



Western Cape
Government

Western Cape Department of Agriculture

Management Improvement Plan

Assessment of the Western Cape
AgriBusiness Investment Unit (AIU)

S Kajie & T Henriks
2016

TITLE
MANAGEMENT IMPROVEMENT PLAN

1. MANAGEMENT RESPONSE ON RECOMMENDATIONS

Recommendation	Record of agreement or disagreement	Reasons for disagreement
<p>1 The AIU should play to its strengths and continue to build on its support services which received high praise from the investors. A good support service and assistance with networking is an important draw card for investors. It would be beneficial for the AIU to perhaps market its mandate to a wider audience to inform investors across the whole agribusiness value chain so as to attract more clients.</p>	<p>Agree</p>	
<p>2 AIU should partner with training bodies such as the Agri-SETA's to look at how they can assist with skills development and perhaps engage investors directly with the training bodies and training incentives that are available to their workforces.</p>		<p>Disagree. It did not relate to the mandate of the AIU</p>
<p>3 Networking and access to networks were issues key raised in relation to expansion as well as investors concentrating on growing the local market. It is recommended that the AIU work with investors to facilitate better access to these intercontinental</p>	<p>Partly agree</p>	<p>The AIU focusses purely on foreign and domestic direct investment. It does, however, facilitate introductions to Wesgro's export team in order to assist clients with an appetite for international market access.</p>

Recommendation		Record of agreement or disagreement	Reasons for disagreement
	networks and continue to assist with exporting processes to aid expansion.		
4	The AIU should consider expanding its mandate to become the "One-Stop-Shop" investors are seeking and address their other needs regarding facilitating policy interventions and assisting with export information and easing the burden of red tape for smaller businesses.	Partly Agree	The AIU facilitate links to all key stakeholders but funds will be a challenge to implement this as is. But talks are underway with DTI to establish a One Stop Shop in the Western Cape.
5	The investors all identified a need for more strategic and more frequent engagements with the AIU. It is recommended that the AIU increase its capacity to allow them to conduct more site visits. In addition it is suggested that the AIU adopt a form of monitoring and Evaluation of the assistance that the AIU has given to investors.	Agree	

2. IMPROVEMENT OBJECTIVES

Recommendation 1:	The AIU should play to its strengths and continue to build on its support services which received high praise from the investors. A good support service and assistance with networking is an important draw card for investors. It would be beneficial for the AIU to perhaps market its mandate to a wider audience to inform investors across the whole agribusiness value chain so as to attract more clients.
Recommendation 5:	The investors all identified a need for more strategic and more

	frequent engagements with the AIU. It is recommended that the AIU increase its capacity to allow them to conduct more site visits. In addition it is suggested that the AIU adopt a form of monitoring and Evaluation of the assistance that the AIU has given to investors.
Improvement Objective 1:	A district outreach roadshow is being developed in order to broaden the AIU's target audience. Furthermore, investor networking sessions are being developed.

Recommendation 2:	AIU should partner with training bodies such as the Agri-SETA's to look at how they can assist with skills development and perhaps engage investors directly with the training bodies and training incentives that are available to their workforces.
Improvement Objective 2:	Whilst skills development is out of the scope of the AIU, the unit will seek out partnerships with Agri-SETA and DEDAT. This will enable the AIU to facilitate introductions to the aforementioned service providers for clients.

Recommendation 3:	Networking and access to networks were issues key raised in relation to expansion as well as investors concentrating on growing the local market. It is recommended that the AIU work with investors to facilitate better access to these intercontinental networks and continue to assist with exporting processes to aid expansion.
Improvement Objective 3:	AIU to gain an understanding of which clients are export ready, and make introductions to Wesgro's Trade team.

Recommendation 4:	The AIU should consider expanding its mandate to become the "One-Stop-Shop" investors are seeking and address their other needs regarding facilitating policy interventions and assisting with export information and easing the burden of red tape for smaller businesses.
Improvement Objective 4:	Conceptualization of one stop shop value proposition is under way.

3. IMPROVEMENT PLAN

Improvement Objective 1:		A district outreach roadshow is being developed in order to broaden the AIU's target audience. Furthermore, investor networking sessions are being developed.							
Output		Priority	Activity		Deliverable	Person	Deadline	Budget available	Progress
1.1	Roadshow, and market strategy development	Important	1.1.1	Meeting	Committee	Head: AIU	31 May 2016	N/A	Internal meetings with Marketing initiated

Improvement Objective 2:		Whilst skills development is out of the scope of the AIU, the unit will seek out partnerships with Agri-SETA and DEDAT. This will enable the AIU to facilitate introductions to the aforementioned service providers for clients.							
Output		Priority	Activity		Deliverable	Person	Deadline	Budget available	Progress
2.1	Foster relations with DEDAT and Agri-SETA	Important	2.1.1	Meetings	Partnerships	Head: AIU	30 April 2016	N/A	Meetings with Raheem Loghdey, DEDAT, have commenced.

Improvement Objective 3:		AIU to gain an understanding of which clients are export ready, and make introductions to Wesgro's Trade team.							
Output		Priority	Activity		Deliverable	Person	Deadline	Budget available	Progress
3.1	Expose Clients to Trade services	Important	3.1.1	Client Meetings	Introductions	AIU team	Ongoing	N/A	Introductions underway

Improvement Objective 4:		Conceptualization of one stop shop value proposition is under way.							
Output		Priority	Activity		Deliverable	Person	Deadline	Budget available	Progress
5.1	One Stop Shop service offering	Important	5.1.1	Meetings	Committee	Head: Investment Promotion	Ongoing	N/A	N/A

4. COMMUNICATION PLAN

Target audience	Message	Media vehicle	Deadline	Person	Budget available	Progress
Stakeholder clients	Market Wesgro/AIU Services.	Workshop invitation	Continuous	AIU Manager	N/A	In planning stages
Academic environment	Engage with AgriSETA and DEDAT	Conference	TBC	Co-ordinator	N/A	Concept Stage