



Western Cape
Government

Agriculture

FOR YOU



**Departmental Evaluation Plan
2022/23**


FOREWORD BY THE ACCOUNTING OFFICER

The culture of conducting performance monitoring and evaluation at the Western Cape Department of Agriculture remains one of the most objective tool(s) for ensuring prioritisation of service delivered to the citizens, accountability and good governance. During the 2020-21 financial year, the department used evaluations to reimagine the sector development in 30 years from now and to prepare stakeholders to be resilient to future biological, physical, and political shocks that may emerge. In 2022, our mission is to further utilise the evaluation recommendations to reposition this sector to engage Africa for business opportunities. The department will develop an Agriculture Africa Strategy.

This intervention is strategic as it aligns with departmental and provincial priorities and the national outcomes to grow the economy and create jobs. Furthermore, it is innovative as it will be the first evaluation of this magnitude for the sector, and if implemented substantially, it will enhance in-house efficiencies and bring value for money for our stakeholders.

In addition, this intervention is in the public interest. The Western Cape has approximately 16 000 farmers (commercial, smallholders, subsistence, and lifestyle) all contributing towards the Agri value chain development on a continent with 1.2 billion inhabitants. This Agriculture Africa Strategy evaluation will be critical with respect to the generation of the much-needed baseline data or monitoring data, including background and previously documented Agriculture performance information, and the current situation in Africa.

Last but not least, the 2021 unpredictable responses from our traditional trading partners in Europe and America following the discovery of the Omicron variant of the Covid-19, in Africa, taught us a number of lessons. We learnt that the days of placing total commitment, faith, and reliance on traditional and established business trading partners are over. South Africa and the Western Cape in particular need to diversify and engage other continents, hence the focus on the Agriculture Africa strategy. Although the Europeans later removed the travel restrictions in December 2021, a negative precedent was created that punitive measures can be imposed any time, by the so called trading partners, much to the detriment of the sector. It is for this reason, the sector needs innovative approaches and retooling to remain competitive and sustainable. Furthermore, anticipatory governance is imperative to create an enabling environment for our sector stakeholders to respond accordingly and therefore an evaluation of this nature is the ideal tool to guide the process.



DR M SEBOPETSA
HEAD OF DEPARTMENT

15/02/2022
DATE

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GLOSSARY

ACDI	African Climate and Development Initiative
AU	African Union
APP	Annual Performance Plan
BPS	Business Planning and Strategy Directorate
CAADP	Comprehensive Africa Agriculture Development Programme
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
SP	Strategic Plan
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 the evaluation planned for the 2022/23 financial year. It also flags up evaluations in progress and those implemented during the last three financial years. In terms of the Department of Planning, Monitoring and Evaluation guidelines (DPME), an evaluation is registered as completed after the recommendations have been internalised and a Management Response/Management Improvement Plan (MIP) developed and signed off by the Accounting Officer. This is to ensure that the evaluation MIP is implemented and tracked, and the evaluation reports used as reliable sources of evidence and communication to inform planning and decision-making in and outside of government (DPME 2018e).

Using the DPME guideline as a point of departure, the Head of Department of the Western Cape Department of Agriculture took stock of all evaluations implemented from 2013 to date and those planned for implementation during the next financial year. The outcome showed that 28 evaluations were implemented by the Department and out of this number, 9 evaluations have not been signed off for publication due to outstanding MIPs. For this reason, an evaluation respite was granted to allow all Managers with outstanding MIPs to be completed. Thus a single evaluation, (instead of the institutionalised minimum of two per financial year). will be commissioned during the 2022/23 financial year. It is a diagnostic and design evaluation to develop a Provincial Agricultural Africa Strategy.

The need for a Provincial Agricultural Africa Strategy evaluation is ineluctable at this moment. In 2020, the Western Cape Department of Agriculture (WCDoA) commissioned a strategic foresight project to explore the post Covid-19 future of the Western Cape Agriculture and Agri-processing Sector. This project sought to 're-imagine' the sector in 30 years from now, guided by a set of research questions including identifying innovations, trends and trend breaks, identifying potential 'black elephants' (i.e. predicted, but ignored events) and generating a range of possible futures for the sector. In the final report, one of the interventions identified as a plausible leverage point, is the need to evaluate business opportunities in Africa. This project endeavours to contribute towards the achievement of provincial outcomes such as: economic growth, employment creation, provincial and household food security. It will be anchored on multiple levers not limited to market development, growth in bi-lateral trade, or research and knowledge exchange for success.

The Department derives its mandate from the Medium-Term Strategic Framework (MTSF) for the period 2020/21 to 2024/25; The South African Economic Reconstruction and Recovery Plan (2020); National Evaluation Policy Framework (NEPF) of 2011; the Western Cape Government 'Strategic Plan -Vision Inspired Priorities' (VIPs), National Development Plan (NDP) Chapter 13, and the Department of Planning Monitoring and Evaluation guidelines.

DEPARTMENTAL EVALUATION PLAN: 2022/23

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, accessible, nutritious and safe, 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

These 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 'Vision Inspired 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 innovation processes contributing 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 and international opportunities (products, farmers, staff);
- d) Farmer support (smallholder and 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 its performance in these areas.

1.6. Department's approach to evaluation

The 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 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

WCDa 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 service¹.

A National Evaluation Plan summarises the evaluations to be taken forward as national priorities. 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 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; the role of departmental evaluation staff in ensuring quality and propriety; and 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.

¹ This information was drawn from the unpublished Draft Revised National Evaluation Policy Framework (September, 2019).

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 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.

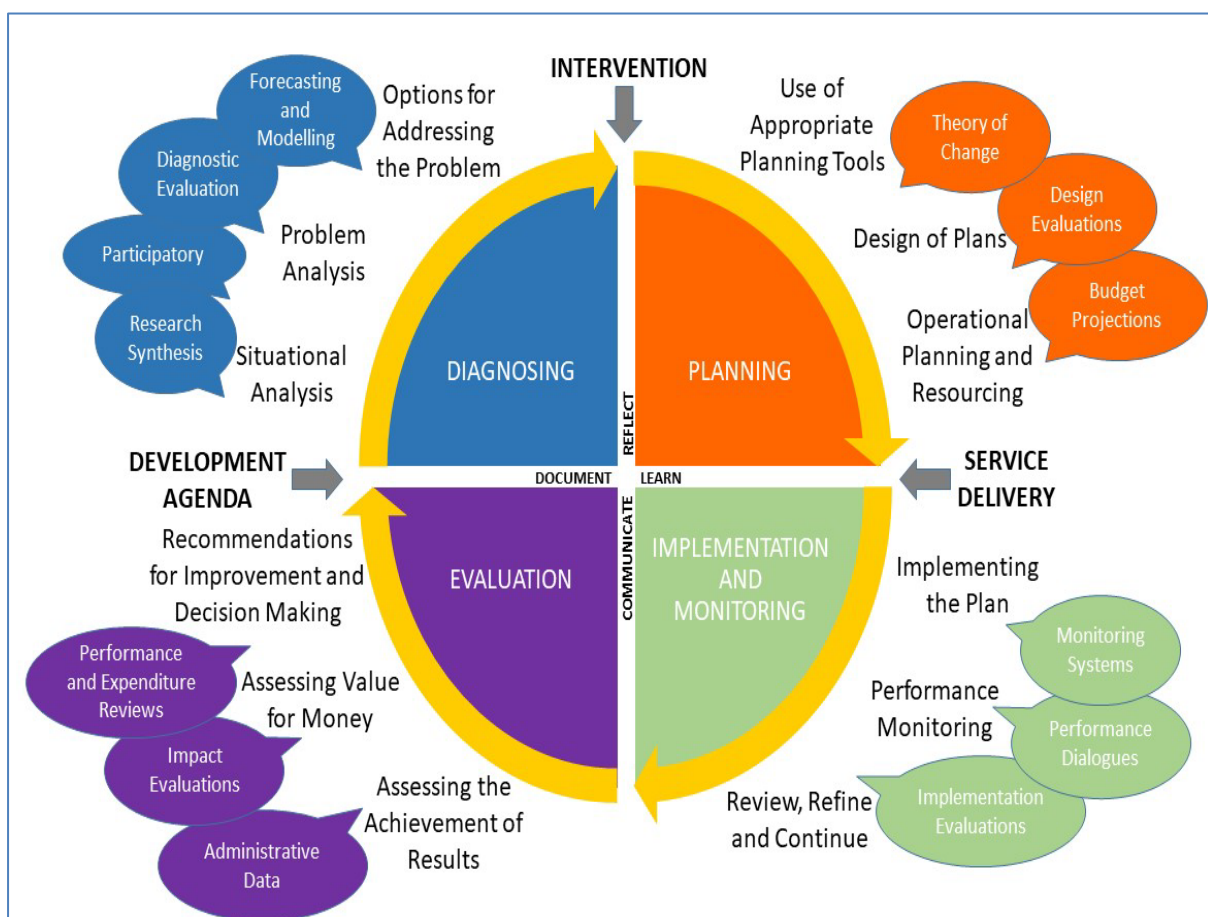
Note that these types can be combined; e.g. a design evaluation element may be incorporated in an impact evaluation to determine what intervention design features should be changed or incorporated in order to optimise cost-benefit ratios or improve cost-effectiveness.

1.8 Planning for evaluations

Evaluations endeavour to provide an objective view using 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 for the 2022/23 financial year, and which are linked with the budgeting process. Before discussing the 2022/23 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 are awaiting ratification of Management Improvement Plans (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 (MIP) 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 2020/21/22

PERIOD	EVALUATION	TYPE	IMPLEMENTATION STATUS
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	MIP phase
2020/21	Post Covid-19 Strategy of the Western Cape Agricultural Sector	Diagnostic & design evaluation	Completed
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	In progress
2021/22	WCDoA Food Garden Programme	Implementation, impact and economic evaluation (cost benefit)	In progress
2021/22	Employability of graduates of Elsenburg Agricultural Training Institute	Implementation, and impact evaluation	In progress
2021/22	The Fruitlook project	Design, Economic and Impact Evaluation	In progress

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, 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 was 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 focused on the departmental response to the Covid-19. The rationale was 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 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.
- c) Aligned to current Budget Policy Committee engagements and commitments.

3.2. Linkage to planning

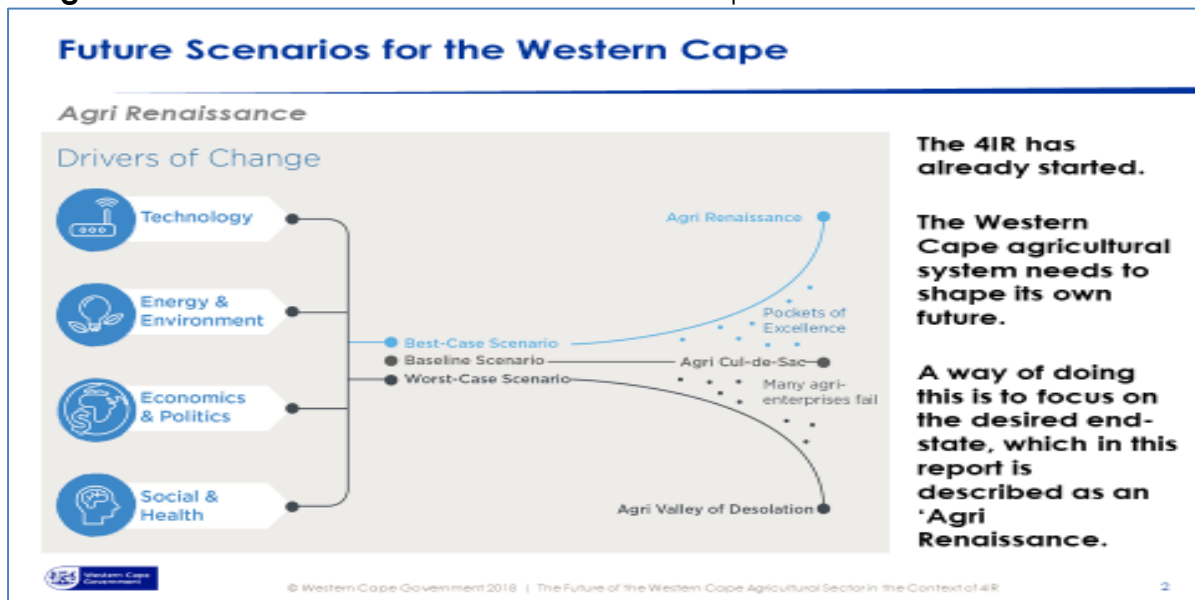
While the Provincial Strategic Plan and the Vision Inspired Priority Objectives remain the guiding policy documents for the growth and development of the Province, the impact of Covid-19 has reconfigured the 'business as usual' approach, necessitating reassessment and reprioritisation of planned interventions 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 2020/2021 DEP undertook evaluation studies linked to the Covid-19 pandemic and by extension influencing the 2022/23 evaluation plan to support the economic reconstruction and recovery plan of the sector through engagements with other African countries.

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 these 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. WCDoA has taken cognisance of these challenges when calling for the development of an Agriculture Strategy for Africa. 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: Future Scenarios for the Western Cape



In pursuit of the Agri renaissance route, one of the first projects implemented which has implications for the planned Western Cape Agriculture Africa Strategy evaluation is the development of a post Covid-19 Strategy of the Western Cape Agricultural Sector. What is important are the recommendations from this evaluation that pointed to the need to engage African states and re position the sector for intercontinental and regional business opportunities

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

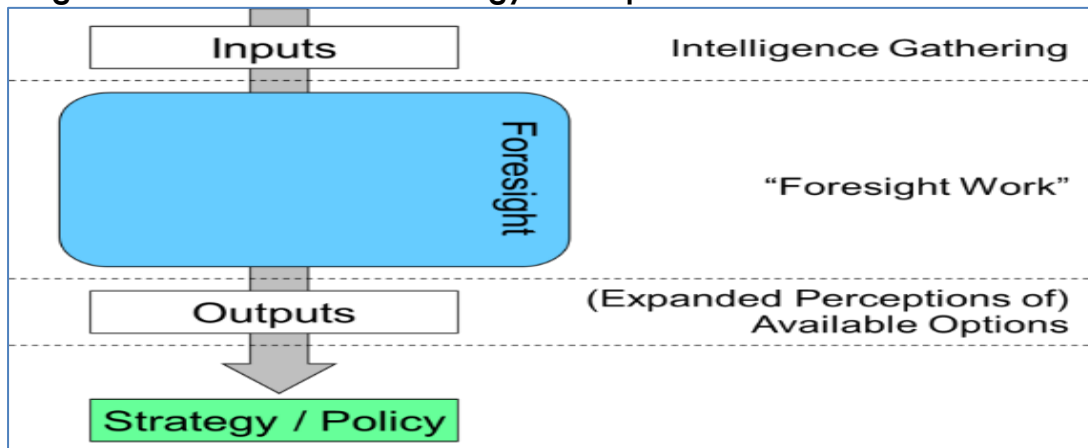
The post Covid-19 strategy required the Department to reimagine the future of the Western Cape Agricultural and Agri-processing sector post the Covid-19 pandemic. At the heart of this 'futuring' and 'foresighting' endeavour was the need to prepare for and navigate change, finding new, sustainable growth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

The findings of the foresighting process guided the Department and stakeholders to construct contingency plans for undesirable, but possible and probable scenarios, while creating policies that capitalised on 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.² This framework

² 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

approached strategic foresight as a broad sequence of 'knowledge-seeking activities' that move through 'phases'. These phases are best considered as overlapping 'foci of activity' rather than rigidly separated 'steps'. They ranged 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 are sometimes termed '*Prospection*'. This subsequently led to the generation of specific *Outputs* that became inputs to further strategy-creation, projects, product development, analyses and/or planning processes.

Diagramme 3 Post Covid-19 strategy conceptual framework



As this project sought to 're-imagine' the sector in 30 years from now, guided by a set of research questions, a range of possible futures for the sector emerged. In the final report, the following interventions were identified as plausible leverage points (capable of triggering positive loops) for the sector when harnessed appropriately:

- a) Support Africa as a middleclass market;
- b) Deploy and 'democratise' fourth industrial revolution technology;
- c) Making large-scale sustainable, 'climate smart' agriculture possible;
- d) Successfully conduct agricultural education and knowledge transfer that leads to resilience;
- e) Practice 'Anticipatory Governance'.

These five intervention points were subsequently discussed as part of the development of the Report's Management Improvement Planning (MIP). It was recommended that most of these issues are receiving attention in one way or the other from the Department. However, the need to engage Africa as a strategic intervention point for business opportunities is important for the sector hence the need for this Agriculture Africa Development Strategy.

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

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 WCDa 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 (WCDa 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 WCDa 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. I.e. Evaluations need to be aligned with budgets, financial year

d) External stakeholder support systems:

WCDa 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:

WCDa 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.

The approved annual cycle for developing the WCDa 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 evaluation to be conducted in the 2022/23 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 ³
Call for proposals	Business Planning and Strategy Directorate (BPS)	March 2021
Concept notes received	BPS Programme manager	March 2021
Concept notes prioritised/selected	BPS Programme manager	July 2021
Meet with Management to agree	BPS Programme manager	August 2021
Departmental evaluation plan drafted	BPS Programme Manager	September 2021
DEP submitted to DEC and EXCO for input	BPS Programme manager	September 2021
Evaluation included in budgets	BPS Programme manager	October 2021
DEP finalisation for approval	BPS Programme manager	November 2021
DEP signed off by HOD	HOD	March 2022

³ Due to the impact of Covid-19, some of the timelines were adjusted.

Table 3: Phase 2: Preparing the DEP

	Action	Responsibility	Timeline
	Terms of Reference completed	Business Planning and Strategy (BP&S); Participating Programmes and Dept. Eval Com* (DEC)	March - April 2022
External SPs	Publication of call for proposals from service providers	Dir: BPS & Participating Programmes incl. SCM	March - April 2022
	Bidders briefing	Dir: BPS & Participating Programmes incl. SCM	March - April 2022
	Bids received	Dir: BPS & Participating Programmes incl. SCM	March - April 2022
	Shortlisting	Dir: BPS & Participating Programmes, DEC incl. SCM	March - April 2022
	Bidders presentation	Dir: BPS & Participating Programmes, DEC incl. SCM	March - April 2022
	Service provider selected	Dir: BPS & Participating Programmes, DEC incl. SCM	March - April 2022
	Service provider appointed	HOD and Legal Services	April – May 2022
	Inception report submitted	Evaluator; DEC, Participating programme and BPS Programme managers	April – May 2022
	Literature review	Evaluator; DEC, Participating programme and BPS Programme managers	July - August 2022
	Draft report	Evaluator	August – September 2022
	Stakeholder validation workshop	Evaluator; DEC, Participating programme and BPS Programme managers	September – October 2022
	Draft Final report	Evaluator	September– October 2022
	Final report approved	Evaluator; DEC, Participating programme and BPS Programme managers	October 2022 - January 2023
	Programme Improvement Plan	HOD & Dir: BPS, Participating programme & DEC	February – March 2023

*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>Projects implemented include:</p> <ul style="list-style-type: none"> • The Drone Remote Pilot License training in agriculture • The e literacy training in agriculture

Departmental programme	Title	Focus (purpose) of evaluation/research	Status	Date of completion	Implementation of findings (progress)
Programme 1	WCDoA Covid-19 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.	In progress	2022	
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 opportunities, staying relevant to stakeholders, and contributing to a 'better world' for people and planet.	Completed*	2020	The MIP has identified a number of interventions that can improve the resilience and long-term sustainability of the agriculture and agri-processing sector of the province looking forward to 2050. One of the recommendations is the need for an Agricultural strategy for Africa. Refer to section 3.1.
Programme 1	The future of farming in the arid areas of the Western Cape Agricultural Sector.	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	Completed*	2021	As part of the MIP, the Department has identified 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

Departmental programme	Title	Focus (purpose) of evaluation/research	Status	Date of completion	Implementation of findings (progress)
	(Reimagining agriculture)	4 th IR, drought, Covid-19, etc.			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 & 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 & evaluation toolkit for LandCare</p>
	The Fruitlook project	<p>An implementation, economic impact and design evaluation to:</p> <ul style="list-style-type: none"> • Determine the success/achievements/failures of the implementation of the Fruitlook project; • Determine the economic cost benefit and feasibility in terms of the achieved outcomes and impact of the Fruitlook project; • Provide alternative project funding options and design the theory of change considerations 	In progress	2022	

Departmental programme	Title	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
	An evaluation of the design, implementation, economic value and impact of the Programme: Sustainable Resource Management	<p>The evaluation focused on the ability of the Programme: Sustainable Resource Management, (all four sub-programmes), to continue to 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>	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 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</p>	Completed	2019	<p>The Department has identified those elements and approaches that do not substantively add value, and which may detract it from securing the long-term sustainability of the programme.</p> <p>Additional actions include further research on the performance of land reform projects supported by the department.</p>

Departmental programme	Title	Focus (purpose) of evaluation/research	Status	Date of completion	Implementation of findings (progress)
		of smallholder farmers to commercial status.			A periodic evaluation of the land reform programme will be conducted and the next process will commence in 2023/24 financial year.
Programme 3	WCDOA Food Garden Programme	Evaluating the diagnostic (extent of the problem of food security), design, implementation and impact of the WCDOA Food Garden Programme.	In progress	2022	
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 standards; 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	Completed	2021	As part of the MIP, the Programme manager embarked on the following: a) Appointed Climate Change and Risk Scientist, to assist with the implementation of the SmartAgri Plan. b) A review and update of the climatic information and related

Departmental programme	Title	Focus (purpose) of evaluation/ research	Status	Date of completion	Implementation of findings (progress)
		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 implementation can be strengthened going forward.			<p>refinements to response strategies that underpin the SmartAgri Plan – particularly at the downscaled level.</p> <p>c) Conducted an internal review of the projects and activities defined in the SmartAgri Plan to assess relevance and any updating needs.</p> <p>d) Institute, mandate, and resource a formalised SmartAgri Plan management/oversight structure.</p> <p>e) Adopted mechanisms to identify, promote and share farm-level innovation, learning and change towards greater adaptation and mitigation of climate change impacts.</p>
Programme 7	The employability of 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.	In progress	2022	

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

6. SUMMARY OF EVALUATION(S) (AND RESEARCH) PROPOSED FOR 2022 TO 2023

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 evaluation during the 2022/23 financial year covered by this Plan. One evaluation was proposed, and considered relevant, interlinked, and important on application of the above criteria.

Table5: Summary of proposed evaluations (and research) for 2022/23

	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
						2021	2022	2023		
Dr Dirk Troskie: business Planning and Strategy	African continent	Agriculture Africa Strategy. A diagnostic and design evaluation.	Refer to the concept document on sect 7	yes	yes		yes	yes	<p>The development of a Provincial Agriculture Africa Strategy could lead to the achievement of provincial outcomes such as: Economic growth employment, creation Provincial and household food security.</p> <p>This intervention is innovative in nature, we are trying to capture the, 1.3 billion African consumers.</p>	yes

7. DETAILED CONCEPT FOR EVALUATIONS (AND RESEARCH) FOR 2022/23

7.1. Concept Note 1: Western Cape Agriculture Africa Strategy

PART A: KEY CONTACT DETAILS

Name of proposed evaluation	Agriculture Africa Strategy	Year proposed	2022/23
Institution proposing evaluation	Western Cape Department of Agriculture (WCDoA)	Initial Contact person (name /designation)	Dr Dirk Troskie Director: Business Planning and Strategy
Alternative contact	Mr Shelton Mandondo	Email	dirkt@elsenburg.com
Email	sheltonm@elsenburg.com	Telephone	(021) 808 5191
Telephone	(021) 808 7738		

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

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 Agriculture and Agri processing Sector on the African Continent
Give some background to the intervention	
Summary description	<p>In 2020, the Department commissioned a study to develop a Post Covid-19 Strategy for the Western Cape Department of Agriculture. This project sought to 're-imagine' the sector in 30 years from now, guided by a set of research questions and identifying innovations, trends and trend breaks, identifying potential 'black elephants' (predictable surprises) and generating a range of possible futures for the sector. In the final report, one of the interventions identified as plausible leverage point, is the need to support Africa as a middle class market and to practice 'Anticipatory Governance'.- the practice used by the state to collect information and data about its citizens in order to assess events or behaviours in a predictable manner based on the knowledge gathered</p> <p>Such a recommendation could not be taken lightly by the Department. According to United Nations forecasts, the current population of Africa is 1,4 billion and is expected to reach nearly 2,5 billion by 2050 despite the ongoing challenges brought by the</p>

Covid-19 pandemic, natural disasters and wars⁴. It is also in Africa where some of the most innovative, forward thinking ideas are emerging to tackle some of the most important global challenges. The development of smart cities, with smarter infrastructure is a case in point. Furthermore, the Fourth Industrial Revolution (4th IR) has heralded an era of unparalleled access to data analytics, providing Africans with real-time solutions, based on empirical data, to address real world problems.

African population growth is not inconsequential to the growth of the Agricultural Sector and continental trade. Agricultural products have to be consumed or worn, and the demand is directly related to the number of warm bodies who can either eat food, wear clothing or utilise a particular service.

On the government policy front, the African Union (AU) Heads of State embraced the Comprehensive Africa Agriculture Development Programme (CAADP) as an instrument to respond to the opportunities and challenges brought by these demographic growth projections. The South African government is a signatory to this agreement whose central agenda is to guide Africa's agricultural transformation for sustained food security and socio-economic growth. Furthermore, a re-commitment to the CAADP principles was adopted by AU Heads of State and Government during the 2014 Malabo Declaration (Equatorial Guinea) and in 2018 during the Addis Ababa (Ethiopia) Permanent Secretaries' Leadership Retreat.

One of the CAADP principle is the commitment to develop an agenda for a growth trajectory for Africa over the next 50 years. This agenda, termed 'Agenda 2063', was released in April 2015 with seven aspirational goals to be fulfilled by 2063. As part of these aspirations, it is foreseen that there will be a "Modern agriculture for increased production, productivity and value addition contributes to farmer and national prosperity and Africa's collective food security". It is also foreseen that science, technology, innovation and indigenous knowledge will be used to this end (AU, 2015)

Agenda 2063 then translate these seven aspirations into "A Call to action" with 17 actions. From the perspective of the WCDoA, the most important of these is Action (e) "Consolidate the modernisation of African agriculture and agri-businesses, through scaled up value addition and productivity." It is further stated that, by 2063 the following targets should be met for this action:

- Completely eliminate hunger and food insecurity;
- Reduce the imports of food and raise intra-Africa trade in agriculture and food to 50% of total formal food and agricultural trade;

⁴ <https://www.atlas-mag.net/en/article/demographic-evolution-in-africa-population-growth-at-a-frenetic-pace#:~:text=With%20a%20population%20>

	<ul style="list-style-type: none"> • Expand the introduction of modern agricultural systems, technology, practices and training. • Develop and implement affirmative policies and advocacy to ensure women's increased access to land and inputs, and ensure that at least 30% of agricultural financing are accessed by women; • Economically empower women and youth by enhancing access to financial resources for investment. <p>In South Africa, the National Development Plan (NDP) has earmarked labour intensive, export focussed irrigation farming as a vehicle to create 1 million jobs in rural areas by 2030. The 2019 – 2024 Strategic Plan (SP) of the Western Cape Province has identified five Vision Inspired Priorities (VIP) of which VIP 2 targets economic growth and job creation. Subsequent to the Covid-19 Pandemic, the SP in the Western Cape has been re-focussed on the priority areas of jobs, safety and well-being which will lead to dignity.</p> <p>Last but not the least, The Western Cape Agricultural Sector has (for various reasons) historically been geared towards international trade in agricultural commodities. This trading business has slowly evolved to include sea, air, road and rail freight as modes of transport for a range of goods and services from the Cape to Cairo. The total gross value added (GVA) for agriculture and agri-processing amounted to R61 billion in 2020 (nominal terms). It can also be presented that over the past ten years (2010 to 2020), the value of agricultural exports from the Western Cape Province has increased by an annual average growth rate of 9,2%, accounting for an average 44% in national agricultural exports from South Africa. Consequently, it is critically important for the Western Cape to develop a credible strategy to engage other African countries as potential consumers for goods and services.</p>
Focus of the intervention	<p>The primary focus of this intervention is to analyse and understand the nature of challenges and opportunities presented by the continent and options available before designing any new intervention. Thereafter it aims to develop support measures, programmes and projects that equip the Sector stakeholders with the necessary knowledge and skills base to exploit business opportunities on the African continent as investors, entrepreneurs or employers for the benefit of the Western Cape.</p>
Objective or outcomes of the intervention (specify which)	<p>Based on the mandate of the Department, this intervention should create an enabling environment for private role-players to engage the African continent and realise the following outcomes:</p> <ul style="list-style-type: none"> a) Increased agricultural production in a sustainable manner; b) Improved food security and safety; c) Transformed and inclusive Agricultural Sector; d) Innovative and resilient rural economies.

Outputs of the intervention (e.g.from logframe)	The Department is expecting the sector to yield the following socio economic dividends from this project: a) New market development; b) Growth in bi-lateral trade; c) Research and knowledge exchange; d) Strategic engagement; e) Contributions to the (national) Agriculture and Agro processing Master Plan (AAMP).
Duration and timing of the intervention (when started, when ends)	The evaluation is intended to influence the agenda of the Western Cape AU-Africa Day business seminar event and the post event implementation plan, in the interest of ensuring a long term life span for this proposed project.

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

How this is linked to the 5 VIPs and 7 National Priorities?
<p>Nationally the South African government embraced the Comprehensive Africa Agriculture Development Programme (CAADP) as an instrument to respond to the opportunities brought by the positive demographic growth projections of Africa. It is expected that the world will have approximately 3 billion people by 2050 and 90% of these people will be living in Africa and in need of food, shelter and services. In the same space, the National Development Plan has earmarked labour intensive, export focussed irrigation farming as a vehicle to create 1 million jobs in rural areas by 2030, ensure food safety and security. It was further translated by the Department of Planning, Monitoring and Evaluation in the Presidency (DPME) into a Medium Term Strategic Framework (MTSF) for the period 2020/21 to 2024/25. One of the seven priorities receiving attention is the development of a "better South Africa, Africa and the World".</p> <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 2019–2024 Strategic Plan of the Western Cape Province has identified five Vision Inspired Priorities (VIP), with agriculture located in VIP 2, with a focus on the creation of growth and jobs. 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 VIP 2 is to grow exports by 50% over the next five years hangs on the following levers:</p> <ul style="list-style-type: none"> a) Investment; b) Infrastructure; c) Export promotion and facilitation; d) Skills; e) Resource resilience.
Innovation
<p>Innovation is needed because existing knowledge is not enough to do what is required by the sector. Identifying what is specifically needed is an important part of supporting effective innovation.</p> <p>However, a long-term analysis of agricultural performance reveals that there is a direct and causal relationship between innovation, adoption of new technologies, successful farmers, and lower food prices. Through the application of innovative solutions unearthed from this study, it is anticipated that the following outcomes should be met:</p>

<ul style="list-style-type: none"> • Complete elimination of hunger and food insecurity; • Reduction of imports of food and increasing intra-Africa trade in agriculture and food to 50% of total formal food and agricultural trade; • Expansion of the introduction of modern agricultural systems, technology, farming practices and training, • Development and implementation of affirmative policies and advocacy to ensure women's increased access to land and inputs, and ensure that at least 30% of agricultural financing are accessed by women; and • Economically empower women and youth by enhancing access to financial resources for investment. 	
How large is it?	
Estimated budget for intervention for current financial year (total also if known)	It is expected that the Department's allocation will be R898 million during the 2022/23 financial year and a large percentage of this allocation will be utilised to support the sector.
Nos of people directly affected or enrolled (e.g. service users, beneficiaries...)	There are currently 6 653 commercial and 9 844 smallholder farmers in the Western Cape Province who stand to benefit from this evaluation. 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 have a role to play in the implementation of this strategy

Is this an area of substantial public interest? If so, how is this shown?	
<p>As mentioned above, the current population of Africa is 1,4 billion and it is expected to reach nearly 2,5 billion by 2050. This population growth is key towards the growth of the Agricultural Sector and intercontinental trade. Agricultural products have to be consumed or worn and the demand is directly related to the number of warm bodies who can either eat food, wear clothing or utilise a particular service. Furthermore, the Western Cape Agricultural Sector has (for various reasons) historically been geared towards international trade in agricultural commodities. Over the past ten years (2010 to 2020), the value of agricultural exports from the Western Cape Province has increased by an annual average growth rate of 9,2%, accounting for an average 44% in national agricultural exports from South Africa. Consequently, It is critically important for the Western Cape to develop a credible strategy to engage other African countries as potential consumers for goods and services.</p>	
Is the intervention at a critical stage where decisions need to be taken, and when?	
<p>Following the completion of a Post Covid-19 Strategy for the Western Cape Department of Agriculture a range of possible futures for the sector emerged. In the final report, one of the interventions identified as a plausible leverage point, is the need to evaluate business opportunities in Africa and to practice 'Anticipatory Governance'- (i.e. a method of decision making that uses predictive measures to anticipate possible outcomes, and make decisions based on data available). It is also in Africa where some of the most innovative, forward thinking ideas are emerging to tackle some of the most important global challenges. Furthermore, the current population growth rate and projections for Africa provide a positive business case for an investigation of this nature. For this reason, this is could be the appropriate moment to reposition the Western Cape to exploit the emerging opportunities.</p>	

Part D: Details on the evaluation proposed

Key focus of the evaluation	The key focus is on the development of a Provincial Agricultural Africa Strategy which will lead to the achievement of provincial
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	outcomes that include economic growth, employment creation and provincial and household food security.
Type of evaluation	<p>The project will have diagnostic and design elements of evaluations to develop a Provincial Agricultural Sector Africa Strategy.</p> <p>It is important to assess whether the design of this intervention is robust and likely to work given the socio – economic and political dynamics of the continent. Thus, emphasis will be placed on the assessment of the strength of the theory of change, the log frame, the indicators and the operational plan.</p>
Likely duration (months)	5 months
How recently was this intervention evaluated – if not for a long time then higher priority	No diagnostic or design evaluation of the subject matter (Agricultural Africa strategy) has been conducted yet.
Do you have an approximate budget for the evaluation?	It is expected that the evaluation will cost up to R500 000.
What potential budget for evaluation is available from the Dept, or donors?	The Department has R500 000 available for this evaluation.
What are the main evaluative questions you will be asking (maximum 5)	
<p>It is expected that this evaluation will answer the following questions:</p> <ol style="list-style-type: none"> What are the most important trends and trend breaks in Africa? What are the opportunities pertaining to Africa for the Western Cape Agricultural Sector? What are the levers which can be employed by the Western Cape Province? What are the main objectives to be achieved by an Africa Strategy? How can those objectives be achieved (i.e. causality)? What are the five most important interventions to be introduced by the WCDoA? 	
What monitoring data or existing evidence can be used, including background and previous documented performance, current programme situation? Is this of good quality?	<ul style="list-style-type: none"> WCDoA Post covid 19- Future of the Western Cape Agriculture and Agri processing report ; Project Khulisa – Agri-processing report.
Is there a strong theory of change and logical framework	There is not an explicit or implicit theory of change for this intervention,. However, a plethora of literature on Africa, food safety and security, economic growth, demographic changes exist. For this reason the development of a theory of change will form part of the evaluation scope of work; i.e. There must be documentation of the implicit theory of change and the implementation logic that lies behind the interventions introduced.

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 were 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, and appointment 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 this evaluation. These are people with sufficient social networks, knowledge, and experience of the units of analysis; to supervise the process. The Business Planning and Strategy Directorate will chair this evaluation.

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)
Agriculture Africa Strategy	Diagnostic, design evaluation of a Provincial Agricultural Africa Strategy	R500 000	yes	n/a	n/a

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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