

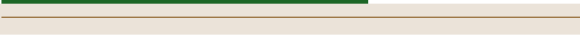


The 2006-2008 Evaluation Report on the Implementation of the Master Mentorship Programme and the work of Agricultural Commodity Organisations



agriculture

Department:
Agriculture
REPUBLIC OF SOUTH AFRICA



**The 2006/2008 Evaluation Report on the
Implementation of the Master Mentorship
Programme and the work of Agricultural
Commodity Organisations**

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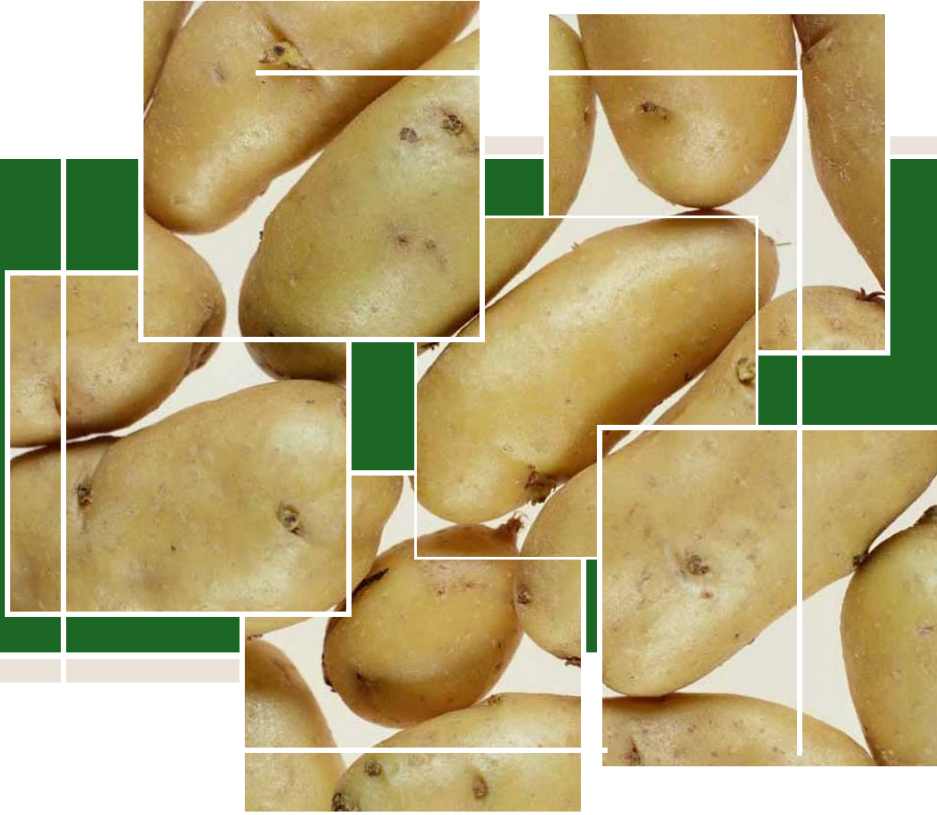
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LIST OF ACRONYMS

AgriBEE	: Agricultural Black Economic Empowerment
ARC	: Agricultural Research Council
BEE	: Black Economic Empowerment
BBBEE	: Broad-Based Black Economic Empowerment
CASP	: Comprehensive Agricultural Support Programme
CENDEL	: Centre for Producer Development
CGA	: Citrus Growers' Association
CSS	: Central Support Structure
D: ETES	: Directorate: Education, Training and Extension Services
DoA	: Department of Agriculture
dti	: Department of Trade and Industry
HACCP	: Hazard Analysis Critical Control Point
KPA	: Key Performance Area
LRAD	: Land Redistribution for Agricultural Development
MADSED	: Make a Difference to Socio-Economic Development
Mafisa	: Micro-agricultural Financial Institutions of South Africa
MPO	: Milk Producers' Organisation
Nerpo	: National Emergent Red Meat Producers' Organisation
NGO	: Non-Government Organisation
NPO	: Non-Profit Organisation
NWGA	: National Wool Growers' Association
PDA	: Provincial Department of Agriculture
SABIO	: South African Bee Industry Organisation
SAMIC	: South African Meat Industry Company
SAQA	: South African Qualifications Authority
SAWI	: South African Wine Industry Council
SBS	: Shungu Business Solutions
SWOT	: Strengths, weaknesses, opportunities and threats
UYF	: Umsobomvu Youth Fund
WIDA	: Wine Industry Development Association
YAC	: Youth Agricultural Cooperatives



CHAPTER

1

CHAPTER 1: INTRODUCTION

1.1 BACKGROUND

The Department of Agriculture has been involved in the commodity-based Master Mentorship Programme since 2005. This programme was established and implemented by the Directorate: Education, Training and Extension Services (D:ETES) as a mentoring initiative of the Department of Agriculture in partnership with agricultural commodity organisations with the aim of building AgriBEE capacity within the agricultural sector - particularly through:

- Building technical and business skills among emerging farmers as a means of assisting them to become viable, independent, profitable and sustainable enterprises.
- Building capacity of black candidates at junior, middle and senior management level in all enterprises that fall within the agricultural value chain - thereby supporting and enhancing the AgriBEE Employment Equity pillar of the AgriBEE framework.

The vision of the Master Mentorship Programme is to achieve a united and prosperous agricultural sector and to eliminate skewed participation by means of a formalised and outcomes/output directed programme in which experienced stakeholders (e.g. commercial farmers) are used to mentor, guide and assist inexperienced newcomers (e.g. emerging farmers). The programme therefore encourages the continued participation of those who are already part of the sector and promotes the development of an inclusive and diverse agriculture that will cover the entire spectrum of enterprises and farm sizes. Mentorship is viewed as a key mechanism towards developing a solid partnership between the commercial sector (both farmers and other agribusinesses within the agricultural value chain), and the emerging sector (emerging farmers and BEE employees/managers in agribusiness organisations).

The Master Mentorship Programme worked in close partnership with agricultural commodity organisations to implement the programme, build capacity within the sector and build/transfer technical and business skills to emerging farmers to assist them in becoming independent, profitable and sustainable. As such, the agricultural commodity organisations took a central role as the link between the commercial and emergin sectors and functioned as the primary delivery partners in implementing the programme.

The Mentorship Implementation Programme commenced with a strategic workshop that was held with agricultural commodity organisations on 20 September 2005. A total of 55 commodity organisations attended the workshop and provided inputs with regard to the mentorship strategy. The purpose of the workshop was to promote the importance of mentorship in order to meet the AgriBEE framework targets. Key recommendations from the workshop were:

- The Department of Agriculture will utilise commodity organisations as primary delivery partners in implementing the Master Mentorship Programme.
- Capacitate individuals within agricultural commodity organisations in order to deliver the mentorship programme.
- To utilise the Master Mentorship methodology as the main drive for implementation. This concept meant that the DoA (with the support of a selected service provider) trains master mentors who, in turn, will train identified mentors within the sector stakeholders of the commodity organisations. (Similar to train-the-trainer.)
- A detailed Mentorship Implementation Guide had to be developed which would contain the process steps involved as well as all template documentation needed, ranging from submission to reporting.
- The Department of Agriculture will appoint a single mentorship training vendor who would be responsible for training the master mentors.
- This programme should be seen as a pilot project that will inform the final design of the sector's mentorship strategy to be used in the future.

These inputs and decisions contributed to the design of the implementation process, which, in turn, provided a strategic platform for the programme. The pre-implementation of the programme addressed aspects such as detailing the implementation process, developing standardised forms, the funding approach, selection criteria for service providers and profiles for mentors. The implementation phase of the programme dealt with

the capacity development of stakeholders, the business plan, funding access and distribution, mentorship delivery, monitoring and evaluation, and programme support throughout the process.

As indicated above, it was further decided that the Master Mentorship Programme be implemented on a pilot basis and that the pilot would inform the final design of the sector's mentorship strategy to be used in the future.

Summarised activities of the pilot programme entailed the following:

- The commodity organisations were invited to nominate suitable candidates (persons with the relevant experience, knowledge and expertise in the functional field) to be trained as master mentors. Approved candidates subsequently received formally accredited training in mentorship skills from the appointed external service provider (namely Mind the Gap). In 2005/06 a total of 163 master mentors were trained (82 certified) and in 2006/07 a total of 101 were trained (81 certified).
- The master mentors, in turn, trained the mentors (157 mentors) who were contracted to render mentoring support and assistance to beneficiaries at individual project level. While these mentors were primarily selected by the commodity organisations from suitable commercial farmers or service providers who matched the requirements and specifications of the projects to be supported, in some cases extension officers also functioned as mentors and subsequently received the training.
- The commodity organisations that decided to participate actively in the programme had to develop mentorship business plans which were submitted to the DoA for consideration and approval. These business plans listed the various projects within their respective functional fields that the commodity organisations proposed for receiving mentorship assistance and outlined the broad mentoring support (fields) to be covered. Of the 18 business plans submitted, a total of 13 were approved for implementation during the pilot phase (which spanned the 2006/07 and the 2007/08 financial years). These 13 business plans incorporated a total of close on 1 000 projects and approximately 15 000 beneficiaries. The project beneficiaries included cooperative members, LRAD beneficiaries, farmers on communal land, farmers on private land as well as youth and woman interest groups.
- The commodity organisations (assisted and supported by the Central Support Structure and by the contracted training service provider (Mind-the-Gap), took responsibility for the following:
 - The nomination of the master mentors from their respective organisations to be trained.
 - The selection of mentors to be trained and who would render services on the various mentoring projects.
 - The selection of beneficiary projects that would receive the mentoring support.
 - The development of business plans outlining the various beneficiary projects and the type of mentoring support to be provided to each project (including budgets).
 - The administration, implementation and management of their respective business plans.
- The Central Support Services (CSS) was established within the DoA to function as a central liaison and coordination body and provide daily support to all the stakeholders involved in the programme. Services and responsibilities of the CSS included:
 - Advice and guidance to all stakeholders on the policy guiding the programme.
 - Capacity development of the commodity organisations (through the training provided by the training service provider to the master mentors).
 - Coordination and liaison with all stakeholders to ensure standardisation and coordination of the programme, maintaining sound relationships, quality assurance via monitoring and evaluation, etc.
 - Reporting on the progress made.

It is important to note that in addition to the Master Mentorship Programme implemented by D: ETES, a further mentorship initiative, namely the Farmer-to-Farmer Mentorship Policy, was also implemented on a pilot basis by the Directorate: Land Settlement. While both of these mentorship programmes made useful contributions and had their respective strengths and advantages, it was realised that the Department of Agriculture would be better served by a single integrated mentorship programme. To this end a service provider was contracted to evaluate both programmes and develop a new integrated DoA mentorship policy and programme that would utilise the strengths of the existing programmes while improving the programmes further to overcome their respective weaknesses and constraints.

Against the above background, this assignment to evaluate the Master Mentorship Programme is undertaken with the aim and objectives outlined in 1.2 below.

1.2 ASSIGNMENT AIM AND OBJECTIVES

The D: ETES commissioned a professional service provider (Manstrat Development Strategies) to conduct an assignment to evaluate the Master Mentorship Programme with the following aims and objectives:

- 1.2.1. An evaluation of outputs achieved by each of the participating commodity organisations against the set deliverables for such organisations in terms of their mentorship projects.
- 1.2.2. Generating an evaluation report that captures the findings of the assignment in an objective manner and which can be used as the basis in determining further business relationships between the DoA and commodity organisations (service providers) in future mentorship programmes.
- 1.2.3. It is further envisaged that the detailed evaluation of the performance of commodity organisations (and identification of the constraints experienced during implementation) will provide further guidance and inputs in the development of the new integrated DoA mentorship policy and programme, and that the value and impact of future mentorship interventions will therefore be improved.

1.3 STUDY APPROACH AND METHODOLOGY ADOPTED

The approach and methodology used in undertaking the assignment primarily comprised the following:

1.3.1 Study of the DoA reports on commodity-based mentorship

As a first step the various reports and other relevant documentation relating to commodity-based mentorship and the various commodity-based organisations were reviewed to establish a sound knowledge and understanding of the programme and roles and responsibilities of the various stakeholders and parties. In this regard the following aspects received specific attention:

- A review of the outputs achieved per commodity organisation.
- A comparison of the outputs achieved against the deliverables specified in their respective approved business plans

1.3.2 Development of assessment tools to evaluate and measure projects

To facilitate the collection of data and to guide and direct interviews and meetings held with the representatives of the commodity organisations, mentors and mentees, data collection and evaluation tools were developed and used. One set of information tools was directed at obtaining information from the commodity organisations and one set directed at obtaining information at project level - e.g. from mentors and mentees. Please refer to Annexure A for the data collection tools used.

1.3.3 Undertaking a physical on-site evaluation at programme/project level

Each of the commodity organisations (13) involved in the Master Mentorship Programme was visited where (through utilisation of the evaluation tool) the stated achievements of the mentorships under their control were discussed. To this end the following methodology was followed:

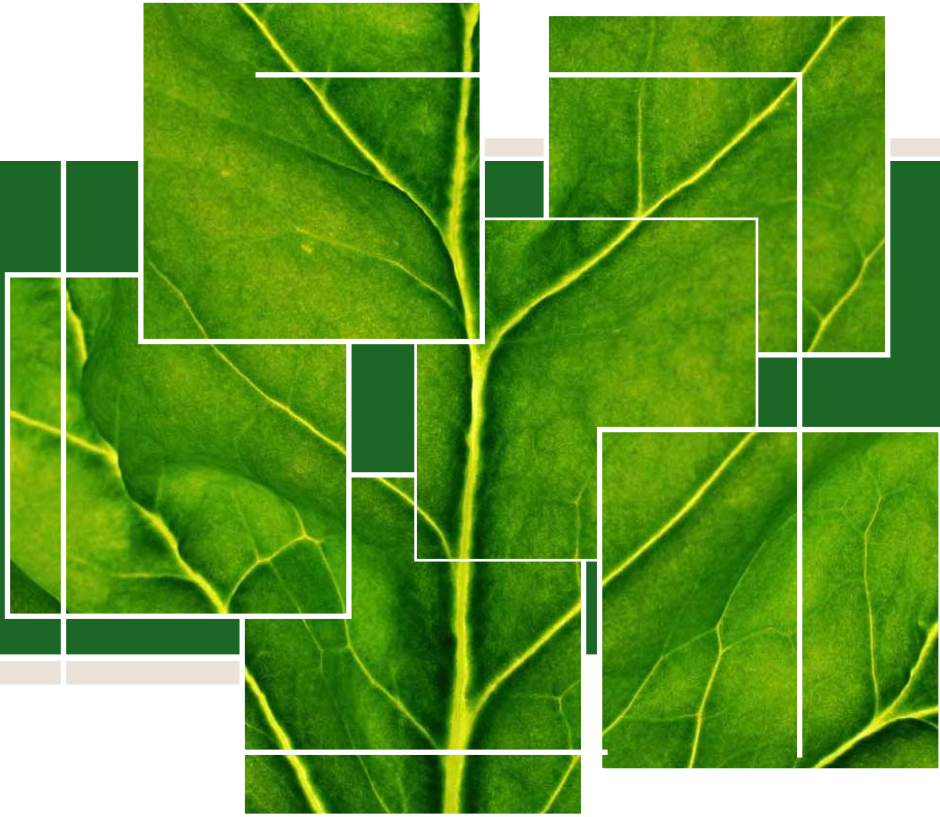
- Participating commodity organisations were informed of the intended evaluation visits.
- The data collection tools were distributed in advance to each of the participating commodity organisations with the request that they:
 - Collect and consolidate information regarding the training provided by the providers under their supervision for reporting and recording purposes;
 - Prepare themselves to provide inputs to the consultants as specified in the evaluation tool;
 - Organise some of the mentors and mentees on their projects to attend the meetings and ensure that they were available for interviews.
- Evaluation visits were undertaken where interviews and meetings were held with the master mentor, some of the mentors and some of the mentees (project beneficiaries).

1.3.4 Evaluation results analysed and evaluation report compiled

The information collected during the earlier desk study work together with the information collected through use of the evaluation tool during the evaluation visits, were subsequently collated and analysed.

The analysed information was then recorded and captured within this evaluation report which, amongst others, reflects the level of performance of each participating organisation/provider and their suitability for continued patronage within the Master Mentorship Programme.

A draft evaluation report was submitted to the Director: Education, Training and Extension Services for inputs and/or approval. Based on the feedback obtained, this final report was developed.



CHAPTER

2

CHAPTER 2: EVALUATION FINDINGS

This section of the report reflects the evaluation findings. Whilst the key objective is to establish how the individual commodity organisations performed against their agreed business plans and, based on such achievements, to make a decision regarding continued business relationships with the well performing organisations, the study also provided an opportunity to evaluate the entire Master Mentorship Programme. Both of these components are subsequently reported on.

2.1. OVERALL PERFORMANCE OF THE MASTER MENTORSHIP PROGRAMME

As part of an earlier assignment, aimed at integrating the two mentorship programmes implemented by the Department of Agriculture (namely the Master Mentorship Programme and the Farmer-to-Farmer Mentorship Policy/Programme) into a single and integrated DoA mentorship policy and programme, broad and general evaluations of each of the above programmes were undertaken.

The results of this broad evaluation of the programme (with its strengths and weaknesses) have some relevance to this assignment aimed at evaluating each of the participating commodity organisations and are therefore provided as a further backdrop against which the individual performances should be viewed.

2.1.1. Key features of the programme

Please refer to Section 1.1 above for a broad orientation of the Master Mentorship Programme and its key features. Having been implemented since the 2006/07 financial year, the pilot programme is now in its third and final year (ending September 2008). Following this evaluation (and against the requirements of the new integrated DoA mentorship programme that will commence in 2009), a decision will be made concerning programmes that will receive continued support from the DoA for a further term. Provision has, however, been made for continued interim support for selected commodity organisations (until such a decision has been taken) to ensure continuity of their programmes.

2.1.2. Strengths and advantages

A major strength of the Commodity-based Master Mentorship was the strong commitment of stakeholders and partners to the programme. It can generally be said that all parties to the programme were committed to the intended DoA aim, goals and objectives with the programme, which facilitated its smooth implementation.

Specific strengths of the programme approach include the following:

- Commodity organisations are very knowledgeable within their respective functional fields and are therefore in an ideal position (better placed than other stakeholders) to undertake the following:
- Select high-potential projects that will optimally benefit from mentoring support (e.g. those projects with high growth potential, the required infrastructure, export potential, etc.).
- Select competent mentors in the functional field (who can render the full spectrum of knowledge and information inputs needed by the beneficiaries to optimise opportunities - from production to marketing).
- Facilitate linkages with other role players and stakeholders in the sector and thereby enhance the integration of the projects (beneficiaries) within the larger farming community and the sector (upstream and downstream stakeholders).
- Good relationships were created between the beneficiary projects (mentees) and the commodity organisations - which will mutually benefit both parties - i.e. bringing commodity organisations closer to the emerging sector and assisting AgriBEE farmers in establishing linkages and working relationships with the commercial sector.
- A particular strength of the commodity-based mentorship is that the mentoring period proposed for each project was needs-based and the duration therefore flexible and based on the business plan (as opposed to the fixed time period in the Farmer-to-Farmer Programme with its fixed duration). The business plans further provided the broad spectrum of support to be covered in each mentorship and therefore provided structure and guidance to the relationship. A major

strength of the programme is that it focuses more time and energy on planning before initial implementation. This allows for effective and strategic implementation of planned activities, ensuring that all relevant resources are available when needed and that deliverables are met.

- Most commodity organisations displayed a high degree of resourcefulness and adaptability to accommodate unforeseen problems experienced during implementation. As an example, it could be mentioned that some soon realised that, to realise optimum impact from the mentorships, their beneficiaries (mentees) first required life skills as a development basis prior to implementation of the one-on-one mentorships.
- A further strength of the commodity-based master mentorship was the role played by the Central Support Structure. The CSS proved to be very valuable in coordinating the programme, sustaining good relationships among stakeholders, maintaining uniformity, quality and standards. The importance of establishing and capacitating a mentorship facilitating agency (such as CSS) was demonstrated clearly.
- A single accredited training provider (Mind the Gap) was selected to provide training to master mentors. The services provided by this service provider were regarded as of a high standard and contributed to the success of the programme. The external training provider was requested to assess the competence level of mentors who received training, and 97% of them were regarded as competent.

2.1.3. Weaknesses and constraints (areas for improvement)

While the Master Mentorship Programme has the above indicated significant advantages and strengths which led to its successful roll-out and implementation, it must be noted that there were also some weaknesses, disadvantages and constraints that could be improved on. The major weaknesses or shortfalls were the following:

- One of the greatest weaknesses is that while the programme provides very good training to the master mentors, there was little if any quality control over the training received by the mentors (because this is the responsibility of the master mentors and it is not prescribed and/or followed up to establish how well it is done).

A perceived disadvantage was the relatively small role that the provincial departments of agriculture (PDAs) played. Because they were not a key party involved in the selection of either the projects that would receive mentoring support or the selection of the master mentors and mentors, they did not take joint ownership of the projects. In some cases this resulted in unsatisfactory support from the PDAs in rendering financial and other support services required to optimise the mentoring initiatives, and a lack of coordination with other DoA Programmes.

- Linked to the above relatively small involvement of the PDAs, a further weakness was that the extension officers responsible for the selected projects falling within their geographical area often did not take an active role and were also not enrolled for the training. They therefore did not have the same knowledge and understanding of the programme, and as a result did not have the same buy-in or mutual understanding of what had to be achieved. Similarly, the mentees also did not receive an orientation on the programme. It is recommended that in future the training programme makes provision for at least a one-day orientation session which the mentor together with selected beneficiary representatives and the relevant extension officer should attend together.
- Although the commodity organisations know their respective functional fields very well, they do not necessarily have a good working knowledge of the emerging farming sector. In their selection of projects (beneficiary mentees) their focus is therefore only on the few projects that they know (often those characterised by having high potential from an export perspective). The full spectrum of projects within the emerging sector is therefore not covered. To help overcome this shortfall, the PDAs should be involved in project (beneficiary) selection.
- A further criticism was that, in selected cases, mentees did not always feel that they were part of developing their mentorship programme (were not sufficiently consulted in establishing their needs and priorities). In this regard it was stated that the business plans proposed (or used) by the mentors were often too ambitious and unrealistic (not viable) within the timeframes and constraints and/or did not address their needs. A better process and detailed step towards developing the mentorship plan should be developed for inclusion in the new policy and programme.
- While the selection of projects by the commodity-based organisations were generally perceived as a strength (i.e. selecting high-potential projects) in a number of cases the selected projects either lacked the infrastructure required for effective implementation of the mentorship and/or the project beneficiaries (mentees) lacked the capacity and drive to make a success thereof. This resulted in difficulties for both the mentor and mentee to perform activities set out in the business plans.
- In some projects the mentorship groups were too large (demanding a different approach). There should

be clear guidelines and criteria for the size (number) of beneficiaries who can be addressed effectively within a mentorship programme.

- Improved means of information collection and progress reporting could enhance and facilitate the tracking of progress, identification of problem areas to be addressed, ensuring timely linkages with other stakeholders (e.g. funding sources), etc.

2.2. EVALUATION OF INDIVIDUAL COMMODITY ORGANISATIONS

This section reflects the results of the evaluations undertaken at each of the commodity organisations. To facilitate uniformity the following framework was used in recording the evaluation findings:

- Business plan - key features and interventions
- Intended outputs and actual achievements
- Adjustments to the original business plan (and were the adjustments made justified?)
- Conclusions and recommendations regarding further business relationships (level of satisfaction or dissatisfaction with the performance of the commodity organisation).

2.2.1. South African Olive Industry

2.2.1.1. *Business plan - key features and interventions*

The SA Olive Industry Association only became involved with the Master Mentorship Programme late in 2007 and only commenced with implementation in January 2008. It is therefore in its first year of operation. Owing to the few BEE or emerging olive farming operations (it takes approximately 7 years from planting before an olive tree can be harvested and therefore few emerging farmers have started such farming enterprises), the initial focus was placed on mentorship programmes that would facilitate and enhance the development of BEE candidates to more senior positions within the larger organisations in the olive industry in the Western Cape (while a number of BEE farmers were also identified for support).

The SA Olive Industry Association identified two senior persons from the industry who were trained as master mentors, who in turn identified and trained a further 10 mentors (who were selected persons at managerial level within the larger organisations in the industry).

The original SA Olive Industry business plan indicated 39 beneficiaries of whom 16 were women and 6 were youths. The goal of the South African Olive Industry mentorship programme was to capacitate previously disadvantaged groups in order to occupy senior positions in organisations without compromising on productivity or quality.

The SA Olive Industry engaged two commercial farmers who underwent master mentorship training and were declared competent to mentor 39 beneficiaries. There were 12 projects for the mentorship programme and all were in the Western Cape province. The key mentoring interventions during the first year were the following:

- A life-skills training programme as the cornerstone and first intervention in laying the foundation for the other development and capacity-building initiatives.
- Skills training programmes in fields identified as priorities (e.g. HACCP to utilise exporting opportunities, basic management training, skills courses such as pruning, basic plant physiology, quality and processing, etc.).
- Mentor-to-mentee interventions aimed at developing specific competencies needed at an individual level for advancement (in two cases this included support for tertiary education).

2.2.1.2. *Intended outputs and actual achievements*

While the original plan proposed to accommodate 39 mentees on the programme, a total of 65 persons were eventually supported. The following table reflects the size and scope of the interventions:

	Name of project	Province	No. of Master Mentors	No. of Mentors	No. of Mentees	No. of women	No. of youth	
1	Willow Creek	W/Cape	1	1	6	4		
2	Alomzicht	W/Cape		1	4	1		
3	El Olivar	W/Cape		1	6	3		
4	Goodgedacht Trust	W/Cape				3	2	
5	Leliefontein Trust	W/Cape				3		
6	DaresSalaam	W/Cape				2	2	
7	Guguletu Farmers	W/Cape				3	1	
8	Goedverwacht Trust	W/Cape				8	6	
9	Molyneux	W/Cape				4	1	2
10	Malmesbury Community Centre	W/Cape			2	1	1	
11	Morgenster	W/Cape			1	2	1	
12	Foxenburg	W/Cape			1	2		
13	Cape Olive Trust	W/Cape		1	2	15	8	4
14	Kleinveld Flora	W/Cape			1	6	3	
	TOTAL		2	10	65	33	6	

An analysis of the beneficiaries revealed that they needed some personal development and a programme that could boost their confidence prior to embarking on more complex capacity-building initiatives. The programme therefore commenced with a life-skills training programme called “Free to Grow” as the cornerstone. The life-skills approach has been fundamental to the success of the programme. It laid the foundation for personal growth as well as creating an opportunity of a new language bridging the employee-employer relationship gap and differentiating mentorship from traditional training. All beneficiaries were enrolled in the programme (which was offered by a contracted external training provider). Enrolment on the other training programmes was on a needs basis (where it was relevant and impacted on the work or environment of mentees). One-on-one mentoring programmes between the mentors and their assigned mentees have also commenced in a few individual cases. This is, however, planned to become the focus during the second phase (year 2 of the programme).

The above interventions were focused mainly on the larger organisations and companies, and while a few emerging farming enterprises were also selected for inclusion, it must, unfortunately, be reported that four of the six projects have dropped out of the programme – mainly because these do not have the financial capacity to continue with their projects (refer to the difficulty for new emerging farmers to become sustainable as a result of the 7-year gap between planting and harvesting).

2.2.1.3. *Deviations from the original business plan (adjustments justification)*

The programme was largely implemented as planned for the first year of the programme. Planned targets in terms of the number of people to benefit were exceeded by 30 %. It was unfortunate that four of the emerging farming concerns had to drop out of the programme (because of financial constraints within their enterprises). However, these have subsequently been replaced by two other projects.

Capacity-building programmes aimed at advancing BEE candidates within their respective organisations are progressing well. A potential problem has, however, been identified in mentoring people for management and ownership positions in organisations if and where there are not available positions or opportunities to accommodate such mentees once developed. In this regard it has already been experienced that where a vertical advancement or promotion barrier exists, people will leave the organisation to take up opportunities elsewhere. This might make the management of such organisations negative towards mentorship. From an industry perspective it is, however, positive as opportunities for growth of the industry in South Africa are wide and are (amongst others) constrained by a lack of trained and competent people.

Some adjustments (new focus) to the programme during further implementation phases might therefore be necessary, such as:

- Increased focus on developing BEE and small-scale farmers and operations (possibly mixed farming enterprises where farmers are not dependent on olives during the initial period).
- Increased focus on supporting the BEE trusts established within the large commercial organisations (e.g. the Unlimited Olive People Trust at Buffet and the Trust at Willow Creek) to become efficient, effective and financially viable.
- The in-house mentorship programmes to focus on financial management and entrepreneurial development skills of BEE employees.

2.2.1.4. Conclusions and recommendations

Conclusions

Relevance of the programme: There is very good feedback from the industry regarding the relevance of the programme to date. The Life-Skills Programme, particularly, has addressed critical needs of the labour force in the industry. From a BEE advancement (promotion) perspective, the programme has contributed successfully to the development of the ability and competence of mentees. Care must, however, be taken to ensure that suitable advancement opportunities exist within the organisations to accommodate such candidates in higher positions – because the lack thereof will result in such candidates resigning and finding suitable jobs elsewhere.

Efficiency and effectiveness: The programme has been implemented in a very efficient and effective manner. There are good external training providers who are contracted to offer the various training programmes. The master mentors managing and directing the programme are of very high quality – they have a strong commitment to the programme and are supported by a good administrative system and infrastructure. Deliverables and targets have not only been met on time, but the proposed number of beneficiaries has been exceeded by 30%. It could also be noted that they have implemented what could be perceived as a “best practice” model in matching mentors with mentees (e.g. by undertaking Keirse personality profiling of both mentors and mentees to ensure a good match).

Impact: It is reported that the programme has brought about total cultural and corporate changes in some of the organisations in which it has been implemented. In addition, it has contributed towards the establishment of networks and cooperation between companies in the industry with a considerable flow of information which is good for the growth of the olive industry in the Western Cape. Given the initial focus on implementation in large commercial concerns, the programme has not had a significant impact on the smaller emerging farming operations. However, this sector will receive increased focus and attention during the next phase.

Sustainability: The above indicated impact made through the Life-skills Programme and mentoring has been so great that in two organisations, management has expanded the programme to include all their employees (apart from the few mentees identified originally and enrolled in the programme). In these organisations the programme will continue, even if there is no further support from the DoA.

Recommendations re further business relationship

It is strongly recommended that the SA Olive Industry Association be considered for further and continued involvement as a partner in the DoA mentorship programme. The following serve as motivation for this recommendation:

- Their good performance during the pilot period (2007 – 2008) of the programme, during which they have already made a marked difference in the culture and approach towards the advancement of previously disadvantaged employees in selected participating organisations.
- Their interest to continue during future phases. The master mentor assigned by the industry to manage the programme has a passion and interest in mentoring and has successfully linked the programme to other advancement and development programmes of the Association (e.g. scholarships and bursaries at tertiary level).
- Their status within the olive industry and the advantages that this brings to participating BEE farmers (for example the networks and cooperation created).

2.2.2. National Wool Growers' Association

The programme in the Eastern Cape province involves four municipalities (OR Tambo District, Chris Hani Municipality, Amatole District and Ukhahlamba District). The mentorship programme was developed to address the needs of individual shearing sheds and is part of the larger Rural Training and Development Programme of the National Wool Growers' Association (NWGA). This programme is focused on training the communal sheep farmers in basic skills for effective woolled sheep production and to increase the profitability thereof. The NWGA realised that development of the target group will require a multi-institutional and a multidisciplinary approach, and it was therefore necessary to establish linkages with various other stakeholders to achieve the wool industry's goals and to align them to the Government's Strategic Plan for Agriculture.

The following organisations were partnered to achieve the required results:

- Eastern Cape Department of Agriculture
- National Department of Agriculture
- Agricultural Research Council
- Grootfontein College of Agriculture
- Faculty of Veterinary Science, University of Pretoria
- ComMark Trust
- Welcome Trust
- Parasol

2.2.2.1. Business plan – key features and interventions

The programme consisted of the following four key interventions which are critical for wool farmers to be successful:

- Genetic improvement of sheep flocks
- Improved animal nutrition through improved veld management
- Effective marketing of wool to overcome the marketing restrictions resulting from the land to enure systems (small volumes and lack of collective marketing)
- Training of shearers and farmers in classing, sorting, shearing and contamination of wool. The training provided is accredited by the South African Qualifications Authority (SAQA) and is unit-standard based.

2.2.2.2. Intended outputs and actual achievements

The following statistics reveal the projects that were selected for capacity- building interventions by the NWGA.

Area	Number of shearing sheds	Number of beneficiaries	Women	Youth
Ukhahlamba District	35	2 982	1 789	298
OR Tambo District	36	1 076	821	129
Chris Hani Municipality	127	1 732	759	122
Amatole Municipality	107	615	474	92
TOTAL	305	6 405	3 843	641

Traditionally, wool production in the communal areas was characterised by low production yields, poor quality, contamination and, therefore, low prices. The price that farmers will receive for their wool is affected by a number of factors which have to be addressed. The following aspects were identified that needed urgent attention:

- Low-quality sheep producing poor-quality wool
- Low lambing percentages
- Low quality and quantity of wool as a result of poor-quality grazing

Impediments that were also identified which inhibit small-scale farmers were:

- Insufficient shearing and wool-sorting equipment
- Lack of knowledge about shearing, sorting and classifying of wool
- Lack of access to good breeding stock, breeding programmes, effective flock and veld management
- Insufficient quantities to make up a bale of similar quality, and

- Lack of cooperation between small-scale farmers

In consultation with the communal farmers in the various projects, a training programme was developed to overcome their constraints to becoming successful farmers. The NWGA (with external funding support), the Government and the ARC have joined efforts in focusing on these challenges. The overriding objective was to increase the income of beneficiaries from increased and higher quality wool production.

The resultant effect of these interventions is summarised as follows:

- Farmers have been organised into 846 wool grower associations/shearing shed committees, linking up to four regions with their own management structures.
- Communities were linked to various professional institutions, such as ARC, Grootfontein College of Agriculture, University of Pretoria, Dohne Development Institute and the Australian Centre for International Agricultural Research.
- From 2004 to date, 28 new shearing sheds were erected, including dipping tanks and handling facilities.
- Communal farmers were introduced to the commercial wool market.
- During the same period as above, 13 261 rams were distributed in the communal areas, which contributed to flock improvement and improved quality and quantity of wool. During the 1997/1998 season only 222 610 kg of wool was sold through the formal market with a return amounting to R1, 5 million. During the 2007/2008 season wool production escalated to 2 809 551 kg, yielding an income of R45, 5 million to participating communal farmers.
- In addition, beneficiaries were also exposed to ABET training (and cane farmers were also introduced to bookkeeping systems and linked to financial institutions).

2.2.2.3. Adjustments to the original business plan (adjustments justification)

Few adjustments were needed to the original overall National Wool Growers' Association business plan, as they had already been involved in this type of intervention since 1997.

2.2.2.4. Conclusions and recommendations

Conclusions

Relevance of programme: The programme was relevant in that the mentorship intervention plans were developed in consultation with the mentees and therefore were needs directed. Agreed development objectives were met, and generally there was a good match between mentors and mentees.

Efficiency and effectiveness: The NWGA as the mentorship facilitating agency has excellent administrative and organisational capacity, and this component was undertaken very efficiently and effectively. There was also good management of the mentorship programmes, and interventions generally took place on time and in accordance with the agreed plan and schedule. Agreed capacity building objectives were generally met to the satisfaction of mentees (communities).

Impact: Good impact was made in the projects supported, as illustrated earlier in this section. Mentees all agreed that they had benefited considerably from the programme and that it had had a positive impact on their farming enterprises and the overall living standard of their families and larger communities.

Sustainability: There is a strong belief that the mentorship programme will yield continued benefits to mentees (communities) even if the support contract were now to come to an end. The NWGA with all its linkages is geared to continue with the development and support of emerging and developing farmers, and long-term sustainability is therefore very positive.

Recommendations regarding further business relationships

It is strongly recommended that the NWGA be considered for further and continued involvement as a partner in the DoA mentorship programme. The following serve as motivation for this recommendation:

- Their good performance in assisting their mentees (communities) in recording a R45,5 million income from wool sales and their position status within the wool industry and the advantages that this brings to participating BEE farmers (for example one of the protégés won the world championship in the hand shearing section of the competition).
- Their passion and interest in the mentorship programme – which is an extension of their existing and ongoing farmer development programmes aimed at capacitating BEE farmers. They have expressed the desire to continue with the DoA mentorship programme.
- Their ability and capacity (from administrative capacity to linkages with high quality mentors) to implement and management the programme to the standards required.
- Their ability to procure funding to erect modern shearing sheds and to provide the necessary

equipment to enhance shearing for better quality and quantity wool – therefore creating a conducive environment within which mentees can apply their new knowledge to the benefit of themselves and the entire sector.

2.2.3. Milk Producers' Organisation

2.2.3.1. Business plan – key features and interventions

Beneficiaries of the MPO Mentorship business plan were LRAD farmers, cooperatives and communal farmers. The aim of the programme was to improve the competence of Black emerging dairy farmers and it was designed to assist mentees towards sustainable and long-term productivity as dairy farmers through the transfer of farming skills, financial decision making, access to markets and capacity building.

The MPO engaged experienced commercial farmers to mentor the emerging farmers. Six commercial dairy farmers, three retired dairy farmers and one dairy consultant were involved in the programme, and they all underwent the master mentorship training and were declared competent.

In addition to the personal one-on-one mentoring provided to project beneficiaries, the MPO also introduced mentees to training courses in order to improve their enterprises. The following courses were attended by farmers:

- Medicine, injection, productivity and 6M courses.
- TB and BM tests were done and injection of cows was demonstrated and practised by beneficiaries.
- Some farm workers have been registered at the Elsenburg College of Agriculture for short courses.

During the 2008/2009 year the mentoring focus was on increased income to enhance sustainability, the creation of fodder banks for consistent animal feed, improved animal health, dairy management and increased market access.

2.2.3.2. Intended outputs and actual achievements

The following statistics reveal the size and scope of capacity building interventions by the MPO over the 3-year period:

MPO - Milk Producers' Organisation	Province(s)	No. of projects	No. of Master Mentors	No. of Mentors	No. of Mentees
2006/2007	Western Cape, North West and Free State	12	4	10	119
2007/2008	Western Cape, North West and Free State	13	5	7	177
2008/2009	Western Cape, North West, Eastern Cape and Free State	15	5	13	198

The programme showed good results in that all of the mentee projects that were assisted were able to survive a very difficult period in the dairy industry and have either grown and/or stayed in business during this period – which is regarded as an achievement in itself. In a number of cases there has been considerable growth in production. A number of projects were assisted to secure long-term marketing contracts (e.g. to Nestlé') and an agreement facilitated with the Department of Education to deliver milk to schools as part of the school-feeding scheme will also bring market security to a number of farmers. The objective of creating fodder reserves has been particularly successful and almost all mentee projects now have at least a 2-month fodder reserve. Overall aims, objectives and targets were met and the programme has contributed to generally increased competence, improved sustainability, improved animal health, increased production in selected projects, access to new and more secure markets and increased confidence among participants.

2.2.3.3. Deviations from the original business plan (adjustments justification)

Few adjustments were needed to the original overall MPO business plan while it was necessary to adjust some of the individual project plans. The latter adjustment was required because the MPO "inherited" a number of projects and business plans prepared by other consultants and institutions – which were too optimistic and therefore unrealistic for implementation. In a number of cases, such projects lacked the

required infrastructure to achieve set development targets and the lack of linkages to other financial sources (e.g. via the DoA and PDAs) therefore did not allow implementation.

2.2.3.4. *Conclusions and recommendations*

Conclusions

Relevance of programme: The programme was relevant in that (except for some of the projects that the MPO inherited) the mentorship intervention plans were developed in consultation with the mentees and therefore were needs-directed. Agreed development objectives were met and generally there was a good match between mentors and mentees.

Efficiency and effectiveness: The MPO as the mentorship facilitating agency has excellent administrative and organisational capacity and this component was undertaken very efficiently and effectively. There was also good management of the mentorship programmes, and interventions generally took place on time and in accordance with the agreed plan and schedule. Agreed capacity building objectives were generally met to the satisfaction of mentees.

Impact: Good impact was made in the projects supported and whilst all succeeded in surviving as business concerns during a very difficult period for the dairy industry, some even achieved marked improvements in production and viability. Mentees all agreed that they had benefited considerably from the programme and that it had had a positive impact on their farming enterprises.

Sustainability: There is a strong belief that the mentorship programme will yield continued benefits to mentees even if the support contract were now to come to an end. The MPO is also geared (via Cendel) to continue with the development and support of emerging and developing farmers, and long-term sustainability is therefore very positive.

Recommendations regarding further business relationships

It is strongly recommended that the MPO be considered for further and continued involvement as a partner in the DoA mentorship programme. The following serve as motivation for this recommendation:

- Their good performance during the pilot period (2006 – 2008) of the programme
- Their passion and interest in the mentorship programme – which is an extension of their existing and ongoing farmer development programmes aimed at capacitating BEE farmers (via Cendel) and expressed desire to continue with the DoA mentorship programme.
- Their status within the dairy industry and the advantages that this brings to participating BEE farmers.
- Their ability and capacity (from administrative capacity to linkages with high quality mentors) to implement and manage the programme to the required standards.

2.2.4. **MADSED (Make a Difference to Socio-economic Development)**

MADSED is a non-profit organisation (NPO) based in Pretoria that renders a range of consultancy and support services to particularly the youth. The focus is on assisting young people to create agricultural business enterprises aimed at economic self-empowerment, reducing poverty, improving food security and enhancing employment creation in their communities. They reportedly focus services on enhancing sustainable livelihoods in the agricultural sector and have considerable experience in the field of implementing mentorships.

MADSED identified their mentorship target group (or their niche market) to be served via the Master Mentorship Programme as youth cooperatives in the agricultural sector. It is believed that this target group selection is at the root of the problems initially experienced by MADSED and the primary reason why it took so long for them to deliver to expectation. The following are reasons or causes why the mentorship programmes for Youth Agricultural Cooperatives (YACs) were problematic:

- It was firstly difficult to find suitable YACs to support. MADSED could not find any existing registered YACs and first had to go through a long process of finding suitable youth oriented NGOs that could be converted into cooperatives (which is a long process).
- The nature of the youth is such that they are impatient – resulting in problems such as internal conflict, members leaving the cooperative if they do not earn income in a relatively short period, etc.
- Stakeholder mobilisation (and moving them to deliver services) has been very difficult. In this regard it was reported that it was difficult to secure funding support for YACs from DoA agencies (e.g. LRAD, CASP, Mafisa) and others such as Umsobomvu and the dti. The reason is that the mentored cooperatives either did not own land, or had little to offer as security for obtaining loans, etc. Finding suitable access to funding (needed to get farming ventures operational) subsequently took very long which, in turn, resulted in projects becoming operational only late in the mentoring cycle (while the mentoring programme commenced in 2006 production only started in 2007 and 2008).

- Cooperatives as an organisational format could also be problematic – high potential for conflict as a result of uneven commitment among members.

2.2.4.1. Business plan – key features and interventions

The 2006/2008 business plans of MADSED aimed to support (establish, register, mentor and offer other capacity building and business development support services) to three youth agricultural cooperatives (namely the Itireleng Community Farming Cooperative in Mamelodi East; the Thibang Tlala Farming Project which developed out of Itireleng and was later established as an independent project in Mamelodi West; and the Platreef Community Farming Cooperative in Limpopo). These projects had the following as components or deliverables:

- A matching of mentors to mentees (matching personalities, skills, etc.).
- Needs identification (establishing mentee expectations, project analysis (including SWOT) to establish areas demanding interventions, development of a mentorship plan.
- Implementing capacity building activities and interventions towards addressing objectives and needs.
- Facilitating the establishment of networks, partnerships and linkages to funders, markets and other stakeholders.
- Monitoring and evaluation of progress made and reporting on such.

2.2.4.2. Intended outputs and actual achievements

As mentioned above, there has been a wide range of problems relating to the establishment and registration of the projects as cooperatives and an even greater problem to obtain sufficient funding to get the farming ventures operational. During the first year or two, considerable time and effort went into obtaining funding, land and other support (linkages and partnerships) for the projects to become operational. As a result, the activities of MADSED and the capacity building and mentoring support were focused initially on getting the cooperatives registered, and offering training and capacity building programmes relating to the management and administration of a cooperative (e.g. some business entrepreneurship skills and training re meetings, contracts, reporting, etc.).

During 2007 and 2008 the projects, however, went into production and very good progress has been made, namely:

- The sustained production of agricultural produce at the new project (Thibang Tlala where 8 ha of land is now under production as against zero production before the intervention).
- Increased production and improved market linkages can be reported for both the Platreef and Itireleng projects (Platreef having increased its hydroponic production structures from 2 to the current 8 structures under production).

Other achievements that can be reported are the following:

- Securing funding support from the NDA for the Thibang Tlala project to the amount of R7 460 000.
- Facilitating the above project to lease 8 ha of land from the Gauteng DoA on which production is taking place.
- Facilitating the Platreef project to increase the land available for production activities from 1 ha to 80 ha.
- Linking the projects to other business support services that increased their marketing and branding ability.

Based on the records provided, the number of people trained in the above fields are:

MADSED	Province(s)	No. of projects	No. of master mentors	No. of mentors	No. of mentees
2006/2008	Gauteng and Limpopo	2	2	10	20
2008/2009	Gauteng, North West and Limpopo	4	5	5	29

Adjustments to the original business plan (adjustments justification)

As indicated above, MADSED had to adjust its planned mentoring programmes considerably during the initial phases to accommodate the reality that some of the projects were not operational. As a result, a great deal of time was invested in support to the projects in getting them registered, obtaining land and obtaining financial support. Because the effort to get financial assistance for establishing physical infrastructure and/or obtaining

land took time, it resulted in some cooperative members becoming restless, which in turn led to internal conflict. Solving these people management problems also took a great deal of MADSED's time. Because production activities in some of the projects only commenced later in the mentoring cycle, actual on-the-job support for projects therefore had to be rescheduled and could not be undertaken as originally scheduled and planned.

2.2.4.3. Conclusions and recommendations

Conclusions:

Relevance of programme: The MADSED programme addressed and served a target group that falls within one of the priority beneficiary categories for the DoA and the AgriBEE Charter (namely the youth), and as such the programme was very relevant. While it was initially difficult to find registered agricultural youth cooperatives to support, MADSED did eventually find suitable projects and was able to achieve the results listed in 2.2.1.2. From both a beneficiary target group perspective and from the results achieved (namely the establishment of successful youth agricultural cooperatives that will serve as an example and inspiration for other youth groups) it can therefore be stated that the programme was relevant.

Efficiency and effectiveness: It is believed that the training relating to the management of a cooperative and other general administrative related skills have been effectively and efficiently undertaken. Similarly, the SWOT analysis and needs establishment were also undertaken in an efficient manner. While it took a considerable period of time to secure funding and other support for the projects (owing to constraints which were primarily outside the control of MADSED), the ultimate results were very positive and contributed greatly towards the later success of the projects. Lessons learned will further ensure that future engagements (from project selection through to the identification of partners and stakeholders that have the mandate, capacity and resources to support projects of this nature) will be more efficient and effective. An observation made during the evaluation process was that staff assigned by MADSED to interview and submit information and other documented proof to the evaluation team were poorly prepared – which made the evaluation difficult and could have led to incorrect observations and conclusions. This may point to inefficiencies in the administration and reporting systems of the organisation, and MADSED is advised to look into the matter and take corrective actions if and where needed.

Impact: It is concluded that the MADSED mentorship interventions have had a good impact – both from an institutional capacity building perspective as well as from an increase in the production ability and capacity of the projects supported. This, in turn, has been converted into increased income generation and profits. It is further hoped that the success of the projects could serve as examples to other youth groups interested in establishing agricultural ventures and that more youths will be attracted to the agricultural sector.

Sustainability: As indicated earlier, a great deal of effort and time has gone into the institutional capacity building of the projects and their members. The training provided included technical production skills, business skills, management skills and the administration of the cooperatives. Expanded production capacity (through increased land and/or hydroponic structures) has increased the potential output of projects, which should have a positive effect on the financial viability, feasibility and sustainability of the projects. The linkages and networks established with key stakeholders should also stand the projects in good stead and ensure continued support if and when needed in the future. As such, it is believed that the mentorship interventions have been successful in increasing the sustainability of the projects, and the training of one of the cooperative members as a master mentor should also ensure that the mentoring initiatives and approach should continue, even if the DoA no longer supports it financially.

Recommendations regarding further business relationships

Given the above findings and conclusions, it is recommended that MADSED be considered for further and continued involvement as a partner to the DoA mentorship programme. The following serve as a motivation in this regard:

- The manner in which they were able to overcome constraints (relating to the selected target group beneficiaries – namely youth cooperatives – and the way in which they turned adversity into achievements).
- Their passion and interest in the mentorship programme – there is acknowledgement for the efforts that they have put into solving problems experienced by their mentees.
- Their understanding, knowledge and experience in training and capacity building and their general knowledge of the emerging agricultural sector—which are qualities required of a mentoring institution.
- The ultimate success obtained in the projects where they rendered support.

- Aspects that constrained performance during the pilot phase and which warrant consideration during subsequent involvements are:
- The selection of projects to be supported. In this regard projects that have the potential to progress to actual production within a shorter period of time should be selected (it should not take longer than 6 months to get to the operational/production phase).
- Based on the past evaluation exercise, it is recommended that MADSED give attention to its administrative/records system and reporting functions as the information provided to the evaluation team did not do the organisation justice and poorly reflected its actual performance, efforts and achievements.

2.2.5 National Emergent Red Meat Producers' Organisation (Nerpo)

Nerpo is a commodity association of emerging beef, small ruminant and pork producers and has been in existence for almost 20 years. The organisation is an affiliate of the South African Meat Industry Company (SAMIC) and therefore has an excellent network of partners within the industry (including large-scale commercial farmers, auctioneers, feedlotter, abattoirs, meat processors, meat traders and the leather industry).

2.2.5.1 Business plan – key features and interventions

The objective of the mentorship programme is to administer the programme for the benefit of emerging farmers, young agricultural entrepreneurs and beneficiaries of land reform, to develop the mentees' management, leadership and business skills to enable them to build their careers within the red meat industry and become successful producers.

In addition to the abovementioned interventions, Nerpo also conducted a mentorship programme through the Bull and Heifer Project and the Young Agricultural Entrepreneurs Development Programme.

2.2.5.2 Intended outputs and actual achievements

The following table provides the number of projects selected to participate in the mentorship programme for the 2006/07 financial year (first year of operation which focused on service rendering in the North West, Limpopo and Gauteng Provinces):

Province/Area	No. of projects	No. of Mentees	No. of women	No. of youths
North West-Bophirima	11	16	3	3
North West-Moretele	10	9	0	0
Limpopo-Vhembe	10	10	0	0
Limpopo-Waterberg	11	12	4	2
Gauteng-Pretoria	1	12	7	12

During the next year of operation (2007/08) the programme was expanded both in terms of the number of mentees as well as the inclusion of the Mpumalanga and Eastern Cape provinces. The next table provides the number of projects selected to participate in the mentorship programme for 2007/08 financial year:

Province/Area		No. of projects	No. of Mentees	No. of women	No. of youths
Limpopo	Makhado	19	21	1	2
	Thumela	50	50	0	0
North West	Moretele	28	20	1	0
	Mafikeng	5	5	0	0
	Bophirima	2	3	0	2
	Ngaka Modiri Molema	1	1	0	0
	Ratlou	1	1	0	0
Eastern Cape	Nkonkobe	10	10	0	0
	Alice	3	3	0	0
	Balfour-Seymour	10	10	0	0
	Ukhahlamba	5	8	0	0
	Sengu	1	1	0	0
Gauteng	Cullinan	1	8	3	8
Mpumalanga	Standerton	1	1	0	1
Total		137	142	5	13

Against the backdrop of key features and anticipated interventions envisaged, the following achievements/improvements were recorded:

- Farmers were able to do production planning and keep accurate production records, and used the information to plan culling and breed selection;
- There was a marked improvement in animal identification and recording;
- Drawing up animal health programmes, castrating and dehorning;
- Mentees demonstrated their ability in both technical and professional skills;
- Five farmers were registered as Bonsmara breeders;
- There was an improvement in both technical and professional skills for youth mentees since they were exposed to the red meat industry.

It should also be noted that one of the communal farmers involved in the mentorship programme was nominated for the Emerging Farmer of the Year award.

2.2.5.3 Adjustments to the original business plan (adjustments justification)

Insignificant changes were made, and Nerpo mainly continued with the original business plan. It was, however, necessary to change the basis on which mentors operated from a one-on-one basis to that of functioning as a group facilitator. In this regard mentees establish peer groups (organised per location) and the number of emerging farmers joining such groups is growing constantly. This situation resulted in most activities now being conducted on a group basis. There has been remarkable growth in terms of the confidence of such groups and they are now undertaking numerous activities on an independent basis and are only looking to the mentor for support and expert inputs.

2.2.5.4 Conclusions and recommendations

Conclusions:

Relevance of programme: It is concluded that the programme was relevant and aimed at facilitating and enhancing BEE-related transformation in the red meat industry through assisting emerging farming concerns and other enterprises in the industry value chain to become more efficient, effective, viable and sustainable.

Efficiency and effectiveness: The structure put in place by Nerpo has proved capable of providing an efficient and effective service. The use of farmer peer groups and the support provided by commercial farmers as mentors has further contributed towards achieving the objectives of establishing networks among one another and the other key stakeholders in the industry.

Impact: The pilot phase has had a satisfactory impact in that the commodity organisation has developed its capacity and linkages to implement mentorship programmes and has further developed a number

of best practices and models of support rendering. Relationships developed with industry stakeholders (commercial farmers, meat traders, auctioneers, abattoirs, etc.) will start to bear significant fruit during the next phase.

Sustainability: Given the passion and drive shown by Nerpo for the mentorship programme, it is believed that most current projects will be sustainable should the DoA no longer provide financial support. In this regard the growth of the peer groups – both in terms of the number of participating farmers and the remarkable growth in terms of their confidence to undertake activities for themselves (learned how to help themselves) – is the classical result and outcome expected of a mentorship programme. It must, however, be emphasised that the mentoring programme provides the mentees with a sense of security and ideally the mentorship programme should be conducted over at least a 2-year period.

Recommendations regarding further business relationships

Given the above findings and conclusions, it is strongly recommended that Nerpo be considered for further and continued involvement as a partner in the DoA mentorship programme. The following serve as motivation in this regard:

- Their good performance during the pilot period (2006 – 2008) of the programme.
- Their passion and interest in the mentorship programme – which is an extension of their existing and ongoing farmer development programmes aimed at capacitating BEE farmers and their expressed desire to continue with the DoA mentorship programme.
- Their status within the red meat industry and the advantages that this brings to participating BEE farmers in terms of developing networks with other industry stakeholders.
- Their ability and capacity (from administrative capacity to linkages with high quality mentors) to implement and manage the programme according to the standards required.

2.2.6 WIDA (Wine Industry Development Association)

2.2.6.1 Business plan – key features and interventions

It should be noted that while the SA Wine Industry Council (SAWI) developed the original business plan and initially managed the Master Mentorship Programme, it has subsequently been handed over to the newly established Wine Industry Development Association (WIDA) – an organisation established by the Council to focus specifically on capacity development and skills development support to emerging farmers and previously disadvantaged employees within the larger BEE transformation context. In this regard it should be noted that since taking over the programme, WIDA has introduced a new approach, and its future business plan will differ considerably from the previous plan developed by the Council.

SAWI developed a very comprehensive and detailed mentorship business plan that was linked to other projects and initiatives of the Wine BBBEE Charter and Scorecard – rendering further support of a capacity building nature to the projects receiving support. From a roll-out perspective, the mentorship programme was firstly implemented in the Western Cape, Northern Cape and Free State provinces (with a planned roll-out to the other five wine-producing regions during later phases). Focus was placed on rendering support in each of the following five main aspects of the industry:

- Production and processing
- Procurement
- Marketing and distribution
- Management (including financial and business management)
- Human resources development and management

For each of these areas, a technical mentor was appointed and trained. In addition, a master mentor was also trained and appointed for each of the regions/provinces where the programme was implemented. A panel of experts was also established to render technical expertise and inputs if and where required. WIDA served as the central coordination point for the programme and contracted the required expertise as and when needed.

As a starting point, existing AgriBEE projects within the selected regions were identified for support. Most of the projects consisted of groups of people (as opposed to individuals) and the mentoring support was subsequently often provided to the group and/or their selected representatives. These projects spanned the total wine industry value chain and did not only focus on production related skills (on farm) but covered the full spectrum of inputs identified above. Key performance areas (especially for enterprises involved in the growing of grapes) typically included the following:

- Better soil preparation and improved plant material for improved quality

- Improved control of pests and diseases (correct application of pesticides and fungicides)
- Improved fertilisers and plant nutrition
- Improved management and control of their business ventures
- Improved marketing and distribution practices

It is important to note that SAWI obtained the support of the provincial departments of agriculture for the programme, and in the Northern Cape, the Provincial Department of Agriculture provided a R1,5 million grant for the development of 25 ha of wine grape plantings in five projects supported by the programme.

Later in the programme (when WIDA took over the management and control), support also included short and limited interventions to AgriBEE enterprises on specific aspects demanding support and assistance (e.g. assisting BEE companies to obtain and execute export contracts, facilitating another company to market its produce through labelling and bottling, networking between suppliers and emerging farmers, access to financial institutions, etc.).

2.2.6.2 *Intended outputs and actual achievements*

In the 2006/07 financial year SAWI conducted the programme in nine projects with a combined total of 115 mentees or beneficiaries. A shortfall or constraint was that the beneficiaries comprised very few youth members, and this was corrected in the 2007/08 year when the programme was expanded to 25 projects with a total of 468 mentees (close to a third being youths). The following table reflects the size and scope of the interventions:

Wine Industry Council	Province(s)	No. of projects	No. of Master Mentors	No. of Mentors	No. of Mentees
2006/07	Western Cape, Free State and Northern Cape	9	9	3	115
2007/08	Western Cape, Free State and Northern Cape	25	3	7	468
2008/09	Western Cape, Free State and Northern Cape	8	17	25	468

From the above it is evident that the SAWI programme was ambitious and that a large number of master mentors were trained and close to 500 mentees supported in 25 projects. Some of these projects were not very successful (for various reasons) and it has been decided by WIDA (which "inherited" the projects from SAWI) to phase these out and to replace them with others more suited to benefit optimally from the mentorship support. A further problem is that the specific project aims and objectives of the individual projects were rather broad, which makes it difficult to evaluate and assess if the goals and targets were achieved.

Overall it can, however, be stated that the intended aim and objectives of the programme have been achieved and that a sound foundation has been laid on which WIDA can build further. Lessons learned from the less successful projects will also be used in future project selection. In this regard the two projects visited with WIDA during the evaluation visits hold tremendous promise to be developed as models of BBEEE and transformation in the wine industry, and it is evident that the future of the programme is on the right track.

2.2.6.3 *Adjustments to the original business plan (adjustments justification)*

As indicated above, there has been a change in the management of the programme (from the broader SAWI to WIDA) and this has brought about some changes in the approach to implementation of the mentorship programme. For example, the mentorship programme will be linked very closely to the Wine-BEE Transformation Charter and greater focus will be placed on enterprise and business development through the following range of activities and tasks:

- Implement a strategic approach to achieve empowerment in the wine industry;
- Support the development of appropriate and innovative development programmes and empowerment models.
- Activate empowerment opportunities and various business initiatives in the total wine supply chain. This will include, inter alia, joint ventures, equity share schemes, buy-outs, preferred supplier status contracts.
- Establish a database of and coordinate the maintenance of a formal record of all wine industry empowerment initiatives, e.g. they are land reform, asset transfer programmes, small business development, employment equity programmes, joint ventures, education and training initiatives.

- Analyse and evaluate such initiatives in order to provide continuous feedback to give credence to the evolving policy framework.
- Undertake an advocacy role in presenting wine industry interests in empowerment policy debates in South Africa.
- Initiate industry empowerment programmes and assist role players in the industry who aim to launch empowerment projects of any description. This means building close working relations with those state agencies responsible for various initiatives.
- Monitor all phases of the project cycle.
- Support historically disadvantaged participants in the project identification phase.
- Provide legal and financial advice, business planning advice, advice on the availability of education and training programmes.

2.2.6.4 Conclusions and recommendations

Conclusions:

Relevance of programme: It is concluded that the programme was relevant and aimed at facilitating and enhancing BEE-related transformation in the wine industry through assisting emerging farming concerns and other enterprises in the wine industry value chain to become more efficient, effective, viable and sustainable. It is believed that the new approach of WIDA (to make programme interventions more focused and to measure performance against preset KPAs) will ensure even greater relevance during future phases.

Efficiency and effectiveness: Both SAWI and WIDA have established strong infrastructure and capacity to guide, direct and manage the programme in an efficient and effective manner. Future selection criteria to be employed will further assist in avoiding the selection of projects where optimum impact and effectiveness cannot be achieved, and results should therefore be even better than what is currently achieved.

Impact: The pilot phase has had a satisfactory impact in that the industry has developed its capacity and infrastructure to implement mentorship programmes (both WIDA and the large network of master mentors and mentors), and has further developed a number of best practices and models of support rendering to be deployed during later phases. Relationships developed with industry stakeholders (including with PDAs) will start to bear significant fruit during the next phase.

Sustainability: It is believed that the mentorship programme will be sustainable as it is so closely linked to the ongoing transformation programmes of both SAWI and WIDA and the linkages that have been established with projects funded by PDAs (where the PDA provided capital investment and WIDA provides capacity building and mentoring support). The two “best practice” BBBEE transformation models to be developed for the wine industry should also facilitate roll-out and replication to other similar projects in the industry, which bodes well for the future long-term sustainability of the programme.

Recommendations regarding further business relationships

Given the above findings and conclusions, it is strongly recommended that WIDA be considered for further and continued involvement as a partner to the DoA mentorship programme. The following serve as motivation in this regard:

- The more than satisfactory performance during the pilot period (2006 – 2008) of the programme.
- Their passion and interest in the mentorship programme – which is an extension of their existing and ongoing farmer development programmes aimed at capacitating BEE farmers (via the newly established WIDA) and expressed desire to continue with the DoA mentorship programme.
- Their status and excellent knowledge of both the wine industry and means of achieving BBBEE transformation within the sector.
- Their range of support services and ability to network emerging farmers and enterprises with other industry stakeholders and/or business development experts.
- Their ability and capacity (from administrative capacity to linkages with high-quality mentors) to implement and manage the programme according to the standards required.

2.2.7 Cotton South Africa

2.2.7.1 Business plan – key features and interventions

Cotton SA became involved in the Master Mentorship Programme as part of its mission to broaden small-scale cotton farmer participation and enable emerging farmers to contribute on average 25 % of the national crop production by 2007 and 35 % by 2014 through raising the productivity of this target group through

training, mentoring and support services. Given budget limitations, the programme was implemented in the Mpumalanga, Limpopo and KZN provinces during the pilot phase (2007 - 2009).

The business plan linked the Master Mentorship Programme to existing support programmes and initiatives of Cotton SA to emerging farmers, and viewed it as a means of rendering further capacity building support to selected projects/farmers who showed potential for growth. Projects that received mentorship support were selected by the extension officers in the various provinces and districts (against broad potential growth criteria).

The Cotton SA Master Mentorship business plan consisted of the following key components or interventions:

- **Farm-based support:** This commenced with a survey of the farm to establish potential and constraints, followed by a training needs analysis of participants (project beneficiaries). The above served as a basis for the development of a project-based mentorship plan.
- **Mentee skills training:** Mentees were enrolled on the Cotton SA training programmes specifically developed to address the general training needs and requirements of emerging farmers. This programme consists of four modules (5 days duration each) offered over a one-year period aligned to the production cycle. Topics covered in the programme include land preparation and production skills, weed and pest control, harvesting, financial and business management.
- **Mentor training and upgrading:** The business plan also makes provision for the training and regular upgrading of the master mentors and mentors (annual technical skills programme).
- **Implementation of project mentoring programmes:** An implementation of the agreed support and capacity building programme developed for each individual project over the implementation period (for the purposes of this pilot intervention scheduled over a period of two years).

A further important support structure is the Small-Scale Cotton Farmers' Forum (consisting of 40 members representing the provincial departments of agriculture, private sector stakeholders, suppliers, commercial farmers, financial institutions and smallholders). The role of this Forum is to facilitate, coordinate, support and monitor the growth and development of emerging cotton farmers and to assist them in establishing networks and market access. The mentorship programme subsequently linked closely to the activities of the Forum.

To implement the programme, Cotton SA appointed a mentorship coordinator who was trained as a master mentor, trained a further two master mentors to supervise implementation in each province and appointed and capacitated a further four mentors to render support to the mentees. Owing to the unique situation within the cotton production areas (where there are extension officers who are used almost exclusively to assist cotton farmers), the programme further actively made use of such extension officers as mentors. To this end a total of 46 extension officers were also trained in the Cotton SA training programmes and participated actively with the mentors in rendering support to project beneficiaries.

2.2.7.2. *Intended outputs and actual achievements*

While it was originally envisaged that only 30 mentees (6 mentees for each of the master mentors/mentors) would be included during the pilot phase, the numbers increased (as a result of other interested farmers joining the training and support sessions) and eventually grew to a total of 111 mentees.

The following table reflects the size and scope of the Cotton SA business plan interventions:

Cotton SA - Cotton South Africa	Province(s)	No. of projects	No. of Master Mentors	No. of Mentors	No. of Mentees
2006/07	KwaZulu-Natal, Mpumalanga and Limpopo	7	2	3	111
2007/08	KwaZulu-Natal, Mpumalanga and Limpopo	7	3	4	111
2008/09	KwaZulu-Natal, Mpumalanga and Limpopo	9	3	3	75

It can be reported that the training programmes outlined in 2.2.7.1 above were implemented and all mentees were enrolled in the programmes and received the training. Regarding support and assistance at farm level, the projects were visited on a regular basis and practical guidance and support was rendered as and where required by farmers/mentees. Extensive use was also made of peer groups where farmers in an area get

together on a regular basis to discuss mutual problems and solutions and assist one another (either under the guidance of the mentor and the extension officer and/or on their own).

2.2.7.3. *Adjustments to the original business plan (adjustments justification)*

The business plan was implemented mainly as envisaged originally. Notable adjustments were the larger number of people trained and assisted (as a result of others requesting to join the farmer forums and groups to also benefit from the advice and guidance given by the mentors).

A point of criticism that can be raised is that the original business plan indicated that each project (mentee or mentee group) would have its own structured mentorship plan that would guide, direct and schedule interventions. However, this has not been realised fully in practice. In this regard there are no written intervention plans and schedules against which support rendered can be monitored. It must, however, be stated that while such written plans do not exist, the mentees interviewed all indicated that they had received individual on-farm assistance and support in accordance with their needs and requirements.

2.2.7.4. *Conclusions and recommendations*

Conclusions:

Relevance of programme: It is concluded that the type and range of capacity-building interventions provided by Cotton SA and its mentors are needs directed and relevant to the expectations and requirements of the emerging farmer target group served.

Efficiency and effectiveness: The structure put in place by Cotton SA (namely a national coordinator, provincial master mentors, mentors and trained extension officers) has proved capable of providing an efficient and effective service. The use of farmer peer groups and the support provided by the Small-Scale Cotton Farmers' Forum has contributed further towards achieving the objective of establishing networks among one another and the other key stakeholders in the industry.

Impact: The overall aim of increasing the production by emerging farmers to 25 % of the total cotton production in 2007 has been partly met with this figure currently standing at 19 %. The programme has made a marked difference to the viability and profitability of some of the projects supported. In this regard one of the mentees has increased his income by 300 % since receiving mentoring support, and others have increased production to a level where they are on a par with commercial dry land production norms. Of concern is the fact that some of the projects selected for support (mentee beneficiaries) are still too small to effectively become commercially viable enterprises. The average farm sizes of emerging farmers are 3 to 4 ha (while it is believed that a dry land farm should be in the region of 70 ha and 10 ha under irrigation is needed for a good commercial farm). Efforts must therefore be made by the government to establish emerging farmers on farms of this size, and such projects should then be selected for the mentorship programme to realise optimum impact.

Sustainability: Given the passion and drive shown by Cotton SA for the mentorship programme (and the fact that it is part of a larger development effort within the sector to advance emerging farmers), it is believed that the programme will be sustainable even if the DoA no longer provides financial support. Growth and development among some of the individual beneficiary projects will also be sustainable even if Cotton SA were no longer to assist them, while this is not the case for the majority of the mentee projects.

An area demanding attention is the development of written individual mentorship plans for each project supported – which should also give attention to an exit strategy and alternative support measures once the mentoring programme comes to an end towards ensuring long-term sustainability.

Recommendations regarding further business relationships

Given the above findings and conclusions, it is strongly recommended that Cotton SA be considered for further and continued involvement as a partner to the DoA mentorship programme. The following serve as motivation in this regard:

- Their excellent performance during the pilot period (2006 – 2008) on the programme.
- Their passion and interest in the mentorship programme – which is an extension of their existing and ongoing farmer development programmes aimed at capacitating BEE farmers (via the Small-scale Cotton Farmers' Forum) and expressed desire to continue with the DoA mentorship programme.
- Their status within the cotton industry and the advantages that this brings to participating BEE farmers in terms of developing networks with other industry stakeholders.
- Their ability and capacity (from administrative capacity to linkages with high quality mentors) to implement and manage the programme to the standards required.

Areas or aspects demanding attention and improvement during a further phase are the following:

- The need to develop written individual mentorship intervention plans for each project (which have been developed and agreed jointly by the mentee and the mentor) and which will serve as a guide in directing, evaluating and monitoring interventions.
- The need to select beneficiaries (mentee projects) that have the potential (size of farms) to be developed into commercially viable and profitable farming ventures (e.g. minimum 70 ha dry land or 10 ha irrigation farms).

2.2.8 Citrus Growers' Association

The Citrus Growers' Association (CGA) was established in 1997 by concerned citrus farmers after deregulation of the market and closure of Capespan as a support structure to the citrus industry. The CGA became involved in the Master Mentorship Programme as part of its mission to broaden small-scale citrus farmer participation and to enable emerging farmers to contribute on the national and export markets. The CGA engaged in a pilot mentorship programme to support emerging citrus farmers. The project is conducted in three provinces: 4 farms in Limpopo, 3 in Mpumalanga and 4 in the Eastern Cape.

2.2.8.1 Business plan – key features and interventions

The goal of the CGA is to capacitate every emerging farmer who purchases a citrus farm (including land claim beneficiaries) to within the next 5 years engage in the sector as a commercial operation, have access to markets and finance, and receive proficient technical advice from relevant institutions. A minimum of a two-year mentorship support programme is envisaged for emerging citrus growers with the emphasis on citrus production and organisational and business management principles. Currently the programme is reaching 24 mentees in 11 projects.

2.2.8.2 Intended outputs and actual achievements

The table below provides details of the farms/projects that were selected to participate in the mentorship programme. The table highlights total numbers from 2006 to 2008.

Province/Area	No. of projects	No. of Mentees	No. of women	No. of youths
Limpopo-Vhembe	2	8	4	0
Limpopo-Letsitele	2	8	0	1
Mpumalanga-Mbombela	3	4	1	0
Eastern Cape-Konga	4	4	1	0
TOTAL	11	24	6	1

In respect of citrus production it was envisaged that the mentees would formulate management and operational plans for their respective enterprises after having conducted an assessment of their farming system. In addition, mentees were also exposed to business management training through the Citrus Academy, which supplied student friendly study material. Notable achievements were that approximately 75 % of the projects have become financially viable since the inception of the Master Mentorship Programme. Another achievement was that a mentee entered the export market with great success.

2.2.8.3 Adjustments to the original business plan (adjustments justification)

It must be borne in mind that the CGA's own mentorship programme had been in implementation for a relatively short period of time (5 months) when the original DoA master mentorship business plan was formulated and came into implementation. It therefore became necessary to refine the mentorship programme in some respects – e.g.:

- Introduction of measures to overcome slow responses from mentees (which was an obstacle and slowed service delivery to the mentees).
- A more structured and formalised communication process concerning the manner in which communication was done with the mentees, only through the mentor.
- The development of individual business plans for each farm.
- Matching mentors to projects that are relatively close to their homes — distances between mentors and mentees should be such that the mentors can respond in the shortest possible time.

2.2.8.4 Conclusions and recommendations

Conclusions:

Relevance of programme: It is concluded that the type and range of capacity building interventions provided by the CGA and its mentors are needs directed and relevant to the expectations and requirements of the emerging farmer target group served.

Efficiency and effectiveness: The CGA as the mentorship facilitating agency has excellent administrative and organisational capacity and this component was undertaken very efficiently and effectively. There was also good management of the mentorship programmes and interventions generally took place on time and in accordance with the agreed plan and schedule.

Impact: The pilot phase has had a satisfactory impact in that the commodity organisation has developed its capacity and linkages to implement mentorship programmes and has further developed a number of best practices and models of support rendering to be deployed during later phases. Relationships developed with industry stakeholders (the Citrus Academy and Citrus Research Institute and farmer partnerships with co-ops) will start to bear significant fruit during the next phase. Agreed capacity building objectives were generally met with 75 % of projects supported having become financially viable.

Sustainability: Given the passion and drive shown by the CGA for the mentorship programme, it is believed that most current projects will be sustainable should the DoA no longer provide financial support. It is, however, emphasised that the mentoring programme provides the mentees with a sense of security, and mentees expressed that need or request that ideally the mentorship programme should be conducted over at least a three-year period. Although some projects will be able to continue without mentorship support, this is not the case for all of the mentees' projects.

An area demanding attention is the development of written individual mentorship exit strategies and alternative support measures once the mentoring programme comes to an end, towards ensuring long-term sustainability.

Recommendations regarding further business relationships

It is strongly recommended that the CGA be considered for further and continued involvement as a partner in the DoA mentorship programme. The following serve as motivation for this recommendation:

- Their good performance during the pilot period (2006 – 2008) in the programme (with 75 % of projects supported already reporting financial viability).
- Their passion and interest in the mentorship programme – which is an extension of their existing and ongoing farmer development programmes aimed at capacitating BEE farmers and expressed the desire to continue with the DoA mentorship programme.
- Their status within the citrus industry and the advantages that this brings to participating BEE farmers.
- Their ability and capacity (from administrative capacity to linkages with high quality mentors) to implement and manage the programme to the standards required.

2.2.9 South African Bee Industry Organisation (SABIO)

SABIO members have been involved actively in a number of projects in the Western Cape, Eastern Cape and KwaZulu-Natal. The projects targeted previously disadvantaged people in rural areas who embraced beekeeping as a source of income. Unlike other commodities, beekeeping does not require an extensive land base, as it is practised in collaboration with landowners.

2.2.9.1 Business plan – key features and interventions

The intended beneficiaries of the SABIO mentorship programme were unemployed or underemployed individuals living in the vicinity of large tree plantations where there are natural concentrations of bees. SABIO would identify such individuals who are interested in beekeeping and would then train them, provide them with basic minimum infrastructure/equipment and support them with ongoing mentoring assistance. Knowledgeable individuals were contracted as mentors in each of the four provinces where the projects were located.

The content of the mentorship programme covered all aspects of bee-keeping and the following aspects were addressed:

- Identification of nectar and pollen sources
- Catch box preparation
- Catching or acquiring swarms
- Hive management

- Identification of the queen bee
- Worker bees and drones and an understanding of their respective roles
- Frame and wax foundation management
- Bee diseases
- Strategic and maintenance feeding of swarms
- The honey flow, harvesting and extraction
- Bottling and marketing of honey
- Bee safety, protective clothing and bee equipment

2.2.9.2 *Intended outputs and actual achievements*

The programme commenced late in 2007 with a planned group of 30 trainees in five projects (locations) as outlined in the table below:

Province/Area	Western Cape	KZN	Eastern Cape	Mpumalanga
No. of projects	2	1	1	1
Nearest town	Ladismith Citrusdal	Empangeni	Joubertina	Barberton
Beneficiaries	Local black and coloured men, women and youths	Local black men, women and youths	Local black men, women and youths	Local black men, women and youths

It must be reported that of the original 30 participants, there are currently only 8 mentees still in the programme and who are actively involved in bee-keeping. This attrition is the result of the following factors:

- The profile of the beneficiaries (mentees) selected. In this regard it was decided to select unemployed people who wanted an opportunity to create some income. This target group per se is somewhat volatile since they leave the project as soon as they find a better and more stable employment opportunity.
- Some mentees also abandoned the programme because income generation was not immediately available and because of the fact that their hives were vandalised or robbed.
- Some dropped out of the programme as a result of illness (HIV/Aids).

The long-term sustainability of the projects ultimately depends on the participants themselves. The nature of beekeeping projects is that some succeed and some fail. The aim and objective of the mentorship programme is to produce “beekeepers for life”. Even if only a few competent beneficiaries are developed, it will be enough, for they will become an inspiration to others and demonstrate that it can be done.

Of the original group who are still in the programme, two have attained the status as being fully sustainable while the other six are moving towards sustainability. Achievements during the mentorship programme were higher honey yields per hive; and mentees have a greater knowledge of the art and science of beekeeping and have the ability to effectively manage their financial affairs. In two instances, mentees progressed to such an extent that partners were brought on board.

2.2.9.3 *Adjustments to the original business plan (adjustments justification)*

Although the actual business plan and programme did not change materially, it became necessary to change the programme from time to time as mentees withdrew from the programme for the reasons indicated above. Means of providing beneficiaries with better security and “safekeeping” of their hives (as a result of the indicated vandalising and robbing of the hives) also had to be found (in the form of lockable and mobile containers).

2.2.9.4 *Conclusions and recommendations*

Conclusions:

Relevance of programme: It is concluded that the type and range of capacity building interventions provided by SABIO and its mentors are needs directed and relevant towards ensuring the establishment of viable and sustainable beekeeping enterprises.

Efficiency and effectiveness: SABIO as the mentorship facilitating agency has excellent administrative and organisational capacity and the rendering of services was undertaken very efficiently and effectively. There was also good management of the mentorship programme and interventions generally took place on time and in accordance with the agreed plan and schedule. Agreed capacity building objectives were generally met to the satisfaction of mentees.

- However, a critical constraint or shortfall of the programme is the selection of candidates – which in the majority of cases did not have the profile for long-term success. While the intention of providing unemployed people with an opportunity is noble and aligned to government policy and the agricultural strategy, it is also a high risk beneficiary as is evident from the large number of people who dropped out of the programme. From a “value for money” perspective consideration must therefore be given to means of selecting candidates who have a better chance of remaining in the programme and attaining long-term success.

Impact: The pilot phase had a limited impact in the sense that only 30 % of the original group is still involved in their beekeeping enterprises. On the positive side, two of these farmers have already attained full sustainability status and the other six are progressing well towards this status. A further satisfactory impact is that the commodity organisation has developed its capacity and linkages to implement mentorship programmes. Relationships developed with industry stakeholders (commercial farmers, Mondi and bottlers) will start to bear significant fruit during the next phase.

Sustainability: From a commodity organisation perspective, SABIO would like to continue with the programme. It will, however, not be able to continue rendering support to new emerging beekeepers if the DoA ends the contract.

The eight persons who are still active on their projects all have good potential and promise to develop to viable and sustainable projects. Of the existing projects, two will be able to continue without mentorship support while the other six ideally still need further assistance and support

Recommendations regarding further business relationships

It is recommended that SABIO be considered for further and continued involvement as a partner in the DoA mentorship programme. To this end the following serve as motivation:

- Their ability and capacity (from administrative capacity and linkages with high-quality mentors) to implement and manage the programme to the standards required.
- Their good performance during the pilot period (2006 – 2008) on the programme
- Their passion and interest in the mentorship programme – and the demonstrated ability to adapt to changed needs and requirements and overcome the security constraints experienced by mentees (through manufacturing innovative mobile containers).
- Their status within the bee industry and the linkages established with other key stakeholders who are providing support to the mentees and/or are creating an enabling environment.

Conditions/Prerequisites

The following, however, serve as conditions or prerequisites for further support if “return on investment” is an important factor and consideration when evaluating their business plan against those of other applications:

- Improved selection of candidates – namely reducing the high drop-out rate experienced during the pilot programme and selecting candidates who have a lower risk profile.

2.2.10 Shungu Business Solutions

Shungu Business Solutions (SBS) is a fully women-owned BEE company involved in agriculture consulting, operating mainly in KwaZulu-Natal and Gauteng. SBS is managed by a former National Female Farmer of the Year (2004) and a Female Farmer of the Year finalist (2006). Both of these ladies attended the Master Mentorship Programme and are well established commercial farmers in their own right. In turn they contracted and trained two further mentors who assisted in rendering mentoring services to the projects supported.

2.2.10.1 Business plan – key features and interventions

The overarching goal of the mentorship programme is to develop practical and effective capacity among cooperatives involved in fresh produce agricultural production and to assist them to deal with the challenges of fresh production and to address food insecurity experienced in the communities where the cooperatives were established.

The approach adopted in the mentorship programme is firstly, to address short-term critical starvation and malnutrition conditions experienced in some rural communities by encouraging landowners to produce agricultural commodities and to sell these locally. This is done through facilitating the establishment of community-based cooperatives and/or to strengthen and capacitate existing cooperatives. Secondly, the programme aims to expand and increase the production capacity of the production systems established above to produce quality produce in sufficient quantities to meet both own food security requirements and

to produce surpluses for local and other markets. This phase includes the mobilisation of resources for the projects identified and the training of project staff.

2.2.10.2 Intended outputs and actual achievements

The table below provides details of the farms/projects that were selected to participate in the mentorship programme. The table highlights the total number from 2006 to 2008.

Name of farm/project	Province/Area	No. of Mentees	No. of women	No. of youths
Mansomini Irrigation Scheme-Co-op	KZN Ilembe District, Ndwedwe Local Municipality	79	62	17
Hlomendlini Co-op	KZN Ilembe District Municipality	250	200	7
Geda Estate	KZN Thungulu District Municipality	5	3	1
Qhubekani Women Co-op	KZN Ugu District Umdoni Local Municipality	14	12	1
Philani Women Cooperative	KZN Ugu District Umdoni Local Municipality	14	14	0
Sinethemba Cooperative	KZN Ugu District Umdoni Local Municipality	8	8	0
Seyamekuye Cooperative	KZN Umzinyathi District	8	7	2
Siyathuthuka Cooperative	KZN Ugu Umdoni Local Municipality	16	16	1

The mentorship programme has the objective of improving the livelihood of emerging farmers and to put them on a path to commercial enterprises. The key areas to achieve this goal are to improve the selection of cultivars that can be produced all year round. In addition, more effective marketing strategies were implemented to increase the sale of vegetables and in so doing growing the projects from being food security projects to fully-fledged business projects.

Given the profile of the majority of cooperative members (uneducated females), the mentoring approach adopted was to provide practical demonstrations, training and advice rendering on the projects of the beneficiaries and/or on the farms of the mentors which served as demonstration plots. Training covered topics such as vegetable production, business management, financial management, markets and customer relations. Technical production inputs were provided as and when required within the vegetable production cycle.

2.2.10.3 Adjustments to the original business plan (adjustments justification)

As the production of vegetables is seasonally directed, hardly any adjustments were necessary to the original business plan.

2.2.10.4 Conclusions and recommendations

Conclusions:

Relevance of programme: It is concluded that the type and range of capacity building interventions provided by SBS and its mentors are needs directed and relevant to the expectations and requirements of the emerging farmer target group served. They have excellent knowledge and understanding of the needs, constraints and fears that emerging farmers have, and therefore have the ability to render solutions that are applicable and relevant to their operating environment.

Efficiency and effectiveness: There was good management of the mentorship programmes and mentees indicated that interventions generally took place on time and in accordance with the agreed plan and schedule. Written project mentorship plans, however, do not exist for monitoring and evaluation purposes. Agreed capacity building objectives were generally met to the satisfaction of mentees and they have

indicated that the interventions have assisted them to become more self-sufficient in terms of their food requirements. Mentees also concluded that the mentoring process influenced them positively as they would encourage other farmers to participate and are positive regarding the future prospects of their projects.

Impact: The programme has made a marked difference to the viability and profitability of some of the projects supported (65 %). In this regard some mentees have increased their income since receiving mentoring support, and others have increased the quality of their produce to a level where they are now on a par with other vegetable producers. Mentees are no longer solely reliant on pension payouts.

Sustainability: Growth and development among most of the individual beneficiary projects will also be sustainable (65 %) even if SBS no longer assists them. Mentees advanced to such a stage where they can support and mentor each other, while this is not the case for some 35 % of the menteed projects that will require continued support.

Recommendations regarding further business relationships

It is strongly recommended that SBS be considered for further and continued involvement as a partner in the DoA mentorship programme. The following serve as motivation for this recommendation:

- Their good performance during the pilot period (2006 – 2008) in the programme.
- Their passion and interest in the mentorship programme – which is an extension of their existing range of consultancy and training services rendered to the emerging farmer constituency. They have also expressed the desire to continue with the DoA mentorship programme.
- Their status within the agricultural industry (Female Farmer of the Year 2004) and the value that this has as an example (role model) to other prospective emerging farmers. Linked to this is the excellent knowledge and understanding that the SBS mentors have of the needs, constraints and fears that emerging farmers have and the ability to render solutions that are applicable and relevant to their operating environment.
- Their ability and capacity (from administrative capacity to linkages with high quality mentors) to implement and manage the programme according to the standards required.

2.2.11 South African Cane Growers' Association

South African Cane Growers is committed to play its part in achieving government's goals associated with the Land and Agrarian Reform programme. It is actively and constructively participating in many initiatives. The industry's initiatives in the areas of economic transformation could best be summarised under its commitment to Broad-based Black Economic Empowerment (BBBEE), with the focus on assisting land transfer, rendering farmer support services and promoting employment equity and enterprise ownership.

2.2.11.1 Business plan – key features and interventions

The main role of the Cane Growers' Association is to ensure the sustainability of all the farmers participating in the mentorship programme. They believe that after a three-year programme of intensive mentorship, the new farmers would be equipped to become successful sugarcane farmers. In view hereof the key features of the interventions are based on the following aspects:

- Technical and agronomic skills (to increase their production regarding quantity and quality).
- Financial business management (to ensure the sustainability of their enterprises).
- Communication and negotiating skills (to create linkages to information systems and markets as well as information sharing among existing and new farmers).

2.2.11.2 Intended outputs and actual achievements

The table below provides details of the farms/projects that were selected to participate in the mentorship programme (primarily in KZN province). The table highlights the total number from 2006-2008.

Number of projects	Number of Mentors	No. of Mentees	No. of women	No. of youths
8	10	125	44	0

Small-scale growers continued to embrace opportunities provided through the CGA. The mentors provided support to the participating projects and beneficiaries on a project basis and in accordance with a schedule that is linked to the production cycle of cane growing. The transfer of financial skills has also been a key focus area of the CGA and mentees were exposed to bookkeeping systems and VAT preparation as well as

diesel rebate. During the crushing season mentees were also taken through crop estimates, which would allow them to estimate their own future expected harvest and revenue.

Owing to the intensive transfer of technical and agronomic skills, some mentees increased their production yields by 60 % and therefore raised their income and the quality of life for themselves and their families. This also placed them in a position to create jobs in their projects and in so doing to reach a wider group of people. Linkages were also established with milling companies that provide extensive support services in support of the cane-growing operations of small-scale, medium-scale and large-scale black farmers.

2.2.11.3 Adjustments to the original business plan (adjustments justification)

As the production of sugar cane is seasonally linked (approximate 8 months) hardly any adjustments were necessary to the original business plan.

2.2.11.4 Conclusions and recommendations

Conclusions:

Relevance of programme: It is concluded that the type and range of capacity building interventions provided by the South African Cane Growers' Association and its mentors are needs directed and relevant to the expectations and requirements of the emerging sugarcane farmer target group served.

Efficiency and effectiveness: There was good management of the mentorship programmes and interventions generally took place on time and in accordance with the agreed plan and schedule. It was at times necessary for the mentors to assist mentees on an ad hoc basis, especially during the period that KZN experienced heavy flooding.

Agreed capacity building objectives were generally met to the satisfaction of mentees as some of the projects have experienced positive changes in terms of increased production and resultant higher income generation. Mentees also concluded that the mentoring process influenced them positively as they would encourage other farmers to participate.

Impact: The programme has made a marked difference to the viability and profitability of some of the projects supported as yields in some projects increased by 60 %. In this regard some mentees reported considerable increases in income generation while others have increased the quality of their cane as a result of the mentorship interventions. As a rule all participating mentees are no longer solely reliant on pension payouts.

Sustainability: Given the passion and drive shown by the SA Cane Growers' Association for the mentorship programme (and the fact that it is part of their larger development efforts within the sector to advance emerging farmers) it is believed that the programme will be sustainable even if the DoA no longer provides financial support. Growth and development among some of the individual beneficiary projects assisted will also continue to grow as these farmers have gained new knowledge and skills and their mindset has been changed to believing that they can reach commercial farming status.

Recommendations regarding further business relationships

It is strongly recommended that the South African Cane Growers' Association be considered for further and continued involvement as a partner in the DoA mentorship programme. The following serve as motivation for this recommendation:

- Their good performance during the pilot period (2006 – 2008) in the programme.
- Their passion and interest in the mentorship programme – which is an extension of their existing and ongoing farmer development programmes aimed at capacitating BEE farmers and their expressed desire to continue with the DoA mentorship programme.
- Their status within the sugar industry and the advantages that this brings to participating BEE farmers.
- Their ability and capacity (from administrative capacity to linkages with high-quality mentors) to implement and manage the programme according to the standards required.

2.3. GENERAL CONCLUSIONS AND RECOMMENDATIONS

In summary it can be concluded that the Master Mentorship Programme evaluation undertaken at the various participating commodity organisations (and their respective participating beneficiaries/projects), shows results that encourage the continued implementation of the programme. In this regard good progress has been made in attaining the overall objective of building AgriBEE capacity within the agricultural sector and assisting them to become viable, independent, profitable and sustainable enterprises. The first steps towards attaining the vision of the programme, namely to achieve a united and prosperous agricultural sector and to eliminate

skewed participation by means of a formalised and outcomes/output directed programme in which experienced stakeholders (e.g. commercial farmers) are used to mentor, guide and assist inexperienced newcomers (e.g. emerging farmers) have also been taken, and a sound foundation has been laid to build upon during future phases.

The pilot phase has further confirmed the view that mentorship is a key mechanism towards developing a solid partnership between the commercial sector (both farmers and other agribusinesses within the agricultural value chain), and the emerging sector (emerging farmers and BEE employees/managers in agribusiness organisations) and the role that commodity organisations could play as mentorship facilitating agencies.

2.3.1. Overall impact and results

In order to demonstrate the reality of the abovementioned, a brief synopsis of the value adding benefits reported are reflected hereunder:

Benefits to emerging farmers

- Improvement of their livelihoods by generating and/or increasing their income.
- Being able elevate themselves from pensioners to entrepreneurs.
- Capacity building enables them to establish their own businesses.
- From being jobless to becoming income generators.
- Being able to become creators of food security for themselves and others in alleviating poverty.
- Becoming creators of employment (for other unemployed people).
- By creating wealth, their social standing in the community was elevated and they serve as role models that will encourage and inspire others to do likewise.
- Through capacitating emerging farmers, the degradation of their agricultural land, the environment and biodiversity are negated or slowed down.
- Income generation reached a wider group of people – therefore rural upliftment.
- Encouraged communal farmers to work as a unit towards specific goals.
- Capacity building increased the utilisation of technology and infrastructure with a resultant increase in productivity.
- Capacity building generates respect for each other, as farmer-to- farmer mentoring could now be achieved.

Benefits to the commodity organisations

- It increased their knowledge and understanding of the emerging farming sector (needs, requirements, constraints, operating environment, etc.) and therefore assists them to develop and gear service rendering to this sector that has been neglected in the past.
- It increases their membership pool (emerging sector was relatively excluded in the past).
- Opportunities for mutual cooperation and support have been identified and trust relationships developed to utilise these.
- Available skills and technology can now be utilised through programmes of this nature.
- Successes in the transformation process of emerging farmers could encourage other commodity organisations to take part in the mentoring programmes.
- It will encourage commodity organisations to even further their linkages with other role players in the economy.
- Financial rewards for their endeavours in the mentoring programme.
- Commodity organisations, through their successes, could be inspired to do even better.
- Successes and continued support from government will further increase their passion for the mentorship programme.

Benefits to the larger agricultural sector and economy

- Improves the food security in the situation in the country.
- In capacitating emerging farmers, the effective use of agricultural land is improved.
- Gives greater impetus to the land reform process.
- Betterment of the country's' livestock pool.
- Improvement in the lives of the previously disadvantaged people will encourage government departments to do even more towards this goal.
- The creation of wealth will contribute to the national economy through local purchase of goods and services.
- Capacity building increases the country's human resources pool.
- Taxpayers' money is spent more judiciously on programmes of this nature.
- Exports by the emerging farmers generate foreign currency.

- Successful emerging farmers contribute towards the country's growth and international standing.
- Through capacitating emerging farmers, the degradation of our environment and biodiversity are slowed down or improved.
- By equipping emerging farmers with the necessary skills, our water resources are utilised more optimally.

2.3.2. General recommendations for improvement

During the evaluation discussions with the commodity organisations, mentors and mentees, it became apparent that there is not sufficient consultation and cooperation among all the key stakeholders in determining assistance required by the emerging farmers for the improvement of infrastructure on their farms and/or to obtain operational funding support to realise opportunities. During the consultative process the following aspects came to the fore:

- Provincial departments of agriculture are not involved sufficiently and/or committed to the mentoring programmes of the commodity organisations, and linkages to other DoA and government support programmes for emerging farmers are not facilitated.
- Some extension officers of the provincial departments of agriculture are hesitant and/or feel threatened by the mentors and do not participate fully in rendering assistance and support services to the programme beneficiaries.
- Cooperation and coordination with other support programmes (e.g. via CASP) for infrastructure development is poor – often resulting in required infrastructure not being established and/or when provided without sufficient consultation it is inappropriate and does not address priority needs.
- The Master Mentorship Programme currently only prescribes and controls the quality of the training of the master mentors but does not oversee or monitor the training of mentors, which is left to the discretion of the commodity organisation. It is recommended that future implementation should include the training of mentors as an activity to be monitored and controlled by the DoA (via the CSS) and that the orientation of mentees to the programme should also be included in the training programme of the mentors.
- Some commodity organisations did not develop written mentorship implementation plans that detailed and scheduled the planned interventions and which could be used to monitor the progress made. It is recommended that future implementation should make such written intervention plans a prerequisite.
- Few project mentorship plans had a written formal exit strategy. This is viewed as a general weakness to be addressed during future implementation of the programme.

Given the critical role and function of the CSS towards successful implementation of the mentorship programme, it is recommended that the CSS be expanded and capacitated further to undertake the wider range of functions proposed in terms of the new integrated DoA mentorship policy and programme

NOTES



