



Western Cape  
Government

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Western Cape Department of Agriculture

# Management Improvement Plan

A diagnostic and design evaluation of  
the service needs of different farmer  
categories

DP Troskie & M Sebopetsa  
2018

**MANAGEMENT IMPROVEMENT PLAN:  
A DIAGNOSTIC AND DESIGN EVALUATION OF THE SERVICE NEEDS OF DIFFERENT  
FARMER CATEGORIES MANAGEMENT IMPROVEMENT PLAN**

**1. MANAGEMENT RESPONSE ON RECOMMENDATIONS**

<b>Recommendation</b>		<b>Record of agreement or disagreement</b>	<b>Reasons for disagreement</b>
1	The Department should take a policy decision to strongly support smallholder farmers to grow continuously to reach medium and even large-scale status.	WCDOA support this recommendation.	NA
2	The revitalisation and expansion of extension services should be a high priority.	WCDOA support this recommendation.	Although the Department agree, implementation of this recommendation is limited by budget constraints.
3	Key research areas for collaboration between the Department, commodity organisations and commodity groups should be identified.	WCDOA agrees with this recommendation.	As this is already being done through the Western Cape Agricultural Research Forum (WCARF), no further action is required.
4	The WCDOA to provide a one-stop independent information service for land reform and BEE projects.	WCDoA agrees with this recommendation.	The desk has been established and is housed at Casidra.
5	Develop a strategy to reduce the time, cost and effort during the application for Environmental Impact Assessments (EIA).	WCDoA agrees with this recommendation.	This same matter was raised during the legislative environment impact evaluation and will be addressed in its MIP.
6	Public Private Partnerships (PPP) for several key services was identified.	WCDoA agrees with this recommendation.	The assumption is that the intention is collaborative action rather than PPPs as defined by Treasury.
7	Develop a strategy to provide key services to small agricultural industries.	WCDoA agrees with this recommendation.	NA
8	Develop a protocol between the WCDOA and organised agriculture to analyse and react to externalities.	WCDoA agrees with this recommendation.	NA
9	Facilitate and support commercial agriculture during negotiations with other (provincial and national) departments.	WCDoA agrees with this recommendation.	NA

	<b>Recommendation</b>	<b>Record of agreement or disagreement</b>	<b>Reasons for disagreement</b>
10	Develop a strategy, in collaboration with other government departments, community organisations and other relevant NGOs to support subsistence farmers.	WCDofA agrees with this recommendation.	This same matter was raised during the household food security evaluation and will be addressed in its MIP.

## 2. IMPROVEMENT OBJECTIVES

Recommendation 1:	The Department should take a policy decision to strongly support smallholder farmers to grow continuously to reach medium and even large-scale status.
Recommendation 2:	The revitalisation and expansion of extension services should be a high priority.
Recommendation 4:	The WCDOA to provide a one-stop independent information service for land reform and BEE projects.
Recommendation 6:	Public Private Partnerships (PPP) for several key services was identified.
<b>Improvement Objective 1:</b>	<b>Seamless migration from aspirant to commercial farming.</b>
Recommendation 8:	Develop a protocol between the WCDOA and organised agriculture to analyse and react to externalities.
Recommendation 9:	Facilitate and support commercial agriculture during negotiations with other (provincial and national) departments
<b>Improvement Objective 2:</b>	<b>Establish platform where joint analytical and support priorities can be established and monitored.</b>
Recommendation 7:	Develop a strategy to provide key services to small agricultural industries.
<b>Improvement Objective 3:</b>	<b>Mechanism in place to support demand-led development of small agricultural industries.</b>

### 3. IMPROVEMENT PLAN

Improvement Objective 1:		Seamless migration from aspirant to commercial farming.						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
1.1 One-stop shop for land reform and BEE projects		1.1.1	Establish Land Reform Desk at Casidra.	Desk established.	Mogale Sebopetsa	June 2016	R500 000	Done
		1.1.2	Ensure that the desk is adequately resourced.	Desk operational.	Wouter Kriel	Junie 2016	R500 000	Operational
		1.1.3	Monitor the activities of the desk.	Regular reports.	Mogale Sebopetsa	Quarterly	Existing budget	Ongoing
1.2 Revitalised extension services.		1.2.1	Qualification upgrading of Extension Officials (EO's)	100% of the extension officers are compliant with norms and standards.	Mogale Sebopetsa	December 2018	Existing ERP budget	Ongoing
		1.2.2	Bi-monthly Block Sessions	Regular engagements with EO's	Mogale Sebopetsa	Bi-monthly	Existing ERP budget	Ongoing
		1.2.3	Registration of EO's with SACNASP	Regular reports from DAFF	Mogale Sebopetsa	Annually	N/A	Ongoing
1.3 Partnerships in farmer support established.		1.3.1	Partnership with commercial agriculture through the commodity approach	Commodity approach implemented	Mogale Sebopetsa	Ongoing	As per the Annual CASP and Ilima budget provided by DAFF	Ongoing

<b>Improvement Objective 1:</b>		Seamless migration from aspirant to commercial farming.						
<b>Output</b>	<b>Priority</b>	<b>Activity</b>	<b>Deliverable</b>	<b>Person</b>	<b>Deadline</b>	<b>Budget available</b>	<b>Progress</b>	
		1.3.2	Mentorship programme provided by commodities	Mogale Sebopetsa	Annually	N/A	Ongoing	
		1.4.1	Development plans for potential projects, revised and prioritised annually.	M. Sebopetsa	30 September 2017	Internal Resources	March 2019	
1.4		1.4.2	Implementation of approved (DAFF) projects	M. Sebopetsa	Quarterly	CASP Internal Resources	ongoing	
		1.4.3	Monitoring implementation and evaluate progress of Development Plan.	C. Levendal	Quarterly	Equitable share	ongoing	

Improvement Objective 2:		Establish platform where joint analytical and support priorities can be established and monitored.							
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress		
2.1		Establish a stakeholder engagement platform.	2.1.1	Conduct an analysis of the desirability and needs of a stakeholder platform.	Results available.	DP Troskie	30/11/2015	Internal resources	Completed
			2.1.2	Based on the above, establish the platform.	TOR of platform formally accepted.	S Mandondo	30/06/2016	Internal resources	Completed
			2.1.3	Active participation in the activities of the platform.	Minutes of meetings and reports.	S Mandondo	Bi-annual meetings	Internal resources	Bi-annual meetings are taking place
2.2		Departmental evaluation and strategic research programme	2.2.1	Compile an annual Departmental Evaluation Programme (DEP)	Annual DEPs	DP Troskie	31 March of preceding year	Internal resources	Annual
			2.2.2	Implement DEP evaluations.	Evaluation reports	DP Troskie	31 March of year	Programme budget	17 completed
			2.2.3	Compile improvement plans for the evaluations.	MIPs in place	DP Troskie	3 Months after evaluation report	Internal resources	
			2.2.4	Monitor the implementation of the improvement plans	Regular management reports.	DP Troskie	Management meetings	Internal resources	On schedule

Improvement Objective 2:		Establish platform where joint analytical and support priorities can be established and monitored.						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
2.3 Actively participate in the research network of the Bureau For Food and Agricultural Policy (BFAP)		2.3.1	Annually agree on the research priorities of BFAP	Ms B Matofifi	January annually		Annual	
		2.3.2	Execute the research tasks allocated to the WCDOA.	Ms B Matofifi	Annually		Annual	
		2.3.3	Support an annual BFAP Baseline Launch in the Western Cape.	Ms B Matofifi	August annually		Annual	
		2.3.4	Participate in ad hoc impact analysis projects	Ms B Matofifi	According to ad hoc deadlines.		Ad hoc	
		2.4.1	Spatial data project	Mike Wallace			Completed	
2.4 Spatial intelligence tools		2.4.2	Cape Farm Mapper	Mike Wallace			Completed	
		2.4.3	CAMIS	Mike Wallace			Completed	
		2.4.4	Update of spatial data	Mike Wallace	April 2018		Completed	
		2.4.5	Cape farm mapper updated	Mike Wallace	December 2018		In progress	
				Updated spatial data available on Eisenburg.com	Mike Wallace			



<b>Improvement Objective 2:</b>		Establish platform where joint analytical and support priorities can be established and monitored.					
<b>Output</b>	<b>Priority</b>	<b>Activity</b>	<b>Deliverable</b>	<b>Person</b>	<b>Deadline</b>	<b>Budget available</b>	<b>Progress</b>
2.5 Map of platforms where decisions can be influenced at various government levels		2.5.1 Map the various platforms where the province could influence decisions at national, provincial and local government level.	Report	Mr S Mandondo	31 May 2018	Internal resources	Started

Improvement Objective 3:		Demand-led development of small agricultural industries.						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
3.1		3.1.1	Establish alternative crops fund	Dr I Trautmann			Completed	
		3.1.2	Extend annual call for proposals	Dr I Trautmann			Completed annually	
		3.1.3	Monitor progress with each project	Dr I Trautmann			End of each period	
		3.1.4	Extend available resources	Dr I Trautmann	Regularly	Internal resources	Proposal submitted to National Treasury	
3.2		3.2.1	Conduct research on ethnic products	Ms B Matoti	Programmable deliverable		Report on African products completed. Report on Asian products completed.	
		3.2.2	Research on the economics of alternative industries	Ms B Matoti	Annually programmed	Internal resources	Reports completed???	
		3.2.3	Enterprise budgets	Ms B Matoti	Annually programmed	Internal resources	Combuds completed???	
3.3		3.2.4	Price monitoring of small industries	Mr R Nowers	Annually programmed	Internal resources	Database available and updated.	
	Explore the	3.3.1	Sensitise	Dr DP	Continuous	Internal	Engagements with	

Demand-led development of small agricultural industries.							
Improvement Objective 3:	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
product differentiation of alternative industries through the establishment of Geographical Indications (GI)			industries on the potential opportunities in GI	Troskie & B Matoti		resources	Rooibos, Honeybush, Karoo Lamb, Cape Flora, Cape Alembic Brandy, Cape Aloe Ferox, SA Canned Apricot, Boland Waterblommertjie, Witzenberg Kersies, Wupperthal Rooibos.
		3.3.2	Support industries for domestic registration	Dr DP Troskie & B Matoti	Continuous	R200 000	Product descriptions for Rooibos, Honeybush and Cape Flora completed.
Research alternative industries within the context of Climate Change		3.3.3	Support industries to register abroad.	Dr DP Troskie	Continuous	Internal resources	Single document for Rooibos and Karoo Lamb developed.
		3.4.1	Conduct desk top study to determine industries adaptable in post-CC environment	Dr I Trautmann			
		3.4.2	Conduct in-depth study on the most viable	Dr I Trautmann			

Improvement Objective 3:		Demand-led development of small agricultural industries.						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress	
			alternative industry					
		3.4.3	Conduct technical research on selected alternative industries	Ms Pippa Karsen	Annually programmed			
		3.5.1	Information days	Dr I Trautmann . Ms B Matoti	Annually programmed		Macadamia / Avo information day in 2017	
		3.5.2	Cape Made exhibition at Cheese Festival	Ms B Matoti	Annual		Events in 2016 and 2017	
		3.5.3	Cape Made kitchen at Cheese Festival	Dr I Trautmann	Annual		Events in 2016 and 2017	
		3.5.4	Africa related events (Africa Day, Investment Indaba)	Ms B Matoti & Dr DP Troskie	Annually programmed			
		3.5.6	Instruct Wesgro to develop an investment proposal for flax and	Ms B Matoti				
3.5			Promotion and marketing of alternative crops					
3.6			Develop value chain development of alternative crops					

Demand-led development of small agricultural industries.							
Improvement Objective 3:	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
		carob					

#### 4. COMMUNICATION PLAN

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
Decision makers	Farmer needs report completed	Present recommendations	Report distribution	2014	Dr Troskie	N/A	Done
People in the Department	Management response on recommendations	Alignment to APP and Strategic plan	Emails and meetings	2014	Dr Troskie/ Mr Mandondo	N/A	Done
Stakeholder clients	Farmer needs report completed	Present recommendations	Public meetings and Emails and WCDoA publications	2014 to 2018	All WCDoA Programme Managers	Internal	Continuous
Other departments	Farmer needs report completed	Present recommendations	Emails and meetings	2014 to 2018	All WCDoA Programme Managers	Internal	Continuous
General public	Farmer needs report completed	Package and present programmes on offer	Public meetings and Emails and WCDoA publications		Ms Terblanche and ministry	Internal	In progress
Academic environment	Farmer needs report completed	Present recommendations	Presentation and publications (SAMEA and Evaluation and Society)	2014 to 2018	Dr Troskie/ Mr Mandondo	Internal	Done
International platform	Farmer needs report completed	Present recommendations	Presentation at IFMA and 15th International Winelands Conference	2016-2018	Dr Troskie/ Mr Mandondo	Internal	Done

<b>Target audience</b>	<b>Message</b>	<b>Purpose</b>	<b>Media vehicle</b>	<b>Deadline</b>	<b>Person</b>	<b>Budget available</b>	<b>Progress</b>
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**5. SIGNOFF**

It is recommended that this Management Improvement Plan is implemented



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**PROGRAMME MANAGER:**

APPROVED / NOT ~~APPROVED~~

14/1/2019,  
DATE

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**MS JS ISAACS  
HEAD OF DEPARTMENT**

15/1/19  
DATE

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