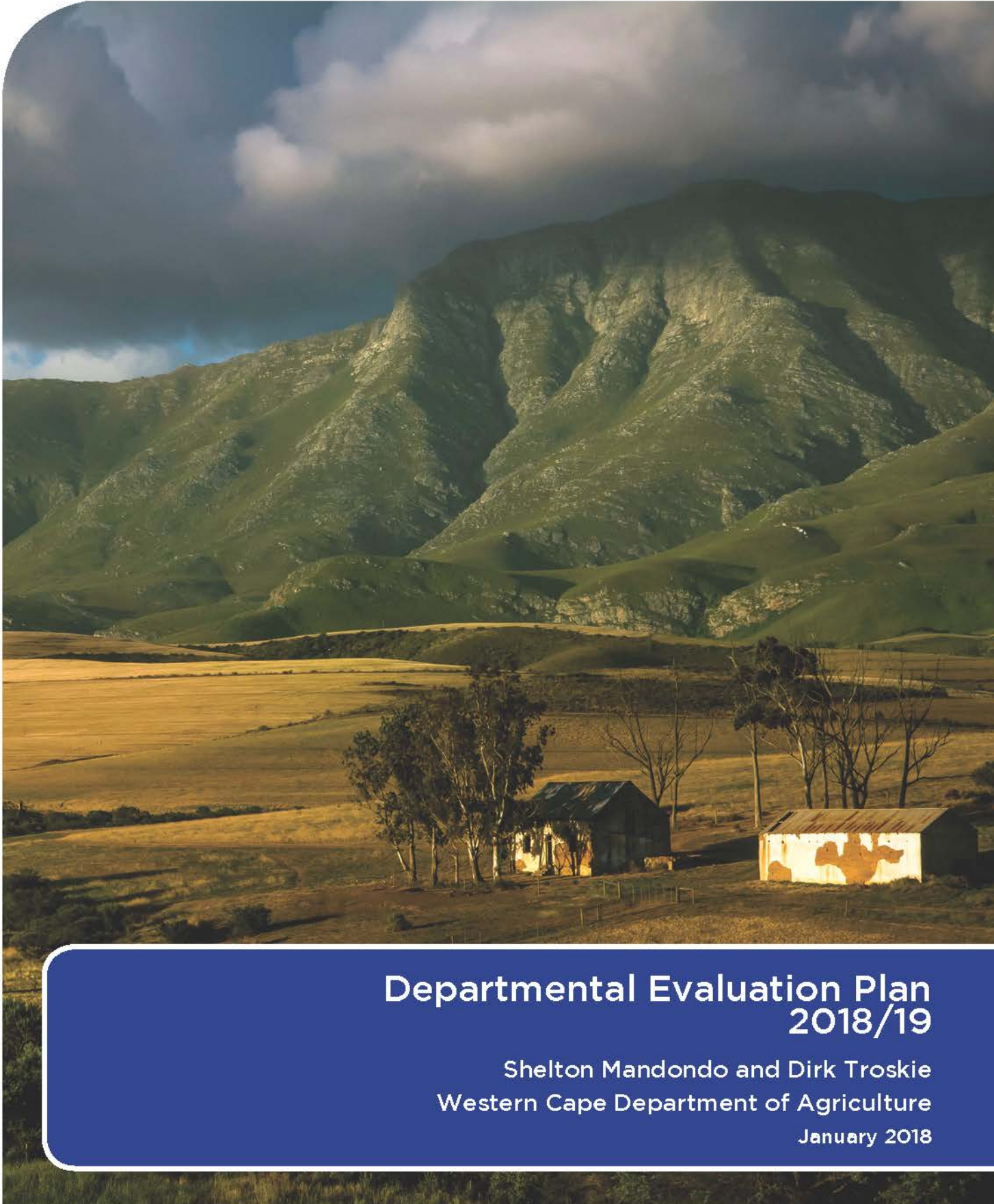




**Western Cape
Government**

Agriculture



Departmental Evaluation Plan 2018/19

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FOREWORD BY THE ACCOUNTING OFFICER

Evaluations are critical for an organisation to assess progress, challenges and successes, but also to alert to potential failures and changes required to achieve targets and outcomes.

The statement above sounds simple, and yet there are a number of critical pathways that must be understood to derive benefits from an evaluation. These pathways or principles are quite obvious but not so easy to adhere to. Below some of the pathways (and by no means exhaustive) are presented.

1. Management (senior and executive leaders) must take the conscience decision that evaluations are the way to do business. This means allocating budget and responsibilities to individuals and teams.
2. Evaluations will form part of the foundation for change in an organisation, no matter how difficult. This translates into the results of an evaluation being accepted, interrogated and debated in order to find solutions to the challenges and recommendations made.
3. Part of the evaluation pathway, is sustained commitment and dedication to support evaluations and to allocate thinking time and resources (people and funds) to address the results over time. Often the required outcome is not an immediate action but rather a combination of different individuals and teams' efforts.
4. Progress confirmed independently is beautiful but it comes at a cost and also raises the expectations even higher, and in an organisation the challenge is to concomitantly engender innovation and creativity.

As mentioned the pathways required to make evaluations work in a Department, also requires the understanding of governance within government, and a committed team of managers to lead the required pathways. But this starts with a clear plan (APP), and dedicated staff members to implement the actions to ultimately be assessed by 'outsiders' to confirm the attainment planned goals and targets, no mean feat at all.



MS JS ISAACS
HEAD OF DEPARTMENT

22/01/2018
DATE

TABLE OF CONTENTS

	PAGE
EXECUTIVE SUMMARY	
1 Introduction	1
1.1 Vision	1
1.2 Mission	1
1.3 Values	1
1.4 Legislative and other Mandates	1
1.5 The Strategic Goals of the Department	2
1.6 Department's approach to evaluation (and research)	2
1.7 The National Evaluation System	3
2 Purpose of the Departmental Evaluation Plan (DEP)	5
3 Linkages to wider evaluation plans and systems	7
3.1 Linkage to (national or provincial) evaluation plans	7
3.2 Linkage to planning	7
4 Departmental evaluation system	9
4.1 Resources & structure of the department to support evaluation	9
4.2 Departmental evaluation cycle	10
5 Departmental evaluations (and research) undertaken in the last 3 years	13
6 Summary of evaluations (and research) proposed for 2018/19	19
6.1 Criteria and process used for selection for the Departmental Evaluation Plan	19
6.2 Summary of evaluations proposed for the Departmental Evaluation Plan	19
7 Detailed concepts for evaluations (and research) for 2018/19	24
7.1 Youth Development Initiatives of Western Cape Department of Agriculture	24
7.2 Land Reform projects supported by Western Cape Department of Agriculture	30
7.3 The Project Khulisa Agri-processing	38
8 Key implementation issues	45
8.1 Capacity to undertake the evaluations	45
8.2 Institutional arrangements	46
8.3 Funding of the evaluations in the Plan	46
8.4 Follow-up to the evaluations	47
REFERENCES	48

GLOSSARY

BPS	Business Planning and Strategy Directorate
CASP	Comprehensive Agricultural Support Programme
CRDP	Comprehensive Rural Development Programme
DAFF	Department of Agriculture, Forestry and Fisheries
DEC	Departmental Evaluation Committee
DEP	Departmental Evaluation Plan
DPME	Department of Planning, Monitoring and Evaluation
DG	Director General
EPWP	The Expanded Public Works Programme
GVA	Gross Value Added
HOD	Head of Department for the Western Cape Department of Agriculture
MAP	Market Access Programme
M&E	Monitoring and Evaluation
MAP	Market Access Programme
MIP	Management Improvement Plan
NDP	National Development Plan
NEP	National Evaluation Plan
NEFP	National Evaluation Policy Framework
NEPF	National Evaluation Policy Framework
NES	National Evaluation System
NO	National Outcomes
NPC	National Planning Commission
PSG	Provincial Strategic Goals
SCM	Supply Chain management
WCDoA	Western Cape Department of Agriculture
WCG	Western Cape Government

EXECUTIVE SUMMARY

The month of October 2017 will best be remembered as a turning point in the history of the Western Cape Department of Agriculture (WCDoA) performance monitoring and evaluation programme. This institution was officially recognised as the best Department in South Africa in terms of institutionalising evaluations at a provincial level by the National Department of Planning, Monitoring and Evaluation (DPME); at the 6th Biennial South African Monitoring & Evaluation Association Conference (SAMEA) held in Sandton, Johannesburg from 23 to 27 October 2017.

A recognition of this nature not only exerts tremendous pressure on the Department to sustain the momentum of conducting evaluations in a fiscally constrained environment¹, but places enormous challenge on this institution to maintain the reputation of being the national torchbearer of state institutions embracing evaluations as a useful adjuvant to existing government practice at a provincial level. By institutionalising evaluations, the Department has ensured that each programme gets an opportunity to have its activities objectively reviewed and in doing so, any decision-making process that follows would be based on relevant data and information collected using scientific methods that conform to international best practice. Furthermore, this information would provide the scientific basis for which decisions taken by management are used in planning, budgeting, organisational improvement and policy review; as well as on-going programme and project management to improve performance during service delivery.

It is the purpose of this document to present the departmental evaluations planned for the 2018/19 financial year and registered on the Provincial Evaluation Plan (PEP). These include: an external evaluation of the design, implementation and impact of Youth Development initiatives of the department, an evaluation of Land reform projects supported by the department, and an evaluation of the implementation, design and strategy of Project Khulisa Agri-processing in the Western Cape. These three projects have a common agenda; they endeavour to address the National Development Plan vision 2030 imperatives, National Outcomes policy directives and the Western Cape Government Provincial Strategic Goals. They are funded by more than one organ of state at national, provincial or local sphere of government, with WCDoA leading the implementation process. It is for this reason that the design, implementation, effectiveness and impact of these initiatives should be evaluated to ensure effective service delivery to the citizens of this country, and justify continued funding, given government budgetary constraints and the need to implement cost-saving measures.

The Department derives its mandate from the Strategic Framework for Province-wide Monitoring and Evaluation developed in 2015, the National Evaluation Policy Framework (NEPF) of 2011 and the Department of Planning Monitoring and Evaluation guidelines.

¹ It is a fact that the South African Fiscus is under tremendous strain. South Africa recorded a Government Budget deficit equal to 3.9 percent of the country's Gross Domestic Product in 2016. Rising debt, higher interest rates, expenditure ceilings, and a low economic growth trajectory provide major challenges for this Department to be externally funded to perform evaluations at the expense of pressing needs. In our case, funds have been reprioritised to respond to the impact of the drought on the farming sector and water-stressed communities.

DEPARTMENTAL EVALUATION PLAN: 2017/18

1. INTRODUCTION

1.1. Vision

A united, responsive and prosperous agricultural sector in balance with nature.

1.2. Mission

Unlocking the full potential of agriculture development to enhance the economic, ecological and social wealth of all the people of the Western Cape through:

- Encouraging sound stakeholder engagements;
- Promoting the production of affordable, nutritious, safe and accessible food, fibre and agricultural products;
- Ensuring sustainable management of natural resources;
- Executing cutting edge and relevant research and technology development;
- Developing, retaining and attracting skills and human capital;
- Providing a competent and professional extension support service;
- Enhancing market access for the entire agricultural sector;
- Contributing towards alleviation of poverty and hunger;
- Ensuring transparent and effective governance.

1.3. Values

- Caring
- Competence
- Accountability
- Integrity
- Responsiveness

1.4. Legislative and other Mandates

This vision and mission statement is derived from Constitutional mandates, largely from Section 104 (1) (b) of the South African Constitution (Act 108 of 1996), which conveys the power to provinces to pass legislation on any functionality listed in schedules 4A (concurrent) and 5A (exclusive provincial). Concurrent functions include agriculture, animal and disease control, disaster management, environment, regional planning, soil conservation, trade, tourism as well as urban and rural development. Exclusive provincial mandates include provincial planning, abattoirs and veterinary services.

The interventions emanating from this mission statement are embedded and reflected through developmental lenses of the National and Provincial Government policy directives namely:

- a) The Planning Commission (NPC) 2011 recommendations;
- b) The National Development Plan (NDP) Chapter 13: 'Building a capable and developmental state';
- c) National Outcome 12; with the intention to establish an efficient and development-orientated public service (NPC, 2012) through a process of rigorous and ongoing evaluation and at provincial level;
- d) The Western Cape Government Strategic Goal 5 of the current Strategic Plan that underscores the need to strengthen good governance in the Province by, *inter alia*, conducting evaluations of the services rendered to help improve performance and future management of outputs, outcomes and impact.

1.5. The Strategic Goals of the Department

Based on this vision as well as the strategic environment in the various spheres of government, the following seven Departmental Strategic Goals (DSGs) have been approved by the Provincial Cabinet:

1. Support the provincial agricultural sector to at least maintain its export position for the next 5 years by growing its value added from R16.349 billion in 2013.
2. Ensure that at least 70% of all agricultural land reform projects in the Province are successful over the next 5 years.
3. Support the sector (farmers and industries) to increase sustainable agricultural production (primary provincial commodities) by at least 10% over the next 10 years.
4. Optimise the sustainable utilisation of water and land resources to increase climate smart agricultural production.
5. Increase agricultural and related economic opportunities in selected rural areas based on socio-economic needs over a 10-year period and strengthen interface with local authorities.
6. Enhance the agri-processing capacity at both primary and secondary level, and to increase this by 10% above baseline by 2019.
7. Facilitate an increase of 20% in relevant skills development at different levels in the Department and sector over the next 10 years.

1.6. Department's approach to evaluation

Literature on management evaluation argues that for years organisations wishing to monitor and evaluate their programmes have been confronted with the question of whether the activity should be undertaken by internal evaluators or external evaluators. By contrast, literature on the profession of evaluation has promoted the idea that evaluations should be undertaken by external evaluators (Conley- Tylor, 2005). The choice between internal and externally conducted evaluations and the associated support for evaluation processes required, is an ongoing issue of discussion in the field of monitoring and evaluation (M&E). There is no clear industry standard, although the programme monitoring component of 'monitoring and evaluation' is usually internal while the 'evaluation' component is usually 'external'.

Decisions in this area vary according to the purposes which are addressed by evaluation processes, the need for objectivity and the levels of expertise required in evaluation processes.

The WCDoA sustains a clear distinction between internally and externally driven *monitoring* and *evaluation* processes. Monitoring is viewed as inherently a performance management function, and requires that managers should constantly quantify (verified by external audit) achievements towards targets using pre-set indicators. Evaluations on the other hand, are considered as tools of learning to improve the effectiveness and impact of interventions, by reflecting on what is working and what is not working whilst revising interventions accordingly. Although evaluating is no less rigorous, the determination of value (evaluation) is conceived by the WCDoA as being achieved on an intermittent schedule aimed at addressing particular questions of current and future programmatic significance. This requires specific and generally non-routine processes, often exceeding the skills and responsibilities of programme managers.

It is for this reason that the implementation of the Departmental Evaluation Plan (DEP) should be guided by a range of processes that accommodate both internal and external resources. These include assignment of responsibilities, development of a management structure and commitment of funds. Both internal capacity building exercises and external support services are designed to improve service delivery. The use of external evaluators and external support for example, is meant to address the need for impartiality and objectivity without diluting the responsibilities of Programme managers, who are required to take a leading role in developing terms of reference for evaluations, and in managing evaluation processes; although they are not 'evaluators'.

1.7. The National Evaluation System

The National Evaluation Policy Framework (NEPF) was approved in November 2011 and set out the approach to be adopted in establishing a National Evaluation System for South Africa. It seeks to ensure that evaluation is applied systematically to inform planning, policy-making and budgeting, so contributing to improving government's effectiveness, efficiency, impact and sustainability. The purpose of promoting evaluation is:

- a) To improve policy or programme performance (evaluation for learning), and provide feedback to managers to be used in service quality improvement;
- b) To improve accountability in respect of where public spending is going and the difference it is making;
- c) To improve decision-making; e.g. on the basis of understanding of what is working or not-working as intended;
- d) To increase knowledge about what works and what does not with regard to public policy, plans, programmes, and projects.

A National Evaluation Plan summarises the evaluations to be taken forward as national priorities. Provinces are also required to develop Provincial Evaluation Plans (PEPs) to support provincial priorities, and national and provincial departments are also required to develop departmental evaluation plans (DEPs). Some evaluations in departmental evaluation plans may also be proposed for support under provincial or national evaluation plans.

In all cases, departments and provinces are expected to apply the guidelines and minimum standards developed as part of the National Evaluation System (NES). The rest of this section summarises some key elements of the NES. There are 18 guidelines developed by the Department of Performance Monitoring and Evaluation (DPME), which support each of the different stages of evaluation processes.

Following these guidelines, evaluations can focus on policies, plans, programmes, projects or systems. The general term for the subject of an evaluation is 'intervention', which can be any of these. There is considerable emphasis in the guidelines on independence and quality, so that evaluations are credible. This is secured through: the use of steering committees; external evaluators selected from a panel of approved service providers; peer reviewers; role of departmental evaluation staff in ensuring quality and propriety; and independent quality assessment on completion (supported by DPME). Evaluations may be done externally through contracted service providers (more credible as distanced from management), or internally through departmental evaluation staff. If done internally it is deemed very important that systems are put in place to ensure evaluations are not unduly influenced by management with vested interests.

Once completed, reports are tabled at top management and improvement plans are developed and monitored, so that there is follow-up. If they are departmental evaluations, the implementation of improvement plans is monitored by the department. If also part of the NEP/PEP, they will be monitored by DPME/OTP.

In principle, evaluations are made public, tabled in the legislature and on departmental websites, although in some cases they may be kept confidential. In general, as they are using public funds the reports should be available to the public. The main types of evaluation are:

- a) Diagnostic – to understand the problem, the root causes and options available, which should be conducted prior to designing a new intervention or reviewing challenges facing an existing one;
- b) Design evaluation – to assess whether the design of the intervention is robust and likely to work;
- c) Implementation – to understand how the intervention is working (often checking whether the programme implementation is supporting its own theory of change and plan), and whether it is likely to reach the intended outcomes;
- d) Impact evaluation – focusing on what outcomes or longer-term impacts can be attributed specifically to the intervention. This is often difficult to do, as it is

necessary to separate changes happening due to other factors, and changes that may be attributed to the intervention; i.e. which would not have happened in the absence of the intervention.

- e) Economic evaluation – looking at cost-benefits or cost-effectiveness of the programme.

Note that these types can be combined; e.g. a design evaluation element may be incorporated in an impact evaluation to determine what intervention design features should be changed or incorporated in order to optimise cost-benefit ratios or improve cost-effectiveness.

2. PURPOSE OF THE DEPARTMENTAL EVALUATION PLAN (DEP)

The WCDa Evaluation (and research) Plan is designed to provide details of evaluation(s) approved by the department as priority evaluations to undertake during the 2018/19 financial year and which are linked with the budgeting process.

Before discussing the 2018/19 prioritised evaluation(s), it is important to flag the status of the evaluation programme within the Department to understand the adopted pathway. The WCDa has over the past three years embarked on more than seventeen evaluations. The majority were successfully completed and awaiting the ratification of the MIP. Few outstanding evaluations are scheduled for completion in 2017/18. Table 1 below presents the status of the departmental evaluation and for record, an evaluation is considered complete once a Management Improvement Plan (MIP) has been developed and signed off by the accounting officer. It is for this reason, that some listed evaluations are presented as being in progress.

Table 1: WCDa evaluations in progress in 2017/18 and planned for 2018/19

PERIOD	EVALUATION	TYPE	IMPLEMENTATION STATUS
2016	Service needs of farmers	Diagnostic & design	Completed
	Commodity approach	Implementation & Impact	Completed
	Agribusiness Investment Unit	Design, implementation & impact	Completed
	Comprehensive Rural Development Programme model design	Design Implementation & Impact	MIP phase
	Dairy research	Diagnostic evaluation	Completed
	Databases	Diagnostic and design evaluation	Completed
	Evaluation of programme 6, "agricultural	A diagnostic and design evaluation A diagnostic and design	MIP phase

PERIOD	EVALUATION	TYPE	IMPLEMENTATION STATUS
	economics services"	evaluation	
	Ten years of training	Impact and design evaluation	Completed
2017/18	Meat safety	Impact evaluation	In progress
2017/18	WIETA CODE	Implementation & Impact evaluation	In progress
2017/18	Water use efficiency	Implementation & Impact evaluation	In progress
2017/18	LandCare evaluation	Design, Impact and economic evaluation	In progress
2017/18	The 4 th Industrial revolution	Diagnostic, Design and Impact evaluation	In progress
2018/19	Success rate of land reform projects supported by the Department	Implementation & Impact evaluation	Concept document approved and TOR in progress
2018/19	Evaluation of Youth Development initiatives of the WC DOA	Design Implementation & Impact evaluation	Concept document approved and TOR in progress
2018/19	Evaluation of the implementation, design and strategy of Project Khulisa Agri-processing	Implementation, design and strategy	Concept document approved and TOR in progress

According to the National Evaluation Policy Framework (NEPF) guidelines, the process to sign off the MIP involves a number of steps that include tabling the report internally and getting an official management response to the recommendations indicating which issues fall within the responsibility of the programme manager, those that must be addressed beyond the scope of the manager, and the rationale. The last stage requires the programme manager to draw up the plan to be officially signed off by the accounting officer for implementation.

To give effect to the NEPF recommendations, the WCDoA accounting officer took stock of evaluations commissioned during the 2015/16 financial year. The finding was that a number of evaluations were in progress at different phases of implementation. In consultation with the management, she gave a directive to first consolidate the outstanding projects and sign off the evaluation processes before commissioning another round of evaluations. For this reason, four evaluations were implemented during the 2017/18 financial year and three will be commissioned in 2018/19. Concept documents and terms of reference have been developed for: 1) the external evaluation of the design, implementation and impact of Youth

Development initiatives of the WCDoA; 2) an evaluation of Land reform projects supported by the Department; and 3) an evaluation of the implementation, design and strategy of Project Khulisa Agri-processing in the Western Cape. Detailed information is provided in Section 7.

3. LINKAGES TO WIDER EVALUATION PLANS AND SYSTEMS

3.1. Linkage to (national or provincial) evaluation plans

This DEP forms part of the national/provincial evaluation plans and priorities, by virtue of it being:

- a) Strategically aligned to the departmental objectives and priorities of Government as articulated in the: National Evaluation Policy Framework (NEPF); Strategic Framework for Province-wide Monitoring and Evaluation (2015); and National Evaluation Plan (NEP) together with chapter 6 of the National Development Plan (NDP) that focusses specifically on the development of the rural economy of South Africa;
- b) Aligned to 'National Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship'. This outcome in particular identified M&E as one of the key interventions required to change the current slow implementation pace of policies and programmes;
- c) Aligned to the Provincial government's 'Strategic Goal 5: Embed good governance and integrated service delivery through partnerships and spatial alignment', which includes a call for province-wide monitoring and evaluation as one of the outcomes.

3.2. Linkage to planning

This DEP will commission three evaluation studies in the 2018/19 financial year. These evaluations are designed to influence Government planning and budgeting from different angles. From a national strategic perspective, one of the foci of the Medium Term Strategic Framework for 2014-2019 is on collaborative support for land reform farms and graduation of smallholder farmers to commercial status. This has been clearly captured in 'Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all'. It is for this reason that land reform and food security have been identified as priorities for the MTSF as we move towards Vision 2030. Therefore, successful land reform remains an important development imperative to secure the nation's democratic stability.

At a provincial level, Project Khulisa is a key programme of the WC Government and is directly aligned with the five provincial strategic goals (PSGs) of the Provincial Strategic Plan (PSP) for the period 2014 to 2019. Project Khulisa specifically focuses on PSG 1, with the assumption that success in this area will provide leverage for achieving the other PSGs. Hence, Project Khulisa Agri-processing inventions are measured against the targets set in chapter 6 of the National Development Plan (NDP). These include the target set for the Agricultural Sector to create one million

jobs (primarily in rural areas). This is to be achieved through growth in export focused, labour intensive irrigation farming with specific emphasis on developing synergies in value chains (i.e. agri-processing). In addition, the target has been set that 20% of land needs to be transferred from white owned to black owned properties.

At a national level, the NDP has been translated into a number of strategies (e.g. the Agricultural Policy Action Plan) which, in turn, has been quantified in specific deliverables to be reached during the Medium Term Strategic Framework (MTSF) of the South African government. A number of specific targets coincide with the Project Khulisa agri-processing deliverables. It is in this context that an evaluation has been deemed important. The focus is on the success of implementation processes as well as what has been achieved to date in terms of contribution to impact. An important element of the evaluation is assessment of the effectiveness of the process followed to develop the Khulisa agri-processing programme and its theory of change, including the suitability of the theory of change driving Project Khulisa's agri-processing scope.

Within the department, WCDoA has implemented a broad range of projects aimed at supporting youth development and participation in the Agricultural Sector. These include: Further Education and Training (FET); Higher Education and Training (HET); Learnership Programme; External Bursary Scheme; Agrifutura Programme; Career Exhibitions; Youth LandCare Camps; High School Learner's Programme; Internship Programme; Young Professionals Programme; Candidate Engineer's Programme; Veterinary Science Technician Programme; and engagement in the Premier's Advancement of Youth Project and Agricultural Partnerships for Rural Youth Development Project. The implementation of the Youth Development initiatives will have to pass the litmus test for relevance and value for money. The outcome of these studies will enable the Department to reposition itself to respond to the changes and render relevant services to its stakeholders.

From a policy, planning and budgeting perspective, the DEP is intended to deliver on the following:

a) The National Outcomes (NO) that gives expression to the NDP developmental vision, objectives and associated targets to be achieved. In this context, the following NOs have particular relevance in this plan:

- NO 4: Decent employment through inclusive growth;
- NO 5: A skilled and capable workforce to support an inclusive growth path;
- NO 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all;
- NO 10: Protection and enhancement of environmental assets and natural resources;
- NO 12: Establishment of an efficient and development-orientated public service (NPC, 2012) through a process of rigorous and ongoing evaluation at departmental and provincial level.

- b) At the Provincial government level, the following Strategic Goals (PSG) have particular relevance in this plan:
- PSG 1 Create opportunities for growth and jobs;
 - PSG 3: Increase wellness, safety, tackle social ills and improve food security;
 - PSG 4: Enable a resilient, sustainable, quality and inclusive living environment, which includes land and water resources;
 - PSG5: Strengthen good governance in the Province by *inter alia*: conducting evaluations of the services rendered to help improve performance and future management of outputs, outcomes and impact.
- c) Within the WCDoA, there are 7 Departmental strategic goals and this plan has been included as an 'annual strategic objective' performance indicator, and the number of evaluations completed has been included as a province specific indicator in the WCDoA annual performance plan (see Section 1.5).

4. DEPARTMENTAL EVALUATION SYSTEM

4.1. Resources & structure of the department to support evaluation

The following ingredients and resources have been instituted to support the Departmental Evaluation Plan:

- a) Significant and visible support from National and Provincial Government:
The first layer of support comes from the DPME. By initiating an audit of government evaluations, DPME accelerated the realisation of value gained through the evaluation of projects and processes at sub-national level. The second layer of support is from the Western Government that embraced the DPME request to audit government evaluations, thus giving impetus to evaluation processes in our Department. However, the most important element of support has been provided by the accounting officer (WCDoA HOD) who passionately embraced evaluations as a management tool and insisted that progress with evaluations should be included in the performance agreements of programme managers.
- b) Management accountability for evaluation processes:
Programme Managers have in turn cascaded the conduct and ownership of evaluations down to the performance agreements of the relevant personnel. In this way, progress in implementing evaluation processes and using evaluation findings became directly related to the performance evaluation of the respective officials. The effectiveness of this system of accountability has resulted in the necessary confidence to include evaluations as a departmental APP performance indicator.
- c) Dedicated Internal Departmental support structure:
The WCDoA established an Evaluation Committee to oversee evaluations and to ensure synergy between the various programmes performing evaluations. The

Head of Department mandated this committee to conduct certain functions and to coordinate activities between evaluations, with the result that synergy between evaluations were created.

d) External stakeholder support systems:

WCDoA programme managers establish 'reference groups' to support evaluations comprising government officials and industry stakeholders. They are readily available and consulted, providing advice to resolve various problems faced in the course of evaluation processes; for instance, in gaining access to respondents. This has helped to improve the quality of evaluations and has also reduced the risks of using external evaluators who are not always familiar with the environments they are required to work in. Closely tracking evaluation stages and processes in a systematic way has also been a strong assistance in this regard.

e) Strategic contracting of an external expert on evaluation as the resource person: WCDoA contracted a resource person from outside of the Department to support the evaluations process. The officials responsible for each evaluation are allowed to follow an open-door approach to access the resource person at key points in evaluation process management. This arrangement has kept the responsibility for evaluations firmly in the hands of programme managers, while providing them with a resource for guidance as and when needed.

f) Strategic utilisation of National Treasury Regulation 16A6.6:

At the national level, the DPME bi-annually compiles a panel of professional service providers for evaluation and research. During the development of this panel, an open and inclusive process is followed to involve all potential evaluation service providers. More importantly, during this process the ability of a potential service provider is also vetted. It is fortunate that National Treasury Regulation 16A6.6. allows any department to partake in the tender processes of any other department if the accounting officer of the former request permission from the accounting officer of the latter. By following this route, the WCDoA can "piggy back" on DPME's tender and it removes the need for the WCDoA (or the Province) to either compile its own panel or go out on an open tender. The WCDoA is eligible to approach the panel members individually or collectively and request them to submit a bid; in this way simplifying procurement procedures considerably.

4.2. Departmental evaluation cycle

The Departmental Evaluation Plan is rolled out annually, with the timing linked to the budget process to enable budgeting for evaluations. This alignment is also important for the management to timeously consider those evaluations to be submitted for consideration for the PEP.

The approved annual cycle for developing the WCDoA evaluation plan is presented in Table 2 and 3 below. It is important to note that in keeping with the cost containment strategy, the Department does not have a standalone M&E unit to

coordinate evaluations. This function was allocated to the Business Planning and Strategy Directorate (BPS) and it is the same unit that will manage and support the three evaluations to be done in 2018/19 financial year. For this reason, some of the processes that include workshops to design concept notes will not be applicable. Instead, the BPS team and the resident resource person (with extensive experience in coordinating evaluations) provides individual guidance to Managers leading specific evaluations.

Table 2: Phase 1: Preparing the DEP: The Land Reform, Youth Development and Project Khulisa Evaluations

Action	Responsibility	Timeline
Call for proposals	Business Planning and Strategy Directorate (BPS)	March 2017
Concept notes received	BPS Programme manager	March 2017
Concept notes prioritised/selected	BPS Programme manager	March 2017
Meet with Management to agree	BPS Programme manager	May 2017
Departmental evaluation plan drafted	BPS Programme Manager	Mid-June 2017
DEP submitted to, DEC and EXCO for input	BPS Programme manager	End June 2017
Evaluation included in budgets	BPS Programme manager	June 2017
DEP finalisation for approval	BPS Programme manager	July- November 2017
DEP signed off by HOD	HOD	January 2018

Table 3: Phase 2: Preparing the DEP: The Land Reform, Youth Development and Project Khulisa Evaluations

	Action	Responsibility	Timeline
	Terms of Reference completed	Operational Support Services (OSS); Farmer Support and Development (FSD) Dept. Eval Com* (DEC) & BPS Programme managers	March - April 2018
External SPs	Call for proposals from service providers out	Dir: BPS, OSS& FSD	March - April 2018
	Bidders briefing	Dir: BPS, OSS, FSD &DEC	March - April 2018

	Action	Responsibility	Timeline
	Bids received	Dir: BPS, OSS, FSD &DEC	March - April 2018
	Shortlisting	Dir: BPS, OSS, FSD &DEC	March - April 2018
	Bidders presentation	Dir: BPS, OSS, FSD &DEC	March - April 2018
	Service provider selected	Dir: BPS, OSS, FSD &DEC	March - April 2018
	Service provider appointed	HOD and Legal Services	April – May 2018
	Inception report submitted	Evaluator; DEC, OSS, FSD and BPS Programme managers	April – May 2018
	Literature review	Evaluator; DEC, OSS, FSD and BPS Programme managers	July - August 2018
	Draft report	Evaluator	August – September 2018
	Stakeholder validation workshop	Evaluator; DEC, OSS, FSD and BPS Programme managers	September – October 2018
	Draft Final report	Evaluator	December 2018
	Final report approved	Evaluator; DEC, OSS, FSD and BPS Programme managers	December- January 2019
	Programme Improvement Plan	HOD & Dir: BPS, OSS, FSD & DEC	February – March 2019

*Dept. Evaluation Committee comprises representatives from the Supply Chain Management, 8 Programme Managers and the Departmental Evaluation Resource person.

5. DEPARTMENTAL EVALUATIONS (AND RESEARCH) UNDERTAKEN IN THE LAST 3 YEARS

Table 4 below presents salient aspects of some of the external evaluations commissioned by the WCDoA during the last 3 years.

Table 4: Departmental evaluations undertaken in the last 3 years

Departmental programme	Title (include type of evaluation in the title)	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
Programme 1	Diagnostic evaluation of the legislative environment of the Agricultural Sector in the Western Cape.	A diagnostic evaluation to understand the collective impact of the legislative environment on farming in the Province and to propose ways to strengthen positive and ameliorate negative impacts. Individuals and organs of state only focus on the objectives they want to achieve with very little attention given to the wider impact of the measures; particularly when combined with other measures.	Study completed	2015	<p>During this evaluation, 47 issues were raised by participants and 71 recommended actions were proposed. Following a collective prioritisation process, farmers identified the five most important legislative constraints:</p> <ul style="list-style-type: none"> a) The burden to house workers falls on farmers and there are concerns regarding ESTA; b) Complexity, cost and delays in accessing water rights; c) Expensive and cumbersome approval process for Environmental Impact Assessments (EIA); d) Challenges for smallholder farmers to access governments preferential procurement system; e) Restrictive labour legislation.

Departmental programme	Title (include type of evaluation in the title)	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
Programme 1	The future of the Western Cape Agricultural Sector in the context of the 4th Industrial Revolution.	<p>An analysis of the various trends underlying the 4th Industrial Revolution, its impact on the Western Cape and how the Province can minimize the negative impacts and support positive trends.</p> <p>The findings will include the 5 most important new technologies which will confront the Western Cape Agricultural Sector over the next decade.</p>	Study in progress	2018	
Programme 2	Impact and design evaluation of the WCDoA LandCare sub-programme	<p>Assessment of the design of the LandCare model with a view to documenting its optimal theory of change; i.e. how the sub-programme contributes to successful outcomes.</p> <p>The evaluation will identify those elements and approaches that do not substantively add value and which may detract from the long-term sustainability and</p>	Study in progress	2018	

Departmental programme	Title (include type of evaluation in the title)	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
		support for the programme.			
Programme 3	Impact evaluation of the food security programme on household food security in the Western Cape	An Implementation and impact study done to determine the extent to which the food security programme makes a difference on household food security in the Western Cape and is successful and sustainable This project was implemented from April 2009 to March 2014	Study Completed	2015	To address the need for business formalisation and viability before funding, the Agric economists are now attending Commodity project Allocation Committees and Dept. project Allocations Committee to do a due diligence exercise on proposed projects. In addition, CASIDRA UTA is included to plan and develop bankable business plans.
Programme 5	Research needs of Dairy Producers in the Western Cape	This is a diagnostic and design evaluation with the objective of establishing research needs among dairy farmers in the Western Cape	Study Completed	2016	As part of the MIP, WCDoA will Investigate possibility of closer working relationship between Elsenburg Dairy Unit and MPO to encourage collaboration in identifying research needs and planning of future research projects. A list of action plans has been presented.
Programme 5	Evaluation of the impact of the long-term crop rotation trials at Langgewens	An Implementation and impact evaluation to provide feedback on the impact of the long-term crop rotation trials on the sustainability of farming systems in the grain producing areas of the Swartland. The rotational	Completed	2015	As part of the MIP, the majority of farmers in the region (98.8%) are implementing crop rotation and it has had a positive impact on farming in the area. The positive impact can be seen through positive financial margins (50% of farmers indicate at least a 20% improvement), reduced

Departmental programme	Title (include type of evaluation in the title)	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
		crop trials started in 1996 and has been implemented continuously since then.			disease pressure and lower weed infestation.
Programme 6	Assessment of the Western Cape Agribusiness Investment Unit (AIU)	A design, implementation and impact evaluation of the AIU based on the satisfaction levels of existing investors supported by the AIU.	Completed	2015	It was found that investment decisions were influenced by the governance, economic and political environment of the region and the AIU was considered to be an investor draw card. Some of the most important deterrents voiced by investors included: a) Concerns about shortages in skilled labour; b) Red tape and the lengthy application process for incentives. Under Project Khulisa, a RED TAPE reduction Unit and a Skills Development game changer were established to address these concerns.
Programme 6	Evaluation of the Availability, Extent and Utilisation of Agricultural Economic Databases	Assess the extent to which the database services provided by the sub-programme 'Macro-economic Support Services' are serving the purposes they aim to serve and to understand how the services would best be optimised in	Completed	2016	A programme improvement plan has been developed to address the following gaps: a) Development of systems where all relevant databases are made accessible to clients on the Department Website with notices of new additions; b) Investment in human resource

Departmental programme	Title (include type of evaluation in the title)	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
		the interest of greater effectiveness in achieving intended outcomes and impacts			capacity; c) Administration of medium term evaluations of systems and databases to ensure relevance; d) Revisiting Theory of Change through continuous monitoring of clients and target groups and adaptation to their needs.
Programme 7	Impact Evaluation of the Structured Agricultural Education and Training Programme (SAET), Sub-Programme: Higher Education and Training (HET),	An impact evaluation to determine the extent to which the SAET HET offerings answer to the needs of the sector and contribute to youth employment. The evaluation covered four HET programmes offered at Elsenburg Agricultural Training Institute (EATI) and students who graduated between 2009 and 2014:	Completed	2016	A programme improvement plan has been developed to address the following gaps: a) Inadequate needs assessments done; b) misalignment of course modules with industry needs; c) Inadequate practical, hands-on exposure and WIL opportunities; d) Staff shortage and marketing the SAET HET programmes and recruiting high-quality students, (PDIs and females).
Programme 8	An evaluation of the Model of the Comprehensive Rural Development	An evaluation of the institutional design, impact and implementation of the Rural Development Model (RDM) in three rural development nodes in the	Study Completed	2016	The Development of a Management Improvement plan to implement the recommendations is in progress. The model has a number of strengths but confronts a variety of challenges

Departmental programme	Title (include type of evaluation in the title)	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
	Programme (CRDP)	Western Cape and recommendations for improvements.			<p>in coordinating the activities of key government departments.</p> <p>The RD model should be re-designed using a 'limited choice' approach, with limited schedule of pre-determined projects (for example training, infrastructure and economic development project), and guaranteed ring-fenced funding.</p>
Programme 8	Evaluation of the Western Cape farm worker of the year competition.	An implementation and impact evaluation to assess the extent to which the Western Cape Farm Worker of the Year Competition has made a change to the socio-economic conditions of participating farm workers	Completed	2015	<p>The general evaluation outcome of the competition was overwhelmingly positive. The main stakeholders (i.e. the farm workers that participated), believe the competition is an important vehicle towards worker empowerment and personal growth. They are of the opinion that it improves their sense of self-worth and self-esteem. As part of the MIP the selection criteria and adjudication process has been standardised throughout the participating regions to level the playing field.</p>

6. SUMMARY OF EVALUATIONS (AND RESEARCH) PROPOSED FOR 2018 TO 2019

6.1. Criteria and process used for selection for the Departmental Evaluation Plan

The Department assesses a number of criteria for selecting interventions (programmes) that need to be evaluated, as listed below:

- a) Interventions are of strategic nature linked to departmental priorities, provincial goals or the national outcomes;
- b) Interventions are innovative, enhance in-house efficiencies, could bring value for money and learning is deemed important;
- c) Interventions are from an area where there is a lot of public interest;
- d) Interventions have not been evaluated recently and the project is over 3 years in implementation;
- e) The programme or context is at a critical stage where decisions are to be taken for which an evaluation is needed, and so it is important that it is evaluated at this point in time;
- f) There is a need to develop baseline data or monitoring data that can be used including background and previous documented performance, current programme situation;
- g) There are budget considerations that require evaluation to guide decision-making.

6.2 Summary of evaluations proposed for the Departmental Evaluation Plan

Table 5 summarises the proposed evaluations during the 2018/19 financial year covered by this Plan and submitted on the National Evaluation Plan. Three evaluations were proposed, and they have been considered relevant and important on application of the above criteria.

Table5: Summary of proposed evaluations (and research) for 2018/19

	Intervention to be evaluated	Title and type of evaluation	Proposed Methodology	NEP/ PEP/ DEP	Commissioned / internal	Years of implementation			Key motivation for this evaluation including scale (e.g. budget, beneficiaries)	Linkages to other evaluations
						2017	2018	2019		
Ms Rashidah Wentzel	WCDoA Youth Developm	Design and Impact	Measure the quality of the initiative and	yes	yes		yes	yes	Public interest, programme has engaged multiple	yes

	Intervention to be evaluated	Title and type of evaluation	Proposed Methodology	NEP/ PEP/ DEP	Commissioned / internal	Years of implementation			Key motivation for this evaluation including scale (e.g. budget, beneficiaries)	Linkages to other evaluations
						2017	2018	2019		
Manager: (OSS)	ent initiatives	Evaluation of Youth Development initiatives of the WC DOA	the impact on the lives of the youth in rural space, on the Department, and in the agricultural sector in general						stakeholders (agricultural industry, inter-governmental collaboration, NGOs and private contributors to the various projects across the Province); A comprehensive and effective Human Capital Development Strategy is needed to enhance skills development and career development opportunities for youth with the main outcome to reduce unemployment.	
Dr Dirk Troskie (BPS)	Project Khulisa Agri-processing	Evaluation of the implementation, design and strategy of Project Khulisa Agri-processing	Determine the success of implementation processes, what has been achieved to this point in terms of	yes	yes		yes	yes	The Agri-processing focus area of Project Khulisa needs to validate or alternatively adjust its premises and design, including the choice of three foci, specific initiatives embarked on and	yes

	Intervention to be evaluated	Title and type of evaluation	Proposed Methodology	NEP/ PEP/ DEP	Commissioned / internal	Years of implementation			Key motivation for this evaluation including scale (e.g. budget, beneficiaries)	Linkages to other evaluations
						2017	2018	2019		
			contribution to impact as well as the effectiveness of the development processes followed to date, and the suitability of the theory of change of Project Khulisa Agri-processing.						implementation approach. To this extent, the viability of the theory of change adopted through extensive consultative and analytical process should be evaluated.	
Mr Mogale Sebopetsa (FSD)	Land reform projects supported by the Department of Agriculture : Western Cape	A performance Evaluation of land reform projects supported by the Department of Agriculture : Western	Assessment of the design of the model with a view to documenting its optimal theory of change; i.e. how the intervention contributes to successful outcomes of the Land	yes			yes	yes	Determine the performance of agricultural land reform projects supported by the Department from 1 April 2014 to 31 March 2019. Identify those elements and approaches that do not substantively add value and which may detract from the	yes

	Intervention to be evaluated	Title and type of evaluation	Proposed Methodology	NEP/ PEP/ DEP	Commissioned / internal	Years of implementation			Key motivation for this evaluation including scale (e.g. budget, beneficiaries)	Linkages to other evaluations
						2017	2018	2019		
		Cape	<p>Reform programme.</p> <p>Analysis of impact measured against the WCDoA's set goals. A key indicator to be assessed is the graduation of smallholder farmers to commercial status.</p>						<p>long-term sustainability, and to justify continued support for the programme.</p>	

7. DETAILED CONCEPT FOR EVALUATIONS (AND RESEARCH) FOR 2018/19

7.1. Concept Note 1: Youth Development Initiatives (Western Cape Department of Agriculture)

Part A: Key contact details

Name of proposed evaluation	Design and Impact Evaluation of Youth Development initiatives of the WC DOA	Year proposed	2018/2019
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Institution proposing evaluation	Department of Agriculture	Initial Contact person (name /designation)	Ms Rashidah Wentzel Manager: OSS
Alternative contact	Ms Loretta Cox Manager: OSS	Email	RashidahW@elsenburg.com
Email	Lorettac@elsenburg.com	Telephone	0218085119
Telephone	0218085350		

Department that is custodian (and will implement the improvement plan arising from the evaluation)	<p>Custodian department: Western Cape Department of Agriculture</p> <p>Supporting department: Department of the Premier</p>
Other key departments/ agencies involved in the intervention	Department of the Premier

Part B: Background to the intervention being focused on

Specific unit of analysis of the evaluation (should be a policy, plan, programme or	A group of youth development projects spread across various programmes of the Department of Agriculture, but united by a focus on youth development in the Agricultural sector and rural communities.
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project)	
Give some background to the intervention	
Summary description	<p>Over the past four years, the WC DOA has supported a broad range of projects aimed at supporting youth development and participation in the Agricultural Sector. These include <i>inter alia</i> the following: Further Education and Training (FET); Higher Education and Training (HET); Learnership Programme; External Bursary Scheme; Agrifutura Programme; Career Exhibitions; Youth Landcare Camps; High School Learner's Programme; Internship Programme; Young Professionals Programme; Candidate Engineer's Programme; Veterinary Science Technician Programme; and engagement in the Premier's Advancement of Youth Project and Agricultural Partnerships for Rural Youth Development Project.</p>
Focus of the intervention	<p>The WC DOA is committed to transforming and increasing its own potential employee pool and that of the Agricultural Sector in general. This commitment focuses on previously disadvantaged persons (with a special focus on rural youth and children of farm workers), disabled persons and females. There is a mismatch between industry skills needs and what is available in the sector from the targeted categories cited above. For this reason, the focus is to address the gap identified in the medium and long term and it is the objective of the evaluation to assess the gap so that it may more effectively create a pipeline of development for youth, making them more marketable and economically active by offering;</p> <ul style="list-style-type: none"> a) High school learners scholarships, creating opportunities for learners to matriculate with mathematics and sciences; b) Awarding of bursaries for further studies in agricultural and other scarce and critical fields relevant to agriculture, thus increasing the pool of professionals in the agricultural sector; c) Providing opportunities for postgraduates to enter a development programme for young professionals to study for their masters or doctorate with full mentorship, personal development and work experience, increasing the youth potential employees for the Department and sector; d) Offering Learnership at the College to afford

	<p>unemployed youth with an education in various fields of agriculture.</p>
<p>Objective or outcomes of the intervention (specify which)</p>	<p>The Provincial initiative focusing on developing a WCG Youth Audit Analysis has raised awareness of the need for the WC DOA to evaluate its own programmes focusing on youth.</p> <ul style="list-style-type: none"> a) To justify continuous investments in this area; b) For the purpose of performance improvement in its youth programmes; <p>The evaluation is timely in relation to the Department's own Human Capital Development Strategy currently in development, which has an internal and external focus. The external focus largely relates to youth development initiatives under the banner of 'growing our agriculturalists for tomorrow'.</p> <p>It is expected that the evaluation will contribute towards the improvement of the Department's Human Capital Development initiatives in the Western Cape.</p>
<p>Outputs of the intervention (e.g. from logframe)</p>	<p>The interventions deliver a broad range of outputs (below), with a focus on: youth skills development in agriculture, mentoring, financing education and training, and creation of work experience and career development opportunities for youth; with the main intended outcome being reduction unemployment amongst youth.</p> <p>Achievement of the following indicator targets will be considered:</p> <ul style="list-style-type: none"> a) Premier's Advancement of Youth Interns - 30 per annum; b) Graduate and student interns 12-18 months - 30; c) APFYD (Agricultural Partnership for Youth; Development Project): 40 bursaries, 14 scholarships, 10 Learnerships and 30 Interns placed with external host employers per annum; d) Agrifutura bursaries 2 Stellenbosch University economics students; e) 6 YPPs (Young Professional Persons) master's students; f) 70 Youth participating in school food gardens; g) MOU with NMU 10 Research Technology and Development Services interns and bursary holders; h) 700 primary school children attending RTDS open days annually; i) 10 Candidate Engineering Technician and 2 Candidate Engineers on a contract programme with

	<p>Sustainable Resource Management;</p> <ul style="list-style-type: none"> j) 60 High School children trained in Basic Irrigation Principles annually; k) 7,000 School children attend Junior Landcare Initiatives annually; l) Rural Development Life Skills Training Project 1600 youth annually; m) Elsenburg College: 423 Higher Education students, 66 Further Education Students, 20 bursaries, 20 learnerships.
<p>Duration and timing of the intervention (when started, when ends)</p>	<p>The Sub-Programme, External Development Initiative (EDI) started in 2010 with the mandate to coordinate and manage all departmental youth development initiatives, which included:</p> <ul style="list-style-type: none"> a) The external bursary scheme, the departmental internship programme and the Young Professional Persons Programme; b) The PAY Internship Project and the Agricultural Partnership for Youth Development Project 2012 and 2013 respectively; c) The APFYD Project focusing on all youth but targeting rural youth and agri-worker children. <p>It is a known fact that the South African Fiscus is under tremendous strain, and given this, the implementation, design, impact and effectiveness of these initiatives in addressing the set objectives should be evaluated to justify continued funding; particularly given Government budgetary constraints and the need to implement cost-saving measures. However, no end date has been envisaged for these initiatives unless directed by the evaluation recommendations and the Management Improvement plan.</p>

Part C: Motivating for the evaluation of this intervention being considered in the National Provincial Evaluation Plan (does not have to score high on all of these)

<p>How is this linked to the 5 PSGs and 14 National Outcomes?</p>
<p>Chapter 6 of the 'National Development Plan: Vision 2030' speaks to job creation, agricultural productivity and employment. However, chapter 9 of the National Development Plan focusses on education, training and innovation. These chapters of the National Development Plan: Vision 2030, lend guidance and direction to all the external youth development initiatives of the Department. The National Outcomes (NO) that give expression to the NDP developmental vision, objectives and associated targets to be achieved, include:</p>

- Outcome 5: A skilled and capable workforce to support an inclusive growth path;
- Outcome 4: Decent employment through inclusive economic growth;
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all is addressed in our youth development programmes.

At the Provincial government level, the following Strategic Goals (PSG) have particular relevance in these youth development programmes:

- PSG 1 Create opportunities for growth and jobs;
- PSG 3: Increase wellness, safety and tackle social ills (including food security);
- PSG 4: Enable a resilient, sustainable, quality and inclusive living environment, which includes land and water resources;
- PSG5: The need to strengthen good governance in the Province by inter alia: conducting evaluations of the services rendered to help improve performance and future management of outputs, outcomes and impact.

Innovative

The programme is innovative to the extent that it looks for opportunities where youth development can contribute to development of the agricultural economy. It further ties in with the National Youth Policy’s theory of change as our youth are nurtured and given life-changing opportunities; whereby agri worker children with scholarships are able to attend quality education and attain a matric with mathematics and sciences. Youth serve a departmental internship back on the farms where they reside, with the farmers and their parents performing the role of mentors. This partnership has led to strengthening the relationship between farmers, agri workers and youth, elevating the level of pride and confidence amongst the agri workers and their children. Throughout the internship, the youth attend various life skills courses which include financial management. They are given the opportunity to further their studies after the internship. These interns become role models to their peers in the communities, motivating the youth and reducing the crime. They are able to enhance their families socio economic status by their financial contribution. The communities therefore becomes the secondary beneficiaries to some of our initiatives. The programmes have grown and evolved over the years in response to opportunities and needs; and hence there is a need to evaluate the intervention, with a view to developing a consolidated theory of change and strategy for youth development, as part of the Department’s Human Capital Development Strategy (currently under development).

How large is it?	
Estimated budget for intervention for current financial year (total also if known)	R13 206 800 for the External Development Initiatives which include the Premier’s Advancement of Youth Project (PAY Internship), the Agricultural Partnership for Youth Development and the Young Professional Person’s Programme.

Nos of people directly affected or enrolled (e.g. service users, beneficiaries...)	The total number of beneficiaries over the period to be evaluated is approximately 866 beneficiaries excluding (7950 scholars exposed to awareness sessions and 2376 Students of the Elsenburg College)
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Is this an area of substantial public interest? Is so how is this shown?	
This area is of substantial public interest, given that the programme has engaged multiple stakeholders in the agricultural industry, inter-governmental collaboration, as well as engagement of non-governmental and private contributors to the various projects across the Province.	
Is the intervention at a critical stage where decisions need to be taken, and when?	
The Provincial Strategic Group (PSG) is in the process of developing a Provincial Youth Development Strategy. It has emerged that not many youth development programmes and strategies in the Province have been evaluated. This is certainly the case in relation to the range of youth projects undertaken by the WC DOA over the years. The projects have been funded from various sources and given that the South African fiscus is under pressure it is of the utmost importance to independently evaluate the WCDoA youth initiatives in terms of impact on society; as well as to assess the need for any design changes to improve efficacy in the future. For this reason, the Department needs to take stock of its various youth development initiatives and develop a more coherent and integrated approach.	

Part D: Details on the evaluation proposed

Key focus of the evaluation	<p>The focus of the evaluation of the Departmental Youth Development Projects is to gauge the quality of the initiative and the impact it has made on the lives of the youth of the Western Cape and specifically rural youth; as well as on the Department and the agricultural sector.</p> <p>As various youth development initiatives are located in different Programmes within the Department, the evaluation will concentrate on those coordinated by External Development Initiatives.</p> <p>The evaluation will also serve to guide the WC DOA in aligning with the Provincial Youth Development Strategy under development, and will contribute to the need to identify 'game changer' programmes.</p>
Type of evaluation	The evaluation will include elements of design, impact and economic evaluation.
Likely duration	Four months

(months)	
How recently was this intervention evaluated – if not for a long time then higher priority	FET and HET programmes have been comprehensively evaluated, and improvement plans based on the findings of these evaluations are currently being implemented. However, notwithstanding standard reporting processes and mid-term reviews, the WC DOA has not to this point undertaken any formal evaluation of its cluster of youth development projects.
Do you have an approximate budget for the evaluation?	R500,000 – R1,000,000
What potential budget for evaluation is available from the Dept., or donors	R500,000 – R1,000,000 Administration: Programme 1 Vote11 Agriculture No donor funding
What are the main evaluative questions you will be asking (maximum 5)	
<ul style="list-style-type: none"> • How can the cluster of youth development programmes be categorised and conceptualised such that they are clearly aligned with key Department Strategic Goals as well as with the developing Provincial Youth Development Strategy? • What is the implicit 'theory of change' and 'results framework' (including key output and outcome indicators) for each of the youth development projects; and what overall theory of change and results framework should the WC DOA adopt for purposes of implementing, monitoring and reporting on its youth development initiatives? • What successes and constraints were experienced in implementing programmes and what strategic and management improvements are necessary to improve performance? • What synergies with other Government Departments and other partners were created and should be built on? • What gains in terms of developmental and economic value, was created by investments in youth development projects? 	
What monitoring data or existing evidence can be used including on background and previous documented performance, current programme situation. Is this of good quality?	There is good quality Departmental data on numbers of young people engaged in the projects, partners engaged, and finances. There are also well documented case studies for some of the programmes. In addition, national and provincial statistical data will be of relevance to the evaluation. The evaluation will require generation of survey data, case studies, key

	informant interviews and stakeholder consultations.
Is there a strong theory of change and logical framework?	The cluster of youth development programmes does not have an integrated theory of change and logical framework, although the inputs, activities and outputs of each of the programmes are recorded. It is part of the objective of this evaluation to address this gap.

7.2. Concept Note 2: Land reform projects supported by the Department of Agriculture: Western Cape

Part A: Key contact details

Name of proposed evaluation	An Evaluation of land reform projects supported by the Department of Agriculture: Western Cape	Year proposed	2018/19
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Institution proposing evaluation	Department of Agriculture	Initial Contact person (name /designation)	Mogale Sebopetsa
Alternative contact	Jerry Aries	Email	mogales@elsenburg.com
Email	jerrya@elsenburg.com	Telephone	021-8085223
Telephone	021-8085310		

Department that is custodian (and will implement the improvement plan arising from the evaluation)	Custodian department: <ul style="list-style-type: none"> • Western Cape Department of Agriculture Supporting departments: <ul style="list-style-type: none"> • Department of Rural Development and Land Reform (DRDLR)
Other key departments/	<ul style="list-style-type: none"> • Casidra; • Hortgro;

agencies involved in the intervention	<ul style="list-style-type: none"> • The DRDLR, DAFF and 10 commodity partners within the Western Cape Province are also integrally involved in the delivery of successful land reform projects; • CASIDRA and Hortgro are agencies involved in supporting the WCDoA in the implementation of projects.
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Part B: Background to the intervention being focused on

Specific unit of analysis of the evaluation (should be a policy, plan, programme or project)	<p>One of the foci of the Medium Term Strategic Framework for 2014- 2019 is on collaborative support for land reform farms and graduation of smallholder farmers to commercial status. This has been clearly captured in ‘Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all’. It is for this reason that land reform programme and food security have been identified as a priority for the MTSF as we move towards Vision 2030. Therefore, successful land reform remains an important development imperative to secure the nation’s democratic stability.</p>
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Give some background to the intervention
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Summary description	<p>The success of land reform projects is based on a plethora of factors, of which one of the most important is the fine balance between available natural resources, especially soil and water, and choice of farming operation.</p> <p>The Department of Rural Development and Land Reform is responsible for the implementation of the following land delivery programmes: land restitution, land redistribution and tenure reform.</p> <p>The Land Redistribution for Agricultural Development (LRAD) Programme has been the main focus for collaboration with the Department of Agriculture, as it is geared towards economic development in the agricultural sector. The Land Redistribution for Agricultural Development (LRAD) programme makes grant allocations available to beneficiaries for agricultural land acquisition, for production purposes on commonage land and through Farm Worker Equity Schemes (FWES).</p> <p>The introduction of the Proactive Land Acquisition Strategy (PLAS) by the state for targeted groups in the land market was to ensure that land and agrarian reform moves to a</p>
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new trajectory. The LRAD was premised on the notion of land being owned by beneficiaries. However, it promoted large groups of people owning a single farm, resulting in problems of ownership of responsibility for outcomes. With the introduction of PLAS, emphasis is on single families leasing a single farm from government and because it is done as a lease, it cannot be sold.

The PLAS dealt with two possible approaches: a needs-based and a supply-led approach, but essentially focusing on the state as the lead driver in land redistribution rather than the current beneficiary-driven redistribution.

The PLAS approach is primarily pro-poor and is based on purchasing advantageous land.

The main advantages of this PLAS approach are to:

- Accelerate the land redistribution process;
- Ensure that the DRDLR can acquire land in the nodal areas and in the identified agricultural corridors, as well as other areas of high agricultural potential to meet the objectives of NDP
- Improve the identification and selection of beneficiaries and the planning of land on which people would be settle (see ownership vs non-ownership – PLAS / LRAD explanatory statement above); and
- Ensure maximum productive use of land acquired.

The success of land reform within the agricultural context is an important focus area for the WCDoA, and it aims to mitigate the challenges highlighted by approximately 250 farmers (smallholders and commercial) assisted to date.

The aim is to address the problems listed below, either at policy or implementation level:

- Land reform process is slow and needs to be fast tracked with more emphasis placed on integrated and seamless settlement support;
- Private sector involvement in agricultural development is lacking and this limits the sharing of expertise and market linkages;
- The number of farms transferred and associated hectares should be less important than the success of farmers settled;
- The lack of credible farm plans has a significant impact

	<p>on the success of land reform and thus thorough planning should be a prerequisite for project approval;</p> <ul style="list-style-type: none"> • There is lack of centralised information management on agriculture land reform delivered by government.
Focus of the intervention	<p>The focus is on:</p> <ul style="list-style-type: none"> • Post settlement support by the Department to make the farms sustainable in the long term; • Extension Advisory support to farmers; • Training; • Mentorship.
Objective or outcomes of the intervention (specify which)	<p>As a Department, our objective is to ensure:</p> <ul style="list-style-type: none"> • Increased production by land reform farmers; • Improved food security; • Increased employment; • Increased access to markets; • Increased participations by land reform farmers in the formal economy.
Outputs of the intervention (e.g. from log frame)	<ul style="list-style-type: none"> • Number of projects supported through mentorship • Number of agricultural businesses skills audited • Number of farmers supported with advice • Number of agricultural demonstrations facilitated • Number of farmers' days held • Number of commodity groups supported • Number of agri-processing businesses supported in rural areas
Duration and timing of the intervention (when started, when ends)	01 April 2014 – 31 March 2018

Part C: Motivating for the evaluation of this intervention being considered in the National Provincial Evaluation Plan (does not have to score high on all of these)

How is this linked to the 5 PSGs and 14 National Outcomes?
<p>The Western Cape Provincial Strategic Goals (PSG's 4 and 1) are firmly geared towards responding to land reform through its committed input to four related National Outcomes, namely:</p> <ul style="list-style-type: none"> • Outcome 4: Decent employment inclusive growth; • Outcome 5: A skilled and capable workforce to support and inclusive growth path; • Outcome 7: Vibrant, equitable and sustainable rural communities with food

security for all;

- Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced;
- As well as linked to chapter 6 of the NDP.

The Western Cape Department of Agriculture, through implementation of its Strategic Plan (2014/15 – 2018/19), aims to support the increased number of land reform beneficiaries by responding to their post-settlement needs, and providing support services to all farmers in the Province to ensure that agriculture remains competitive and sustainable.

Innovative

The intervention is innovative as it focuses with efficiency on implementing projects with partners to improve the impact of the land reform programme in the Western Cape. This has been done through the Commodity approach. Key to this approach is the creation of partnerships between government and private sector at the institutional level to draw on the commodity experts who contribute to improved planning and delivery of selected agricultural enterprises. Furthermore, this partnership seeks to ensure that smallholder farmers gain access to mentorship support from the commercial farmers and also access to existing marketing networks.

The Department has therefore, partnered with 10 commodity formations in the Province, focusing by and large on the agricultural value chains identified within the Agriculture Policy Action Plan (APAP) – which is an agriculture plan to deliver on the target set by the National Development Plan.

How large is it?

Estimated budget for intervention for current financial year (total also if known)

R160 million was allocated 2017/18 financial year.

Nos of people directly affected or enrolled (e.g. service users, beneficiaries...)

Approximately 250 projects will be evaluated.

Is this an area of substantial public interest? Is so how is this shown?

Without a successful land reform intervention in South Africa, the social, political and economic sustainability of the country will be under severe threat. One of the NDP imperatives is that of the creation of partnerships within the agricultural fraternity to strengthen land reform and thus enable the sector to create the important one million new jobs by 2030, contributing significantly to reducing overall

unemployment.

Is the intervention at a critical stage where decisions need to be taken, and when?

The WCDoA intervention has been implemented since 2014 and funded from national government grant funds. It is a common fact that the South African Fiscus is under pressure; and for this reason the impact of this programme on farmers, as well as the economic value derived by the farmer and the sustainability of supported farming enterprises should be independently evaluated now/imminently to justify continued funding.

Part D: Details on the evaluation proposed

Key focus of the evaluation	<p>The purpose of this evaluation is to determine the performance of agricultural land reform projects supported by the Department from 1 April 2014 to 31 March 2019.</p> <p>The evaluation will focus only on agricultural land reform projects (smallholder and commercial farmers) supported by the WCDoA from 2014 to date. The evaluation will specifically focus on CASP and Ilima-Letsema funded projects.</p>
Type of evaluation	<p>Impact evaluation</p> <p>This will require analysis of what impact has been achieved to date, against the WCDoA's set goals. A key indicator to be assessed is the graduation of smallholder farmers to commercial status – which could be informed by access to markets. The respective contribution of the support of the WCDoA and partners to this will need to be determined. It is expected that the evaluation will identify those elements of the strategy which are most effective as well as those which have been less or unsuccessful to date. This will involve documentation of both intended and unintended consequences of the CASP/Ilima funded projects. It should also take into account the collaborative support of land reform farms by other agencies in assessing the particular contributions of the WCDoA.</p>
Likely duration (months)	6 months
How recently was this intervention evaluated – if not for a long time then higher priority	Evaluation was conducted in 2013. The current evaluation is focusing on new entrants that was supported from 01 April 2013 to date.
Do you have an approximate budget for the evaluation?	R1m

What potential budget for evaluation is available from the Department, or donors	None
What are the main evaluative questions you will be asking (maximum 5)	
<p>This evaluation study will focus only on agricultural land reform projects that have been supported by the WCDoA since 2014 and this performance evaluation seeks to answer the following questions regarding the success of the programme:</p> <ol style="list-style-type: none"> 1) Do the financial position and records of the land reform projects indicate a sustainable business model? 2) What is the nature and extent of re-investments by the farmer into the business? 3) Do the projects comply with statutory requirements such as Labour and Tax legislation? 4) Has the business developed secure markets for the produce; and are they maintaining these markets? 5) Has the socio-economic position of beneficiaries improved since they became participants in the project? 	
What monitoring data or existing evidence can be used including on background and previous documented performance, current programme situation. Is this of good quality?	There is a substantive body of information from the previous evaluation studies; i.e. food security, land reform study and commodity approach. This data and analysis is of good quality.
Is there a strong theory of change and logical framework?	The WC DOA needs to assess the design of the model with a view to documenting its optimal theory of change; i.e. <i>how</i> the intervention contributes to successful outcomes of the Land Reform programme. The evaluation should also identify those elements and approaches that do not substantively add value and which may detract from the long-term sustainability and support for the programme. There is a wealth of case study and project data, as well as a range of different types of participants in the programme and different contexts of Land reform. This allows strong opportunities to learn 'what works' and what might usefully be left behind in the future implementation of the programme. To this end, there is an implementation plan with goals, strategic intentions and specific initiatives.

7.3. Concept Note 3: The Project Khulisa Agri-processing.

Part A: Key contact details

Name of proposed evaluation	Evaluation of the implementation, design and strategy of Project Khulisa Agri-processing	Year proposed	2018-19
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Institution proposing evaluation	Department of Agriculture	Initial Contact person (name /designation)	Dr D Troskie
Alternative contact	Mr S Mandondo	Email	DirkT@elsenburg.com
Email	SheltonM@elsenburg.com	Telephone	021 - 808 5190
Telephone	021 - 808 7738	Cell	082 658 6018

Department that is custodian (and will implement the improvement plan arising from the evaluation)	<p>Custodian department:</p> <ul style="list-style-type: none"> Western Cape Department of Agriculture <p>Supporting departments:</p> <ul style="list-style-type: none"> Western Cape Ministry of Economic Opportunities Western Cape Department of Economic Development and Tourism
Other key departments/ agencies involved in the intervention	Project Khulisa Agri-processing involves a broad spectrum of partners including Government departments and agricultural industry organisations (throughout the whole value chain) in the Western Cape Province.

Part B: Background to the intervention being focused on

<p>Specific unit of analysis of the evaluation (should be a policy, plan, programme or project)</p>	<p>The unit for analysis is the Agri-processing component of Project Khulisa over the period since inception, covering all three strategies under the programme which respectively aim to:</p> <ul style="list-style-type: none"> a) Capture a larger share of the global Halal market; b) Increase exports of wine and brandy to China and Angola; and c) Improve local production capacity for domestic and key strategic markets.
<p>Give some background to the intervention</p>	
<p>Summary description</p>	<p>After receiving its mandate from the electorate during the elections of 7 May 2014, the Western Cape Government developed its Provincial Strategy for the next five years. The overall objective was to give more people in the province the opportunity to escape poverty and live better lives. One of the five Provincial Strategic Goals (PSGs) was to create an environment in which businesses can grow in order to create jobs.</p> <p>In support of the five Provincial strategic goals, the Province identified and announced a set of transversal, “game changing” interventions that were deemed most likely to drive attainment of its targets. In the case of “PSG 1: Create opportunities for growth and jobs” the international consulting firm McKinsey and Company supported the Province through a process of identifying game changers aimed at radically accelerating economic growth and job creation, in a highly focused manner. This project was named Project Khulisa (“Khulisa” meaning “cause to grow” in isiXhosa).</p> <p>The economy of the Western Cape was categorised according to social, enabling and productive sectors. The social sectors (e.g. health systems and basic education) are the cement of the economy. The enabling sectors (e.g. energy, water, telecommunications, information technology, logistics and financial services) exist as a result of the need for services in the productive sectors.</p>
<p>Focus of the intervention</p>	<p>The productive sectors (e.g. oil and gas, tourism, retail, manufacturing, agriculture) of the economy are those that most contribute to a competitive advantage, creating opportunities for the other sectors to develop and thrive. Given this, the focus of Project Khulisa is on unlocking growth and job creation in the Province’s most competitive,</p>

	<p>productive sectors, and on the enablers that create the climate for economic growth in these sectors.</p> <p>Through intensive analysis (e.g. eight of the top ten Western Cape exporting products have an agricultural base) as well as industry engagements, three productive sectors were identified as having the greatest strategic potential to accelerate growth and job creation in the Province. They are:</p> <ol style="list-style-type: none"> a) Agri-processing; b) Tourism; c) Oil and gas (rig repair). <p>The specific focus of the intervention to be evaluated during this project is the “Agri-processing” part of Project Khulisa.</p> <p>In addition to the three strategic productive sectors, the Project Khulisa process identified five cross-cutting enablers: water, energy, broadband access, workforce skills development and red tape reduction as possible game changers.</p>
<p>Objective or outcomes of the intervention (specify which)</p>	<p>In line with the direction to centre implementation on focused objectives, and following a further intensive analytical and consultative process, three strategic intents were developed to be achieved by Project Khulisa: Agri-processing. These are:</p> <ol style="list-style-type: none"> a) Capture a larger share of the global Halal market; b) Increase exports of wine and brandy to China and Angola; c) Improve local production capacity for domestic and key strategic markets.
<p>Outputs of the intervention</p>	<p>It is expected that, as a result of the Project Khulisa: Agri-processing intervention, the following deliverables have to be realised:</p> <ol style="list-style-type: none"> a) Outputs aimed at capturing a larger share of the global Halal market: <ul style="list-style-type: none"> • Establish appropriate governance structures in the Halal industry; • Establish a Halal certification standard; • Establish a Halal processing hub; • Promote SA Halal products in key markets; • Provide SMME and PDI access to the value chain • Ensure skills supply meets demand; • Improve Halal data; b) Outputs aimed at increasing exports of wine and brandy to China and Angola:

	<ul style="list-style-type: none"> • Develop and implement a campaign to promote SA wine and brandy in China; • Develop and implement a campaign to promote SA wine and brandy in Angola; • Domestic promotion of high-end brandy; • Develop appropriate irrigation infrastructure to grow production for future export (e.g. Brandvlei); • Facilitate transformation in the wine and brandy industries. <p>c) Outputs aimed at Improving local production capacity for domestic and key strategic markets:</p> <ul style="list-style-type: none"> • Develop a database of products which can be produced in the Western Cape; • Build residue and quality testing facilities; • Develop an incentive package (agri parks); • Innovate and gain efficiency in agri-processing; • Construct sterilisation / product consolidation facility • Build skills required by agri-processing sector; • Provide access for emerging farmers; <p>The theory of change underlying Project Khulisa: Agri-processing is that these deliverables are to lead to the following outcomes:</p> <ul style="list-style-type: none"> • Increase the Western Cape share of the global Halal market from <1% to 2% by 2025; • Double the value of SA wine exports to China and Angola by 2025; • Increase the value added by the Western Cape agri • Processing sector by R7 billion by 2020. <p>These outputs and deliverables must lead to 100 000 jobs being created in the Province.</p>
Duration and timing of the intervention (when started, when ends)	Project Khulisa: Agri-processing was approved by Provincial Cabinet on 4 August 2015 and it is expected to achieve its goals between 2019 and 2025.

Part C: Motivating for the evaluation of this intervention being considered in the National Provincial Evaluation Plan (does not have to score high on all of these)

How is this linked to the 5 PSGs and 14 National Outcomes?
Project Khulisa is a key programme of the WC Government and is directly aligned with the five provincial strategic goals (PSGs) of the Provincial Strategic Plan (PSP) for the period 2014 to 2019. Project Khulisa specifically focuses on PSG 1 (Create

opportunities for growth and jobs), with the assumption that success in this area will provide leverage for achieving the other PSGs.

In Chapter 6 of the National Development Plan (NDP), the target has been set for the Agricultural Sector to create one million jobs (primarily in rural areas). This is to be achieved through growth in export focused, labour intensive irrigation farming with specific emphasis on developing synergies in value chains (i.e. agri-processing). In addition, the target has been set that 20% of land needs to be transferred from white owned to black owned properties. At a national level, the NDP has been translated into a number of strategies (e.g. the Agricultural Policy Action Plan) which, in turn, has been quantified in specific deliverables to be reached during the Medium Term Strategic Framework (MTSF) of the South African government. A number of specific targets coincide with the Project Khulisa: Agri-processing deliverables.

Innovative

Project Khulisa Agri-processing is innovative to the extent that this is the first time an intensive analytical process has been combined with extensive consultation during the development of a provincial strategic intervention in the Province. It is also highly focused, with detailed project plans being developed prior to the budget year.

How large is it?

An amount of R167 million has been earmarked for Project Khulisa: Agri-processing over the period 2015/16 to 2018/19. An more detailed breakdown is provided in the table below:

	ALLOCATION (R MILLION)				
	2015/ 16	2016/ 17	2017/ 18	2018/ 19	TOTA L
DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM					
Halal	R 7.0	R 4.1	R 0.4	R 0.4	R 12
Export to China & Angola		R 1.7	R 1.7	R 1.7	R 5
TOTAL DEDAT	R 7.0	R 5.8	R 2.0	R 2.0	R 17
DEPARTMENT OF AGRICULTURE					
Halal	R 1.3	R 14.5	R 13.1	R 13.1	R 42
Export to China & Angola	R 12.0	R 11.5	R 11.5	R 11.5	R 46

	Local capacity	R 5.1	R 18.2	R 17.2	R 17.2	R 58
	Institutional capacity	R 0.2	R 1.3	R 1.3	R 1.3	R 4
	TOTAL DOA	R 18.5	R 45.4	R 43.1	R 43.1	R 150
	TOTAL	R 25.5	R 51.2	R 45.1	R 45.1	R 167

Nos of people directly affected or enrolled (e.g. service users, beneficiaries...)

According to the 2014 Q4 Quarterly Labour Force Survey (when we started with Project Khulisa), there were 132 147 jobs in primary agriculture, 108 921 in agri-processing and 92 184 support workers (e.g. security guards, cleaners, cooks, lawyers, etc.) in the Province; a total of 320 736 jobs (after correcting for double counting). By the 4th Quarter 2016 there are 253 293 jobs in the primary Agricultural Sector of the Western Cape (27,1% of South Africa's agri workers), 135 942 agri-processing workers and 95 398 support workers in the Province. Hence, 448 233 people of the Western Cape Province is currently working in the agri-processing and related sectors of the provincial economy. Indeed, this is 18,6% of the 2,41 million people employed in the Province. This means that we have added 127 497 agricultural and agri-processing jobs in the Province over the past two years; an increase of 40%.

Is this an area of substantial public interest? Is so how is this shown?

Project Khulisa is a significant strategy that has been built in a strongly consultative way (during the development phase more than 180 key industry role players were consulted one or more times) with the objective of creating jobs and economic growth in the economy. There is common consensus in the popular media that these two objectives are of crucial importance for society at large, but the recurring question remains the role of government in achieving (or not achieving) this aim. For this reason, it is important to test the strategic approach in the interest of democratic accountability and enhancement; to test the strengths and weaknesses of the strategy and gain advice on how we may in future better devise and implement the strategy.

Is the intervention at a critical stage where decisions need to be taken, and when?

There is a need to look at the process of the Project to date as well as its implementation. The project represents a significant strategic approach which the WCG has committed to. It represents a different approach to governance, in that: 1) it is highly focused (very specific and limited menu of game changers; and 2) it is project based.

Each government is required to develop a strategic plan to implement the mandate received during a general election. This strategic plan covers the inter-election period and is to be translated into implementation and annual

performance plans. Project Khulisa Agri-processing has been underway since August 2015 and is to continue until 2019 when a new strategy has to be developed by the incoming government (following the general election of 2019). The lessons learned during Project Khulisa (both during the development and implementation phases) will be very valuable during the development of the Provincial Strategic Plan for 2019 to 2024.

Part D: Details on the evaluation proposed

<p>Key focus of the evaluation</p>	<p>The evaluation will focus on the success of implementation processes, what has been achieved today in terms of contribution to impact as well as the effectiveness of the process followed to develop, and the suitability of, the theory of change of Project Khulisa Agri-processing.</p>
<p>Type of evaluation</p>	<p>The evaluation will have elements of impact, economic and design evaluation.</p> <p>a) Implementation evaluation This requires evaluating the strength of the system of implementation developed and adhered to by the Project Khulisa team, including how and whether this has contributed to the results sought by the project. It will identify factors associated with successful and less successful sub-projects. If any gaps in this implementation system exist, these should be highlighted, with recommendations made for improvement.</p> <p>It should also include an evaluation of the strength of our target/goal setting, and monitoring and evaluation capabilities, and recommendations to address any gaps identified.</p> <p>b) Impact evaluation This will require analysis of what impact has been achieved to date, against our own set goals, in terms of economic value, as well as sectorial support and buy-in. This will necessitate analysis of the extensive data that has been collected and comparison with development trajectories in the non-focal (excluded) sectors as well as agri-processing sectors in other provinces which have not pursued an active focused strategy, off their own baselines. Within Project Khulisa the evaluation will identify those elements of the strategy which are most effective as well as those which have been less successful to date. This will involve documentation of both intended and unintended</p>

	<p>consequences of the agri-processing component of Project Khulisa. It is particularly important for the evaluation to identify what has and has not worked (in terms of strategy and foundations laid).</p> <p>c) Design evaluation This will unpack the explicit and implicit theory of change and logic of the intervention. This will need to question the principle of pursuing a highly focused, limited, project based strategy, with a key concern being to understand whether projects designed and implemented in this way are fit for purpose at meeting their intentions. This is particularly relevant given that there is some contestation in relation to both the theory of change and the specific focal areas chosen.</p> <p>Finally, the analytical and consultative process followed during the identification of focus areas needs to be analysed, highlighting its strengths and weaknesses, and recommending areas for improvement.</p>
Likely duration (months)	6 months
How recently was this intervention evaluated – if not for a long time then higher priority	The project has not been previously evaluated
Do you have an approximate budget for the evaluation?	R900 000
What potential budget for evaluation is available from the Dept., or donors	R900 000
What are the main evaluative questions you will be asking (maximum 5)	
<p>a) What progress has been made to date in implementing the agri-processing component of project Khulisa?</p> <p>b) Is the agri-processing component of Project Khulisa on course to achieve the goals and targets it aimed at under each of the three game changing projects? This includes an understanding of what intended and unintended outcomes and impacts have been attained to date and what these mean in terms of the overall aims of Project Khulisa.</p> <p>c) What partnerships and sectoral support has the agri-processing component achieved to date, and what opposition does the project face from the agri-processing sector of the Western Cape economy; including the rationales and evidence rallied to support such opposition?</p> <p>d) Is the theory of change of the agri-processing project proving viable and suitable for achieving the aims of Project Khulisa? To the extent that it is not optimal, what changes or developments are required in the interest of improving</p>	

<p>the contribution of the Agri-processing Programme under Project Khulisa? This should include adjustments to both the methodology in defining the grand strategy, focus and approach to implementation.</p>	
<p>What monitoring data or existing evidence can be used including on background and previous documented performance, current programme situation. Is this of good quality?</p>	<p>There is a substantive body of information from the initial investigative work leading to Project Khulisa, as well as extensive data and analysis gathered during planning processes as well as subsequent implementation. This data and analysis is of good quality.</p>
<p>Is there a strong theory of change and logical framework?</p>	<p>The Agri-processing focus area of Project Khulisa needs to validate or alternatively adjust its premises and design, including the choice of three foci, specific initiatives embarked on and implementation approach. To this extent, the theory of change adopted is one of the foci of the evaluation, notwithstanding that it emerged from an extensive consultative and analytical process. This is a developmental project with significant innovation and opportunity seeking required. While there is an implementation plan, the Project does not have a simple or specific logframe. However, there are goals, strategic intentions and specific initiatives (with responsible persons, budgets and deadlines) that are documented.</p>

8. KEY IMPLEMENTATION ISSUES

8.1 Capacity to undertake the evaluations

WCDoA has learned through experience that a successful evaluation process is subjected to getting the fundamental pillars of support right, including the recruitment of DPME accredited external evaluators to conduct the study. For this reason, a range of internal processes was put in place to boost capacity. These include assignment of responsibilities to senior Managers, development of a management structure to report and monitor progress on a monthly basis, commitment of funds and the appointment on (contract) of an external evaluation resource person to assist programme managers and officials responsible for

evaluations. Although these arrangements are still intact, and will be availed to support the 2018/19 evaluation process, there is no absolute certainty that DPME listed Evaluators will be readily available to do the job. This has been a thorny area for WCDoA during the 2013/14/15/16/17 financial years of the evaluation programme roll out.

8.2 Institutional arrangements

A Departmental Evaluation Committee (DEC) was established in 2015 comprising all relevant Programme managers in the department and an external resource person to support evaluations commissioned. This Committee is mandated to oversee and ensure synergy between the various Programmes conducting evaluations of the Department's activities, to interrogate the specifications for evaluation studies, and have oversight on evaluation management to ensure optimal value from evaluation processes. The Committee is also mandated to evaluate all formal proposals received as a result of formal tenders advertised in the Government Tender Bulletin as per procurement prescripts. This Committee is chaired by the Director for Business Planning and strategy. The same directorate houses the Departmental M&E activities.

In addition to the DEC, Steering Committees comprising external stakeholders relevant to the field of study will be established for each evaluation. These are people with sufficient, social networks, knowledge and experience on the unit of analysis to supervise the process. The programme manager of the evaluation will chair proceedings as the key owner of the evaluation, with the Business Planning and Strategy Directorate providing the secretariat. This study will be subjected to this process as well.

There is an agreement between WCDoA HOD and the DPME DG to use the DPME panel of evaluators under the auspice of the National Treasury Regulation 16A6.6. that allows any department to partake in the tender processes of any other department if the accounting officer of the former request permission from the accounting officer of the latter. By following this route, the WCDoA does "piggy back" on DPME's tender processes and it removes the need for the Department (or the Province²) to either compile its own panel or go out on an open tender.

8.3 Funding of the evaluation in the Plan

As indicated in the earlier section, the budget estimate for this evaluation is 2.9million. Refer to the table 7 below.

² In 2017 Department of the Premier- Province-wide Monitoring and Evaluation indicated that a process was being initiated to establish a provincial panel of evaluators similar to the DPME structure.

Table 7: Evaluation budget

Name of intervention	Title of evaluation	Approx. budget (R)	Source of funds		
			Dept.	Dept. DPME/ Province	Other (specify who)
Youth Development Initiatives	Design and Impact Evaluation of Youth Development Initiatives of the WCDoA	100 000	100 000		
Land Reform Projects supported by WCDoA	Evaluation of land reform projects supported by the Department of Agriculture : WC	1000 000	1000 000		
Project Khulisa Agri-processing	Evaluation of the implementation , design and strategy of Project Khulisa Agri-processing	900 000			Provincial Treasury

8.4 Follow-up to the evaluations

These three evaluations will be registered as complete when a Management Improvement Plan (MIP) has been developed and signed by our accounting officer. The process of signing off involves a number of steps such as, getting an official management response to the recommendations before an improvement plan is drawn up, developing the Management Improvement plan and have it officially signed off by our HOD (the accounting officer) for implementation. Monthly progress reports (in the form of a template) will be submitted to Management.

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