



Western Cape  
Government

Western Cape Department of Agriculture

# Management Improvement Plan

Western Cape Agricultural Land Reform  
Reform Evaluation  
(Performance Evaluation)

Mogale Sebopetsa  
2014

**TITLE: Western Cape Agricultural land reform reform Evaluation  
(Performance Evaluation)**

**MANAGEMENT IMPROVEMENT PLAN**

**1. MANAGEMENT RESPONSE ON RECOMMENDATIONS**

| Recommendation |   | Record of agreement or disagreement   | Reasons for disagreement |
|----------------|---|---|--------------------------|
| 1              | Utilise agricultural economists to investigate potential for viability at project start-up.                       | <b>We agree with the recommendation</b>   |                          |
| 2              | Support formalisation and organisation of businesses prior to rollout of further support.                         | <b>We agree with the recommendation, however, we do have a Unit already responsible for providing support in this regards, i.e. Unit for Technical Assistance (UTA)</b> |                          |
| 3              | Match beneficiaries own capital and physical contribution to the department's financial and non-financial support | <b>We agree, however, this is outside our control as we inherit settled farmers through the Land Reform programmes.</b>   |                          |
| 4              | Greater focus on environmental sustainable patterns of production   | <b>Agree</b>  |                          |
| 5              | Greater partnership among support providers   | <b>Agree and the commodity approach is an attempt in this regard</b>  |                          |
| 6              | Encourage a multiplicity of income sources at project start-up  | <b>Agree, however this is an area that farmers themselves can decide upon.</b>  |                          |
| 7              | Monitoring progress of projects and that of FSD officers and other support service providers:                     | <b>Agree, we will strengthen Gantt Chart as this is the basis for monitoring progress in project delivery</b>   |                          |
| 8              | Business plans and regular business planning  | <b>Agree, this will be done through the UTA.</b>  |                          |

## 2. IMPROVEMENT OBJECTIVES

|                                 |   |
|---------------------------------|---|
| Recommendation                  | Utilise agricultural economists to investigate potential for viability at project start-up.   |
| Recommendation                  | Greater partnership among support providers   |
| Recommendation                  | Business plans and regular business planning  |
| <b>Improvement Objective 1:</b> | <b>Improved collaboration with other experts in planning of projects, major focus on whole farm planning, i.e. involvement of other Programmes within the Department.</b> |

|                                 |   |
|---------------------------------|---|
| Recommendation                  | Support formalisation and organisation of businesses prior to rollout of further support. |
| Recommendation                  | Greater focus on environmental sustainable patterns of production                         |
| Recommendation ...              |   |
| <b>Improvement Objective 2:</b> | <b>Support formalisation of businesses and strengthen sustainable use of resources</b>    |

|                                 |   |
|---------------------------------|---|
| Recommendation                  | Monitoring progress of projects and that of FSD officers and other support service providers:       |
| Recommendation                  |   |
| Recommendation ...              |   |
| <b>Improvement Objective 3:</b> | <b>Strengthen advisory support within commodity workgroup programmes (Multi-disciplinary teams)</b> |

### 3. IMPROVEMENT PLAN

| Improvement Objective 1:  |          |          |   |  |            |   |  |
|---|----------|----------|---|--|------------|---|--|
| Output  | Priority | Activity | Deliverable   | Person/s                                 | Deadline   | Budget available  | Progress   |
| Facilitate the participation of AES at the CPAC level to support the planning process | 1        | 1.1.1    | Attendance of commodity project allocations committees (CPAC) and Departmental Project Allocations Committee (DPAC) meetings by the all AES | Mogale Sebopeisa and Ms. Bongiswa Matoti | Continuous | Part of the Agricultural Economics Services (AES) operations budget | AES, is already attending the DPAC and will be engaged to start attending the CPAC's |
| 1.1   |          |          |   |  |            |   |  |

| Improvement Objective 1:<br>Improved collaboration with other experts in planning of projects, major focus on whole farm planning, i.e. involvement of other Programmes within the Department. |   | Output | Priority | Activity                                       | Deliverable                                   | Person/s   | Deadline            | Budget available  | Progress |
|--|---|--------|----------|--|---|------------|---------------------|-------------------|----------|
| 1.2  | Facilitate UTA involvement in the planning of projects. | 1      | 1.2.1    | Improved and bankable business plans developed | Ms. Quinty Morooaswi - UTA Manager at CASIDRA | Continuous | Existing UTA Budget | Already happening |          |
|  |   |        | 1.2.2    |  |   |            |                     |                   |          |
|  |   |        | 1.2...   |  |   |            |                     |                   |          |
| 1.3  |   |        | 1.3.1    |  |   |            |                     |                   |          |
|  |   |        | 1.3.2    |  |   |            |                     |                   |          |
|  |   |        | 1.3...   |  |   |            |                     |                   |          |
| ...  |   |        | ....     |  |   |            |                     |                   |          |
|  |   |        |          |  |   |            |                     |                   |          |
|  |   |        |          |  |   |            |                     |                   |          |

| Improvement Objective 2:<br>Support formalisation of businesses and strengthen sustainable use of resources |          |          |             |   |               |                  |   |  |
|---|----------|----------|-------------|---|---------------|------------------|---|--|
| Output  | Priority | Activity | Deliverable | Person/s  | Deadline      | Budget available | Progress                                |  |
| 2.1   | 2        | 2.1.1    | April 2015  | Mr. Mfusi Mjonono and Ms. Carol Levendal  | 31 March 2016 | R 2m             | Budget still to be approved at the DPAC |  |
| 2.2   |          | 2.2.1    | June 2015   | Outside service provider, specialising in agriculture and business venture start-up, CASIDRA and DEDAT to help identify service provider; D | March 2016    | Training budget  | To start effectively in 2015            |  |

|   |                        |                        |                           |  |                        |                                |                        |
|---|------------------------|------------------------|---------------------------|--|------------------------|--------------------------------|------------------------|
| <p><b>Improvement Objective 2:</b></p> <p>Support formalisation of businesses and strengthen sustainable use of resources</p> |                        |                        |                           |  |                        |                                |                        |
| <p><b>Output</b></p>  | <p><b>Priority</b></p> | <p><b>Activity</b></p> | <p><b>Deliverable</b></p> | <p><b>Person/s</b></p>   | <p><b>Deadline</b></p> | <p><b>Budget available</b></p> | <p><b>Progress</b></p> |
|   |                        |                        |                           | <p>Chitepo will assist with process of service provider identification</p> |                        |                                |                        |

|  |                        |                        |  |                        |                        |   |  |
|--|------------------------|------------------------|--|------------------------|------------------------|---|--|
| <p><b>Improvement Objective 3:</b></p> <p>Improve advisory support delivered to farmers, to monitor progress made by farmers</p> |                        |                        |  |                        |                        |   |  |
| <p><b>Output</b></p>   | <p><b>Priority</b></p> | <p><b>Activity</b></p> | <p><b>Deliverable</b></p>  | <p><b>Person/s</b></p> | <p><b>Deadline</b></p> | <p><b>Budget available</b></p>          | <p><b>Progress</b></p>   |
| <p>1.1 Provide extension training extension officers in collaboration to</p>   | <p>3</p>               | <p>1.1.1</p>           | <p>Extension officers trained on extension approaches and conflict</p> | <p>Carol Levendal</p>  | <p>31 Dec 2015</p>     | <p>Part existing operational budget</p> | <p>Orientation programme with staff scheduled for the 17<sup>th</sup> Nov 2014</p> |

| Improvement Objective 3:<br>Improve advisory support delivered to farmers, to monitor progress made by farmers |   | Output   | Priority | Activity | Deliverable                         | Person/s         | Deadline    | Budget available                   | Progress                               |
|--|---|--|----------|----------|-------------------------------------|------------------|-------------|------------------------------------|--|
|  |   | with SAET – BIG 5, PROGRAMME.                                    |          |          | resolutions issues                  |                  |             |                                    |  |
|  |   |  |          |          |                                     |                  |             |                                    |  |
| 1.2  | 1 | Offer bursaries to extension officer for qualification upgrading | 1.2.1    |          | Better qualified extension officers | Mogale Sebopetsa | 30 Nov 2016 | Existing Extension Recovery Budget | Already happening and will be expanded |
|  |   |  |          |          |                                     |                  |             |                                    |  |
|  |   |  |          |          |                                     |                  |             |                                    |  |
|  |   |  |          |          |                                     |                  |             |                                    |  |
|  |   |  |          |          |                                     |                  |             |                                    |  |
|  |   |  |          | ....     |                                     |                  |             |                                    |  |
|  |   |  |          |          |                                     |                  |             |                                    |  |
|  |   |  |          |          |                                     |                  |             |                                    |  |



#### 4. COMMUNICATION PLAN

| Target audience          | Message  | Media vehicle  | Deadline          | Person           | Budget available | Progress   |
|--------------------------|--|--|-------------------|------------------|------------------|------------|
| Decision makers          | Results of the land reform evaluation and its implications | Internal reports                                     | 30 September 2014 | Mogale Sebopetsa | N/A              | Done       |
| People in the Department | Presentations -- on the results                            | Power point presentations                            | 30 September 2014 | Mogale Sebopetsa | N/A              | Done       |
| Stakeholder clients      | Report   | Coordination structures, i.e. Work groups and summit | 30 September 2014 | Management       | N/A              | Continuous |
| Other departments        | Results and implications                                   | Reports  | 31 December 2014  | Management       | N/A              | Continuous |
| General public           | Results and implications                                   | Newspaper and magazine articles                      | 31 December 2104  | Management       | N/A              | Continuous |
|                          |  |  |                   |                  |                  |            |
|                          |  |  |                   |                  |                  |            |

Approved / Not approved



M.S. JACOBS MR DW JACOBS

HEAD OF DEPARTMENT: WESTERN CAPE

DATE: 9/11/2015

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