Western Cape Department of Agriculture

Management Improvement Plan
Implementation Evaluation of the Youth Development Initiatives of the WCDoA

R Wentzel
2019

EVALUATION OF THE YOUTH DEVELOPMENT PROGRAMMES IN THE WESTERNCAPE DEPARTMENT OF AGRICULTURE: MANAGEMENT IMPROVEMENT PLAN

1. MANAGEMENT RESPONSE ON RECOMMENDATIONS

Recommendation		Record of agreement or disagreement	Reasons for disagreement / Comments
1	Develop overarching goals and targets for all Programmes with youth development initiatives and strengthen record keeping capabilities for improved future monitoring and evaluation	Agree	Not applicable
2	Re-evaluate the current programme design, job description of interns and communication strategies	Agree	Not applicable
3	Expand the network of external host employers and provide training (similar to mentor training)	Agree	Not applicable
4	Create opportunities for beneficiaries to network and build relationships with the private sector	Agree	Not applicable

2. IMPROVEMENT OBJECTIVES

Recommendation 1	Develop overarching goals and targets for all Programmes with youth development initiatives and strengthen record keeping capabilities for improved future monitoring and evaluation
Recommendation 2	Re-evaluate the current programme design, job description of interns and communication strategies
Improvement Objective 1:	Redevelop overarching goals, targets and record information management for all youth development programmes.

Recommendation 3	Expand the network of external host employers and provide training (similar to mentor training)
Recommendation 4	Create opportunities for beneficiaries to network and build relationships with the private sector
Improvement Objective 2:	Strengthen relationships with existing beneficiaries, internal and external partners and learners and students through coordinated communication and networking.

3. IMPROVEMENT PLAN

Improvement Objective 1:	Redevelop overarching goals, targets and record information management for all youth development programmes..						
Output	**Priority**	**Activity**		**Deliverable**	**Responsible Person**	**Deadline**	**Budget available**	**Progress**
		1.1.1	Identify all Youth Development Initiatives in the department	spreadsheet	EDI team	31/03/2019	Internal	Work- in – progress.
1.1 Reassess collective goals and targets of departmental youth development initiatives.		1.1.2	Review collective budget, goals and targets for Youth development programmes for 2020/2021	APP Adjusted Theory of Change	Head: OSS and EDI team	30/7/2019	Internal	Scheduled to be discussed at Departmental Strategic session
		1.1.3.	Identify key grouping of core work-related/practical competencies and professional skills to ensure well rounded interns when completing the programme	*List of core practical competencies and professional skills to be attained	Head: OSS and EDI team	31/5/2019	Internal	Work- in – progress.

Improvement Objective 1:		Redevelop overarching goals, targets and record information management for all youth development programmes..					
Output	**Priority**	**Activity**	**Deliverable**	**Responsible Person**	**Deadline**	**Budget available**	**Progress**
		1.1.4. Investigate the potential of changing the rotational cycle	*Report on outcome of investigation *Job descriptions for Interns that give equal exposure to admin work as well as field work	Head: OSS and EDI team	30/10/2019	Internal	Work- in – progress.
		1.1.5. Develop standard exit interview questionnaire to record overall experiences, improvement recommendations, key successes and future plans.	Standard exit interview questionnaire	Head: OSS and EDI team	31/8/2019	Internal	Work- in – progress.
Redesign programmes and year planners		1.2.1. Redefine activities, outputs and objectives for each youth development, programme	EDI Monthly Work-plan indicating activity and deliverable chart per programme.	Head: OSS and EDI team	30/4/2019	Internal	Work- in – progress
		1.2.2. Create an internship framework as	Transversal Internship Framework	John Constable and EDI team	CSC to determine	Internal	Transversal WCG Internship Framework in

Improvement Objective 1: Redevelop overarching goals, targets and record information management for all youth development programmes..

Output	Priority	Activity	Deliverable	Responsible Person	Deadline	Budget available	Progress
			ensuring an effective experience for all parties				draft format presently at all Departments for inputs
		1.2.3.	Synchronise programme's activities on a year planner taking all stakeholder's into consideration	Annual Work-plan for EDI/ Year Planner	John Constable and EDI team	30/4/2019	Internal	Work- in – progress
		1.2.4.	Review and redraft processes, policies, templates, job profiles and contracts with clear expectations defined.	Revisited and amended SOP's; Internship and YPP employment contracts and job profiles; bursary contracts and policies	John Constable and EDI team	31/5/2019	Internal	Work- in – progress

Improvement Objective 1:	Redevelop overarching goals, targets and record information management for all youth development programmes..						
Output	Priority	Activity	Deliverable	Responsible Person	Deadline	Budget available	Progress
1.3 Improve record information management of all youth initiatives in the department		1.3.1 Explore availability or develop and implement an electronic database management tools and software and system that can be easily accessed manipulated and updated which serves as a tracking information record management tool	Database management system	John Constable and representative from Archives	30/6/2019	Internal	IT to be requested to develop an electronic system
		1.3.2 Include information on exit interviews as part of records management system	Record of comments/suggestions of beneficiaries at the end of a development programme.	John Constable and EDI team	End of present internship programmes : March 2019	Internal	To be instituted from March 2019
		1.3.3 Create and retain files in line with WCARS prescripts	Files for all initiatives and	John Constable and EDI team with the	2018 beneficiary and project	Internal	Record management of new PAY

Improvement Objective 1: Redevelop overarching goals, targets and record information management for all youth development programmes..

Output	Priority	Activity	Deliverable	Responsible Person	Deadline	Budget available	Progress
		to ensure sound record management and proof of evidence for all initiatives.	beneficiaries ready for auditing	assistance of Archive Services	files updated 31/5/2019		internship 2019/2020 in progress

Improvement Objective 2: Strengthen relationships with existing beneficiaries, internal and external partners and learners and students through coordinated communication and networking platforms.

Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
2.1 Exploring specifically rural areas to identify beneficiaries for YDIs	2.1.1	Engage with Farmer Support and Development, SAET and Rural Development to tap into their existing databases of external host employers	List of prospective host employers per district	Head: OSS and EDI team	30/9/2019	Internal	
	2.1.2	Source and engage with suitable external host employers	Report of meetings held and list of host employers.	John Constable and EDI team	From 1/4/2019	Internal	Work- in – progress.

Improvement Objective 2:			Strengthen relationships with existing beneficiaries, internal and external partners and learners and students through coordinated communication and networking platforms.				
Output	Priori ty	Activity	Deliverable	Person	Deadline	Budget available	Progress
	2.1.3	Consult the Agri-worker census to identify beneficiaries	List of prospective beneficiaries and host employers per rural node	John Constable and EDI team	From 1/4/2019	Internal	When required

Improvement Objective ~~3~~:	Strengthen relationships with existing beneficiaries, internal and external partners and learners and students through coordinated communication and networking platforms.						
Objective: 2							
Output	**Priority**	**Activity**	**Deliverable**	**Person**	**Deadline**	**Budget available**	**Progress**
2.2. Establish Internal and external communication and relationship channels for all youth programmes.		2.2.1 Identify best modes of communication and setup	Networking platform e.g.: Whatsapp groups/ email groups/ internet/website/R adio station slots	John Constable and team	30/4/2019	Internal	Work- in – progress.
		2.2.2 Identify what needs to be communicated to whom and when	Feedback from all parties	John Constable and team	Ongoing	Internal	Work- in – progress.
		2.2.3 Establish networking platform for communication with beneficiaries/ mentors/ external host employers	Updated networking platform	John Constable and team	Ongoing	Internal	Work- in – progress.
~~3.2~~		2.3.1 Identify areas of concern and risk	Monitoring and evaluation template	John Constable and team	30/11/2019	Internal	Work- in – progress.
2.3. Implement ongoing monitoring and evaluation of YDIs		2.3.2 Include monitoring site visits and review meeting with beneficiaries into year planner	Reports	John Constable and team	Quarterly	Internal	Work- in – progress.

2.4.	Increase support for expanding the Programme	2.4.1	Improve on recruitment numbers of post graduates for technical and specialised fields..	Expand list or pool of potential workers in technical and specialised fields	Head: OSS and EDI team	30/6/2019	Internal
		2.4.2 .	Explore networking engagements with industry role-players	Partnership network	Head: OSS and EDI team	30/5/2019	Internal
		2.4.3 .	Plan an annual interactive employment demand and supply information exchange event for interns and graduate interns meet Business	Networking workshop	Head: OSS and EDI team	20/8/2019	Internal
2.5.	Create a skills set for Administrat ors/ mentors/ external host employers to ensure success of	2.5.1	Arrange and implement that all administrators of Youth Development Programmes to undergo training on interpersonal skills/creativity, communication and flexibility	Training plan	Head: OSS and EDI team	Ongoing	Internal

the programme			Training plan			
	2.5.2	Arrange and implement that all External host employers receive briefing on understanding an internship programme and their valuable role in assessing and developing the intern.	Specific individual development plan based on the operations of the entity	Head: OSS and EDI team	Ongoing	Internal
	2.5.3	Conduct mentor training per semester to all mentors	Training plan	Head: OSS and EDI team	Ongoing	Internal

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4. COMMUNICATION PLAN

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
HCD Committee	Evaluation and Information on youth development initiatives/recruitment of beneficiaries/	HCD Committee performs and overseeing role on all youth development initiatives. Monitoring and evaluation. Keep abreast of EDI developments/ makes recommendations	Emails/ reports/ meetings	ongoing	EDI team	N/A	
Other DoA Programmes	Information on youth development initiatives/ placement of interns/graduates	Data collection/ support/ mentorship/placement interns/bursary holders/YPPs	Emails/ meetings/ reports/intranet	ongoing	EDI team	N/A	
Beneficiaries	Group emails and whatsapp groups for announcements/ support from EDI team	Maintain an open line policy with all beneficiaries. Provide continuous support and follow up on progress	Emails/whatsapps/ telephonic/ website/ orientation/ meetings/site visits/ review sessions/	ongoing	EDI team	N/A	
External Host Employers (EHE's) / Partners/ potential EHEs and Partners	Youth development buy-in and partnership – promote investment for External Host Employers – win-win	Access support and build partnerships with private sector – stretch rand (sign MOUs)	Website/ meetings/ emails/ telephonic/ meetings/ review meetings/ training on mentorship	ongoing	EDI team	N/A	
Mentors	Appreciation and support for mentors/ keep them informed/ upcoming training	Maintain an open line policy with all mentors. Provide assistance and support/ keep them informed and review	Emails/ telephonic/whatsapp group/ site meetings/ review meetings/	Ongoing	EDI team	N/A	

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
	announcements/ Year Planner etc.	beneficiaries progress with them	upskill with mentor training				
Local/Provincial/National Government Departments	Showcase Youth Development Programmes/ build partnerships/ source beneficiaries & mentors	Develop partnerships/ align YDIs with other departments – dove tail on existing partnerships / exhibitions	Website, meetings, Provincial Youth Development workgroup	ongoing	EDI team	N/A	
Educational Institutions	Showcase Youth Development Programmes / Build partnership/ youth development in scarce and critical skills	Place advertisements to source beneficiaries/build relationships/ beneficiaries accounts/ academic progress/ exhibitions	Email, telephone, meetings/ EI notice boards.	ongoing	EDI team	N/A	
Provincial Youth/ potential beneficiaries	Promote Youth Development Programmes, initiatives and careers in agriculture	Advocacy of agriculture as a career of choice	Website, exhibitions, flyers, radio, visits to schools	ongoing	EDI team	N/A	

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5. SIGNOFF

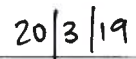It is recommended that this Management Improvement Plan is implemented

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SUB-PROGRAMME MANAGER AS HEAD:OSS

APPROVED / NOT APPROVED

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$20/3/2019$
DATE

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MS JS ISAACS
HEAD WC: DEPARTMENT OF AGRICULTURE

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$20/3/19$
DATE