



Western Cape
Government

Western Cape Department of Agriculture

Management Improvement Plan

Western Cape Farm Worker of the Year
Competition Programme

Danie Niemand
November 2015

TITLE
PROGRAMME MANAGEMENT IMPROVEMENT PLAN

1. MANAGEMENT RESPONSE ON RECOMMENDATIONS

1st Level Recommendations Related to the Structure of the Competition	Record of agreement or disagreement	Reasons for disagreement
1 Redefining, expansion and standardisation of existing categories.	Agreed – can be improved	
2 Public and explicit exposure of all provincial winners, thus not only the overall provincial winner, but also provincial category winners.	Agreed – can be improved	
3 The expansion of assessment criteria to include an on-farm practical/qualitative assessment.	Agreed - can be improved	
4 In the selection of regional judges the impartiality of these individuals must be ensured.	Agreed - can be improved	
5 Judges of respective categories must be competent in the categories they are asked to evaluate.	Agreed - can be improved	
6 A concerted effort to expand the marketing of the competition, e.g. the placing of posters in agricultural co-operatives and in towns to spread awareness about it, and subsequently draw more interest amongst workers to increase the participation and indirectly enhance the overall legitimacy of the competition.	Agreed - can be improved	
7 The format of the competition must be adapted to accommodate agricultural activities outside the deciduous fruit industry such as livestock and tea farming.	Agreed - can be improved	

8	<p>With regards to the broadening of the impact of the competition the following aspects needs to be considered:</p> <ul style="list-style-type: none"> a) More learning opportunities for not only winners, but also participants through increased participation of the private sector as well as through continuous training workshops. b) Organised opportunities for social interaction between the farm workers in the region. This will address both the social and professional isolation experienced by farm workers. A possible vehicle for the realization of this is to establish a Farm Worker Association/Forum on regional level, comprised of past regional winners to speak on behalf of, and organise social events for farm workers. c) Regional Prestige Farm Worker Forums can be constituted of previous regional winners. This forum can serve a myriad of functions, including to inform the Provincial Prestige Forum of pertinent issues in the various regions, as well as to facilitate discussions between various role-players, i.e. farmer associations and farm workers, government, etc 	<p>Agreed on (a) and (b) can be improved and should be phased in over a period of time, because it has staff and budget implications.</p>	<p>Disagreed on (c) Impossible to create Prestige Forums on regional levels due to current capacity and budgeting constrains. Impractical and impossible to manage.</p>
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2 nd Level Recommendations Related to the Strategic and Policy level of the Competition	Record of agreement or disagreement	Reasons for disagreement	
1	The status of the competition must be elevated to at least a sub-programme level.	Disagreed – in terms of budget this is not a priority at the moment. The competition already forms part of a sub programme.	The current structure and capacity within programme 8: Rural Development is sufficient. Any further increases of the current structure will have huge budget implications.
2	Currently the competition is mainly sustained through the passion of individuals who in some regions are linked to specific agricultural sectors. It is recommended that government support for this programme is expanded to the regional level, assuming a stronger facilitative and supportive role, specifically pertaining to administrative and technical support.	Agreed - can be improved over a period of time, because it has staff and budget implications	
3	The vehicles by which the competition is managed on regional level needs to be revisited and a serious attempt at standardisation is proposed.	Agreed - can be improved	
4	To increase the sustainable impact of the competition more focus must be put on specialised educational and training opportunities for the different categories and these should be presented throughout the year. Also, consideration must be given to not only give prizes to winners, but also to runners-up and participants.	Agreed - can be improved and should be phased in over a period of time, because it has staff and budget implications.	
5	Creating partnerships with the private sector within the agricultural sector is pivotal in terms of giving exposure to a wider scope of winners both on regional and provincial level.	Agreed - can be improved	
6	From the research it became clear that the competition, strategically placed and managed within the WCDoA, could (and should) become a valuable tool within the	Agreed - can be improved, but should be phased in over a period of time, owing to budget implications. It should however be noted that land access	

	Land Reform programme in the Western Cape and can play a pivotal role in future initiatives in sustainable transformation of agriculture.	and beneficiary identification and prioritisation is within the DRDLR's mandate.	
7	Consideration should be given to rename this competition.	Agreed - can be improved.	

2. IMPROVEMENT OBJECTIVES:

2.1 1st Level Recommendations Related to the Structure of the Competition

Recommendation 1	Redefining, expansion and standardisation of existing categories.
Recommendation 3	The expansion of assessment criteria to include an on-farm practical/qualitative assessment.
Recommendation 7	The format of the competition must be adapted to accommodate agricultural activities outside the deciduous fruit industry such as livestock and tea farming.
Improvement Objective 1:	Improve communication and information dissemination to the different regional coordinators

Recommendation 2	Public and explicit exposure of all provincial winners, thus not only the overall provincial winner, but also provincial category winners.
Improvement Objective 2:	Improve and provided each category winner at the gala award function with a framed certificate. That was already done on 7 November 2015 at the 2015 Western Cape Prestige Gala Awards function.

Recommendation 4	In the selection of regional judges the impartiality of these individuals must be ensured.
Recommendation 5	Judges of respective categories must be competent in the categories they are asked to evaluate.
Improvement Objective 3:	Will bring the regions on par with the provincial final adjudication system and procedures

Recommendation 6	A concerted effort to expand the marketing of the competition, e.g. the placing of posters in agricultural co-operatives and in towns to spread awareness about it, and subsequently draw more interest amongst workers to increase the participation and indirectly enhance the overall legitimacy of the competition.
Improvement Objective 4	Improve the communication and marketing of the competition on all levels, -regional and provincial

Recommendation 8	With regards to the broadening of the impact of the competition the following aspects needs to be considered: a) More learning opportunities for not only winners, but also participants through increased participation of the private sector as well as through continuous training workshops. b) Organised opportunities for social interaction between the
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	farm workers in the region. This will address both the social and professional isolation experienced by farm workers. A possible vehicle for the realization of this is to establish a Farm Worker Association/Forum on regional level, comprised of past regional winners to speak on behalf of, and organise social events for farm workers.
Improvement Objective: 5	Will focus more on the training and development needs of Agri Workers that participated in the competition

2. IMPROVEMENT OBJECTIVES:

2.2 2nd Level Recommendations Related to the strategic and policy levels of the Competition

Recommendation 1	The status of the competition must be elevated to at least a sub-programme level.
Recommendation 2	Currently the competition is mainly sustained through the passion of individuals who in some regions are linked to specific agricultural sectors. It is recommended that government support for this programme is expanded to the regional level, assuming a stronger facilitative and supportive role, specifically pertaining to administrative and technical support.
Recommendation 3	The vehicles by which the competition is managed on regional level needs to be revisited and a serious attempt at standardisation is proposed.
Improvement Objective 1:	Recommendation 1 is not justifiable in terms of budget and additional capacity. Processes and information will be communicate in a better way to the different regional coordinators

Recommendation 4	To increase the sustainable impact of the competition more focus must be put on specialised educational and training opportunities for the different categories and these should be presented throughout the year. Also, consideration must be given to not only give prizes to winners, but also to runners-up and participants.
Improvement Objective 2:	The training needs should be established and phased in over a period of three to five years, because it has budget and capacity implications.

Recommendation 5	Creating partnerships with the private sector within the agricultural sector is pivotal in terms of giving exposure to a wider scope of winners both on regional and provincial level.
Improvement Objective 3:	Improve Communication and marketing of the competition on all levels, -regional and Provincial

Recommendation 6	From the research it became clear that the competition, strategically placed and managed within the WCDoA, could (and should) become a valuable tool within the <i>Land Reform programme</i> in the Western Cape and can play a pivotal role in future initiatives in sustainable transformation of agriculture.
Improvement Objective 4	This is a very valuable recommendation and will be further explore within Programme 3: Farmer Support and Development

Recommendation 7	Consideration should be given to rename this competition.
Improvement Objective: 5	Name change of the term farm workers and the name of the competition is a high priority

3 IMPROVEMENT PLAN: 1st Level Recommendations Related to the Structure of the Competition

Improve communication and information dissemination to the different regional coordinators							
Improvement Objective 1:							
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
1.1 Redefining, expansion and standardisation of existing categories.	HIGH	1.1.1 Review all categories and adjust where necessary	Workshop with Regional Coordinators in Nov 2015 Annual Planning session in Feb 2016 Update of the guidelines of the competition	D Niemand Erika Damon- Mano	4 February 2016	Normal operational funds	In process- continuous
1.2 The expansion of assessment criteria to include an on-farm practical/qualitative assessment.	HIGH	1.2.1 Develop an assessment criteria for practical assessments	Workshop with Regional Coordinators in Nov 2015 Annual Planning session in Feb 2016 Update of the guidelines of the competition	D Niemand Erika Damon- Mano E Saal J Cupido J Carolissen D Ngxangane E Mayekiso D Strydom M Cupido	On-going process	Normal operational funds	In process- continuous
1.3 The format of the competition must be adapted to accommodate agricultural activities outside the fruit industry such as	HIGH	1.3.1 Direct engagement with the different regions and participants	Workshop with Regional Coordinators in Nov 2015 Annual Planning session in Feb	D Niemand Erika Damon- Mano E Saal J Cupido J Carolissen D	On-going process	Normal operational funds	In process- continuous

Improve communication and information dissemination to the different regional coordinators							
Improvement Objective 1:	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
livestock and tea farming.			2016 Update of the guidelines of the competition	Ngxangane E Mayekiso D Strydom M Cupido			

Improve and provided each category winner at the gala award function with a framed certificate. That was already done on 7 November 2015 at the 2015 Western Cape Prestige Gala Awards function.							
Improvement Objective 2:	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
2.1 Public and explicit exposure of all provincial winners, thus not only the overall provincial winner, but also provincial category winners.	HIGH	2.1.1 Improve and provided each category winner at the gala award function with a framed certificate.	Each category winner already received a framed certificate at the provincial gala award function on 7 November 2015. This will become a standard process in the future. CDO's and regional coordinators can write an article for local newspapers.	D Niemand E Mano-Damons M Cupido CDO's & Regional Coordinators	On-going process	Normal operational funds	In process-continuous

Will bring the regions on par with the provincial final adjudication system and procedures								
Improvement Objective 3	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
3.1	In the selection of regional judges the impartiality of these individuals must be ensured.	HIGH	3.1 Alignment of the regional adjudication process with the provincial adjudication process.	Will align the regional adjudication process with the provincial adjudication process. Will ensure that the processes are on same levels.	D Niemand CDO's M Cupido	On-going process during 2016/2017 FY	Normal operational funds	In process-continuous
3.2	Judges of respective categories must be competent in the categories they are asked to evaluate.	HIGH	3.2 Alignment of the regional adjudication process with the provincial adjudication process.	Will align the regional adjudication process with the provincial adjudication process. Will ensure that the processes are on same levels. Judges have to meet a certain criteria (knowledge & experience). CV's to be collated.	D Niemand CDO's M Cupido		Normal operational funds	In process-continuous

Improve the communication and marketing of the competition on all levels, -regional and provincial								
Improvement Objective 4	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
4.1	Expand the marketing of the	HIGH	4.1 Improve communication	Create a greater	D Niemand E Mano-	On-going process	Normal operational	In process-continuous

Improve the communication and marketing of the competition on all levels, -regional and provincial								
Improvement Objective 4	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
	competition, e.g. the placing of posters in agricultural co-operatives and in towns to spread awareness about it.		and marketing strategy within the different regions	awareness amongst Producers, Agri Workers and all role players regarding the competition on regional and Provincial level.	Damons		funds	

Will focus more on the training and development needs of Agri Workers that participated in the competition								
Improvement Objective 5	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
	More learning opportunities for not only winners, but also participants through increased participation of the private sector as well as through continuous training workshops. Opportunities for social interaction between the farm workers in the region. This will address both the social and professional isolation experienced by farm workers.		5.1 Need for training and workshops Social and professional isolation o	Create space for training and workshops Address the social and professional isolation of the Agri Workers. Focus more on specific training (interview skills, public speaking, presentation skills, etc.) for Agri Workers during the 2017/18 financial year.	D Niemand All CDO's Regional Coordinators	Will phase in over a period of 3-5 years	Normal operational funds for the next 3-5 years	In process-continuous

3. IMPROVEMENT PLAN: 3.2 2nd Level Recommendations Related to the strategic and policy levels of the Competition

Recommendation 1 is not justifiable in terms of budget and additional capacity. Processes and information will be communicate in a better way to the different regional coordinators

Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
1.1 Currently the competition is mainly sustained through the passion of individuals who in some regions are linked to specific agricultural sectors. It is recommended that government support for this programme is expanded to the regional level, assuming a stronger facilitative and supportive role, specifically pertaining to administrative and technical support.	HIGH	1.1 Support for this programme will be expanded to the regional level through better communication of the processes.	Stronger facilitative and supportive role by the CDO's to regions, specifically pertaining to administrative and technical support to the different regions. The partnership with sector players is vital to the success of the initiative.	D Niemand M Cupido CDO's	On-going process	Normal operational funds	In process-continuous

The training needs should be established and phased in over a period of three to five years, because it has budget and capacity implications.

Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
2.1 More focus must be put on specialised educational and training opportunities for the different categories and	HIGH	2.1 Training of Agri Workers participating in	To create training opportunities for Agri Workers that participated in the competition	D Niemand E Mano- Darnons M Cupido	Will be phase in over a period of 3-5 years	Normal operational funds	In process-continuous

The training needs should be established and phased in over a period of three to five years, because it has budget and capacity implications.								
Improvement Objective 2	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
	these should be presented throughout the year. Also, consideration must be given to not only give prizes to winners, but also to runners-up and participants.		2.2 the competition Prizes awards for all Agri Workers participated	Provide each participant on regional level with a certificate and provide each participant on Provincial level with a framed certificate		Was implemented for the first time on 7 November 2015. On-Going Process		Done

Improve Communication and marketing of the competition on all levels, -regional and Provincial								
Improvement Objective 3	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
	Partnerships with the private sector and marketing of the competition on regional and provincial level	HIGH	3.1 Engage with producers and role players	Improve relationship with producers and private sector by intensive media and marketing.	D Niemand CDO's		Voted funds	In Process-ongoing

This is a very valuable recommendation and will be further explore within Programme 3: Farmer Support and Development								
Improvement Objective 4	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
	The competition should become a valuable tool	HIGH	4.1 Participants should benefit in the Land Reform	Engage with Programme 3 Farm Support	DNiemand	Ongoing process	Normal Operational funds	On-going process

This is a very valuable recommendation and will be further explore within Programme 3: Farmer Support and Development								
Improvement Objective 4	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
	within the Land Reform programme in the Western Cape and can play a pivotal role in sustainable transformation of agriculture.		programmes/projects	and Development regarding this				

Name change of the term farm workers and the name of the competition is a high priority								
Improvement Objective 5	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
	The name of the competition should change and the term farm worker	HIGH	5.1 5.2	Name change of the term farm worker Name change of the competition	D Niemand WCDOA management	7 November 2015	Normal operational funds	Done

3. COMMUNICATION PLAN

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
Decision makers	Improve Communication Workshops Planning session	To inform on improvements made to the regional and provincial levels of the competition	Top Management, Management meetings, APP, Annual Report, Newsletters and regional coordinators and Agri Workers Prestige Forum	28 February 2016	D Niemand/ T Xaba	Voted funds	On-going process
People in the Department	Share achievements	To inform colleagues of the progress and success of the regional and provincial competitions	Media; Newsletters Meetings	28 February 2016	D Niemand/ T Xaba	Voted funds	On-going process
Stakeholder clients	Share achievements	To inform stakeholders of progress with success of the regional and provincial competitions	Media; Newsletters; Website Articles Meetings workshops	28 February 2016	D Niemand/ All CDO's	Voted funds	On-going process
Other departments	Invite them to regional and provincial functions	To get other departments buy-in on the regional and provincial competitions and to promote integrated	Regular engagements Media Newsletters	On-going approach	D Niemand/ All CDO's	Voted funds	On-going approach

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
		approach					
General public	Share achievements	To inform stakeholders of progress with and success of the regional and provincial competitions	Media; Newsletters; Website Articles Meetings workshops	On-going approach	D Niemand/ All CDO's	Voted funds	On-going approach
Agriculture environment	Share achievements	To inform Agri stakeholders and producers of progress with and success of the regional and provincial competitions	Media; Newsletters; Website Articles Meetings workshops	On-going approach	D Niemand/ All CDO's	Voted funds	On-going approach

4. SIGNOFF

It is recommended that this Management Improvement Plan is implemented



10/03/2016

DATE

**MS AC XABA
ACTING CHIEF DIRECTOR: RURAL
DEVELOPMENT**

The recommendation in paragraph 4 is hereby supported / not supported.



14/3/2016

DATE

**MR DW JACOBS
ACTING DDG: BRANCH: AD&SS**

APPROVED / ~~NOT APPROVED~~



16/3/16

DATE

**MS JS ISAACS
HEAD OF DEPARTMENT**