



2008/09

Annual report on the implementation of the
Commodity Based Master Mentorship Programme



**agriculture,
forestry & fisheries**

Department:
Agriculture, Forestry and Fisheries
REPUBLIC OF SOUTH AFRICA







Annual report
on the implementation of the
**Commodity Based Master
Mentorship Programme**

2008/09





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List of acronyms

ABET	Adult Basic Education and Training
AgriBEE	Agricultural Black Economic Empowerment
CGA	Citrus Growers Association
CSA	Cotton South Africa
DoA	Department of Agriculture
EC	Eastern Cape
FS	Free State
GP	Gauteng Province
Grain SA	Grain South Africa
HDI	Historically Disadvantaged Individuals
KZN	KwaZulu - Natal
LP	Limpopo Province
LRAD	Land Redistribution for Agricultural Development
MADSED	Make a difference to socio-economic development
MP	Mpumalanga Province
MPO	Milk Producers' Organisation
NC	Northern Cape
NERPO	National Emergency Red Meat Producers' Organisation
NSFAS	National Student Financial Aid Scheme
NW	North West
NWGA	National Wool Growers Association
SABIO	South African Bee Industry Organisation
SAWI	South African Wine Industry Council
WC	Western Cape
WIDA	Wine Industry Development Agency
US Aid office	United states Aid office
UOPT	Unlimited Olive Peoples' Trust

Executive summary

Since the launch of the Master Mentorship Programme in 2005, the DoA intensified its relationship with agricultural commodity organisations as primary delivering partners of the programme.

The implementation of the Master Mentorship Programme is guided by the AgriBEE Broad-Based Black Economic Empowerment Framework for Agriculture of July 2004. The framework established guiding principles for broad based black economic empowerment in agriculture in a manner that seeks to build on the experience of transformation efforts over the past decades.

The implementation of the programme for 2008/09 was rolled over from 2007/08 financial year. Service level agreements for a year were signed with 11 commodity organisations in September 2007. During the period (September 2007 to August 2008) R16 245 000 was committed to implement the mentorship programme. A further R3 million was allocated to the programme from September 2008 to March 2009 to align the programme with the Departments' financial year.

Commodity organisations identified and selected their beneficiaries based on the criteria outlined in the mentorship implementation guide and the AgriBEE (Broad-Based Black Economic Empowerment for Agriculture), dated July 2004. A total of 8 009 beneficiaries were selected from all 11 participating commodity organisations during the financial year 2008/09.



Master mentorship annual report 2008/09

1. Background and Introduction

The current agricultural landscape is undergoing a fundamental transformation of which the AgriBEE Framework is playing an integral role. The AgriBEE objectives outline the focus of promoting equitable access and participation of Historically Disadvantaged Individuals (HDIs) in the entire agriculture value chain by facilitating structural changes in support systems to assist previously disadvantaged South Africans to own and establish agricultural enterprises. It is estimated that approximately 33 % of the primary agricultural workforce is illiterate and have a low skills base and this is worsened by the beneficiaries of land redistribution with insufficient knowledge and skills in agricultural farming and production.

As a measure to address these challenges, the Department of Agriculture conceived and piloted a structured and purposeful Commodity Based Master Mentorship Programme in 2006. Given the geographical and environmental challenges experienced by emerging farmers, the mentorship was then seen as a vehicle to capacitate 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 is implemented in partnership with agricultural commodity organisations to build capacity within the sector and transfer technical and business skills to emerging farmers to assist them to become independent, profitable and sustainable. The 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. Twenty two thousand nine hundred and ninety eight (22 998) beneficiaries participated in the programme from 2006/07 – 2008/09 financial years.

2. Objective of the Master Mentorship Programme

The objective of the programme is to contribute towards human resource development and empowerment in the agricultural sector.

3. The 2008/09 implementation of the Commodity Based Master Mentorship Programme

The implementation of the programme for 2008/09 was rolled over from 2007/08 financial year. Service level agreements for a year were signed with 11 commodity organisations in September 2007. During the period (September 2007 to August 2008) R16 245 000 was committed to implement the mentorship programme. A further R3 million was allocated to the programme from September 2008 to March 2009 to align the programme with the Departments' financial year.

The implementation of mentorship programme by commodity organisations was to use experienced mentors who will provide hands on experience, moral support and adaptation of information into practical recommendations. Commodity organisations considered these factors when selecting projects that were involved in the Mentorship Programme.

3.1. Commodity organisation beneficiaries

Commodity organisations identified and selected their beneficiaries based on the criteria outlined in the mentorship implementation guide and the AgriBEE (Broad-Based Black Economic Empowerment for Agriculture), dated July 2004. A total of 8 009 beneficiaries were selected from all 11 participating commodity organisations during the financial year 2008/09.

3.1.1. National Wool Growers Association

The programme is conducted in the Eastern Cape Province at four municipalities (OR Tambo District, Chris Hani Municipal, 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 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 to 305 shearing sheds producing 2 000 kg wool. Two accredited master mentors were deployed to provide administrative assistance.

Improvements recorded since introduction of the mentorship programme

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

- 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.
- Mentees were further exposed to international standards, and international delegates who attended the 4th meeting of the Parasol program initiative (supporting mentorship on animal health/parasite control) in the Eastern Cape were allowed to spend days with communal farmers in order to experience communal life and to assist with animal health where needed.



- There were further exposures to auctions and information days. The objectives of the auctions were to expose emerging farmers to best practices in auctioning their produce. Following the auction, mentors met with mentees to review reports and financial statements from brokers in order to identify areas that need improvement. Mentees were further exposed to information days with the following objectives:
- To inform farmers about the correct management of rams and flocks,
- The correct procedures of vaccination and dosing,
- To open a shearing shed,
- General sheep management,
- Codes of best practices,
- Animal health and wool contamination.

Table 1: Analysis of the 2008/09 projects and beneficiaries for the National Wool Growers Association Mentorship programme

Area	Number of shearing sheds	Number of beneficiaries	Number of Women	Number of 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

The table above provides a number of the projects that were selected to participate in the Mentorship Programme and shows that 60,0% (3 843) of beneficiaries of the programme are women and 10,0% (641) are youth.

3.1.2. South African Wine Industry Council

The mentorship programme of the 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. SAWI assigned the Wine Industry Development Agency to coordinate the mentorship programme during the 2008/09 financial year.

The key focus areas for mentorship were.

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

Three beneficiaries were promoted to middle management, one as a bottling manager and two as concentrate project controllers. Besides the promotion of individuals to middle management, the wine industry was able to secure a grant of R1.5 million from the Northern Cape Provincial Department of Agriculture for the development of 25 hectares of wine grape planting in five projects involved in the mentorship programme.



Challenges

Due to changes in the coordination of the mentorship programme, WIDA could not reach some of the objectives laid out in their proposal to implement the programme which resulted in R2. 229 million being unspent. A letter to that effect was sent to the DoA requesting an extension to implementing the programme to 2010. The extension was granted and WIDA is expected to conduct the programme until 2010.

Table 2: Analysis of the 2008/09 projects and beneficiaries for the South African Wine Industry Councils' Mentorship Programme

Province	Area	No. of projects	No. of beneficiaries	No. of women	No. of youth
Western Cape	Robertson	1	189	185	73
	Montagu	1	66	7	18
	Swellendam	1	70	10	5
	Teslaardal	1	8	0	0
	Table view	1	2	2	2
	Wellington	1	4	0	4
	Langa	1	3	1	0
	Bellville	1	1	1	0
	Kuilsriver	1	3	1	0
	Madalay	1	2	1	0
	Paarl	1	1	0	0
	Durbanville	1	2	1	1
Northern Cape	Kanoneiland	1	10	4	16
	Groblershoop	2	106	22	19
TOTAL		15	468	235	138

The table above indicates that 50,2 % (235) of beneficiaries of the SAWI's Mentorship Programme are women and 29,25 % (138) are youth.

3.1.3. National Emergency Red Meat Producers Organisation

NERPO conducted its mentorship through study groups of emerging red meat producers and youth entrepreneurship programme. Through the study groups mentees were able to be guided by experts on issues that were outside the mentors' field of expertise and shared information.

Mentees were introduced to courses and workshops where vaccination, financial management, book keeping, veld management and other information regarding general conditions of their animals including health conditions. The workshops and some training were done through Onderstepoort and a local Agricultural College in the North West province.

Of the 20 young people involved in NERPO's mentorship of young entrepreneurs:

- 3 established cooperative
- 1 is a farm manager
- 1 is a supervisor – meat hygiene
- 4 are employed as assistant farm managers
- 2 are animal scientists with provincial departments of agriculture
- 2 are studying further

- 2 are trainee managers
- 3 are interns
- 1 is involved in a family business and
- Only 1 is unemployed.

Besides improvements of the youth, the following achievements/improvements were recorded;

- Farmers were able to do production planning, keep accurate production records and used the information to plan culling and breed selection.
- There is an improvement in animal identification and recording.
- Five farmers were registered as Bonsmara breeders and one of the communal farmers involved in the Mentorship Programme was nominated for the emerging farmer of the year.

Table 3: Analysis of the 2008/09 projects and beneficiaries of National Emergency Red Meat Producers' Mentorship Programme

Province	Area	No. of Projects	No. of beneficiaries	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	12	2	0
	Bophirima	2	10	0	2
	Ngaka Modiri Molema	1	1	0	0
	Ratlou	1	1	0	0
Eastern Cape	Nkonkobe	10	10	2	0
	Alice	3	3	0	0
	Balfour-Seymour	10	10	0	0
	UKhahlamba	5	18	4	0
	Senqu	1	1	0	0
Gauteng	Cullinan	1	12	3	15
Mpumalanga	Standerston	1	1	0	1
TOTAL		137	170	13	20

The table above indicates projects which are part of 13 study groups. According to the table, 7,5 % (13) of the beneficiaries are women and 11,8 % (20) are youth.

3.1.4. Citrus Growers Association

The mentoring programme for 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, 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, one commercial farmer in the Eastern Cape Province as well as an experienced retired commercial farmer from Mpumalanga Provinces were appointed to assist as mentors. Citrus Growers Association conducted an assessment of its mentorship programme with the objectives of evaluating progress made by beneficiaries and the impact of the programme. Based on the report, the relationship between beneficiaries and mentees has improved and that has impacted positively to the projects.

A review on compliance to the citrus global gap standards was conducted at EASY farm in Limpopo and the farm complied with the accreditation standards.

Improvements recorded

- Beneficiaries were able to formulate their management and operational plans for their enterprises.
- In addition, beneficiaries were exposed to business management training through Citrus Academy, which supplied training and study material.
- 75 % of projects became financially viable since the inception of the Master Mentorship Programme.
- Another achievement was that a beneficiary entered the export market with great success.

Table 4: Analysis of the 2008/09 projects and beneficiaries of Citrus Growers Associations' Mentorship Programme

Province	Area	No. of projects	No. of beneficiaries	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

The table above shows that 25,0 % (6) of the beneficiaries are women and one beneficiary is youth (4,2 %). Of all projects involved in the Mentorship Programme, 2 are LRAD beneficiaries' one in Mpumalanga and another in the Eastern Cape Province.

3.1.5. Shungu Agribusiness Solutions

Shungu Agri-business Solutions conducted mentorship in KwaZulu - Natal Province in four municipal districts to eight women co-operatives. 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 mobilisation of resources for beneficiaries in order to deal with medium to long-term production quality.

Most projects involved in the mentorship recorded an improvement in their produce. Above 50 % of projects made profit and the following are highlights:

- Mansomini project made a profit of R211 354,00,
- Seyamekuye project made R42 441.16 profit on vegetables and chickens whilst,
- Hlomendlini project made R433 467.80 from sugarcane and vegetables.

Besides profits, some projects received training grants from Department of Labour. Shungu conducted demonstration and training lessons on how to plant vegetables in tunnels. Harvesting, ratoon management and trash management were also conducted continuously in all sugarcane projects. Training on cucumber production was conducted and attended by representatives of projects involved in the Mentorship Programme.

Table 5: Analysis of the 2008/09 projects and beneficiaries of Shungu Agribusiness Solutions' Mentorship Programme

Province	Area	No. of projects	No. of beneficiaries	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	314	41

The table above indicates that 79,1 % (314) of the beneficiaries are women and 10,3 % (41) are youth.



3.1.6. Cotton South Africa

Cotton SA conducted the mentorship programme in Mpumalanga 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 conducts bi-monthly small scale farmers' forum meetings with the objectives of reporting on progress made by small scale farmers, interventions by other stakeholders in addressing challenges faced by small scale farmers and to share best practices by all stakeholders in the cotton industry.

Through the small scale farmers' forum, a Small Scale Cotton Farmers' Training Working Committee was established with the objective of integrating mentorship programme within cotton training programme.

There were several information days organised and attended by emerging farmers. Cotton SA used information days to teach small scale farmers various cultivars based on local conditions, to address challenges faced by small scale farmers and to produce cotton for income.

Interventions:

- Support and assistance at farm level were provided by extension officers on a regular basis and practical guidance and support was rendered as and when required by farmers/mentees.

Table 6: Analysis of the 2008/09 projects and beneficiaries of Cotton SA's Mentorship Programme

Province	Area	No. of projects	No. of beneficiaries	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

The table above indicates that 30,6 % (34) of the beneficiaries are women and 4,5 % (5) are youth. Majority of beneficiaries are from Jozini area in KwaZulu - Natal.

3.1.7. Milk Producers' Organisation

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. MPO mentorship programme was designed to assist mentees towards sustainable and long term productivity as dairy farmers through transference of farming skills related to financial decision making, access to markets and capacity building.

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

The DoA and Milk Producers' Organisation conducted a workshop for the development of an integrated strategy for the dairy industry. One of the objectives of the integrated strategy between the Department of Agriculture and Milk Producers' Organisation was to align the training programmes and to look at possible working relations in training.

The Directorate: Animal Aquaculture Production is involved with MPO to establish the school milk project. The project aims to provide market to emerging farmers involved in mentorship programme.

Nestle South Africa visited some farms to assess them and tested herd of cattle to improve milk production and the company supported some farmers with generators, tractors and silage cutter to make silage. Nestle South Africa also entered into an agreement with MPO to assist mentees with health certificates.

Table 7: Analysis of the 2008/09 projects and beneficiaries of Milk Producers' Mentorship Programme

Province	Area	No. of projects	No. of beneficiaries	No. of women	No. of youth
North West	Madisago	1	1	1	0
	Lichtenburg	1	8	1	1
	Emerdale	1	2	1	0
	Khuma	1	3	1	0
	Klerksdorp	1	52	37	17
	Delareyville	1	9	4	0
	Leeudoornstad	1	52	36	19
Free State	Qwa-qwa	4	36	4	4
Eastern Cape	Cradock	1	14	5	4
Western Cape	Klein Eikeboom	1	21	8	0
TOTAL		13	198	98	45

The table above indicates that 49,5 % (98) of beneficiaries of the programme are women and 22,7 % (45) are youth.

3.1.8. Cane Growers Association

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

Crop estimates were done by mentees with assistance from mentors and Cane Growers Association which enabled them to estimate expected revenue and harvest. Mentees were further empowered on choosing best varieties for replanting after harvest season and they were able to develop their harvesting plan in order to avoid delays in harvesting and to save costs.

Regular meetings with harvesting contractors were held to discuss the arrangement of the harvesting plan and to prioritize fields that need to be harvested urgently. These meetings have created a platform where farmers share information and best practices.

Due to the intensive transfer of technical and agronomic skills some mentees increased their production yields by 60% and thus increased their income and the quality of life for themselves and their families. This also placed them in a position to create jobs on their projects and in so doing have reached 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.

Table 8: Analysis of the 2008/09 projects and beneficiaries of Cane Growers Associations' Mentorship Programme

Province	Area	No. of projects	No. of beneficiaries	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

The table above shows that majority of the beneficiaries are from Wartburg area of KwaZulu - Natal. According to the table, 35,2 % (44) of the beneficiaries are women and no youth beneficiaries.

3.1.9. Make a difference to socio-economic development

MADSED conducted the mentorship programme in Limpopo, North West and Gauteng Provinces. MADSED mentored Youth Co-operatives in the development and implementation of programs that meet the skills and business needs of the co-operatives; and to encourage Youth Co-operatives to contribute towards food security and employment creation in their communities.

Platreef Mining partnered with MADSED to provide skills to the Platreef cooperative (Project). The Platreef mining resources bought 5 hydroponics structures for the Platreef Cooperative and supplied the project with green pepper and lettuce seedlings to put in those structures. The mine further entered into an agreement with the cooperative to pay mentees and mentors monthly allowance of R1 500 and R5 000 respectively for one year.

Tshwane municipality provided seedlings and other inputs to Itireleng Urban Agricultural project for rehabilitation of their land. The following table provides number of the projects that were selected to participate in the programme.

Table 9: Analysis of the 2008/09 projects and beneficiaries of Make a difference to socio-economic developments' Mentorship Programme

Province	Area	No. of projects	No. of beneficiaries	No. of women	No. of youth
Gauteng	Mamelodi	2	15	5	7
North West	Mabopane	1	9	4	9
Limpopo	Mokopane	1	5	5	5
TOTAL		4	29	14	21

The table above indicates that 48,3 % (14) of beneficiaries of the programme are women and 72,4 % (21) are youth.



3.1.10. SA Olive Industry Association

The goal of 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. SA Olive Industry has partnered with US Aid office at Elsenburg which provided expert information in the field of olive production, fish farming, marketing and quality assurance. Most beneficiaries were family members and this resulted in family problems affecting productivity at work. Mentees were encouraged to attend free to growth life skills program offered by the US Aid.

Besides benefits from the life skills programme attended by beneficiaries, they were also exposed to:

- Field days where best practices in the olives production were shared,
- Skills training programmes in fields identified as priorities (e.g. basic management training, skills courses such as pruning, basic plant physiology, quality and processing, and the like.
- Mentor to mentee interventions aimed at developing specific competencies needed at an individual level for advancement (in 2 cases this included support for tertiary education).

Table 10: Analysis of the 2008/09 projects and beneficiaries of SA Olive Growers Associations' Mentorship Programme

Province	Area	No. of projects	No. of beneficiaries	No. of women	No. of youth
Western Cape	Nuy	1	5	2	0
	Robertson	1	3	0	0
	Riebeek 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

The table above indicates that 41,0 % (16) of beneficiaries are women and 15,4 % (6) are youth.



3.1.11. 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 bee keepers which were targeted for the mentorship programme.

Some projects involved in the mentorship were initiated as poverty alleviation projects, and some were initiated by Institute of Natural Resources, funded by KZN Department of Economic Development and Tourism for communities. Mondi Forest, a paper company based in KwaZulu - Natal provided access to its forest and supplied two buildings for projects to use; one building was used for storage and another for extraction of honey.

A project in KwaZulu - Natal that is supported by Mondi Forest set up 100 hives at three sites. A project in the Eastern Cape Province which was previously funded by the Department of Social Development secured a further funding from the Department of Science and Technology. The project was further boosted by a sponsorship of a container from Transnet which is used as a processing center. There are 70 hives with bees situated at four backyards of mentees.

Improvements:

- Of the total number of projects involved in the programme, two projects have attained status as being fully sustainable whilst the other three are moving towards sustainability.
- Achievements during the mentorship programme were:
 - higher honey yields per hive;
 - mentees' increased knowledge of the art and science of beekeeping and
 - ability to effectively manage their financial affairs by mentees.

Table 11: Analysis of the 2008/09 projects and beneficiaries of South African Bee Industry Organisations' Mentorship Programme

Province	Area	No. of projects	No. of beneficiaries	No. of women	No. of youth
KwaZulu - Natal	Empangeni	2	23	8	23
Western Cape	Elim	2	8	2	6
Eastern Cape	Joubertina	1	12	0	0
TOTAL		5	43	10	29

The table above indicates that 23,3 % (10) of beneficiaries are women and 67,4 % (29) are youth.

4. Summary of 2008/09 beneficiaries from all commodity organisations

The mentorship programme was conducted in 527 projects from all nine provinces. It should also be noted that NERPO conducted the programme to 13 study groups with a total number of 137 projects.

The total number of beneficiaries reached through the programme indicates that the programmes' objective of contributing towards human resource development targeting previously disadvantaged individuals is within reach. Out of the total number of 8009 beneficiaries, 4 627 (57,8 %) are women and 2459 (42,3 %) are men. The youth constituted 11,8 % (947) of the total beneficiaries.

Table 12: Analysis 2008/09 total number of beneficiaries from all commodity organisations

Commodity Organisation	Province	No of Projects	No of Master Mentor	No of Mentors	No of Beneficiaries	No of Women	No of Youth	No. of men
CGA	LP, MP, & EC	11	4	4	24	6	1	17
NERPO	NW, LP, GP, EC & MP	137	10	13	170	13	20	139
CSA	KZN & MP	9	3	3	111	34	5	67
SAWI	WC & NC	15	17	25	468	235	138	95
Shungu Agri	KwaZulu - Natal	8	4	8	397	314	41	42
MADSED	LP, NW & GP	4	5	5	29	14	21	6
NWGA	Eastern Cape	305 communal farmers	2	10	6 405	3 843	641	1921
MPO	WC, NW & FS	13	5	13	198	98	45	55
Cane Growers Association	KwaZulu - Natal	8	2	10	125	44	0	81
South African Olive Industry	Western Cape	12	2	5	39	16	6	17
SABIO	WC, KZN & EC	5	3	4	43	10	29	29
TOTAL		527	57	100	8009	4627	947	2459

Table 13: Analysis of LRAD projects involved in the Mentorship Programme

Commodity organisation	Province	Farm
Citrus Growers Association	Mpumalanga	Cairn Lemon Oil Project
	Eastern Cape	Peter Family Trust
South African Wine Industry	Northern Cape	Sanddraai Arbeisgenot(Edms.)Bpk
Shungu Agribusiness Solution	KwaZulu - Natal	Seyamekuye Trading Enterprise
		Hlomendlini Community Trust
Milk Producers' Organisation	North West	Klipfontein-H 8
		H7 Syferlaagte Farm Trust
SA Olives Industry	Western cape	Unlimited Olive Peoples Trust (UOPT).

The table above shows that out of the 557 projects which participated in the 2008/09 mentorship programme, 8 were LRAD projects.

Equity composition of beneficiaries of the Master Mentorship Programme

Table 14: Analysis of equity composition of Mentorship Programme beneficiaries

Commodity	No. of projects	Master Mentors	No. of mentors	No. of beneficiaries	No. of women	No. of youth	No. of men	Equity composition			
								Black	White	Coloured	Indian
CGA	11	4	4	24	6	1	17	24	0	0	0
NERPO	137	10	13	170	13	20	139	170	0	0	0
CSA	9	3	3	111	34	5	67	111	0	0	0
SAWI	15	17	25	468	235	138	95	23	0	445	0
SHUNGU	8	4	8	397	314	41	42	397	0	0	0
MADSED	4	5	5	29	14	21	6	29	0	0	0
NWGA	305	2	10	6 405	3 843	641	1 921	6 405	0	0	0
MPO	13	5	13	198	98	45	55	198	0	0	0
CANE	8	2	10	125	44	0	81	117	0	0	8
OLIVE	12	2	5	39	16	6	17	0	0	39	0
SABIO	5	3	4	43	10	29	29	43	0	0	0
TOTAL	527	57	100	8 009	4627	947	2 469	7 517	0	484	8

The table above shows that 57,7 % (4 627) of beneficiaries of the programme are women and 11,8 % (947) are the youth. Of the total number of beneficiaries, black people are in majority with 93,86 % (7 517) followed by coloured 6,04 % (484) and Indians 0,1 % (8). There were no white beneficiaries.

5. Analysis of 2008/09 beneficiaries of the Master Mentorship Programme per Province

The Master Mentorship programme is conducted in all nine provinces through 11 appointed commodity organisations as follows:

- **Eastern Cape Province:** there are four commodity organisations that conducted the programme to 6 477 beneficiaries, 3 855 (60 %) are women and 645 (10 %) are youth.
- **Free State Province:** only MPO conducted the programme to 36 beneficiaries and 4 (11 %) women and 4 youth (11 %).
- **Gauteng Province:** NERPO and MADSED are the only commodity organisation, targeted 27 beneficiaries with 8 (27 %) women and 20 (74 %) of the youth. It should be noted that MADSED focused on youth co-operatives.
- **KwaZulu - Natal Province:** 4 commodity organisations were involved in KwaZulu - Natal reaching out to 624 beneficiaries. Of the total number of beneficiaries, 390 (62%) are women and 66 (11 %) are youth. It should be noted that Shungu targeted. Of the total number of women reached, 315 (81 %) are from Shungu.
- **Limpopo Province:** Three commodities were involved in Limpopo Province with 92 beneficiaries, 10 (11%) are women and 8 (9 %) youth.
- **Mpumalanga Province:** there were three commodities targeting 37 beneficiaries with 12 (32 %) women and 4 (11 %) youth.
- **North West Province:** 3 commodities were involved in the North West Province with 180 beneficiaries; there are 80 (49 %) women and 48 (27 %) youth and
- **Western Cape Province:** there were 419 beneficiaries with 4 commodity organisations with 235 (56 %) women and 115 (48 %) youth.

A table below indicates number of projects, beneficiaries, women and youth per province.

Table 15: Analysis of all the 2008/09 beneficiaries per province

Province	No. of projects	No. of beneficiaries	No. of women	No. of youth
Eastern Cape	340	6 477	3 855	645
Free State	4	36	4	4
Gauteng	3	27	8	22
KwaZulu - Natal	23	624	390	66
Limpopo	74	92	10	8
Mpumalanga	8	37	12	4
North West	45	180	88	48
Northern Cape	3	116	26	35
Western Cape	27	419	235	115
Total	527	8 009	4 627	947

The table above indicates that of 8 009 beneficiaries of the programme, 4 627 (57,8 %) are women and 947 (11,8 %) are youth. The figures demonstrate that the programme is in line with the AgriBEE objectives of contributing towards human resource development and empowerment in the agricultural sector.

5.1. Breakdown of beneficiaries per province and commodities

Tables below (Table 15 – 23) indicates commodity organisation, area where mentorship is conducted, number of projects, number of beneficiaries, women and youth reached per province

Table 16: Breakdown of the 2008/09 beneficiaries from the Eastern Cape Province

	Area	Number of projects	Number of beneficiaries	Number of Women	Number of Youth
NWGA	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
NERPO	Nkonkobe	10	10	2	0
	Alice	3	3	0	0
	Balfour-Seymour	10	10	0	0
	UKhahlamba	5	18	4	0
	Senqu	1	1	0	0
	Konga	4	4	1	0
MPO	Cradock	1	14	5	4
SABIO	Joubertina	1	12	0	0
TOTAL		340	6477	3855	645

The above table shows that the mentorship programme was conducted by four commodity organisations in the Eastern Cape Province to 6 477 beneficiaries. 3 855 (59,5 %) of the beneficiaries are women and 645 (10,0 %) are youth.

Table 17: Breakdown of the 2008/09 beneficiaries from the Free State Province

	Area	Number of projects	Number of beneficiaries	Number of Women	Number of Youth
MPO	Qwa-qwa	4	36	4	4
TOTAL		4	36	4	4

The table above indicates that only MPO conducts the programme at the Free State Province to 36 beneficiaries and 4 (11,1 %) of the beneficiaries are women and youth respectively.

Table 18: Breakdown of the 2008/09 beneficiaries from the Gauteng Province

	Area	No. of projects	Number of beneficiaries	Number of Women	Number of Youth
NERPO	Cullinan	1	12	3	15
MADSED	Mamelodi	2	15	5	7
TOTAL		3	27	8	22

The table above indicates that NERPO and MADSED are the only commodity organisations involved in mentorship in Gauteng Province to 27 beneficiaries. 8 (29,6 %) of the beneficiaries are women and 22 (81,5 %) are youth. It should be noted that MADSED focuses on youth co-operatives.

Table 19: Breakdown of the 2008/09 beneficiaries from the KwaZulu - Natal Province

Province	Area	No. of projects	No. of beneficiaries	No. of women	No. of youth
SHUNGU	Ilembe District	2	329	262	24
	Thungulu District	1	5	3	3
	Ugu District	4	55	43	12
	Umzinyathi District	1	8	7	2
CSA	Jozini	5	79	23	2
Cane	Wartburg	1	91	29	0
	Empangeni	2	3	2	0
	Gingindlovu	1	1	0	0
	Stanger	3	3	1	0
	Tonga	1	27	12	0
SABIO	Empangeni	2	23	8	23
TOTAL		23	624	390	66

The table above indicates that four commodity organisations conducted the mentorship programme in KwaZulu - Natal reaching out to 624 beneficiaries. Out of the total number of beneficiaries, 390 (62.5%) are women and 66 (10,6 %) are youth.

Table 20: Breakdown of the 2008/09 beneficiaries from the Limpopo Province

	Area	No. of projects	Number of beneficiaries	Number of Women	Number of Youth
NERPO	Makhado	19	21	1	2
	Thumela	50	50	0	0
CGA	Vhembe	2	8	4	0
	Letsitele	2	8	0	1
MADSED	Mokopane	1	5	5	5
TOTAL		74	92	10	8

The table above indicates that three commodity organisations conducted the mentorship programme in Limpopo Province with 92 beneficiaries. 10 (10,9 %) of the beneficiaries are women and 8 (8,7 %) are youth.

Table 21: Breakdown of the 2008/09 beneficiaries from the Mpumalanga Province

	Area	No. of projects	Number of beneficiaries	Number of Women	Number of Youth
NERPO	Standerston	1	1	0	1
CGA	Mbombela	3	4	1	0
Cotton SA	Tonga	2	12	8	1
	Elangala	2	20	3	2
TOTAL		8	37	12	4

The table above indicates that three commodity organisations conducted the mentorship programme in Mpumalanga Province targeting 37 beneficiaries. 12 (33,3 %) are women and 4 (10,1 %) are youth.

Table 22: Breakdown of the 2008/09 beneficiaries from the North West Province

	Area	No. of projects	Number of beneficiaries	Number of Women	Number of Youth
NERPO	Moretele	28	20	1	0
	Mafikeng	5	12	2	0
	Bophirima	2	10	0	2
	Ngaka Modiri	1	1	0	0
	Molema				
	Ratlou	1	1	0	0
MPO	Madisago	1	1	1	0
	Lichtenburg	1	8	1	1
	Emerdale	1	2	1	0
	Khuma	1	3	1	0
	Klerksdorp	1	52	37	17
	Delareyville	1	9	4	0
	Leeudoornstad	1	52	36	19
MADSED	Mabopane	1	9	4	9
TOTAL		45	180	88	48

The table above indicates that three commodity organisations conducted the mentorship programme in the North West Province targeting 180 beneficiaries. 88 (48,8 %) of the beneficiaries are women and 48 (26,7 %) are youth.

Table 23: Breakdown of the 2008/09 beneficiaries from the Northern Cape Province

	Area	No. of projects	No. of beneficiaries	No. of women	No. of youth
SAWI	Kanoneiland	1	10	4	16
	Groblershoop	2	106	22	19
TOTAL		3	116	26	35

The table above indicates that only the South African Wine Industry conducted the programme in the Northern Cape Province to 116 beneficiaries. Women beneficiaries constituted 22,4 % (26) and youth 30,2 % (35).

Table 24: Breakdown of the 2008/09 beneficiaries from the Western Cape Province

	Area	No. of projects	No. of beneficiaries	No. of women	No. of youth
SA Olive	Nuy	1	5	2	0
	Robertson	1	3	0	0
	Riebeek Kasteel	6	14	7	2
	Stellenbosch	1	2	1	0
	Wellington	1	2	0	0
	Paarl	2	13	6	4
SAWI	Robertson	1	189	185	73
	Montagu	1	66	7	18
	Swellendam	1	70	10	5
	Teslaardal	1	8	0	0
	Table view	1	2	2	2
	Wellington	1	4	0	4
	Langa	1	3	1	0
	Bellville	1	1	1	0
	Kuilsriver	1	3	1	0
	Madalay	1	2	1	0
	Paarl	1	1	0	0
	Durbanville	1	2	1	1
SABIO	Elim	2	8	2	6
MPO	Klein Eikeboom	1	21	8	0
TOTAL		27	419	235	115

The table above indicates that 419 beneficiaries in the Western Cape Province participated in the 2008/09 mentorship programme. 235 (56,1 %) of the beneficiaries are women and 115 (48,9 %) are youth.



6. Equity composition of commodity organisations:

There is an improvement of representative of previously disadvantaged individuals (Blacks, Coloureds, Indians and Women) in the management of the commodity organisations. Of all 11 commodity organisations involved in the mentorship programme, 5 have 50% and more representatives of previously disadvantaged individuals and women make up 29% of the total management of commodity organisations.

Breakdown of detailed equity composition is represented on table 14 below:

Table 25: 2008/09 analysis of equity composition of commodity organisations

No.	Commodity organisation	Equity composition of Organisation/Trust (%)				
		African	White	Coloured	Indian	Females
1	Citrus Growers Association (CGA)	28.5	71.5	0	0	29
2	National Emergency Red Meat Producers' Organisation (NERPO)	95	5	0	0	31
3	Cotton South Africa (CSA)	36	64	0	0	27
4	Wine Industry Development Association (WIDA) South African Wine Industry Council (SAWI)	26	0	74	0	33
5	National Wool Growers Association (NWGA)	50	50	0	0	20
6	Cane Growers Association (CGA)	40	45.5	2	12.5	50
7	Milk Producers' Organisation (MPO)	39	61	0	0	15
8	South African Olive Industry	13	87	0	0	17
9	South African Bee Industry Organisation (SABIO)	11	89	0	0	11
10	SHUNGU Agribusiness Solutions	100	0	0	0	60
11	Make a difference to socio economic development (MADSED)	100	0	0	0	25
		49	43	7	1	29

7. Expenditure report

R15 846 000 was committed to implement the mentorship programme for 2007/08 financial year which continued well into 2008/09 financial year. A further R3 million was allocated to commodity organisations from September 2008 to March 2009 to align the programme with the Departments' financial year.

The table below illustrates the approved budget allocated to commodity organisations and amount spent during 2007/08 financial including balance brought forward to 2008/09 financial year.

Table 26: Analysis of approved budget per commodity organisation, amounts spend and the balance brought forward to 2008/09 financial year.

Commodity Organisation		Approved budget for 2007/08	Amount spent in 2007/08	Balance brought forward 2008/09
1	National Wool Growers Association	2 850 000	1 140 000	1 710 000
2	SA Wine Industry Council	2 280 000	912 000	1 368 000
3	NERPO	2 280 000	912 000	1 368 000
4	Citrus Growers Association	1 368 000	547 200	820 800
5	Shungu Business Solutions	1 140 000	840 000	300 000
6	Cotton SA	912 000	364 800	547 000
7	Milk Producers' Organisation	1 710 000	684 000	1 026 000
8	Cane Growers Association	1 140 000	456 000	684 000
9	MADSED	1 140 000	798 000	342 000
10	SA Olive Industry Association	570 000	228 000	342 000
11	SABIO	456 000	182 400	273 600
Total budget		15 846 000	7 064 400	8 234 400

Table 27: Expenditure report for 2008/09 financial year

Commodity Organisation		Balance brought forward 2008/09	Additional amount per commodity in 2008/09	Amount spent in 2008/09
1	National Wool Growers Association	1 710 000	300 000	2 010 000
2	SA Wine Industry Council	1 368 000	N/A	1 368 000
3	NERPO	1 368 000	300 000	1 668 000
4	Citrus Growers Association	820 800	300 000	1 120 800
5	Shungu Business Solutions	300 000	300 000	600 000
6	Cotton SA	547 000	300 000	847 000
7	Milk Producers' Organisation	1 026 000	300 000	1 326 000
8	Cane Growers Association	684 000	300 000	984 000
9	MADSED	342 000	300 000	642 000
10	SA Olive Industry Association	342 000	300 000	642 000
11	SABIO	273 600	300 000	573 600
Total budget		8 234 400	3 000 000	11 781 400

8. Monitoring & Evaluation

8.1. Monthly and quarterly progress reports

Monitoring and evaluation of the progress registered by beneficiaries is crucial and fundamental in the implementation of the programme. A reporting template was developed and forwarded to all commodity organisations and was used as a tool for reporting the work done, challenges and success stories to the DoA. All commodities compiled and submitted their monthly progress reports on the 20th of each month. These reports were then analysed to determine if the progress registered was in line with the business plan submitted.

As part of the overall evaluation of the two year implementation of the programme, the DoA deemed it appropriate to conduct a detailed and focused evaluation of the programme to measure its impact against its intended objectives. An independent firm of professional was therefore commissioned to conduct a comprehensive evaluation of the programme.

Site visits to conduct evaluations were done according to a structured schedule from 22 September-23 October 2008. During the evaluation sessions with commodity organisations, all progress reports were evaluated against the expected outputs tabled in the approved business plans. Interviews with actual beneficiaries as well as site visits of the implemented projects were also conducted to validate the information contained in the progress reports.

All information gathered during the evaluation sessions with commodity organisations were consolidated into a comprehensive 2006 – 2008 evaluation report on the implementation of the Master Mentorship Programme and the work of agricultural commodity organisations with findings and recommendations clearly articulated. The report submitted by the firm was approved by relevant committees within the DoA and it will serve as a baseline for future implementation of the programme.

8.2. Monitoring visits

Monitoring visits constituted an important monitoring mechanism of the programme. Such visits were arranged between the mentors and mentees and were conducted on a quarterly basis according to a planned schedule and when need arose. However, due to limited human resources such schedules were not always adhered to. The purpose of the monitoring visits was to review the programme, discuss challenges and corrective measures experienced by commodity organisations and beneficiaries.

9. Conclusion

The guiding principles for broad based black economic empowerment as outlined in the AgriBEE framework of July 2004 seeks to promote equitable access and participation of previously disadvantaged individuals in the entire agricultural value chain. The sector undertook to eliminate the rate of illiteracy within farming communities by 75 % by 2008 and to establish training programmes for farm and enterprise workers in appropriate technical and management skills by 2005.

It was through the AgriBEE framework that the Master Mentorship Programme was conceived as a mechanism for transferring skills to new black entrants. The programme was conducted with clearly defined guidelines and cooperative between the Department of Agriculture and Agricultural Commodity Organisations.

Key to the programme was unlocking the entrepreneurship skills and potential in the sector of Historically Disadvantaged Individuals and the achievement of 57 % representative of black people at senior management of enterprises involved in the programme and 29 % representation of women.

The programme was conducted to all nine provinces and reached out to 8009. Women made up 58% of beneficiaries reached through the programme and 11 % youth. This was a demonstration that guidelines as per the AgriBEE framework and the sectors' commitment to ensure that stakeholders work together to ensure greater attention is given to expand the existing human capital pool through investing in people, employment equity, skills development and institutional transformation.







