



Western Cape  
Government

Agriculture

**FOR YOU**



Western Cape Department of Agriculture

## **Departmental Evaluation Plan**

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## FOREWORD BY THE ACCOUNTING OFFICER

The role of performance monitoring and evaluation in the Western Cape Department of Agriculture (WCDoA) can never be underestimated. The sector is confronted by an array of challenges and the service delivery needs of clients are dynamic, demand driven and to a larger extent supply negotiated due to other competing forces such as the Covid -19 pandemic, whilst buttressed by the ever-shrinking governments' fiscal envelope. Navigating a pathway past these ad infinitum demands requires objective prioritisation of interventions. Furthermore, effective and objective prioritisation requires a scientific basis to ground the decision-making process and hence, the Department has embraced performance monitoring and evaluation of the services rendered to citizens as one of the key innovative processes towards the achievement of this goal.

It is important to place it on record that the evaluations are not implemented on a random basis. The Department has since 2015 institutionalised evaluations through the inclusion of this Departmental Evaluation Plan (DEP) as an 'annual strategic objective' performance indicator, and the number of evaluations completed is included as a province specific indicator in its annual performance plan. By institutionalising evaluations, the Department has ensured that each programme gets an opportunity to have its deliverables 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 practices. Furthermore, this information would provide the scientific basis for which decisions taken by management are used in planning, budgeting, organisational improvement, policy review, as well as on-going programme and project management, to improve service delivery.

The influence of WCDoA evaluations was underscored during the development of our 5-year Strategic plan for 2020/21-2024/25. The planning process combined output from evaluations to determine the 'Strengths and Weaknesses' of the Department and, in combination with a series of freshly developed Theories of Change (TOC's), formed the scientific foundation for the Department's actions over the planning period. In presenting this DEP for 2021/22 financial year, I am sharing our innovative and scientific approach that will guide this department to enquire whether it is doing the right things, and whether the processes are effective, efficient and providing value for money.

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## GLOSSARY

ACDI	African Climate Development Initiative
APP	Annual Performance Plan
BPS	Business Planning and Strategy Directorate
CASP	Comprehensive Agricultural Support Programme
COVID-19	Corona Virus Disease of 2019
CRDP	Comprehensive Rural Development Programme
DEC	Departmental Evaluation Committee
DALRRD	Department of Agriculture Land Reform and Rural Development
DEP	Departmental Evaluation Plan
DPME	Department of Planning, Monitoring and Evaluation
DG	Director General
EPWP	The Expanded Public Works Programme
FSAPP	Framework for Strategic and Annual Performance Plans
GVA	Gross Value Added
HOD	Head of Department for the Western Cape Department of Agriculture
MAP	Market Access Programme
M&E	Monitoring and Evaluation
MTSF	Medium Term Strategic Framework
MIP	Management Improvement Plan
NDP	National Development Plan
NEP	National Evaluation Plan
NEPF	National Evaluation Policy Framework
NES	National Evaluation System
NICD	National Institute for Communicable Diseases of South Africa
NO	National Outcomes
NPC	National Planning Commission
SCM	Supply Chain Management
VIP	Vision Inspired Priorities
WCDoA	Western Cape Department of Agriculture
WCG	Western Cape Government

## EXECUTIVE SUMMARY

This Departmental Evaluation Plan (DEP) presents detailed information on evaluations planned for the 2021/22 financial year and registered on the Provincial Evaluation Plan (PEP). It also flags up evaluations in progress and those implemented during the last three years.

According to the National Institute for Communicable Diseases of South Africa (NICD) the Western Cape remains one of the provinces with a large number of Corona Virus Disease of 2019 (Covid-19) infected and registered people in South Africa since the outbreak of the pandemic in March 2020. The national statistics gathered on 9 February 2021 indicated that a total of 1 479 253 people were infected nationally and out of this figure, 272 712 (18.4 %) of the reported cases came from the Western Cape. The province also registered the second highest number of fatalities, 10 703 infected patients succumbed to the pandemic and 251 922 recovered<sup>1</sup>. It is important to register that Agriculture was designated an essential sector of the economy during the national lockdown and as such officials of the Department continued with their duties. The unintended consequence of declaring the sector an essential service was that more than 12% of the officials of the Department contracted Covid-19 over this period and almost 0,4% succumbed to the pandemic. The province is still grappling to contain the spread and devastating effects of the first and resurgent Covid-19 pandemic. The pandemic is the most acute present threat to the population and sustainability of the economic sectors of the province, and in particular the Agricultural sector and its value chains. This calls for a 'whole of society' approach of the highest priority', aimed at countering the pandemic and mitigating its consequences. While the pandemic is a major threat, it also poses significant opportunities to overcome multiple fault lines that fracture the province as a whole. It is an opportunity to imaginatively, and with unity of purpose, reshape our economic landscape, build social solidarity and social capital, and strengthen relationships between the Department and its sector stakeholders.

In response to this pandemic, the Department adopted a multi-pronged approach that included the development of a Covid-19 Contingency Plan and an external response strategy to minimise the risk of spread to employees and stakeholders, and simultaneously ensure that the service delivery mandate is fulfilled. At the core of the response strategy was the design and implementation of support measures, programmes and projects to enable the Sector to produce food, save jobs, ensure safety of all role-players in the Sector, and to ensure the resilience and long-term sustainability of agriculture and its value chain. As the plan is being rolled out, it is important to review the process design, implementation and where possible the impact thereof. It is in this context that **an implementation, design and impact evaluation of the Departmental Covid-19 response strategy** will be done to test the effectiveness of the consolidated response plan from March 2020 to March 2021. In addition, the Department will review some of the existing interventions that were scaled up to assist affected beneficiaries and the beleaguered sector with skills, during the various levels of Covid-19 lockdown and beyond. The review process will include an evaluation of the implementation, and impact of the **Food Garden Programme** and the **Fruitlook project** and an evaluation of **employability of graduates of Elsenburg Agricultural Training Institute**; including the blended mode of teaching implemented in response to the COVID-19 pandemic. It is the ideal time to analyse the lessons learned during this pandemic in the interest of being better prepared for the next crisis; irrespective of its nature or magnitude.

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<sup>1</sup> <https://www.nicd.ac.za/latest-confirmed-cases-of-covid-19-in-south-africa-09-Feb-2021/>

## **DEPARTMENTAL EVALUATION PLAN: 2020/21**

### **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 statements are 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 South African Economic Reconstruction and Recovery Plan (2020) that outlines the structural reforms required to expedite the recovery of South Africa's economy

following sustained low levels of investment and growth and worsened by the Covid-19 pandemic.

- b) The National Planning Commission (NPC) 2011 recommendations;
- c) The National Development Plan (NDP) Chapter 13: 'Building a capable and developmental state', with the intention to ensure good corporate governance, professional and ethical organisation through a process of rigorous and ongoing evaluation at National and provincial level;
- d) The Medium-Term Strategic Framework (MTSF) for the period 2020/21 to 2024/25: One of the main focus areas of the MTSF is on 'Priority 1: A capable, ethical and developmental state which includes improved governance and accountability as one of the outcomes and the integrated monitoring and evaluation system as a performance indicator
- e) The Western Cape Government 'Very Important Priorities' (VIP): The current Strategic Plan underscores the need to strengthen good governance in the Province by, *inter alia*, being innovative and creating an enabling economy. Conducting performance monitoring and evaluation of the services rendered to citizens is one of the key innovative processes towards the achievement of this goal. This approach enables each department to enquire whether it is doing the right things, and whether the processes are effective, efficient and providing value for money.

### **1.5. The Strategic Goals of the Department**

Based on this vision as well and taking into account the strategic environment in the various spheres of government, the Provincial Minister for Agriculture identified five areas in which he would like to make a difference during his term in office. These areas can be summarised as:

- a) Structured education, training and research;
- b) Rural safety;
- c) Market access & international opportunities (products, farmers, staff);
- d) Farmer support (smallholder & commercial);
- e) Climate change (Innovation, Technology, and Partnerships).

The Department has the responsibility to incorporate evaluations into its management functions, as a way to continuously improve in its performance in these areas.

### **1.6. Department's approach to evaluation**

WCDoA views monitoring as inherently a performance management function, whereby managers routinely quantify (verified by external audit) achievements towards targets using pre-set indicators. The process involves the continuous collecting, analysing and reporting of data in a way that supports effective management. It provides regular and real-time feedback on progress in implementation, results achieved and early indicators of problems that need to be corrected.

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 or important, the determination of value (evaluation) is conceived by the WCDoA as being achieved through 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 range of implementation processes in service of the Departmental Evaluation Plan (DEP), requires both internal and external resources. Internal requirements involve capacity building, assignment and adoption of new responsibilities, development of a management structure, and commitment of funds.

In addition, external skills and support services are required in service of high quality and independent evaluations. The use of external evaluators and external support is also intended to address the need for impartiality and objectivity. This is done 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 Revised National Evaluation Policy Framework (NEPF) of September 2019, provides minimum standards for evaluations across government. It promotes the implementation of quality evaluations, which can be used for learning to improve the effectiveness, efficiency, relevance, and impact of government interventions. It seeks to ensure that credible and objective evidence from evaluations is used in planning, budgeting, organisational improvement, policy review, as well as ongoing programme and project management to improve performance. It provides for the use of various evaluation approaches in addressing complex issues and sets out common language for evaluations in the public service<sup>2</sup>.

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 both national and provincial departments are required to develop departmental evaluation plans (DEPs). Some 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.

Following these revised 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; peer reviewers; role of departmental evaluation staff in ensuring quality and propriety; and

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<sup>2</sup> This information was drawn from the unpublished Draft Revised National Evaluation Policy Framework (September, 2019).



independent quality assessment on completion (supported by DPME). Evaluations may be conducted 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 management level, and improvement plans are developed and monitored; so that there is follow-up and accountability to the need to utilise the findings of evaluations. In the case of departmental evaluations, the implementation of improvement plans is monitored by the department. It is also part of the NEP/PEP, as such, they will be monitored by DPME/OTP<sup>3</sup>.

In principle, evaluations are made public, tabled in the legislature, and published on departmental websites; although in some cases they may be kept confidential. In general, as they use public funds, the reports should be made available to the public.

The main types of evaluation are:

- a) Diagnostic: – to understand the nature of the problems faced by programmes, the root causes and options available; which should be conducted prior to designing a new intervention or reviewing challenges facing an existing one;
- b) Evaluation/ research synthesis: - to assesses the current situation (what is known about the problem) and emerging trends from a series of studies;
- c) Design evaluation: – to assess whether the design of the intervention is robust and likely to work; with emphasis on assessment of the strength of the theory of change, the log frame, the indicators and the operational plan;
- d) Implementation: – to understand how the implementation of the intervention is proceeding (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;
- e) Impact evaluation: – focusing on whether desired changes have been achieved, and whether 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. Both 'Outcome' and 'Impact' evaluations are included under the category of 'Impact Evaluation';
- f) Economic evaluation: – looking at cost-benefits or cost-effectiveness of the programme. The principle is to understand whether costs equal the benefits and whether value for money is being obtained.

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.

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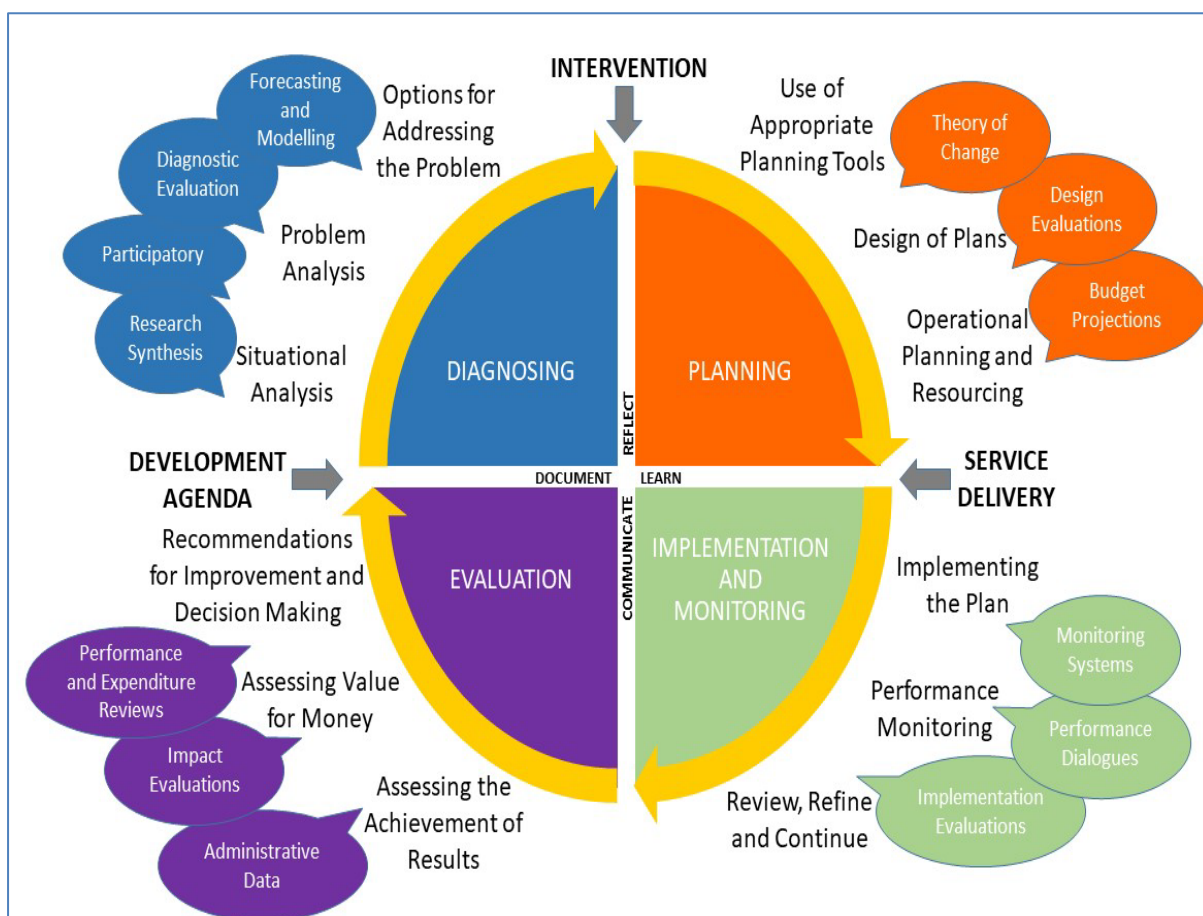
<sup>3</sup> Concerning Evaluations Quality Assurance and Evaluation Management Systems, the DPME indicated in 2018 that it is no longer available to provide these services due to budget constraints and limited human capacity. It has opted to delegate this responsibility to provinces and discussions are in progress to finalise the process.

## 1.8 Planning for evaluations

Evaluations endeavour to provide an objective view through rigorous research methods, and are intended to inform conclusions about performance and suggest recommendations for improvement. To serve these aims, a detailed planning and implementation cycle is required for each evaluation; featuring design, implementation, and monitoring and evaluation processes with the ultimate aim of improving the developmental results associated with governments policies.

The planning diagramme below provides a generic planning and implementation cycle for policies and programmes guided by generated evidence. This diagramme was designed by the DPME in the revised NEPF of 2019 and was equally relevant to the WCDoA as it prepared its 2020/21- 2024/25 Strategic Plan. Using this diagramme as the point of departure, all WCDoA programmes and relevant external industry leaders were subjected to a rigorous training and capacity building exercise to understand the application of the situational analysis and theory of change tools during the development the new strategic plan.

**Diagramme 1: Generic Planning and implementation cycle for evaluations**



## 2. PURPOSE OF THE DEPARTMENTAL EVALUATION PLAN (DEP)

The WCDoA Evaluation (and research) Plan is designed to provide details of prioritised evaluation(s) approved by the Department during the 2021/22 financial year, and which are linked with the budgeting process. Before discussing the 2021/22 prioritised evaluation(s), it is important to flag the status of the evaluation programme within the Department, to justify the adopted pathway. The WCDoA has over the past three years embarked on more than eight evaluations. The majority have been successfully completed and awaiting the ratification of the Management Improvement Plan (MIP).

Table 1 below presents the current implementation status of the departmental evaluation plan. It should be noted that an evaluation is considered complete once a Management Improvement Plan has been developed and signed off by the accounting officer. In keeping with this, some listed evaluations are presented as being in progress even though the actual work has been completed by the service providers.

**Table 1: WCDoA evaluations in progress in 2020/21 and planned for 2021/22**

PERIOD	EVALUATION	TYPE	IMPLEMENTATION STATUS
2018/19	Success rate of land reform projects supported by the Department	Implementation & impact evaluation	Completed
2018/19	Evaluation of Youth Development initiatives of the WC DOA	Design, implementation & impact evaluation	Completed
2018/19	Evaluation of the implementation, design and strategy of Project Khulisa Agri-processing	Implementation, design & strategy evaluation	Completed
2019/20	SmartAgri plan	Design, implementation & impact evaluation	Completed
2019/20	Sustainable Resource Management	Design, implementation, economic & impact evaluation	MIP phase
2020/21	Government service delivery to agri workers in the Western Cape	A diagnostic, design & impact evaluation	In progress
2020/21	Post Covid-19 Strategy of the Western Cape Agricultural Sector	Diagnostic & design evaluation	MIP phase
2020/21	The future of farming in the arid areas of the Western Cape Agricultural Sector.	Diagnostic & design evaluation	MIP phase
2021/22	WCDoA's response to the Covid-19 pandemic	Implementation, design and impact evaluation	Concept Note Phase

<b>PERIOD</b>	<b>EVALUATION</b>	<b>TYPE</b>	<b>IMPLEMENTATION STATUS</b>
2021/22	WCDoA Food Garden Programme	Implementation, impact and economic (cost benefit)	Concept Note Phase
2021/22	Employability of graduates of Elsenburg Agricultural Training Institute	Implementation, and impact evaluation	Concept Note Phase
2021/22	The Fruit look project	Design, Economic and Impact Evaluation	Terms of Reference

According to the National Evaluation Policy Framework (NEPF) guidelines, the process of signing off the MIP involves a number of steps. These 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, and which recommendations must be addressed beyond the scope of the manager, and the rationale for this. 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 takes stock of evaluations commissioned during the previous financial year and the current situation. In consultation with the management team, a directive is given to pay special attention to specific strategic challenges confronting the Department and the sector at large. In keeping with this, two of the three evaluations commissioned in 2021/22 are focused on the departmental response to the Covid-19. It is the ideal time to analyse the lessons learned during this pandemic and be better prepared for the next crisis; irrespective of its nature or magnitude.

### **3. LINKAGES TO WIDER EVALUATION PLANS AND SYSTEMS**

#### **3.1. Linkage to (national or provincial) evaluation plans**

This DEP is linked to 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 Economic Recovery Plan (NERP); 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 the Medium-Term Strategic Framework (MTSF) 2020/21- 2024/25, the priority areas identified by the President of South Africa during the State of the Nation Address (SONA) on 20 June 2019;
- c) Aligned to the Provincial Evaluation Plan 2021/22 (PEP): The PEP is a strategic document for setting the direction relating to evaluations to be conducted within the WCG departments;
- d) Aligned to Budget Policy Committee engagements of 5 to 6 October 2020 and the DG Circular no. 50 of 2020 dated 29 September 2020. These provide details on the requirements and process for development and assessment of all WCG APPs including requirements of the Department of Planning, Monitoring and Evaluation's Framework for Strategic and Annual Performance Plans (FSAPP).



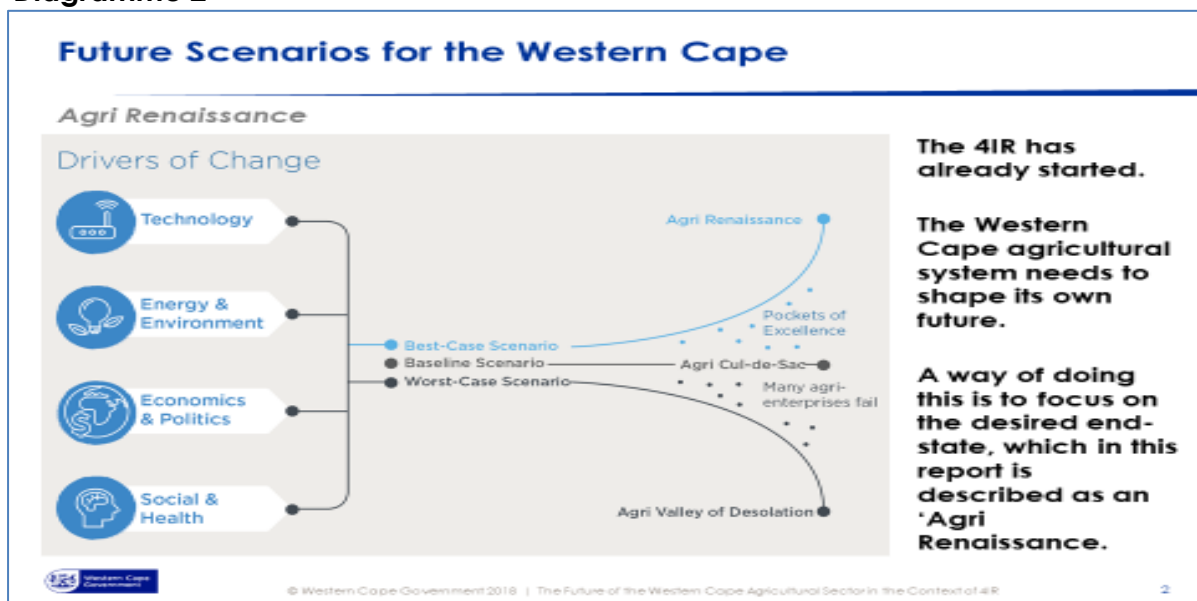
### 3.2. Linkage to planning

While the Provincial Strategic Plan and the Vision Inspired Objectives remain the guiding policy documents for the growth and development of the Province, the impact of Covid-19 has reconfigured the 'business as usual' approach, necessitating reassessment and reprioritisation of planned interventions in a dramatically weaker fiscal environment. This has catapulted the Economic Recovery Plan as the guiding document on departmental interventions during and post Covid-19 pandemic. It is in this environment that the DEP has two evaluation studies linked to the Covid-19 pandemic in the 2020/2021 and 2022 financial years; to support the economic reconstruction and recovery plan of the sector.

South Africa needs a capable state to implement an economic strategy towards the recovery of our economy, as the country emerges from this pandemic. Central to the economic recovery strategy will be measures to stimulate demand and supply through interventions such as the speedy implementation of economic reforms, the transformation of our economy, and embarking on all other steps that will ignite inclusive economic growth. This package requires good governance, foresight and accountability, and appropriate evaluations can be key instruments to attain this objective.

In the recovery plan the important role of the Agricultural Sector in the growth of the provincial and national economy is underscored. However, a myriad of challenges exists. Some were flagged during the 4IR evaluation study done by the Department in 2018, and others were witnessed during the recent protracted drought period and now the Covid-19 pandemic. WCDa has taken cognisance of these challenges when developing a post Covid-19 recovery strategy. It intends to carefully plan and reposition the agricultural sector for an 'agri-renaissance', irrespective of the challenges at hand; and failure to do so will lead the sector into either the agri 'valley of desolation' or an agri 'cul de sac' as represented below.

**Diagramme 2**



In pursuit of the Agri renaissance route, two projects were implemented and are worthy of discussion. The first was an evaluation of the the Future of Farming in the arid

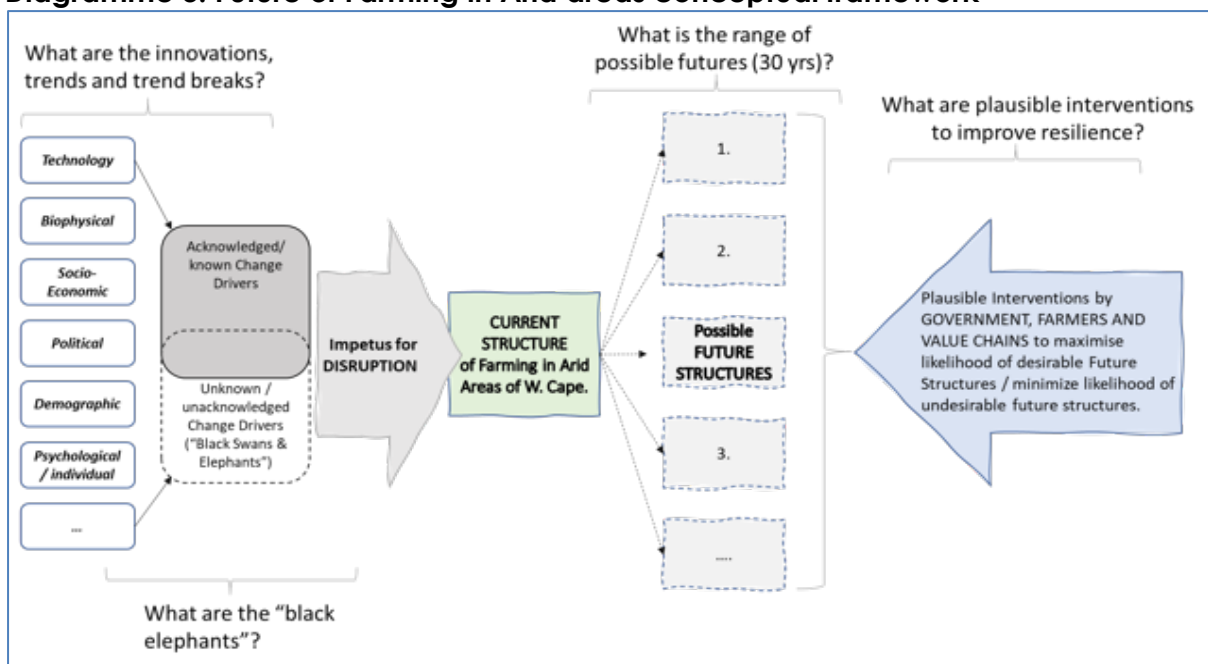
areas of the Western Cape. The second project was the development of a *post Covid-19 Strategy of the Western Cape Agricultural Sector*.

### Evaluation of the Future of Farming in arid areas

Agriculture globally is under pressures on many different fronts, to undergo significant transformation and restructuring. Change drivers include climate change, emerging technologies, socio-economic dynamics, market pressures and the degradation of the natural resource base underpinning agricultural productivity. These drivers are subjecting agriculture to forces that threaten to fundamentally disrupt it.

Empirical observations indicate that the Western Cape Agricultural Sector is subject to the same forces, and the arid regions of the Province, by virtue of their structural, biophysical and climatic features, are particularly vulnerable to these stressors. Farms in these regions, as well as the value-chains associated with them, are facing the real threat of significant disruption, and hence these Arid Regions are the subject of this evaluation. The ultimate objective is to present farmers in these regions with options and pathways to achieve desirable and resilient future states for their enterprises, and, in so doing, assist them in avoiding despair and collapse in the face of mounting impetus for disruption. A schematic presentation of this evaluation is presented below.

**Diagramme 3: Future of Farming in Arid areas conceptual framework**



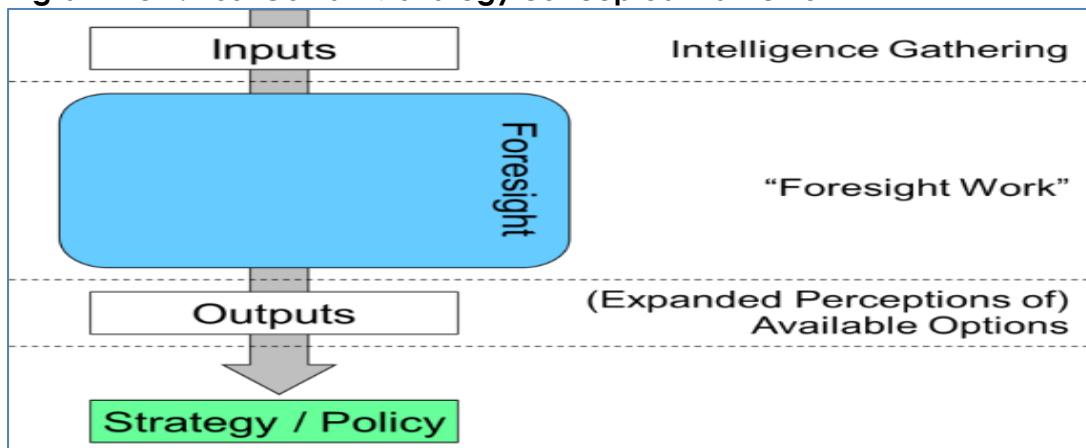
This evaluation considered the "current state" of farming in the Arid Areas of the Province and the particular "change drivers" that are currently and in future will be further brought to bear on farms in these regions. These drivers needed to be investigated in some depth so that their detailed makeup and impact is well understood, and any potential "blind spots" and/or "inertia" that potentially weaken resilience are identified and brought to light. Possible "Future States" for farms in these regions – from small scale to commercial scale - were "reimagined", and the pathways to each of these are defined. Based on the outcomes of the study, the Department, Farmers and Value Chain actors will make informed interventions in these regions, and forestall where possible, the emergence of undesirable future states.

## The Post Covid-19 Strategy of the Western Cape Agricultural Sector

The post Covid-19 strategy required the Department to reimagine the future of the Western Cape Agricultural and Agri-processing sector post the Covid-19 pandemic. At the heart of this 'futuring' and 'foresighting' endeavour is the need to prepare for and navigate change, finding new, sustainable growth opportunities, staying relevant to stakeholders, and contributing to a 'better province' for the people and environment.

The foresighting process will guide the Department and stakeholders to construct contingency plans for undesirable but possible and probable scenarios, while creating policies that capitalise the transformational possibilities of preferred futures, moving from foresight and insight to strategy and action. It is for this reason that the evaluation project was structured according to a 'generic foresight process framework', as illustrated in the Diagramme below.<sup>4</sup> This framework approaches strategic foresight as a broad sequence of 'knowledge-seeking activities' that move through 'phases'. These phases are best considered as over-lapping 'foci of activity' rather than rigidly separated 'steps'. They range from gathering information as *Inputs*, then *Analysis*, towards critical *Interpretation* of these inputs, to the point of generation of 'forward views' or 'images of the future', which is sometimes termed '*Prospection*'. This would subsequently lead to the generation of specific *Outputs* that may themselves become inputs to further strategy-creation, projects, product development, analyses and/or planning processes.

**Digramme 4: Post Covid-19 strategy conceptual framework**



The main output of this Post Covid-19 future exploration will be used to design the Management Improvement Plan to be implemented in project format to improve the resilience and long-term sustainability of agriculture and its value chain.

Last but not the least the Departmental evaluation plan has been included as an 'annual strategic objective' performance indicator, with the number of evaluations

<sup>4</sup> The diagramme appears to portray the process as a simple linear one, although both conceptually and in practice there are very many feedback loops from later phases to earlier ones; and also many feed-forward effects as the loop pathways are re-traversed, perhaps more than once; e.g. scenario construction may necessitate a return to scanning, but focussed on a different topic area not initially considered.

completed included as a province specific indicator in the WCDoA annual performance plan.

#### **4. DEPARTMENTAL EVALUATION SYSTEM**

##### **4.1. Resources & structure of the department to support evaluation**

The following components 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 came from the Department of National School of Government in collaboration with DPME. They offered training on the Revised Framework for Strategic Planning and Annual Performance Plans and evaluations to Departments in September 2019.

The third layer of support is from the Western Government that embraced the DPME request to audit government evaluations, thus giving impetus to evaluation processes in the Department. It also conducted workshops in September 2019 on how to communicate evaluation evidence effectively for decision-making.

At the Departmental level, 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, supported by the Bid Specification Committee and Bid Adjudication Committee to oversee evaluations and to ensure compliance to Supply Chain Management prescripts and secondly, 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 was 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 during 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 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 accessing 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.

#### 4.2. Departmental evaluation cycle

The Departmental Evaluation Plan is rolled out annually, with the timing linked to the budget process, to enable financing of evaluations. This alignment requires management to timeously determine which possible evaluations are to be submitted for consideration to be included in 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 its cost containment strategy, the Department does not have a stand-alone 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 conducted in the 2021/22 financial year. For this reason, some of the processes, such as workshops to design concept notes, are not applicable. Instead, the BPS team and the resident resource person (with extensive experience in coordinating evaluations) provide individual guidance to Managers leading specific evaluations.

**Table 2: Phase 1: Preparing the Departmental Evaluation Plan:**

Action	Responsibility	Timeline <sup>5</sup>
Call for proposals	Business Planning and Strategy Directorate (BPS)	March 2020
Concept notes received	BPS Programme manager	March 2020
Concept notes prioritised/selected	BPS Programme manager	July 2020
Meet with Management to agree	BPS Programme manager	August 2020
Departmental evaluation plan drafted	BPS Programme Manager	September 2020
DEP submitted to DEC and EXCO for input	BPS Programme manager	September 2020
Evaluation included in budgets	BPS Programme manager	October 2020
DEP finalisation for approval	BPS Programme manager	November 2020
DEP signed off by HOD	HOD	March 2021

<sup>5</sup> Due to the impact of Covid-19, some of the timelines were adjusted.

**Table 3: Phase 2: Preparing the DEP:**

	<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>
	Terms of Reference completed	Business Planning and Strategy (BP&S); Participating Programmes and Dept. Eval Com* (DEC)	March - April 2021
External SPs	Publication of call for proposals from service providers	Dir: BPS & Participating Programmes incl. SCM	March - April 2021
	Bidders briefing	Dir: BPS & Participating Programmes incl. SCM	March - April 2021
	Bids received	Dir: BPS & Participating Programmes incl. SCM	March - April 2021
	Shortlisting	Dir: BPS & Participating Programmes, DEC incl. SCM	March - April 2021
	Bidders presentation	Dir: BPS & Participating Programmes, DEC incl. SCM	March - April 2021
	Service provider selected	Dir: BPS & Participating Programmes, DEC incl. SCM	March - April 2021
	Service provider appointed	HOD and Legal Services	April – May 2021
	Inception report submitted	Evaluator; DEC, Participating programme and BPS Programme managers	April – May 2021
	Literature review	Evaluator; DEC, Participating programme and BPS Programme managers	July - August 2021
	Draft report	Evaluator	August – September 2021
	Stakeholder validation workshop	Evaluator; DEC, Participating programme and BPS Programme managers	September – October 2021
	Draft Final report	Evaluator	September– October 2021
	Final report approved	Evaluator; DEC, Participating programme and BPS Programme managers	October 2021 - January 2022
	Programme Improvement Plan	HOD & Dir: BPS, Participating programme & DEC	February – March 2022

\*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	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 included the 5 most important new technologies, which will confront the Western Cape Agricultural Sector over the next decade.</p>	Completed	2018	<p>The Department responded by aligning its strategic position to the opportunities and threats of the 4th Industrial revolution by inter alia:</p> <p>Presenting the implications of the 4th IR to its Extended Management and Industry stakeholders, and the inclusion of the implications of the 4th IR in its Annual Performance Plan and in the WCDOA's Strategic Plan (SP) for 2020/21 – 2024/25.</p>

Departmental programme	Title	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
Programme 1	Evaluation of the implementation, design and strategy of Project Khulisa Agri-processing	Determining the success of implementation processes, what has been achieved to this point in terms of 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.	Completed	2019	<p>As part of the MIP, WCDoA validated and adjusted its premises and design, including the choice of three foci, specific initiatives embarked on and implementation approach during the new strategic plan for 2020/21 – 2025/3020.</p> <p>The programme has implemented measures to ensure inter alia :</p> <ul style="list-style-type: none"> <li>a) Simplified access to information regarding the regulatory environment of agri processing.</li> <li>b) Agri processing related skills are developed in support agencies and entrepreneurs.</li> <li>c) Effective research, data collection analysis, planning and M&amp;E of opportunities and constraints.</li> <li>d) Key infrastructure opportunities and constraints identified and advocacy are undertaken to promote exports.</li> <li>e) Export processes and requirements for trade are known and implemented.</li> </ul>
Programme 1	Post Covid-19 Strategy of the Western Cape Agricultural Sector	The key focus of this evaluation is to reimagine the future of the Agricultural Sector of the Western Cape Province. At the heart of any 'futuring' and 'foresighting' endeavour is preparing for and navigating change, finding new and sustainable growth	Study completed*	2020	The MIP will be shaped by a workshop to be convened in 2021 to consider the plausible interventions that can improve the resilience and long-term sustainability of the agriculture and agri-processing sector of the province looking forward to 2050.



Departmental programme	Title	Focus (purpose) of evaluation/research	Status	Date of completion	Implementation of findings (progress)
		opportunities, staying relevant to stakeholders, and contributing to a 'better world' for people and planet.			
Programme 1	The future of farming in the arid areas of the Western Cape Agricultural Sector. (Reimagining agriculture)	The key focus of this evaluation is to reimagine the future of farming in the Province given fundamental changes in the nature of farming in arid areas of the Province brought by the 4 <sup>th</sup> IR, drought, Covid-19, etc.	Study completed*	2021	As part of the MIP, the Department will consider and support interventions that Farmers and Value Chain actors can feasibly take to both advance the achievement of a desirable future state for farms in these regions, and to forestall the emergence of undesirable future states.
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 aimed to 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.</p>	Completed	2019	<p>As part of the MIP, the WCDoA</p> <p>a) Developed a programmatic intervention based on the Theory of Change and log frame of the Department of Planning, Monitoring &amp; Evaluation's Guideline</p> <p>b) A land care stewardship desk was established</p> <p>c) A process is underway to develop a results-based planning, monitoring &amp; evaluation toolkit for LandCare linked to all International, national and provincial strategies. Golden thread.</p>
	An evaluation of the design, implementation, economic value and impact of	The evaluation focused on the ability of the Programme: Sustainable Resource Management, (all four sub-programmes), to continue to	Study completed*	2020	As part of the MIP, the department will identify those elements and approaches that do not substantively add value and which may detract the SRM from the long-term

Departmental programme	Title	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
	the Programme: Sustainable Resource Management	<p>deliver on its mandate given the dynamic environment in which it operates.</p> <p>It was intended that the evaluation should:</p> <p>a) Identify constraints that compromise or limit the ability of the programme to effectively deliver on its mandate.</p> <p>b) Propose interventions that could improve the programme's ability to effectively deliver on its mandate.</p>			sustainability of the programme, and to justify continued support for certain projects
Programme 3	A performance Evaluation of land reform projects supported by the Department of Agriculture: Western Cape	<p>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 Reform programme.</p> <p>Analysis of impact measured against the WCDoA's set goals. A key indicator to be assessed was the graduation of smallholder farmers to commercial status.</p>	Completed	2019	<p>The department will identify those elements and approaches that do not substantively add value and which may detract it from securing the long-term sustainability of the programme, and to justify continued support for the programme.</p> <p>The actions include further research on the performance of land reform projects supported by the department.</p> <p>A periodic evaluation of the land reform programme will be conducted and the next process will commence in 2023/24 financial year.</p>

<b>Departmental programme</b>	<b>Title</b>	<b>Focus (purpose) of evaluation/ research</b>	<b>Status</b>	<b>Date of completion</b>	<b>Implementation of findings (progress)</b>
Programme 4	Meat Safety Evaluation The Impact of Abattoir inspections on meat safety and prospects for increasing regulatory Compliance of meat safety in the Western Cape province	The original purpose of the evaluation was to determine/identify the extent to which the Department's legislative meat safety responsibilities are met; the effectiveness of the intervention(s) in ensuring that meat products that get to market are compliant with regulatory; and challenges associated with implementing meat safety assessment requirements.	Study completed*	2020	A process is underway to consider the key policy recommendations presented in the final report.
Programme 5	SmartAgri plan	The Western Cape Department of Agriculture (WC-DOA) commissioned a diagnostic, design and implementation evaluation of the Western Cape Climate Change Response Framework and Implementation Plan for the Agricultural Sector (SmartAgri). The purpose of the evaluation was to assess the SmartAgri Plan in terms of its relevance and design; the extent to which its stated outcomes have been achieved to date; whether the sector is demonstrating greater resilience as a result of the plan's implementation; and, how the plan and its	Completed	2021	As part of the MIP, the Programme manager will action the following: a) Undertake a review and update of the climatic information and related refinements to response strategies that underpin the SmartAgri Plan – particularly at the downscaled level. b) Undertake an internal review of the projects and activities defined in the SmartAgri Plan to assess relevance and any updating needs. c) Institute, mandate, and resource a formalised SmartAgri Plan management/oversight structure. d) Adopt mechanisms to identify, promote and share farm-level innovation, learning and change towards greater adaptation and

Departmental programme	Title	Focus (purpose) of evaluation/research	Status	Date of completion	Implementation of findings (progress)
		implementation can be strengthened going forward.			mitigation of climate change impacts.
Programme 6	Evaluate implementation of the WIETA code by identifying best practices & areas for improvement	<p>Evaluation of the effectiveness of the WIETA programme in terms of outcomes in labour practices, product quality and profitability.</p> <p>Provide recommendations on how to design the WIETA program to improve its implementation and effectiveness.</p>	Study completed*	2018	<p>A programme improvement plan is being developed to address the following gaps:</p> <ul style="list-style-type: none"> <li>a) Increased financial support from cellars towards suppliers (producers, labour providers, etc) to assist them with WIETA membership and audits.</li> <li>b) Improved communication by the industry to its members on the role of audits as part of the 'cost of doing business', specifically relating to market access.</li> <li>c) Increased support provided by WIETA to higher-risk WIETA members or those with a limited ability to afford the costs associated with code compliance.</li> <li>d) Initiatives to increase WIETA membership by entities that do not sell to international markets and providing support by the industry to this high-risk group in terms of market reputational risk.</li> </ul>
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	Completed	2017	<p>A MIP was developed.</p> <p>The RD model should be re-designed using a 'limited choice' approach, with limited schedule of pre-</p>



<b>Departmental programme</b>	<b>Title</b>	<b>Focus (purpose) of evaluation/ research</b>	<b>Status</b>	<b>Date of completion</b>	<b>Implementation of findings (progress)</b>
	Programme (CRDP)	development nodes in the Western Cape and recommendations for improvements.			determined projects (for example training, infrastructure and economic development project), and guaranteed ring-fenced funding.

Study completed\*. The study was completed however; the Management Improvement Plan has not been approved by the Accounting Officer for implementation.

## **6. SUMMARY OF EVALUATIONS (AND RESEARCH) PROPOSED FOR 2021 TO 2022**

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

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

- a) Interventions are of strategic nature linked to departmental and provincial priorities or the national outcomes;
- b) Interventions are innovative, enhance in-house efficiencies, could bring value for money, and fostering 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, and the 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 2021/22 financial year covered by this Plan. Three evaluations were proposed, and they have been considered relevant, interlinked, and important on application of the above criteria.

**Table5: Summary of proposed evaluations (and research) for 2021/22**

	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
						2020	2021	2022		
Dr Dirk Troskie (BP&S)	WCDoA Covid-19 Contingency plan and Response Strategy	This a diagnostic, design and implementation evaluation of WCDoA Covid-19 Response Strategy implemented to safeguard the lives of employees and clients, and to ensure the resilience and long-term sustainability of agriculture and its value chain.	Refer to the concept notes in sect 7	yes	yes		yes	yes	<p>COVID-19 has had deep, overwhelmingly negative effects on the economic and social life of the sector. The Department has a staff complement of 928 workers. There are currently 6 653 commercial and 9 844-smallholder farmers, and 183 875 agri workers and 245 017 agri processing workers in the Western Cape. All of them have a story to tell about the pandemic.</p> <p>The Covid-19 pandemic was the first time in Democratic South Africa that government faced a crisis of this magnitude. Although it is expected of government entities to have contingency plans available, it is clear that a large number of decisions</p>	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
						2020	2021	2022		
									had to be taken as the pandemic developed. It follows that now is the ideal time to analyse the lessons learned during this pandemic and be better prepared for the next crisis; irrespective of its nature or magnitude. In other words, it is necessary to address how well the Department responded to the pandemic and what needs to change for it to be better prepared for the next crisis.	
Mr Jerry Aries Farmer Support and Development	WCDOA Food Garden Programme	Evaluating the diagnostic (extent of the problem of food security), design, implementation and impact of the WCDOA Food Garden Programme.	Refer to the concept notes in sect 7	yes	yes		yes	yes	The provision of food gardens by the Department started after the 2008 food price crisis. An evaluation was conducted in 2014 and certain changes were recommended in the project Management Improvement Plan. It is apparent that food security problems have persisted and in the Covid-19 context have been exacerbated. The time is ripe to review the extent to which the programme has improved its reach and effectiveness since the 2014	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
						2020	2021	2022		
									evaluation.	
Ms Hayley Rodkin Structured Agricultural Education and Training	The B.Agric graduates of the Elsenburg Agricultural Training Institute (EATI)	Evaluation of employability of graduates of Elsenburg Agricultural Training Institute.  The evaluation will have aspects of implementation and impact evaluation	Refer to the concept notes in sect 7	Yes	yes		yes	yes	The Elsenburg Agricultural Training Institute is the only Agricultural college in the Western Cape Province and the only training institution with the primary objective of training future commercial farmers and farm managers.  Approximately 100 – 150 students graduate from formal training programmes per annum.  The B.Agric degree in Agriculture was last evaluated in 2014.  It is critical to continuously review how effective and well the B.Agric degree is implemented and to determine whether the intervention is continuously reaching the intended outcomes.	Yes
Ms Ashia Peterson Sustain	The fruitlook project	This is an impact evaluation with an economic evaluation component as	The entire FruitLook project from its inception	yes	yes		yes	yes	This project commenced in 2011	

	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
						2020	2021	2022		
able Resource management		well as a design evaluation component	during 2011/12 season to 2021/22 season.						<p>The objective is to determine the value and usage of the information provided through the project to farmers, irrigation managers, advisors, consultants and researchers and the opportunities it provides to value-adding partners.</p> <p>Questions of efficiency, ease of use, access, affordability of services and prospects for sustainability of the project will be probed.</p>	

## 7. DETAILED CONCEPT FOR EVALUATIONS (AND RESEARCH) FOR 2021/22

### 7.1. Concept Note 1: WCDoA Covid-19 Response Strategy

#### Part A: Key contact details

Name of proposed evaluation	WCDoA's response to the Covid-19 pandemic.	Year proposed	2021/22
Institution proposing evaluation	Western Cape Department of Agriculture (WCDoA)	Initial Contact person (name /designation)	Dr Dirk Troskie
Alternative contact	Mr Shelton Mandondo	Email	DirkT@elsenburg.com
Email	SheltonM@elsenburg.com	Telephone	(021) 808 5190
Telephone	(021) 808 7738		

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

#### Part B: Background to the intervention being focused on

Specific unit of analysis of the evaluation (should be a policy, plan, programme or project)	The unit for analysis is the Western Cape Department of Agriculture internal Contingency Plan and external Response Strategy in reaction to the Covid-19 pandemic over the period 1 March 2020 to 28 February 2021.
Give some background to the intervention	
Summary description	<p>On 15 March 2020 the President of the Republic of South Africa declared the outbreak of the Covid-19 epidemic a National disaster and placed restrictions on international travel. This was followed by another speech to fellow South Africans on 23 March 2020 and Level 5 lockdown regulations being promulgated on 25 March 2021.</p> <p>Initially a series of regulations followed progressively relaxing lockdown measures whilst the spread and health impact of the Covid-19 pandemic steadily increased. The peak of the pandemic was only reached during July 2020 after which infections declined and Level 1 measures were introduced as of 21 September 2020.</p> <p>However, this reprieve proved to be short lived and, following a relatively calm September and October, nationwide infections started to increase during the month of November leading to a return to amended Level 3 lockdown measures being introduced on 28 December 2020. The peak of this second wave was only reached during the second week of January 2021 and a reprieve</p>



	<p>in the amended lockdown regulations was only announced on 1 February 2021.</p> <p>From the very start food production was declared as an essential service with the result that the majority of farming businesses could continue. This was unfortunately not the case for non-food products (e.g. wine, wool, mohair, flowers, etc.) leading to financial losses. Even those farms allowed to continue uninterrupted had to face a number of challenges. These ranged from international logistics (e.g. disruption of air traffic, bottlenecks at ports, etc.), global challenges (e.g. inability to import key inputs, changing consumer patterns, economic slowdown, etc.), farm level challenges (e.g. cost of compliance, induced inefficiencies, services failures, etc.), domestic challenges (closure of fast food outlets and restaurants, ban on informal trade, economic slowdown, job losses, etc.) and challenges in the legislative environment (e.g. inconsistent regulations, inconsistent application of regulations, etc.). Despite these challenges the Sector largely succeeded in increasing production and exports and was the only sector of the economy showing posted positive growth during the first three quarters of 2020 (4<sup>th</sup> quarter information is not available yet).</p> <p>In compliance with these regulations the Department adopted a multi-pronged approach to protect its employees and stakeholders whilst at the same time supporting the Sector to provide food. A summary of these interventions is provided in the below section on outputs of the intervention.</p> <p>As agriculture was designated an essential sector of the economy during lockdown, the officials of the Department continued with their duties. It is with sadness that we must acknowledge that more than 12% of the officials of the Department contracted Covid-19 over this period and almost 0,4% paid the ultimate price of succumbing to the pandemic.</p>
Focus of the intervention	<p>At the core of the Western Cape Department of Agriculture's response was the design and implementation of support measures, programmes and projects to enable the Sector to produce food, save jobs, ensure safety of all role-players in the Sector and to ensure the resilience and long-term sustainability of agriculture and its value chain.</p>
Objective or outcomes of the intervention (specify which)	<p>The mandate of the Department is unique in the sense that it has national and provincial competencies, the outcomes of which transcend the various focus areas. On one hand, it must ensure the safety of its employees from contracting and spreading of the Covid-19; enhance economic growth, create the enabling environment for job creation and food security as the outcomes. On the other, it is mandated to ensure the availability and protection of natural resources and rural areas (environmental sustainability) as key outcomes of the interventions during and after the pandemic.</p>

<p>Outputs of the intervention (e.g. from logframe)</p>	<p>As food production was classified as an essential service right from the start, the Department continued with the implementation of its Strategic and Annual Performance plans. To this end its Business Continuity Plan was regularly updated as the situation dictated.</p> <p>In addition, the Department introduced a range of immediate emergency measures. These included:</p> <ul style="list-style-type: none"> <li>a) Covid-19 Emergency Agricultural Support to farmers (a national grant);</li> <li>b) Increasing the number of food gardens supported;</li> <li>c) Changing the mode of training at the college to on-line instruction;</li> <li>d) Distribution of food parcels and milk;</li> <li>e) Purchasing of Personal Protection Equipment (PPE) for officials, farmers and agri-workers;</li> <li>f) Providing advice and guidance (e.g. writing motivations to address specific issues, preparing ministerial letters and cabinet submissions for approval, conducting research on specific matters, monitoring the impact of Covid-19 on the Sector, maintaining a regularly updated guide on frequently asked questions, develop a transport protocol for agri-workers, preparing hotspot reports, etc.)</li> </ul> <p>Subsequent to its immediate response, the Department added the following interventions to its response:</p> <ul style="list-style-type: none"> <li>a) A further extension in the number of food gardens to support household food security;</li> <li>b) Short term job creation through ecological infrastructure development (e.g. alien clearing);</li> <li>c) Placement of 120 graduate interns;</li> <li>d) Introduction of a Wine Tourism Workers Support Stipend;</li> <li>e) Introduce a Transformation Farmers Protection Grant;</li> <li>f) Establishment of lucern at 80 plots in Ebenhaezer.</li> </ul> <p>At the same time the Department entered a process for revisiting its long-term strategy in the light of the pandemic. Although it is expected that the environment will eventually return to 'normal', it is also true that Covid-19 has accelerated a number of trend breaks which transcend business as usual. For this reason, the Department:</p> <ul style="list-style-type: none"> <li>a) Conducted a Diagnostic and Design Evaluation of the post Covid-19 Strategy for the Western Cape Agricultural and Agri-processing Sector.</li> <li>b) Conducted a Diagnostic and Design Evaluation of the future of farming in the arid areas of the Province.</li> <li>c) Contributed to the (national) Agriculture and Agro processing Master Plan (AAMP).</li> </ul>
<p>Duration and timing of the intervention (when started, when ends)</p>	<p>The evaluation will cover the activities and interventions of the Department over one year (1 March 2020 to 28 February 2021). In this way the whole period from the first presidential announcement to the end of the second wave will fall within the scope of this evaluation.</p>

**Part C: Motivating for the evaluation of this intervention being considered in the National or Provincial Evaluation Plan**

<b>How this is linked to the 5 VIPs and 7 National Priorities?</b>	
<p>The Western Cape Government (WCG) recognises the important role of the Agricultural Sector in the National and Provincial economy in attaining food security. The Sector has considerable potential to drive economic growth, job creation and social development in rural areas. This is underscored in the National Development Plan (NDP) and the Provincial vision for economic and social development (OneCape-2040), as well as other strategies and planning initiatives.</p> <p>The Provincial Strategic Plan 2019 – 2024 (PSP), that was launched by the Premier in March 2020 remains the guiding document for the growth and development of the Province. It outlines the priorities of the Western Cape Government (WCG) in the form of five Vision-Inspired Priorities (VIPs), namely: (1) Safe and Cohesive Communities; (2) Growth and Jobs; (3) Empowering People; (4) Mobility and Spatial Transformation; and (5) Innovation and Culture.</p> <p>Towards the end of 2020 the Cabinet of the Western Cape Province adopted a Recovery Plan focussing on jobs, safety and well-being, and which aims to lead to dignity. However, the recovery plan does not replace the PSP, but the intention is also to assist with the prioritisation of limited resources during the recovery phase. It is also to assist with the institutionalisation of the learnings of the Covid-19 period.</p> <p>Covid-19 has had deep, overwhelmingly negative effects on the economic and social life of the sector. The proposed WCDoA evaluation is a recognition of and response to this pandemic. It identifies the problems that require an urgent, whole-of-society response in order to create jobs, foster safe communities, and promote the well-being of all the residents of the Western Cape. To this end, the problem statements that frame the five VIPs have not changed. What Covid-19 has done is to exacerbate the challenges that are confronting the Province.</p>	
<b>Innovation</b>	
<p>Although it is expected of government institutions to include a risk-based analysis during its planning phases, very few expected a pandemic of this nature and magnitude. It follows that a much of the response entailed 'learning by doing'. Nevertheless, it is clear that now is the ideal time to analyse the lessons learned during this pandemic and be better prepared for the next crisis; irrespective of what it may be.</p> <p>It has been demonstrated that as we emerge from the 2<sup>nd</sup> wave of the pandemic, we could face many new and unfamiliar issues which will define future crises. Finding innovative ways of keeping social distance, and ways of preventing the spread of the virus whilst delivering the much-needed services to the sector is critical. Undoubtedly, the future is shaped by innovation and therefore, new innovative techniques need to be explored. Some sectors such as tourism that are linked to agriculture are already exploring virtual holidays. Globally others have established Safety Stations on farms (vending machines designed to supply essentials such as face masks and sanitisers) and the use of real-time data and client transaction numbers to determine which hours of the day are most convenient to visit production farms as tourists and which are busiest, allowing for officers and clients to plan their trips accordingly. The Western Cape needs to adopt a similar approach to remain globally competitive.</p>	
<b>How large is it?</b>	
<p>Estimated budget for intervention for current financial year (total also if known)</p>	<p>The total value of agricultural production currently amounts to R279 billion (2020). The contribution of the Agricultural Sector to the Western Cape economy, including its forward and backward linkages, is equal to 11% of the total Gross Value Add (GVA) of the Provincial economy.</p>

Nos of people directly affected or enrolled (e.g. service users, beneficiaries...)	The Department has a staff complement of 854 workers. There are currently 6 653 commercial and 9 844 smallholder farmers in the Western Cape Province. According to the Quarterly Labour Force Survey of StatsSA (Q1 of 2020), there are 254 832 agri workers and 230 557 agri processing workers in the Western Cape. This represents 28,7% of all agri workers in South Africa and 17,28% of the 2,52 million jobs in the Province. All these stakeholders were exposed to the pandemic in one way or the other.
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Is this an area of substantial public interest? If so, how is this shown?	
Covid-19 has created deep scars on the economic status and social life of the Western Cape citizens operating in the Agricultural Sector and value chain. As of 9 February 2021, the Western Cape had a total of 270 303 confirmed Covid-19 cases, 252 019 recoveries and 10 692 deaths. All people interact with agriculture in one way or the other on a daily basis; even if it is only eating a meal. Not a day goes by without the Agricultural Sector and Covid-19 receiving some form of attention in the media. This attention may be in the form of a new disaster (e.g. impact of drought or floods), matters pertaining to employment or land reform issues and currently the Covid-19 pandemic is on the centred stage.	
Is the intervention at a critical stage where decisions need to be taken, and when?	
As we emerge from the 2 <sup>nd</sup> wave of this pandemic, we could face many new and unfamiliar issues during the second wave of this pandemic. Finding reliable ways of preventing the spread of this virus becomes crucial. It is further important to note that the intention of this evaluation report is to determine whether WCDoA interventions were effective in exploring areas for further improvements and innovation.	

#### Part D: Details on the evaluation proposed

Key focus of the evaluation	<p>The Covid-19 pandemic was the first time in Democratic South Africa that government faced a crisis of this magnitude. Although it is expected of government entities to have contingency plans available, it is clear that a large number of decisions had to be taken as the pandemic developed. It follows that now is the ideal time to analyse the lessons learned during this pandemic and be better prepared for the next crisis; irrespective of its nature or magnitude. In other words, how well did the Department respond to the pandemic and what needs to change for it to be better prepared for the next crisis.</p> <p>It is important to note that a distinction should be made between major disrupters (e.g. the Covid-19 pandemic) and 'regular' disasters such as droughts, floods and fires.</p>
Type of evaluation	<p>The evaluation will have elements of diagnostic, design, implementation and where applicable, impact evaluation.</p> <p><b>Diagnostic Evaluation</b> It is important to understand the nature of the risks faced by the Department and its stakeholders, the root causes as well as the intervention options that are available.</p> <p><b>Design evaluation</b> The purpose of the design evaluation is to develop a robust response strategy and contingency plan in order to prepare the Department for major future disruptions. It will be expected that appropriate causality mechanisms are put in place to be prepared to respond to a range of other potential mega disasters. These mechanisms should be developed with the core mandate and</p>

	<p>responsibilities of the Department in mind and taking note of the continued resources required to deliver on everyday outcomes and client expectations.</p> <p><b>Implementation evaluation</b> How prepared was the Department for the Covid-19 pandemic, what was the implicit underlying objectives to be achieved, were these objectives achieved, what was the rationale (causality expectations) driving interventions, how well did the Department respond and what could have been done differently?</p> <p><b>Impact evaluation</b> This will require an analysis of the impact achieved to date. The impact must be measured against the specific objectives identified above, including efficacy of measures taken to reduce infection and mortality rate, and sustaining the agricultural economy and jobs as well as sectoral support and buy-in.</p>
Likely duration (months)	6 months
How recently was this intervention evaluated – if not for a long time then higher priority	No diagnostic, design, implementation and impact evaluation of government response to the Covid-19 pandemic has been conducted yet.
Do you have an approximate budget for the evaluation?	It is expected that the evaluation will cost up to R800 000.
What potential budget for evaluation is available from the Dept, or donors?	The Department has R400 000 available for this evaluation.
<b>What are the main evaluative questions you will be asking (maximum 5)</b>	
<p>It is expected that this evaluation will answer the following questions:</p> <ol style="list-style-type: none"> <li>How efficient was the preparation of the WCDoA response to the Covid-19 pandemic?</li> <li>How efficient was guidance and the legislative and institutional environment created by the three spheres of government, in supporting the WCDoA to respond to the pandemic?</li> <li>What was the impact of the Department's Covid-19 response on its own functioning, and on the Provincial Agricultural Sector?</li> <li>What are other major risks the Western Cape Agricultural Sector could face in the next decade and how should the Sector prepare to face these risks?</li> <li>What lessons can be learned from the WCDoA's response to Covid-19 and what should change to enable the Department to be prepared to face the range of future risks.</li> </ol>	
What monitoring data or existing evidence can be used, including background and previous documented performance, current programme situation? Is this of good quality?	<p>The following information will be relevant</p> <ol style="list-style-type: none"> <li>The Department's risk registers, various sequential versions of its business contingency plan and a series of internal documents and guidelines will be shared.</li> <li>A series of documents for external consumption such as motivations, ministerial letters, cabinet submissions, research, monitoring reports, a regularly updated guide on frequently asked questions, transport protocol for agri-workers, hotspot reports, etc., will be made available.</li> <li>Daily updated Covid-19 updates from national and provincial sources.</li> </ol>

	d) Departmental statistics on Covid-19. e) Sector reports and publications.
Is there a strong theory of change and logical framework	The Covid-19 pandemic has challenged the Agricultural Sector for 12 months and the pandemic has become a catalyst for change in a world characterised by volatility, uncertainty, complexity and ambiguity. A number of micro and macro trends have emerged in the Sector. We have witnessed productivity being redefined, with automation and technological displacement accelerating and labour displacement taking place. The WCDoA intervention was a response to an unexpected pandemic, hence no explicit theory of change exists. This will form part of the evaluation scope of work; i.e. documentation of the implicit theory of change and the implementation logic that lies behind the interventions introduced.

## 7.2 Concept Note 2: The WCDoA Food Garden Programme

### Part A: Key contact details

Name of proposed evaluation	Evaluating the implementation, impact and economic (cost benefit) evaluation of the WCDOA Food Garden Programme	Year proposed	2021
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Institution proposing evaluation	Department of Agriculture	Initial Contact person (name /designation)	Jerry Aries/ Acting Chief Director: Farmer Support and Development
Telephone	021 808 5190	Email	JerryA@elsenburg.com
Alternative contact	Mr Vusumzi Zwelendaba	Telephone	021 808 5188
Email	VusumziZ@elsenburg.com		

Department that is custodian (and will implement the improvement plan arising from the evaluation)	<b>Custodian department:</b> Department of Agriculture <b>Supporting department:</b> Western Cape Department of Agriculture
Other key departments/ agencies involved in the intervention	In the Provincial sphere of government the Provincial Strategic Plan (PSP) (WCG, 2020) <sup>6</sup> was built around five 'Vision Inspired Priorities' (VIP). Although the WCDoA has a role to play in each of the VIPs, it is clear that the Department will have the biggest role to play in VIP 2 (economy and jobs). Key Departments include the Department of

<sup>6</sup> WCG (2020) Provincial Strategic Plan 2019 – 2024. Department of the Premier, Western Cape Government, Cape Town.

	Health, Department of Local Government, Department of Social Development, the Department of Education, CASIDRA and the various municipalities. Various non- Governmental Organisations are involved at individual project level.
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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)	Enhancement of household food security through support to the establishment of household and community food gardens. This intervention is a Programme of the Western Cape Department of Agriculture.											
Give some background to the intervention												
Summary description												
Focus of the intervention	The focus of the intervention is to supply the basic equipment and inputs to establish a food garden (up to R5 000 per household). In the case of community gardens, the nature of the intervention depends on the needs of the specific garden.											
Objective or outcomes of the intervention (specify which)	The outcome of the intervention is increased levels of food security in targeted vulnerable households, and thereby improving general household food security in the Province.											
Outputs of the intervention (e.g. from logframe)	<p>Whilst South Africa is food secure at national level, the country is still food insecure at household level, and almost 20% of South African households had inadequate or severe access to food in 1027 (Stats SA, 2017).</p> <p>A high proportion of households in the Western Cape are food insecure. Particularly high levels of food insecurity are found in Cape Town with only 47% of households never experiencing not having something to eat (Hungry Cities Report, 2018).</p> <p>Food insecurity in the Western Cape as a whole is most prevalent among Black and Coloured population groups, with black African households making up 53% and Coloured households constituting 41% of those with inadequate access to food.</p> <p>Members of these households often do not have the appropriate skills to find gainful employment in the Western Cape economy. Under the Programme, it is expected that food insecure households should be registered on the indigent register of the appropriate local municipality, which qualifies them to apply to be selected onto the Programme. In addition to being food insecure, the households must show an interest in gardening and demonstrate that they will be able to maintain a food garden.</p> <p>The intended output is functioning households and communal food gardens. In the 2018/19, 2019/20 and 2020/21 Annual Performance Plans of the Western Cape Department of Agriculture the following targets were set:</p> <table border="1"> <thead> <tr> <th rowspan="2">COMPONENT</th> <th colspan="3">FINANCIAL YEAR</th> </tr> <tr> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	COMPONENT	FINANCIAL YEAR			2018/19	2019/20	2020/21				
COMPONENT	FINANCIAL YEAR											
	2018/19	2019/20	2020/21									



	Community gardens established	64	62	62
	Participants in community gardens	*256	*248	*248
	Number of participants trained	**1294	**1075	**5372
	Starter packs (household gardens) distributed	1077	864	5161
Duration and timing of the intervention (when started, when ends)	The intervention in its current format started on 1 April 2009 and has been implemented annually to date. An evaluation was conducted in early 2014, and 7 years have since passed. The proposed evaluation will cover the period 2014-2020.			

\*on average 4 participants per garden

\*\* Summary of community garden participants and household recipients.

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

How is this linked to National outcomes?
<p>The Department of Agriculture through its Food Security Sub-programme, coordinates and implements various food production initiatives as highlighted and adopted in the Integrated Food Security Strategy (IFSS) of South Africa.</p> <p>In the Provincial sphere of government, the Provincial Strategic Plan (PSP) (WCG, 2020)<sup>7</sup> was built around five 'Vision Inspired Priorities' (VIP). These are:</p> <ol style="list-style-type: none"> <li>Safe and cohesive communities;</li> <li>Creating an enabling economy and a job in every household;</li> <li>Empowering people (health, education and social development);</li> <li>Public transport, mobility and spatial transformation;</li> <li>Innovation and culture.</li> </ol> <p>Following the Covid-19 Pandemic, the Cabinet of the Western Cape Province has decided that the PSP will not be tabled. However, it decided that a post Covid-19 Recovery Plan of the Western Cape Government will be developed and that it will form an addendum to the PSP. At the core of this Recovery Plan will be Human Dignity which will be achieved through interventions in three focus areas. These focus areas are:</p> <ol style="list-style-type: none"> <li>Safety;</li> <li>Jobs;</li> <li>Well-being.</li> </ol> <p>In this Output (2017 – 2020) the target of 237 community, 60 school gardens and 3 139 household gardens were established, by the Western Cape Department of Agriculture.</p>
<b>Innovative</b>
<p>Certain neighbourhoods of the Western Cape Province are well renowned for poor soil quality (e.g. Cape Flats and Atlantis) or for climatic conditions not conducive to vegetable production (e.g. Murraysburg). At the same time municipal water is prohibitively expensive for household</p>

<sup>7</sup> WCG (2020) Provincial Strategic Plan 2019 – 2024. Department of the Premier, Western Cape Government, Cape Town.

food production. In these areas “food garden suitcases” (small containers primed for food production) or chickens, were provided to facilitate household food production. This is clearly an innovative approach towards providing household food security.

<b>How large is it?</b>					
Estimated budget for intervention for current financial year (total also if known)	<b>Year</b>	<b>Operational</b>	<b>Personnel</b>	<b>Total (R Million)</b>	
	<b>Total (R Million)</b>	<b>R 31.94</b>	<b>R 27.76</b>	<b>R 59.70</b>	
Number of people directly affected or enrolled (e.g. service users, beneficiaries...)	<b>Year</b>	<b>Gardens</b>		<b>Households supported</b>	
		<b>Household</b>	<b>Community</b>	<b>Household</b>	<b>Community</b>
	2017/18	<b>1059</b>	<b>71</b>	<b>1059</b>	<b>284</b>
	2018/19	<b>1077</b>	<b>64</b>	<b>1077</b>	<b>256</b>
	2019/20	<b>1003</b>	<b>102</b>	<b>1003</b>	<b>408</b>
	2020/21	<b>5165</b>	<b>62</b>	<b>5165</b>	<b>248</b>
	<b>Total 20017/18 to 2020/21</b>	<b>8304</b>	<b>299</b>	<b>8304</b>	<b>1196</b>
<b>GRAND TOTAL</b>				<b>18 103</b>	

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

South Africa (including the Western Cape) remains one of the most unequal countries in the world, according to the global United Nations Human Development Index in 2020. The South African Gini coefficient, which analyses the distribution of income among individuals and households, shows that South Africa has the highest income inequality in the world.

At the last National census at least 25% of South African households were found to live on less than R800 per month. Adding to the inequity of this situation is the fact that most people at the lower end of the of the scale, are from one racial group (Stats SA, 2012). It follows that in the interest of social stability of South Africa and the Western Cape Province it is of utmost importance to introduce interventions through which individuals at the lower end of the economic spectrum can be supported to migrating out of the poverty trap.

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

Various challenges have beset the Programme going to scale and it is important to take stock of the current situation. It is apparent that food security problems persist and in the Covid-19 context have been exacerbated. It is important at this stage to determine and measure the obstacles standing in the way of the Programme's effectiveness, and to explore how Programme growth and efficiency can be enhanced in a particularly challenging economic climate and given budget constraints.

The coordinated provision of food gardens started after the 2008 food price crisis. An evaluation was conducted in 2014 and it is now again relevant to take stock of the status of the Food Security Programme in the wake of changes that were recommended in the previous evaluation, and to assess the efficiency and effectiveness of the Programme.

The Management Improvement Plan adopted following review of 2014 Evaluation, endorsed the following improvement objectives recommended for implementation:

- 1) Facilitating graduation of potential family smallholders to smallholder/commercial status through Commodity Approach processes;
- 2) Improving beneficiary identification and targeting through municipal indigent registers and revised Food Security CPAC (Commodity Project Allocation Committees) criteria;

- 3) Regularly reviewing the 'Suitcase Programme' and adapting it to different situations;
- 4) Adapting training interventions and seeking useful partnerships with, and assisting NGO's involved in Food Security programmes;
- 5) Continuing and improving collaboration with stakeholders through the food security CPAC and food security working group.

#### Part D: Details on the evaluation proposed

Key focus of the evaluation	To determine the extent to which the Food Garden Programme has improved in its reach and effectiveness since the 2014 evaluation and explore ways of overcoming obstacles to its further impact.	
Type of evaluation	Implementation, impact and economic (cost benefit) evaluation	
Likely duration (months)	6 Months	
How recently was this intervention evaluated – if not for a long time then higher priority	An external evaluation was completed in 2014.	
Do you have an approximate budget for the evaluation?	R 600,000 – 2021/22 (available)	
What potential budget for evaluation is available from the Dept, or donors	R800 000	
What are the main evaluative questions you will be asking (maximum 5)		
<p>The following questions need to be addressed:</p> <ol style="list-style-type: none"> <li>a) To what extent have the recommendations in the Management Improvement Plan following the 2014 evaluation been implemented?</li> <li>b) To what extent do the household, school and community gardens supported by the Western Cape Province since 2014 remain active?</li> <li>c) What are the challenges facing sustained and successful home, school and institutional food gardening, and what is the status of household level chicken farming?</li> <li>d) What difference have food gardens made in terms of the socio-economic and household food security status of beneficiaries?</li> <li>e) What implementation constraints stand in the way of growth and improvement of the cooperative system that underpins the Food Security Programme?</li> <li>f) What changes in the Department's interventions should be introduced to enhance the success rate of this intervention?</li> <li>g) What strategies would be most effective in addressing the need for the Programme to increase in scale, given increasing unemployment leading to need for increase food insecurity interventions, as well as no growth in Programme staff numbers and budgetary constraints?</li> <li>h) What prospects are there for mobilisation of NGOs, community leaders and other partnerships in expanding the reach and efficacy of the Programme, and improving coordination and cooperation in the sector?</li> </ol>		
What monitoring data or existing evidence can be used including on background and previous documented performance, current programme situation. Is this of good quality?	The business plans of the funded projects, and the indigent registers of Municipalities can be used; as well as project implementation reports from 2014 to present.	
Is there a strong theory of change and logical framework	There is not a documented theory of change specifically for the Food Gardens Programme, although there is a clear Programme implementation approach.	

### 7.3 Concept Note3: Employability of graduates of Elsenburg Agricultural Training Institute

#### Part A: Key contact details

Name of proposed evaluation	Evaluation of employability of graduates of Elsenburg Agricultural Training Institute	Year proposed	2021/22
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Institution proposing evaluation	Western Cape Department of Agriculture (WCDoA)	Initial Contact person (name /designation)	Ms Hayley Rodkin Chief Director: Structured Agricultural Education and Training
Alternative contact	Ms Maritjie Cornelissen	Email	HayleyR@elsenburg.com
Email	<a href="mailto:MaritjieC@elsenburg.com">MaritjieC@elsenburg.com</a>	Telephone	(021) 808 5018
Telephone	(021) 808 5497		

Department that is custodian (and will implement the improvement plan arising from the evaluation)	<b>Custodian department:</b> Western Cape Department of Agriculture <b>Supporting department:</b>
Other key departments/ agencies involved in the intervention	None

#### Part B: Background to the intervention being focused on

Specific unit of analysis of the evaluation (should be a policy, plan, programme or project)	The unit for analysis is the B.Agric, Higher Certificate and Diploma graduates of the Elsenburg Agricultural Training Institute.
Give some background to the intervention	
Summary description	<p>The Elsenburg Agricultural Training Institute (EATI) facilitates and provides structured agricultural education and training in line with the Agricultural Education and Training Strategy to all participants in the Agricultural Sector. The main purpose of the services offered by EATI is to establish a knowledgeable, prosperous and competitive agricultural sector.</p> <p>The EATI is one of the programmes of the Western Cape Department of Agriculture (WCDoA) namely 'Programme 7: Structured Agricultural Education and Training' and it operates under the 'Branch: Agricultural Development and Support Services' (ADSS). The vision for EATI is to become an "agricultural and educational centre of excellence to the benefit of the broader community."</p> <p>The Programme: SAET plays an important role in achieving the objectives of the Human Capital Development Strategy (HCDS) of</p>

	<p>the WCDoA through “ensuring a skilled and capable workforce to support an inclusive growth path and vibrant, equitable and sustainable rural communities and food security for all”.</p> <p>The Programme: SAET is divided into two sub-programmes, namely; Higher Education and Training (HET) and Agricultural Skills Development (ASD). Currently, four training programmes are offered at HET and ASD.</p> <p>HET: Provides formal training at post grade 12 level (NQF levels 5 and above) to qualified candidates. The following training opportunities lead to qualifications that can be obtained:</p> <ul style="list-style-type: none"> <li>• Diploma (M+3) is a three-year qualification, of which the first two years are focused on theory with a final year Workplace Integrated Learning within the agricultural industry;</li> <li>• Three-year B.Agric- training programme to prospective students who have passed matric with a matriculation Exemption (M+3); (in collaboration with Stellenbosch University);</li> <li>• Certificate in Horse Mastership. Equine Studies follows the Equine Qualifications Authority of South Africa (EQASA) syllabus. Modules 1 – 3.</li> </ul> <p>ASD: Provides formal and non-formal training.</p> <ul style="list-style-type: none"> <li>• National Certificate in Plant Production NQF 4</li> <li>• National Certificate in Animal Production NQF4</li> <li>• Various agricultural related short courses</li> </ul> <p>The focus of this evaluation will be on graduate students from the Elsenburg Agricultural Training Institute B.Agric degree, Higher Certificate and Diploma in Agriculture, over a period of 6 years.</p>
Focus of the intervention	<p><b>Mission of EATI:</b> The mission of EATI is to promote sound, integrated managerial and skills training in agriculture with advanced specialisation(s) in area specific fields of excellence informed by industry and societal needs.</p> <p>The focus of the intervention is to equip the youth with the necessary knowledge and skills base to easily find employment in the agricultural and related sectors or to establish themselves as entrepreneurs/employers in the sector.</p> <p>This intervention is crucial in ensuring a skilled and capable workforce of the agricultural sector, to support an inclusive growth path and a vibrant, equitable and sustainable rural communities and food security for all.</p>
Objective or outcomes of the intervention (specify which)	<p>The strategic objective of the sub-programme: HET is to provide formal and non-formal training on post grade 12 level (NQF levels 5 and above) to anybody who qualifies and has the desire to study in agriculture and related fields. Outcomes of the intervention are skilled and capable graduates who will ensure a more sustainable Agricultural Sector (environmental, social and economic).</p>

Outputs of the intervention (e.g. from logframe)	Approximately 100 – 150 graduates from formal training Programmes per annum.
Duration and timing of the intervention (when started, when ends)	<p>The Elsenburg Agricultural Training Institute (EATI) has a mandate to provide structured agricultural education and training in line with the Agricultural Education and Training Strategy to all participants in the Agricultural Sector. The desired outcome is to establish a knowledgeable, prosperous and competitive agricultural sector. Some of the programmes offered were last evaluated in 2014 and as such it is important to revisit the current programmes and ensure that the vision for EATI to become an “agricultural and educational centre of excellence to the benefit of the broader community” will be realised.</p> <p>The programme was last evaluated more than 6 years ago, and it is important at this point to assess the impact it has had on the graduates, in terms of employment, career progression and living standards. No end date has been envisaged for the EATI 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 or Provincial Evaluation Plan**

<b>How this is linked to the 5 VIPs and 7 National Priorities?</b>
<p>The objectives of the Programme: SAET is in line with all relevant strategic documents. The National Development Plan reiterates the importance of education and skills development, in line with the Education and Training Strategy and more.</p> <p>“In the Provincial sphere of government, the priorities for the Provincial Government were identified during the ‘Cabinet Bosberaad’ of 10 – 12 July 2019 and subsequently confirmed by the Premier during his State of the Province address of 19 July 2019. These priorities, subsequently named ‘Very Important Priorities’ (VIP) are:</p> <ol style="list-style-type: none"> <li><b>Creating an enabling economy and a job in every household;</b></li> <li>Empowering people (health, education and social development);</li> <li>Public transport, mobility and spatial transformation;</li> <li>Safe and cohesive communities;</li> <li>Innovation and culture.</li> </ol> <p>Although the WCDOA has a role to play in each of the VIPs, it is clear that the Department will have the biggest role to play in <b>VIP1 (economy and jobs)</b>. It is argued that the size of an economy is dependent on (household) consumption (C), investment (I), Government expenditure (G) and the net balance of international trade (Exports (X) minus Imports (M)). As consumption and government expenditure is constrained by domestic economic conditions, this leaves export growth as the main avenue towards a significant growth in the economy. For this reason the apex priority for VIP1 is to grow exports by 50% over the next five years and to this end five leavers have been identified:</p> <ol style="list-style-type: none"> <li>Investment</li> <li>Infrastructure</li> <li>Export promotion and facilitation</li> <li><b>Skills</b></li> <li>Resource resilience.</li> </ol> <p>The Provincial Minister of Agriculture has subsequently also identified five areas in which he aims to make a difference during his term in office. These areas have been reiterated several</p>

times (including during the 'Cabinet meets Agriculture' event of 14 August 2019) and can be summarised as:

- a) **Structured education, training and research;**
- b) Rural safety;
- c) Market access and international opportunities (products, farmers, staff);
- d) Farmer support (smallholder and commercial);
- e) Climate change (Innovation, Technology, Partnerships)."

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**National Priorities**

As such this intervention is contributing to improved employment and skills development opportunities, sustainable agrarian reform with a thriving farming sector and the following national outcomes (NOs) and provincial strategic objectives (PSOs):

- a) Vibrant, equitable and sustainable rural communities and food security for all (NO7) and creating opportunities for growth and development in rural areas (PSO11);
- b) Human capital development and creating opportunities for growth and jobs (PSO1) Promoting social inclusion and reducing poverty (PSO 8 & 9).

**Innovation**

The Elsenburg Agricultural Training Institute (Programme 7: Structured Agricultural Education and Training in the Department of Agriculture) is the only agricultural college in the Western Cape Province. It is also the only training institution with primary objective of training future commercial farmers and farm managers.

Furthermore, during the COVID-19 pandemic, EATI successfully implemented a Moodle Learner Management System which allows students and lecturers to conduct online teaching and learning, combined with contact classes. This formed part of a blended learning approach as a teaching and learning method, in order to save the academic year.

**How large is it?**

Estimated budget for intervention for current financial year (total also if known)	R50 108 000			
Nos of people directly affected or enrolled (e.g. service users, beneficiaries...)	Approximately 100 – 150 students graduates from formal training Programmes per annum. i.e. B.Agric degree, Higher Certificate and Diploma in Agriculture.			
		2018	2019	2020
	B.Agric	66	79	72
	Diploma	14	20	11
	Higher Certificate	32	48	17

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

The Agricultural Industry plays a pivotal role in fighting poverty, providing food security and the creation of employment, hence increasing its economic contribution. It is of utmost important to ensure that the agricultural education and training provided by Agricultural Training Institutes are aligned to industry needs, to ensure abovementioned objectives are reached.

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

As part of quality management of accredited training programmes offered, continuous monitoring and evaluations are crucial to ensure effective and efficient service delivery. The last evaluation on HET training programmes was done in 2014 and subsequently the new diploma programme was developed with the first enrolment in 2020. Although the B.Agric



degree in Agriculture was part of the previous evaluation it is of utmost importance to evaluate the B.Agric degree again, 6 years later. The focus is on the employability of B.Agric graduates in terms of workplace readiness in line with agricultural industry needs, ability to provide increased economic contribution, fighting poverty and ensuring food security.

#### Part D: Details on the evaluation proposed

Key focus of the evaluation	Employability of graduates
Type of evaluation	<p>The evaluation will have aspects of implementation evaluation as well as impact evaluation</p> <p><b>Implementation evaluation</b> The continuous evaluation of how effectively the B.Agric degree is implemented is of utmost importance to determine whether the intervention is continuously reaching the intended outcomes.</p> <p><b>Impact evaluation</b> Evaluating the impact of the B.Agric, Diploma and Higher Certificate programmes, determining what the employability status of the EATI graduates is, how well their knowledge and skills are aligned with the needs of the agricultural industry, and what is the impact of each of these programmes.</p>
Likely duration (months)	6 months
How recently was this intervention evaluated – if not for a long time then higher priority	2014
Do you have an approximate budget for the evaluation?	R800 000
What potential budget for evaluation is available from the Dept, or donors?	still to be decided
What are the main evaluative questions you will be asking	
<p>For the purpose of the current evaluation the following key questions needs to be addressed:</p> <p>a) What were the social and economic impacts of the training programmes on participating candidates?</p> <p>b) To what extent and how did the acquired skills and knowledge of the students benefit their employability, what is the employment ratio of graduates, what types of employment the graduates found, and what are the socio-demographic characteristics associated with types of employment?</p> <p>c) To what extent and how did the acquired skills add value to the skills base of the agricultural sector of the Western Cape and improved the sustainability of farms?</p> <p>d) What changes, if any, should be made to the current B-Agric programmes to improve its quality and content?</p>	
What monitoring data or existing evidence can be used, including background and previous documented performance, current programme situation? Is this of good quality?	A list of all graduates and candidates that had been enrolled, with their last known contact particulars is available. We are confident that this list is of good quality.
Is there a strong theory of change and logical framework	A better trained work force in the Western Cape Agricultural Sector would increase the employability of individuals and subsequently improve the efficiency and competitiveness of the Sector. The result

	would be improved sustainability (economic, environment and social)
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## 8. KEY IMPLEMENTATION ISSUES

### 8.1 Capacity to undertake the evaluations

WCDoA has learned through experience that a successful evaluation process requires getting the fundamental pillars of support right, including the recruitment of external expert 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.

### 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 through 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 of 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.

### 8.3 Funding of the evaluation in the Plan

As indicated in the earlier section, the budget estimate for this evaluation is R800 000. Refer to the table 7 below.

**Table 7: Evaluation budget**

Name of intervention	Title of evaluation	Approx. budget (R)	Source of funds		
			Dept.	Dept. DPME/ Province	Other (specify who)
WCDoA Covid-19 Response Strategy	Diagnostic, design and implementation evaluation of the WCDoA Covid-19	R800 000	yes		Provincial treasury contribution to be determined

Name of intervention	Title of evaluation	Approx. budget (R)	Source of funds		
			Dept.	Dept. DPME/ Province	Other (specify who)
	Contingency plan and Response Strategy				
WCDOA Food Garden Programme	Evaluating the implementation, impact of the WCDOA Food Garden Programme	R800 000	yes		
Employability of graduates of Elsenburg Agricultural Training Institute	The evaluation will have aspects of implementation evaluation as well as impact evaluation	R800 000	yes		Provincial treasury contribution to be determined
The Fruitlook project	This is an impact evaluation with an economic evaluation component as well as a design evaluation component.	R800 000	Yes		Provincial treasury contribution to be determined

#### 8.4 Follow-up to the evaluations

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

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