography is appended to the thesis. Furthermore, it represents my own opinions and not necessarily those of the Durban University of Technology.

I also certify that the thesis has not heretofore been submitted in any of its parts or entirety for a degree of Master of Business Administration (MBA) in any other institution of higher learning locally or internationally.

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DEDICATION

This dissertation is dedicated to Provincial Government of KwaZulu Natal and the emerging black commercial farmers of KwaZulu Natal Province, who continue to defy odds and transition from subsistence farmers to emerging farmers through government support.

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude and heartfelt thanks to the following people for helping me to be able to complete this study:

- MBA first cohort class of 2021, you have been a great help to me. I will always cherish all your advice, guidance, comradeship and support that we shared. You have been the anchor behind this success.
- The DUT Business School for their support and guidance.
- Lastly to all those who were source of courage, motivation, inspiration and support throughout my study.

TABLE CONTENTS

ABSTRACT	ii
DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
TABLE CONTENTS	vi
LIST OF ABBREVIATIONS	ix
CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY	1
1.1 INTRODUCTION AND BACKGROUND OF THE STUDY	1
1.2 RESEARCH PROBLEM	3
1.3 AIMS AND OBJECTIVES OF THE STUDY	5
1.3.1 Aim of the study	5
1.3.2 Objectives of the study	5
1.3.3 Research questions	5
1.4 RATIONALE OF THE STUDY	6
1.5 CHAPTER OUTLINE	6
1.6 CHAPTER CONCLUSION	6
2.1 INTRODUCTION	7
2.1.0.1 Market challenges	17
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	18
3.1 INTRODUCTION	18
3.2 RESEARCH PHILOSOPHY	18
3.3 RESEARCH APPROACH	19

3.4 RESEARCH STRATEGY	20
3.5 RESEARCH METHODS	21
3.6 TIME HORIZON.....	21
3.7 DATA COLLECTION	22
3.8 POPULATION.....	22
3.9 SAMPLE AND SAMPLE SIZE	22
3.10 PARTICIPANT RECRUITMENT	23
DATA COLLECTION TECHNIQUES, PROCEDURES AND TOOLS	23
CONFIDENTIALITY.....	24
ANALYSIS OF DATA.....	24
RELIABILITY AND VALIDITY	26
ETHICS RELATED MATTERS.....	27
Informed approval	27
Participation voluntarily	27
Maintaining privacy	27
Prevention of Harm	27
Chapter Summary.....	28
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION.....	29
4.1 INTRODUCTION	29
4.2 SAMPLE RESPONSE RATE.....	29
4.2 Themes and sub-themes	30
4.5.1 Helping farmers without capital.	32
4.5.2 Provision of production inputs and technology	33
4.5.3 Collaboration with government and private sector	34

4.5.4 Provision of agricultural grants	34
4.5.5 Issuing of grants and loan guarantees.	36
4.5.7 Transfer of skills or capacity building	37
4.6 CHALLENGES ENCOUNTERED BY EMERGING COMMERCIAL FARMERS ..	38
4.6.1 Challenges caused by internal factors.	38
4.7 EXTERNAL CHALLENGES.....	39
4.7.1 Natural disasters.	40
4.7.2 Floods	40
4.7.3 Climate change	42
4.8 Conclusion	43
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS	43
5.1 INTRODUCTION.....	43
5.3 REALISATION OF STUDY OBJECTIVES.....	43
5.4 SUMMARY OF FINDINGS	44
5.5 RECOMMENDATIONS FOR THIS STUDY.....	45
5.6 AREAS FOR FUTURE RESEARCH.....	45
5.7 CHAPTER SUMMARY AND GENERAL CONCLUSION.....	46
REFERENCES.....	46
ANNEXURE 1: CONSENT LETTER	55
ANNEXURE 2: LETTER OF INFORMATION.....	56
ANNEXURE 3: INTERVIEW QUESTIONS	58
ANNEXURE 4: GATEKEEPER PERMISSION.....	61
ANNEXURE 5: ETHICAL CLEARANCE	62
ANNEXURE 6: LANGUAGE EDITORS' CLEARANCE LETTER	63
ANNEXURE 7: TURNITIN REPORT.....	68

LIST OF ABBREVIATIONS

ADA	Agribusiness Development Agency
APAP	Agricultural Policy Action Plan
B-BBEE	Broad-Based Black Economic Empowerment
BPCP-RD	Black Producer Commercialization Programme - Blended Finance
BRICS	Brazil, China, India, and Russia
CASP	Comprehensive Agricultural Support Programme
Dard	Department of Agriculture and Rural Development
ESD	Enterprise and Supplier Development
IPAP	Industrial Policy Action Plan
KZN	KwaZulu Natal
LRA	Labour Relations Act
LRAD	Land Redistribution for Agricultural Development
MSTF	Medium Term Strategic Framework
NDP	The National Development Plan
NERPO	National Emergent Red Meat Producers Organization
NERPO	National Emergent Red Meat Producers Organization

NGPN	New Growth Path
OHS	Occupational Health and Safety
PEMP	Poverty Eradication Master Plan
PFMA	Public Finance Management Act
PLAS	Proactive Land Acquisition Strategy
SDG	Sustainable Development Goals

CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION AND BACKGROUND OF THE STUDY

This research focuses on emerging black farmers in [KwaZulu-Natal](#) (KZN). According to Mabaya, Tihanyi, Karaan and Van Rooyen (2019), emerging farmers are either individuals who are completely new to farming but have the necessary capital or existing farmers who are from subsistence to commercial farming. Thus, adequate knowledge in business development enables developing farmers setup expansive, financially sound, and environmentally sustainable commercial agricultural companies.

According to Chamberlain and Anseeuw (2019), emerging farmers are start-up agribusinesses that are creating new businesses to handle commercial farming. Meaning that established companies, small businesses, and former subsistence farmers who are looking to invest in commercial farming entities may also be considered emerging farmers. Agri-SETA (2019) interprets the term "emerging farmers" specifically in the context of South Africa to refer to a set of agricultural communities that are making the transition from subsistence farming to more commercial models. The Agricultural Sector Education Training Authority (Agri-SETA) proposes that emerging farmers also include groups of people who have benefited from various agricultural land reform programmes and intend to establish various agribusinesses on the land allotted to them. This is because most emerging farmers were previously denied land ownership by governments during the apartheid era.

The Agri-SETA (2019) also reiterates that emerging farmers include Black Economic Empowerment (BEE) financing recipients who have acquired shares in various farming enterprises and are working to achieve profitability and sustainability. Undoubtedly, not all beginning farmers gain from state support. However, Agri-SETA's definitions are still in line with the Department of Rural Development and Land Reform's (2013) assertions.

The South African government implemented programmes and increased its spending as a way of supporting emerging farmers (Department of Agriculture Forestry and Fisheries, 2010; Frequin, Anseeuw and Da'haese, 2012). However, there is little evidence showing the successes of these attempts to date (National Treasury 2005,

2008; Aliber and Hall 2012). Instead, the initiatives and programmes adopted by the government and other agencies seemed to have worsened the challenges encountered by emerging commercial farmers (Freguin, Anseeuw and D'haese 2012). In my experience of dealing with emerging farmers, farmer support is needed to help the economy and create jobs in South Africa.

Agriculture in South Africa is divided into two parts: a well-developed commercial sector with 46 000 commercial farmers and 86% of productive agricultural land, and small-scale black farming communities with just 14% of unproductive farmland. Several land reform policies including the Land Redistribution for Agricultural Development (LRAD) were mandated to transfer 30% of land ownership to black South Africans by 2014 (Antwi and Nxumalo 2013; Ministry for Agriculture and Land Affairs 2018) but this was not accomplished.

Pringle (2013) contested that the 86% land ownership ratio between white and black South Africans is only based on hectares rather than on agricultural potential. Despite all these political and ideological disagreements between black and white South Africans, Sebola and Tsheola (2014) argued that farming in South Africa was and still is dominated by the white community, which has centuries of experience surviving on commercial farming, with the role of the black community limited to being that of labour surplus and unsuccessful subsistence farmers.

According to O'Laughlin, Bernstein, Cousins, and Peters (2013), their function was more akin to subsistence activities and urban dependence. Critiques contend that white South African farmers still have an advantage over their black counterparts which is why there is constant debate about the need for economic and political change to enable black farmers to play an active role in agriculture. The government has not elevated the status of black farmers compared to commercial farmers. Therefore, the subject of how black farmers should be treated differently from white farmers in the new South Africa remains contested (Hall 2011). The National Emergent Red Meat Producers Organisation (NERPO) (2019) pointed out that the South African government should play a vital role in encouraging young people to participate in agricultural industry. Aspects such as lack

of social capital, poor financial and restricted access to legal tools are the main challenges faced by the emerging farmers and will consequently be faced by any new black farmer – young or old – if unresolved.

There are several motivational factors that cause black farmers to want to participate in farming (Mpetile and Chinyamurindi 2021). These are quickly met with persistent inequalities in farmland ownership (Akinola 2020), restrictive policies and lack of infrastructure other myriad of downstream challenges (Chikhozho et al. 2020). With lack of mentoring, the emergent farmers cannot successfully navigate through these challenges, leading to a lag between the black and white farmers.

The success of emerging farmers is centred on land ownership and viable support programmes, infrastructure, and policies. Recent studies argue that it is still the delay in land redistribution and unclear policies that perpetuates underperformance of emerging farmers, culminating into a widening productivity gap (Zansi et al. 2021). Zansi et al. (2021b) posited that emergent farmers are clustered distinctively, based on their tailor-made needs. Understanding these clusters facilitates implementation of the correct interventions. To date, these clusters are not recognised or understood. Hence, intervention towards black farmers is largely misplaced, resources are misappropriated, badly reflecting on the emergent farmers.

The above review shows that emerging farmers are stuck in a cycle of functioning in a market where their agricultural efforts do not reap any benefits. This is compounded by factors that can only be understood via a systematic investigation for which this study seeks to explore in detail. The following section will detail the research problem to justify need for this research.

1.2 RESEARCH PROBLEM

The failure of various government initiatives to integrate new farmers into the commercial agricultural system has heightened the need for solid scientific expertise and a comprehensive understanding of the difficulties that new farmers are experiencing (Khapayi and Celliers 2016). Budgets to support emerging black

commercial farmers have increased over the past ten years, through government grants, bank loans, and private parastatal loans for infrastructure, inputs, and as well as extension services to access markets (Bromberge and Antonie 1993). However, data suggests that most beginning farmers still face difficulties.

The government established local government structures in accordance with the Land Reform and Agriculture and Marketing Acts to promote the admirable idea of developing emerging farmers to overcome the difficulties experienced by emerging black commercial farmers (DAFF 2009). Commercial, development banks, non-governmental organisations (NGOs), and private parastatals developed policies to expand market access by providing farmers with financial, technical, and managerial support. This has not seen the success of the black farmers.

Over and above the initiatives stated above, the Department of Agriculture is working to address the underfunding of support for emerging farmers. Hall (2007) reported that marginalised South Africans are still unable to make significant advancements in farming, forestry, and fisheries across the entire value chain due to limited access to land, water, markets, finance, communications infrastructure, education, skills development facilities, and flows of information and opportunities.

Despite President Cyril Ramaphosa's announcement to "fast-track land reform to benefit black South Africans", in February 2018 (Koot et al. 2019), little has been done. Land inequality persist, leading to a rise poverty levels, land agitations and farm battles (Akinola 2020). This is happening in the face of evaluation processes and existing land reform programmes that are meant to address land injustice and utilisation (Mukarati et al. 2020). At grass roots levels, black farmers do not have cost effective access to viable markets, they experience climate shocks, lack farming equipment, and lack related infrastructure (Wegerif 2022). This compounds the already existing problem of land inequality. As black farmers experience a multitude of these challenges, they are further incapacitated to handle them day-to-day, let alone the land distribution debate. This threatens the socio-economic and political stability of South Africa. Addressing

socio-economic imbalances and poverty among the black majority is possible if the land inequalities, related policies, and programmes are re-visited.

Recent studies suggest that land distribution can eradicate poverty, improve equality, and improve the socio-economic status of South Africa (Francis and Webster 2019). True as it may be land reform alone cannot accomplish all that is lagging. There is need for sound supporting structures programmes and policies to ensure that land is being utilised fully and effectively. One such structure is the Agribusiness Development Agency (ADA) whose mandate is to support the development of emergent black commercial farmers and agribusiness entrepreneurs. This mandate relates to improving the socio-economic status of the emergent black farmers.

To date, the ADA has supported many farmers through various means. However, one question remains: to what extent has ADA fulfilled its mandate to develop black emergent farmers? This study seeks to answer this question by exploring how emerging black commercial farmers are excelling in agribusiness through the assistance of the ADA. The following section details the aim, objectives and research questions that will answer this overarching question.

1.3 AIMS AND OBJECTIVES OF THE STUDY

1.3.1 Aim of the study

The study aims is to explore the role of ADA in developing emerging black commercial farmers in KZN.

1.3.2 Objectives of the study

- To investigate the role the ADA played in the development of KwaZulu Natal's emerging commercial farmers.
- To determine the difficulties faced by KZN's developing farmers.
- To learn how the ADA handles the problems that KZN's emerging farmers face.

1.3.3 Research questions

- What is the role played by ADA in developing emerging black commercial famers in KZN?

- What are the challenges experienced by the emerging black commercial farmers in KZN?
- How does the ADA address the challenges experienced by emerging farmers in KZN?

1.4 RATIONALE OF THE STUDY

This study is poised to benefit the following categories of people a) the government, b) the emerging commercial farmers and c) the ADA. The study explored in detail the experiences and challenges of emerging farmers. In addition, the study extends the academic literature on sustainable emerging farmer development strategies.

1.5 CHAPTER OUTLINE

Chapter one described the introduction and background of the study, the research problem, research questions and objectives, the significance of the study and the envisaged chapter outline. Chapter two reviewed the literature on commercial agriculture worldwide although specific reference was given to the South African context. Thus, international, and local sources was consulted. Chapter three provided the research design and methodology. Justification of all the methodologies were given.

Chapter four provided the interpretation and analysis data gathered from the participants and lastly Chapter five presented the conclusions and recommendations based on the findings.

1.6 CHAPTER CONCLUSION

In Chapter 1, the researcher presented an introduction, background of the study, research aims, objectives and research questions. The purpose was to introduce the reader to the subject, to clarify the scope of the study and to justify the need for the study. The following section will review literature related to emergent farmers, the theory underpinning this study, land distribution and ownership, the structure of agriculture in South Africa and other related factors that determine the performance of emergent black farmers. The literature is drawn from peer reviewed literature, the Department of Agriculture and Rural Development, and other organisations alike.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides the literature review on the role of ADA in developing emerging black commercial farmers in KZN. Local and international literature on the topic under investigation will be explored. The establishment and the function of ADA, theoretical framework, government intervention and efforts in developing emerging black commercial farmers since 1994 will be explored. Critical aspects such as the South Africa's evolving agrarian structure, the contribution of agriculture to the South African economy and shifts in ownership patterns and production systems among others will be explored and the financing of commercial farming in South Africa through banks, ADA, and investment entities. In addition, challenges for emerging farmers in South Africa will be explored. The chapter begins by exploring the theoretical framework and further explore the importance of this study and lastly the relationship between the study and the literature.

2.2 THEORETICAL FRAMEWORK

A theoretical framework is a collection of interrelated concepts that explains a phenomenon. It provides a structure which shows how the researcher defines his or her study methodologically, philosophically, and analytically (Ahmad, Shah, Latada and Wahab 2019). In this regard, this study adopted a theory of change. According to Vogel (2012) the Theory of Change is both a process and a product. At its simplest, theory of change describes how a desired outcome should happen from one stage to another (Vogel 2012). Thus, the Theory of Change provides a model of how project management and implementation should work and explain how and why a change occurred. When a project is evaluated through the Theory of Change, the intermediate outcomes can be assessed, and the project can be re-adjusted to increase chances of success.

In relation to ADA, the theory provides a blueprint of where the ADA is heading. The theory of change comprises socio-economic factors, existing policies, actors,

stakeholders, power relations and resources as drivers that will spearhead economic change. In the context of the study, the theory of change explores how the ADA assists in the development of commercial farmers in KZN. Therefore, the theory of change guided the researcher to answer the research questions and objectives that are related to the role played by ADA in developing emerging commercial farmers, challenges experienced by the emerging farmers and the role of ADA in addressing the challenges experienced by emerging farmers in KZN.

The flexibility offered by this theory enables the adopters to decide on the input assumptions making it relevant for a wide range of disciplines. It has been adopted widely in the medical field, renewable energy, climate studies, psychology studies, and education studies, among other disciplines. For example, in a study related to medical interventions improvement, de Silva et al. (2014) found that the Theory of Change can strengthen the Medical Research Councils' framework for complex interventions through systematic identification of knowledge gaps and a framework for stakeholder engagement. Within renewable energy, Naidoo et al. (2021) adopted this theory to operationalise the pathways to overcome barriers to sustainability and poverty alleviation. Critiques of this theory mention that it can end up being overcomplicated or oversimplified for sensible use. Due to this, it has been adopted with doubt across disciplines for fear of adopting wrong findings guided by the oversimplified or overcomplicated model (Lam 2020). In adopting this theory, the researcher capitalises on its applicability to various disciplines, flexibility, and ability to be intercepted or combined with other theories.

Though there are other theories such as the theory of planned behavior, situated learning theory, the Theory of Change stands out due to limitations related the other theories. For example, theory of planned behaviour assumes that people are rational and make systematic decisions based on available knowledge and ignores unconscious intentions which then becomes a limitation. The advantages of theory of change is that it enhances accountability and mitigate against risks.

2.3 EVOLVING AGRARIAN STRUCTURE IN SOUTH AFRICA: A BACKGROUND

According to Antle, Jones, and Rosenzweig (2017), the prosperous white capitalist farming elite in South Africa emerged because of state regulation and subsidies made possible by the mineral revolution. The authors note that from the passage of the Natives Land Act in 1913 to the formalization of native reserves as homelands, state policy prioritized the availability of inexpensive labor to drive accumulation in the mining, industrial, and agricultural sectors.

According to Michailidou (2016), the financialization of the 1970s and the economic and political crises of the 1980s established dynamics that continue to play out within a liberalized economic framework. During the political transition to democracy, according to Michailidou (2016), not only did business and the state reach an agreement, but there was also a labor agreement with substantial benefits for the restricted stratum of organized labor. According to Hajdu, Granlund, Neves, Hochfeld, Amuakwa-Mensah, and Sandstrom (2020), South Africa has a "distribution regime" of social grants, which provides some stability in an otherwise unsustainable inequality situation. Fields (2018) argued that it is difficult to classify South African economic policy as strictly neoliberal for this reason. Rather, the state faces a growing challenge in determining how to continue financing this distributional system amidst economic stagnation and an accumulation crisis. The expansion of financial capital and the financialisation of the economy have made it possible for South Africa's minerals-energy complex to maintain its dominant position (Goga, Bosiu, and Bell, 2019).

Goga et al. (2019) concluded that South African agriculture is dualistic, with a developed, capital-intensive, commercial sector consisting of approximately 45 000 commercial farms (mostly owner-operated and employing contracted labor) that occupy 86% of agricultural land. The top 20% of these farms produce 80% of the value of production, which means that, in terms of revenue, the majority of the remaining 80% of

commercial farms are small, and their proprietors frequently supplement household income with income from non-farm sources. The remaining 14% of farmland is occupied by numerous subsistence and sub-subsistence farms operated by family labor. A small number of these farms produce for local markets, but the vast majority do not produce enough to meet domestic requirements (Goga et al., 2019).

2.4 SOUTH AFRICAN AGRICULTURAL SECTOR OVERVIEW

Agriculture and agribusiness are two areas that could help create jobs and boost economic activity in South African rural regions. However, the development strategy will need to consider the low levels of inclusion and transformation that exist. South Africa's agriculture sector has not undergone transformation in the 25 years since the country gained its democracy. White farmers continue to produce the bulk of the sector's output. Apart from producing wool, mohair, and cattle, black farmers contributed an average of 5% to the output of main agricultural commodities in 2019 (National Agricultural Marketing Council (NAMC), 2019).

By extension, the agribusiness industry follows the same pattern, especially given that the agribusiness sector is dominated by former agricultural co-operatives that converted to corporations in 1993 (Greenberg, 2015). The fact that the South African democratic government inherited a dual agriculture sector in 1994 adds to the issue of the untransformed agricultural industry. On the one side, there existed well-resourced, white-owned commercial farms that had expanded and flourished because of co-operative consolidation after the Land Bank Act of 19 was passed (Bigsten, 2018). On the other hand, the government did not support the under-resourced black farmers. The farmers self-funded their farming operations but were limited by infrastructural challenges. (Organisation of Economic Cooperation and Development (OECD), 2016).

The differences in fortunes among various farmer groups were generated by the lingering impacts of previous colonial and apartheid administrations' segregation policies and systems, and they have remained unresolved. The most renowned of these previous measures were the Land Bank Act of 1912, the Land Act of 1913, and the Marketing Act of 1968. This dualism exists in other Southern African countries, but

without the broad distinction between black and white that exists in South Africa. Ngam (2021) further argued that the perpetuation of these inequities has led to radicalisation among the black society who saw themselves as being excluded from meaningful involvement in the agricultural economy. The author also added that from an agricultural output perspective, the contribution of black farmers to agricultural productivity remains insignificant and negligible.

2.5 SHIFTS IN OWNERSHIP PATTERNS AND PRODUCTION SYSTEMS

It is worth exploring shifts in ownership patterns and production systems while investigating developments in new crops and agricultural technologies. As such Shah, Namara and Rajan (2020) posit that as the number of commercial farming units fell precipitously from around 60,000 in 1996 to around 35,000 in 2014, the net effects in agriculture were concentration (expansion through internal accumulation) as well as centralisation (buying out competitors), reversing the broad base of white commercial farming and allowing larger companies to expand operations and landholdings.

2.5.1 Labour regimes

Gyapong (2020) posited that despite the introduction for the first time of agricultural labour regulation, labour regimes in agriculture have moved towards smaller, more highly skilled, largely male, on-farm workforces. This is due to changes to production systems and a massive expulsion of labour, leading to a massive displacement of farm workers and dwellers possibly 3 million since the start of democracy. As a result, there is now a growing off-farm, ad hoc labour force, particularly in the primary industry of horticulture, who live in informal settlements scattered throughout farming communities. This is a key component of what Bernstein refers to as fragmented classes of labour (Gyapong 2020).

2.5.2 Competition Commission

Contrary to the World Bank's predictions, whose recommendations for rural restructuring served as the basis for the deregulation plan of the 1990s, neither of these policy reforms reduced entry barriers for small farmers nor did they reduce the price of

food (Sebola, 2018). In fact, food price inflation has been far higher than general inflation due to widespread cartelisation in key industries, including fertiliser, seed, poultry, milling, bread, and retail, as well as the concentrated nature of these industries. Despite the establishment of a Competition Commission that investigates anti-competitive behaviour, state actions do not aim to combat large capital but rather to accommodate and even promote it. This is perfectly compatible with other economic sectors (such as inputs, processing, and retail) where persistent structural obstacles to entry have been upheld (Sebola, 2018). Mbatha and Masuku (2018) argued that the South African government anticipate that capitalist agriculture would deliver affordable food, which explains why the government has been so slow to act. The ANC supports large-scale commercial agriculture and only addresses the distortions caused by cartel activity and its impact on price, ignoring the fundamentals of the economic system and capitalist agriculture (Mbatha and Masuku, 2018).

2.5.3 Land reform

To correct historical inequalities caused by apartheid in the South African society, the state was given certain obligations under the 1996 Constitution (Republic of South Africa, 1996). One of its mandates is reversing racial property ownership imbalances that had been systematically implemented over the years to exclude and disadvantage the black people (Mbatha, 2019). Section 25 of the 1996 South African Constitution mandates the state to take reasonable actions within the legal framework to promote conditions that allow citizens to get land on an equitable basis. Section 25(2), which mandates land expropriation for public use outlines some of these acceptable solutions.

The government and its people have been focused on establishing racial equity in land ownership than on putting the land that is currently in the possession of black farmers to productive use. There are numerous instances where beneficiaries failed to use the government-purchased land in a productive manner as anticipated and instead collapsed the farms' productive economic activity (Vink, Van Rooyen and Karaan 2012). Manenzhe, Zwane, and Van Niekerk (2016) noted that 73% of restituted farms had become unproductive soon after being owned by black farmers. This could be due to

their lack of farming experience and other resources (Zwane, Van Niekerk and Groenewald 2014).

Despite the promises of the post-apartheid land reforms, access to land ownership is still an issue for young black farmers (Vink et al. 2012). Where they have been given some land, it has been crowded with multiple families, making it practically difficult to perform agriculture and generate the desired results. Therefore, developing South African black farmers will not have any realistic agricultural role without fair access to land and utilisation. The only way to guarantee that everyone in South Africa will play a significant part as a contributor to the agricultural economy is through a well-developed, adequately funded, and inclusive agricultural sector.

Fanadzo and Ncube (2018) pointed out that with the intention of creating opportunities for the expansion of family-based smallholder agriculture, a modest land reform initiative that was introduced in the first five years of democracy to transfer 30% of commercial farmland has evolved over the past 20 years. The land reform does not empower the black farmers, who then become stockholders in corporate businesses rather than having any rights to the land or control over how it is used. The land reform that has been diverted from its initial goal of contesting the distribution of ownership and control over land, as well as the pattern of accumulation that results from it (Fanadzo and Ncube 2018).

2.6 COMMERCIAL FARMING IN SOUTH AFRICA

There is not much room for new farmers in the agricultural industry of South Africa. Farmers who were previously underprivileged lack a robust support system, making it impossible for them to take advantage of the different opportunities that the South African government has been implementing (Moloi 2010 and Anyike 2011). According to a study conducted by Chikazunga and Paradza (2012), the former South African government's agricultural economy flourished swiftly due to extensive state subsidies and assistance programmes aimed at commercial farmers. Similar assistance programmes and governmental subsidies were viewed as beneficial to the agricultural economies of the United States of America and Europe (Chikazunga et.al. 2012).

South African agriculture is reliant on exporting its products to international markets (Chikazunga et al. 2012). Following the democratic transition in 1994, agricultural deregulation and the loss of state subsidies to marketing boards generated substantial problems for commercial farmers, particularly those who had previously suffered disadvantage. By 1997, all interest rate and export subsidies had been withdrawn, and by late 1998, all marketing control boards had been privatised, with the sugar industry remaining the only sector receiving government price support (Chikazunga et al. 2012).

2.7 FINANCING OF AGRICULTURE IN SOUTH AFRICA

A growing cast of actors is bringing transnational private capital into Africa's agriculture, including pension funds, hedge funds, sovereign wealth funds, banking institutions, and agribusinesses, as well as private equity funds described in the "Vultures of Land Grabbing". Commenting on the financialisation of agriculture on a global scale, McNellis (2009) put that Emergent Asset Management Ltd is a UK/SA management firm, specialising in farmland investments in Africa. The author added that more "homegrown," is Old Mutual's African Agricultural Fund's UFF Agri Asset Management and Phathisa. This allows South African investors to channel investments both internally and externally in the region (McNellis 2009).

2.8 FINANCING AGRICULTURAL ACTIVITIES IN SOUTH AFRICA

Besides farmland funds, South Africa also uses more conventional private and public financing methods. Standard Bank¹ and ABSA, both trans-nationalised, are among them. Afgri, a privatised version of a state-established farming co-operative, Oos-Transvaal Beperk (OTK), is an example of an agribusiness. Through the acquisition of other former co-operatives, OTK reinvented itself as a major player in the inputs industry, serving as the primary financier and logistics provider for several farmland investments, including one in the Democratic Republic of the Congo. Gordhan (2013) posited that the state has put a lot of work into easing capital's path through the financial sector.

FSCA (2022) noted that improvements to financial regulation would incentivise investment from and through South Africa by introducing simpler laws to lower the time and costs of doing business in Africa. This would be achieved by allowing companies listed on the Johannesburg Stock Exchange to establish holding companies immune from the South African Reserve Bank's exchange regulations as regional investment vehicles that are not considered residents for exchange-control reasons.

2.8.1 Seed and input supply (pesticide, fertiliser, tractors)

Van Niekerk and Wynberg (2017) note that there is a growing influence of multinational and South African input supply industries. The input industries are another group where consolidation has been the overriding development. Multinational organisations have acquired and invested in South African companies that produce seeds, insecticides, and fertilisers, and these companies have subsequently expanded in the region. Examples include Pannar.

2.8.2 LAND DEALS

South Africa is notable for the prevalence of land agreements premised on the expansion of industrial farming systems. South African companies are currently involved in forestry transactions in Mozambique and Ghana, farming initiatives in the Democratic Republic of the Congo, Mozambique, Swaziland, Zambia, Zimbabwe, and Nigeria, and tourism (wildlife safaris and ecotourism) in Mozambique, Tanzania, and Uganda (FSCA. 2022). The 'Africa Policy Committee' of Agri South Africa reports that 'the international concentration on agriculture's potential in Africa has intensified over the past year, with an increase in investments in various high-potential agricultural countries' (AgriSA Africa Policy Committee, 2014). In 2013, "AgriAllAfrica" (AaA) was established as an investment platform to facilitate South African farmers' transactions in farmland and agriculture elsewhere on the African continent. It also sent state representatives from other African nations to South Africa on business visits to facilitate deals. In the meantime, commercial farmers are strengthening ties with regional farmer

organizations, especially the Southern African Commercial Agricultural Union (SACAU) and the Pan African Farmers' Organisation (PAFO), a new continental alliance of regional farmer organizations.

Due to the cessation of bilateral investment treaties, the company is requesting assistance in acquiring additional locations from the South African government, specifically the Ministry of Trade and Industry.

2.9 Contribution of Agriculture to the South African economy

According to Bakouan, Dialga and Zidouemba (2022) the agriculture, forestry and fishing industry increased by 12.2% and contributed 0.3% to GDP growth. The increase was due to the increased production of animal products while agriculture contributes to 10% of the country's formal employment record. The authors added that, to improve the current state of South African agricultural growth, the government must implement land reform that focuses on increasing emerging farmers' capacity and potential to contribute to agricultural development and the economy. Access to land and financial assistance are key priorities for growing black farmers. However, the South African government purposefully ignores this component, focusing instead on the political allotment of land in relation to the economic and empowering realities confronting South African farmers (Bakouan et al. 2022).

Hanson (2019) argued that South Africa is one of the countries in this region that is currently capable of producing all its own basic foodstuffs, with agriculture accounting for 4.5% of GDP and the food processing sector accounting for an extra 10% of GDP. The nation also boasts a sizable food processing sector and several well-developed export markets (Hanson 2019).

2.10 CHALLENGES IN COMMERCIAL FARMING IN SOUTH AFRICA

2.10.1 Market challenges

Accessing established agricultural markets is a challenge for many emerging farmers in South Africa. As a result, emerging farmers are not interested in conventional marketplaces. Chan, Tran, Pethiyagoda, Crissman, Sulser and Phillips (2019) identified it as a barrier to the development of emerging farmers. Scholars such as Mapiye, Makombe, Mapiye and Dzama (2018) noted that farmers' attempts to market their products are hampered by inadequate infrastructure, insufficient property rights, low education levels among farmers, limited access to credit, a lack of innovative production implements necessary to increase yield of produced goods, and a lack of entrepreneurial skills necessary to make the farmers' efforts successful.

2.10.2 Social, cultural, and economic changes

The social, cultural, and economic changes have contributed to a significant decline in the number of farmers (31% decrease, or 40,000 fewer farmers from 1993 to 2008) and farmworkers in South Africa (1.6 million in 1971 to approximately 800,000 in 2007) and an increase in concentration within the commercial agricultural sector (O'Laughlin, Bernstein, Cousins and Peters, 2013). Ultimately, larger commercial South African agricultural production may feed much of Southern Africa, but it does so through industrial agricultural techniques that are resource intensive and without employing rural labour and an income source for the large number of rural inhabitants in the region (O'Laughlin et al. 2013).

2.11 CONCLUSION

In a nutshell, this chapter discussed various underpinning factors linked to the development of emerging commercial farmers. The aspects include highlighting the contribution of commercial agriculture in South Africa, the financing of commercial farming in South through banks, Afgri and investment forums. Challenges in commercial farming in South Africa have also been critically explored. The next chapter provides the research design and methodology adopted for the study.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

This study explored the role of ADA in developing emerging commercial farmers in KZN. This chapter provides the research methodology and design adopted to gather and analyse the data. The aspects that are discussed include the research methodology, research design, target population, sampling methods, planning and preparation of empirical research activities, data collection methods, data analysis, trustworthiness of data and lastly ethical issues. In addition, the chapter explored the philosophical underpinnings associated with the qualitative research as well as explaining and justifying them. Additionally, the chapter detailed the sampling procedures, data collection instruments and the reasons for choosing qualitative methodology over other methodologies.

According to Leedy and Ormrod (2010), a research methodology includes the research process as well as the types of tools and methods to be utilised to gather and analyse data. The sections below detail the steps that were followed in this research.

3.2 RESEARCH PHILOSOPHY

Every field of investigation is founded on a set of fundamental assumptions and an intellectual framework known as the research paradigm (Watson and Floridi 2018). A research paradigm is a means of looking at the world from a broad perspective. In this regard, a research paradigm includes a set of assumptions that direct the behaviour, especially in terms of disciplined inquiry in a larger sense, creating conceptions on how

a specific topic should be explored and understood. The positivist, critical, and interpretive paradigms are most utilised in research.

A paradigm's primary purposes include defining how the world operates, how knowledge is obtained from it, and how one should think, write, and discuss that knowledge (Thorne 2016). While positivism focuses on the quantitative analysis of the phenomenon, this study utilised an interpretive paradigm. The interpretive research paradigm uses case studies, in-depth, open-ended interviews, and direct observation to create a detailed narrative that may be used to understand human experiences (Thorne 2016). It is directly related to qualitative research design though it is sometimes utilised in combination with positivism to form the pragmatic paradigm. On the other hand, the critical paradigm emphasises oppression and seeks to advance democracy through altering many social, political, cultural, economic, ethical, and other society-oriented systems of thought.

3.3 RESEARCH APPROACH

An exploratory, inductive research design was employed. The term exploratory research design refers to a circumstance in which a research study is conducted with the intention of either exploring a topic for which little is known or of examining the likelihood of conducting a certain research study (Vosloo 2014). A topic that has not been thoroughly researched is a relevant subject of an exploratory research strategy (Rangarjan and Shields 2013). Exploratory research uses methods such as secondary data, in-depth interviews, focus groups, pilot studies, and case studies due to its fundamental nature (Rangarjan and Shields 2013). The research has no pre-defined hypothesis but draws concepts based on the underpinning theory and data inductively. An inductive study is appropriate for exploring complex phenomena with narrowly understood concepts (Cohen et al. 2019) because it permits the generation of insights and promotes detailed explanations regarding what the subjects experience (Eisenhardt 2021).

This research design was used to understand how ADA contributes to the development of new commercial farmers. No previous studies exist within this context, neither are

there studies that used exploratory research design with any topics related to ADA. Due to the limited knowledge, literature and a scarcity of studies related to the development farmers in KZN, an inductive exploratory design was adopted.

The design has several advantages that make it suitable. Since this is new research focus, the exploratory design will enable the researcher to lay a foundation for future related research (Erickson 2017; Pawar 2020). Due to its flexibility (Pawar 2020), the researcher has an opportunity to adjust research questions and the methods to get the useful data while assessing the theoretical fit of the topic under study. Exploratory research is compatible with qualitative data, inductive research (Erickson 2017), and the small sample that the researcher adopted and will explain in sections below.

3.4 RESEARCH STRATEGY

The study focused on a single case of ADA, despite that there are other organisations in the form of NGO's and social entrepreneurship organisations that support farmers. The single case of ADA enabled the researcher to get fine-grained information (Siggelkow 2007) about the assistance the emergent farmers got and the extent to which this assistance is beneficial to them. According to Yin (2009) case study designs are disdained due to lack of rigor and generalisability of findings. Particularly, for single case study, there is no observable pattern, hence internal validity is at stake.

A single case study was suitable because the purpose of the study was not do generalise the findings, or to understand a particular pattern but to understand a particular phenomenon in-depth, describing it richly. The research was also based on an established Theory of Change and did not seek to build theory, but understand how this established theory is effectively driving the ADA-emergent farmer model.

Considering that the ADA is a parastatal that operates bound by the Department of Agriculture (DoA), studying ADA in-depth also uncovered drawbacks associated with policies and government led programmes that are disseminated for the benefit of emergent farmers. Regarding generalisability, case studies are unique to contextual

settings and their power lies within their attention to local situations – not in how they represent other cases (Stake 2013). Hence, findings can be transferrable, but generalisability is confined to theory development and generation of new empirical enquiries (Eisenhardt and Graebner 2007; Yin 2009).

3.5 RESEARCH METHODS

Martinez et al (2014) defines qualitative research as a research approach that results in narrative, descriptive accounts of a setting using methods like participant observation, in-depth interviews, ethnography, and case studies. According to Merriam (2009), qualitative research takes an interpretative, naturalistic approach to the world. The goal of qualitative research is to create factual descriptions based on first-hand experience of people and social groups in their natural environments, as opposed to producing numerical data supporting or disputing clearly defined hypotheses.

Goddard and Melville (2004) and El Hussein, Hirst, Salyers, and Osuji (2014) posited that qualitative research is inductive in nature, meaning the initial phase is understanding the experiences, followed by developing theories at the end of the research because of observations. Thus, it entails looking for patterns in observations and developing theories or explanations for those patterns through a chain of tentative hypotheses (Bernard 2011).

Due to the nature of the topic, a qualitative methodology was utilised because it best suits the intention to understand personal experiences from the participants. The research was centred on understanding the activities that ADA is doing, hence, this would not be sufficiently captured in a binary or scaled questionnaire. Descriptions of the phenomenon were required to understand the extent and the level at which ADA is interacting with the farmers.

3.6 TIME HORIZON

The researcher wanted to gather concepts and outcomes within a short time; therefore, a cross-sectional study was adopted. This suited the costs and the type of information the researcher needed, to draw conclusions. The researcher achieved the objectives at

minimal cost because the study was also cost-constrained. The preferred information was to know the extent to which ADA has assisted the emergent farmers *in situ*, without going further to understand the assistance over the years. This approach is sufficient to lay a good foundation for future cross-sectional or longitudinal studies.

3.7 DATA COLLECTION

The researcher compiled pertinent data and records for the investigation, obtained through (ten participants) interviews with emerging farmers supported by ADA, ADA senior managers and KZN Dept of Agriculture and Rural Development officials. Data was captured through a recorder.

The researcher created a budget and obtained funding for fieldwork, which is the most critical step.

3.8 POPULATION

According to Frantzeskak (2015), population refers to all potentially included units or components. The participants were selected because of significant contribution to answer the study's research questions. Therefore, KZN farmers supported by ADA, KZN Agribusiness members, participants from the Department of Agriculture Land Reform and Rural Development, and people from the growing commercial sectors supported by ADA were part of the sample due to their familiarity with the phenomenon under study. The total number of population is thirty five (35) and the surveyed is ten (10) participants.

3.9 SAMPLE AND SAMPLE SIZE

The sample constituted ten participants, five of which were emerging commercial farmers, and the remainder were representatives from the ADA, Department of Agriculture, Land Reform and Rural Development who are experienced project leaders and agricultural experts. These individuals were classified as key informants due to their

knowledge about the impact of the ADA on the development of new farmers in the research region.

3.10 PARTICIPANT RECRUITMENT

Participants were recruited through sent emails with a consent form and this was followed by a courtesy call to assure them on confidentiality of their participation.

DATA COLLECTION TECHNIQUES, PROCEDURES AND TOOLS

Data was collected through in-depth interviews from a purposively chosen sample. Purposive sampling is a deliberate choice of participants due to their qualities, for example, based on their ability to respond to certain questions (Tashakkori et al. 2009; Valerio et al. 2016). Purposive sampling is appropriate for qualitative designs because qualitative methods depend on pre-determined, intentional, and non-random methods to choose participants. According to De Jonckheere and Vaughn (2019), in-depth interviews elicit information from the participants to reveal their personal experiences while also providing scientific justifications. The in-depth interviews lasted for 30 minutes each and they were addressing questions related to the work that ADA is doing to promote black farmers to become commercial farmers. The in-depth interviews opened a platform for follow-up questions, which led to more enriched data.

The researcher created an interview protocol with 10 questions as presented in Annexure 3. The first six questions were centred on addressing objective one. From these questions, the researcher aimed to understand role the played by ADA in developing emerging black commercial famers in KZN. Question one asked the respondents about their understanding of the role of ADA in their community. The second question revealed information regarding the timelines with which ADA started to help the participants. The third question sought to understand the perspective of the participants regarding the efficiency of ADA, while the fourth question focused on the specific help that the farmers got from ADA. Question five went on to ask participants if they felt that the help was sustainable. Questions six asked about other partnerships that ADA is involved with to help the emerging farmers.

The second and third objectives were addressed through four questions. Objective two was centred on the problems experienced by the emerging farmers while objective three sought to understand how these challenges were addressed by ADA. Question one asked the participants to state the problems they were facing, while question two asked how these challenges were addressed by ADA. Question three sought to understand if the participants feel that the ADA is efficient in solving these challenges while question four was meant to check if participants were satisfied with the service.

Due to the nature of the phenomenon being studied, the researcher chose to use document analysis to triangulate the data collected through in-depth interviews. Official documents, also known as non-personal documents, are those that are included in and continuously maintained by large associations like government establishments, according to Mack (2011). The annual reports of ADA and the Department of Agriculture Land Reform and Rural Development were utilised.

Data saturation

Data was collected from the ten participants through interviews without observing the concept of saturation.

CONFIDENTIALITY

Confidentiality was adhered to through participants' informed consent and the information will remain protected from disclosure outside of the research setting or to unauthorized persons.

ANALYSIS OF DATA

To analyse data, Muzari, Shava, and Shonhiwa (2022). states that it must be divided into controlled subjects, patterns, trends, and relationships. The goal of the analysis is to comprehend the numerous elements of data, determine any patterns, separate them.

THEMATIC ANALYSIS

Thematic Analysis is a qualitative analysis method. It is used to analyze classifications and exhibit data-related themes (patterns). It illustrates the data in detail and discusses

a variety of topics through interpretations (Boyatzis, 1998). Any investigation that attempts to discover through interpretations is deemed most suitable for Thematic Analysis. It adds a methodical component to data analysis. It enables the researcher to associate a frequency analysis of a theme with one of the entire contents. This will add precision and complexity to the research and enhance its overall significance. Qualitative research necessitates comprehension and collection of numerous aspects and data. Marks and Yardley (2004) state that thematic analysis provides the opportunity to comprehend the potential of any issue in a broader context.

The researcher can determine the precise relationships between concepts and compare them to replicated data using Thematic Analysis. Using thematic analysis, it is possible to link the various concepts and opinions of the learners and compare them with the data gathered at different periods and in different situations throughout the project. All possibilities for interpretation are conceivable.

Coding and classifying

Thematic Analysis allowed the coding and categorization of data into themes. For instance, how issues influence participants' perceptions. According to Miles and Huberman (1994), processed data can be displayed and categorized in Thematic Analysis based on similarities and differences. This was done in by coding and classifying responses from the farmers, ADA and KZNDARD officials.

To achieve the goals, the process should involve coding, categorizing, and noting patterns, that is, different levels of themes could be provided (Braun and Clarke, 2006), as well as providing a relationship between the variables and factors in order to establish a reasonable and logical chain of evidence (Creswell, 2009; Braun and Clarke, 2006; Miles and Huberman, 1994). Miles and Huberman (1994); Creswell (2009); Hayes (1997) assert that Thematic Analysis will produce, and present data more effectively and accurately reflect the reality of the data collection if data are gathered using multiple instruments (e.g., observation, questionnaires, and interviews in a single study) with participants in different environments.

RELIABILITY AND VALIDITY

Reliability refers to consistency within the analytical procedures used, whereas validity relates to the credibility and implementation of the methods done and the accuracy with which the results accurately reflect the information (Hayashi, Abib and Hoppen 2019). The principles of trustworthiness, credibility, dependability, and transferability are approaches used establish the issue of validity and reliability in qualitative research (Cope 2014). Transferability, according to Cope (2014), is the researcher's evaluation of the applicability of the research's findings to different contexts or circumstances.

To establish transferability and credibility of the instruments, the researcher used instrument peer debriefing, piloting, and data triangulation. Instrument peer debriefing refers to a process where the instrument is randomly given to selected individuals to proofread the instrument to ensure it addresses any validity concerns (Scharp and Sanders 2019). For instrument peer debriefing the researcher used two employees from ADA, two farmers and two other random people who did not have knowledge about the research. Peer debriefing of the interview protocol enabled the researcher to note if there were complicated questions that could not be answered by the audience. The feedback from member checking also enabled the researcher to identify if there were skipped aspects that would need to be included in the study. Furthermore, peer debriefing revealed vague descriptions, overemphasised, and underemphasised points. It offered the opportunity to identify any bias perspectives made by the researcher during instrument design, general errors and contradictions in the data, processes, or other parts of the study. Lastly, it improved awareness regarding the research.

Piloting is a process of pre-testing an instrument before full research (Malmqvist, Hellberg, Möllås, Rose and Shevlin 2019). This is done to identify any complicated questions, unclear questions, and ambiguous terms. Piloting was done with five individuals who resembled the main sample. The feedback from piloting enabled the researcher to refine the language and simplify it so that the respondents can understand. The researcher also triangulated interviews and document analysis to ensure that the principle of trustworthiness and credibility is established.

During the collection of data, member checking was constantly done one-on-one with the respondents to ensure that the results are credible. Member checking is a process of confirming what has been recorded to check if that is exactly what the participant said (Candela 2019). This is done through returning the collected data to the participants to check for accuracy and resonance with their experiences. Member checking gives the participants opportunity to correct errors and challenge wrong interpretations.

ETHICS RELATED MATTERS

The following ethical considerations were noted by the researcher. These include informed consent, voluntary involvement, confidentiality, and avoidance of damage. Below is a discussion of the challenges experienced.

Informed approval

When it comes to human rights, the researcher treated the participants with respect in all circumstances, including while deciding whether to include them in the study. The participants had sufficient knowledge of the goals of the study. Participants were able to give informed consent by using the information that was provided to them.

Participation voluntarily

The goal of the research was explained to the participants to get a clear understanding from their perspective. The study's participants consented to take part based on their own comprehension and interest.

Maintaining privacy

All study-related activities, both on a group and an individual level, was always kept private.

Prevention of Harm

The participant's protection from any potential harm resulting from their participation in the study was ensured by the researcher.

Chapter Summary

The research technique and design used to obtain and analyse the data for the study are described in this chapter. Research methodology, research design, research approach, research paradigm, sample procedures, methods of data collection, and data analysis tools are some of the topics covered in the discussion. Additionally, the chapter provides information for choosing qualitative research over alternative approaches. The chapter also explained the philosophical foundations for qualitative research. The purpose was to provide the reader with an understanding of the methodology that the researcher followed. The following section describes the findings.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION.

4.1 INTRODUCTION

This chapter presents the data analysis and interpretation of the findings on the role of ADA in developing emerging black commercial farmers in KZN, South Africa. Firstly, the observed findings were discussed in relation to the findings of similar empirical studies conducted elsewhere in the world. Secondly, the discussion also pays attention to emerging farmers in other countries which have previously experienced similar occurrences.

4.2 SAMPLE RESPONSE RATE

The participants responded as anticipated by the researcher. Most of the participants found the phenomenon of the role of ADA in developing emerging black commercial farmers in KZN as not sensitive hence they were not reticent about disclosing information. Nevertheless, a handful of participants did not participate as expected but this did not affect the responses of research questions and objectives. **The following Table 4.1 presents demographics of the participants.**

Participant Pseudonym	Age	Gender	Race	Level of education
EMERGING FARMERS				
Emerging farmer A	64	Male	Black	Degree
Emerging farmer B	55	Male	Black	Master's Degree
Emerging farmer C	52	Male	Black	Matric
Emerging farmer D	49	Male	Black	Diploma
Emerging farmer E	49	Female	Coloured	Diploma
ADA PARTICIPANTS				
ADA A	45	Male	Black	Masters in agriculture

ADA B	42	Female	Black	Masters in agriculture
ADA C	48	Male	Black	Diploma in Agriculture
DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT PARTICIPANTS				
Department of Agric A	43	MALE	Black	Masters in agriculture
Department of Agric B	45	MALE	Black	Degree in Agric Economics

Source: Researcher’s own table

Out of five (5) emerging black commercial farmers interviewed, four (4) were males and one was female. Their age ranged between 45 and 65. In terms of race, four were Africans and one was Coloured. Of the participants, one had a master’s degree, one had a bachelor’s degree, 2 had Diplomas and one had a certificate. This shows that the emerging farmers interviewed were literate.

Among the participants serving for ADA, two (2) of them were males aged 42 and 48 respectively and one (1) was female aged 45. Two of them had master’s degree in agriculture and one had a PhD degree in agronomy. This means that the participants were educated and knowledgeable about ADA.

Lastly, the researcher interviewed two (2) participants from the Department of Agriculture. Both were males and their ages were 43 and 45 respectively. In terms of academic qualifications, one had master’s degree in agriculture and the other had a degree in Agricultural economics. The following table 4.2 presents the themes and sub-themes.

4.2 Themes and sub-themes

Theme	Sub-theme	Issues raised
Role of Agribusiness in promoting emerging farmers.	Helping farmers through grant funding.	Grant funding criteria too restrictive. Funding budget too small.

		Lack of financial management skills from farmers.
	Provision and rehabilitation of farm infrastructure	Agriculture infrastructure very old and dilapidated.
	Find new markets for farm products.	Theft of key infrastructure affect production.
The role of government and private sector.	Access to land.	Grant does not cover land purchased. Farmer or community disputes over land. Lack of collateral to buy land.
	Access to finance through loans.	Criteria used by banks too rigid and restrictive.
	Technical or Extension support.	Mismanagement of grant funding.
Challenges experienced by the emerging farmers.	Internal challenges.	Lack of access to information, lack of technical skills, high marketing and transaction costs.
	External challenges.	
Natural Disasters	Covid-19.	Lack of govt support.
	Floods.	No insurance for natural disasters.
	Climate Change.	

Source: Researcher's own table

Having presented the themes and sub-themes, the following section 4.5 discusses the role of ADA in developing emerging black commercial farmers.

4.5 ROLE OF ADA IN DEVELOPING EMERGING BLACK COMMERCIAL FARMERS

The ADA plays a fundamental role in supporting emerging farmers in KZN and the country in general. Among the roles raised are helping farmers without capital, provision of grants, new crops and technology, infrastructure development and creating and supplying of agricultural products, is further outlined in the ADA Funding policy (2022) These roles are discussed below.

4.5.1 Helping farmers without capital.

The interviewees revealed that ADA helps emerging farmers who are financially constrained to practice sustainable in agriculture. During the interviews, one of the emerging farmers said.

“We really appreciate what the agribusiness development agency does for us as emerging farmers. I passionately love the fact that we are sometimes given the opportunity to embark on agricultural activities while we do not have money. It is a way of promoting us since we are still poor and cannot afford to finance our agricultural business (Interview conducted with emerging commercial farmer” A, 9 June 2023),

The other participant supported the above indicating that.

“We are really poor and this strategy of allowing us to start agricultural business without capital is the best of all. Most of the farmers here started from scratch but now they are somewhere hence I applaud that strategy as it also leads to the development of the economy (Interview conducted with emerging commercial farmer B”, 09 June 2023)

A participant from ADA also reiterated the above responses indicating that.

“We give them a wide range of resources for free and expect them to pay us later when the produce. We help those that do not have capital and equipment needed for farming. We do this as a way of encouraging them to do farming. We do this because we know that they are still new in the farming business hence they need such support for them to grow and flourish” (Interview conducted with ADA B, 17 March 2023).

The views of the participants show that ADA helps emerging participants with capital as many of them are poor and cannot afford to start the farming business on their own. The reason behind funding these farmers is that they become visible in contributing towards

the agricultural economy. According to the ADA funding policy 2022, the sector's contribution to the KZN's economy has been declining over the last decade, highlighting the need to revitalise agriculture in the region. Agriculture has been regarded as a significant driver of economic growth. As a result, this sector is expected to play an important role in reducing poverty, unemployment, and inequality.

The policy further highlights that the democratically elected government has implemented several policy actions aimed at promoting agribusiness development. Despite these measures, lopsided participation and ownership patterns have remained, with most of the black agribusiness enterprises and those in rural areas struggling to run sustainable and profitable businesses capable of competing successfully in markets. In this regard, the above finding pertaining to the role of ADA is explained by the theoretical framework that underpins this study, that is the theory of change.

4.5 2 Provision of production inputs and technology

Production inputs and technology are important for emerging farmers. The world is changing, and farmers need technology to cope with the changes. The changes include climate, production inputs and new markets. During the interviews one of the participants from the Department of Agriculture said.

“ADA works with various bodies and companies that are either local or international. These assist us with information and technology that is important for farmers. The bodies or companies share the information with us as the Department of Agriculture as well as emerging farmers. The technology is helpful in coping with climate changes and market demands” (Interview conducted with Department of Agriculture C, 11 June 2023).

A farmer supported the above by indicating that.

“ADA has got very educated agronomists and technicians that assist us with good information which is helpful for farming. You will not go wrong when working with ADA agencies and specialists. I wish the

government can support them so that they can also continuously render us support” (Interview conducted with emerging commercial farmer A, 11 June 2023).

Participants' opinions demonstrate that ADA provides farmers with marketable technologies and novel crop varieties. In support of this technology, Aggarwal and Singh (2021) stated that techniques are necessary to improve agricultural products for markets that require high quality standards. New production techniques are required to boost productivity and ensure that the product meets market demands. Small-scale farmers are hesitant to implement new technologies due to the associated costs. If they can rely on external resources for material and technological inputs, they are more likely to adopt new practices. However, the introduction of new technology will not be successful unless it is implemented within a well-managed and organized agricultural operation (Aggarwal and Singh, 2021).

4.5.3 Collaboration with government and private sector

The ADA works with many government departments and private companies to fund resources and find innovative solutions needed to develop emerging commercial farmers.

4.5.4 Provision of agricultural grants

While working in collaboration the state and private organisations, ADA provides wide range of support including the provision of agricultural inputs, infrastructure and equipment to emerging commercial farmers. During the interviews, one of the participants from ADA alluded that.

“Our support to emerging commercial farmers involve considerable production support in addition to the supply of basic inputs such as seed and fertilizer. We also provide land preparation, field cultivation and harvesting as well as free training and extension. This is primarily to ensure that proper crop husbandry practices are followed in order to achieve projected yields and required qualities. However, there is a

danger that such arrangements may lead to the farmer being little more than a labourer on his or her own land” (Interview conducted with ADA B, 11 June 2023).

Similarly, another participant from the Department of Agriculture explained that.

“The problem with the majority of emerging farmers and smallholder producers experience difficulties in obtaining credit for production inputs. With the collapse or restructuring of many agricultural development banks and the closure of many export crop marketing boards (particularly in Africa), which in the past supplied farmers with inputs on credit, difficulties have increased rather than decreased. Hence, we now assuming that responsibility of assisting farmers with agricultural support in the form of subsidies” (Interview conducted with Department of Agriculture C, 11 June 2023).

Another participant indicated that.

“ADA works with various bodies and companies that are either local or international. These assist us with information and technology that is important for farmers. The bodies or companies share the information with us and then we share it with farmers” (Interview conducted with emerging commercial farmer A, 10 June 2023)

The views of the participants show that ADA in collaboration with commodity organisations, the government and private organisations provides support to emerging farmers.

4.5.5 Issuing of grants and loan guarantees.

Because emerging farmers are not financially stable, ADA provides them with grants as per the ADA funding policy as indicated by one of the participants from the Department of Agriculture below.

“In most cases it is ADA that provide grant funding. However, arrangements can be made with commercial banks or dept of agriculture for extended support, i.e., the contract serves as collateral. When substantial investments are required of farmers, such as packing or grading sheds, sugar cane or heavy machinery, banks will not normally advance credit without guarantees from ADA” (Interview conducted with Department of Agriculture C, 11 June 2023).

The participant however indicated that.

“Despite the assistance they receive from ADA. The tendency of certain farmers to abuse credit arrangements by selling crops to buyers other than or by diverting inputs supplied to other purposes, has caused some sponsors to reconsider supplying most inputs, opting instead to provide only seeds and essential agrochemicals” (Interview conducted with Department of Agriculture C, 11 June 2023).

According to the ADA funding policy gazetted in 2022:26, “In order for ADA to appropriately manage project funding, the ADA shall establish institutional structures for the projects and form Projects Steering Committees to monitor project implementation and recommended payments. ADA will enter into Service level Agreement (SLAs) funding agreements with the authorised specific Legal Entity or authorised individual of the funded project. The beneficiary must agree to representatives of ADA making regular inspections to monitor the progress of the work on the project”. The policy also stipulates that recipients will receive a funding packet and that an onboarding session will be held to verify that the ADA criteria are clearly explained and that the project is implemented as intended (ADA funding policy 2022).

4.5.6 Access to reliable markets

Participants from the Department of Agriculture stated that ADA plays a critical role in assisting emerging commercial farmers with access to market.

“Small-scale farmers are often constrained in what they can produce by limited marketing opportunities, which often makes diversification into new crops very difficult. Farmers will not cultivate unless they know they can sell their crop, and traders or processors will not invest in ventures unless they are assured that the required commodities can be consistently produced. ADA offers a potential solution to this situation by providing market guarantees to the farmers and assuring supply to the purchasers” (Interview conducted with Department of Agriculture B, 13 June 2023).

The other participant said that.

“Even where there are existing outlets for the same crops, As ADA we can offer significant advantages to farmers. They do not have to search for and negotiate with local and international buyers, and project sponsors usually organize transport for their crops, normally from the farmgate” (Interview conducted with ADA E, 13 June 2023).

The views of the participants above show that ADA provides support to emerging black commercial farmers in terms of access to markets.

4.5.7 Transfer of skills or capacity building

The other participant indicated that.

“ADA through Agri-SETA train and develop all the emerging farmers on the best agribusiness practice core farming skills such as farm management, access to markets, financial management and marketing and this has led to improvement and efficiencies” (Interview conducted with ADA, 13 June 2023).

Interviewees indicated that ADA plays a critical role in skills transfer. The skills the farmer learns from ADA include record keeping, the efficient use of farm resources, improved methods of applying chemicals and fertilisers, a knowledge of the importance of quality and the characteristics and demands of export markets. Farmers can gain experience in carrying out field activities following a strict timetable imposed by the extension service. In addition, spillover effects from contract farming activities could lead to investment in market infrastructure and human capital, thus improving the productivity of other farm activities. Farmers often apply techniques introduced by management that is (ridging, fertilising, transplanting, and pest control.) to other cash and subsistence crops.

4.6 CHALLENGES ENCOUNTERED BY EMERGING COMMERCIAL FARMERS

The emerging commercial farmers encounter challenges. Some challenges were internal and others were externally induced. The challenges are discussed in the subsection 4.6.1 below.

4.6.1 Challenges caused by internal factors.

The participants highlighted that despite the support they get from ADA, they encounter many challenges. Among the challenges are economic problems such as load shedding which is currently affecting South Africa and the decline of the Rand currency. During the interviews one of the participants mentioned that.

“As farmers we are also affected by local problems such as economic shocks and depression. For instance, the Rand is now losing value and it is difficult to save money for future use in the next season. We end up buying lesser than planned because of the economic situation” (Interview conducted with Emerging commercial farmer, 24 April 2023).

The other participant supported the above and indicated that.

“Some if not most of our agricultural equipment require electricity to function and we are facing a huge challenge due to load shedding. This

affects our production a lot more than anything else. We are really going to be in big trouble if the problem persists” (Interview conducted with an emerging farmer, 10 June 2023).

A participant from ADA also commented on the aspect of load shedding saying.

“The impact of load shedding on food production depends on the type of production system. While load shedding has a minimal impact on extensive red meat production, it can be detrimental to intensive systems like poultry production, especially if electrical heating is used to regulate the temperature. It also negatively affects producers relying on irrigation to water their crops as the quality and quantity of the crop will be influenced” (Interview conducted with ADA B, 10 June 2023).

A participant from the Department of Agriculture indicated that.

“The effect of load shedding can be severe on certain primary producers and even cause farming operations to close. Still, it will not necessarily result in a food shortage in the country as our primary agricultural sector is diverse. However, the price of certain commodities will increase due to a lower supply and higher production costs, negatively influencing food affordability” (Interview conducted with Department of Agriculture A, 10 June 2023).

4.7 EXTERNAL CHALLENGES

Besides challenges by internal factors discussed above, there are also challenges caused by external factors. Among the challenges mentioned by the participants are the impact of global market forces such as the Russia and Ukraine war and occurrence of natural disasters. While commenting on the impacts of the Russia and Ukraine war and its impacts on farmers, Agyei (2023) argued that global events, such as conflicts or

geopolitical tensions, can indirectly affect agricultural markets and commodity prices, which can have an effect on farmers around the world, including emerging commercial farmers in South Africa. Changes in the prices of agricultural inputs, such as seeds and fertilisers, and outputs, such as crops and livestock, could impact the profitability of producers in response to fluctuations in international trade, supply and demand imbalances, or disruptions in global supply chains. However, Agyei (2023) argued that the specific effects would depend on a variety of variables and would be difficult to predict absent additional context.

4.7.1 Natural disasters.

Natural disasters such as COVID-19, floods and climate change were mentioned by the participants as natural disasters that affected their agricultural activities. Due to COVID-19, many farmers began to have difficulties accessing the supplies, labour, transportation, markets, and technical help required to profitably raise and sell their crops. Farmers trying to plant or harvest crops were most severely impacted by COVID-19's restrictions. Lebel et al. (2021) pointed out that full support must be given to emerging farmers to better their situation, as well as the expansion of other productive activities they are involved in.

4.7.2 Floods

The KwaZulu Natal floods that took place in July 2021 affected many farmers. Floods can have significant and detrimental effects on farmers. Here are some ways in which floods in Durban impacted agricultural activities as narrated by the participants during interviews.

“Floods can damage crops in that floodwaters can submerge fields, causing extensive damage to crops. Prolonged inundation can lead to crop rot, suffocation, and reduced oxygen availability for plant roots, resulting in crop loss. Floods can also wash away or bury crops, making them unsalvageable” (Interview conducted with an emerging farmer F, 10 June 2023).

A participant serving in the Department of Agriculture explained that.

“Floods are dangerous as they cause soil erosion and fertility loss. The force of floodwaters can cause erosion, washing away topsoil and valuable nutrients. This erosion can lead to reduced soil fertility, making it difficult for farmers to sustain crop production in the affected areas. The deposition of silt and debris brought by floods can also negatively impact soil structure and nutrients in it” (Interview conducted with Department of Agriculture A, 12 June 2023).

The participant further said concurred that.

“Floods can damage farm infrastructure such as irrigation systems, buildings, machinery, and storage facilities. This damage can disrupt farming operations and increase the costs of repairs or replacements” (Interview conducted with Department of Agriculture A, 12 June 2023).

Another participant indicated that.

“Floods can endanger the lives of farm animals. Livestock can drown or be swept away by floodwaters, leading to significant economic losses for farmers. Moreover, floodwaters can contaminate drinking water sources for livestock, leading to health issues and a decrease in productivity” (Interview conducted with ADA B, 10 June 2023).

Further, other participants alluded that.

“Floods can delay planting or harvesting schedules, as fields need to dry out before farmers can access them or replant. This can disrupt the farming calendar and impact crop yields and profitability” (Interview conducted with ADA B, 10 June 2023).

The above views of the participants show that floods are one of the natural disasters that affect farmers. Shisanya and Mafongoya (2016) argued that floods can result in financial losses for farmers, including crop losses, infrastructure damages, and increased input costs. The recovery process may require additional investments and resources, putting farmers under financial strain. Additionally, floods can impact regional or local agricultural economies, affecting market prices, trade, and food availability

(Shisanya and Mafongoya, 2016). The authors further stated that the severity of the impact depends on factors such as flood intensity, duration, timing, crop type, farm management practices, and the availability of support systems and insurance coverage for farmers.

4.7.3 Climate change

Climate change is one of the factors that the participants indicated as affecting them in many ways. The farmers are very dependent on soil moisture and soil fertility. Climate change, however, causes the soil to become dryer. When this happens the fertility of the soil is jeopardised, resulting in farmers having to make use of additional fertilisers to ensure that their crops continue growing. According to Pais, Reboredo, Ramalho, Pessoa, Lidon and Silva (2020) posited that climate change has the has significant implications for farmers around the world. Pais et al. (2020) noted that here are some ways in which climate change can affect farmers.

Changing weather patterns: Climate change can lead to alterations in precipitation patterns, including changes in rainfall timing, intensity, and distribution Pais et al. (2020). This can result in droughts, floods, or irregular rainfall, making it challenging for farmers to plan and manage their crops effectively.

Crop productivity and yields: Rising temperatures, changes in rainfall patterns, and increased frequency of extreme weather events can negatively impact crop yields Pais et al. (2020). Heat stress, water scarcity, and changes in pests and diseases can reduce agricultural productivity and make it more difficult for farmers to achieve expected yields.

Water availability: Pais et al. (2020) argues that climate change can affect water availability for irrigation, livestock, and other agricultural needs. Changes in rainfall patterns, including prolonged droughts or intense rainfall events, can disrupt water sources and availability, leading to water scarcity. This can directly impact farmers who rely on irrigation or who depend on rainfall for their crops.

4.8 Conclusion

In a nutshell, the data presented in this chapter answered the research questions. The findings related to the role of ADA in helping farmers through grant funding, provision, and rehabilitation of farm infrastructure, find new markets for farm products and providing farmers with information and technology were reported. The chapter also highlighted the challenges faced by farmers. The challenges are both internally and externally induced. Natural disasters such as the impact of COVID-19, climate change and floods have been mentioned as challenges hampering the growth and development of emerging farmers in the study area. The following chapter provides the summary of findings, conclusions drawn from the findings, as well as the recommendations.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter brings conclusion of the study on the role of ADA in developing emerging black commercial farmers in KZN. The chapter highlights the study findings and conclusions as well as providing recommendations to show areas to focus on for further research. Both findings and questions for further research are discussed with particular attention given to the main objectives as outlined in Chapter 1.

5.3 REALISATION OF STUDY OBJECTIVES

Objective 1: To investigate the role played by ADA in developing emerging commercial farmers in KZN.

Objective one was successfully achieved as the study has shown a wide range of roles played by ADA in promoting emerging commercial farmers in the study area. The roles include providing grants for farmers, provision, and rehabilitation of farm infrastructure,

find new markets for farm products and providing farmers with information and technology among others.

Objective 2: To identify the challenges of experienced by the emerging black commercial farmers in KZN.

Objective two was also achieved as quite a few challenges encountered by commercial farmers have been explored. The challenges are both internal and external. Natural disasters such and COVID-19, floods and climate change have been identified as challenges.

Objective 3: To learn how the ADA deal with challenges experienced by emerging farmers in KZN.

Objective three was achieved since internal challenges such as the impacts of load shedding, challenges and access to market, lack of financial management skills from farmers and lack of modern technology were explored and the effects of external factors such as the impacts of global market forces such as the Russia and Ukraine war and occurrence of natural disasters were further explored.

Comment

The theory of change has been integrated into this study wherein the following drivers that will spearhead the projects' desired outcome: socio-economic factors, existing policies, actors, stakeholders, power relations and resources.

5.4 SUMMARY OF FINDINGS

The findings indicate that ADA helps farmers with a wide range of services. These include helping farmers without access to capital through offering grants, providing inputs and technologies, developing infrastructure, and improving access to markets.

According to the survey, emerging commercial farmers face many difficulties. Some difficulties are caused internally, while others are caused externally. Among the difficulties are those brought on by economic issues like load shedding and the depreciation of the Rand currency. Most participants emphasised that load shedding

has an impact on their production because most of their agricultural equipment depends on electricity to operate.

According to the report, in addition to the obstacles brought on by the internal variables, there are also challenges brought on by external factors, such as the effects of global market forces, wars and the occurrence of natural disasters.

5.5 RECOMMENDATIONS FOR THIS STUDY

Based on the discussion of this study's main findings as well as the conclusions drawn, this study makes the following recommendations:

- The need to forge partnerships or collaboration with development finance institutions in the implementation of a blended finance model to assist emerging farmers.
- Provincial and National Treasury to increase budget allocated to ADA to assist emerging commercial farmers.
- Post funding support (mentorship) for at least twelve months.

5.6 AREAS FOR FUTURE RESEARCH

Based on the discussion of this study's main findings as well as the conclusions drawn, this study makes the following recommendations:

- Further study needs to be undertaken, on a wider scale involving more government entities and departments involved in development of emerging farmers and private sector initiatives, this may provide more comprehensive findings than the current small study was able to provide.
- Commission a research study on the impact assessment of government funding in promoting emerging commercial farmers.

5.7 CHAPTER SUMMARY AND GENERAL CONCLUSION

This chapter discussed the key findings of the study in terms of the critical questions that guided the research, the reviewed literature, and the theory of change that supported the study. Based on the discussion, conclusions and recommendations were drawn. The researcher is content that the research problem of the study has been adequately addressed.

The researcher is satisfied that the three critical concerns, informed by the theory of change, have been satisfactorily addressed. According to Vogel (2012), change theory is both a process and a product. At its most basic, theory of change describes how a desired outcome should occur from one stage to the next (Vogel, 2012), and pertinent literature provided the necessary data to answer the study's research question.

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ANNEXURE 1: CONSENT LETTER



CONSENT

Full Title of the Study: The role of KwaZulu Natal Agribusiness Development Agency (ADA) in developing emerging commercial farmers in KwaZulu Natal (KZN).

Names of Researcher/s: Zenzele Ndlela

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, **Zenzele Ndlela**, about the nature, conduct, benefits, and risks of this study - Research Ethics Clearance Number: IREC 059/23.
- I have also received, read and understood the above-written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

_____	_____	_____	_____	_____
Full Name of Participant Thumbprint	Date	Time	Signature /	Right

I, Zenzele Ndlela herewith confirm that the above participant has been fully informed about the nature, conduct, and risks of the above study.

Zenzele Ndlela _____	06 February 2023 _____	_____
Full Name of Researcher	Date	Signature

_____	_____	_____
Full Name of Witness (If applicable)	Date	Signature

_____	_____	_____
Full Name of Legal Guardian (If applicable)	Date	Signature

ANNEXURE 2: LETTER OF INFORMATION



LETTER OF INFORMATION

Title of the Research Study: The influence of Agribusiness Development Agency in developing emerging commercial farmers in KwaZulu Natal.

Principal Investigator/s/researcher: Zenzele Ndlela, (Post Graduate Diploma in Public Management NQF Level 8)

Co-Investigator/s/supervisor/s: Professor Robert Walter Dumisani Zondo, D Com

Brief Introduction and Purpose of the Study: This survey aims to evaluate the DUT CSERI's service quality and its impact on the performance and success of the SMMEs it serves. Despite the potential advantages of business incubators, little is known about the service quality provided by these incubators and how it influences the performance and success of the SMMEs they support. The purpose of this study is to fill this information gap by evaluating the service quality of a university-based business incubator and studying the relationship between service quality and SMMEs' performance. In addition, the study will offer insights into the perceptions and experiences of service quality among incubator clients and staff, which can inform the design and operation of university-based business incubators in order to better support the growth of SMMEs.

Dear Farmer/Entrepreneur

My name is Zenzele Ndlela and I am doing my Master of Business Administration at Durban University of Technology. My research title is "The role of KwaZulu Natal Agribusiness Development Agency (ADA) in developing emerging black commercial farmers in KwaZulu Natal (KZN)". The study seeks to examine the role played by ADA in developing emerging commercial farmers in KwaZulu Natal, to identify the challenges of experienced by the emerging farmers in KZN, to find out how the ADA addresses the challenges experienced by emerging farmers in KZN, to explore the internal factors or challenges affecting the growth and development of emerging commercial farmers in KwaZulu Natal and to explore the external factors or challenges affecting the growth and development of emerging commercial farmers in ADA.

You were picked on purpose, and I would like to ask for your help in completing this questionnaire. If you want to engage in the survey, you are free to ask as many questions as you like in order to properly comprehend the research. You have the right to discuss the study with your family and friends, but you are not required to commit at this time. You will be given a copy of the information letter to take home.

The study's goal is to assess the influence of ADA in developing emerging commercial farmers. The study seeks to examine the role played by ADA in developing emerging commercial farmers in KwaZulu Natal, to identify the challenges of experienced by the emerging farmers in KZN, to find out how the ADA addresses the challenges experienced by emerging farmers in KZN, to explore the internal factors or challenges affecting the growth and development of emerging commercial farmers in KZN and to explore the external factors or challenges affecting the growth and development of emerging commercial farmers in KZN.

20357096 Z Ndlela

Please take your time reading and comprehending the questionnaire, which should take no more than 10 minutes to complete. You are also asked to be honest and accurate in your responses, since this information may help ADA improve its services and better serve you. The questionnaire would be electronically distributed using survey monkey, and farmers would fill it out online.

You may be interested to know that the study has no unpredictable risks and is fully voluntary. However, if you are uncomfortable answering any of the questions, you can stop answering the questionnaire at any time.

You may withdraw from the study at any time for any reason, including noncompliance, illness, or adverse effects. Your removal from the study, on the other hand, will have no negative implications.

You may acquire insight into service quality measurement, its significance, and the benefits of continuously increasing service quality. You will not be compensated for participating in the research, and you are not expected to cover any expenditures associated with the study; this is solely the responsibility of the researcher.

Your survey responses will be kept absolutely confidential, and data from this study will only be reported in aggregate. Your information will be encrypted and kept private. The Durban University of Technology will protect confidentiality and anonymity. All information gathered will be stored in a secure location for five years before being destroyed. Under tight conditions, only authorised individuals will have access to the data.

Persons to contact in the Event of Any Problems or Queries:

Supervisor: Professor Robert Dumisani Zondo

Please contact the researcher (cell no. 0815941791), my supervisor (tell no. 0836319124) or the DUT-Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Acting Director: Research and Postgraduate Support on researchdirector@dut.ac.za

Thank you for your time and participation

Yours sincerely

Zenzele Ndlela (Researcher)

ANNEXURE 3: INTERVIEW QUESTIONS



My name is Zenzele Ndlela and I am doing my Master of Business Administration at Durban University of Technology. My research title is "The role of KwaZulu Natal Agribusiness Development Agency (ADA) in developing emerging commercial farmers | KwaZulu Natal". The study seeks to examine the role played by ADA in developing emerging commercial farmers in KZN, to identify the challenges of experienced by the emerging farmers in KZN, to find out how the ADA addresses the challenges experienced by emerging farmers in KZN, to explore the internal factors or challenges affecting the growth and development of emerging commercial farmers in KZN and to explore the external factors or challenges affecting the growth and development of emerging commercial farmers in ~~KZN~~.

Your participation in this study is voluntary and you are allowed to withdraw from the interview process whenever you feel like. Your information will be kept anonymous and will be used for academic purposes only.

Thank you!

OBJECTIVE 1: To examine the role played by ADA in developing emerging black commercial farmers in KZN.

Interview questions

- What do you think is the main role of KwaZulu Natal Agribusiness Development Agency?
- When did it start providing services to emerging commercial farmers in KZN?
- How effective and efficient is ADA in rendering services to farmers?
- How does the ADA emerging help farmers?
- Is the help from ADA sustainable?
- What are other stakeholders working with ADA?

OBJECTIVE 2 AND 3: To identify the challenges experienced by the emerging farmers in KZN
To find out how the ADA addresses the challenges experienced by emerging farmers in KZN

Interview questions

- What are the challenges you are facing as emerging farmers?
- How does the ADA deal and address your problems?
- How efficient is the ADA in addressing challenges experienced by commercial farmers?
- Are you happy with the way the ADA addresses your challenges?
- What are the internal challenges that you are facing as emerging farmers in KZN?
- What do you think drives these internal problems that affect your business?
- Can you please explain if the internal problems are prompted by socio- political and economic factors?
- What are external challenges that you are facing as emerging farmers in this region?
- What do you think drives these internal problems that affect your business?

- Can you please explain if the external problems are prompted by socio- political and economic factors?
- Who do you think is responsible for external challenges you face as emerging farmers?
- How do you think the external factors can be addressed?

We have come to an end of the interview session and I appreciate your participation. You are free to ask any question regarding the study. Thank you very much.

Regards

Zenzele Ndlela

ANNEXURE 4: GATEKEEPER PERMISSION



**TO: MR A.S. MAZIBUKO
ACTING CEO: AGRIBUSINESS DEVELOPMENT AGENCY**

**FROM: MR ZENZELE NDLELA
MBA STUDENT- 20357096**

**REQUEST FOR PERMISSION TO CONDUCT A RESEARCH
ON EMERGING COMMERCIAL FARMERS SUPPORTED BY
AGRIBUSINESS DEVELOPMENT AGENCY**

Dear Mr. Mazibuko

I humbly request permission to conduct a research on the following topic Title of the Research Study: "The role of Agribusiness Development Agency in developing emerging commercial farmers in KwaZulu Natal." This is part of the research work in fulfilment of MBA requirements, below are the full details on the research study.

Regards

**Zenzele Ndlela
Student number: 20357096**

Permission to conduct research granted by Mr. A.S. Mazibuko in his capacity as the Acting CEO Agribusiness Development Agency.

Signature:.....

Date:..... 13/02/2023

ANNEXURE 5: ETHICAL CLEARANCE



INSTITUTIONAL RESEARCH ETHICS COMMITTEE
 Research and Postgraduate Support Directorate
 2nd Floor, Benyam Court
 Gate 1, Steve Biko Campus
 Durban University of Technology
 P O Box 1334, Durban, South Africa, 4001
 Tel: 031 373 2375
 Email: lavishad@dut.ac.za
http://www.dut.ac.za/research/institutional_research_ethics
www.dut.ac.za

7 June 2023

Mr Z Ndlela
 33a Ronalds Road
 Kloof
 Durban
 3610

Dear Mr Ndlela

The role of the Agribusiness Development Agency (ADA) in developing emerging black commercial farmers in KwaZulu-Natal (KZN)

I am pleased to inform you that Full Approval has been granted to your proposal.

The Proposal has been allocated the following Ethical Clearance number **IREC 059/23**. Please use this number in all communication with this office.

Approval has been granted for a period of **ONE YEAR**, before the expiry of which you are required to apply for safety monitoring and annual recertification. Please use the Safety Monitoring and Annual Recertification Report form which can be found in the Standard Operating Procedures [SOP's] of the DUT-IREC. This form must be submitted to the DUT-IREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the DUT-IREC according to the DUT-IREC SOP's.

Please note that any deviations from the approved proposal require the approval of the DUT-IREC as outlined in the DUT-IREC SOP's.

It is compulsory for a student or researcher to apply for recertification on an annual basis. The failure to do so will result in withdrawal of ethics clearance. It is the responsibility of the researcher and the supervisor to apply for recertification.

Please note that you are required to submit a Notification of Completion of Study form together with an abstract to the **DUT-IREC** office on completion of your study.

Yours Sincerely

 Prof J K Adam
 Chairperson: DUT-IREC

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 fairness · professionalism · commitment · compassion · excellence



ANNEXURE 6: LANGUAGE EDITORS' CLEARANCE LETTER

The Dissertation Design Master



Phone: +27780248617

Email: mketiwae@yahoo.com
saniphethinvestments@gmail.com
<https://thesis-reports-proof-reading-and-editing.business.site/>



Dear Zenzele Ndlela

The following sections need your attention.

Disclaimer

1. The line numbers inserted in your thesis may move depending on your version of Word and the make of your computer. Wherever we mentioned a line number, I encourage you to scan wider across the lines (above and below the mention line number) to look for the relevant comment.
2. The line numbers may also disappear depending on your version of Word and the make of your computer. Please re-insert them and select the continuous mode in the line numbers selection panel. **Do not** select restart at each page or re-start at each section.
3. If the lines have disappeared or moved or are irreconcilable, you can refer to comments in the report.
4. This report presents a summary of our findings and examples **only**. You can review a more work in the actual thesis. The thesis may reflect many other issues (minor and major) that may not be in this report. Therefore, we encourage you to use this along with the detailed comments in the thesis.

The Dissertation Design Master



Phone: +27780248617

Email: mketiwae@yahoo.com

saniphethinvestments@gmail.com

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Aspect	What needs attention?
Quality of work	Your thesis is infused with quotations from other writers; hence, it lacks originality. Please paraphrase some of those quotes into your own words to improve the quality of your work.
Objectives	Your list of objectives increased further in the study in chapter 3 and chapter 4. It is a sign that you do not understand your initial objectives, how they are related to the research topic and the research questions.
Methodology	Your methodology is in future tense in some parts, please re-write it. Your methodology is shallow. It does not communicate what you did. Please beef it. Your methodology is not clear because it refers to in-depth interviews but refers to questionnaires and then document analysis.
Capitalisation	You capitalised terms unnecessarily. Please refer to comments in the thesis.
Writing style	You will need to start from the introduction to correct your language to one style, the mixture of language is in every paragraph. The number of words you mixed spellings US and UK are insurmountable! You have a huge task of correcting this. What English do you follow? Please note that there is a noticeable difference among English types (UK, U.S, and SA). Your document has mixed English. For example, if you stick to U.S English which uses 'z' in summarize, organize, synthesize, emphasize, etc., then your document should be consistent in spelling other words like behaviour = behavior, favour = favor, etc., otherwise without this consistency you are double-dipping. Stick to one writing style. Check the comments in the thesis. Sometimes you used UK English along with US English in the same sentence or in the same paragraph. Check detailed comments in the thesis. Mixing language is not acceptable.
Writing style	Your line spacing is not uniform within paragraphs, from one section to another, line to line and from paragraph to paragraph. Please revise your work.
Writing style	Inconsistency in writing terms such as cooperatives vs co-operatives. Please correct.
Writing style	You were hopping between the % sign and the word per cent. Your word percent is also Americanised. You need to follow one style.
Writing style	You used adjectives excessively. For example, mostly, more, very, frequently, consequently, highly. Excessive use of adjectives (impact words) lessens the impact of your work. Always find one strong word that describes exactly what

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	you want to say without using 'very, importantly, extremely, more, greatly, greatest, etc.' This is prominent throughout your thesis. Cut this back.
Writing Style	You abused punctuation for example, inverted commas, the colon, comma, and the semi-colon. This is in prominent in your thesis and there are comments to focus on.
Writing style	Abuse of inverted commas. Your thesis mixed both single inverted commas and double inverted commas. In some instances, the font was different. In some instances, the quotes were not closed properly or punctuated properly. These are the dangers of trying to use complicated punctuation excessively. You will always miss the right way of doing it.
Writing style	Your bullets are not uniform throughout the thesis. Please correct.
Writing style	The tense of the position words is present. Since the research was done and the literature is in the past, the tense should be in the past. For example, you used posit/ posits, instead of posited. Please search for more tenses.
Writing style	See comments concerning long sentences that end up burying your rich concepts. Please rephrase and shorten them. Run-on sentences are usually a reflection of plagiarised definitions and concepts. Not sure where yours emanate from.
Writing style	You are mixing your writing style, first person, second person and third person. You need to re-do the thesis and decide what writing style you will follow. There are words like 'you, your, and then there are words like 'the researcher...'. So, which is which?
Writing style	Use of shorthand: the use of etc, 'won't' was witnessed in your work. Please see related comments.
Tables and figures	The tables have borders and are not appealing. Please remove borders. At master level tables with borders make your work look clumsy.
Intext references	You used the '&' sign inappropriately. You did not do this consistently but instead hopped between the word 'and' and the '&' sign. For example: Sebola & Tsheola (2014: 83). (Khapayi and Celliers, 2016). You need to check all your references right through from the beginning right to the end. Some brackets are in wrong positions. You added page numbers to some references and did not do the same to other references.

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	You used et al with a full stop, sometimes with a comma and sometimes without any form of punctuation.
Repetition	The literature review, methodology, results section and the last chapter are infused with repetition. If your thesis is shorter but concise, it will score high. It is not the number of pages that matter, it is the quality of work. You repeated content in the literature review as well.
Bibliography	Your bibliography is not tied together well. Most of the intext references are not listed in your bibliography.

Yours Faithfully,

Elizabeth Mnyandu

Signed

Date: 20 June 2023



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ANNEXURE 7: TURNITIN REPORT

The role of Agribusiness Development Agency (ADA) in developing emerging commercial farmers in KwaZulu Natal (KZN)

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