

2006-2008 Report on the implementation of master mentorship and adult basic education and training programmes



2006/2008



agriculture

Department:
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REPUBLIC OF SOUTH AFRICA

**2006-2008 Report on the implementation
of master mentorship and adult basic
education and training programmes**

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Definition of terms

Master mentor:

A Master Mentor is an individual who is responsible for the implementation, quality and outcomes of the mentorship programme by ensuring that the selected mentors are trained and or equipped to provide mentorship to mentees.

Mentor:

The Mentor is predominantly responsible for systematically developing skills and leadership abilities of less-experienced members of an organization/farm and proactively reports to the Master Mentor.

Mentee / beneficiaries:

Individuals selected by mentors on the basis of developmental needs and AgriBEE: Broad-Based Black Economic Empowerment framework.

Youth:

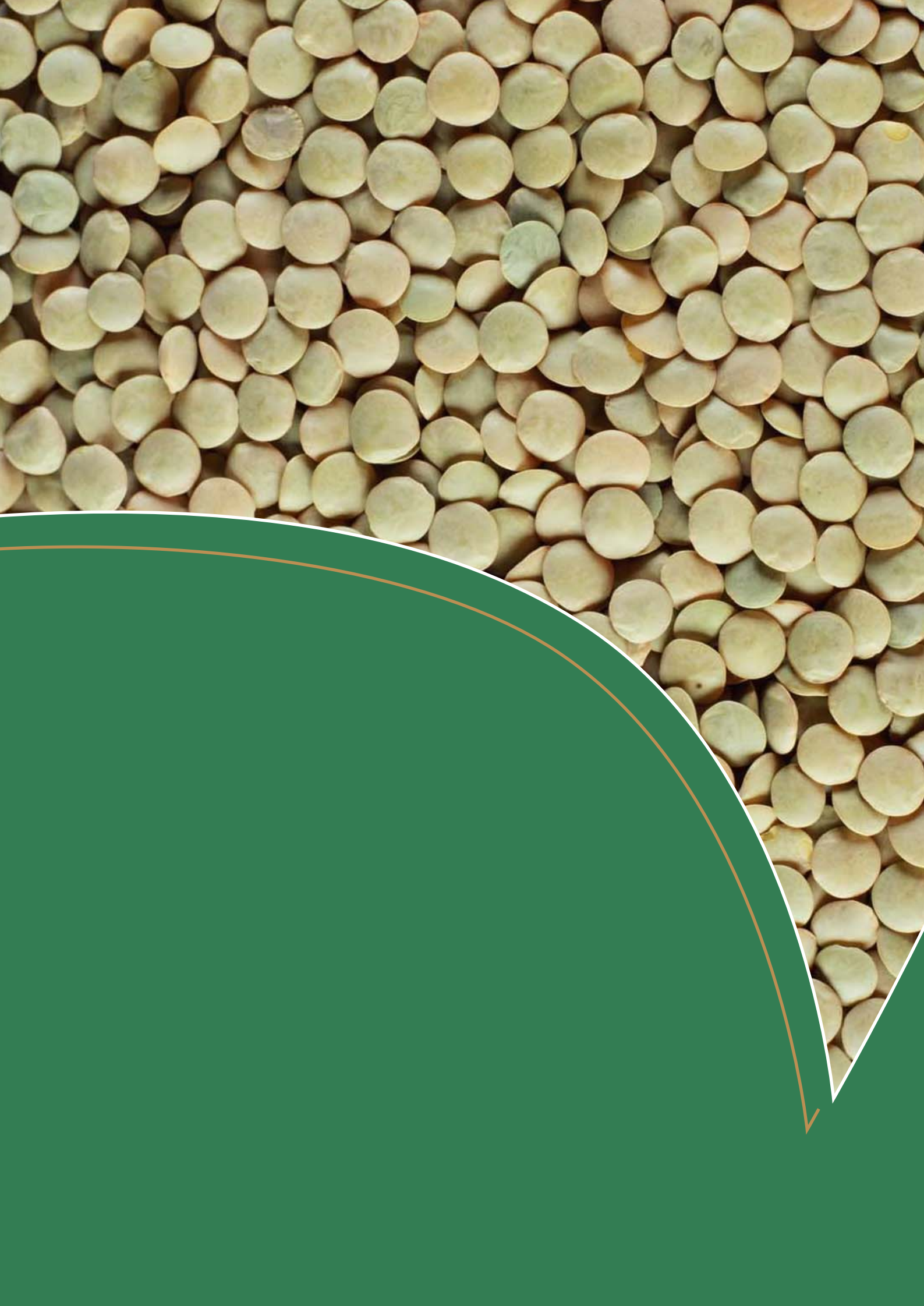
A person who is between the ages of 19 and 35 years

Agricultural commodity organisation:

Organisation/body that represents a certain commodity/product within the agricultural sector

List of acronyms

ABET	: Adult Basic Education and Training
AgriBEE	: Agricultural Black Economic Empowerment
ACO	: Agricultural Commodity Organisation
ACIAR	: Australian Center for International Agricultural Research
ARC	: Agricultural Research Council
AsgiSA	: Accelerated and Shared Growth Initiative of South Africa
CASP	: Comprehensive Agricultural Support Programme
CGA	: Citrus Growers Association
Cotton SA	: Cotton South Africa
CSS	: Central Support Structure
DoA	: Department of Agriculture
D: ETES	: Directorate: Education, Training and Extension Service
D: LS	: Directorate: Land Settlement
D: BED	: Directorate: Business and Entrepreneurial Development
ETD	: Education, Training and Development
GADI	: Grootfontein Agricultural Development institution
HOD	: Head of department
HDI	: Historically Disadvantaged Individuals
IEB	: Independent exam board
LRAD	: Land Redistribution for Agricultural Development
MADSED	: Make a difference to Socio-Economic Development
MPO	: Milk Producers' Organisation
NERPO	: National Emergency Red Producers' Organisation
NWGA	: National Wool Growers Association
PDP	: Professional Development Programme
POE	: Portfolio of Evidence
PPECB	: Perishable Products Export Control Board
SETA	: Sector Education and Training Authority
SABIO	: South African Bee Industry Organisation
SAWI	: South African Wine Industry Council
SA Olives	: South African Olives Industry
SLAG	: Settlement Land Acquisition Grant
Shungu	: Shungu Agri-Business Solutions
WARD	: Women in Agriculture and Rural Development
YARD	: Youth in Agriculture and Rural Development



1. Introduction and objectives

1.1 INTRODUCTION

The current agricultural landscape is undergoing a fundamental transformation of which the AgriBEE Framework is playing an integral role.

It is estimated that approximately 33 % of the primary agricultural workforce is illiterate and have a low skills base. Master Mentorship and Adult Basic Education and Training (ABET) both work in line with the AgriBEE framework and Department of Agriculture's vision "to pursue Broad Based Black Economic Empowerment in support of a United and Prosperous Agricultural Sector".

The AgriBEE objectives outline the focus of promoting equitable access and participation of Historically Disadvantaged Individuals (HDI's) in the entire agriculture value chain and facilitating structural changes in support systems and development initiatives to assist Black South Africans in owning, establishing, participating in and running agricultural enterprises. To meet the above objectives; ABET training and a structured and purposeful Master Mentorship programme were piloted.

The National Human Resource Development Strategy outlines targets to eliminate illiteracy in the agricultural sector by 2014. The Directorate Education, Training and Extension Services targeted 2 233 beneficiaries in 2006 to partake in ABET levels 1-3 training across five provinces (Mpumalanga, Limpopo, Kwazulu-Natal, Eastern Cape and Western Cape). Given the geographical and environmental challenges experienced, a number of success factors emerged throughout the ABET programme over and above improving literacy levels such as self-confidence, independence and motivation for more self development.

Although ABET addresses literacy, a holistic and structured approach is followed in the agricultural sector to improve skills and knowledge transfer. Mentorship would then be the cornerstone in supporting the human resource development objectives. The need to assist agri-business to implement mentorship has been identified; including the need to develop the capacity of the beneficiaries of land and agrarian reform and to support the AgriBEE Employment Equity pillar that advocates for the representation of Black South Africans at junior, middle and senior management in all enterprises that fall within the agricultural value chain.

The Master Mentorship Programme works in 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 to become independent, profitable and sustainable.

1.2 OBJECTIVES OF THE PROGRAMME

As outlined in the introduction the primary objective of ABET and Master Mentorship is to contribute towards human resource development and empowerment in the agricultural sector. The two key objectives are identified as follows:

- 1.2.1 To Implement Adult Basic Education And Training Towards The Improvement Of Functional Literacy In The Agricultural Sector.
- 1.2.2 To Implement Master Mentorship Programme To Contribute Towards The Development Of Human Resources And Equity In The Agricultural Sector.

2. Overview of ABET programme

2.1. ABET BACKGROUND AND IMPLEMENTATION

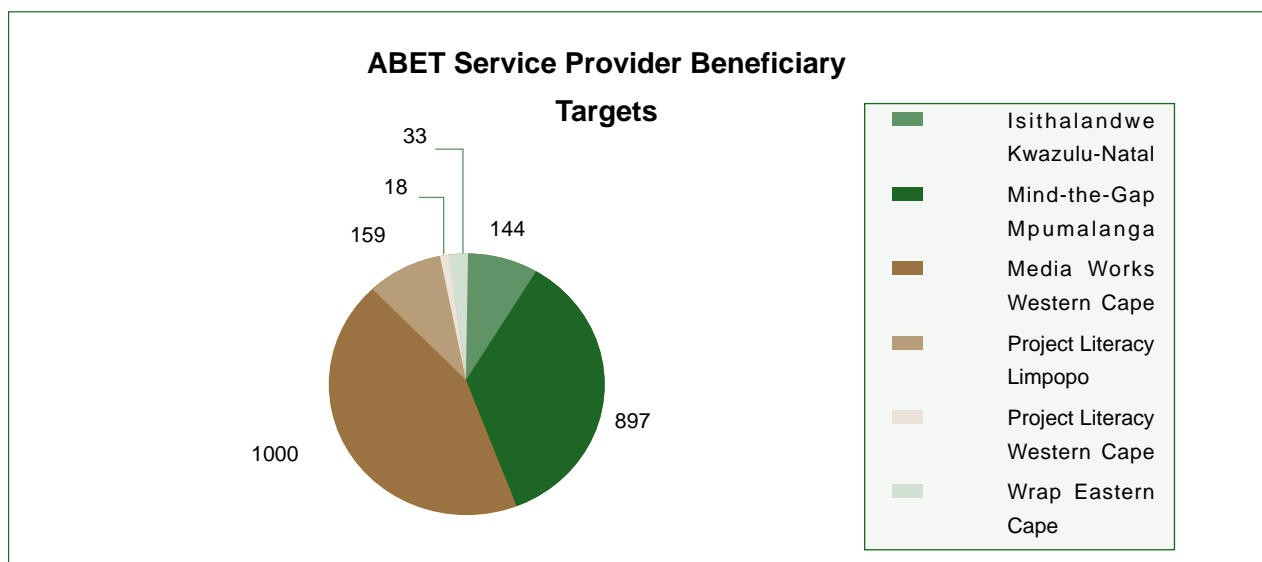
In October 2005 an advert calling for all accredited ABET Service Providers operating both at national and regional levels to register with the Department of Agriculture was flashed in the national papers. A total of 150 Service Providers from all over the country submitted their profiles for registration with the Department of Agriculture. These were included in the Departmental database of accredited ABET service providers. Subsequently, another advert calling for the Agricultural stakeholders (farmers, agricultural commodity organizations, agricultural cooperatives, agribusinesses, farmers unions and companies) to apply to the Department in order to access ABET opportunities for their employees was published in the Sunday Times and Rapport on 25 November 2005. A total of 3612 requests for ABET was received from various agricultural stakeholders. During the month of December 2005, the bid specifications for the appointment of accredited ABET Service Providers were forwarded to the registered ABET Service Providers whose accreditation and credentials had been confirmed with the relevant SETA's.

The Department of Agriculture received proposals from the following accredited ABET providers per province, namely: North West, Mpumalanga, Limpopo, Western Cape and Eastern Cape. In January and February 2006, 23 accredited ABET Service Providers presented their proposals.

Additionally a request was received by AgriSETA on behalf of the Agricultural Commodity Organisations to roll out ABET. A comprehensive list of 10 000 beneficiaries was received. Accredited Service Providers that could roll ABET out nationally were invited to submit proposals which resulted in 15 Service Providers submitting proposals in January 2006.

In March 2006 five ABET Service Providers were selected to roll out ABET in the following provinces; Limpopo, Mpumalanga, Eastern Cape, Kwazulu Natal and Western Cape. The graph below indicates the Service Provider, contracted number of beneficiaries to be trained and province:

Graph 1: Breakdown of ABET learners per service provider



The graph represents number of learners allocated per service provider, and province where training will take place. 45 % of learners are from the Western Cape, 40 % were in Mpumalanga, 7 % were from Limpopo, 6 % were from KwaZulu-Natal, 1 % from the Eastern Cape

Table 1: Breakdown of ABET learners per service provider

Name of Service Provider	Province	No. of Learners
Media Works	Western Cape	1000
Mind-the-Gap	Mpumalanga	897
Project Literacy	Limpopo	159
Isithwalandwe	Kwazulu-Natal	144
WRAP	Eastern Cape	33
Project Literacy	Western Cape	18
TOTAL		2251

2.1.1. Mind The Gap

Mind the Gap was awarded two contracts for Mpumalanga; they conducted training at the following areas:

- Farm: RHPT (Ga-Kwedi; Paeta; Lebalelo; Masakeng Village; Ga-Molai)
Province: Mpumalanga (Ohrigstad)
Number of learners: 546
- Farm: Tshela Trust Farm
Province: Mpumalanga (Ngwaabe)
Number of learners: 351

Mind the Gap pre-assessed 1300 people in both the Ohrigstad and Ngwaabe regions as part of the recruitment strategy and to allow the placement of learners at the correct levels, recruitment had been an on-going activity from April to September 2006 to enable them to sustain and recruit learners where they were short of targets.

Initially Mind the Gap intended to use farms for training, but the infrastructure did not support training needs and negotiations with local community leaders including school principals were held to source venues for training. 23 venues

(schools, churches, a supermarket, community center, tribal offices, day care centers and local political offices) were sourced after the intervention of community leaders from both areas (Ohrigstad and Ngwaabe)

2.1.2. Media Works

Media Works was contracted to conduct ABET training to 1000 learners in the Western Cape, ABET was conducted in 13 local municipalities reaching 442 learners in 50 farms.

Table 2: Breakdown of Media Works learners per area

	Municipality	No. of farms	No. of learners
1	Overstrand	3	94
2	Theewaterskloof	16	98
3	Swartland	2	5
4	Cedarberg	3	93
5	Drakenstein	7	33
6	Breede River Winelands	3	17
7	Bergrivier	3	19
8	Witzenberg	2	14
9	Heldenberg	1	9
10	Stellenbosch	4	21
11	Breede Valley	2	8
12	Cape Winelands	1	7
13	Boland District	1	2
14	Overberg	1	12
15	George	1	10
TOTAL		50	442

2.1.3. Project Literacy

Project literacy was awarded two contracts, one contract in Limpopo to conduct training to 159 learners at nine slag farms and another in the Western Cape to conduct training to 18 learners at one farm.

- Limpopo: Project Literacy assessed 199 potential learners in nine SLAG Farms and was able to recruit and orientate unemployed facilitators who were later employed to conduct ABET training to farm workers. All nine centers (schools, community halls and churches) used for training were registered with IEB.
- Classes were disrupted time and again due to essential routine farm activities, which had to be carried out. A meeting with SLAG farmers committees and learners were held regularly to address the issue
- Western Cape: The programme was conducted at Franschoek and due to the demand on the farm, ABET classes were unable to run over the harvest period and Project Literacy and management of the farm committed themselves to complete the training in July 2007. A letter to that effect was submitted to the Department of Agriculture, Directorate: Education, Training and Extension Services. A further extension was granted to Project Literacy to complete training in January 2008.

2.1.4. Isithwalandwe

Isithwalandwe was contracted to conduct ABET training to 144 learners in Kwazulu natal. The training was conducted at three areas; Umzinto, Ugu and Ixopo.

After the signing of service level agreement with the Department of Agriculture, Isithwalandwe visited the selected areas for training and established contacts with the community leaders. It was through their visitation that they were able to identify venues and recruit facilitators. All learners recruited were screened and placed at relevant ABET levels.

2.1.5. WRAP

WRAP was contracted to conduct ABET training to 33 learners in the Eastern Cape. The training was conducted at two farms; Mondi Feeds and Keiskamahoek.

Learners attended classes after work in the fields at Keiskamahoek whilst at Mondi Feeds the venue had no electricity which made it difficult during bad weather conditions which often made the venue dark. Due to these constraints, an arrangement with learners was made to attend on Saturdays.

2.2. ABET ATTENDANCE, RESULTS STATISTICS AND EQUITY

All of the service providers appointed to conduct ABET were able to complete their projects with satisfactory results. They were able to reach their targets as stipulated in their respective agreements with the Department of Agriculture, except for Media Works, whose contract was further extended to ensure that the stipulated targets in the agreement were met.

As depicted in tables below, it is evident that the ABET programme was able to meet its objectives. Of the total number of learners who attended training, 34 % were on level 1, 36 % on level 2, 29 % on level 3 and only 1 % on level 4.

Table 3: Attendance of ABET beneficiaries for period April 2006 - March 2008 by all service providers

	Service Provider	Contacted Learners	Attendance				Absenteeism				Dropped Out
			Level 1	Level 2	Level 3	Level 4	Level 1	Level 2	Level 3	Level 4	
1	Mind the gap	897	865	832	832	0	90	144	188	0	0
2	Project Literacy	159	79	25	2	0	11	0	2	0	19
		18	18	12	4	0	0	0	0	0	0
3	Isithwalandwe	144	43	51	40	10	0	0	0	0	0
4	Wrap	33	13	4	3	3	0	0	0	0	10
5	Media Works	1000	102	255	72	13	0	0	0	0	3
TOTAL		2251	1120	1179	953	26	101	144	190	0	32

Media Works was able to conduct training for 468 learners of the 1000 that it was contracted to train, which implies that Media Works was able to train 47 % of learners. The table below highlights areas where ABET took place per province. It should be noted that Media Works did not have a specific number of learners per farm; their mandate was to train 1000 learners in the Western Cape and there was also no specific number of farms to be targeted.

Table 4: Equity, number of learners attended ABET and areas where training sessions were conducted

	Province	Area	Contacted Learners	Actual Attendance total	Overall Attendance			Dropped out		
					M	F	Youth	M	F	Youth
1	Mpumalanga	Ohrigstad	546	520	98	422	0	0	0	0
		Ngwaabe	351	324	29	295	0	0	0	0
2	Limpopo	Dikgale	15	7	1	6	0	0	0	0
		Dikgele	12	6	4	2	0	1	0	0
		Dikgolo	24	20	0	20	0	0	2	1
		Makgofe	15	15	2	10	5	0	0	0
		Monyamane	27	22	9	10	0	0	0	0
		Lwala la meetse	31	16	7	9	0	0	0	0
		Maboi	35	13	2	11	0	9	6	2
3	KwaZulu Natal	Ugu	29	29	21	8	0	0	0	0
		Ixopo	51	51	6	45	0	0	0	0
4	Eastern Cape	Umzinto	65	65	16	45	0	0	0	0
		Keiskammahoek	27	17	12	5	0	8	2	0
5	Western Cape	Mondi Feeds	6	6	3	3	0	0	0	0
		Franschhoek	18	18	5	13	7	0	0	0
		Overstrand			60	34	81	1	1	0
		Theewaterskloof			66	32	39	0	0	0
		Swartland			3	2	2	0	0	0
		Cedarberg			59	34	45	0	0	0
		Drakenstein			19	14	18	0	0	0
		Brede Rivier								
		Winelands			6	11	7	0	0	0
		Bergrivier			5	2	2	0	0	0
		Witzenberg			4	10	7	0	0	0
		Helderberg			6	3	0	0	0	0
		Stellenbosch			17	4	9	1	0	0
		Brede Valley			0	8	4	0	0	0
		Bergrivier			6	6	4	0	0	0
		Cape Winelands			2	5	3	0	0	0
		Boland District			1	1	2	0	0	0

(Continue)

Province	Area	Contacted Learners	Actual Attendance total	Overall Attendance			Dropped out			
				M	F	Youth	M	F	Youth	
5	Western Cape	George Overberg	1000	492	12	0	3	0	0	0
					10	0	6	0	0	0
TOTAL		2252	1621	491	1070	244	20	11	3	

Table 5: Total number of trained ABET learners

Service Provider	Contacted Beneficiaries	Total beneficiaries trained			
		Level 1	Level 2	Level 3	Level 4
Mind the Gap	897	865	832	832	0
Project Literacy	177	158	42	6	0
Isithwalandwe	144	43	51	40	10
Wrap	33	13	4	3	4
Media Works	1000	102	255	72	13
TOTAL	2251	1181	1184	953	27

Table 6: ABET beneficiaries' results per service provider

C = COMPETENT
 NYC = NOT YET COMPETENT
 A = ABSENT

		Beneficiaries' results statistics											
		Level 1			Level 2			Level 3			Level 4		
		C	NYC	A	C	NYC	A	C	NYC	A	C	NYC	A
1	Mind the Gap	659	104	159	468	62	302	418	27	387	0	0	0
2	Project Literacy	41	38	13	22	9	2	5	2	0	0	0	0
3	Isithwalandwe	10	33	0	23	28	0	10	30	0	7	3	0
4	Wrap	13	0	0	4	0	0	3	0	0	3	0	0
5	Media Works	92	1	0	270	21	0	57	0	0	19	0	0
TOTAL		815	176	172	787	120	304	493	59	387	29	3	0

Of all learners who were trained and wrote exams, (815) 68 % were declared competent for level 1, (787) 66 % for level 2, (493) 52 % for level 3 and (29) 99 % of level 4 learners.

2.3. ABET REVIEW PRESENTATION

On 18 January 2007 all ABET service providers were invited to do a review presentation with the purpose of ensuring quality and continuous improvement of the ABET project. Service providers were asked to prepare their presentations outlining the outputs achieved, key challenges and risks, recommendations and key success areas. All service providers except WRAP presented and the following were highlighted:

2.3.1. Key challenges and risks:

- Farm infrastructure did not support training needs;
- Most beneficiaries in rural areas do not have ID documents or numbers;
- Time was needed to build relationships due to resistance that was experienced due to lack of trust; misperception of additional working hours required to fit in training; gate-keeping and politics by community leaders, and previous projects abandoned by service providers;
- Harvesting: learning activities had to be postponed due to harvesting demand;
- Absenteeism due to monthly social grant payouts, clinic days and work demands.

2.3.2. Recommendations

- Incorporation of life skills and business orientation into lesson plans;
- Embrace recognition of prior learning and outcome-based methodologies with pre-assessment;
- Relationship building should be built into project plans at the start of the project;

- Time allocation for tuition should be looked at, considering the different sites;
- There must be a dedicated coordinator at each site;
- There should be quarterly meetings to discuss progress with all stakeholders;
- There must be a common understanding of the nature of business of the beneficiaries in order to avoid unrealistic expectations;
- Involvement of all stakeholders in the initial stage of the project.

2.4. ABET EXPENDITURE

Table 7: Budget allocation to ABET Service providers

The following table provides service provider, province, and number of learners per service provider and approved budget to conduct the ABET programme.

Service Provider		Province	No. of contracted learners	Approved Budget
1	Project Literacy	Western Cape	18	76,524.25
2	Project Literacy	Limpopo	159	720,813.50
3	Media Works	Western Cape	1000	5,000,000.00
4	Mind the Gap	Mpumalanga	351	1,228,500.00
5	Mind the Gap	Mpumalanga	546	1,911,000.00
6	Isithwalandwe	KwaZulu-Natal	144	886,099.20
7	WRAP	Eastern Cape	33	110,565.00
TOTAL			2251	9,933,501.95

Table 8: ABET expenditure

Service Provider		Province	Approved Budget	Total Paid	Balance to be Paid
1	Project Literacy	Western Cape	76,524.25	61,219.40	15,304.85
2	Project Literacy	Limpopo	720,813.50	720,813.50	0
3	Media Works	Western Cape	5,000,000.00	3,000,000.00	2,000,000.00
4	Mind the Gap	Mpumalanga	1,228,500.00	1,228,500.00	0
5	Mind the Gap	Mpumalanga	1,911,000.00	1,911,000.00	0
6	Isithwalandwe	KwaZulu-Natal	886,099.20	886,099.20	0
7	WRAP	Eastern Cape	110,565.00	110,565.00	0
TOTAL			9,933,501.95	7,918,197.00	2,015,304.85

- Project Literacy (Western Cape Province): The project closed in January 2008 after an agreement was reached between D: ETES and Project Literacy to extend the project to 2008.
- Media Works project was to end at the end of March 2008. The balance that is to be paid to the service provider will be paid once the close up report is received by D: ETES



3. Overview of Master Mentorship programme

3.1. MASTER MENTORSHIP BACKGROUND

The purpose of mentorship is to support the strategy to enhance equitable access to, and participation in agricultural opportunities, which inevitably will unlock the full entrepreneurial potential in the sector of emerging farmers, the unemployed and under-employed youth, as well as Black employees to gain management and leadership skills. The vision of the Master Mentorship Programme is designed to achieve a united and prosperous agricultural sector and eliminate skewed participation by means of a formalized outcomes and output-driven programme.

The mentorship programme should include a balance between technical and business skills in order to ensure that selected beneficiaries have an opportunity to develop and maintain profitable farms, develop a career in agriculture and/or enter into management/leadership positions in the agricultural sector.

The programme encourages the continued participation of those that are already part of the sector and promotes the development of inclusive and diverse agriculture that will cover the entire spectrum of enterprises and farm sizes. Mentorship therefore will be the cornerstone for realizing this vision and strategy by means of solid partnerships between existing commercial farmers and new entrants.

It is important to provide a definition of mentorship in order to establish a foundation of understanding. Mentorship in South Africa is growing in a number of industries and sectors, and can be interpreted and perceived as including training and coaching. In a nutshell, a basic definition of mentorship would be: a long-term structured programme that allows a mentor to transfer knowledge, guide, support, and nurture a mentee or group to facilitate the learning or development of another person.

3.2. IMPLEMENTATION

3.2.1. Mentorship strategy

On 20 September 2005 a Mentorship Implementation Strategy Workshop was held. Fifty five Commodity Organisations attended the workshop and provided input 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:

- Department of Agriculture to utilize commodity organizations as primary delivery partners in implementing the master mentorship programme.
- To capacitate individuals within agricultural commodity organizations in order to deliver the mentorship programme.
- To utilize the Master Mentorship Methodology as the main drive for implementation. This concept means that the DoA with the support of a selected service provider trains master mentors who will in turn train identified mentors within the various organizations of the companies of the commodity organizations. (Similar to train-the-trainer.)
- A detailed Mentorship Implementation Guide to be developed which will contain the process steps involved as well as templates of all the required documentation, ranging from submission to reporting.
- Department of Agriculture to appoint a single mentorship training vendor that will be responsible to train 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.

3.2.2. Mentorship Implementation Programme

The Mentorship Implementation Programme commenced with a strategic workshop that was held with agricultural commodity organisations, which resulted in a draft report and recommendations. These contributed to the design of the implementation process, which provided a strategic platform for the programme. The pre-implementation of the programme addressed aspects such as detailing the implementation process, developing standardized 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. The closure of the programme relates to final reviews and reports.

3.2.3. Central Support Structure

The purpose of the Central Support Structure is to implement a formal structure that standardizes and unifies processes, thus enabling and achieving the targets of the AgriBEE framework, sustainable development and guidance amongst AgriBEE beneficiaries.

It was identified during the workshop that in order to implement mentorship and ABET effectively, a central support structure would have to be implemented. The Department of Agriculture established a Central Support Structure (CSS) which would provide day-to-day support to all stakeholders associated with the implementation and rollout of strategic DoA education, training and development policies and strategies, such as AgriBEE, Mentorship and ABET. This function acts as the central liaison and coordinating body between stakeholders on all matters pertaining to policy implementation. The structure is responsible to monitor and evaluate the progress of implementation of the mentorship and ABET programme policies and strategies.

Other roles associated with the Central Support Structure include:

- Provision of advice and guidance to commodity organisations
- Co-ordination of the programme within the Department
- Collation of reports received from commodity organisations
- Stakeholder communications to ensure that commodity organisations are kept up-to-date with respect to DoA policy etc
- Ensuring that training content remains valid
- Training of master mentors, and
- Quality assurance to ensure the maintenance of uniform and best practice standards.

3.2.4. Master Mentorship Training

An advertisement calling for the agricultural commodity organisations to apply for master mentorship training was forwarded to all commodity organisations in October 2005, for training that took place during January and March 2006. Another advertisement was distributed in March 2007 for training that took place during August to October 2007. Out of 270 names nominated to attend master mentorship training between 2006 and 2007, only 252 attended the training and 133 completed their portfolio of evidence and were declared competent.

In order to maintain uniformity and quality standards and to implement recommendations made at the strategic workshop held on 20 September 2005, the Department of Agriculture through appropriate procurement processes, appointed an accredited service provider (Mind the Gap) to conduct the training of master mentors. The service provider was further requested to assess mentors who benefited from the 2006 mentorship programme.

Table 9: Master mentorship training statistics

Year of Training	No. of attendance	No. of portfolio of evidence submitted	No. of competent master mentors
2006	163	103	82
2007	101	98	81
TOTAL	264	201	163

There has been an improvement in trainees submitting the portfolio of evidence. In 2006 there were 163 trainees and only 103 (63 %) portfolios of evidence were submitted, of which 83 (51 %) were declared competent as opposed to training that took place in 2007. 97 % of trainees submitted POEs and 80 % were declared competent.

3.2.5. Agricultural commodity organisations' business plans for implementing mentorship programme

Commodity organisations were invited to submit business plans for setting up and implementing a mentorship programme for the 2006/07 financial year, and a total of 18 business plans were received, whilst for the 2007/08 financial year a total of 19 business plans were received. Due to budgetary constraints, only 8 business plans were approved for the 2006/07 financial year and a further 5 were included for the 2007/08 financial year.

Table 10: The table below highlights the number of beneficiaries per commodity organisation, the province in which mentorship is conducted, master mentors and mentors for the 2006/07 financial year.

Commodity organisation	Province(s)	No. of projects	No. of master mentors	No. of mentors	No. of mentees
Citrus Growers Association	Limpopo, Mpumalanga & Eastern Cape	10	4	4	24
National Emergency Red Meat Organisation	North West, Limpopo, Gauteng & Mpumalanga	44	2	15	55
Cotton South Africa	KwaZulu-Natal, Mpumalanga & Limpopo	7	2	3	111
South African Wine Industry Council	Western Cape, Free State & Northern Cape	9	9	3	115
Shungu Agribusiness Solutions	KwaZulu-Natal	8	2	2	154
Make a difference to socio-economic development	Limpopo & Gauteng	2	2	10	20
National Wool Growers Association	Eastern Cape	305	2	10	6405
Milk Producers' Association	Western Cape, North West & Free State	12	4	10	119
TOTAL		397	27	57	7003

All agricultural commodity organisations appointed to implement the programme for 2006/07 financial year signed a service level agreement with the Department of Agriculture in September 2006, except for the Milk Producers' Organisation which signed the agreement in January 2007.

An additional 5 commodity organisations were appointed for the 2007/08 financial year.

Each organisation involved in the implementation of the mentorship programme submitted a detailed operational plan indicating detailed and planned hours to be used in the programme.

Table 11: The table below highlights the number of beneficiaries per commodity organisation, the province in which mentorship is conducted, master mentors and mentors for the 2007/08 financial year.

Commodity organisation	Province(s)	No. of projects	No. of master mentors	No. of mentors	No. of mentees
Citrus Growers Association	Limpopo, Mpumalanga & Eastern Cape	11	4	4	24
National Emergency Red Meat Organisation	North West, Limpopo, Gauteng & Mpumalanga	137	3	9	142
Cotton South Africa	KwaZulu-Natal, Mpumalanga & Limpopo	7	3	4	111
South African Wine Industry Council	Western Cape, Free State & Northern Cape	25	3	7	468
Shungu Agribusiness Solutions	KwaZulu-Natal	8	2	5	397
Make a difference to socio-economic development	Limpopo & Gauteng	2	2	10	20
National Wool Growers Association	Eastern Cape	305	2	10	6405
Milk Producers' Association	Western Cape, North West & Free State	13	5	7	177
Cane growers association	KwaZulu-Natal	8	2	10	125
South African Olive Industry	Western Cape	12	2	5	39
South African Bee Industry Organisation	Western Cape, KwaZulu-Natal,	7	5	5	54
Grain SA	Eastern Cape & Mpumalanga		4		
Perishable Products Export Control Board	Western Cape, KwaZulu-Natal, Gauteng, Mpumalanga, Eastern Cape & Limpopo	24	0	24	24
TOTAL		559	37	100	7986

3.3. COMMODITY ORGANISATIONS' MENTORSHIP IMPLEMENTATION

3.3.1. Citrus growers' association:

The mentoring programme for the Citrus Growers' Association was undertaken in the Limpopo, Mpumalanga and Eastern Cape provinces. The programme was expected to ensure real transformation within the citrus industry by assisting in the development of human resource, technical, financial and business management skills. It was anticipated that the successful transformation would see full integration of emerging and commercial growers, with emerging growers being competitive in international markets.

In total, the CGA has nine competent master mentors and four are involved in the mentorship programme. In addition to competent master mentors involved in the mentorship programme, the CGA involved one commercial farmer in the Eastern Cape province, whilst the mentor in Mpumalanga is a retired commercial farmer with vast experience in citrus farming.

Improvements registered since the mentorship programme from 2006 - 2008

- Two of the women farmers in Limpopo were placed 1st and 2nd in the district Women Farmer of the Year awards.
- Individual farmers were able to develop monthly project plans and were also able to record and file information using their notebooks.
- Farmers attended training on Compliance with SA Food & Safety Regulation and Good Agricultural Practices.
- Crop yield record keeping systems have been developed and adopted.
- Farmers attended an extension workshop on CGA market access.
- A pesticide usage record keeping as required in terms of respective certifications was developed.
- One project was offered R2,5 million to upgrade the project's pack house.
- Two projects in Limpopo marketed their crops through Packhouse; one marketed through Letsitele Packhouse and has exported 152 000 cartons, while another marketed through CP Minnaar Packhouse and has exported 280 000 cartons.

Challenges

- Projects in Mpumalanga and Eastern Cape continued to face difficulties and require financial assistance.

Table 12: The following table provides details of the farms/projects that were selected to participate in the programme. There were 24 mentees, of whom 6 were women, since the commencement of the programme. The table highlights the total number from 2006-2008.

Province	Area	No. of projects	No. of master men	No. of women	No. of youth
Limpopo	Vhembe	2	8	4	0
	Letsitele	2	8	0	1
Mpumalanga	Mbombela	3	4	1	0
Eastern Cape	Konga	4	4	1	0
TOTAL		11	24	6	1

3.3.2. National wool growers association

The programme is conducted in the Eastern Cape province, in four municipalities (OR Tambo District, Chris Hani Municipality, Amatole District and Ukhahlamba District). The mentorship programme has been developed to address the needs of individual shearing sheds and it supports the Rural Training and Development Programme of the NWGA which aims to train beneficiaries in basic skills for effective wool sheep production and to increase the profitability of communal wool sheep farming. The mentorship programme was conducted in 305 shearing sheds, producing 2000 kg of wool, and two accredited Master Mentors were deployed to provide administrative assistance.

The NWGA managed to have an additional five master mentors trained and accredited with the objective of extending the mentorship in Mpumalanga, KwaZulu-Natal and the Free State provinces.

A Wool Sheep Development Forum was established with the Eastern Cape Department of Agriculture to improve communication and the coordination of development initiatives. Genetic improvement, resource management and further collaborations with the Agricultural Research Council and Grootfontein Agricultural Development Institution were maintained.

Roles of stakeholders in the mentorship programme:

- Eight group breeding schemes within the communal areas are established. The project is implemented in partnership with ARC and GADI.
- The University of Pretoria's Faculty of Veterinary Science is involved with ten communities in a research programme in animal health with special reference to wireworm. Eight communities were involved in a research project on veld management and planted pastures and its impact on animal production. Researchers from the ARC, Dohne Development Institute and ACIAR (Australian Centre for International Agricultural Research) were responsible for the project.

These programmes formed an integral part of the mentorship programme and had an important demonstrative value for mentees.

Achievements:

Prior to the NWGA development initiatives and the Master Mentorship Programme, the NWGA had 200 shearing shed committees / woolgrower associations. The number increased to 846. Other improvements include:

- The information of wool production (fineness, quality, quantity, contamination, etc) of each shearing shed is on a central database.
- From July 2006 to August 2007, 8 new shearing sheds were built, including dipping tanks and handling facilities.
- The NWGA was able to link communities with commercial wool markets.
- Wool production in 305 sheds involved in mentorship increased from 2.2 million kg in 2005/06 to 2.345 million kg in 2006/08.
- A communal farmer involved in mentorship was nominated for the emerging farmer of the year.

Table 13: The following table provides the number of projects that were selected to participate in the programme. There were 6405 mentees, of whom 3843 were women and 641 youth at the commencement of the programme.

Area	Number of shearing sheds	Number of beneficiaries	Women	Youth
Ukhahlamba District	35	2982	1789	298
OR Tambo District	36	1076	821	129
Chris Hani Municipality	127	1732	759	122
Amatole Municipality	107	615	474	92
TOTAL	305	6405	3843	641

This indicates that 60 % of beneficiaries of the programme are women and 10 % are youth.

3.3.3. National emergent red meat producers' organisation

During the first year of implementing the mentorship programme, NERPO conducted the programme in the North West, Limpopo and Gauteng Provinces with 44 farms. NERPO extended the programme to the Eastern Cape with a total of 134 projects and aims to develop mentees' management, leadership and business skills and help them build their careers within the red meat industry. There are two projects in which NERPO conducted mentorship through the following programmes:

- Bull and Heifer Project, and the
- Young Agricultural Entrepreneurs Development Programme.

NERPO appointed current and retired commercial farmers to mentor beneficiaries of the Bull and Heifer and Young Agricultural Entrepreneurs. NERPO engaged nine commercial farmers in their mentorship programme and it had four competent master mentors.

Since the implementation of the mentorship programme, the following improvements were registered:

- Farmers were able to do production planning, keep production records and use them for culling and breed selection.
- There was an improvement in animal identification and recording, drawing up of animal health programmes, castration, dehorning, etc.
- Five farmers were registered as Bonsmara breeders.
- There was improvement in both technical and professional skills for youth mentees since they were exposed to the industry.

Table 14: The following table provides the number of projects selected to participate in the mentorship programme for the 2006/07 financial year

Province	Area	No. of projects	Mentors	Mentees	Women	Youth
North West	11 (Bophirima)	21	3	16	3	3
	10 (Moretele)		2	9	0	0
Limpopo	10 (Vhembe)	21	3	10	0	0
	11 (Waterberg)		3	12	4	2
Gauteng	1 (Pretoria)	1	2	12	7	12
TOTAL		44	13	59	14	17

Table 15: The following table provides the number of projects that were selected to participate in the programme for the 2007/08 financial year.

Province	Area	No. of projects	No. of master mentees	No. of women	No. of youth
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
	Nkonkobe	10	10	0	0
Eastern Cape	Alice	3	3	0	0
	Balfour-Seymour	10	10	0	0
	UKhahlamba	5	8	0	0
	Senqu	1	1	0	0
Gauteng	Cullinan	1	8	3	8
Mpumalanga	Standerton	1	1	0	1
TOTAL		137	142	5	13

The above tables indicate that NERPO increased the projects in the mentorship programme from 44 to 137 and mentees from 59 to 142.

3.3.4. Wine industry council

Through the mentorship programme, the SA Wine Industry Council aimed to provide beneficiaries with an opportunity to become financially independent farmers and entrepreneurs as well as provide work to other members of the community at times of peak activity in the vineyard.

The key focus areas for mentorship were:

- Technical aspects and the ability to apply new techniques
- Empowerment and the human development of beneficiaries
- Implementation of business strategies
- Procedures to ensure proper training of staff

A board responsible for the mentorship programme was appointed to oversee the improvements and matters that had impact on the programme.

The Wine Industry Council had 12 competent master mentors; two of them were commercial wine farmers and one a retired commercial wine and apple farmer.

The mentorship programme was conducted in the Western Cape, Free State and Northern Cape Provinces and the Council was able to engage the Departments of Agriculture of these provinces to support the programme. A grant of R1,5 million was secured from the Northern Cape Provincial Department of Agriculture for the development of 25 hectares of wine grape planting in five projects.

Table 16: The following table provides the number of projects that were selected to participate in the mentorship programme for the 2006/07 financial year.

Province	Area	No. of projects	No. of master mentees	No. of women	No. of youth
Western Cape	Robertson	3	23	2	0
Free State	Jacobsdal	1	7	0	0
	Keimoes	1	6	0	0
	Kanoneiland	1	5	0	0
	Groblershoop	1	58	22	0
	Modderivier	1	6	2	0
	Hartswater	1	10	10	0
TOTAL		9	115	36	0

SAWI conducted the programme in 9 projects in the 2006/07 financial year. No young people were involved. The commodity organisation increased the number of projects from 9 to 25. There are 50 % of women in the programme with 29 % representing youth.

Table 17: The following table provides the number of projects that were selected to participate in the mentorship programme for the 2007/08 financial year.

Province	Area	No. of projects	No. of master mentees	No. of women	No. of youth
Western Cape	Robertson	2	189	185	73
	Montagu	4	66	7	18
	Swellendam	2	68	10	5
	Teslaardal	1	1	0	0
	Table view	1	2	2	2
	Wellington	1	4	0	4
	Langa	1	1	1	0
	Bellville	1	1	1	0
	Kuilsriver	1	1	1	0
	Mandalay	1	2	1	0
	Paarl	1	1	0	0
Northern Cape	Durbanville	1	2	1	1
	Kanoneiland	2	10	4	16
	Groblershoop	2	106	22	19
	Kakamas	2	0	0	0
	Jacobsdal	2	14	0	0
TOTAL		25	468	235	138

This indicates that 50 % of beneficiaries of the programme are women and 29 % are youth.

3.3.5. Cotton SA

Cotton SA conducted the mentorship programme in Mpumalanga, Limpopo and KwaZulu-Natal Provinces. Cotton SA aimed to complement the Cotton SA Skills Training Programme with the mentorship programme. The programme further aimed to enable emerging farmers to contribute to the national cotton crop and to produce cotton in a sustainable and profitable manner.

Cotton SA had five accredited master mentors; some of them were extension officers.

The Mpumalanga Provincial Department of Agriculture distributed 1380 siyavuna packs (seed, fertilizer and chemicals) to emerging cotton farmers in the area, and mentors were able to assist them to utilize the packages to improve their farms. In addition to mentorship, emerging farmers were trained in pest control and other technical aspects of farming.

Table 18: The following table provides the number of projects that were selected to participate in the programme. There were 9 projects with 111 mentees for 2006 - 2008.

Province	Area	No. of projects	No. of master mentees	No. of women	No. of youth
KwaZulu-Natal	Jozini	5	79	23	2
Mpumalanga	Tonga	2	12	8	1
	Elangala	2	20	3	2
TOTAL		9	111	34	5

3.3.6. Make a difference on Socio-Economic Development (MADSED)

MADSED conducted the mentorship programme in Limpopo and Gauteng Youth Co-operatives. MADSED mentored youth co-operatives in the development and implementation of programmes that meet the skills and business needs of the co-operatives. The objective was encourage youth co-operatives to contribute towards food security and employment creation in their communities.

MADSED managed to influence young people to be involved in agriculture through the establishment of two co-operatives, and identified other interested young people including a disabled youth organisation.

The organisation (MADSED) had six competent master mentors, two of whom were responsible for the overall coordination of the mentorship programme.

Table 19: The following table provides the number of projects that were selected to participate in the programme. There were 2 projects with 20 mentees for 2006 - 2008.

Province	Area	No. of projects	No. of master mentors	No. of youth
Gauteng	Mamelodi	1	5	10
Limpopo	Mokopane	1	5	10
TOTAL		2	10	20

3.3.7. Shungu Agri-business solutions

Shungu Agri-business Solutions conducted mentorship in KwaZulu-Natal, to eight women's co-operatives in four municipal districts. The approach adopted by Shungu for the mentorship programme was to encourage beneficiaries to produce and sell their products locally in order to address critical starvation and malnutrition. The other approach was to encourage the mobilization of resources for beneficiaries in order to deal with medium to long-term production quality. Shungu was able to secure funds on behalf of projects to revive tunnels and a catchment dam for one of the projects, and to fence 4ha of land for another project. It facilitated donations from the municipality to supply seed potatoes to projects involved in vegetable production. One project was able to construct a mushroom house which was functional and two projects were able to harvest and sell their goods to local fruit and vegetable outlets including Spar and Pick n Pay.

Table 20: The following table provides the number of projects that were selected to participate in the programme. There were 8 projects with 397 mentees for 2006 - 2008.

Province	Area	No. of projects	No. of master mentees	No. of women	No. of youth
KwaZulu-Natal	Ilembe District	2	329	262	24
	Thungulu District	1	5	3	3
	Ugu District	4	55	43	12
	Umzinyathi District	1	8	7	2
TOTAL		8	397	315	41

This indicates that 80 % of beneficiaries of the programme were women and 10 % were the youth.

3.3.8. Milk Producers' Organisation

The MPO conducted mentorship in the North West, Free State and the Western Cape provinces, and aimed to improve the competence of black emerging dairy farmers. The MPO mentorship programme was designed to assist mentees towards sustainable and long term productivity as dairy farmers through the transference of farming skills, financial decision making, access to markets and capacity building.

The Milk Producers' Organisation was able to secure markets for emerging farmers. Some farmers sold their milk to Nestle whilst others sold to households. The MPO engages experienced commercial farmers to mentor emerging farmers. Six commercial dairy farmers, three retired dairy farmers and one dairy consultant were involved in the programme; all underwent the master mentorship training and were declared competent.

The Milk Producers' Organisation 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 the beneficiaries.
- Some farm workers have been registered at the Elsenburg College of Agriculture.

Through the involvement of farmers in the training programmes, hygiene in milking parlours improved and this resulted in growth of their undertakings. Farmers also received financial support from provincial departments including empowerment sponsorship.

Table 21: The following table provides the number of projects that were selected to participate in the programme. There were 13 projects with 177 mentees for 2006 - 2008.

Province	Area	No. of projects	No. of master mentees	No. of women	No. of youth
North West	Madisago	1	1	1	0
	Lichtenburg	1	8	1	1
	Ennerdale	1	2	1	0
	Khuma	1	3	1	0
	Klerksdorp	1	42	27	12
	Delareyville	1	8	4	0
Free State	Leeudoornstad	1	52	36	14
Eastern Cape	Qwa-qwa	4	26	4	4
Western Cape	Cradock	1	14	5	4
	Klein Eikeboom	1	21	8	0
TOTAL		13	177	88	35

This indicates that 50 % of beneficiaries of the programme are women and 20 % are the youth.

Table 22: The following table indicates improvements registered by emerging farmers involved in the mentorship programme for 2006 - 2008.

Name of project	Province	No. of cattle for milking	No. of litres produced per day	No. of litres increased
1 Maluti Dairy	Free State	29	280	
2 Mr. Mbele	Free State	7	105	
3 Letta Moloi	Free State	6	70	17
4 Daniel Motsoeneng	Free State	15	145	10
5 Cradock - C13	Eastern Cape	70	900	
6 Siyaya Farm	North West	10	80	
7 MS Setlhare D2	North West	19	35	
8 Syferlaagte-H7	North West	38	600 per second day	
9 P. Ngunduza-P6	North West	12	30	
10 SI Wittes-D3	North West	16	120	
11 MR Zilimbola-L4	North West	18	80	10
12 Klipfontein	North West	2	0	
13 Klein Eikeboom-HE12	Western Cape	120	1650	
TOTAL		362	3495	37

3.3.9. Cane growers association

The Cane Growers Association identified eight projects to be mentored in KwaZulu-Natal Province. Two competent master mentors were responsible for the overall coordination of the programme.

Table 23: The following table provides number of projects that were selected to participate in the programme. There were 8 projects with 125 mentees in 2007/08 financial year.

Province	Area	No. of projects	No. of master mentees	No. of women	No. of youth
KwaZulu-Natal	Wartburg	1	91	29	0
	Empangeni	2	3	2	0
	Gingindlovu	1	1	0	0
	Stanger	3	3	1	0
	Tongaat	1	27	12	0
TOTAL		8	125	44	0

3.3.10. South African Bee Industry Organisation

There were 1000 registered bee farmers with 20 professional beekeepers in the database of the South African Bee Industry Organisation. Amongst registered bee farmers, there were 150 commercial farmers and 88 groups of developing beekeepers who were targeted for the mentorship programme.

The mentorship programme was conducted in the Western Cape, Mpumalanga, KwaZulu-Natal and Eastern Cape provinces. There were nine accredited master mentors and SABIO engaged experienced commercial farmers in the programme.

Table 24: The following table provides the number of projects that were selected to participate in the programme. There were 8 projects with 397 mentees for 2007/08 financial year.

Province	Area	No. of projects	No. of master mentees	No. of women	No. of youth
KwaZulu-Natal	Empangeni	2	23	0	0
Western Cape	Elim	2	7	0	0
Eastern Cape	Joubertina	2	10	0	0
	Barberton	1	14	0	0
TOTAL		7	54	0	0

3.3.11. South African Olive Industry

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 productivity or quality. Twelve projects were identified for the mentorship programme, all of them in the Western Cape province. The SA Olive Industry engaged two commercial farmers who underwent master mentorship training and were declared competent to mentor 39 beneficiaries, of whom sixteen were women and six were youth.

Table 25: The following table provides the number of projects that were selected to participate in the programme. There were 12 projects with 39 mentees.

Province	Area	No. of projects	No. of master mentees	No. of women	No. of youth
Western Cape	Nuy	1	5	2	0
	Robertson	1	3	0	0
	Riebeeck Kasteel	6	14	7	2
	Stellenbosch	1	2	1	0
	Wellington	1	2	0	0
	Paarl	2	13	6	4
TOTAL		12	39	16	6

3.3.12. Grain SA

Grain SA has been involved in the development of emerging grain producers since 2000. Its mission was:

- To empower developing grain producers to sustainable, self-supporting commercial production, and to promote the principles of AgriBEE amongst GSA members.

Grain SA had four accredited master mentors, and the programme aimed to assist emerging farmers to be sustainable and self-supporting producers.

3.3.13. Perishable Products Export Control Board

The DoA and PPECB entered into a working agreement that recognizes PPECB's conceptualization and introduction of the Agri Export Technologist Programme. The agreement specifically refers to the Department of Agriculture's investment in the process for "monitoring the training of a maximum of 100 black agri-export technologists to start participating in all sectors of the agri-export value chain and who will occupy skilled positions and eventually make their way into decision-making positions".

Table 26: 30 students were recruited and registered on the course. Twenty four remained after six dropped out. The following demographics were reported:

Province	Area	No. of master mentees	No. of women	No. of youth
	Ceres	1	1	1
	Citrusdale	1	0	1
	Grabouw	3	0	3
Western Cape	Hoedspruit	1	0	1
KwaZulu-Natal	Durban	5	3	5

(Continue)

Province	Area	No. of master mentees	No. of women	No. of youth
Gauteng	Pretoria	3	2	3
	Johannesburg	2	1	2
Mpumalanga	Nelspruit	3	1	3
Eastern Cape	Port Elizabeth	4	1	4
Limpopo	Tzaneen	1	0	1
TOTAL		24	9	24

3.4. MONITORING AND EVALUATION

The monitoring and evaluation system for the Master Mentorship Programme was as follows:

- Monthly progress reports by agricultural commodities involved in implementing the programme
- Site visits
- Review workshop

3.4.1. Monthly progress reports

In order to ensure continuous improvement, a reporting template was designed to assist commodity organisations to supply required data and statistics. The template assisted in monitoring and evaluating the progress of each project. Reports from commodity organisations are submitted on the 20th of each month.

3.4.2. Site visits

A number of site visits were conducted between December 2006 and February 2007, to the South African Wine Industry Council, Shungu Agribusiness Solutions, Cotton South Africa, the Citrus Growers' Association of Southern Africa, the National Wool Growers' Association and Make a Difference to Socio Economic Development.

The site visits established the current rate of implementation and proof of beneficiaries, and provided an opportunity to ensure that each commodity organisation is aligned with the Department of Agriculture's vision.

3.4.3. Review workshop

A mentorship review workshop was conducted on 18 - 19 October 2007. The objectives of the workshop were to review the progress made since the inception of the Master Mentorship Programme and to orientate five agricultural commodity organisations appointed for the 2007/08 financial year.

All funded commodity organisations, the Land Bank, and the Directorates: Animal and Aquaculture Production, Land Settlement, Agricultural Development Finance and Business and Entrepreneurship Development attended the workshop.

The Directorate: Land Settlement was invited to share information on its farmer-to-farmer mentorship programme, which was facilitated with some commodity organisations. Both mentorship programmes facilitated by the Directorates: Education, Training and Extension Services and Land Settlement were guided by the Department of Agriculture's Farmer Mentorship: Policy and Guidelines document of July 2005, and shared the same interests.

The difference between D: ETES and D: LS was that the Land Settlement programme is linked to CASP and LRAD projects and financially assisted by FALA, whilst the D: ETES used the commodity organisations as primary delivery partners.

3.4.3.1. Delegates were divided into three commissions to elaborate on the following:

- Topic 1: Mechanisms for the integration of the farmer-to-farmer mentorship policy into the Master Mentorship Programme.
- Topic 2: Cooperation mechanism between Department of Agriculture and agricultural commodity organisations on the Young Professional Development Programme and the strengthening of relations with colleges of agriculture.
- Topic 3: Discussions focusing on Annexure 1/2008 and mechanisms for effective reporting by agricultural commodity organisations.
- Topic 4: Mechanisms to ensure sustained collaboration among agricultural commodity organisations for effective implementation of the Master Mentorship Programme with the view to the need to expand the programme.

3.4.3.2. Recommendations:

Topic 1:

- The DoA mentorship programme to be coordinated by one directorate, namely the Directorate: Education, Training and Extension Services.
- Provincial Departments of Agriculture to be involved in the programme.
- Land Settlement to provide support to the mentorship programme by making resources available through programmes

forum will communicate the aims of the Department and play a big role in strengthening relations with other stakeholders.

- Extension and mentorship should be aligned to speed up processes.
- Established commodity organisations to draw on college students for internship.

Topic 3:

- The impact of the programme should be indicated in the monthly reports by commodity organisations.
- There should be balance between reporting and mentoring.

Topic 4:

- Through the mentorship forum, there should be representatives from all participating commodity organisations; the final decision to be made by D:ETES.
- There should be regular consultation meetings of the mentors' forum.

3.4.3.3. The way forward

- Programmes need to be re-directed to other pillars of the AgriBEE framework and commodities to pay attention to the AsgiSA - Department of Agriculture's identified projects.
- Commodities to develop clear measurable outputs with achievable targets.
- The farmer-to-farmer mentorship framework be used as a vehicle to address the development of land reform beneficiaries in general.
- Commodities to include an element of collaboration for the development of young graduates in scarce and critical skills categories.
- The system to measure the achievements of beneficiaries (mentees), including their evaluation, needs to be improved.
- Commodities to collaborate on mentorship and support in the delivery of extension and advisory services to farmers.
- Commodities to strengthen relationships with colleges of agriculture.

3.4.3.4. Roles of the commodity organisations' mentorship forum

- The agricultural commodity organisations' forum to review the past implementation.
- Development of an outcomes-focused implementation framework.
- Development of realistic and medium-to-long term generic outputs for the mentorship programme.
- Development of a collaboration framework as the stakeholders in implementation.
- Devise mechanism to demonstrate value for money.

4. Budget and Expenditure

Table 27: 2006/07 financial year approved budget and expenditure for implementing the Master Mentorship Programme

Commodity Organisation		Approved Budget	Total Paid to commodities
1	National Wool Growers' Association	1,900,000	1,900,000
2	National Emergent Red Meat Producers' Organisation	1,600,000	1,600,000
3	Citrus Growers' Association	1,466,666	1,466,666
4	Shungu Agri-business Solutions	1,429,560	1,429,560
5	Make a Difference to Socio-Economic Development	1,279,910	1,279,910
6	Milk Producers' Organisation	1,000,000	1,000,000
7	South African Wine Industry Council	996,160	996,160
8	Cotton SA	567,804	567,804
TOTAL		10,240,101	10,240,101

Table 28: 2007/08 financial year approved budget and expenditure for implementing the Master Mentorship Programme

Commodity Organisation		Approved Budget	Amount paid	Balance
1	National Wool Growers' Association	2,850,000	1,140,000	1,710,000
2	National Emergent Red Meat Producers' Organisation	2,280,000	912,000	1,368,000
3	Citrus Growers' Association	1,368,000	547,200	820,800
4	Shungu Agri-business Solutions	1,140,000	798,000	342,000
5	Make a Difference to Socio-Economic Development	1,140,000	798,000	342,000

(Continue)

Commodity Organisation		Approved Budget	Amount paid	Balance
6	Milk Producers' Organisation	1,710,000	684,000	1,026,000
7	South African Wine Industry Council	2,280,000	912,000	1,368,000
8	Cotton SA	910,000	364,800	545,200
9	South African Bee Industry Organisation	456,000	182,400	273,600
10	South African Cane Growers, Association	1,140,000	456,000	684,000
11	South African Olive Industry	570,000	228,000	342,000
12	Grain SA	399,000	0	399,000
13	Perishable Products Export Control Board	600,000	600,000	0
TOTAL		16,843,000	6,482,400	9,220,600

5. Master Mentorship Graduation Ceremony

As part of the implementation of the Master Mentorship Programme, a service provider has since been appointed to roll out the training of master mentors nominated by various agricultural commodity organisations as accredited master mentors (train-the-trainer concept). Recruitment of the master mentors was conducted by the Department of Agriculture, Directorate: Education, Training and Extension Services in consultation with agricultural commodity organisations. Each commodity organisation nominated five delegates.

During the period 2006 to 2007, a total number of 271 master mentors were trained and 161 were declared competent and were certified at graduation ceremonies officiated by the Minister for Agriculture and Land Affairs and attended by senior management of the National Department of Agriculture including Provincial Agricultural MECs and HODs, agricultural commodity organisations, agricultural unions and Women in Agriculture and Rural Development (WARD) and Youth in Agriculture and Rural Development (YARD).

At the graduation ceremony of 29 November 2007 where the Minister for Agriculture and Land Affairs officiated, provinces showed interest in implementing the Master Mentorship Programme. In this regard, the Department of Agriculture through the Directorate: Education, Training and Extension Services positioned itself accordingly to provide national coordination.

6. Conclusion

It has become evident that ABET and Master Mentorship contributed immensely to the development of HDI and to the skills transfer that was lacking. The DoA's goal of ensuring that an established commercial farmer assist emerging farmer through the transfer of knowledge, sound business principles and technical skills was attained through the mentorship programme.

The programmes aimed to intensify partnership between the DoA, commercial farmers and emerging farmers to strive towards a common goal, which is to improve agriculture and the quality and standard of life of both commercial and emerging farmers.

Both programmes demonstrated that taking hands is very important, not only for the process of knowledge transfer to take place, but also for past perceptions to be eradicated, and that cooperation was key to success in the agricultural sector.



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