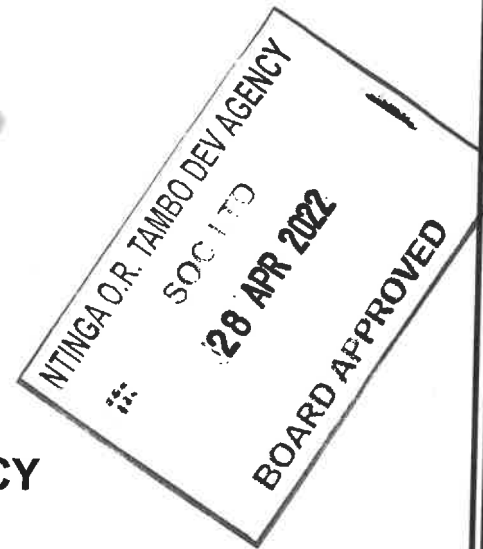


NTINGA O.R TAMBO DEVELOPMENT AGENCY



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Disclaimer

This Livestock Improvement Policy has been prepared by the Ntinga O.R. Tambo Development Agency SOC. Ltd (Ntinga) for its purpose as an information resource only and should not be treated as an exhaustive statement on the subject. While Ntinga believes that this information will be of assistance to you, it is provided on the basis that you will not rely on this information without first making your own enquiries and obtaining your own professional advice specific to your circumstances.

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This information has been prepared on the understanding that Ntinga is not, through the issuance of this information, engaging in rendering to you any legal advice or other professional service. Recipients are encouraged to seek their own professional advice prior to relying on any of the information contained in this Livestock Improvement Policy.

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Foreword

Ntinga, in her strides to unlock the latent economic potential of the area has embarked on the livestock improvement intervention programs in support of the sector departments that are directly responsible for such initiatives. For a very long time, subsistence and emerging farmers have been trapped in a state of lack of markets because of uncoordinated farming practices thereby fetching poor prices for those that eventually get to the market. Ntinga is aiming to create an enabling environment for the subsistence and emerging farmers to become commercial farmers in a long term.

Through this policy, Ntinga shall take part in activities concerned with combating theft of animals, genetic improvement through distribution of sires and dams. Ntinga shall forge partnership that will enhance economic potential of the high numbers of livestock in the O.R Tambo District. This shall include accepting donations thereof in line with the asset management policy.

Our farms, known as Adam Kok Farms in Swartberg, in the Greater Kokstad Municipality whose core business is beef production shall act as the resource in terms of the execution of livestock related interventions.

The policy seeks to outline approaches to be employed in the execution of livestock intervention programs. These approaches will equally be beneficial to Ntinga as well as the O.R. Tambo District communities. Core to the development of livestock farmers shall be mentorship and incubation with emphasis on the journey to formal market entry.

It is in our best interest to be part of efficient, effective and competitive agricultural sector that is responsive to national and global trends. We implement our development policies with our Mission Statement in mind: *“Being a catalyst for innovation in promoting Socio-economic Development and sustainable services to communities, through strategic partnerships and new investments.”*

Chief Executive Officer

Definition of Terms and Concepts

A. Interpretation and definitions

In the context of this policy, unless indicated otherwise these terms have the following meaning:

<i>'Beneficiary'</i>	<i>receiver of benefit</i>
<i>'Boar'</i>	<i>breeding male pig</i>
<i>'Board'</i>	<i>Board of Directors of a municipal entity as appointed in terms of Municipal Systems Act, 2000 (Act 32 of 2000)</i>
<i>'Body condition score'</i>	<i>technique to assess fat of thinness of a cow on a scale of 1-5</i>
<i>'Branding'</i>	<i>method of proving ownership or origin of an animal, done through hot iron or freezing.</i>
<i>'Buck'</i>	<i>breeding male goat</i>
<i>'Bull loaning'</i>	<i>an act of lending out a bull for genetic improvement purposes</i>
<i>'Cooperative'</i>	<i>an autonomous business jointly run by its members for a mutual benefit</i>
<i>'Crossbreed'</i>	<i>an animal that is a mixture of breeds</i>
<i>'Dam'</i>	<i>a female breeding animal (cow)</i>
<i>'Doe'</i>	<i>a female goat</i>
<i>'Dohne Merino'</i>	<i>a sheep breed for both wool and meat</i>
<i>'Ewe'</i>	<i>a female sheep</i>
<i>'Emerging'</i>	<i>growing and developing, upcoming</i>
<i>'Genetic Improvement'</i>	<i>improvement of generic merits of an animal</i>
<i>'Heifer'</i>	<i>a young female/ cow that has not given birth to a calf</i>
<i>'Intervention'</i>	<i>an act of becoming intentionally involved</i>
<i>'Inter alia'</i>	<i>among other things</i>
<i>'Ntinga'</i>	<i>refers to Ntinga O.R. Tambo Development Agency SOC, Ltd</i>

<i>'Pens'</i>	<i>housing infrastructure for animals</i>
<i>'Poverty'</i>	<i>a condition characterised by hunger, squalid conditions of living, illiteracy, inability to make economic own decisions, etc.</i>
<i>'Purebred'</i>	<i>type of an animal with parents that are both of the same breed</i>
<i>'Ram'</i>	<i>a male breeding sheep</i>
<i>'Service provider'</i>	<i>a person or institution or any combination of persons and institutions which provide goods or services</i>
<i>'Sire'</i>	<i>male breeding animal (bull)</i>
<i>'Stock'</i>	<i>refers to livestock</i>
<i>'Strategy'</i>	<i>a general direction set to achieve a desired state in the future</i>
<i>'Subsidiary'</i>	<i>company/entity that belongs to the other</i>
<i>'Subsistence'</i>	<i>relating to production at a level sufficient only for one's own use or consumption, without any surplus for trade</i>
<i>'Tattooing'</i>	<i>method of proving ownership or origin of an animal (small stock), done through tattoo powder or ink.</i>
<i>'Fruitless and wasteful expenditure'</i>	<i>expenditure that was made in vain and would have been avoided, had reasonable care been exercised.</i>

B. Acronyms

BCS	<i>body condition score</i>
CEO	<i>Chief Executive Officer</i>
DRDAR	<i>Department of Rural Development and Agrarian Reform</i>
LED	<i>Local economic Development</i>
MOA	<i>Memorandum of Agreement</i>
MOU	<i>Memorandum of Understanding</i>
NGO	<i>Non-Governmental Organization</i>

LIVESTOCK IMPROVEMENT POLICY

<i>ORTDM</i>	<i>O.R. Tambo District Municipality</i>
<i>RPO</i>	<i>Red-meat Producers Organization</i>
<i>SAPS</i>	<i>South African Police Service</i>
<i>SLA</i>	<i>Service Level Agreement</i>
<i>SOC</i>	<i>State owned company</i>

1. Introduction and background

The high numbers of livestock in the O.R Tambo District necessitate Ntinga to embark on interventions that seeks to improve the livestock of the region. In South Africa, the Eastern Cape is the home to more livestock namely, cattle, sheep and goats than any other province according to the Eastern Cape Freight Transport Data Bank. In the former homelands, commercial livestock farming has been repressed, hence the strides by the relevant sector departments; with Ntinga entering the space. When it comes to stock theft numbers, the Eastern Cape is among the top three (3) provinces where stock theft is rife. In the O. R Tambo District, there are no commercial farming practices albeit the high numbers of available livestock. This policy is formulated in the undertaking to unlock the potential of the area thereby addressing massive poverty in the region.

Through the livestock improvement intervention programs, Ntinga will assist livestock owners to earn living from the readily available resource that is currently of low economic value. Ntinga aims to create enabling environment for subsistence and emerging farmers to penetrate formal markets, hence this policy. Activities involved when implementing this policy include animal identification processes as stipulated in the relevant regulations, genetic improvement for cattle sheep and goats. In the case of pigs and poultry, Ntinga shall also take part in the processes to address food security and enhance economic activity within the region.

2. Regulatory Framework

- a) Constitution of the Republic of South Africa (Act No. 108 of 1996).
- b) Local Government: Municipal Systems Act, 200 (Act No. 32 of 2000).
- c) Municipal Finance Management Act, 2003 (Act No. 56 of 2003).
- d) Animal Identification Act, 2002 (Act No.6 of 2002).
- e) Environmental Conservation Act, 1989 (Act No.73 of 1989).
- f) Cooperatives Act, 2005 (Act No 14 of 2005).
- g) Animal Health Act, 2002 (Act No 7 of 2002).
- h) Animal Improvement Act, 1998 (Act No.62 of 1998).
- i) Occupational Health and Safety Act.
- j) Disaster Management Act, (No. 57 of 2002).
- k) Income Tax Act, (No. 58 of 1962)
- l) Prevention and Combating of Corrupt Activities Act, (No 12 of 2004).

3. Objectives

The objective of the policy is to complement Ntinga and ORTDM goals, objectives and programmes within the district to create a conducive environment to implement livestock improvement interventions for sustainable, credible and caring region. This is done through empowering and building communities and enhancing growth and sharing through partnerships.

This Ntinga Livestock Improvement Policy seeks to outline:

- Guidelines in ensuring that local farmers meaningfully participate in the mainstream local economic development initiatives through use of livestock.
- Enable and build local farmers to be main suppliers to Ntinga enterprises.
- procedures for the execution of livestock improvement interventions; and
- procedures on donating and accepting livestock related as well as goods and services donations or sponsorship.

4. Ntinga Principles/ Values

This policy is underpinned by the following Ntinga Values:

- Nurture and care
- Leadership
- Agility
- Innovation and Creativity
- Good Governance, Accountability and Transparency
- Reliable and Dependable Service Offering
- Integrity and Honesty

5. Scope of Applicability

5.1. Once this Policy is approved by the Board, its contents apply and are binding to all the parties affected which include, *inter alia*, the following:

- a) All employees of Ntinga O.R. Tambo Development Agency and related parties over which Ntinga Board has authority on, including its subsidiary companies, business units, entities, or projects,
- b) All beneficiaries of Ntinga livestock improvement programs,
- c) Service providers to Ntinga O.R. Tambo Development Agency,
- d) NGOs and other parties receiving services from Ntinga,
- e) Enterprises, entities or any legal structure formed by Ntinga to implement a specific programme or project,
- f) All organisations in partnership with Ntinga and whose areas of partnership relate to some parts of this policy.

5.2. In the event of any inconsistency or contradiction between a section of this policy and the Constitution, the Constitution or any other Act of Parliament prevails or takes precedence.

5.3. In effecting and implementing this policy the following will have to be taken into consideration:

- a) Basic prioritised community needs,
- b) The financial viability and sustainability of Ntinga from time to time as determined by the available resources; and
- c) Avoid wasteful and fruitless expenditure.

6. Policy Procedures and Content

There are strategies that need to be considered in creating enabling environment for subsistence and emerging farmers' livestock to enter formal markets. This section seeks to outline a step-by-step stages in the implementation of this policy.

6.1. Intervention Strategy

All applications for assistance must be forwarded to the relevant office in Ntinga for consideration. This will be preceded by needs and viability analysis to determine the form and extent of support required, but particularly assessment of beneficiary commitment and sense of ownership of the project. At her discretion, Ntinga may select to provide support in one or a combination of the following areas:

- a) Animal Identification
- b) Genetic improvement
- c) Provision of technical support
- d) Assistance with marketing of livestock and products
- e) Provision of basic agricultural infrastructure (irrigation equipment, fences, sheds, animal handling facilities, pens, dipping tanks, etc)
- f) Training and capacity building

The above areas of assistance may be implemented by Ntinga through the following models:

6.1.1. Collaborative Model

In partnership with another organization (state organ or private sector), assistance may be provided to start a new initiative either by the other partner or the farming community. The aim would be integrated planning, conservation of resources and avoiding duplication. There may be a need for a signed MOU/MOA and SLA with clear plans especially where Ntinga is an implementing agent.

6.1.2. Complementary Model

A farming community group/ cooperative or individual may apply for assistance for a specific aspect. The objective would be to close identified gaps. Assistance would be an investment on a once off basis.

6.2. Intervention Approach

Initiation of the programme or project is categorized into three (3) namely:

6.2.1 ORTDM Initiative

- a) The ORTDM Council may at their discretion make a pronouncement to fund a poverty alleviation programme as a special intervention to address an identified need.
- b) Such programme / s would be housed within the relevant office at Ntinga.
- c) A formal written instruction with allocated funds into this effect must be in place.

6.2.2. Farmer Initiative

- a) The farmer lodge in an application to the relevant office at Ntinga for a particular service.
- b) Considering the available resources, the Head of Department approves the application.
- c) Once approved, the relevant personnel implement the required service as per the set objectives and procedures.

6.2.3. Ntinga Initiative

- a) Ntinga (CEO and Executive Management) at her discretion, as a 'Facilitator and Promoter' of Local Economic Development, is obliged to identify opportunities that would enhance contribution towards economic development of the region when resources are available.
- b) Resolution will be communicated to the implementing personnel to take effect.

6.3. Assistance Approval Checklist

Ntinga shall support a project/ cooperative or an individual farmer if the following requirements are met:

- a) A written application has been submitted to the Head of Department office.
- b) The applicant/s has livestock that can produce genetically improved progeny when pure or cross bred dams and sires have been introduced.
- c) There is sufficient grazing or browsing land to implement the programme.
- d) The farmer displays commitment to livestock farming.
- e) Proof of ownership of livestock which Ntinga will be assisting in terms of livestock improvement.

6.4. Implementing Procedures

6.4.1. Procedure for Technical Support

- a) Technical assistance will be provided in terms of Animal Health and general animal husbandry as well as mentoring indefinitely.
- b) Prevention of livestock theft through animal identification (as per the requirements of Animal Identification Act).

6.4.2. Procedure for Animal Identification Assistance

South Africa is characterised by high levels of stock theft with Eastern Cape being among the top three (3). Animal Identification Act, Act No. 6 of 2002 stipulates that every livestock owner must have his/ her animals brand marked with an official brand mark issued by the Animal Identification Registrar of the Department of Agriculture, Land Reform and Rural Development. Ntinga shall mobilise farmers to comply with the aforesaid Act.

6.4.2.1. Application for a Brand Mark

Ntinga shall:

- a) Issue animal identification application forms (as prescribed by the Department of Agriculture, land Reform and Rural Development) to the farmers for application of brand marks'
- b) Assist with the filling of animal identification application forms where necessary,
- c) Collect filled animal identification application forms with relevant documents (deposit slips and owner ID copies),
- d) Send complete set of animal identification application forms to the Registrar of Animal Identification using Ntinga's postal address,
- e) Do follow ups with the Registrar for every application sent.
- f) Distribute brand mark certificates to the owners once received. Recipients shall on the register.

6.4.2.2. Branding or tattooing of Animals

- a) Ntinga will assist farmers with animal identification processes starting from through brand mark certificate application and will encourage local farmers with brand mark certificates to brand their animals.
- b) As a means of encouraging framers to mark their animals, Ntinga in consultation with local DRDAR officials, SAPS and other partners, shall facilitate campaigns for demonstration and branding of animals, using Ntinga equipment.
- c) On request by farmers, Ntinga shall assist farmers on physical marking of animals where possible.

6.4.3. Procedure for Genetic Improvement Assistance in Cattle

6.4.3.1. Bull Loaning

- a) Ntinga will loan to farmers pure breed bulls to already operating farmers with operations situated within the OR Tambo District Municipality.
- b) Loaned bulls will remain the property of Ntinga and shall not be transferred to the farmer.

- c) Planned loaning of bulls will be part of the annual performance plans and approved by the Board of Directors.
- d) Detailed procedures in this regard will be developed and approved by the Chief Executive Officer.
- e) Report on actual bull loaning will form part of performance reports to the Board of Directors and parent municipality.
- f) The bull loaned to farmers by Ntinga remains an asset of Ntinga and will be treated as such.
- g) The bull shall be loaned to the farmer/s with a Ntinga brand mark and an ear tag.

A loaning statement agreement with the following terms and conditions is signed between Ntinga Accounting Officer and the Farmer and or Representative:

6.4.1.1.1. Terms and Conditions

Both parties share the responsibility in making sure that the bull is taken care of appropriately and in the manner that does not violate the welfare of animals.

a) Responsibilities of the Farmer/s

- A. The farmer must work closely with the Local DRDAR Animal Health Technician and Vet in managing the bull.
- B. The farmer is responsible for the feeding and health maintenance of the bull at his or her own cost.
- C. The farmer must immediately report any ill health of the bull to the local Animal Health Technician as well as the Ntinga relevant official.
- D. The farmer must make sure that there are no inferior bulls around the targeted herd where the bull will be servicing. Such bulls must be castrated.
- E. The farmer must keep record of all calves born out of the loaned bull.
- F. The farmer must not mark the bull as his/her own.
- G. The farmer must report missing ear tag for replacement.

- H. The farmer shall keep the bull for at least four (4) seasons or when the bull is no longer productive, whichever comes first.
- I. The farmer may request an extension in writing with valid reasons and it is not guaranteed that an extension may be granted.
- J. When necessary, the farmer may submit a written report on general observations, its performance, health, etc.

b) Responsibilities of Ntinga

- A. Ntinga shall advise the farmer/s on how to manage the bull/s.
- B. Ntinga shall follow asset management protocols as per the organization's policy.
- C. Ntinga is responsible for regular inspection of the bull/s.
- D. Ntinga may decide to inspect the bull without notifying the farmer/s.
- E. Ntinga may contact the local Animal Health Technician in relation to the bull.
- F. Ntinga may withdraw the bull without notice if the farmer is found to be negligent towards handling and management of the bull.

The bulls may be handed over by the principals, depending on the availability of resources.

6.4.4. Procedure for Heifer Exchange

Ntinga will either breed or acquire heifers for distribution to farmers in the O.R. Tambo District. A heifer will be exchanged for a cow or oxen which must be in fair quality. Distributed heifers become property of the receiving farmer and the received animals become property of Ntinga and get marked as such within three (3) days of arrival. The following process will be followed:

- a) Ntinga shall select heifers from the herd at Adam Kok Farms for purposes of exchanging with subsistence and emerging farmers of O.R Tambo District
- b) Subsistence/ emerging farmer mobilization is through farmer associations, traditional authorities, DRDAR officials, Municipal LED units and word of mouth.
- c) The Livestock Officer inspects and selects community cattle which are suitable for immediate slaughter and/or reconditioning that will not exceed 100 days.
- d) Cattle with no brand marks are not considered for exchange; farmers are advised to brand them.

- e) Once the Livestock Officer is satisfied with the outcome, livestock owners are advised to visit the farm to select heifers.
- f) On delivery of the selected heifers, a register with date, name of owner, ID number, heifer tag number, the owner and officer signatures are filled.
- g) The cattle owner interacts with the local Traditional Leader and / or Livestock Inspector of the Department of Rural Development and Agrarian Reform whose involvement include transfer documentation.
- h) Logistics for transportation of cattle to prospective destinations is arranged by Ntinga.
- i) Handing-over event may be organized when resources permit.

6.4.5. Procedure for farmers whose animals graze outside O.R. Tambo District Boundaries

It is a known factor that the land tenure system of the District Municipality is not entirely conducive for effective livestock farming. Some aspiring emerging farmers may decide to search for better grazing conditions outside the boundaries of the district on a rental/lease basis. In such instances, the following must be observed:

- a) The farmer must submit proof of residence, (as that of ORTDM) in the form of municipal rates statements, Ward Councillor and/or Traditional Leader letters as well as local farmer association letters where applicable.
- b) On inspection of the grazing area by Ntinga officials, the cattle grazing on the area must bear the applicant's brand mark.
- c) The farmer must provide a rental/lease agreement for such grazing area.
- d) In case, where the new grazing site is acquired when the bull is already with the farmer, he/she must advise Ntinga.
- e) It shall be the responsibility of Ntinga to transport the loaned bulls or exchanged heifers to such areas.

6.4.6. Procedure for Purchasing Cattle from Local Farmers

- a) Farmers are encouraged to sell their cattle to Ntinga at a price/kg liveweight with consideration of body condition score.
- b) Only cattle with brand marks can be purchased.
- c) Cattle that are ready for slaughter with a body condition score (BCS) between 4 and 5 shall be purchased at market price as published weekly by RPO.

- d) Cattle with body condition score between 2,5 and 3 shall be purchased at 14% lower than the price of a ready to slaughter animal.
- e) To complete the transaction, the responsible personnel in the Abattoir or Adam Kok Farms sign a transaction sheet with particulars of the farmer and an animal with body condition score.
- f) The farmer will be advised to submit an invoice for payment.

6.4.7. Procedure for Sheep Production Assistance

Through sheep production, Ntinga aims to improve wool quality and mutton through the introduction of a dual-purpose sheep breed (Dohne Merino).

6.4.7.1. Ram and Ewe Exchange

With the assistance of the Parent Municipality, rams and ewes will be acquired for exchange with local farmers. Distributed rams and ewes will be a property of the farmer. Received sheep will be a property of Ntinga. The following process shall be followed:

- a) Subsistence farmer mobilization is through farmer associations, traditional authorities, DRDAR officials, Municipal LED units and word of mouth.
- b) Ntinga shall purchase purebred Dohne Merino rams and ewes that are ready to mate from reputable breeders as per the number of applicants.
- c) The Livestock Officer inspects and selects sheep that are suitable for immediate slaughter.
- d) For every ram, the farmer shall provide two (2) healthy sheep that are ready for slaughter.
- e) For every five (5) ewes provided by Ntinga, the farmer shall provide five (5) sheep that are ready for slaughter.
- f) Ntinga shall provide feed and medication for maintenance of sheep while waiting for slaughter.
- g) Sheep with no tattoo marks are not considered for exchange; farmers are advised to tattoo them.
- h) On delivery of exchange rams and ewes, a register with date, name of owner, ID number, sheep tag number, the owner and officer signatures are filled.

- i) The sheep owner interacts with the local Traditional Leader and / or Livestock Inspector of the Department of Rural Development and Agrarian Reform whose involvement include transfer documentation.
- j) Logistics for transportation of sheep to prospective destinations is arranged by Ntinga.
- k) Handing-over event may be organized when resources permit.

6.4.8. Procedure for Donating and Accepting Donations in Relation to Livestock

As a development Agency, Ntinga is obliged to donate, request and accept donations. Sometimes, organizations and individuals who are passionate about development may be interested to support Ntinga and communities through Ntinga by means of donations or sponsorship. Ntinga as a municipal entity is also eligible to donate, where possible in declared national, provincial and local disasters.

- a) The Chief Executive Officer may approve donating and the acceptance of the donation or sponsorship in the interest of the entity, to the value not more than R100 000.00.
- b) The Ntinga Board of Directors may approve the donating and acceptance of the donation or sponsorship in the interest of the entity, to the value above R100 000.00.
- c) Donations can be granted in respect of national, provincial or local public causes such as disasters.
- d) Where Ntinga requests a donation or sponsorship, procedures will be followed as per Ntinga's guidelines.
- e) Donations or sponsorship received during a financial year must be disclosed as a note to the annual financial statements.
- f) Before the acceptance of a donation or sponsorship, the donor or sponsor must make his or her intentions known in writing with clear reasons for the donation or sponsorship.
- g) If the donor specifies conditions in respect of any donation, the donated amount, goods, and services may only be utilized in terms of those conditions.
- h) The entity's Donation Committee must investigate, if there are no ulterior motive behind the donation or sponsorship.
- i) The acceptance of donation or sponsorship may only be accepted if (f) and (g) above have been processed and is proven that the donor /sponsor has no ulterior motive.

7. Record Keeping

Documentation concerning livestock improvement activities and donations shall be maintained and kept by the relevant departments for a prescribed period as per the legislation where applicable.

8. Budget and Resource Implications

The Office of the Chief Executive Officer shall be responsible for budgeting for the implementation, of this policy. A Department that is an end user for the livestock improvement program or a donation thereof shall make submissions to the Office of the CEO should there be any financial/resource implications in the process of executing the program.

9. Implementation, Monitoring and Evaluation

This Policy will be implemented and effective once recommended by the Strategy Development and Investment Committee and approved by the Board of Directors. The Head of Department shall be responsible for implementation and monitoring of the policy.

10. Communication and Consultation

This policy will be communicated to all Employees using the full range of communication methods available to the Entity and posted on the entity's website. Communication and awareness of this policy will be the responsibility of Corporate Services.

11. Penalties

Non-compliance to any of the stipulations contained in this policy will be regarded as misconduct, which will be dealt with in terms of the Entity's Disciplinary Code.

12. Dispute Resolution

Internal dispute resolution process shall be followed in the event of any grievances and disputes arising out of the implementation of this policy.

13. Policy Review

This Policy shall be reviewed annually from its effective date to determine its effectiveness and appropriateness. It may be reviewed before that time as necessary to reflect substantial organizational changes or any change required by the law.

14. Approval and Signatures

FORMULATED BY M. Zolombala DATE 28/04/2022

CEO APPROVAL [Signature] DATE 28/04/2022