



Western Cape  
Government

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Western Cape Department of Agriculture

# Management Improvement Plan

An Evaluation of the Implementation,  
Design and Strategy of Project Khulisa  
Agri Processing

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November 2019

**MANAGEMENT IMPROVEMENT PLAN:**

**Evaluation of the Implementation, Design and Strategy of Project Khulisa Agri Processing**

**1. MANAGEMENT RESPONSE ON RECOMMENDATIONS**

Recommendation		Record of agreement or disagreement	Reasons for disagreement
1	The WCG should continue to utilise the Project Khulisa approach.	Province support this recommendation.	Although the Departments agree, implementation of this recommendation is limited by capacity constraints.
2	WCG develop a mechanism that can regularly provide information on key constraints and opportunities across the agri processing sector as well as within sub-sectors.	Province support this recommendation.	This is already being done through a number of structures supported by the departments. However, implementation of this recommendation is limited by capacity constraints.
3	Future programmatic efforts should be primarily focussed on the identification and amelioration of the generic, cross-sectoral constraints (levers), with more sub-sector specific interventions implemented only where sub sectoral feedback and prioritisation clearly justifies sub-sector focussed intervention.	Province agrees with this recommendation.	N/A
4	For future programmatic efforts, the inclusion of existing and ongoing programmes should be determined by whether the programme in question address the key constraints and or opportunities identified within the sector.	WCDoA agrees with this recommendation.	N/A
5	Support the implementation of the Halal strategic intent.	WCDoA agrees with this recommendation.	Although the Department agree. DEDAT is the lead implementing agent in collaboration with DOA and key stakeholders on specific projects
6	Support the wine and brandy strategic intent	WCDoA agrees with this recommendation and sub activities highlighted. However, industry collaboration is key.	

Recommendation		Record of agreement or disagreement	Reasons for disagreement
7	Support local production capacity strategic intent.	WCDoA agrees with this recommendation and sub activities highlighted	Although the Department agree, the implementation of this recommendation, needs the DEDAT to lead certain activities.
8	The skills programme must be fully integrated into the planning and project management processes of Khulisa Agri Processing.	WCDoA agrees with this recommendation.	Although the Department agree, the implementation of this recommendation, requires proper coordination and multi stakeholder collaboration (government and Industry).
9	Ensure there is sufficient inter departmental alignment between DOA and DEDAT regarding roles and responsibilities to ensure that the sector is supported seamlessly and duplication is avoided.	WCDoA agrees with this recommendation.	This is already being done through a number of structures supported by the department. However there is a need to institutionalise collaboration beyond Project Khulisa.
10	In future implement a more deliberate and specific results-based monitoring system that includes specific indicators that monitor progress against targets for projects, activities and outputs.	WCDoA agrees with this recommendation. The MIP will address this requirement	N/A

## 2. IMPROVEMENT OBJECTIVES

<b>Outcome statement:</b>	Create opportunities for economic growth and jobs in the economy through agri processing
<b>Improvement Objective 1:</b>	Strengthen the broader agri processing Sector (Cross cutting support to the agri processing Sector in the Province).
	a) Simplified access to information regarding the regulatory environment of agri processing.
	b) More effective data collection around agri processing. (Halal and Wine)
	c) Effective research, analysis, planning and M&E of opportunities and constraints
	d) Key infrastructure opportunities and constraints identified and advocacy undertaken to promote exports
	e) Export processes and requirements for trade (Vet export system).
	f) Business development services provided to prospective agri processing entrepreneurs.
	g) Agri processing related skills developed in support agencies and entrepreneurs.
	h) Opportunities for agri processing entrepreneurs promoted locally and externally.
	Advocacy with relevant governance institutions
	i) Technical advice and support on specific sectors provided
	j) Access to funding supported.
	k) Certification and surveillance of food products functioning effectively in the Western Cape.
	l) Appropriate institutional arrangements /governance structure created with the right stakeholders at Provincial level to coordinate agri processing.
<b>Improvement Objective 2:</b>	Grow the Western Cape Halal Industry and capture a larger share of the global Halal market.
	a) Effective Halal platforms supported (e.g. Halal certification body).
	b) Opportunities for Halal entrepreneurs promoted locally and externally.
	c) Skills for undertaking particular Halal practices and cultural sensitivity developed. Slaughtering and production value chain.
	d) Legislation reviewed in line with religious claims.
<b>Improvement Objective 3:</b>	Strengthen support of exports of wine to China and Africa
	a) Opportunities for wine entrepreneurs promoted locally and externally
	b) Consensus amongst wine exporters on key issues on which government needs decisions.
	c) Effective research analysis and planning and M&E of wine export opportunities and constraints

### 3. IMPROVEMENT PLAN

Improvement Objective 1:		Strengthen the broader Agri processing Sector						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
1.1 Simplified access to information regarding the regulatory environment of agri processing.		1.1.1	Review platforms established to disseminate information on key constraints and opportunities across the agri processing sector.	Review minutes from the existing governance structures	Goodwell Dingaon Bongiswa Matoti	2020	Existing budget	Ongoing
		1.1.2	Monitor the activities of the platforms	Regular reports or minutes.	Goodwell Dingaon Bongiswa Matoti DEDAT and WCDoA	Quarterly	Existing budget	Ongoing
1.2 Agri processing related skills developed in support agencies and entrepreneurs		1.2.1	Ensure the skills programme is developed, integrated into the planning and project management processes of the departments	Skills programme included as an indicator in the Department(s) APP(s)  List of participants attending agri processing skills training programmes	Bongiswa Matoti Mogale Sebopetsa Hayley Rodney	2020	Existing budget	Ongoing

Strengthen the broader Agri processing Sector								
Improvement Objective 1:	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
1.3 Effective research, data collection, analysis, planning and M&E opportunities and constraints			<ul style="list-style-type: none"> <li>Regular reports or minutes</li> </ul>					
		1.3.1	Strengthen research capacity to identify and disseminate information on agri processing opportunities and constraints	<ul style="list-style-type: none"> <li>Appointed personnel</li> <li>Resources allocated for researchers</li> <li>Trained internal staff</li> </ul>	Ilse Traufmann Gininda Misiza Goodwell Dingaon Bongiswa Matoti DEDAT and WCDoA	2020	Existing budget	Ongoing
		1.3.2	Conduct research and analyse opportunities and constraints for Hatal and wine	Research report				
		1.3.3	Review, identify and reprioritise areas within agri processing that can unleash the	New focus areas identified for implementation	Goodwill Dingaon Bongiswa Matoti Mogale Sebopetsa	2020	Existing budget	In progress

Improvement Objective 1:		Strengthen the broader Agri processing Sector						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
			greatest growth potential and employment creation					
1.4		1.4.1	<ul style="list-style-type: none"> <li>Identify new infrastructure development opportunities to enhance agri - processing</li> <li>Brandvlei Dam capacity development</li> <li>Ports infrastructure development</li> <li>Structures established to coordinate activities</li> </ul>	Gininda Msiza Goodwell Dingaan Bongiswa Matofi DEDAT and WCDoA management	2020	Existing budget	Ongoing	
1.5		1.5.1	Identify export processes and requirements					
			List of export requirements per commodity for target markets	Gininda Msiza Goodwell Dingaan Bongiswa Matofi DEDAT and WCDoA management	2020	Existing budget	Ongoing	
1.6		1.6.1	Render business development support services to prioritised entrepreneurs					
			<ul style="list-style-type: none"> <li>List of companies supported</li> <li>Nature of the support</li> <li>Feedback reports</li> </ul>	Goodwell Dingaan Bongiswa Matofi DEDAT and WCDoA management	2020	Existing budget	Ongoing	

Strengthen the broader Agri processing Sector							
Improvement Objective 1:	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
1.7 Opportunities for agri processing entrepreneurs promoted locally and externally. Advocacy with relevant governance Institutions	1.7.1	Render export promotion support to the wine industry	<ul style="list-style-type: none"> <li>List of export promotion activities done</li> <li>List of local beneficiaries/ review participants</li> </ul>	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA management	2020	Existing budget	Ongoing
		1.7.2	Review the current export promotion activities	Review report	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA management	2020	Existing budget
1.8 Technical advice and support on specific sectors provided	1.8.1	Provide technical advice and support on specific sectors	<ul style="list-style-type: none"> <li>List of sectors prioritised</li> <li>Nature of advice provided and feedback</li> </ul>	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA management	2020	Existing budget	Ongoing
		1.9.1	Create the enabling environment for businesses to receive businesses funding	<ul style="list-style-type: none"> <li>Opportunities created for small and medium entrepreneurs to access funding for agri processing</li> </ul>	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA management	2020	Existing budget
1.9 Access funding supported.							



Strengthen the broader Agri processing Sector								
Improvement Objective 1:	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
				<ul style="list-style-type: none"> <li>List of beneficiaries published</li> </ul>				
1.10	Certification and surveillance of food products functioning effectively in the Western Cape.		1.10.1	Review the certification and surveillance protocols of food products	Gininda Msiza	2020	Existing budget	Ongoing
1.11	Appropriate institutional arrangements /governance structure created with the right stakeholders at Provincial level to coordinate agri processing.		1.11.1	Review the existing governance arrangements designed to implement the agri processing	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA management	2020	Existing budget	Ongoing

Grow the Western Cape Halal industry and capture a large share of the global Halal market								
Improvement Objective 2:	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
2.1	Functional Halal stakeholder engagement platform.		2.1.1	<ul style="list-style-type: none"> <li>Status report on Halal SA certification.</li> <li>Minutes of meetings</li> </ul>	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA	2020	Internal resources	meetings are taking place

Improvement Objective 2:		Grow the Western Cape Halal Industry and capture a large share of the global Halal market						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
		Participation on the activities of the DAFF led Task team developing the Agricultural Product Standards Amendment	Report of WC Halal contribution to the Agricultural Product Standards Amendment Bill	Ms Matoiti	2020	Internal resources	meetings are taking place	
		2.1.2						
		2.1.3	Participation on DEDAT led activities to review the Halal Industrial park promotion activities	Goodwell Dingaan Bongiswa Matoiti DEDAT and WCDoA	2020	Internal resources	meetings are taking place	
2.2		2.2.1	Participation on the DEDAT -Wesgro halal export promotion activities	Goodwell Dingaan Bongiswa Matoiti DEDAT and WCDoA	2020	Internal resources	meetings are taking place	
2.3		2.3.1	Discussion on the body to be supported	Industry Goodwell Dingaan Bongiswa Matoiti DEDAT and WCDoA	2020	Internal resources	meetings are taking place	
		2.3.2	Discussion on a Halal minimum standard and mutual recognition	Industry Goodwell Dingaan	2020	Internal resources	meetings are taking place	

Grow the Western Cape Halal industry and capture a large share of the global Halal market								
Improvement Objective 2:	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
					Bongiswa Matoti DEDAT and WCDoA			
	2.4		2.4.1	<ul style="list-style-type: none"> <li>Promotion material produced and distributed</li> <li>Investment promotion symposiums held.</li> <li>List of participants</li> </ul>	Industry Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA	2020	Internal resources	In progress
			2.4.2	Halal promotion activities both inward and outward buying missions held	Industry Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA	2020	Internal resources	In progress
			2.4.3	Domestic and international Halal exhibitions and Promotion activities	Industry Goodwell Dingaan Bongiswa Matoti	2020	Internal resources	In progress

Grow the Western Cape Halal industry and capture a large share of the global Halal market									
Improvement Objective 2:	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
					DEDAT and WCDoA				
2.5	Skills for undertaking particular Halal practices and cultural sensitivity developed. Slaughtering and production value chain		2.5.1	Identify specific skills for undertaking particular Halal practices in the production value chain	A skills gap analysis report and recommendations	Industry Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA	2020	Internal resources	In progress

Strengthen support of exports of wine to China and Africa (Double the value of wine and brandy exports to China and Africa)									
Improvement Objective 3:	Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
3.1	Opportunities for wine entrepreneurs promoted locally and externally		3.1.1	Review export promotion support for wine	<ul style="list-style-type: none"> <li>Review report</li> <li>Export promotion activities hosted and attended</li> <li>List of wine entrepreneurs promoted locally and externally</li> </ul>	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA	2020	Internal resources	In progress

Improvement Objective 3:		Strengthen support of exports of wine to China and Africa (Double the value of wine and brandy exports to China and Africa)						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
			New markets identified	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA	2020	Internal resources	In progress	
			<ul style="list-style-type: none"> <li>Streamlined business plan and joint marketing</li> <li>Agreement for Wesgro and WOSA export promotion activities and reporting process</li> </ul>	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA	2020	Internal resources	In progress	
		3.1.2	Review WESGRO and WOSA collaboration to avert potential inefficiencies of this current model.					
		3.1.3	Monitor progress with each project		2020			
		3.2.1	Stakeholder engagements amongst wine exporters on key issues requiring	Goodwell Dingaan Bongiswa Matoti DEDAT and WCDoA	2020	Internal resources	In progress	
3.2			Consensus amongst wine exporters on key issues on which government needs decisions.					

Improvement Objective 3:		Strengthen support of exports of wine to China and Africa (Double the value of wine and brandy exports to China and Africa)					
Output	Priority	Activity	Deliverable	Person and stakeholders	Deadline	Budget available	Progress
3.3		3.3.1	Quarterly research reports	Goodwell Dingaon Bongiswa Matoti DEDAT and WCDoA	Quarterly	Internal resources	In progress
				government intervention			
				Conduct research data analysis and M&E of wine export opportunities and strength			

#### 4. COMMUNICATION PLAN

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
Decision makers	Khulisa Agri processing evaluation report completed	Present recommendations	Report distribution	2018	Dr Troskie	N/A	Done
People in the Department	Management response on recommendations	Alignment to APP and Strategic plan	Emails and meetings	2019/2020	Ms Matoti and Dr Troskie	N/A	Done
Stakeholder clients	Khulisa Agri processing evaluation report completed and MIP approved	Present recommendations and test MIP developed	Public meetings and Emails and WCDoA/ DEDAT publications	2019/2020	All WCDoA Programme Managers	Internal	In progress

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
Other departments	Khulisa Agri processing evaluation report and MIP completed	Present recommendations and share the MIP for collective implementation and ownership	Emails or meetings	2019/2020	All WCDoA Programme Managers	Internal	Continuous
General public	Khulisa Agri processing evaluation report and MIP completed	Package and present programmes on offer	Public meetings and Emails and WCDoA /DEDAT publications	2019/2020	Ms Mary James and ministry	Internal	In progress

#### Next steps

- Refine activities
- Add indicators and improvement objectives and outputs
- Develop key activities to take (part of the programme output
- Develop action plan for e.g. how to make it happen
- Test with stakeholders

**5. SIGNOFF**

It is recommended that this Management Improvement Plan is implemented



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**MRS BONGISWA MATOTI**  
**PROGRAMME MANAGER**

01/17/2020  
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DATE

APPROVED / NOT APPROVED



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**DR MOGALE SEBOPETSA**  
**HEAD OF DEPARTMENT**

1 December, 2020  
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DATE