



Western Cape
Government



Western Cape Department of Agriculture

**Post COVID-19 Future of the Western Cape
Agriculture and Agri-Processing Sector
Management Improvement Plan**

Dr DP Troskie | 9 July 2021

**POST COVID-19 FUTURE OF THE WESTERN CAPE AGRICULTURE AND AGRI-PROCESSING SECTOR:
MANAGEMENT IMPROVEMENT PLAN**

1. MANAGEMENT RESPONSE ON RECOMMENDATIONS

| Recommendation | Record of agreement or disagreement | Reasons for disagreement |
|---|--|---|
| <p>AFRICA</p> <p>a) Scan and monitor for early signs and leading indications where middle-class demand may be rising.</p> <p>b) Motivate to / prevail on ("lobby") national level institutions to access promising African markets.</p> <p>c) Based on the above, implement multi-party, multi-pronged product placement and marketing programmes to pro-actively introduce products to target markets.</p> <p>d) Pro-actively audit, analyse and conduct feasibility exercises as well as liaise and lobby for, to realise hard and soft infrastructure.</p> <p>e) Ensure that farmers and producers can pivot and adjust quickly and effectively as and when demand manifests and opportunities become accessible.</p> | Agree | N/A |
| <p>4th IR TECHNOLOGY</p> <p>a) Collectively launch a 4th IR Tech programme (set of projects) specifically designed to improve production and market access of smaller players.</p> <p>b) 'Democratise' agricultural 4th IR technology</p> <p>c) Implement projects such as:</p> <ul style="list-style-type: none"> - Providing infrastructure and training - Creating an enabling regulatory environment - Catalysing innovation and entrepreneurship, and - Facilitating partnerships and ecosystems | Agree | N/A |
| <p>GOOD GOVERNANCE LEADING TO POLICY CERTAINTY</p> <p>a) Motivate to / prevail on ("lobby") and actively communicate to national level institutions and stakeholders on the benefits of good governance and policy certainty.</p> <p>b) Clearly identify which aspects / factors / elements of governance and policy-making fall in the ambit of the provincial government and ensure that this is designed to benefit the sector over the long run.</p> <p>c) Create an enabling environment which make it easier for Western Cape players to navigate bad governance and policy uncertainty.</p> | Agree | N/A |
| <p>CLIMATE CHANGE</p> <p>a) As there is considerable scope for intervention and significant benefits and opportunities, use a variety of means and methods to encourage, incentivise, regulate ('force') and support all farmers and producers to switch to sustainable, 'climate smart' production.</p> <p>b) Provide 'climate smart' infrastructure in the province (renewable energy, technology, transport modes,</p> | Agree | Response plan included in separate Climate Smart Implementation plan. |

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| | Recommendation | Record of agreement or disagreement | Reasons for disagreement |
|---|---|--|---------------------------------|
| | packaging, etc.) that will shore up and accentuate any on-farm and in-factory efforts. | | |
| 5 | AGRICULTURAL EDUCATION AND KNOWLEDGE TRANSFER with focus on: a) Sustainable and "climate smart" production methods b) 4th IR technology. c) Resilience d) navigating VUCA conditions | Agree | N/A |

**POST COVID-19 FUTURE OF THE WESTERN CAPE AGRICULTURE AND AGRI-PROCESSING SECTOR:
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2. IMPROVEMENT OBJECTIVES

| | |
|---------------------------------|--|
| Recommendation 1: | Africa: Middle class rises |
| Improvement Objective 1: | Develop and implement a strategy focussed on the rising middle class in Africa as a market for Western Cape Products. |
| Recommendation 2: | 4 th IR Technology for improved market access for smaller players |
| Improvement Objective 2: | Support inclusive 4th IR development in the Western Cape Agricultural Sector. |
| Recommendation 3 | Good governance leading to policy certainty |
| Improvement Objective 3 | Implement governance leading to policy certainty for the Western Cape Agricultural Sector. |
| Recommendation 5: | Agricultural education and knowledge transfer |
| Improvement Objective 4: | Targeted, relevant and pro-active agricultural extension and training. |

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3. IMPROVEMENT PLAN

| Improvement Objective 1: | | Develop and implement a strategy focussed on the rising middle class in Africa as a market for Western Cape Products. | | | | | | | |
|--------------------------|--|---|----------|---|--|--------------------|--|-------------------|---|
| Output | | Priority | Activity | Deliverable | Person | Deadline | Budget available | Progress | |
| 1.1 | "Strategic Africa" Report. | | 1.1.1 | Develop TOR for report | TOR | D Troskie | 31/01/2022 | Evaluation budget | |
| | | | 1.1.2 | Convene Project Steering Committee | 1 st Meeting | D Troskie | 01/04/2022 | Evaluation budget | |
| | | | 1.1.3 | Appoint evaluation team | Appointment letter | Steering Committee | 01/05/2022 | Evaluation budget | |
| | | | 1.1.4 | Complete report | Report | Research Team | 31/12/2022 | Evaluation budget | |
| | | | 1.1.5 | Develop response strategy | MIP | Steering Committee | 28/01/2023 | Evaluation budget | |
| 1.2 | Annual "Africa-rising" periodical publication. | | 1.2.1 | Produce and publish | Reports such as Africa Agenda, New Opportunities for SA Agriculture: The AfCFTA, SA tariff and non tariff barriers in the AfCFTA | B Matoti | Annual and adhoc | Programme 6 | Main report to be completed in March 2022, one report completed and published, and research continuing on the other |
| | | | 1.2.2 | Obtain "Africa Reports" from other institutions | Reports | B Matoti | Annual and regularly as linked to research conducted | Programme 6 | Available downloads from various institutions, BFAP Baseline Launch |
| 1.3 | Engage Africa: Markets & trade | | 1.3.1 | Identify key markets and products in Africa for Agriculture | Report on key markets available | B Matoti | Annual and adhoc | Programme 6 | Main report to be completed in March 2022, one report completed and published, and research continuing on the other |
| | | | 1.3.2 | Engage Wesgro, DTIC, DALRRD & industry role players to make sure that the | Various meetings and fora | B Matoti | Annual and adhoc | Programme 6 | 04 June 2021 and ongoing |

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| Improvement Objective 1: | | Develop and implement a strategy focussed on the rising middle class in Africa as a market for Western Cape Products. | | | | | | | | |
|---------------------------------|--|--|---------------------------------|---|--|--------------------------|---|------------------------|---|-------------|
| Output | | Priority | Activity | Deliverable | Person | Deadline | Budget available | Progress | | |
| | | | identified markets are engaged. | | | | | | | |
| | | | 1.3.3 | Distribute information on opportunities | Sharing of information through various platforms (e-mail stakeholder list and colleagues, agriprobe, workshops, website) | B Matoti | March 2022 | Programme 6 | 21 June 2021 and ongoing | |
| 1.4 | Engage Africa: Strategic | | 1.4.1 | Diplomatic | Event for African consular corps at Elsenburg (with Minister). | D Troskie / Ministry | 31 March 2022 | | | |
| | | | | | African consular corps at ostrich event at Leeuwenhof | Ilse | Event in process – alternative date to be confirmed | HOD and CFO to approve | Busy with finalisation of venue and guest list. | |
| | | | 1.4.2 | CAADP & AU | Engagement with DALRRD (Winston) & IR to identify networks. | D Troskie / Shelton | | | | |
| | | | 1.4.3 | Bi-lateral MOA/U | Take leads from 1.1 and 1.2 | | | | | |
| | | | 1.4.4 | Exchange | Take lead from 1.1 and 1.2. | | | | | |
| | | | | | Identify key institutions | Programme managers | | | | |
| | | | | | Identify existing funders in Africa | Research question in 1.1 | | | | |
| | | | | | | Explore a webinar | I Trautmann / J Aries | 30 September | Yes | None as yet |
| | | | 1.4.5 | Promote African products into the WC. | Use Africa day and diplomatic core | | | | | |
| 1.4.6 | Link to 4 th IR development in Africa | Link to webinar in 1.4.4 | | | | | | | | |

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|---------------------------------|--|--|---|-----------------------------|---------------|---------------------|-------------------------|--|
| Output | | Priority | Activity | Deliverable | Person | Deadline | Budget available | Progress |
| 1.5 | Mechanism to address soft and hard blockages | | 1.5.1 Take information from 1.1, 1.3.2 and exchange programme. | Engage various stakeholders | B Matoti | 04 June and ongoing | Programme 6 | Engaged Wesgro and DEDAT and ongoing at various fora |

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| Improvement Objective 2: | | Support inclusive 4th IR development in the Western Cape Agricultural Sector. | | | | | | | |
|---------------------------------|------------------------------------|---|-----------------|---|-------------------------|---|-------------------------|---------------------------|--|
| Output | | Priority | Activity | Deliverable | Person | Deadline | Budget available | Progress | |
| 2.1 | Regular 4 th IR Seminar | | 2.1.1 | Identify 4 th IR topic | List of topics | D Troskie | 30 September 2021 | 4 th IR Budget | |
| | | | 2.1.2 | Find partners | Committed partners | D Troskie | 30 September 2021 | 4 th IR Budget | |
| | | | 2.1.3 | Commission working paper | Research Team appointed | Partners | 31 October 2021 | 4 th IR Budget | |
| | | | 2.1.4 | Sector "specialist" seminar | Event | Research Team | 28 February 2022 | 4 th IR Budget | |
| | | | 2.1.5 | Release discussion paper | Discussion paper | Research Team | 28 February 2022 | 4 th IR Budget | |
| | | | 2.1.6 | Identify potential follow-up actions | Response plan | Partners | 28 February 2022 | 4 th IR Budget | |
| | | | 2.1.7 | Communicate results | Publications | Partners | 31 March 2022 | 4 th IR Budget | |
| 2.2 | Embrace drone technology | | 2.2.1 | Train drone pilots | RPL awarded | | 31 March 2021 | 4 th IR Budget | |
| | | | 2.2.2 | Obtain & manage ROC | Certificate | D Troskie | 31 March 2022 | 4 th IR Budget | |
| | | | 2.2.3 | Establish drone users group | 1 st Meeting | Arie | 31 March 2022 | 4 th IR Budget | |
| | | | 2.2.4 | Organise drone users workshop(s) | Workshop | Ilse / Dirk | 31 December 2021 | 4 th IR Budget | 2 nd Drone conference should also be included here |
| | | | 2.2.5 | 4 th IR (with drone & application focus) open day (agric. Schools & schools with agriculture as subject) | Event | Chair of HCD (revisit TOR of HCD Committee) | | 4 th IR Budget | |
| | | | 2.2.6 | Drone club @ college | Active club | Hayley Rodkin | | 4 th IR Budget | Will co-ordinate to include SRC and appointed faculty champions. |
| | | | 2.2.7 | RPL training for farmers (50% sponsored with bursaries) (video/article on what it take / pre-selection) | RPL licenses awarded. | D Troskie | 31 March 2022 | 4 th IR Budget | |

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| | | | 2.2.8 | Explore drone free-fly zone | Regulatory Impact Assessment | D Troskie | 31 March 2022 | 4 th IR Budget | |
| 2.3 | 4 th IR technology for adoption in Department | | 2.3.1 | See 2.1.6 | | | | | |
| | | | 2.3.2 | Complete list of internal stems and circulate | | F Huysamer | 30 September 2021 | | |
| | | | | Evaluate internal systems | Decision to upgrade / change system or not | Programme managers | 31 March 2022 | | |
| | | | 2.3.3 | Communicate with staff on 4 th IR | | D Troskie / Mary / Programme managers | 31 March 2022 | | |
| 2.4 | Develop interventions to democratise 4 th IR Technologies. | | 2.4.1 | Evaluate e-commerce module | Report | J Aries | 31 July 2021 | Yes | Awaiting report from UWC |
| | | | 2.4.2 | Evaluate e-literacy training for agri-workers | Report | D Chitepo | 31 July 2021 | Yes | Awaiting report from UWC |
| | | | 2.4.3 | Identify relevant actions in 2.1.6 | | | Annually | | |
| 2.5 | 4 th IR extension | | 2.5.1 | See Improvement Objective 4 | | | | | |

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| Improvement Objective 3: | | Implement governance leading to policy certainty for the Western Cape Agricultural Sector. | | | | | | |
|---------------------------------|---|---|----------------------------|---|---------------------------------|----------------------------|-------------------------|-----------------|
| Output | | Priority | Activity | Deliverable | Person | Deadline | Budget available | Progress |
| 3.1 | Engage National | | 3.1.1 | Identify critical blockages | | | | |
| | | | 3.1.2 | Intervene per blockage | | | | |
| | | | 3.1.3 | Explore a national engagement strategy. | | | | |
| | | | 3.1.4 | Develop a WC Agricultural Comms Strategy | | | | |
| 3.2 | Strengthen the JDMA process. | | 3.2.1 | Develop an agricultural plan for a local area. | Report | D Troskie | Annual | |
| | | | 3.2.2 | Support joint implementation. | | SMS allocated to districts | Continuous | |
| | | | 3.2.3 | Coordinate JDMA reporting | Reports | D Troskie | Annual | |
| | | | 3.2.4 | Contribute to IDP development after elections. | Reports | D Troskie | Annual | |
| 3.3 | Develop the Constitutional mandate of the Province | | 3.3.1 | Analyse the Constitution in service context. | Discussion with Sanet van Aarde | F Huysamer | | |
| | | Complete veterinary mandate process | | G Msiza | 31 March 2022 | Programme 4 / UTA(Casidra) | | |
| | | 3.3.2 | Prioritise priority areas. | | Management | | | |
| | 3.3.3 | "Push the mandate" in 1 or 2 areas. | | | | | | |
| 3.4 | Facilitate a strategic conversation in the WC Agricultural Sector | | 3.4.1 | Identify areas of Strategic importance | Reports | D Troskie | 31 March 2022 | |
| | | | 3.4.2 | Take note of 2.1 | | D Troskie | 31 March 2022 | |
| | | | 3.4.3 | Support the development of discussion documents | Reports | D Troskie | Annually | |
| | | | 3.4.4 | Support discussion platforms | Active processes | D Troskie | Annually | |

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| Output | | Priority | Activity | | Deliverable | Person | Deadline | Budget available | Progress |
| Improvement Objective 4: | | Targeted, relevant and pro-active agricultural extension and training. | | | | | | | |
| Output | | Priority | Activity | | Deliverable | Person | Deadline | Budget available | Progress |
| 4.1 | Climate smart training & extension | | 4.1.1 | Extension: Climate Smart MIP | Workshop for extension officers | Prof Midgley | 31 March 2022 | Yes | In planning |
| | | | 4.1.2 | Training: Climate Smart MIP. | Workshop for lecturers and alignment of curricula | Prof Midgley | 31 March 2022 | Yes | In planning |
| 4.2 | 4 th IR training | | 4.2.1 | Evaluation: graduate employability | Evaluation Report | H Rodkin | 31 March 2022 | No budget available, but under discussion within branch. | Draft TOR submitted on 23 April 2021, to be finalised by 31 July 2021. |
| | | | 4.2.2 | Revisit curriculum | | H Rodkin | 31 March 2022 | | In progress |
| | | | 4.2.3 | Incorporate 4 th IR discussion paper in curriculum (2.1.5) | | H Rodkin | 31 March 2022 | | Already included but will evaluate. |
| | | | 4.2.4 | Annual 4 th IR on my farm challenge | | H Rodkin | 31 March 2022 | Still under discussion. | A competition content for practical applications in process of being developed. Annual challenge to students w.r.t. 4 th IR technology on a farm. |
| 4.3 | 4 th IR extension | | 4.3.1 | Use 4 th IR discussion paper (2.1.5) | | J Aries | Discussion paper workshop with APSD management | J Aries | 30 June 2021 |
| | | | 4.3.2 | Include 4 th IR in block sessions | | J Aries | An agenda item/discussion | J Aries | 2 nd Quarter |
| 4.4 | Engage agricultural schools and schools with agriculture as subject. | | 4.4.1 | Offer visits to schools. | Annual visit to/by schools | HCD Chair | 31 March 2022 | Yes, HCD budget | Will be finalised once the committee has been constituted |
| | | | 4.4.2 | Drone open day (see 2.2.5) | Day arranged for 3 schools | HCD Chair | 31 March 2022 | Yes, HCD budget | Will be finalised once the committee has been constituted |

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|--------------------------|--|--|----------|---|--------------------|--------------------------|---------------|------------------|---|
| Output | | Priority | Activity | | Deliverable | Person | Deadline | Budget available | Progress |
| | | | 4.4.3 | 4 th IR on my farm challenge | Challenge launched | HCD chair with task team | 31 March 2022 | Yes, HCD budget | Will be finalised once the committee has been constituted |

4. COMMUNICATION PLAN

| Target audience | Message | Purpose | Media vehicle | Deadline | Person | Budget available | Progress |
|--------------------------|--|------------------------------------|------------------------------|-------------------|------------|------------------|----------|
| Decision makers | Innovative agriculture is part of the long-term future of the Province | Underpin importance of Agriculture | Cabinet Submission | 31 September 2021 | D Troskie | NA | |
| People in the Department | Innovative agriculture is part of the long-term future of the Province | Underpin importance of Agriculture | Loerie | 31 September 2021 | Mary James | NA | |
| | | | Strategic Session | 31 September 2021 | D Troskie | | |
| Stakeholder clients | Innovative agriculture is part of the long-term future of the Province | Underpin importance of Agriculture | AgriProbe | 31 September 2021 | S Mandondo | NA | |
| Other departments | Innovative agriculture is part of the long-term future of the Province | Underpin importance of Agriculture | Policy Community of Practice | 31 September 2021 | D Troskie | NA | |
| General public | | | | | | | |
| Academic environment | | | | | | | |
| Other | | | | | | | |
| ... | | | | | | | |

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MANAGEMENT IMPROVEMENT PLAN**

5. SIGNOFF

It is recommended that this Management Improvement Plan is implemented

DR DP TROSKIE
DIRECTOR: BUSINESS PLANNING AND STRATEGY

DATE

APPROVED / NOT APPROVED

DR MP SEBOPETSA
HEAD OF DEPARTMENT

DATE