



Western Cape
Government

Department of Agriculture

WIETA ETHICAL TRADE PROGRAMME

MANAGEMENT IMPROVEMENT PLAN

1. MANAGEMENT RESPONSE ON RECOMMENDATIONS

Recommendation	Key Message	Record of agreement or disagreement	Reasons for disagreement
It is recognised that certain aspects of the WIETA code, particularly surrounding living wages and worker housing remain as areas of contention amongst local stakeholders. Such aspects tend to have significant implications on the financial status of WIETA members, as well as their ability to achieve accreditation/ certification. These aspects of the code require meaningful engagement by all parties representing employers, labour and the industry at large in order to achieve and build consensus.	Living wages: Although wages as a standard business cost account for almost 40% of the direct production costs per hectare (the largest single cost item), there is a higher headcount of workers and a low cost per worker than in advanced rural economies in developed countries. A national minimum wage has been introduced, which provides for a floor for remuneration (not a ceiling). Said minimum wage and the cumulative effect on the cost of production stands to be measured against prospects for mechanisation. This makes the “living wage” debate a tenuous one, given the surplus of modestly	Given the legacy of labour tenancy on farms owned by worker employers in South Africa, it is inconceivable that the Wieta code should not take a fair, but active stance in terms of minimum housing requirements. That these minimum requirements are grounded in SA building legislation, certainly serves as motivation for land owners to comply. Whether this will remain the minimum requirement under international private standards, is a matter for Wieta to monitor and to influence in terms of the compatibility of South African circumstances with those interpreted in the global context.	

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Recommendation	Key Message	Record of agreement or disagreement	Reasons for disagreement
	skilled job seekers in the rural African context. Housing: The number of workers finding their permanent homes on Agricultural land is in decline. This is likely attributable to the enforcement of ESTA law and the general direction of policies towards serviced land, utilities and dwellings in perpetuity, not only for employees of farming businesses, but for extended families also. This direction of policy already curtails the business owner's ability to make way for newly appointed permanent workers.		
Audit Fatigue 2	1. BSCI engagement & recognition Benchmarking of the WIETA Code against other schemes 2. Department of Labour recognition of WIETA audit reports 3. WIETA risk matrix 4. Training & Awareness	This is agreed and extremely important as part of Wieta's core function in a third party audit environment.	

Recommendation	Key Message	Record of agreement or disagreement	Reasons for disagreement
How should the proliferation of ethical codes such as WIETA, SMETA, BSCI, Fair Trade be addressed in the context of audit fatigue and costs? 3	1. Increased financial support from cellars towards suppliers (producers, labour providers, etc) to assist them with WIETA membership and audits. 2. Industry and public funders to continue providing financial support to WIETA activities, recognising the important role this subsidy plays in keeping audit and other costs low. 3. Improved communication by the industry to its members on the role of audits as part of the 'cost of doing business', specifically relating to market access. This may result in a change in perception of WIETA audits from being seen as a 'grudge purchase' with limited financial benefit.	This is agreed and extremely important as part of Wieta's core function in a third party audit environment. However, under point number 3, Wieta should always be recognised as a construct of discerning markets, whom, without it, might well stop buying our wine!	
How should the balance between auditing and unlocking capital evolve? 4	Wieta should be well positioned to seek out funding opportunities for Socio Economic Development in vulnerable worker households.	Agreed.	

Recommendation	Key Message	Record of agreement or disagreement	Reasons for disagreement
Audits are an imperfect means of effecting systemic change. (Targeted support programmes are needed which serve to promote continuous improvement and performance change in the workplace directly and farming community indirectly.) 5	The expectation is that the Wieta revised strategy will support a compliance support journey. Agreed.		
Opportunities for adherence to the WIETA code to be reframed positively in the future. 6	Renewed focus on corrective action and audit readiness through sustainable habits instilled as part of the values of the audited entities. Agreed.		
Create effectiveness and efficiencies in the pre and post audit support environment 7	Active intervention with service providers, leveraging appropriate support from other organizations such as Vinpro Foundation. Agreed.		
Explore the interface between ethical agricultural products and the consumer 8	Wieta seal needs continual evaluation and concrete feedback in terms of market value. Agreed.		

2. IMPROVEMENT OBJECTIVES

Recommendation :	Balance producer needs against Labour & international demands
Improvement Objective 1:	Promote Ethical Dialogue through regional and cellar based discussions and disseminate more access to easy to use Code information

Recommendation :	Audit Fatigue & duplicity Recognition of WIETA as a scheme
Improvement Objective 2:	WIETA Code recognition through 3 rd Party Auditing Recognition of other audits such as SMETA & BSCI SALBA's role in this is to keep members informed via newsletters and quarterly meetings of the updates taking place at WIETA regarding 3 rd party audits.

Recommendation :	Local Market involvement in WIETA
Improvement Objective 3 :	Engage local markets and SA retailers to encourage ethical trading and support for the WIETA Code SALBA can support this objective by influencing its members to trade ethically and support the WIETA code

Recommendation :	Short Term costs against Long term benefit Increase support to producers
Recommendation :	Housing – short term cost against long term benefit
Recommendation :	National Minimum Wages

Improvement Objective 4 :	Provide remedial programmatic support to producers & cellars to understand the requirements of areas of the Code where producers struggle to implement
Improvement Objective 5 :	Review that standard against human rights requirements versus the housing crisis & realities
Recommendation :	Support for small producers to become compliant
Improvement Objective 6 :	Provide training & implementation support to smallholders, emerging famers and black owned brands to become compliant

Improvement Objective 1:		Promote Ethical Dialogue through regional and cellar based discussions and disseminate more access to easy to use Code information					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
Develop more practical guidelines on Standard implementation for producers		Develop and translate in Afrikaans practical guidelines for 1. Using Contractors 2. Fair Wages in Cellars 3. Practical cost options for improving Housing 4. Guidelines on Evictions and managing ethical risks 5. Rights based Issues 6. Discrimination 7. Freedom of Association 8. Grievances	Guideline documents, posters, videos and pamphlets on TES Fair Wages Rights Housing and Evictions Freedom of Association, Discrimination and Grievances	Ops Man & Cert Man	2020 onwards		
Develop more practical guidelines for exercising rights for workers		Develop videos in the following areas : 1. Freedom of Association 2. Dismissals 3. Housing rights & responsibilities	Pamphlets and posters for workers in Eng, Afr	Ops Man & Cert Man	2020 onwards		

Improvement Objective 1:		Promote Ethical Dialogue through regional and cellar based discussions and disseminate more access to easy to use Code information					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
Greater access to Standard Better Practice Guidelines		Place the information on the website Distribute material to VinPro satellite offices, WCDa officials, trade unions, Cellars, Consultants	Deliver materials for distribution and Electronic media	Ops Man	Quarterly		
Create opportunities for dialogue around implementation		Develop a programme of engagement which covers 1. Key risk cellars and 2. all the wine regions Dialogue topics 1. How to identify, manage & mitigate risk 2. How to develop a socially responsible business 3. Evictions and Housing 4. Handling chemicals 5. Rights issues	Social Dialogue Workshops & webinars with cellars and producers and key reports to Cellars Webinar sessions	Cert Man CEO	ongoing annually		

Improvement Objective 1:		Promote Ethical Dialogue through regional and cellar based discussions and disseminate more access to easy to use Code information					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
Develop electronic learning opportunities on the virtual platforms & website		Develop video based & audio powerpoint programmes 1. Socially responsible businesses 2. Labour compliance 3. Health & safety compliance	Modules on Wieta's website, Utube and via Virtual training sessions	CEO Assurance Co-ordinator	2020 onwards	Need to identify funding for this Work with Winetech	
Training up industry consultants in better practice		Hold Consultants seminars on 1. WIETA Code Implementation 2. Managing conflict and improving relationships 3. Addressing housing challenges	Session held per quarter for remainder of year	Cert Man CEO Facilitator	2020 onwards	Agriseta Required additional funding	

Objective 1:		Ethical message – International markets				
Output	Activity	Deliverable	Person	Deadline	Budget available	Progress
Communications: telling the world about the ethical message	1. Create a platform where importers/buyers can meet and be informed of WIETA etc. 2. Educate: creating literature including ethical information and statistics 3. Wines of South Africa website; https://www.wosa.co.za/Sustainability/Socially-Sustainable/BEE/Introduction/ 4. Messaging shared via social media through the Wines of South Africa communications plan. 5. PR/awareness	-Booklets -Artwork -Website -Social media platforms	WOSA market managers	2020 onwards	WOSA budget	

Objective 1:		Ethical message – South African wine industry				
Output	Activity	Deliverable	Person	Deadline	Budget available	Progress
	Wines of South Africa has WIETA Board participation	Attending of WIETA meetings	CEO, Siobhan Thompson	2020	WOSA budget	
	Education of members focusing on the ethical message	-Sharing of newsletters -WIETA report in the quarterly WOSA Board pack	WOSA staff	2020 onwards	WOSA budget	

Ethical message – South African wine industry							
Objective 1:							
Output	Activity	Deliverable	Person	Deadline	Budget available	Progress	
		-Information on WOSA on-line library-WOSA website					
	Crisis Management	-co ordination of communications and liaisons	Maryna Strachen	2020 onwards	WOSA budget		

Improvement Objective 2:		WIETA Code recognition through 3 rd Party Auditing					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
1.1	WIETA audits are undertaken by third party audit bodies	Tender	Proposal received	Cert Man	June 2019		
		WIETA online systems change	Systems changes signed off and tested	WineonLine team Cert Man	August 2019		
		Auditor Training & Recognition	Recognition communicated to producers and on line	Cert Man	September 2019		

Improvement Objective 2:		WIETA Code recognition through 3 rd Party Auditing						
Output		Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
	Communication of third party status		Send out communication	Communication sent to brands cellars, buyers and producers and through WOSA, SALBA & VinPro	Cert Man	July 2019		
			Benchmarking against SSCI	SAQ complete	CEO & Cert Man & Independent Consultant	2022		
			Negotiate recognition of other Codes	MoU / Letters of recognition	CEO	2020 onwards		
	Communication		Send out communication & have as standing agenda point at quarterly meetings	Communicate to members of SALBA Wine Interest Group	SALBA Wine Manager	Ongoing		
Output		Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress

Improvement Objective 2:		WIETA Code recognition through 3 rd Party Auditing					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
Develop remedial programmes to assist in areas of struggle within the Code		TES training support for compliance	Run virtual training sessions in partnership with the cellars in key risk regions	Cert Man	2020 onwards		
1.1							
		Secure more funding for the On Farm Community Programme	Funding secured	CEO	Dec 2019		
		Roll out On Farm Community Programme	Plan implemented	Ops Man	Current		
		Complete Ethical Leadership Programme Design & Development	Training Resources complete	Ops Man	Sept 2019		
		Rollout Ethical Leadership Programme	Implementation plan rolled out	Ops Man	2020 onwards		

Improvement Objective 2: WIETA Code recognition through 3 rd Party Auditing						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available
		Roll out Communications & Relationships Programme	Implementation plan rolled out 6 sessions via virtual platform implemented	Ops Man	2020 onwards	

Improvement Objective 3: Engage local markets and SA retailers to encourage ethical trading and support for the WIETA Code						
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available
1.1 Engagement programme with local retailers		Engage Pick & Pay, Massmart, Checkers around local ethical requirements	Meetings held	CEO & Cert Man	2020/2021 onwards	
Engagement with SALBA Members		Quarterly reports to SALBA Wine meetings to inform members around local ethical requirements	Reports submitted and Meetings held	SALBA Wine Manager	2020 onwards	

Improvement Objective 4:		Provide remedial programmatic support to producers & cellars to understand the requirements of areas of the Code where producers struggle to implement					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
1.1	Develop remedial programmes to assist in areas of struggle within the Code	TES training support for compliance	Run virtual training sessions	Cert Man	2020 onwards		
		Secure more funding for the On Farm Community Programme	Funding secured	CEO	Dec 2019		
		Roll out On Farm Community Programme	Plan implemented	Ops Man	Current		
		Complete Ethical Leadership Programme Design & Development	Training Resources complete	Ops Man	2019		

Improvement Objective 4:		Provide remedial programmatic support to producers & cellars to understand the requirements of areas of the Code where producers struggle to implement					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
		Rollout Ethical Leadership Programme	Implementation plan rolled out	Ops Man	2020 onwards		
		Roll out Communications & Relationships Programme	Implementation plan rolled out with virtual sessions held	Ops Man	2020 onwards		

Improvement Objective 5:		Review that standard against human rights requirements versus the housing crisis & realities					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
1.1 Code Revision		Input workshops to review the Code provision	Code workshops held Revision presented to November Board meeting	CEO Cert Man	November 2019		
Code Alignment		Alignment with other Codes i.e. SIZA, BSCI, Smeta	Alignment undertaken	CEO Cert Man	Feb 2020		
Code & Standard Revision		Code & Standard rewritten to include stakeholder comments	Code Documentation Revised	CEO Cert Man	August 2020		
Code & Standard Training & Refreshers		6 Monthly Workshops held to training in new standard requirements	Virtual workshops held	CEO Cert Man	Ongoing		

Improvement Objective 6:		Provide training & implementation support to smallholders, emerging farmers and black owned brands to become compliant					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
1.1	Develop a support programme for BoB and emerging smallholders	Identify the BoB's and Emerging Farmers	Scoping Document	CEO Cert Man	June 2019	DoA	
		Hold workshop to discuss and align needs to ethical compliance requirements	Workshop Report on needs and expectations	CEO & Ops Man	July 2019	DoA	
		Design programme implementation plan	Implementation plan	CEO & Ops Man	August 2019	DoA	
		Roll out plan	Implementation with targets	CEO & Ops Man	From August 2019	DoA	
		Evaluate impact	Evaluation report	Independent evaluator	Annually	DoA	
1.2	Develop a support programmes for small farmers	Hold 2 regional discussions on challenges faced with Code implementation	Report form workshops held	CEO Cert Man	Ongoing		

Improvement Objective 6:		Provide training & implementation support to smallholders, emerging farmers and black owned brands to become compliant					
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
		Review a standard for smallholders	Publish Standard Document for smallholders'	Cert Man	2021		
		Train consultants in the standards	Workshop held	Cert Man	2021		
		Hold 2 workshops for smallholders on standard	Workshops held	CEO & Cert Man	2021		
Using the SALBA seat on the TU Board & WIETA board – to influence the conversation around BOBs. To bring about synergy between Wieta & TU regarding BOBs		WIETA & TU to set up meeting to discuss synergy strategies that benefit BOBs. To have greater impact, WIETA & TU should be supporting the same BOBs.					

SIGNOFF

It is recommended that this Management Improvement Plan is implemented



MS L LIPPARONI
CEO: WIETA

20 September 2022

DATE

~~RECOMMENDED/NOT RECOMMENDED~~



MS B MATOTI
DIRECTOR: AGRICULTURAL ECONOMIC SERVICES

23/09/2022

DATE

SUPPORTED/NOT SUPPORTED



DR I TRAUTMANN
DDG: AGRICULTURAL RESEARCH AND REGULATORY
SERVICES

23/09/2022

DATE

APPROVED / NOT APPROVED



DR M SEBOPETSA

HEAD OF DEPARTMENT: AGRICULTURE

27/09/2022