



Western Cape
Government

Western Cape Department of Agriculture

Management Improvement Plan

Western Cape Agricultural Land Reform
Reform Evaluation
(Performance Evaluation)

Mogale Sebopetsa
September 2014

TITLE
MANAGEMENT IMPROVEMENT PLAN

1. MANAGEMENT RESPONSE ON RECOMMENDATIONS

| | Recommendation | Record of agreement or disagreement | Reasons for disagreement |
|---|--|-------------------------------------|---|
| 1 | To ensure long-term sustainability and economic viability, projects should be approved for a period of three years, such that the renewal of annual support is contingent on the achievement of key deliverables. | Disagree | CASP and Ilima are grants and therefore cannot be committed beyond the allocated and also that the PFMA is against such a principle given that government funding could be allocated to other priorities. |
| 2 | Consideration should be given to the pre-approved project list given the time-sensitive nature of farming. Pre-approving projects for funding the following year may exclude potential projects that are time dependent. 70% of the budget should be allocated to the pre-approved project list, while the remaining 30% of the budget should be allocated to projects that could not determine their funding / support needs a year in advance. | Disagree | CASP is a schedule 5 grant in terms of the Division of Revenue Act and thus, pre-approval goes against the Act. |
| 3 | The projects that are not on the pre-approved list should be approved on a competitive funding basis rather than the current first-come-first-serve basis. This requires that all project applications must be | Disagree | The current process is prescribed as per the grant framework and the Division of Revenue Act. |

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|--|-------------------------------------|---|
| <p>submitted by an agreed date, and are assessed at the same time. The CPACs should meet each quarter to review the applications submitted in that quarter and score the applications on predefined criteria to determine which projects are supported on the funding that is available for that quarter. The dates by which applications must be submitted must be published well in advance.</p> | | |
| <p>4</p> <p>To realise the greatest value from the mentorship component:</p> <p>Mentorship should extend beyond the technical aspects of farming to include business and administration training. This can be implemented by the mentor directly or through improved marketing of Eisenburg's business training courses to the project beneficiaries.</p> <p>The mentor selection and allocation process should be more selective to ensure that skills and experience are appropriately matched between the mentor and the project beneficiary.</p> <p>When the mentor is allocated, there should be a session with the mentor and the project beneficiary to agree on what the mentorship will aim to achieve over the support</p> | <p>Disagree.</p> | <p>This is work that's already happening championed by the commodity organisation who are responsible for the appointment of mentors.</p> |

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|--|-------------------------------------|--|
| <p>period, how this will be disaggregated by quarter and what is expected from both the mentor and project beneficiary.</p> | | |
| <p>5 To improve potential farmers' awareness of the Commodity Approach, its marketing efforts should be extended through inter alia road shows, radio campaigns print advertisements. This should clearly outline what support is provided by the Commodity Approach, who is eligible, how the application process works and what documents are needed to apply. To ensure an extensive reach of the programme, marketing should be done in consultation with CPAC members and local agricultural NGOs who may be aware of potential emerging farmers.</p> | Disagree | This is already part of the process for the CPAC's with industry partners. |
| <p>6 To leverage the funding from the WCDOA, financiers should be included in the CPACs. WCDOA could play a role collaborating with private financiers to leverage the existing financial support such that greater impact can be achieved.</p> | Disagree | Financial institutions have a standing invitation to the approval committees, although it is not through the participation at these committees that funding. Funding can also be granted without taking part at the CPACs. |
| <p>7 To ensure that projects are sustainable and targeting the needs of each farm appropriately, the business</p> | Disagree | This is already part of the process, experts are sourced through the UTA to assist with planning. |

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|---|-------------------------------------|---|
| <p>plans need to be developed with sufficient technical input, concentrating in particular on the commercial and managerial outlook for the project. Where support is needed from UTA, the mentor, WCDOA or the commodity agents, an input channel should be developed such that this support can be provided and inputted sufficiently prior to project approval.</p> | | |
| <p>8 Projects' contractual agreements should stipulate that projects are required to submit progress reports for three years post-support. This will inform better decision making for applicants that apply for subsequent years of support. It will also enable improved monitoring of the portfolio of projects and the on-going performance of these projects, which can be used by the WCDOA to inform strategic direction and decision making. Finally this will also allow for more robust impact measurement in the future.</p> | Disagree | <p>Funded projects are already enlisted for Financial Recordkeeping Keeping (FRK), which is a mechanism through which the Department monitors performance</p> |
| <p>09 Undertake further research</p> | Agree | <p>This is linked to the periodic external land reform evaluation studies linked to the Department's target.</p> |

2. IMPROVEMENT OBJECTIVES

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|----------------|---|
| Recommendation | Undertake further research on the performance of land reform projects |
| Recommendation | |


| | |
|---------------------------------|---|
| Recommendation | |
| Improvement Objective 1: | Periodic external evaluation of land reform projects, this will be carried out during the 2023/2024 financial year. |

3. IMPROVEMENT PLAN

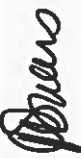
| Periodic external evaluation of land reform projects | | Output | Priority | Activity | Deliverable | Person/s | Deadline | Budget available | Progress |
|--|-------------------------------|--------|----------|-------------------------------------|---------------------------------|-------------------|---|---|----------|
| 1.1 | Land reform evaluation report | 1 | 1.1.1 | External evaluation study completed | CD: FSD & Director: Land Reform | End November 2023 | Farmer Support and Development programme's(FSD) operations budget | Tender process will commence during Feb 2023. | |

4. COMMUNICATION PLAN

| Target audience | Message | Media vehicle | Deadline | Person | Budget available | Progress |
|---------------------|---|---|------------------|----------------|------------------|------------|
| Stakeholder clients | Report shared with stakeholders through the existing structures | Coordination structures, i.e. DPAC & CPAC's | 30 December 2018 | FSD Management | N/A | Continuous |


M SEBOPETSA
CHIEF DIRECTOR
FARMER SUPPORT AND DEVELOPMENT
DATE: 5/02/2020

It is recommended that the Management Improvement plan be implemented.


JS ISAACS
HEAD OF DEPARTMENT
WESTERN CAPE
DATE: 6/02/2020