

June 2011





Half a plan is better than no plan

For a business to be successful, it must be managed properly. Proper planning is critical because it is the foundation on which all other management tasks are based.

To manage properly implies that the four management tasks – planning, organising, implementing and control must be performed properly, each task receiving the necessary attention to keep the business running smoothly over time to achieve set objectives, such as making a profit.

Planning must surely be the producer's most critical task since it is the foundation on which all his farming activities are based. Planning can be described as the determination of future activities that are necessary to achieve the specific objectives of the business and then to express the activities in a scheme of some nature (plans) how to accomplish the activities.

It is often alleged that a person cannot plan rationally in the farming situation and the reason given is that farming is subject to too much uncertainty and risk, such as climatic conditions, diseases and supply and price fluctuations of inputs and products. Such risks and variables are unique to agricultural production and cannot be denied and pose a challenge in terms of planning for a farm business. However, half a plan is better than none. It is advisable to plan according to an average year and adjust plans should extreme circumstances occur during the year. Grain SA magazine for developing producers

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Mme Jane says...

What a joy it was to be part of the evaluation panel for the Farmer of the Year competition. Many years of work have gone into our development programme and it was truly wonderful to be able to see the levels of excellence being reached by some producers. Determining the three finalists was extremely difficult as everyone had done so well!

While it is so fantastic and rewarding to see the progress of some producers, it is also disheartening to realise that some people are really not making progress. Unfortunately we are still seeing producers who are not doing the basic things right – soil preparation, fertilisation, correct seed selection and weed control. If you are not doing the basics correctly you will never become a commercial producer.

Very often people tell you that they cannot follow the correct practices for a number of reasons – some say that they do not have a tractor, some blame the cost of seed and fertiliser and some blame the government. If you want to become a good producer, you have to make a plan. We have seen the most wonderful crops planted by hand – a small piece of land can produce a good crop if you prepare the soil well, use the correct seed and fertiliser and control the weeds. It is far better to plant a smaller area (which you can afford) and do everything correctly, than plant a large area and do it badly for whatever reason. Once you have mastered doing a small area well, then you can expand the area you are working.

We must remember that this development programme of Grain SA is funded by the grain trusts (particularly the Maize Trust) and those who fund us want to see progress. If there is no progress visible on the land, we will be forced to close the programme in those areas. It would indeed be a sad day to have to stop supporting producers – however, this is in your hands. If the support and training that we are providing has value to you, you will have to implement the necessary changes to your production practices. It is difficult to become a successful producer, but it is entirely in your own hands – we are there to offer you all the training and support we can, but you have to change your ways!



Feedback from our producers

Greetings

Grain SA Farmer Development Team

My name is J ohn Billy Ngwenya. I'm from Glenmore Village, Mlondozi district in Mpumalanga Province. I started to do mechanics in 1995 when I was taught by my father. I then attended an Engine Repair Course which was conducted by Mr Israel Mokoto from Grain SA in September 2008.

I completed the course and received a certificate. I gained skills from that course hence today I am repairing tractors for other producers in the nearby villages. Thanks to Grain SA. I am encouraging all other people to attend these training courses which are held by Grain SA.

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NEC	Jai	u.

J ohn Billy Ngwenya



Half a plan is better than no plan

In the planning specific attention must be paid to:

- What must be done?
- Where must it be done?
- When must it be done?
- How much to be done?
- How must it be done?

Practical planning

Practical planning requires that plans be expressed in a written form and it requires discipline. One must do it and do it till it becomes a habit. Planning could be in a diary, on a board of some sort, electronically or however. The more you plan in this way the more realistic plans become because it is based on past experience and information.

Planning is normally based and done on a yearly basis. What will be done during the next year on the farm. However there should also be a long term plan based on what will be produced over the longer term.

Long term planning

This is a very broad plan indicating what is planned to be produced on the farm over the long term – up to five years or even longer. For example plan to produce 500 hectares of cash-crops per year, to produce meat off the veld and to produce broilers.

Annual planning

The annual plan should consist of at least two sections as listed below:

General plan

This should indicate in broad terms general action to be completed

during the next year such as painting a certain building, erecting a new fence, maintaining fences, buying another plough, courses/farmer's days that will be attended and so forth.

Production plan/s

What will be produced specifically for the year, how much and how and also how each product will be marketed. The annual plan for 2010/2011 should include the following production activities, for example:

- Plant 400 hectares yellow maize for farm purposes, balance to be sold per contract to a nearby feedlot.
- Plant 100 hectares of sunflower, to be sold per contract.
- To produce 200 20 month old steers of the veld to be sold to YYY Supermarket.
- To produce 40 000 broilers per month to be sold to XXX Chicken Wholesalers.

The plan should also include the general activities, for example:

- Paint the workshop and tractor store.
- Erect a dam in camp nine.
- · Repair and maintain all fences.

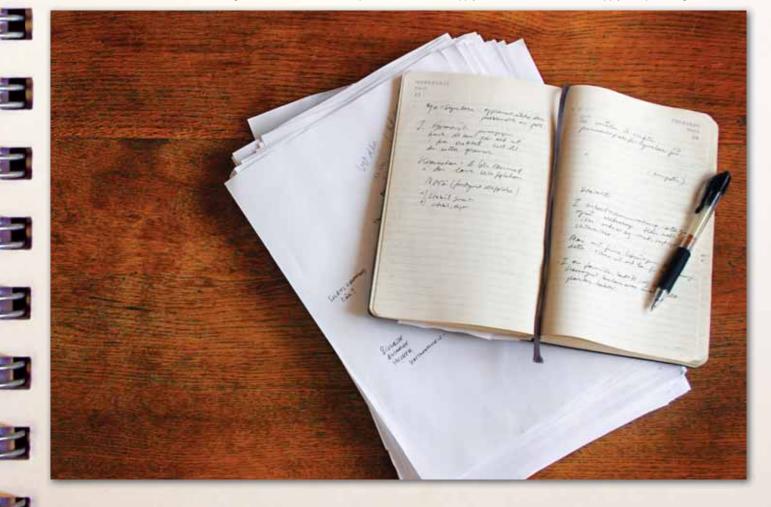
Monthly plan

From the annual plan – general and production – a monthly plan could be compiled. For example the Monthly plan for May 2011 could be as follows:

General - paint the workshop and tractor store.

Production plan – for maize scout all lands and for sunflowers harvest 100 hectares.

Cattle - supply winter lick to all animals, supply creep feeding to all calves,



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Table 1: Daily Plan

	Maize	Sunflower	Cattle	Broilers	General
Monday 09	Scout land five.	Harvest ten hectares of land three.	 Observe cattle. Check winter lick, creep feed. Wean, mark, dose, weigh 100 calves. 	 Prepare house three. Daily activities house one and two. 	Paint workshop.
Tuesday 10	Scout land six.	Harvest ten hectares of land three.	 Observe cattle. Check winter lick, creep feed. Wean, mark, dose, weigh 100 calves. 	 Prepare house three. Daily activities house one and two. 	Paint workshop.
Wednesday 11	Scout land seven.	Harvest ten hectares of land four.	 Observe cattle. Check winter lick, creep feed. Clean ten water troughs. 	 Prepare house three. Daily activities house one and two. 	Paint workshop.
Thursday 12	Scout land eight.	Harvest ten hectares of land four.	 Observe cattle. Check winter lick, creep feed. Clean rest of water troughs. 	 Prepare house three. Daily activities house one and two. 	Paint workshop.
Friday 13	Scout land nine.	Harvest ten hectares of land four.	 Observe cattle. Check winter lick, creep feed. Repair gate of holding pen. 	 Prepare house three. Daily activities house one and two. 	Paint workshop (to be finished by today).

wean the first of the calves, determine their mass and brand all calves, dose calves with a broad spectrum remedy and determine the mass of all animals. **Broilers** – do all daily activities, market house two and prepare house three for new batch of chickens.

Weekly plan

At the beginning of a month the weekly plans, for each week of the month, can be drawn up. The bases for the weekly plans are the monthly plans, both in general terms and production wise.

Daily plan (action plan or operational plan)

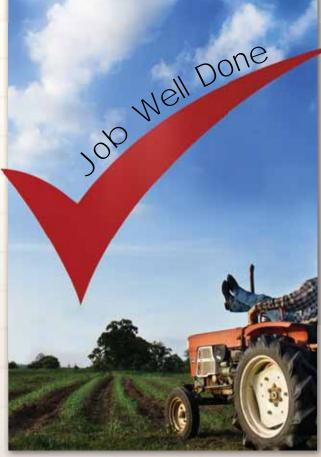
The final plan should then be the daily plan done at the end of the previous week and indicating in more detail what will be done each day the following week. For example: Week 9 - 13 May 2011. (The weekly and daily plan has been combined in **table 1**).

The shorter the term of planning the more detail must be added to the plans. Also remember plans can and will never be rigid, especially not in a farm business. There are too many unforeseen events, such as veld fires, breakages, illness to a stud bull and so forth.

Planning as a management task serves as the basis for organising and implementing which will be discussed in a future article. Without planning there can also be no proper control because planning serves as the first step in the control task by setting standards necessary for control.

During the process of planning and also organising, implementing and control the manager needs to be committed to his other management activities namely leadership, communicating, motivating, delegating, coordinating, making decisions and maintaining discipline. The extent of involvement in these activities will be determined by the size of the business.

INFORMATION COMPILED FROM THE FARM MANAGEMENT FOR PROFITS MANUAL BY MARIUS GREYLING















Barley harvesting in the Taung Irrigation scheme

2010 was a year full of challenges regarding the planting of Barley in the Taung Irrigation Scheme. Various challenges were faced, amongst others the introduction of the cocktail type, the frost and cold that continued until September, the rains that fell, hail storms and minimum tillage.

The introduction of cocktail as a new type in the Taung Irrigation Scheme was a serious challenge faced. Cocktail has proved itself as a type that has a potential to produce very high tonnage. In the history of the planting of barley in Taung, cocktail is the first type to produce the tonnage that was produced in the previous year. There were some lands which were able to produce 7,9 tons per hectare. If it were not for the challenges men-

tioned cocktail would have proved its value. The problem was screenings and nitrogen that were not to the SABM standards. This showed improvement in the barley tonnage since its introduction in the Taung Irrigation Scheme in 1981.

2010 was a year that was dogged with cold/snow. The cold and frost continued to fall until October. This meant that the frost affected the barley at different stages ranging from the budding stage, blossoming stage, the soft dough stage as well as when it was already ripe. This affected the barley badly. The climatic conditions are very important in the planting of barley. There were 1 129 tons and nitrogen of which was below 1,35, which was an acceptable standard to SABM last year. 33 tons were sold as screenings.



Barley harvesting in the Taung Irrigation scheme

Too much rain can also affect the quality of barley. At the time of harvesting in 2010 it was also the beginning of the summer rains. Harvesting of barley started on November 8 and on November 12, the summer rains started to fall. At that time very little of the barley was harvested. Lands that were not harvested were caught by the rain and started to experience what is known as "pre-germination". However SABM went on to do some investigations as to how they and the producers can help each other and also to how they can utilise this barley to their advantage.

Hail storms can decrease the production and yield. About 140 hectares were affected by the hail. The hail storms were experienced for three consecutive times. According to the insurance companies the damage ranged between five and forty seven percent. This shows how and to what extend the yield decreased. The field that is usually known to produce between six and seven tons per hectare only managed to produce 4,9 tons per hectare.

It was also important to find a way of reducing the costs of implements due to the recession. Thus it was better to use minimum tillage. This method is for reduction of implements – to carry out a number of activities in one move. In this way you can rip, plant and apply fertiliser all at once. In using this method it was possible to produce about 6,8 tons per hectare in one hundred and twenty hectares.

This year the producers faced many challenges from which they have learned a lot. From the harvest, 3 688 tons were used as fodder.

JOHANNES KOKOME, BARLEY PRODUCTION MANAGER AT SOUTH AFRICAN BREWERIES IN TAUNG



Financial challenges of farm management

To be profitable a farming business must first of all provide products that customers need. Thereafter, to maintain sustainable profits the management of a farming business need to improve continuously over time.

Needs of people

From the creation of mankind man was in need of something in order to live. Food has always been a basic need, together with clothing and shelter. In the beginning mankind provided for his/her own needs by hunting, harvesting crops from wild plants, making his/her own clothes and sheltering in caves.

As mankind progressed the needs also progressed to the high level of needs of today. Mankind has also moved from self-existence to purchasing most needs. Very broadly spoken in today's modernised world businesses basically provide in virtually all the needs of mankind in an exchange for money.

Thus, today we need money to exchange for all our needs. As human beings we can only acquire money by working to earn an income. Either you work for yourself or for someone else. If you have chosen the route of working for yourself, like when running a farming business the business need to be financially successful. In primary agriculture it is only possible if your business provides a product/s people need in order for the owner to acquire an income.

Only if a business makes a profit does the owner/'s earn an income (salary). If there is a loss, there is no income for the owner/'s.



Income and expenditure

The "needs" provided by businesses are "sold" to consumers. The money received in exchange for the needs is the income of a business.

During the process of producing and/or delivering the needs a business incurs certain costs or expenditures. These costs are divided into different groups:

- Production costs seed, fertiliser, feed pesticides, medicines, harvesting and marketing costs.
- Overhead costs bank charges, office costs, accounting and vehicle costs.
- Fixed costs licenses of vehicles, wages of permanent employees, depreciation and insurance costs.
- Foreign factor costs interest on loans, salaries of a manager and rent for leasing land.

Total costs being the sum of all these costs.

Profit/loss

Profit equates to income being more than total expenditures.

INCOME - EXPENDITURES = PROFIT/LOSS (I - E = P/L)

Or in agricultural terms of:

INCOME (GROSS PRODUCTION VALUE) -PRODUCTION EXPENDITURES = GROSS MARGIN - OVERHEAD & FIXED COSTS = NET FARM INCOME -FOREIGN FACTOR COSTS = FARM PROFIT

Price takers and the challenge

In the primary production process producers are price takers both in terms of income (price) and expenditures. Both income and expenditures increase over time, however at different levels. As a matter of fact J. Willemse has reported in the Landbouweekblad of 26 March 2010 that for 2009, considering the total agricultural (farming) industry, the income has increased by only 2,6% for the year whilst expenditures have increased by 8%. These percentages vary from year to year but create the so-called cost-price squeeze. Taken over years the cost-price squeeze can be portrayed as indicated in **figure 1**. (Source list: Willemse, J. 2010, Resessie sweepslag knyp Landbou. Landbouweekblad: 26 Maart 2010).

Should the way things are done on a farm remain the same year after year, the gap between income and expenditure will close and it becomes all the more difficult to make a profit. From a financial point of view it is thus required that the management of a farming business must improve continuously to maintain financial success.

This can be done by paying serious and continuous attention to improve the management of all individual areas of management of a farming business. The goal must be to maintain income being more than expenditures over time, as indicated in **figure 2**.

Not an easy task for a farm manager considering all factors beyond his/ her control, influencing the business. This is then the utmost challenge for an owner/manager of a farming business. Practically one should always consider the financial effect in terms of income and expenditures of everything done or not done in terms of our business.

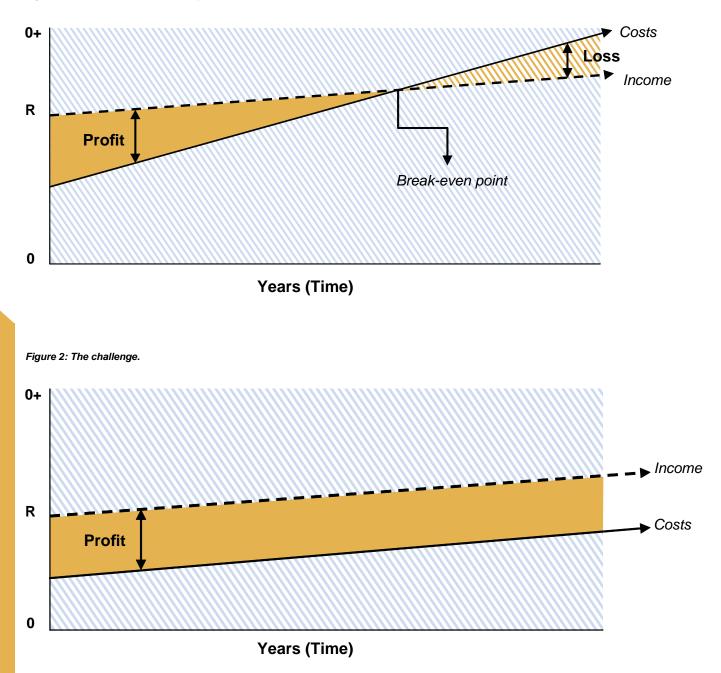






Financial challenges of farm management

Figure 1: Profit, loss and breakeven point.



Conclusion

In conclusion, to be profitable a farming business must first of all provide products that customers need. Thereafter, to maintain sustainable profits the management of a farming business needs to improve continuously over time.

INFORMATION COMPILED FROM THE FARM MANAGEMENT FOR PROFITS MANUAL BY MARIUS GREYLING

This special feature is made possible by the contribution of the Winter Cereals Trust.

Our 2011 Developing Grain Producer of the Year nominees

It is almost impossible to think that we have reached this time of year again. We decided to visit the producers earlier this year so that we can see the crops while they are still green.

We toured from 11 to 14 April and the members of the panel were Karabo Peele (Maize Trust), Gerhard Mamabolo (AgriSETA), Jenny Mathews (working group), Dirk van Rensburg (working group), Willie Kotzé and Jane McPherson (personnel in the programme).

We were very delighted to be sponsored a vehicle by Volkswagen in Klerksdorp to use during the tour and so we were all able to travel together. The nominees for Developing Grain Producer of 2011 are as follows:



Koos was born in Paul Roux, on the farm of Julius Bobbert. He attended the local Farm school until Standard 1. From this early age, he played with the producer's sons until he started doing various tasks on the farm. He started in the dairy milking cows, working with beef cattle and other stock, later graduating to driving tractors and using different implements, which he did for five years. Koos became the truck driver on the farm and started welding in the farm workshop repairing and building implements. At age 26 he moved to the farm Mieliebult of Frikkie du Preez where he learnt a lot about implements, welding and crop planting.

Frikkie played a major role in the development of Koos from being a farm worker to being a commercial producer himself. He gained a lot of experience while working for Frikkie. Frikkie also sold him a number of implements which Koos was able to pay for as money became available. Using the implements that Koos had bought from Frikkie, he set himself up as a contractor and did work for other developing producers in the Senekal area. The contracting work generated the income that he used to pay off the equipment.

Koos acquired a John Deere 3140 and 265 Massey Ferguson tractors and some implements to do the contracting work. He invested some of the income from the contracting business in cattle. Later he hired 55 hectares of arable land where he planted maize and harvested an average of 3 ton per hectare in the first year. He was offered the farm Astoria in 2007 by the Department of Land Affairs where he is currently a caretaker producer. Koos is a very capable producer and says he is appreciative of the support he gets from Grain SA and the Department of Land Affairs and what they did for him but he realises that the production of cash crops on marginal soil is not sustainable in the long run. The contracts run from



The members of the panel were Karabo Peele, Jane McPherson, Gerhard Mamabolo, Jenny Mathews, Dirk van Rensburg and Willie Kotzé.

Our 2011 Developing Grain Producer of the Year nominees







Koos and Lydia Mthimkhulu in their kitchen.

Thando Lolwane getting ready to work on his land.

Malefane Makubo explaining his love for farming.

year to year and the current signed contract between the Department of Land Affairs runs from 10 November 2008 to November 2009 with the option of Land Affairs to renew the annual contract if the farm is well maintained and farmed. In the past, it was possible for producers to get the title to the land, but the policy has been changed and it is unclear if Koos will ever get title to this land. Land Affairs is very happy with the performance shown thus far and has indicated that the caretaker agreement will be renewed.

As Koos is concerned about the profitability of grain production on the lower potential soils in the Senekal district, he wants to increase his contracting business. He is also looking for some higher potential soils which he could hire for maize and sunflower production. They also want to increase the number of beef cattle on the farm. Some of his major concerns include malpractices in the Department of Agriculture when it comes to issuing of implements to producers. Koos would like to upgrade the water supply to all the camps on his farm, buy more cattle and establish permanent pastures on the shallower soils.

Koos is a very good example of someone who started off with nothing and worked his way up to where he is today. It gives one great pleasure to visit him on his farm for everything is well maintained and neatly kept in the yard. All his equipment is well taken care of and kept in a shed. He is married to Lydia and has three children, two daughters who are both married and a son Clifford. Petunia, one of his daughters is an agricultural graduate who is working as an extension officer in the Ficksburg area. Clifford did a two year course in marketing management and agriculture, worked in the police force for two years and is permanently on the farm, farming with his Dad. He is very strong mechanically which is reflected in the excellent condition of his own implements. Koos and his family live on the farm and are a good example of the type of transformation in the sector that is needed.



Thando was born in 1957 at Gelukspan (Bapong). He is the ninth son of Stention and Francinah Lolwane's 12 children. He started school at Motswenyane Primary School from 1966 and dropped out by 1971 after passing his Standard 5 (Grade 7).

In 1997 he started working at Stilfontein Panelbeaters as a general worker and left to work at Marico Foodstar as a machine operator for few months. He then went to work at Stilfontein Goldmine as an underground train driver.

He is married to Atholia Lolwane and they are blessed with five children, 2 daughters and three sons. His first born child Jacob (32) is currently working at the Health Department at Schweizer-Reineke. Progress (30) works for Social Development. Gladwin (28) works for the defence force and currently works with his father on the farm. Primrose (24) is doing Agricultural studies at Taletso FET while Nomvuyo (16) is doing her Grade 10 at Bethel High School. Gladwin is very interested in farming and helps his father on the farm.

Thando started farming in 1982 by assisting his father. In1983 he managed to get loan from Agribank (Bophuthatswana) and started farming his 75 hectares with one tractor. By 1989 he bought another 6010 Ford tractor. He has bought a farm of 400 hectares in Klippan, hired another farm of 249 hectares at Lareystryd and also hired communal lands of at Gelukspan. In 2008, Thando was the Toyota New Harvest Farmer of the Year. According to Thando agriculture is life!



Malefane was born in Petrus Steyn on 25 September 1949. He grew up on the farm of Mr. C.A Claasen in the Petrus Steyn area. He started school and completed Grade 4 at Danielsrus Primary School near Petrus Steyn. Malefane loved the farm and started working on the farm at the age of 12. He was employed full time on the farm by the age of 15. Male-









John Dipane on his land.

Boy Mokoena showing his sunflower crop to the panel.

David Motswene on his land.

fane says that at that stage he was earning 50 cents per month and was only able to earn the full salary (R2 per month) when he was able to carry a 200 lb bag of maize on his head!

Malefane left the farm and worked for VKB – he says he was earning well and this made it possible for him to marry his wife (this was on R10 per month). After some years, the commercial producer asked him to return to the farm. He says they lived well and used to receive a bonus after the harvest of 20 bags of maize – this was good money.

Malefane wanted to work in the cities on construction sites and so he moved to Qwa-Qwa so that his "pass book" would allow him to leave the area. On 1990 Malefane decided to leave the cities and go home to QwaQwa and buy a farm. Initially the farm was only rented to him (R3 500 every six months), but he was later able to buy the farm using a Land Bank loan which he has repaid in full. He bought the farm of 560 hectares of which 200 hectares is arable land.

Malefane says that he has made it his policy to repay his loans whenever he has an income from the farm – his own needs came after the repayment has been met. He has repaid all his loans and now farms with wheat, maize, soybeans, dry beans, beef cattle and also has a small dairy. Malefane is positive about the future and enjoys farming.



John was born on the farm Vaalbank in the Senekal district. He attended Vaalbank farm school till grade 6. After being on the farm for four years he joined the Roads Department in 1970 and became a grader operator. He spent 23 years driving graders for the Department of Roads and Public Works. John is married to Jeanette (who taught at a primary school in Senekal for 30 years) and their children are already married.

John and four friends bought the farm Rooikoppies but they sold it in

2005 to Mr Mohapi. John then bought the farm Concordia with the help of Land Affairs in 2005. He already has a title deed for the farm. He is happy with the help that he has received so far from the Department of Agriculture, Land Affairs and Grain SA. He is a very conservative producer. His farm is a total of 277 hectares and he also hires an additional 114 hectares of arable land.

Some of the challenges that causes him to be concerned are the high input costs and low grain prices. His farming practices are good and he works with good equipment on the farm. As John is not a young man any more, he plans and organises very well so as to be able to get all the work done in good time.



Boy was born in Middleburg in 1948 on the farm where his parents were employed. He is married and has four children. He never went to school and as a young boy he developed the love for agriculture by being a herdsman. In those days it was not compulsory to attend school thus his love for nature developed.

He started working on the farms of commercial producers and worked his way up from being an ordinary labourer to a tractor driver and ended up as a foreman. As a former herdsman he also has a deep passion for cattle farming. He currently owns two hundred commercial cattle on his farm.

About fifteen years ago Boy had approximately eight hundred commercial beef cattle and one of the biggest mistakes he ever made was to sell the cattle to finance the equipment and to plant agronomy crops. Boy also had a centre pivot of approximately 40 hectare on his farm which was erected five years ago. Unfortunately the cables on the centre pivot and the pump station were stolen.

Not being educated, Boy did not disadvantage his children by not giving them an education. His three children left the rural area and are doing



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Our aim is to produce the best publication possible. Please direct any comments on the editorial content or presentation thereof, to Jane McPherson.

Our 2011 Developing Grain Producer of the Year nominees

well in the urban area. His daughter assists him with the administration and other financial matters on the farm.

Unfortunately Boy is extremely negative about the coming season. It will be extremely tragic to lose such an excellent producer who does everything on his own.



David was born in Middelburg in 1949 on the farm Patatfontein. He used to help his father and grandfather on the farm hence his love for farming developed at a young age. They used to farm using the old method called "derde deel" where they ploughed the land using oxen and supplied the inputs and when the time for harvesting came they would only receive one third of the crop.

David's financing is done by him as he has other businesses like the Naga piggery which is a well developed and well maintained farming operation. He believes in keeping each farming operation an entity on its own and if it does not succeed he closes it down. He buys his seed from Monsanto and no GM's are used. The chemicals are bought from Quemico and the fertiliser from Sasol Nitro. He is happy with his input suppliers because they do not disappear after the orders have been delivered.

David did not want to comment on the role that the Government is playing in Agriculture and in developing the producers. He believes that his success lies in himself and his finance and part of his success is that he does not believe in taking short cuts – there is only one way which is the right way.

The major threat to his progress is natural disaster for instance drought, hail, or any other natural catastrophe. The other threat is the fluctuation in the market where the inputs costs does not match the returns and no control over the prices due to over production.

David would like to expand and plant more hectares but he does have the mechanisation ability to do so. Survival in the coming years will be to analyse the market correctly and plant the correct commodities as requested by the needs of the economy to survive.

This competition is very close, but we are pleased to announce that the three finalists are Thando Lolwane, Malefane Makubo and Koos Mthimkhulu. We wish them every success.

JANE MCPHERSON, PROGRAMME MANAGER OF THE GRAIN SA PRODUCER DEVELOPMENT PROGRAMME

