

Western Cape Department of Agriculture

# Management Improvement Plan

Western Cape Farm Worker of the Year Competition

> D Niemand 2015

# TITLE PROGRAMME MANAGEMENT IMPROVEMENT PLAN

# 1. MANAGEMENT RESPONSE ON RECOMMENDATIONS

Rela	evel Recommendations ted to the Structure of the apetition	Record of agreement or disagreement	Reasons for disagreement
1	Redefining, expansion and standardisation of existing categories.	Agreed – can be improved	
2	Public and explicit exposure of all provincial winners, thus not only the overall provincial winner, but also provincial category winners.	Agreed – can be improved	
3	The expansion of assessment criteria to include an onfarm practical/qualitative assessment.	Agreed - can be improved	
4	In the selection of regional judges the impartiality of these individuals must be ensured.	Agreed - can be improved	
5	Judges of respective categories must be competent in the categories they are asked to evaluate.	Agreed - can be improved	
6	A concerted effort to expand the marketing of the competition, e.g. the placing of posters in agricultural co-operatives and in towns to spread awareness about it, and subsequently draw more interest amongst workers to increase the participation and indirectly enhance the overall legitimacy of the competition.	Agreed - can be improved	
7	The format of the competition must be adapted to accommodate agricultural activities outside the deciduous fruit industry such as livestock and teatarming.	Agreed - can be improved	

Disagreed on (c) Impossible to Agreed on (a) and (b) the With regards to create Prestige Forums on can be improved and broadening of the impact of regional levels due to current should be phased in over the competition the capacity and budgeting a period of time, because following aspects needs to constrains. Impractical and it has staff and budget be considered: impossible to manage. implications. learning a) More opportunities for not only winners, but also participants through increased participation of the private sector as well as through continuous training workshops. Organised opportunities for social interaction between the farm workers in the region. This will both the address and social professional isolation experienced by farm workers. A possible for the vehicle realization of this is to Farm establish а Worker Association/Forum on regional level. comprised of past regional winners to speak on behalf of, and organise social farm events for workers. Prestige c) Regional Farm Worker Forums can be constituted of regional previous winners. This forum can serve a myriad of functions, including to inform the Provincial Forum Prestige pertinent issues in the various regions, well as to facilitate between discussions

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role-players, farmer

associations and farm workers, government,

Rela	evel Recommendations ted to the Strategic and cy level of the Competition	Record of agreement or disagreement	Reasons for disagreement
1	The status of the competition must be elevated to at least a subprogramme level.	Disagreed – in terms of budget this is not a priority at the moment.  The competition already forms part of a sub programme.	The current structure and capacity within programme 8: Rural Development is sufficient. Any further increases of the current structure will have huge budget implications.
2	Currently the competition is mainly sustained through the passion of individuals who in some regions are linked to specific agricultural sectors. It is recommended that government support for this programme is expanded to the regional level, assuming a stronger facilitative and supportive role, specifically pertaining to administrative and technical support.	Agreed - can be improved over a period of time, because it has staff and budget implications	
3	The vehicles by which the competition is managed on regional level needs to be revisited and a serious attempt at standardisation is proposed.	Agreed - can be improved	
4	To increase the sustainable impact of the competition more focus must be put on specialised educational and training opportunities for the different categories and these should be presented throughout the year. Also, consideration must be given to not only give prizes to winners, but also to runners-up and participants.	Agreed - can be improved and should be phased in over a period of time, because it has staff and budget implications.	
5	Creating partnerships with the private sector within the agricultural sector is pivotal in terms of giving exposure to a wider scope of winners both on regional and provincial level.	Agreed - can be improved	
6	From the research it became clear that the competition, strategically placed and managed within the WCDoA, could (and should) become a valuable tool within the	Agreed - can be improved, but should be phased in over a period of time, owing to budget implications.  It should however be noted that land access	

	Land Reform programme in the Western Cape and can play a pivotal role in future initiatives in sustainable transformation of agriculture.	identification and prioritisation is within the	
7		Agreed - can be improved.	

# 2. IMPROVEMENT OBJECTIVES:

# 2.1 1st Level Recommendations Related to the Structure of the Competition

Recommendation 1	Redefining, expansion and standardisation of existing categories.
Recommendation 3	The expansion of assessment criteria to include an on-farm
	practical/qualitative assessment.
Recommendation 7	The format of the competition must be adapted to accommodate
	agricultural activities outside the deciduous fruit industry such as
	livestock and tea farming.
Improvement Objective	Improve communication and information dissemination to the
1:	different regional coordinators
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Recommendation 2	Public and explicit exposure of all provincial winners, thus not only the
1000771170170101712	overall provincial winner, but also provincial category winners.
Improvement Objective	Improve and provided each category winner at the gala award
2:	function with a framed certificate. That was already done on 7
	November 2015 at the 2015 Western Cape Prestige Gala Awards
	function.
Recommendation 4	In the selection of regional judges the impartiality of these individuals
Nocommonagnon 1	must be ensured.
Recommendation 5	Judges of respective categories must be competent in the
	categories they are asked to evaluate.

Recommendation 4	In the selection of regional judges the impartiality of these individuals must be ensured.
Recommendation 5	Judges of respective categories must be competent in the categories they are asked to evaluate.
Improvement Objective 3:	Will bring the regions on par with the provincial final adjudication system and procedures

Improvement Objective	enhance the overall legitimacy of the competition.  Improve the communication and marketing of the competition on all levels, -regional and provincial
Recommendation 6	A concerted effort to expand the marketing of the competition, e.g. the placing of posters in agricultural co-operatives and in towns to spread awareness about it, and subsequently draw more interest amongst workers to increase the participation and indirectly

1 1: . 0	With a grade to the breadening of the impact of the competition the
Recommendation 8	With regards to the broadening of the impact of the competition the
	following aspects needs to be considered:
	a) More learning opportunities for not only winners, but also
	participants through increased participation of the private sector as
	well as through continuous training workshops.
	b) Organised opportunities for social interaction between the

	farm workers in the region. This will address both the social and professional isolation experienced by farm workers. A possible vehicle for the realization of this is to establish a Farm Worker Association/Forum on regional level, comprised of past regional winners to speak on behalf of, and organise social events for farm workers.
Improvement Objective:	Will focus more on the training and development needs of Agri Workers that participated in the competition

## 2. IMPROVEMENT OBJECTIVES:

# 2.2 2nd Level Recommendations Related to the strategic and policy levels of the Competition

Recommendation 1	The status of the competition must be elevated to at least a sub- programme level.
Recommendation 2	Currently the competition is mainly sustained through the passion of individuals who in some regions are linked to specific agricultural sectors. It is recommended that government support for this programme is expanded to the regional level, assuming a stronger facilitative and supportive role, specifically pertaining to administrative and technical support.
Recommendation 3	The vehicles by which the competition is managed on regional level needs to be revisited and a serious attempt at standardisation is proposed.
Improvement Objective 1:	Recommendation 1 is not justifiable in terms of budget and additional capacity. Processes and information will be communicate in a better way to the different regional coordinators
Recommendation 4	To increase the sustainable impact of the competition more focus must be put on specialised educational and training opportunities for the different categories and these should be presented throughout the year. Also, consideration must be given to not only give prizes to winners, but also to runners-up and participants.
Improvement Objective 2:	The training needs should be established and phased in over a period of three to five years, because it has budget and capacity implications.
Recommendation 5	Creating partnerships with the private sector within the agricultural sector is pivotal in terms of giving exposure to a wider scope of winners both on regional and provincial level.
Improvement Objective 3:	Improve Communication and marketing of the competition on all levels, -regional and Provincial

Recommendation 6	From the research it became clear that the competition, strategically placed and managed within the WCDoA, could (and should) become a valuable tool within the Land Reform programme in the Western Cape and can play a pivotal role in future initiatives in sustainable transformation of agriculture.
Improvement Objective	This is a very valuable recommendation and will be further explore within Programme 3: Farmer Support and Development

Recommendation 7	Consideration should be given to rename this competition.
Improvement Objective:	Name change of the term farm workers and the name of the
5	competition is a high priority

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In process- continuous In process- continuous In process- continuous **Progress** Improve communication and information dissemination to the different regional coordinators operational funds operational funds operational available Budget Normal Normal Normal funds Deadline 4 February On-going process On-going process 2016 J Carolissen Ngxangane J Carolissen D Strydom M Cupido D Niemand D Niemand D Niemand E Mayekiso Person J Cupido J Cupido Damon-Damon-Damon-Mano E Saal Mano E Saal Mano Erika Erika Erika Annual Planning Annual Planning he competition Workshop with guidelines of the competition Planning session in Feb Regional Coordinators in Coordinators in Deliverable Workshop with Coordinators Update of the Workshop with Update of the session in Feb session in Feb in Nov 2015 guidelines of Regional Nov 2015 Nov 2015 Annual Regional 2016 2016 the Ę different regions adjust where g ╗ categories and engagement participants assessments assessment necessary practical Develop criteria Review Direct with and Activity 1.3.1 1.2.1 \_ Priority HIGH HCH HIGH and ō to include an on-farm agricultural activities Ę. as assessment criteria The format of the The expansion of **pr**actical/qualitative assessment. mUS† existing categories. standardisation adapted accommodate such competition deciduous Redefining, expansion Improvement outside industry Objective 1: Output 1.2 Ξ,

IMPROVEMENT PLAN: 1st Level Recommendations Related to the Structure of the Competition က

Impro Objec	Improvement Objective 1:	Improve	commo	Improve communication and information dissemination to the different regional coordinators	rmation dissemin	ation to the diff	erent regiona	Coordinators	
Output	÷	Priority	Activity	λ	Deliverable	Person	Deadline	Budget available	Progress
	livestock and tea farming.				2016 Update of the guidelines of the competition	Ngxangane E Mayekiso D Strydom M Cupido			
Impre	Improvement Objective 2:	Improve c done on 7	and prov	Improve and provided each category winner at the gala award function with a fra done on 7 November 2015 at the 2015 Western Cape Prestige Gala Awards function.	gory winner at th 015 Western Cap	ie gala award i ie Prestige Galc	unction with	a framed certition.	Improve and provided each category winner at the gala award function with a framed certificate. That was already done on 7 November 2015 at the 2015 Western Cape Prestige Gala Awards function.
Output	ţ	Priority	Activity		Deliverable	Person	Deadline	Budget available	Progress
2.1	Public and explicit exposure of all provincial winners, thus not only the overall provincial winner, but also provincial category winners.	HIGH	2.1.1	Improve and provided each category winner at the gala award function with a framed certificate.	Each category winner already received a framed certificate at the provincial gala award function on 7 November 2015. This will become a standard process in the future. CDO's and regional coordinators can write an article for local	D Niemand E Mano- Damons M Cupido CDO's & Regional Coordinators	On-going process	Normal operational funds	In process-continuous

Impre	Improvement Objective 3	Will bring	the regi	Will bring the regions on par with th	with the provincial final adjudication system and procedures	l adjudication	system and p	rocedures	
Output	<b>†</b>	Priority	Activity	>	Deliverable	Person	Deadline	Budget available	Progress
3.	In the selection of regional judges the impartiality of these individuals must be ensured.	НСН	3.1	Alignment of the regional adjudication provincial adjudication provincial adjudication process.	Will align the regional adjudication process with the provincial adjudication process. Will ensure that the processes are on same levels.	D Niemand CDO's M Cupido	On-going process during 2016/2017 FY	Normal operational funds	In process-continuous
3.2	Judges of respective categories must be competent in the categories they are asked to evaluate.	HIGH	3.2	Alignment of the regional adjudication process with the provincial adjudication process.	Will align the regional adjudication process with the provincial adjudication process. Will ensure that the processes are on same levels. Judges have to meet a certain criteria (knowledge & experience). CV's to be collated.	D Niemand CDO's M Cupido		Normal operational funds	In process-continuous

Improvement Objective 4		Improve the communical	the com	munication and r	ition and marketing of the competition on all levels, -regional and provincial	competition o	n all levels, -re	gional and pr	ovincia!
Output		Priority Activity	Activit	٨	Deliverable	Person	Deadline	Budget available	Progress
4.1 Expand the marketing of the	the of the	the HIGH	4.1	Improve Create communication greater	Create a greater	D Niemand E Mano-	On-going process	Normal operational	In process-continuous

Improvement Objective 4	Improve	Improve the communication and I	n and marketing of the competition on all levels, -regional and provincial	competition o	n all levels, -re	gional and pro	vincial
Output	Priority	Priority Activity	Deliverable	Person	Deadline	Budget available	Progress
competition, e.g.			awareness	Damons		funds	
the placing of		strategy within	amongst				
posters in		the different	Producers, Agri				
agricultural co-		regions	Workers and all				
operatives and in			role players				
towns to spread			regarding the			_	
awareness about it.		_	competition on				
		_	regional and				
			Provincial level.				

						In process-continuous	proc	proc	oroc	STOC	0	00	O O
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υ 5	ug e	g pu	φ <u>p</u>										
Create space	Create space for training and workshops	Create space for training an workshops	Create space for training an workshops Address the social and	Create space for training and workshops Address the social and professional isolation of the	Create space for training an workshops Address the social and professional isolation of the Agri Workers.	Create space for training and workshops Address the social and professional isolation of the Agri Workers. Focus more on specific training	Create space for training and workshops Address the social and professional isolation of the Agri Workers. Focus more on specific training (interview skills, public for the form of the form of the Agri Workers.	Create space for training an workshops Address the social and professional isolation of the Agri Workers. Focus more or specific training (interview skill; public speaking,	Create space for training an workshops Address the social and professional isolation of the Agri Workers. Focus more or specific training (interview skilling public speaking, presentation	Create space for training an workshops Address the social and professional isolation of the Agri Workers. Focus more or specific trainir (interview skilli, public speaking, presentation skills, etc.) for	Create space for training an workshops Address the social and professional isolation of the Agri Workers. Focus more of specific training (interview skills, public speaking, presentation skills, etc.) for Agri Workers	Create space for training an workshops Address the social and professional isolation of the Agri Workers. Focus more or specific training (interview skills, public speaking, presentation skills, etc.) for Agri Workers during the	Create space for training an workshops Address the social and professional isolation of the Agri Workers. Focus more or specific training (interview skills, etc.) for Agri Workers during the 2017/18
				Need for		Need for training and workshops							
בולם היים גי	sarning s for vinners, also	ss for winners, also also creased	edming ss for winners, also creased n of the	earning is for winners, also creased creased ctor as through	saming s for winners, also reased o of the stor as through training	edming s for winners, also creased n of the ctor as through training	searning sea for winners, also s creased on of the ctor as through training les for eraction	ss for winners, also ss for through through training les for the farm in the farm in the last section the farm in the farm in the farm section that section the farm section the farm section that section the section that section the farm section that section the section that s	es for winners, also s creased on of the training teraction the farm in the farm in the his will	ies for winners, also ts horozensed on of the ector as through s training in the farm in the farm in the farm ooth the ooth the	learning lies for winners, also also also also also also also also	learning titles for winners, also has increased though us training is.  It is for interaction the farm in the farm in the farm on the farm on the farm in the farm on the farm on the farm in the farm on the farm in the farm on the farm in the farm	

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Impr	Improvement Objective 1	Recomm	endatio icate in	n 1 is not justifial a better way to tt	Recommendation 1 is not justifiable in terms of budget and addit communicate in a better way to the different regional coordinators	udget and ad Ial coordinate	ditional capac	city. Processe:	Recommendation 1 is not justifiable in terms of budget and additional capacity. Processes and information will be communicate in a better way to the different regional coordinators
Output	=	Priority Activity	Activit	>	Deliverable	Person	Deadline	Budget available	Progress
=	Currently the competition is mainly sustained through the passion of individuals who in some regions are linked to specific agricultural sectors. It is recommended that government support for this programme is expanded to the regional level, assuming a stronger facilitative and supportive role, specifically pertaining to administrative and technical support.	HIGH	Ξ	Support for this programme will be expanded to the regional level through better communication of the processes.	Stronger facilitative and supportive role by the CDO's to regions, specifically pertaining to administrative and technical support to the different regions.  The partnership with sector players is vital to the success of the initiative.	D Niemand M Cupido CDO's	On-going process	Normal operational funds	In process-continuous

Impi Obje	Improvement Objective 2	The trainir and capa	ng need	The training needs should be esta and capacity implications.	ablished and pha	sed in over a	period of three	e to five year	The training needs should be established and phased in over a period of three to five years, because it has budget and capacity implications.
Output	out	Priority Activity	Activity	_	Deliverable	Person	Deadline	Budget available	Progress
2.1	More focus must be put on specialised educational and training opportunities for the different categories and	HIGH	2.1	Training of Agri Workers participating in	To create training opportunities for Agri Workers that participated in the competition	D Niemand E Mano- Damons M Cupido	Will be phase in over a period of 3-5 Normal years funds	Normal operational funds	In process-continuous

Impr	Improvement Objective 2	The traini and capo	ng need	The training needs should be esta and capacity implications.	ablished and pha	sed in over a	period of three	e to five year	The training needs should be established and phased in over a period of three to five years, because it has budget and capacity implications.
Output	to:	Priority Activity	Activil	ίγ	Deliverable	Person	Deadline	Budget available	Progress
	these should be		2.2	the competition			Was		
	presented				Provide each		implemented		Done
	throughout the				participant on		for the first		
	year. Also,				regional level		time on 7		
	consideration must				with		November		
	be given to not			Prizes awards	certificate and		2015. On-		
	only give prizes to			for all Agri	provide each		Going		
	winners, but also to			Workers	participant on		Process		
	runners-up and			participated	Provincial level				
	participants.				with a framed				
					certificate				

Impi Obje	Improvement Objective 3	Improve (	Commu	nication and mc	mprove Communication and marketing of the competition on all levels, -regional and Provincial	npetition on all	Jevels, -regio	nal and Provin	ıcial
Output	out	Priority Activity	Activit	<b>&gt;</b>	Deliverable	Person	Deadline	Budget available	Progress
	Partnerships with the private sector and marketing of the competition on regional and provincial level	HIGH	.8.	Engage with producers and role players	Improve relationship with producers and private sector D Niemand by intensive CDO's media and marketing.	D Niemand CDO's		Voted funds	Voted funds In Process-ongoing

Impi	Improvement Objective 4	This is a ven Development	very v	This is a very valuable recommend Development	lation and will k	oe further e	xplore within	Programme 3	commendation and will be further explore within Programme 3: Farmer Support and
Output	out	Priority Activity	Activi	t <sub>t</sub>	Deliverable	Person	Deadline	Budget available	Progress
4.1	The competition should become a valuable tool	НІСН	4.1	Participants should benefit in the Land Reform	Engage with Programme 3 Farm Support	DNiemand	Ongoing process	Normal Operational funds	Normal  Operational On-going process  Unds

Improvement Objective 4	This is a very Development	very nent	This is a very valuable recommendation and will be further explore within Programme 3: Farmer Support and Development	ation and will b	e further	explore within	Programme 3:	Farmer Support and
Output	Priority Activity	Activ	ily	Deliverable	Person	Deadline	Budget available	Progress
within the Land Reform programme in the Western Cape and can play a pivotal role in sustainable transformation of			programmes/projects and Deve	and Development regarding this				

Impr	Improvement Objective 5	Name ch	ange of	Name change of the term farm workers and the name of the competition is a high priority	orkers and the na	me of the com	oetition is a hi	gh priority		
Output	out	Priority Activity	Activit	<b>&gt;</b>	Deliverable	Person	Deadline	Budget available	Progress	
					Name changes took place					
					during a voting					
			- 14	Name	process at the					
	The name of the		 - -	change of the	gala award			_		
	competition			term tarm	New name for	D Niemand	7 November	Normal		
5.1	should change	HIGH		wolkel	farm workers is	WCDOA	2015	operational	Done	
	and the term				now Agri	management	2	funds		
	farm worker			-	Workers					
			7.0	Name	New name for					
			7.7	change of the	the competition					
				competition	is now Western		_			
	_				Cape Prestige		_			
		_			Agri Awards					$\neg$

# 3. COMMUNICATION PLAN

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
Decision makers	Improve Communication Workshops Planning session	To inform on improvements made to the regional and provincial levels of the competition	Top Management, Management meetings, APP, Annual Report, Newsletters and regional coordinators and Agri Workers	28 February 2016	D Niemand/ T Xaba	Voted funds	On-going process
People in the Department	Share achievements	To inform colleagues of the progress and success of the regional and provincial competitions	Media; Newsletters Meetings	28 February 2016	D Niemand/ T Xaba	Voted funds	On-going process
Stakeholder clients	Share achievements	To inform stakeholders of progress with and success of the regional and provincial competitions	Media: Newsletters; Website Articles Meetings	28 February 2016	D Niemand/ All CDO's	Voted funds	On-going process
Other departments	Invite them to regional and provincial functions	To get other departments buy-in on the regional and provincial competitions and to promote integrated	Regular engagements Media Newsletters	On-going approach	D Niemand/ All CDO's	Voted funds	On-going approach

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
		approach				į	
General public	Share achievements	To inform stakeholders of progress with and success of the regional and provincial competitions	Media; Newsletters; Website Articles Meetings workshops	On-going approach	D Niemand/ All CDO's	Voted funds	On-going approach
Agricult <b>ur</b> e environ <b>m</b> ent	Share achievements	To inform Agri stakeholders and producers of progress with and success of the regional and provincial	Media; Newsletters; Website Articles Meetings workshops	On-going approach	D Niemand/ All CDO's	Voted funds	On-going approach

## 4. SIGNOFF

**HEAD OF DEPARTMENT** 

It is recommended that this Management Improvement Plan is implemented

Calor	10/03/2016
	DATE
MS AC XABA	
ACTING CHIEF DIRECTOR: RURAL	
DEVELOPMENT	
The recommendation in paragraph 4 is hereby sup	ported / not supported.
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	(4/3/2016
	/ / DATE
MR DW JACOBS	
ACTING DDG: BRANCH: AD&SS	
APPROVED / NOT APPROVED	
$\Omega$	
Youars	16/3/16
MS ISISAACS	DATE