



DEPARTMENT: AGRICULTURE

SYNOPSIS OF CASE STUDIES ARISING FROM THE EMPOWERMENT AUDIT FRAMEWORK FOR ANALYSIS

The framework is based on the following six key agricultural variables:

- ❖ Access to land;
- ❖ Access to finance;
- ❖ Access to knowledge and skills;
- ❖ Access to markets;
- ❖ Access to inputs and
- ❖ Access to lobbying.

The case studies were carried out across South Africa, based on one case study per province.

FINDINGS

General

All projects received funding from either the government or private sector or both, except for one.

- ❖ All projects were given in-depth training courses by both government and private institutions.
- ❖ Teamwork is an important element in all of these projects.
- ❖ Public Private partnerships also play an important role in most of these projects.

Others

- ❖ Northern Cape and Western Cape projects started with equity deals and both of them are successful.
- ❖ Western Cape and Free State projects made use of a participatory management style where people were given real responsibility.



LESSONS

Successful Elements

Six of the case studies can be considered successful due to:

- ❖ Land not being a constraint for these projects.
- ❖ Ownership of participants in real responsibility, control sharing and benefits through participatory management approach.
- ❖ Availability of markets.
- ❖ Adequate capacity building and training provided by both government and the private sector.
- ❖ Co-ordinated effort.
- ❖ Bulk input purchases.
- ❖ Conditions effective monitoring.

Elements impacting on sustainability

Two are successful but not sustainable because of:

- ❖ Scarcity of land and funding.
- ❖ Reliance of projects on external funding.
- ❖ Inadequate to lack of capital assets.
- ❖ Logistics problems.

Causes for failure

One is considered unsuccessful with respect to:

- ❖ Project participants experienced problems with the local authorities i.r.o. land ownership.
- ❖ Mismanagement of funds.
- ❖ Contractors paid in full for incomplete jobs.
- ❖ Conflicts amongst project members.
- ❖ Training did not impact the management skills, especially conflict and financial management.
- ❖ No monitoring system in place.



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