



Western Cape
Government

Western Cape Department of Agriculture

Management Improvement Plan

Western Cape Commodity Approach
Evaluation (Performance Evaluation)

Mogale Sebopetsa
May 2018

TITLE
MANAGEMENT IMPROVEMENT PLAN

1. MANAGEMENT RESPONSE ON RECOMMENDATIONS

Recommendation		Record of agreement or disagreement	Reasons for disagreement
1	To ensure long term sustainability and economic viability, projects should be approved for a period of three years, such that the renewal of annual support is contingent on the achievement of key deliverables.	Disagree	We do not agree with the recommendation: This is grant funding that we are funding projects with. This funding is approved by DAFF on a yearly basis based on the provincial business plan.
2	Consideration should be given to the pre-approved project list given the time-sensitive nature of farming. Pre-approving projects for funding the following year may exclude potential projects that are time dependent. 70% of the budget should be allocated to the pre-approved project list, while the remaining 30% of the budget should be allocated to projects that could not determine their funding / support needs a year in advance.	Disagree	We do not agree with this recommendation as CASP is a schedule 5 grant and total funding must be allocated to projects
3	The projects that are not on the pre-approved list should be approved on a competitive funding basis rather than the current first-come-first-serve basis. This requires that all project applications must be	Disagree	This is the current CASP process. There is an application and evaluation period within the year before projects lists at CPAC's are compiled.

Recommendation	Record of agreement or disagreement	Reasons for disagreement
<p>submitted by an agreed date, and are assessed at the same time. The CPACs should meet each quarter to review the applications submitted in that quarter and score the applications on predefined criteria to determine which projects are supported on the funding that is available for that quarter. The dates by which applications must be submitted must be published well in advance.</p>		
<p>4</p> <p>To realise the greatest value from the mentorship component:</p> <p>Mentorship should extend beyond the technical aspects of farming to include business and administration training. This can be implemented by the mentor directly or through improved marketing of Elsenburg's business training courses to the project beneficiaries.</p> <p>The mentor selection and allocation process should be more selective to ensure that skills and experience are appropriately matched between the mentor and the project beneficiary.</p> <p>When the mentor is allocated, there should be a session with the mentor and the project beneficiary to agree on what the mentorship will aim to</p>	<p>Disagree,</p>	<p>The commodity partners and the farmer identify and agree on the suitable mentor/s. Mentors report to their respective commodities and this relationship cannot be imposed on the parties involved.</p>

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<p>achieve over the support period, how this will be disaggregated by quarter and what is expected from both the mentor and project beneficiary.</p>		
<p>5 To improve potential farmers' awareness of the Commodity Approach, its marketing efforts should be extended through inter alia road shows, radio campaigns print advertisements. This should clearly outline what support is provided by the Commodity Approach, who is eligible, how the application process works and what documents are needed to apply. To ensure an extensive reach of the programme, marketing should be done in consultation with CPAC members and local agricultural NGOs who may be aware of potential emerging farmers.</p>	<p>Disagree</p>	<p>This work and / or approach is already going on since 2010/11.</p>
<p>6 To leverage the funding from the WCDOA, financiers should be included in the CPACs. WCDOA could play a role collaborating with private financiers to leverage the existing financial support such that greater impact can be achieved.</p>	<p>Disagree</p>	<p>DAFF is currently busy with blended funded model to guide the process.</p> <p>It must be noted that banks needn't be part of CPAC's to provide loan financing. This is already happening at the sector without them sitting at the CPAC's.</p>

Recommendation	Record of agreement or disagreement	Reasons for disagreement
<p>7 To ensure that projects are sustainable and targeting the needs of each farm appropriately, the business plans need to be developed with sufficient technical input, concentrating in particular on the commercial and managerial outlook for the project. Where support is needed from UTA, the mentor, WCDOA or the commodity agents, an input channel should be developed such that this support can be provided and inputted sufficiently prior to project approval.</p>	Disagree	Development of business plans already involved mentors, specialists, UTA, etc when inputs are required.
<p>8 Projects' contractual agreements should stipulate that projects are required to submit progress reports for three years post-support. This will inform better decision making for applicants that apply for subsequent years of support. It will also enable improved monitoring of the portfolio of projects and the on-going performance of these projects, which can be used by the WCDOA to inform strategic direction and decision making. Finally this will also allow for more robust impact measurement in the future.</p>	Disagree	Funded projects already enlisted for Financial Recordkeeping Keeping (FRK).
<p>09 Undertake further research</p>	Agree	This is linked to the periodic external land reform evaluation studies.

2. IMPROVEMENT OBJECTIVES

Recommendation	Undertake further research
Recommendation	
Recommendation	
Improvement Objective 1:	Periodic external evaluation of land reform projects

3. IMPROVEMENT PLAN

Periodic external evaluation of land reform projects		Output	Priority	Activity	Deliverable	Person/s	Deadline	Budget available	Progress
1.1	Land reform evaluation report	1	1.1.1	External evaluation study done	CD: FSD & Director: Land Reform	End November 2018	Farmer Support and Development programme's(FSD) operations budget	Open tender process was already concluded and waiting for inaugural meeting with successful bidder.	

4. COMMUNICATION PLAN

Target audience	Message	Media vehicle	Deadline	Person	Budget available	Progress
Stakeholder clients	Report	Coordination structures, i.e. DPAC & CPAC's	30 November 2018	FSD Management	N/A	Continuous



M SEBOPETSA

CHIEF DIRECTOR

FARMER SUPPORT AND DEVELOPMENT

DATE: 12/09/2018



JS ISAACS

HEAD OF DEPARTMENT: WESTERN CAPE

DATE: 18 | 9 | 18