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# Evaluation of the Western Cape Farm Worker of the Year Competition

Final Summary Report

August 2015

## List of acronyms

EGVV	Elgin, Grabouw, Vyeboom, Villiersdorp area
FAS	Foetal Alcohol Syndrome
GDP	Gross Domestic Product
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HTA	Hex River Table Grape Association
NCRDP	National Comprehensive Rural Development Plan
NGO	Non Profit Organisation
WCDoA	Western Cape Department of Agriculture
Wesgro	Western Cape Destination Marketing, Investment and Trade Promotion Agency

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## Policy Summary

Key recommendations for improved project performance of the Farm Worker of the Year Competition supported by the department from 2010 to 2014 through the sub-programme of Farm Worker Development, resonating under the programme of Rural Development Coordination, are:

### Level 1 (structural):

1. Redefining, expansion and standardisation of existing categories.
2. Public and explicit exposure of all provincial winners.
3. The expansion of assessment criteria to include an on-farm practical/qualitative assessment.
4. In the selection of regional judges the impartiality of these individuals must be ensured.
5. Judges of respective categories must be competent in the categories they are asked to evaluate.
6. Expanding the marketing of the competition.
7. The competition must be adapted to accommodate agricultural activities outside the deciduous fruit industry such as livestock and tea farming.
8. Expanding impact of the competition via:
  - a. More learning opportunities for all participants, *not* only winners.
  - b. Organising opportunities for social interaction between the farm workers in a region.
  - c. Constituting regional Prestige Farm Worker of previous regional winners.

### Level 2 (programmatic and policy):

1. The status of the competition must be elevated to at least a sub-programme level.
2. Expansion of programme facilitating, administrative and technical support to regional level.
3. The standardisation of regional management structures and institutions ensuring neutrality.
4. Enhanced focus on job specific educational and training opportunities for all participants.
5. Creating partnerships with the private sector for both training and sponsorship purposes.
6. Utilization of the competition as a strategic vehicle towards sustainable Land Reform initiatives within the Western Cape.
7. Consideration should be given to rename this competition.
8. Sensitise producers to the philosophical underpinning, and motivation of the competition.
9. Accentuate economic value of the competition to the broader farming enterprise.
10. Accentuate the importance of buy-in of producers to enhance impact of competition.
11. Solicit input from the (agriculture) private sector towards the sustainability of the competition.
12. Acknowledge more participants at the provincial competition than the overall winner.
13. Formulate a clear mandate for the Prestige Farm Worker Forum as mouth piece for the greater farm worker community.
14. Replicate the Provincial Prestige Farm Worker Forum model on regional level.

## EXECUTIVE SUMMARY

The purpose of the evaluation is to determine the extent to which the Farm Worker of the Year Competition has resulted in a positive change in the socio-economic conditions of participating farm workers. The Farm Worker of the Year Competition aims at recognising and celebrating the valuable and strategically important contribution of the farm worker towards the sustainability and continuous growth of agriculture in the Western Cape.

To guide the research four key evaluation questions were formulated:

1. Does the Western Cape Farm Worker of the Year Competition have an impact on perceptions of what it means to be a farm worker?
2. Does winning a category, or even just competing in the competition, make a difference to the employment, living and socio-economic conditions of farm workers and their families?
3. What is the impact of the competition on the self-realisation (e.g. self-image, motivation, personal ambition, career aspiration) of farm workers?
4. What design improvements can be made to the competition and its promotion?

The evaluation methodology aimed to measure the implementation and outcomes of the Farmworker Competition. Fieldwork was limited to four pre-determined geographical areas selected by the Department: Hex River Valley; Central Karoo; Olifants River; and the Elgin, Grabouw, Vyeboom and Villiersdorp [EGVV] areas.

The general evaluation of the competition was overwhelmingly positive. Participants viewed the competition as an important vehicle towards worker empowerment and personal growth. The competition clearly touches the self image of workers. It lifts their sense of self-worth and self-esteem.

From producers and farm management the competition received mixed reaction, although the vast majority thought it to be a valuable and much needed vehicle to acknowledge and celebrate outstanding achievement amongst farm workers. Producers reported that farm workers become more self-confident, and are more comfortable to approach them regarding issues, ideas and problems.

Stakeholders were all positive about the competition's goals, and generally impressed with its impact, pointing out that it is necessary to acknowledge the critical role played by farm workers in the economy. Criticism, especially from consultants and unions, was expressed about the apparent modest impact the competition has on the remuneration of winners, an aspect that could undermine the legitimacy and sustainability of the competition.

A minority of producers interviewed either had mixed feelings regarding the impact of the competition on the participants or were negative about the impact. Criticism was expressed regarding the present format as too theoretical. Some concern was raised about the negative impact on workers that in some instances cannot deal with the sudden monetary windfall should they win a prize.

Although many winners reported upward mobility in job status, the competition has a modest and limited economic impact on the winners and their household. Very few winners experienced an increase in wages and those cases where it did happen it was mostly very small.

A number of structural and systemic challenges were illuminated:

- Defining, standardisation and extension of categories
- Uneven playing field due to great variance in educational qualifications and interaction skills of participants
- Prominence of the interview as a *mode of assessment* at the expense of practical assessment
- Ensuring partiality of the judges
- Suitability of appointed judges
- Dominance of monetary prizes at the expense of more sustainable options such as educational or training opportunities
- Limited exposure of competition in some (isolated) communities
- Timing of the competition

The study recommends a number of changes that are directed on two levels.

*Level 1 (structural):*

9. Redefining, expansion and standardisation of existing categories.
10. Public and explicit exposure to all provincial winners.
11. The expansion of assessment criteria to include an on-farm practical/qualitative assessment.
12. In the selection of regional judges the impartiality of these individuals must be ensured.
13. Judges of respective categories must be competent in the categories they are asked to evaluate.
14. Expanding the marketing of the competition.
15. The competition must be adapted to accommodate agricultural activities outside the deciduous fruit industry such as livestock and tea farming.
16. Expanding impact of the competition via:
  - d. More learning opportunities for all participants, *not* only winners.
  - e. Organising opportunities for social interaction between the farm workers in a region.



- f. Constituting regional Prestige Farm Worker of previous regional winners.

*Level 2 (programmatic and policy):*

8. The status of the competition must be elevated to at least a sub-programme level.
9. Expansion of programme facilitating, administrative and technical support to regional level.
10. The standardisation of regional management structures and institutions ensuring neutrality.
11. Enhanced focus on job specific educational and training opportunities for all participants.
12. Creating partnerships with the private sector for both training and sponsorship purposes.
13. Utilization of the competition as a strategic vehicle towards sustainable *Land Reform initiatives* within the Western Cape.
14. Consideration should be given to rename this competition.
15. Farmers need to be sensitised to the philosophical underpinning of, and deeper motivation of the competition.
16. In addition to social and moral obligation also accentuate economic value of the competition to the broader farming enterprise.
17. Accentuating the importance of buy-in and involvement of producers to enhance impact of competition on their workers.
18. The WCDoA should solicit input from the (agriculture) private sector towards the sustainability of the competition
19. Recognition should be extended to more participants at the provincial competition and not only reward and give exposure to the overall winner.
20. The formalisation of a clear mandate for the Prestige Farm Worker Forum as mouth piece greater farm worker community.
21. The replication of the Provincial Prestige Farm Worker Forum model on a regional level.

# Chapter 1: Introduction

## 1.1. Background and contextualization<sup>1</sup>

Agriculture plays a significant role in the economic activity of the Western Cape Province and subsequently in the economy of South Africa. This is not only evident in the manner in which land is used in the province, but also in the contribution of agriculture to the provincial and national economy. Agriculture in the Western Cape covers an area of 9.8 million hectares or 16% of the total commercial arable land in South Africa. The Western Cape agricultural area is unique to other farming areas in the country because of its winter rainfall character and year-round precipitation in the Southern Cape area. This climatic characteristic of the province does, however, provide for a unique enterprise mix, the nature of which allows for relative production stability.

Agriculture is an immensely important player in the economy of the Western Cape. It is within this context that the WCDoA delivers a broad range of development, research and support services to the agricultural community in the Western Cape to ensure sustained optimal performance. It is to these services that current evaluation turns in order to demonstrate the strategic role of Government in the socio-economic development of the farm workers and the farm population.

## 1.2 Western Cape Farm Worker of the Year Competition: A historical perspective

### 1.2.1 History of the competition

The competition had its origin in the Hex River Valley in 2001 when the then chair of the Hex River Table Grape Association (HTA) was approached by a representative from Sanlam who expressed interest in hosting a competition within the agricultural sector. This coincided with a communication workshop held with farm workers under the auspices of the HTA to discuss inter alia issues pertaining to employment conditions and farm worker rights. The workshop drew significant interest and a total of 200 workers and producers attended the occasion. One of the main outcomes of the workshop was the

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<sup>1</sup> This section is based on the following information sources:

1. Agricultural Economic Services: Marketing and Agribusiness, August 2014. *Western Cape Provincial Profile*, Report WCPP2014, Western Cape Government, Department of Agriculture
2. Western Cape Provincial Treasury, Provincial Economic Review and Outlook 2013, Western Cape Government
3. Murray, M. June 2010. *Key trends in the agricultural economy of the Cape Winelands District Municipality: Implications for farm workers and dwellers*, Phuhlisani
4. WCDoA, March 2014. Programme 8: Rural Development Coordination Business Plan 2014/2015, First Draft, Western Cape Government
5. Adams, P. Undated. *A Brief Perspective on Agriculture in the Western Cape (RSA)*. An opinion piece on Agriculture in the Western Cape issued by Agri-Western Cape to Freshruitportal.com

need expressed by the group of farm workers for more effective and sustained communication channels between themselves and their employers.

Spurred by the need for the establishment of better communication channels, together with the opportunity presented by Sanlam's interest to host a competition in the agricultural sector, the staging of an annual farm worker competition was proposed. Sanlam subsequently agreed to this proposal. The purpose of the competition from the onset was thus primarily to establish a platform that could open and sustain communication channels between producers and their workers.

Subsequent to interrogating the structures of similar competitions in the agricultural sector to understand exactly how these competitions are organised and structured, it was decided that the farm worker of the year competition would work on the basis of nominations, where workers would be nominated by their producers for participation in the competition. Initially workers competed in three categories only; (1) General worker, (2) Middle management and (3) Junior management. Entrants within each category were asked five questions pertaining to the following aspects:

1. Employment
2. Health
3. General impression
4. Foetal Alcohol Syndrome (FAS) and HIV/AIDS

The following year, 2002, saw the first farm worker of the year competition with 36 entrants from 6 farms, all from the Hex River Valley, competing. The following year two additional farms from this region participated in the competition which has since grown to 108 farms, from 15 regions across the province, in 2014. Due to the strong interest in the competition it was necessary to introduce some rules of entry to ensure fair participation protocol (e.g. the rule that only one worker per farm per category is allowed to enter was introduced to prevent domination of one farm in a specific region). Also, if a worker won a category that worker is only allowed to re-enter for the same category in three years' time. He or she is, however, allowed to enter in any other category within that three year period.

Although the competition saw its origin in the Hex River Valley, it has shown tremendous growth since its inception twelve years ago and is currently staged in 15 regions<sup>2</sup> of the Western Cape and saw a total of 1 057 entries in 2014. In fact, by the end of the 2013/14 financial year a total of 5 781 farm workers participated in the competition. The impressive growth in the competition is also evident in the evolution of categories which have increased from three to ten in the 2013/14 competition. The current categories of the competition are, administration, animal production, general worker, social

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<sup>2</sup> Berg River, Breede River, Durbanville, EGVV, Hex River Valley, Horsemanship, Klein Karoo, Koup/Central Karoo, Langeberg, Olifants River, Overberg, Piket-Bo-Berg, Stellenbosch, Swartland and Witzenberg.

development, irrigation specialist, irrigation specialist, tractor driver, technical operator, junior manager and middle manger<sup>3</sup>.

In 2005 the WCDoA became a partner in the competition. Since then the role of the Department has changed from partner to custodian and the HTA has stepped down as provincial organisers and is now only responsible for organizing the competition in its region. The growth of the competition is also evident in the various role players that include (as custodians) the WCDoA, the various regional farmers' associations, regional coordinators, producers, Shoprite/Checkers<sup>4</sup> as main sponsor of the Provincial competition, industry experts and leaders serving on the various evaluation panels.

### **1.2.2. Current structure of the competition**

The competition has two rounds with the first round a regional competition from which the winners advance to the second, provincial round. The winners of the respective regional categories advance to the provincial round. The competition is organised and administered independently in each region by a local coordinator<sup>5</sup>. At a given time in the year, which seems to generally be in the third quarter, producers are called to nominate and enter workers within the various categories. Entrants are evaluated by means of interviews during which they are required to portray their knowledge in the category they have been entered and also, where applicable, to exhibit their practical skills (e.g. tractor drivers).

Panels consist of members representing different interest groups and holding diverse expert knowledge relating to agriculture. These panels use appropriate technical questionnaires and score sheets to assess individual entrants during the interview. From these interviews the various category winners are selected. Following the evaluations each region hosts an award function where the regional prizes are presented to the category winners, as well as to a farm worker demonstrating the Best Potential towards becoming a possible future Provincial Winner of the competition, given that he/she achieves the necessary professional development. The Regional Farm Worker of the Year is also announced at this occasion.

All regional category winners advance to the Provincial competition that culminates in a provincial adjudication process usually hosted during October. Panels consisting of various role players in the competition such as sponsors, government officials, industry stakeholders and experts, farmers associations, etc. pose relevant technical and character orientated questions to the competitors in order to select the various provincial category winners, the farm worker with the best potential and the overall provincial winner for that year. Provincial winners are subsequently announced at a prestigious

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<sup>3</sup> The category Senior Management has been excluded from the competition for the 2014/15 round.

<sup>4</sup> Since the 2012/13 financial year Shoprite partnered with the Department and annually contributed a R750,000 sponsorship of the Gala Awards Evening. The total cost associated with the competition in 2013/14 was R2,039,350.

<sup>5</sup> These regional coordinators stem from either farmers' associations, industry associations or NGO's

gala award ceremony which has become the biggest gala event hosted by the Western Cape Province. Attendees include farm workers, producers, farmers associations, industry stakeholders and experts, sponsors, political leaders and senior government officials.

Apart from the prizes won, the overall winner of the competition also becomes a member of the Prestige Farm Worker Forum. This forum consists of all the previous Provincial winners of the competition. The Forum meets with the Provincial Minister of Agriculture on a quarterly basis to consult with and raise issues of importance related to farm workers. Members of the Forum are held in high esteem and they are often requested to deliver motivational speeches at agricultural and farm worker events.

### **1.3 Purpose, aims and scope of the evaluation**

The Western Cape Farm Worker of the Year Competition in its current form aims towards the recognition and celebration of the valuable and strategically important contribution of the farm worker towards the sustainability and continuous growth of agriculture in South Africa. With the competition entering its tenth year of existence under the auspices of the WCDoA, the Department called for the evaluation of the impact of the competition. The purpose of this evaluation is to determine the extent to which the Western Cape Farm Worker of the Year Competition has resulted in a positive change in the image and socio-economic conditions of participating farm workers. Towards these defined purpose, four key evaluation questions were put forward for investigation:

1. Does the Western Cape Farm Worker of the Year Competition have an impact on perceptions of what it means to be a farm worker?
2. Does winning a category, or even just competing in the competition, make a difference to the employment, living and socio-economic conditions of farm workers and their families?
3. What is the impact of the competition on the self-realisation (e.g. self-image, motivation, personal ambition, career aspiration) of farm workers?
4. What design improvements can be made to the competition and its promotion?

Data collection efforts were focussed on four sampled regional districts within the Western Cape Province; Hex River Valley, Central Karoo, Olifants River, Elgin, Grabouw, Vyeboom and Villiersdorp.

## **Chapter 2: Methodology**

### **2.1 Methodological considerations**

The evaluation study applied a qualitative analytical framework to the research questions and collected data by means of in-depth individual interviews, focus group discussions and the analysis of existing documentation. In response to the defined objectives the research team applied an integrated research approach, incorporating a full range of research methods as applicable to the research context. The principle of triangulation applies, meaning the ordering, interpretation and validation of data secured from different sources and methods including all evidence with a bearing on specific research questions to ensure valid, reliable and comprehensive answers to these questions.

### **2.2. Outline of the evaluation plan**

Fieldwork was limited to pre-defined geographical areas preselected by the WCDoA: Hex River Valley, Central Karoo, Olifants River, Elgin, Grabouw, Vyeboom and Villiersdorp (EGVV).

#### **2.2.1 Target group**

The defined target group for this evaluation study was farm workers that participated in the Western Cape Farm Worker of the Year Competition for the period 2010-2014.

#### **2.2.2 Evaluation questions**

Four key evaluation questions were put forward by the WDoA for investigation:

1. Does the Western Cape Farm Worker of the Year Competition have an impact on perceptions of what it means to be a farm worker?
2. Does winning a category, or even just competing in the competition, make a difference to the employment, living and socio-economic conditions of farm workers and their families?
3. What is the impact of the competition on the self-realisation (e.g. self-image, motivation, personal ambition, career aspiration) of farm workers?
4. What design improvements can be made to the competition and its promotion?

#### **2.2.3 Evaluation aims**

Following the key evaluation questions, the subsequent aims to be achieved by the evaluation are defined as:

1. Criteria for entering the competition
2. Criteria for winning a category
3. Factors that would increase the likelihood of the competition to improve employment prospects and the living and socio-economic conditions of farm workers and their family members

4. Prioritisation of the services of the Department to ensure maximum return on its limited public resources.

### **2.2.2. Data collection methods**

Data was mainly collected by means of extensive qualitative interview schedules and the detailed recording of discussions and responses. The interview schedules were defined subsequent to the defining of the various respondents. Based on the key evaluation questions defined by WCDoA, evaluation questions were developed by the research team for each respondent group and approved by the WCDoA.

A case study methodology was also included in the study. The rationale for the inclusion of this approach was to record in detail the context of both positive and negative impacts of the competition on winners, as well as instances where no impact was evident. To this end, case studies were compiled of the members of the Prestige Farm Worker Forum with the primary objective to develop an in-depth understanding of the impact of the competition on both their personal and professional lives.

Finally secondary data was collected by means of an extensive desk-top study and the perusal of relevant documents pertaining to farm workers in the Western Cape as well as the Western Cape Farm Worker of the Year Competition in particular.

### **2.2.3. Selection of respondents and sampling procedures**

In order to address the key evaluation questions, this evaluation required the collection of data amongst a range of respondents. The following respondents were defined for data collection purposes:

1. Competition participants (non-winners)
2. Farm workers who have not participated in the competition
3. Participating producers
4. Non-participating producers
5. Provincial, regional and category winners
6. Key stakeholders

The method of selection of participants depended on the type of information that was available of the participants as well as practical considerations.

#### **1. Participants, non-participants and producers**

Given that there were no (reliable) lists available for these three respondent groups within the regions to act as sampling frames from which respondents could be selected, it was decided to focus the selection procedure on participating farming units. Lists were provided by the client of all farms that have participated in the competition for all the selected regions since 2005. Since not all regions entered the competition at the same time it was decided to only select farms that have

been participating since 2010 as all regions were represented at that time. Subsequently four participating farms were randomly selected in each region.

Producers were then contacted and focus group discussions were scheduled with: (1) workers that have participated in the competition; and (2) workers that have not yet participated in the competition. In addition, in-depth interviews were conducted with the human resource manager, farm manager(s) or producer of the farm<sup>6</sup>.

## **2. Non-participating farms**

Farms that have never participated in the competition were also included in the study. Respondents in these categories were selected by means of snowball sampling. Information pertaining to non-participating farms was either obtained via regional coordinators or other producers. On these farms interviews were conducted with either the human resource manager, the producer or farm manager. Focus group discussions were also conducted with groups of workers.

## **3. Regional, category and provincial winners**

Focus group discussions were conducted in each of the four regions with both regional and category winners. In the case of category winners the selection of participants was such as to ensure that all the competition categories were represented. In order to control for memory fatigue it was decided to as far as possible select winners for the years 2010-2014.

A day workshop was held with the Prestige Farm Worker Forum which is comprised of all the previous and the current provincial winners of the farm worker competition.

## **4. Key stakeholders**

In-depth interviews were conducted with specifically defined experts and stakeholders, i.e. different producer associations, competition judges, government officials, human resource consultants, training consults and worker unions.

In addition to the in-depth interviews and focus group discussions, case studies were compiled of seven Prestige Farm Worker Forum members. In total, the research team conducted 48 Focus Group discussions, 46 In-depth Interviews and 7 Case Studies.

### **2.2.4 Data analysis**

The Logical Framework Approach (Logframe) was followed to conduct data analysis and interpretation. Logframe analysis is a well established project design methodology that enables systematic analysis of the development (or intervention) situation (in this case the intervention of the competition within the development process of farm workers). The method assists in identifying and developing options for addressing identified problems encountered with the intervention (in this case the competition). The log frame indicates suggested causes and effects leading from inputs, activities and outputs to intended outcomes and impact trajectories against the backdrop of

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<sup>6</sup> Respondents in this category were selected based on their knowledge of the competition and their closeness (in terms of personal knowledge) to the farm workers.



relevant providers, partners and beneficiaries (see Figure 2). The logical components of the framework are defined as follows:

- **Inputs:** all the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
- **Activities:** the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe "what we do".
- **Outputs:** the final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver".
- **Outcomes:** the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
- **Impacts:** the results of achieving specific outcomes, such as reducing poverty and creating jobs.

Following the logical components of the log frame analysis defined above, interview transcripts were analysed in terms of 1) the log frame components and (2) identifying themes and then summarising these themes across all cases.

## **Chapter 3: Literature Review**

### **3.1 Introduction**

Agriculture is an important contributor to the well-being of the Western Cape population and especially the rural population. Because the evaluation aims to determine to what extent the Farm Worker of the Year Competition has impacted on the socio-economic status of participants it is necessary to inspect literature that provides some description of the profile of farm workers and their families.

### **3.2 Overview of research**

Records of social-scientific research regarding the living and working conditions of farm workers in South Africa and in particular the Western Cape date back from the 1940s. Since then a continuous stream of research has been conducted up to the present. Included in this volume of research we find explanations of how and why conditions of living and work of farm workers evolved and emerged from earlier formations to current ones. We also see changes in profiles and shifts in trends over time.

Amidst the variety of conditions and the diversity of situations characteristic of agriculture the picture drawn by academic and policy research consistently emphasises a marginal, vulnerable, voiceless, excluded and poverty-ridden class of rural-based people. However, there is also much research interrogating the causes of the undesirable situation and conditions that farm workers live under, in order to restore the human well-being of farm worker communities. Much of the emphasis of research initiatives has been on restoring and upholding of human, social and labour rights and dignity through effective policy reform and implementation. Although a significant measure of success has been achieved in labour and social reform, persistent critique remains that the life of a farm worker (and his or her family) is harsh, insecure, without realistic and meaningful prospects for future advancement, and devoid of most of the advantages of modern living. Social and health pathologies and enduring chronic poverty remain some of the most serious conditions of life for this community. (See for instance, Human Rights Watch, 2011).

Socio-historic analysis on the history of farming and the labour situation in the Western Cape and beyond explains why different 'systems' of labour organisation emerged over the past three centuries – feudalism and slavery, paternalism, proletarianisation and lately formalisation of labour relations in terms of legalisation (see for instance Cloete, 1972; Ewert & Hamman, 1996; Du Toit & Ally, 2001). Profiling of farm workers and farm dwellers received continuous attention (see for instance, Groenewald, 1972; Kritzinger & Vorster, 1995; Louw, 1997; Prince, 2004; Murray, 2010), confirming the general impression and description above. Farm labour issues have been a concern to both academics, practitioners and government (see Reid, 1996).

Community developmental programmes were crafted and implemented since the early 1980s, when the Rural Foundation started to operate on initiative of organised agriculture and the support of the then government (see Groenewald 1986). Since democratisation, government support was withdrawn and systematic community development programmes were privatised, some of which is still operating for individual benefit or for the benefit of groups of farms (see Kotze, Cloete and Groenewald, 2011).

Land reform, and more particular the re-structuring of land as a means of production in the agricultural production process, has become the democratic government's policy for a total re-organisation of the agrarian setting within the country. The Comprehensive Rural Development Programme (June 2009) currently is an expression of this policy approach.

### **3.3 Changes affecting needs of farm workers**

A paternalistic ideology and model has driven labour relations in which the farm owner was the patriarch with final decision-making powers and farm workers and their family dependents in a subservient and receiving capacity. This model made way for a community development approach in which farm workers were supposed to demonstrate more of their own initiative yet in a cooperative manner with the farm as a whole, including management. Up to the 1990s farm workers did not share in the benefits and provisions of labour legislation for urban-based industries. Full legal recognition was given to farm (and domestic) workers as from the mid-1990s that also included security of tenure in order to protect farm dwellers from arbitrary actions and evictions by farm owners. While freedom of association would allow workers to form unions, only limited examples of such formations were forthcoming.

A number of demographic, social, economic and human resources changes were observed over the last two decades that affected farming, farm owners and workers alike, and the general appearance of the rural population and countryside. These include the formalisation of social relationships both within the work situation and the extra-work environment, and a dilution of the old paternalistic system. Farming systems changed to more rational enterprise, larger economies of scale, and a more scientific human resources management organisation. The effects of globalisation were felt on the local enterprise level making it a far more competitive economic environment. This added to the need for increasing the efficiency levels of labour and resulted also in diminishing the size of the labour force to include essential and core permanent workers and the casualization and even externalisation of temporary or seasonal labour needs.

Demographically, shifts towards more African workers, more females, including African languages and social practices or customs in the work place were experienced. Scholastic levels increased, family members (and even workers) urbanised, middle class aspirations grew, and life styles changed. Acute poverty has become lessened but chronic poverty pockets remained. Where feasible, agricultural villages or town residences are preferred, which change the social

circumstances of family life radically but not necessarily for the better. Social, educational and business amenities and health services are more decentralised and provided by government. Farm communities are better connected to the outside world and more mobile. Provision in the preferred and essential needs (infrastructure and services, material possessions, social networks) is better provided for.

### **3.4 Government and other sector initiatives**

Having observed a number of changes, farm workers nonetheless remain a poor category in comparison to other sections of the population at large and in fact dependent on the employer for their livelihood. The potential to increase one's own socio-economic profile remains limited and requires either leaving the farm for the city or town or entering into an ownership relationship with the means of production (i.e. becomes a share-holder of the farm or a land owner oneself). Government is reaching out to provide development opportunities and to enable rural landless people to gain ownership status. The Comprehensive Rural Development Plan (CRDP) provides a framework towards land reform and taking up land ownership for productive purposes. The end goal is to establish vibrant and sustainable communities. In the Western Cape, the Department of Agriculture is supporting the CRDP by the programme: Rural Development Coordination within which the Farmworker of the Year Competition is located. The latter therefore is a supporting initiative to the CRDP.

Farm worker development is furthermore supported by academic institutions, through research and promotion of public and critical debate, and private (business) initiatives.

The *Western Cape Farm Worker of the Year Competition* aims to rectify the image of the farm worker and gain increased cohesion, trust and confidence within the agricultural sector as well as with the general public. This is achieved through skills and knowledge transfers causing a positive change in the perceptions farm workers have of themselves and thus improving their self-esteem. It is further expected that this should improve perceptions and lead to a revaluation of the status of farm workers, both in the farming community and the public at large. These changes are in turn expected to lead to personal growth and improved employment and socio-economic conditions on farms.

### **3.5 A theoretical framework**

Theoretically, the so-called Thomas Theorem (Thomas, 1966/1931) – social constructivist approach – is a sensible way of explaining how humans construct their own realities: situations we define as real become real in their consequences. This implies that negative outcomes in life could be seen as the result of pessimistic definitions of one's own life and life chances – if you are poor, you don't foresee the possibility of escaping your poverty and in a sense you become content with being poor. This poverty tends to develop a permanence and become cross- or intergenerational, as established in an anthropological study by Oscar Lewis (1996) amongst Puerto Rican slums. The theorem allows

also the possibility of changing your life situation as something within your reach. Within the environment of the farm worker, this latter positive outcome may have risen due to a changed political climate, change in a reference group, or change in economic and job status. Increased exposure to positive role models, more and better education and the media also provide heightened aspirations and new horizons for future development.

The symbolic value of being recognised as the farm worker of the year, that is, apart from its material benefits, may be exactly this: it provides new reference groups, or role models, and a definition of what is possible within the confines of a (perceived) repressive system. It provides a situation that may be regarded as real for yourself and that serves therefore as a motivational disposition towards self-development and self-actualisation.

## **Chapter 4: Analysis and Presentation of Research Results: Stakeholder Evaluation of the Competition**

### **4.1 Introduction**

This chapter presents the findings of the evaluation research. The findings in this chapter are presented and structured according to the four key evaluation questions:

1. Does the Western Cape Farm Worker of the Year Competition have an impact on perceptions of what it means to be a farm worker - by farm workers, producers (farmers) and their representative organisations as well as the perceptions of the general public?
2. Does winning a category, or even just competing in the competition, make a difference to the employment, living and socio-economic conditions of farm workers and their families?
3. What is the impact of the competition on the self-realisation (e.g. self-image, motivation, personal ambition, career aspiration) of farm workers?
4. What design improvements can be made to the competition and its promotion?

### **4.2 Research findings**

#### **4.2.1 General perception of the competition**

The research findings unequivocally found a general positive perception towards the competition from a broad range of stakeholders. Not one respondent viewed the competition in its entirety as a negative or erroneous intervention and the majority saw it as a necessary instrument needed for the upliftment and development of the individual farm worker and the farm work profession in general.

Respondents were unified in their response that the competition is an essential vehicle to acknowledge farm workers for the contribution they make, not only to the success of the farm but also to the success of the country's agriculture economy and food security. In addition, the overwhelming majority of workers stated the competition also provides an opportunity for farm workers to measure their skills and qualities against those of other workers. Subsequent to the acknowledgement and the fact that they are seen by the producer as 'worthy of selection' to participate in the competition, their showcasing of skills acts as a strong motivating factor to succeed in the competition.

#### **1.2.2 Impact of Competition as Perceived by Producer/Employer**

The competition asks of farms a level of commitment in terms of a monetary contribution (entry fee per worker – in certain regions), preparation of motivational and biographic profiles of participating workers, sacrificing working hours (one human relations respondent and a producer described this as disruptive for the farming operations) and supplying transport to attend regional and in some instances provincial events. Thus farm owners and management have clear expectations regarding

certain advantageous impacts and outcomes the competition will have on their participating workers and ultimately on their farming operations.

#### **4.2.2.1 Positive perceptions**

##### ***Vehicle of acknowledgement and subsequent positive impact on perception of self worth (self image)***

Although the idea of the competition elicited mixed evaluations from producers and management, a strong majority was extremely positive about the philosophy and objectives underpinning the competition. There exists strong consensus amongst this group that the competition is a valuable and much needed vehicle to acknowledge and celebrate outstanding achievement amongst farm workers. The opportunity to measure themselves against other workers, together with just the experience of taking part in the competition was noted by all producers to have a significant positive impact on the perception of self-worth or self-image of the farm workers. A substantial transformation in their overall level of confidence, increased motivation and a more positive attitude towards themselves and subsequently also to their work related responsibilities were highlighted in this regard.

##### ***Impact on work performance and farming operations***

A number of producers noted a definite improvement in the quality of work delivered by the workers following participation in the competition positive. The competition positively impacts both the farmers and farm workers that has a direct impact on the farming operations. Producers noted that the competition instils pride in workers of being part of the farm and they boast to others about their achievements in the competition as a team.

##### ***Impact on social status of farm workers***

Producers noted the impact the competition has had on the social status of farm workers. This was confirmed by farm workers who shared how the competition succeeded in lifting their social as well as their occupational status.

##### ***Impact on social behaviour***

A number of producers testified that participation in the competition had, in a number of cases also resulted in significant positive change in the personal relationships and general social behaviour of workers, specifically referring to substance abuse and promoted to monthly salaried employees with substantial responsibilities.

#### **4.2.2.2 Mixed or negative perceptions**

A minority of employers interviewed had either mixed feelings or were negative about the impact the competition had on participants. These perceptions centred around three aspects:

1. Inability to manage financial winnings
2. Creation of unrealistic expectations
3. Non supportive social ethos towards those who excel

### ***Inability to manage financial prizes***

This aspect relates to category or regional winners and their (in)ability to manage the monetary rewards they received as part of their prize. Two producers, evidently from the same agricultural region, noted the negative impact the money won had on the farm workers. Both workers became trapped by their winnings with the one worker pulled into negative social networks and substance abuse while the other landed in a serious debt trap subsequent to the competition. According to both producers these outcomes were a direct result of their inability, and unpreparedness to manage their newly found status as winners in the community as well as the relatively substantial monetary winnings.

### ***Creating unrealistic expectations***

Both producers noted that the competition created unrealistic expectations with the participating farm workers. Both these workers, subsequent to winning their specific category had an expectation of being rewarded by the producers with higher wages. These expectations were described by both producers as unrealistically high and not within the financial ability of the farm.

### ***Non supportive social ethos towards those who excel***

One producer of the same region was exceedingly sceptical about the sustainability of the competition given the ethos operative in the deep rural farm workers communities of the Western Cape that was described as an ethos that does not like people to excel and shine. It is important to note that this response was limited to only this one deep rural area that has the shortest history in terms of staging this competition. As the competition becomes more entrenched in the agricultural ecology of this region, this sentiment might evaporate and be replaced by a culture and willingness to celebrate outstanding achievement.

## **4.2.3 Impact of Competition as Perceived by farm workers**

### ***Impact on Social Status of Participants***

From the interviews with farm workers it is apparent that the competition has had a positive impact on the social status of farm workers, primarily due to the exposure given to winners of the competition on both regional and provincial levels. It is clear from the reaction from the broader farm worker community that the competition is held in great esteem. Winners of categories reported to have become leaders and role models in the community subsequent to their outstanding achievements. Many winners are regularly asked for advice and to solve a variety of problems.



### ***Impact on the self-actualisation of participants***

A fascinating finding was the powerful impact the mere participation in the competition (irrespective of the outcome) had on building confidence and feelings of self-worth amongst workers. This relates to the format and process of the competition that individualizes participants by making individual workers the centre of attention. This is for many farm workers a new experience as they are used to working in teams (*spanne*) and to be evaluated, addressed and treated as such.

A constant theme that participating workers mentioned was that 'this competition makes you feel proud about yourself'. The reason for this is twofold; firstly the competition provides workers with a rare opportunity to compete against workers from other farms and/or regions and to compare their relative knowledge and skills level with their peers. For many participants this is a hugely empowering and confirmatory experience when they discovered they are on level.

Secondly the competition results in a new respect amongst producers for their workers subsequent to their workers' participation in the competition. Producers started to view and treat participants as individuals, able and with the potential of achieving.

The competition undoubtedly has a significant and prolonged psychological impact on all workers that participate and particularly for those that managed to achieve a 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> place at a regional or provincial level. Nearly without exception participants reported they felt positive about themselves during and after the competition. Although most reported nervousness at the onset of the interview sessions they soon relaxed and could navigate through the interviews successfully. This brought new confidence in themselves, an impact still evident years after the competition.

### ***Impact on Sense of Self Actualization of Winners***

The research found that without exception winning (or achieving a 2<sup>nd</sup> or 3<sup>rd</sup> place in) a category has a profound positive impact on farm workers. The extent and significance of the impact of the competition on winners' sense of self-worth were forcefully encapsulated by a female farm worker that informed her child when she had to write an essay about her role model for a school project, that she did not have to use Madiba, but instead her mother.

### ***Impact on participants' comprehension of and insight into the value of their Work and Farming***

By far the most powerful and sustained impact the Farm Worker of the Year competition has had and continue to have is the significant vocational learning that occurs during the competition. Without exception, participants, whether they had won or not, stressed the educative value of being part of the competition. Knowledge is built via the interview process and participants reported the realisation of a deeper insight into the reason and appreciation of their work.

The learning and up-skilling happened in two contexts or levels; *firstly*, and by far the most important, is the expansion of knowledge (mostly technical) about their work that occurs during the interviews. *Secondly* workers realise the gaps in their knowledge which in most cases results in a hunger for learning and acquiring new knowledge.

The strong emphasis that all participants placed on the steep learning curve experienced during participation in the competition can be viewed as an unintended positive consequence of the competition as a development initiative. It appears that it is rather the format of staging the competition that is conducive for the professional development of participants, than the prizes that winners receive. This implies that the sustainable impact of the competition, i.e. the learning that took place, is much broader than was intended and anticipated. Professional development was meant for a select few and designed by receiving of prizes. However, due to the learning and subsequent professional empowerment that occurs, simply as a result of participation in the competition, the educative impact of this competition is spread much broader to all participants.

### ***The Dissemination of Newly Acquired Knowledge and Insight to Peers***

An interesting finding related to the responsibility felt by the majority of participants, but specifically winners to share their newly accumulated knowledge with their peers in the workplace. This result in the competition causing a substantially wider impact on the widening and deepening of the level of knowledge, quality and ultimately the productivity of farm workers in the Western Cape.

### ***Empowerment through Interaction***

The *second* context that facilitates learning and up-skilling, refers to the interaction and communication that occur between contestants from different farms in either the same or different regions. This does not only have social value, given the isolated sociological context farm workers historically operate in, but also have substantial professional value. The informative and educative value of these interactions offering a platform for new information were repeatedly stressed.

### ***Re - appraisal and appreciation of the value of on – farm training opportunities***

A number of participants mentioned that after the competition, and especially after the interview(s), they understood better the value of the numerous training courses they attend on and off the farm during a year. Participants declared that the competition brought a serious and deeper appreciation for the training courses and new inclination to apply the newly acquired knowledge. .

### ***Impact on work performance of participants***

The development of a positive sense of self-worth as well as the broad-based professional development and learning that occurs during and as a result of the Farm Work of the Year Competition has a direct impact on the work performance of workers. Through the enhancement of their self-worth, workers inevitably step up their performance; this in turn again has a favourable and motivational impact on the co-workers on a farm.

The competition also causes farm worker to develop of a more holistic or comprehensive and systemic understanding of farming in its entirety and importantly, also where exactly she or he as a worker fits into this system. This of course is beneficial to both the worker and producers as it will ultimately relate to a more informed and efficient and productive worker.

### ***Impact of competition on work performance of non-participants***

An interesting finding emanating from this evaluation was that the impact of this competition stretches beyond the realm of participants. Non-participants see what the impact was on the lives of those that excelled in the competition and thus also aspire show their skills and share in the experience of the competition with the main objective to walk away as the best in their respective categories. These workers then tend to also increase their work performance in order to ensure that that they are noticed by farm management for a possible nomination to partake in the competition.

### ***Heightened future professional aspirations of winners***

A theme that was repeatedly mentioned related to the personal growth that realised due participation in the competition, as well as its empowering and emancipatory impact on the consciousness of workers. They became susceptible to new ideas and the realm of new possibilities. A number of participants mentioned that this competition taught them to dream again.

The extent to which this competition builds confidence, dreams and an enhanced sense of self-worth was unequivocally illustrated by a number of participants (that has either won a regional or provincial category) that indicated their intention to become an independent farmer in future. Interestingly, some are merely general workers, a clear indication of what the competition did in opening new vistas for farm workers. This building of confidence and enhanced sense of worth is primarily due to the following realisations that take place within the consciousness of the workers:

1. The competition forces them to reflect on their own hidden competencies and skills they came to realize they actually possess. In this sense the competition acts as an acknowledgement, confirmation and celebration of their skills and them as individuals.
2. The opportunity offered to workers to compare themselves with their peers on a professional basis does not only affirm their level of skills, but acts as a motivator for improvement thereof.

### ***Reaction of Producers to the heightened future professional aspirations of winners***

From the research it became evident that producers react in different ways towards this new found confidence their workers experience and exhibit after excelling in the competition. On the one hand they see this as firstly potentially threatening as some workers develop an inflated opinion of their worth and demand unrealistic wage increases (evident in regions where farms had limited upward mobility possibilities) or secondly, that workers will use this new found confidence to market themselves beyond the farm gate.

On the other hand many producers celebrate the new and increased aspirations amongst these workers and open opportunities to them to advance professionally. This became evident on many farms where winners of the competition were elevated by farm owners or management to positions of either farm operational managers or other positions of senior and junior authority.

#### **4.2.4 Impact of the competition on the employment conditions of farm workers**

The employment environment is improved through the competition primarily due to the positive impact it has on the relationship between the worker and the producer. Producers tend to hold workers in higher esteem following the competition. This is due to three aspects: (1) they realise the knowledge possessed by the worker as proved by his/her achievement in the competition; (2) subsequently they realise the potential of the worker; and (3) they see the person behind the worker.

The introduction of various and much needed legislation to formalise farm work as an occupation and thus legislative protection to farm workers has had an unintentional consequence in the sense that it also created tension between workers and producers. The research has shown that this competition is serving a mediating function in restoring relationships between the respective parties.

From the producer's side this mediation is facilitated by firstly discovering the level of workers knowledge and thus realising the positive impact of the empowerment efforts in terms of investment in both in-service and formal training. Secondly the producer realises the sense of loyalty on the side of the worker towards the farm and thus the producer. In the competition workers represent *their* farms as much as they do themselves, showing their strong identification with and loyalty towards the farm and the producers. The competition provides the opportunity for the producer to demonstrate that he/she sees the value of the worker in his/her work performance.

#### **4.2.5 Impact of the competition on the living and socio-economic conditions of participants**

The research found limited impact on the living and socio-economic conditions of the workers and their livelihoods as a result of participating in the competition. The only significant impact observed was amongst the provincial winners where undoubtedly substantial socio economic improvement was evident. These winners typically enjoyed upwards mobility in their work status, invariably associated with a concomitant increase in remuneration and fringe benefits.

However, this impact is significantly reduced on the regional level of the competition, where regional winners often reported higher work status, associated with more responsibilities but not with a concomitant increase in wages. This was also the case for category winners on both provincial and regional levels. Very few winners reported an immediate increase in salary associate with achieving a place in a category, for the majority that did receive an increase this was minimal. This elicited strong critique from a representative of labour unions in the Western Cape.

However, a correlation appears to exist between winning a category or the regional competition and the possibility of work mobility if correlated with farming enterprise. Although not a given this could yield positive economic rewards for the winner. This trend is strongly associated with the more sizeable farms characterized by higher levels of operational sophistication, and labour differentiation.

Although job mobility and promotion does not necessarily entail a significantly higher income on many farms, it does promise non-tangible, but more sustainable rewards in terms of increased responsibility and social status on the farm.

### 4.3 Evaluation of the structural elements of the competition

A competition that covers the entire Western Cape with its regional diverse agricultural production and activities and one that includes a substantial number of work categories, must out of necessity have a broad and in some way, generic approach in order to make it relevant to disparate farming environments. However, this creates challenges for the competition, specifically relating to the extent the competition's systemic format is equally appropriate to all participants.

During the interviews a number of pertinent issues pertaining to the structure and design of the competition were highlighted by stakeholders. These are discussed below.

#### 4.3.1 Defining, standardisation and extension of categories

In all four regions critique was expressed with regards to the current categories by all stakeholders, including farm workers. The aspects that were highlighted here were:

- **Confusion regarding the delineation of the different categories.** Respondents reported confusion pertaining to the criteria relevant for specific categories. There exists uncertainty as to what types of work, activities and responsibilities are included in specific categories.
- **Two categories were extensively critiqued in encompassing too disparate work activities.** These were the categories of administration and social development. With regards to the *administration category* there were strong sentiments that administration in an office context is vastly different to administration in a packing shed or a chemical room. Subsequently there is a strong sentiment among stakeholders that a clear distinction is to be made in this regard. In the case of the *social development category* confusion reigns amongst both participants and producers as to exactly what it constitutes and what not. There was also strong critique voiced from the side of participants regarding the diverse range of job descriptions included in this category. There is definite need to revisit and re-define this category.
- **A consistent critique emanating from the non-deciduous fruit producing regions was that the competition lacks categories that are tailored to their unique farming activities.** A need was expressed by these producers for categories in the competition that are more aligned and applicable to other farming enterprises such as livestock farming, tea, flowers etc. that will be able to better judge the special competencies required by workers employed on these farms.
- **Two common job descriptions of farm work that are currently not catered for in the competition categories are forklift operators and truck drivers.** It was repeatedly mentioned that new categories had to be created to include these.

### **4.3.2 The competition as an uneven playing field**

A concern was voiced by some farm workers and producers that the competition at provincial level has an inherent bias. The fact that participants with vastly different (levels of) qualifications and competencies are competing in the same arena for the ultimate prize, i.e. provincial farm worker of the year, is currently a source of concern and discontent. Given the current format that workers with diverse competencies and skills levels compete on equal footing for the top prize, it is highly unlikely that a provincial winner will come from any of the categories but middle management<sup>7</sup>. In specifically the more remote areas where workers typically are less educated than their more urban-based counterparts, this aspect was even more pronounced in that participants were totally out of their depth in the provincial competition, leaving them disempowered and disillusioned.

### **4.3.3 Assessment Criteria**

#### ***Dominance of the Interview Format***

Currently farm workers that enter the competition are evaluated by means of an interview, except in the case of tractor drivers that are also required to do a practical demonstration of their skills. The high premium placed on the interview as a mode of assessment was one of the most regularly critiqued aspects of the competition by both producers and farm workers.

According to respondents the present format is essentially anti-intuitive of the nature of vast numbers of farm workers. It was repeatedly pointed out that farm workers, both female and male, do not come from a literate and narrative environment, thus often are not articulate. In addition, they are generally not used to the sterile environment of being interviewed by a panel of judges. It was the opinion of many respondents that this method of evaluation is essentially inappropriate and unfair.

#### ***Need for Inclusion of Practical Evaluation***

Stakeholders felt strongly that the assessment protocol must be extended to include on - farm practical assessments. This would entail the extension of the judging protocol to include visits to farms where practical skills of workers can be tested and evaluated. Judging should happen more in an in-service context which may also include interviews with producers/managers. In this way the process of judging will become more nuanced and in touch with daily realities of working on a farm.

### **4.3.4 Impartiality of Regional Coordinators and Judges**

Throughout the regions questions concerning the partiality of the judges were posed. Allegations of favouritism and bias towards entrants from certain farms attached or connected to regional coordinators and/or judges were made by different stakeholders, but particularly the workers. It was reiterated that judges should be impartial and preferably not connected to any of the farms

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<sup>7</sup> Previously this would include the senior management category which has been excluded in the 2014/15 competition

represented in the competition. Although this sentiment was not evident in all regions, it was nevertheless expressed by significant numbers of stakeholders and warrants attention.

#### **4.3.5 Suitability and competence of Judges**

Concern was expressed by primarily producers, although also by other stakeholders regarding the suitability and competence of some judges. Allegations were made in three of the four regions included in this research, that some judges lack the necessary knowledge of and exposure to practical farming operations and specialized skill requirements to make sound and fair judgements, especially in cases where qualitative differences between two competitors are minute.

#### **4.3.6 The nature of prizes: a contested issue**

One of the most encouraging findings emanating from this research was the widespread emphasis put by participants on learning and professional development. This thirst for learning (opportunities) was further confirmed by participants' responses when discussions dealt with prizes attached to the competition. In its present format the competition rewards outstanding achievement by means of a monetary allocation (this excludes the provincial winner that also receives an overseas excursion). There was, however, a strong sentiment expressed by farm workers (specifically previous winners) that training opportunities for winners should be considered as the main reward.

##### ***Training Opportunities rather than a Monetary Reward***

The rationale behind this sentiment is that workers do not deem the monetary prize sustainable as it is a once-off gratification. Although previous recipients admitted that a sizeable lump sum is attractive and tempting, the general consensus amongst workers was that relevant training would have a much more enduring impact on their career and thus their economic status and well-being.

#### **4.3.7 Concerted Marketing of the Competition**

A strong theme emanating from all regions is that the impact of the competition in the broader communities of the different regions could be enhanced by better marketing. Both producers and participants felt that more visible and sustained marketing (e.g. through posters in towns) will enhance the status and presence of the competition. Nevertheless, all regional winners reported that their achievements were flashed on the front pages of local community newspapers and covered by local radio stations. Although all stakeholders involved in the competition expressed satisfaction and appreciation for the quality of the organisational work of regional coordinators, it was pointed out that through a stronger administrative capacity on regional level the competition will develop an elevated presence and profile in especially the more remote areas.

Another aspect that should be attended to is the extension of awareness of the presence of the competition in the farming communities in the respective regions. A possible strategy to achieve this could entail the periodic presentation of training courses specifically linked to the competition throughout the year. For example private companies active within the agricultural ecology such as chemical, fertilizer, irrigation and equipment specialists could be approached to offer specialists

courses to not only winners, but all participants within a specific category in a specific region. This would not only enthrall farm workers and producers to participate in the competition, but would also have a profound impact on the extent of the impact of the competition on all participants.

#### **4.3.8 Timing of Competition**

Another aspect linked to the historical nature of the competition, i.e. its roots in the deciduous fruit growing industry, relates to the time of the year the competition is presented. Although regions do have the prerogative to choose the time to conduct the preliminary rounds, the competition tends to be launched during the same period in all regions. This is specifically problematic in regions such as the Central Karoo where the typical time of staging the competition coincides with their sheep shearing season. This was specifically mentioned as a primary reason for the few entrants to the competition from this region.



# Chapter 5: Interpretation of Findings and recommendations for Future Format of the Competition

## 5.1 Introduction

In spite of the impressive successes in building social strength and personal self-worth, the research has shown that the competition had limited impact on socio-economic improvements of farming communities. Such impact was shown to reach primarily the top achievers in the region and more specifically the provincial winners. This limited impact must be considered against some unique aspects related to the agricultural sector and farm work, and is discussed in this chapter. The discussion firstly considers the route along which a farm worker would typically advance towards sustainable socio-economic development. Subsequent to this discussion the role and position of the Farm Worker of the Year Competition as an agent towards socio-economic autonomy of the farm worker is considered. This is followed by some proposed structural changes to the competition and a proposed way forward.

## 5.2 The Road to Sustainable Socio Economic Development of Farm Workers

It is imperative that the convoluted nature of vocational opportunities and career paths for farm workers are discussed and highlighted. Through this research it would appear that farm workers advance through three levels in their journey to socio-economic autonomy. For this advancement to take place, however, there is a requirement for continuous interventions that include training and mentoring opportunities. These should be adapted and streamlined to guide the farm through the three levels of the journey toward socio-economic autonomy. Such an approach will then ultimately work towards the holistic development of the individual farm worker.

The three levels of the journey toward socio-economic autonomy consist of:

**Level 1: Lower end of the corporate ladder** – Here the farm worker is at the proverbial bottom of the corporate ladder and certain interventions need to be involved in order for the farm worker to progress to the next level of employment.

**Level 2: Senior to top management level** – At this level the farm worker is no longer satisfied with general work or even junior management positions. These farm workers now occupy leadership positions in their respective communities, but also fill middle to senior management positions on farms.

**Level 3: Partnerships as well as business ownership** - At this level the farm workers have evolved to the extent that the normal farm setting can no longer accommodate their growth. These individuals are now looking for opportunities outside the norm to satisfy their hunger for socio-economic autonomy. They are no longer satisfied with occupying senior positions on farms or being the general managers of farms, they want to progress into owning their own land or equity i.e. partnering with

existing farmers as equal partners. The majority of the members of the Prestige Farm Worker Forum are excellent examples of individuals who have reached this level.

These levels are discussed in more detail in Appendix 1

### **5.3 The role of the Western Cape Farm Worker of the Year Competition in the Road to Socio-Economic Autonomy of the farm worker**

Due to the often isolated nature of farm workers, some external agitator or facilitating agent is needed to kick start the process towards the socio-economic autonomy of these workers. Some intervention is needed that will jolt the farm worker out of his/her comfort zone (of low self-worth) towards the realisation that they have the potential to change their circumstance for the better.

The competition fulfils this role perfectly. From the research it is abundantly clear that a range of changes has taken place within the individual farm worker when he or she partakes in this competition. Each of the levels of the competition leads to internal change and actualization within the individual farm worker. The observed sequence of changes start with the farm worker being nominated by the farmer (this nomination makes the farm worker feel validated as a valued member of the farm) and ends with the highest possible achievement which is winning the overall farm worker of the year competition and ultimately being co-opted onto the Prestige Farm worker Forum. This is seen as a huge honour and the winners go into this forum with great expectations, but also a great sense of responsibility toward their professions and those left on the farms. For a detailed explanation of the internal changes which takes place with regards to the farm worker please revert to Appendix 3.

### **5.4 A proposed adapted programme theory for the Western Cape Farm Worker of the Year Competition**

This evaluation of the competition is undertaken through the lens of the logical framework approach, which identifies and relates a series of steps to be carried out in order to achieve a goal. The Western Cape Farm Worker of the Year Competition is seen as an intervention and described as an interactive system of:

- **Pre-existing needs and intervention (Services to address the pre-existing needs):** The farm worker population of the Western Cape is seriously isolated and as a result categorically under-resourced (i.e. lack of education, training, lack of self-worth, lack of access to development opportunities, etc.) A myriad of interventions are required in order to address this isolation. Given this contextual back ground, the WCDoA in association with other sponsors, annually host the Western Cape Farm Worker of the Year Competition amongst farm workers within the various regions of the Western Cape. The purpose of the competition is to uplift the image of farm workers and to positively impact the socio-economic conditions of farm workers.

- **Inputs of the intervention** (*all the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work. These include finances, personnel, equipment and buildings.*): In the case of this competition the inputs involve the efforts of the regional and provincial coordinators as well as the contributions by the regional and provincial sponsors i.e. cash prizes, trophies, certificates, Shoprite vouchers. To this must be added the support and financial contributions of the Provincial Department of Agriculture, including the financial contributions made toward the regional and provincial functions. It is proposed that the following additional interventions are also considered by the WCDoA:
  - ✓ **Financial support in order to develop and roll out various training opportunities** to all participant in the competition
  - ✓ **Personnel to oversee regional competitions**
  - ✓ **Personnel to oversee provincial competitions**
  - ✓ **Personnel to develop** and distribute standardised interview questionnaires to be used during the various competitions (*regional as well as Provincial competitions*)
  
- **Activities on the intervention** (*the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. These would usually include training, financial support, etc. In essence, activities describe "what we do"*): Currently this portion of the programme is severely deficient. The regional and provincial selection processes and gala events are currently the only actions undertaken. The proposal is that the following alternative actions be explored and eventually employed by the WCDoA in order to actively work towards ensuring that the planned outcome is achieved:
  - ✓ **Regional Farm worker of the Year Competition**
  - ✓ **Provincial Farm Worker of the Year Competition**
  - ✓ **Institutionalise Prestige Farm Worker Forum** functioning on provincial level.
  - ✓ **Institutionalise Regional Farm Worker Forums** functioning on regional levels.
  - ✓ Use Regional as well as Provincial Farm Worker Forums **to collect and organise reliable information on farm workers and their needs** in order to inform appropriate government response and interventions. Support the **institutionalisation of community organisations in the form of a Council of Stakeholders** that will establish structure and **organisation to the community and make it easier for Government and the Private sector to engage** with farm and rural communities on the implementation of new programmes and business ventures.
  - ✓ Support (through financial as well as administrative support) initiatives that **create platforms for communication between farmers and farm workers** i.e. the Regional Farm Worker Forums proposed above.
  - ✓ **Document the rural success stories** and to ensure the dissemination of best practices amongst rural communities. This will strengthen efforts to enhance the image of farm work.

- ✓ **Support both (through financial as well as administrative support) the organisation of farmer workers to enable meaningful engagement** with all relevant stakeholders. This will be achieved by institutionalising the provincial as well as regional Prestige Farm Worker Forums as mentioned above.
  
- **Outputs of the intervention** (*the final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver"*): The overall winner of the provincial competition becomes a member of the Western Cape Minister of Agriculture and Rural Development's Prestige Farm Worker Forum. This forum meets with the Minister on a quarterly basis to discuss farm worker related issues. The competition also 'reveals' new leaders in the farm worker community, in as far as, once a person wins he/she is instantaneously held in high regard by the local farm worker community and in some cases even the broader farming community which would include the producers. The winning farm worker also develops a strong sense of responsibility towards ploughing back into the community (to infuse some of his/her new found pride and knowledge into the rest of the farming community).
  - ✓ **Social and Professional Skills development workshops** for all competition participants.
  - ✓ **Leadership and organisational development skills transfer** to Prestige Farm Worker Forum members.
  - ✓ **Provide social awareness campaigns** and workshops to all competition participants.
  - ✓ **Coordinate the involvement of different government departments** involved in farm worker development as well as the socio-economic conditions of rural people living on farms or in communities surrounding rural communities.
  
- **Outcomes of the intervention** (*the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".*): At this stage of evolvement of the competition it already succeeds in building participants' self-worth and it provides an opportunity for the farm worker to showcase his/her talents on a regional and possibly also a provincial level. It is, however, recommended that the WCDoA streamlines its approach in order to ensure that the end goal of socio-economic development of farm works is reached. To this end the research recommends the following:
  - ✓ **All regional competition participants are equipped with soft skills** i.e. communication skills, conflict management skills, problem solving skills, etc.
  - ✓ **All regional winners are organised into farm worker forums** which can inform the department via the Prestige Farm Worker Forum of any and all farm/ rural community issues.
  - ✓ Needs of the farm workers as well as the surrounding rural communities are addressed.
  - ✓ **All Competition participants are re-affirmed as valued members of the agricultural sector.**
  - ✓ **All regional competition participants have improved social and economic conditions.**

- **Impacts of the intervention** (the results of achieving specific outcomes): The planned impact of the farm worker of the year competition is 1) improving the image of farm workers and 2) enhancing the socio-economic conditions of the farm worker. Currently, the first part of the outcome is achieved, to some degree, as the status of farm work is certainly elevated, but unfortunately mostly amongst the farms which have participated. This impact is thus limited. The marketing of the competition as well as the various winners and their life stories needs to be more widely publicised. A more deliberate intervention is needed before an impact on the socio-economic conditions of more participants will be achieved.

It is proposed that the various components, as discussed above, be extended to include the active and deliberate development of all participants of the competition in order to ensure that its overall goal, i.e. *The socio-economic development of the farm worker*, can be achieved. The table below contains suggestions of possible programme changes at the various levels in order to ensure that the overall goal of the competition can be achieved.

For a detailed illustration of the proposed changes to the competition versus the current flow of the competition please consult Appendix 3.

## **5.5 Recommendations and proposed way forward**

The final part of the report contains a summary of the changes proposed to the competition. These are directed on two levels, with the first focussing on aspects related to the structure of the competition. Please consult Chapter 4 for a detailed description of this level.

The second level of recommendations pertains to a more strategic level and considers possible considerations on programmatic and policy levels. The section closes with some proposed recommendations related to the immediate way forward for the competition.

### **5.5.1 Proposed structural and policy changes to the competition**

#### **Level 1 (Structural)**

1. Redefining, expansion and standardisation of existing categories.
2. Public and explicit exposure to all provincial winners.
3. The expansion of assessment criteria to include an on-farm practical/qualitative assessment.
4. In the selection of regional judges the impartiality of these individuals must be ensured.
5. Judges of respective categories must be competent in the categories they are asked to evaluate.
6. Expanding the marketing of the competition.
7. The competition must be adapted to accommodate agricultural activities outside the deciduous fruit industry such as livestock and tea farming.
8. Expanding impact of the competition via:
  - a. More learning opportunities for all participants, *not* only winners.
  - b. Organising opportunities for social interaction between the farm workers in a region.

### **Level 2 (programmatic and policy):**

1. The status of the competition must be elevated to at least a sub-programme level.
2. Expansion of programme facilitating, administrative and technical support to regional level.
3. The standardisation of regional management structures and institutions ensuring neutrality.
4. Enhanced focus on job specific educational and training opportunities for all participants.
5. Creating partnerships with the private sector for both training and sponsorship purposes.
6. Utilization of the competition as a strategic vehicle towards sustainable *Land Reform initiatives* within the Western Cape.
7. Consideration should be given to rename this competition.

### **5.5.2 Proposed way forward**

1. **Farmers need to be sensitised to the philosophical underpinning of and deeper motivation of the competition**, that is, ultimately the development and empowerment of the farm worker, by accentuating the socio-economic advantages for agriculture through the personal development and socio-economic empowerment of farm workers. This should counter the fear amongst some producers who argue that the competition can create unrealistic expectations amongst farm workers.
2. **Producers need to understand that this responsibility** does not merely flow from an ethical and social responsibility, but ultimately makes strong economic sense. Due to the positive impact of the competition on self-realisation, knowledge expansion and eagerness to learn, producers will consequently enjoy enhanced worker efficiency and thus also increased production.
3. The WCDoA should **solicit input from the private sector**, i.e. farming equipment distributors, pest control specialist, fertiliser companies, etc. in order to expand the learning and development opportunities for farm workers who participate in the competition. This should include not only winners, but be expanded to all participants, specifically on regional level.
4. Pertaining to the provincial competition **all participants should be given recognition**. Currently the provincial competition only rewards and celebrates the overall winner. This needs to be extended to the wider range of winners to include category winners.
5. Currently the **Prestige Farm worker Forum** is a formal structure that meets with the Provincial Minister of Agriculture on a quarterly basis to discuss issues pertaining to farm workers. The Prestige Farm Worker Forum is functioning without a clear mandate in its interactions with the Provincial Minister of Agriculture, and subsequently it appears that its strategic role and value is underutilized. It is recommended that a clear mandate is formalized for this forum to speak for and negotiate change on behalf of the greater farm worker community.
6. Replicate the Provincial Prestige Farm Worker Forum model on a regional level. Regional winners can be organised into a similar structure as the provincial forum to represent the broader farm worker sector of their specific region. These regional forums should be tasked to have regular

interaction with the Provincial Prestige Farm Worker Forum who in turn will be able to present a balanced and holistic view of farm worker needs and issues to the Western Cape Provincial Department of Agriculture.

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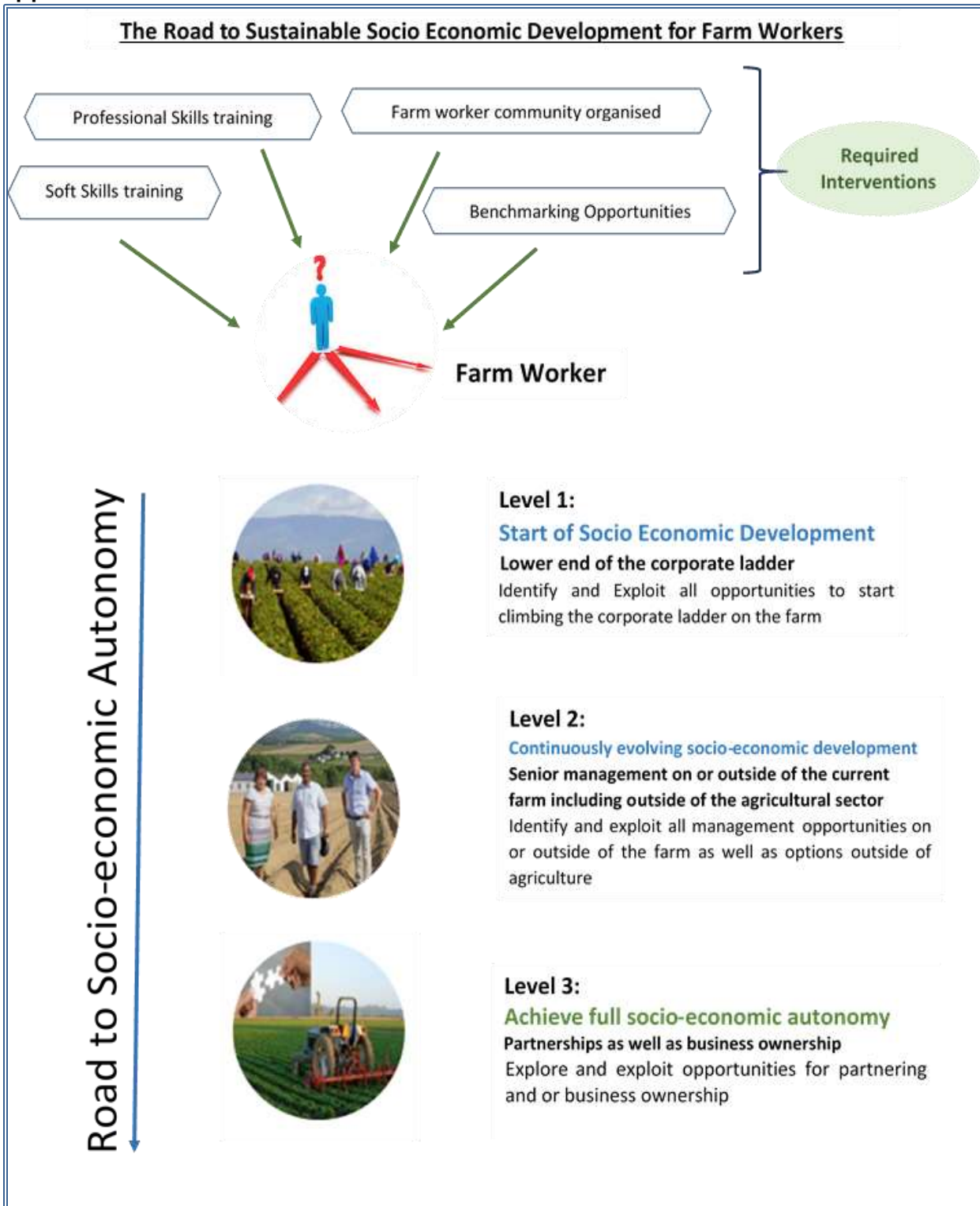


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# Appendices

## Appendix 1



## Appendix 2: Internal changes as experienced by the farm workers at the various levels of the competition

Change level	External Agitator/ Facilitating agent	Internal change within the individual farm worker
1	The farmer approach the farm worker with a <b>nomination</b>	The farm worker feels <b>affirmed as a valuable member</b> of the farm. As is evident in the words of one of the respondents: "Wow, hulle sien jou raak. Mens word nie net oorgesien nie"
2	The farm worker is <b>interviewed</b> by the judges of the competition. These judges ask him/her about their role on the farm as well on the intricacies of their job.	<p>The farm worker <b>realises his potential</b> "Ek is toe nie so swak soos ek gedink het nie, ek kan die vrae almal maklik antwoord, ek was verniet so nervous". "Daar is baie van ons mense wat minderwaardig voel en dan kom daar so 'n kompetisie en dan voel dit 'ja ek doen iets goed, ek kan iets goed doen'"</p> <p>The workers also <b>become aware of the importance of his/her responsibility toward his/her job</b> and role on the farm</p> <p>"Dit laat mense inkyk in hulle werk, wat hulle nou eindelijk in hulle werk beteken." "[Die kompetisie] het my net eindelijk laat besef waarmee ek eindelijk besig is. Hoe belangrik (ernstig) my werk is waarmee ek besig is."</p>
3	The farm worker is invited to a formal award ceremony	<p>The farm worker is proud of him-/herself due to their involvement in the competition and this motivates him/her to be the best and thus work better.</p> <p>"Sien uit na jou job weer. Jy het mos nie jou job so ernstig opgeneem soos nou nie." . . . "Die vrae het jou gewys hoe belangrik jou werk is en waar dit/jy inpas op die plaas."</p> <p>They are also very excited about this major event as most of them have never been to anything like it, including a matric farewell. This is their time to shine.</p> <p>"Die aand van die kompetisie is mens so nervous. Jy wil mooi lyk en he die mense moet oor jou outfit praat, maar die belangrikste is die feit dat jy wil wen, want jy wil he die boer en die mense moet proud wees op jou. Op hulle plaas se mense. Almal is baie excited as mens daai dag regmaak vir die gala aand"</p> <p>The competition is also " 'n Groot gebeurtenis" we are given an opportunity to not only show off our skills, knowledge and abilities, but also our outfits! Hehehehe – you see the ladies in the orchards everyday, but that night of the awards, they look completely different.</p> <p>"Ek het meeste van hulle nie eers geken nie. Hulle het soos mense gelyk wat gaan strooi by 'n troue. Te pragtig".</p>
4.1	The farm worker is a runner up or not a winner on the night.	The farm worker is disappointed that they did not bring their best to the competition, but they are overly motivated to prepare and bring even more to next year's competition. "Ek het nie plek gekry daai aand nie, maar ek was trots dat ek my plaas verteenwoordig het. Ek het wel 'n sertifikaat gekry wat ek in my voorkamer opgehang het nou kan almal sien dat ek 'n deelnemer was. Die plaas mense wat selfs baie trots toe ek terugkom, want hulle het almal

		gesê, moetie worrie nie, volgende jaar stof jy hulle almal uit, maar ek is reg vir die jaar. Ek is 'n mens wat net vir 7de Laan gekyk het en dan die TV afgesit het, maar nou wag ek vir die nuus en ek is selfs vroeg op soggens om vir AgriTV te kyk, want ek moet weet wat aangaan".
<b>4.2</b>	The farm worker is a regional winner on the night	<p>The farm worker is proud and rejoices in his/ her achievements. They feel valued on another level. They are not only valuable in the eyes of their farm management, but now also in the greater farming community. They will now not only represent their farm at the provincial competition, but they will also be representing their region. A major achievement which they never thought possible.</p> <p>"Om te win daai aand is... sjoe..., ek kan dit nie beskryf nie. Mens vlieg so hoog en moenie laat jy nog Kaap toe ook gaan nie. Dan is jy eers vol van jouself. Jy voel jy kan enige iets doen. Jy voel jy wil die wêreld aanvat. Dit was so lekker om te sien hoe bly die mense van die plaas was, veral die boer, toe ek gewen het. Hy het soma opgespring en my om die nek beet gekry! Sjoie dit was lekker."</p> <p>"Dit het my net gewys, ek kan. Ek was so bang en dit was alles verniet. Hier wen ek soma die streek. Ek't nooit gedink dit is moontlik nie"</p> <p>"Nou moet ek regmaak vir die grote" (The provincial competition)</p>
<b>5</b>	The farm worker is interviewed in the provincial competition	<p>The farm worker is proud to be representing his/her region on a provincial scale and realises his/her responsibility in doing this to the best of his/her abilities.</p> <p>"Ek het die nuusgekyk en koerante gelees tot dit by my ore uitgekom het. Ek wou alles weet van alles, want as die streek so moeilik was dan gaan die provinsie mos nog swaarder wees."</p> <p>"Ek't geweet ek moet regmaak vir die Kaap, want hulle speel nie daar nie, hulle gaan swaar vroe vroe en ek kan nie die Olifant (Olifantsriver region) in die oë loop sit nie."</p>
<b>6.1</b>	The farm worker does not win on provincial level	<p>The farm worker is disappointed that he/she did not win, but goes back with massive motivation and a burning desire to better themselves in order to win next time.</p> <p>"Others who participate in the competition come back to the farm with a new fire. They want to know more, they want to better themselves so that they can do better next time. Not for anyone, but themselves. The questions evoke a thirst for knowledge in them. They walk into that interview with low self-esteem, but once they realise that they can answer the questions, they become confident and it is a confidence you cannot take away from them. They also want to know the answers to the questions they did not know."</p>
<b>6.2</b>	The farm worker wins on provincial level(Category winner)	<p>The farm worker is grateful for the opportunities afforded to them through the competition. He is valued by people outside of his/her immediate surroundings. They are offered opportunities which they never thought they would get and they are affirmed on a provincial level. In most cases the farm worker is promoted on their farms as well.</p> <p>"I am completely convinced that the farm worker competition opened various doors for me."</p>

		<p>Dit het my baie meer vertrou in myself gegee. Ek het altyd geweet ek gaan bo uitkom, maar nie geweet hoe nie. Die kompetisie het my daai hupstootjie gegee en ek sal ewige dankbaar wees vir die geleentheid wat aan my gegun is. Die bestuurders het my begin raaksien en hulle het ook oornag soma baie vertrou in my gekry. Ek is bevorder en die plaas het ook in my begin 'invest' met training en kort kursusse."</p>
6.3	The farm worker is the overall winner of the province	<p>The farm worker's mind is opened on a global scale. He/she is afforded an opportunity to go overseas to see the impact of their products in the world market. They get to experience how stringent the standards are and they realise that they will have to do even more to bring their farms up to this standard. They come back from this trip with an overpowering sense of responsibility not only toward their farms but also to South Africa's image in the world agriculture market.</p> <p>"The overseas trip was the ultimate not only because I got to go overseas, but in term of opening my mind and understanding to what goes on over there. I saw how they dumped our SA produce in bulk right from the vessel. What a sad situation. I was truly touched by this, I could not believe the high standards. The experience made me look at our farm and our farming practices completely differently. I now work so as not to have our produce dumped as if it was nothing. I am not talking about 2 to 3 boxes of fruit, I am talking container loads here. I wish more people could see this. This would help all of us to understand just how important our role is in ensuring that only the best products reach those markets. There I could go into a shop with a backpack on my back and no one thought for one moment that I was there to steal something. The world is open and so different to where I come from."</p>
7	The farm worker is co-opted onto the Prestige forum	<p>This is seen as a great honour and the winners go into this forum with great expectations, but also a great sense of responsibility toward their professions and those left on the farms. They are passionate about tabling issues pertaining to farmworkers but also about the impact of the competition and how it has changed their lives for the better.</p> <p>"The impact of the competition MUST be communicated to everyone. Farmers/ producers and farmworkers need to know what the imp-act of the competition is and how it changes the life of the person participating. Especially farmers need to be 'forced' to listen and take notice as this would change the life and products of their farms. The more self-confident farm works become the better the farm functions and the better the product at the end of the day. It has certainly been working like this on our farm." "Ek sien die kompetisie selfs as 'n teenvoeter vir stakings. Daar is 'n groter vertrou onder ons op die plaas. Ons is lojaal aanmekaar en ons kyk uit vir die span op die plass, van boer tot algemene werker. Kyk nou ma die laaste stakings, ons was toaal onaangerak, ons het gewerk. Ons mense was hier en het voluit gewerk."</p> <p>The Forum indicated that they are very frustrated as "people from outside the industry who want to speak on our behalf." "We have come through the ranks but we have no mandate to represent the farm worker. " jy kan praat en jy lewe saam met ander plaaswerkers, maar wie is jy nou eintlik om te kom praat,</p>

		<p>jy het maar net 'n kompetitsie gewen, niks meer nie."</p> <p>"The unions come out of nowhere and speak on our people's behalf. When there are strikes and unrest, these people spring up like mushrooms, but they do not know our people. They do not live our reality, they capitalise on our situations without even speaking to us. Why are there no farm workers present in high profile farm worker discussions and more importantly on decision-making platforms?"</p> <p>"It is an absolute honour to have this audience with the Minister and he listens to our concerns, but the people expect results from these discussions, but we have no mandate to request feedback on issues discussed".</p>
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Appendix 3: Illustration of Current Competition flow vs proposed competition flow

Current Competition Flow				
Round	Level	Steps	Step by Step Description of process	Who is involved
<b>Round 1</b>	<b>Regional Level</b>	<b>Step 1</b>	The <b>competition is organised</b> and <b>administered independently</b> in each region by a <b>local coordinator</b>	<b>No Departmental involvement</b>  <b>Regional Agents ONLY</b>
		<b>Step 2</b>	<b>Producers</b> are <b>called to nominate</b> and <b>enter workers</b> within the various categories	
		<b>Step 3</b>	<b>Entrants</b> are <b>evaluated</b> by means of <b>interview</b> where they are required to portray their knowledge on the category they have been entered in and where relevant to portray their practical skills (i.e. tractor drivers).	
		<b>Step 4</b>	<b>Panels</b> are set up with <b>appropriate technical questionnaires and score sheets</b> completed for each individual which are used to <b>determine the various category winners</b> .	
		<b>Step 5</b>	<b>Region hosts an award function</b> where the regional awards are presented to the category winners, as well as a farm worker demonstrating the Best Potential towards possible future Provincial Winner of the competition given that he/she achieves the necessary development, as well as the Regional Farm Worker of the Year.	
<b>Round 2</b>	<b>Provincial Level</b>	<b>Step 6</b>	All <b>regional category winners advance</b> to the <b>Provincial competition</b>	<b>Departmental involvement ONLY??</b>
		<b>Step 7</b>	<b>Panels</b> consisting of <b>various role players in the competition</b> e.g. the sponsors, government officials, industry stakeholders and experts, farmers associations etc. <b>pose</b> relevant technical and character orientated <b>questions to the farm workers</b> in order to <b>identify the various provincial category winners</b> , the farm worker with the best potential and the overall provincial winner	
		<b>Step 8</b>	<b>Provincial winners</b> are <b>announced</b> at a <b>prestigious gala award ceremony</b> which has become the <b>biggest gala event hosted by the Province</b> . Attendees include farm workers, producers, farmers associations, industry stakeholders and experts, sponsors, political leaders and senior government officials.	
		<b>Step 9</b>	The <b>overall winner of the competition</b> also <b>becomes a member of the Prestige Farm Worker Forum</b> . This forum consists of all the previous Provincial winners of the competition who <b>meet with the Provincial Minister on a quarterly basis</b> to consult with and raise issues of importance related to farm workers.	



# The Proposed Competition Flow

Round	Level	Steps	Step by Step Description of process	Who is involved
<b>Round 1</b>	<b>Regional Level</b>	<b>Step 1</b>	<p>The Provincial Department of Agriculture, (sub-programme: Farm Worker Development) initiates the competition in each region.</p> <p>The department uses autonomous <b>agents</b> who <b>will work with local farmers associations</b> as well as <b>the proposed farm worker forums</b> (made up of previous winners) to plan and roll-out the regional competition.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b>Autonomous:</b> Not affiliated to any of the farms or farmers associations. Neutral to the outcome of the process. (Will not gain anything tangible from the process nor negatively impact the participation on any level)</p> </div>	<b>Departmental involvement</b>  <b>Regional Agents +</b>
		<b>Step 2</b>	<b>All regional producers are invited</b> (via various forums i.e. farmers associations, irrigation boards, local radio stations, other agricultural media outlets, etc.) <b>to nominate</b> and <b>enter workers</b> within the various categories	
		<b>Step 3</b>	<b>Relevant Expert Panels</b> are set up with <b>appropriate technical questionnaires and score sheets</b> completed for each individual which are used to <b>determine the various category winners</b> .	
		<b>Step 4</b>	<b>Entrants</b> are <b>evaluated</b> by means of <b>interview</b> where they are required to portray their knowledge on the category they have been entered in and where relevant to portray their practical skills (i.e. tractor drivers).	
		<b>Step 5</b>	<b>The top 3 Entrants in each category are evaluated qualitatively</b> , either through an <b>onsite visit (Visit to their farm) or a collective</b> (the top 3 entrants per category) <b>practical exercise</b> (to be decided on by the regional coordinating body (consisting of the impartial agent, the farmers' association as well as the proposed farm worker forums).	
		<b>Step 6</b>	<b>Region hosts an award function</b> where the regional awards are presented to the category winners, as well as a farm worker demonstrating the Best Potential towards possible future Provincial Winner of the competition given that he/she achieves the necessary development, as well as the Regional Farm Worker of the Year.	
		<b>Subsequent to competition</b>	<ol style="list-style-type: none"> <li>1) All participants are invited to job specific training workshops</li> <li>2) Regional winners are nominated onto a regional farm worker forum</li> </ol>	

<h1>Round 2</h1>	<h2>Provincial Level</h2>	<b>Step 7</b>	All <b>regional category winners advance</b> to the <b>Provincial competition</b>	<h3>Departmental involvement ONLY??</h3>
		<b>Step 8</b>	<b>Panels</b> consisting of <b>various role players in the competition</b> e.g. the sponsors, government officials, industry stakeholders and experts, farmers associations etc. <b>pose</b> relevant technical and character orientated <b>questions to the farm workers</b> in order to <b>identify the various provincial category winners</b> , the farm worker with the best potential and the overall provincial winner	
		<b>Step 9</b>	<b>Provincial winners</b> are <b>announced</b> at a <b>prestigious gala award ceremony</b> which has become the <b>biggest gala event hosted by the Province</b> . Attendees include farm workers, producers, farmers associations, industry stakeholders and experts, sponsors, political leaders and senior government officials.	
		<b>Step 10</b>	<b>The overall winner of the competition</b> also <b>becomes a member of the Prestige Farm Worker Forum</b> . This forum consists of all the previous Provincial winners of the competition who <b>meet with the Provincial Minister on a quarterly basis</b> to consult with and raise issues of importance related to farm workers.	
		<b>Subsequent to Competition</b>	<ol style="list-style-type: none"> <li>1) All provincial category winners are invited to job specific training workshops (across the province)</li> <li>2) Overall Provincial winners are co-opted onto the Prestige Farm Worker Forum which will liaise with the Regional Prestige Farm Worker Forums re farm worker issues.</li> </ol>	