



agriculture

Department:
Agriculture
REPUBLIC OF SOUTH AFRICA

ANNEXURE A

MENTORSHIP BUSINESS PLAN PROPOSAL GUIDELINE DOCUMENT 2007/2008

Warning: *Only business plans responding to the pillars of the AgriBEE framework will be considered. These pillars are Land Reform Enterprise Development, Human Resources Development, Employment Equity and Procurement.*

BUSINESS PLAN SUBMISSION INSTRUCTIONS

In order for your business plan to be considered for the next intake of Master Mentorship Implementation please ensure you complete the guidelines set out below:

1. Please read through the information attached before completing your business plan. It is imperative that your business plan includes all the information requested in the guidelines
2. Deadline for submission of business plans – **8 December 2006**. No extensions will be provided.
3. Mediums of submission:

E mail	By hand:	By speed post/courier:
Deadline: 8 December 2006	Deadline: 8 December 2006	To reach DoA no later than 8 December 2006
Address:	Address	Address
<i>*Please ensure your e mails are less than 1MB otherwise they will not get to us.</i> alexandrah@nda.agric.za thapeloma@nda.agric.za	<i>*Please ensure that hardcopy is bound or stapled in order to avoid losing pages</i> Department of Agriculture Directorate Education, Training & Extension Services Agriculture Place Attn: Alexandra Hadfield/Jacky Smit 20 Beatrix Street ZA Block Pretoria 0001	<i>*Please ensure that hardcopy is bound or stapled in order to avoid losing pages</i> Department of Agriculture Directorate Education, Training & Extension Services Agriculture Place Attn: Alexandra Hadfield/Jacky Smit ZA Block Private Bag x250 Pretoria 0001

INTRODUCTION:

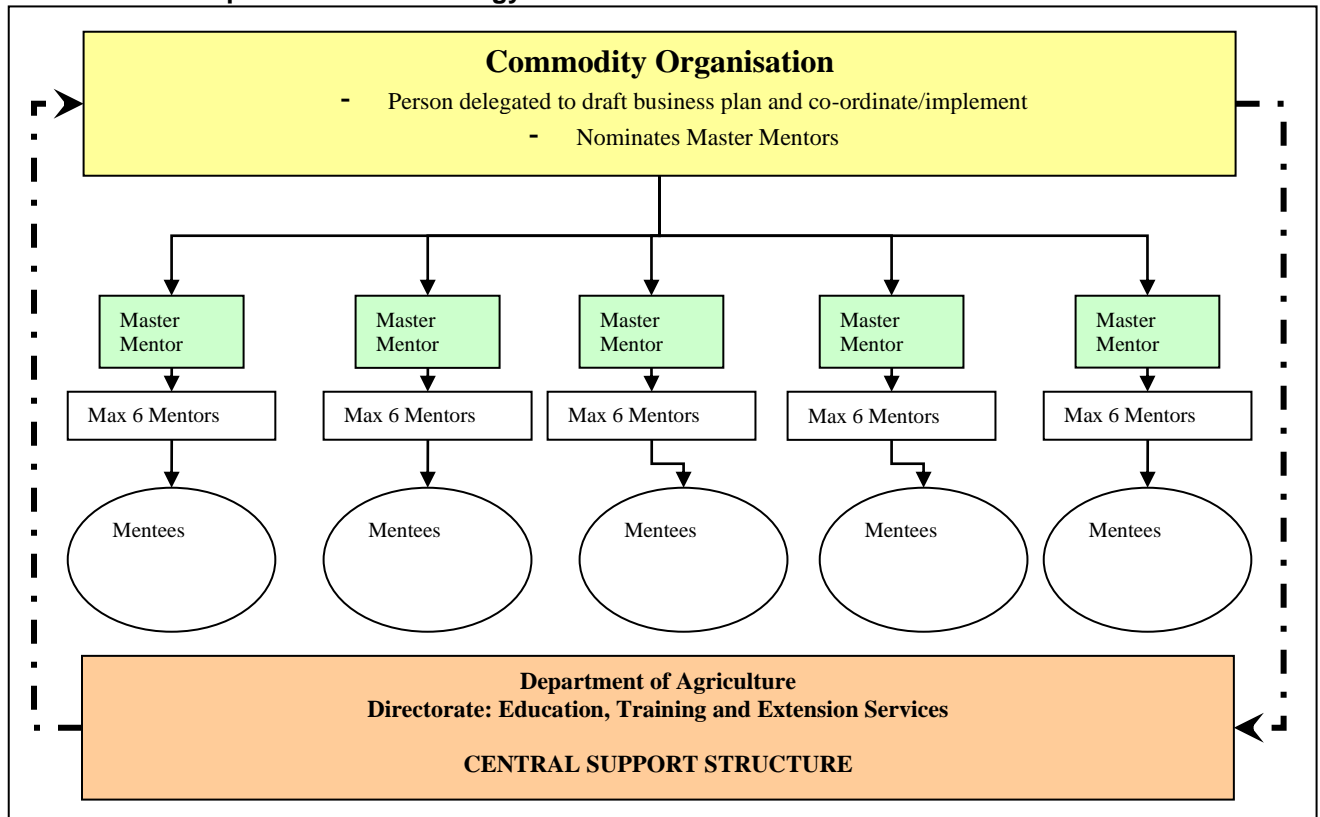
The purpose of Master Mentorship Programme is to implement a formal structure that standardizes and unifies processes thus enabling and achieving the targets of the AgriBEE framework and sustainable development and guidance amongst AgriBEE beneficiaries. The mentorship programme should have a balance 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.

The vision of mentorship is to support and enhance the equitable access and participation strategy to 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 their Black employees to gain management and leadership skills. Therefore the vision of the Master Mentorship Programme is designed to achieve a united and prosperous agricultural sector and the elimination of skewed participation by means of a formalized, outcomes and output driven programme.

The strategy 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 to realizing this vision and strategy by means of solid partnerships between existing commercial farmers and new entrants

The first intake of Master Mentorship training was conducted during January and March 2006. In order to ensure that most of the feedback provided in the workshops and learning's from the current implementation of mentorship are implemented we have included the profiles of Master Mentor, Mentor and Mentee so that you are able to target the relevant and capable individuals. Please note that any Master Mentor's you nominate will be put forward to the next intake of training in February and March.

Master Mentorship Generic Methodology Outline:



I: Profiles for Master Mentors, Mentors and Mentees

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MASTER MENTOR PROFILE

Description:

A Master Mentor is an individual who would be 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.

The main responsibilities of this position are:

1. The co-ordination and management of the Sector's Mentorship Implementation Plan within the Commodity Sector's ambit of influence.
2. The training of mentors and continuous support to them, in so doing creating the commodities' internal capacity for delivery.

General Responsibilities:

1. Attend Master Mentor Training and complete assessment in order to gain certificate of competence
2. Identify potential mentors and manage the application process
3. Train selected mentors regarding mentorship and expectations
4. Quality assure and implement (project manage) mentorship programme in designated area
5. Provide relevant reports (monthly and or quarterly)
6. Liaison and submission reports to Department of Agriculture; Directorate of Education Training and Extension Services Central Support Structure
7. Communicate developments, achievements and challenges to Commodity Organization
8. Administration of fund disbursements (budget management)

Experience, knowledge and abilities:

- Minimum of five years sector knowledge and experience
- Exposure to and experience in training or facilitation
 - i. Diploma or short course in facilitation
 - ii. ETDP practitioner/Assessor
 - iii. Experience in presenting to groups or facilitating
- Verbal and written business communication skills
- Project management exposure
- Knowledgeable of SAQA requirements
- Potential to become or is a registered assessor
- Strong team management experience: ability to monitor team achievements of mentors and provide support to individuals where required.
- Demonstrate leadership qualities including the ability to motivate, inspire and develop relationships with mentors and mentees by means of setting clear expectations and using exceptional communication techniques.
- Ability to present to groups of people

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MENTOR PROFILE

Description:

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.

The main responsibilities of this position are:

1. To develop the identified mentees to general prescription
2. Liaise with Commodity Master Mentor on related matters

Responsibilities:

1. Develop individual mentor plans for each mentee
2. Ensure regular contact and communication with mentee
3. Set clear expectations and ensure availability and accessibility where required
4. Encourage, motivate and inspire mentee to continue with their development
5. Monthly and quarterly reporting
6. Complete progress reports
7. Proactively share knowledge with mentees in order to ensure that there is a consistent flow of information and growth
8. Create opportunities for mentees to enhance growth within their area of expertise
9. Update Master Mentor of progress and areas of required support

Experience, knowledge and abilities:

- Some experience or exposure to Social Development Initiatives, Community and Commodity recognition of excellence
- Understanding and experience in business management
- Understanding of the concept of mentorship and its requirements
- Excellent communication skills
- Technical knowledge and expertise of specified area or an expert farmer
- Willingness to participate
- Availability
- Ability to manage time effectively

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MENTEE PROFILE

In terms of defining who the beneficiaries of the mentorship programme could include, reference should be made to AgriBEE: Broad-Based Black Economic Empowerment Framework for Agriculture, dated July 2004. In this document:

- AgriBEE applies to the entire value chain in the South African agricultural sector (from farm field to consumer plate), including all economic activities relating to provision of agricultural inputs, services, farming, processing, distribution, logistics and allied activities that add value to agricultural products.
- **AgriBEE** is a sectoral broad-based black economic empowerment framework intended at a deliberate and systematic support of Black South Africans to actively participate fully in the agricultural sector as owners, managers, professionals, skilled employees and consumers.
- Beneficiaries to the mentorship programme could include the following groups:
 - Black people that manage, own, and control enterprises and productive assets
 - Black people in need of Human resource and skills development
 - Black people representative of all agricultural professions, occupational categories and levels in the workforce

BUSINESS PLAN GUIDELINES

1. Cover Page
 - a. Commodity Name
 - b. Registration Number
 - c. Physical and Postal Address
 - d. Contact Person Name
 - e. Contact Details (phone and e mail)
 - f. Details of CEO/GM
2. Introduction and Background
 - a. Your Commodity's Vision
 - b. Mission
 - c. Overview of your Commodity Organisation
 - d. Provide an outline of your Commodity's experience in implementing an informal or formal mentorship programme focusing on the AgriBEE framework; please include successes and challenges to date
 - e. Describe what your Commodity's current definition of mentorship is and what it would entail or aspects of your methodology
3. Provide an outline a description of the regions/areas you propose your mentorship programme to take place in.
 - a. Identify key areas/projects where you would implement your mentorship programme. Provide information on specific area and location detail (Geographical location, nearest town name, type of beneficiaries)
 - b. Highlight what areas/topics/subject matter the beneficiaries would need mentoring in, are there any other projects running in these areas, if so how would you be able to work with these projects or how would you work around them?
4. Provide an overview of key objectives for the proposed mentorship programme over a period of 3 years with an outline of how you would sustain the programme thereafter
5. Provide a detailed project plan on how you would implement your mentorship programme per region
 - a. Per area or region
 - b. Identify the key individuals that you would select to be part of this programme:
 - i. Key individual who would manage administration and reporting to the Department of Agriculture
 - ii. Master Mentors – Indicate if you have selected certified Master Mentors in your programme if not:
 1. Complete Master Mentor Nomination Form and Application Forms and provide CV's and ID's.
 - iii. It is a requirement that all Master Mentors selected in your programme have undergone the training provided by DoA and has completed an assessment in order to deem them as competent.
 - iv. Selection and implementation of Mentors
 - v. Provide a profile and indication of the demographics of the beneficiaries per area and region (Women, Youth, African, Coloured, Indians, Under or over the age of 35)
 - vi. Matching of mentees
 - vii. Provide indication of traveling distances

6. Budget and Cost Analysis

a. Provide a detailed budget taking into account the parameters below:

Organisation	Maximum 5 Master Mentors
Master Mentor: Mentor Ratio	1:10
Maximum Mentor: Mentee Ratio	1:6
	Maximum 100 Mentees per Organisation
Hours per week/Mentee	8 hours/week/Mentee
Total hours per month	32 hours/month/Mentee
Monthly hourly rate	R100/hour
Mentor travel (mileage)	Government rates
Mentor co-ordination and facilitation	R500 per Mentee per month
Business Plan Duration:	12 Months
Fund requisition and payments:	Monthly
Business plan template:	User defined, using parameters provided

b. Provide a projection of costs for year two and three

7. Provide a SWOT analysis on your proposed Mentorship Implementation Programme

Strengths	Weaknesses
Opportunities	Threats

E: Commodity Organisation Nomination List for Master Mentors

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ORGANISATION NOMINATION LIST FOR MASTER MENTORS

Date: _____

Commodity Sector: _____

Contact Person: _____

Position: _____

Contact Number: _____

***PLEASE NOTE IF YOU HAVE SELECTED CERTIFIED MASTER MENTORS
FOR YOUR PROGRAMME - IT IS NOT NECESSARY FOR THEM TO RE-APPLY**

No.	Name	ID Number*	Contact Details	CV*
1				
Motivation for nomination: Region/area:				
2				
Motivation for nomination: Region/area:				
3				
Motivation for nomination: Region/area:				
4				
Motivation for nomination: Region/area:				
5				
Motivation for nomination: Region/area:				

***Please submit certified copies of Identity Document, Application form and a copy of Master Mentor's CV**

Approval:

Organisation Representative

DoA CSS

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MASTER MENTOR APPLICATION FORM

Organisation: _____

Name: _____

Date: _____

Please complete the questions below:
1. Please provide an outline of your training experience?
2. Provide an outline of your experiences in the agricultural sector?
3. Describe why you should be recommended as a Master Mentor?
4. Have you been part of a mentoring programme? If yes please provide a description of your involvement and responsibilities.
4. What commitment do you have in terms of ensuring effective implementation of this mentorship programme?

Please attach:

- Copy of your CV
- Certified copy of your ID

All information provided in this application form is valid, true and correct.

Signature: _____

Submit to Mentorship Representative within your organization