IMPORTANCE OF THE EFFECTIVE MANAGEMENT OF AGRICULTURAL PROJECTS IN THE CENTRAL REGION OF THE NORTH WEST PROVINCE

BY

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DECLARATION

This declaration is an assurance that the dissertation encapsulated herein for the Masters Degree in Business Administration (MBA) with the North West University has not been previously submitted by me for purposes of a degree at this or any other university. It is indeed my own work in design and execution and that all the research material utilised from the various academic scholars and esteemed institutions have been duly acknowledged.

With sincere appreciation

KARUNAN MARIMUTHOO GOVENDER

DEDICATION

This study is dedicated to my humble parents Srimathi Patchamma and the late Sri Marimuthoo Govender, descendents of indentured agricultural Labourers who despite their struggle for survival, were visionaries imbued with the wisdom to inculcate in their nine siblings that unconditional belief in God, optimism, commitment and dedicated hard work, transcends all adversity.

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To the Govender, Vandayar, Odayar, & Naiker families including relatives and friends, the generous moral support and words of encouragement accorded by your good-selves has culminated in the completion of this study. With a heart full of hope and contentment, it is indeed a very humbling experience to bring the palms together in thanking our Maker - God Supreme, for having blessed me with a dedicated wife, Shirley and two adorable children, Kaveshnee and Kaveshlin, whose unflinching support and inspiration has been a tower of strength in enabling the realisation of this long cherished dream.

HARI AUM, KE A LEBOGA, BAIE DANKIE, SIYA BONGA, THANK YOU.

ABSTRACT

The purpose of this study is to determine whether ineffective management is responsible for the failure of designated agricultural projects. Whilst the Department of Agriculture spends millions of Rands, on an annual basis, to address food security and sustainable agricultural development in the North West Province, designated projects have a tendency for failure.

The fundamental question in the study seeks answers to the major causes that result in the failure of agriculture projects, including how such factors can be prevented. Questions are also raised with regard to the management processes utilised, adequacy of management skills amongst stake holders, project management capabilities of departmental staff responsible for monitoring and evaluation, the extent to which project management is implemented, managerial skills training/development for beneficiaries and the level of support accorded to previously disadvantaged farmers by respective role players.

The study revealed that the Department of Agriculture, Conservation and Environment, the farmers and the farming system were to a certain extent jointly responsible for the failure of designated agricultural projects as outlined below:

Five (83.3%) of the six Executive Management respondents and 59 (66.29%) of the total respondents agreed that the Department of Agriculture, Conservation and Environment (DOACE) is responsible for the failure of designated agriculture projects. This is an objective indication that the department has accepted responsibility for the failure of designated projects which indicates a willingness to seek appropriate solutions. Six (100%) of the Executive Management respondents and an overwelming 58 (65.17%) of the total respondents agreed,

that the farmers and the farming systems are responsible for the failure of designated agriculture projects. By apportioning blame to the farming system most managers have doubts about the sustainability of the systems that are utilised within the department.

The study recommended that a more formal project management approach should be implemented with supporting farming systems being aligned to the project management approach. Adequately training and development be provided for departmental staff and other role players in keeping with the formalised project management system. Financial support and sponsorship should be sourced from major stakeholders or funding agencies. Change management should be introduced to change the current mindset of rural farmers to one with a business driven urge. Further research should be undertaken from a holistic perspective.

The outcome of the study reveals that there is and overwelming response that the introduction of a formalised project management system has tremendous potential for a higher success rate regarding designated agriculture projects. The supporting agencies such as the Land Bank, Agricultural Unions and Co-operatives must play a more positive role in support of designated agricultural projects. In keeping with the previous statement this study provides the necessary guidelines to address the challenges and impediments responsible for the failure of designated agricultural projects.

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CHAPTER 1

ORIENTATION

1.1 INTRODUCTION AND BACKGROUND

The North West Province is predominantly rural in nature and ranks amongst the poorest provinces in South Africa with the agriculture sector being the second largest employer. Prior to the democratic elections in 1994, the bulk of this area fell within the jurisdiction of the Bophuthatswana, a homeland crafted by the former apartheid government to entrench its separate development policies. During this era the bulk of the agricultural labour force was made up of Black South Africans whilst the employers were mainly, White South Africans. During 1976 the Department of Agriculture of Bophuthatswana, as the main thrust of its development activities, began establishing projects aimed primarily at food production. Projects entailed groups of farmers, linked to a co-operative. Emphasis was placed on commercial production with mechanisation and modern cultivation practices. This constituted a direct intervention with the objective of increasing production. Farmers received support with finance, training, technical and managerial support. Through management, participating farmers had access to production inputs and markets (Bembridge *et. al*, 1982). Projects were based on potential return, with priority being given to irrigation schemes and dry land, cropping in high potential areas (Beuster, 1980). Modern cultivation and plant protection methods were applied at the projects but generally not adopted to the degree that farmers were enabled to use it independently (Worth, 1994). Whilst the intention to increase food production was in the interest of self-sufficiency and to promote the image of the homeland, the approach was riddled with deficiencies in the management aspects of holistic participation, co-ordination, social sustainability, commitment and accountability.

The Strategic Plan for South African Agriculture, (Department of Agriculture, 2001), an initiative of the newly elected democratic government, highlights agriculture as a sector that includes all economic activities from the provision of farming inputs to value adding. This is a clear indication of the importance of agriculture in the South African economy,

despite the fact that it holds a small direct share in the total gross domestic product of the country. It is indeed a proven fact that agriculture provides food and fibre to meet the basic human needs. In addition, farm workers, farmers and their families contribute to the economy by utilising their income on consumer goods and services. This also includes procurement of inputs such as seeds and fertilizer in support of crop production. Through this process, agriculture becomes the backbone of growth, development and sustainability.

In keeping with the afore-mentioned principles, the new government introduced a people centred approach whereby the centralised management system was replaced with a process involving all farmers, including emerging farmers. These farmers are given sufficient support such as financial assistance, skills development and extension services in order to contribute to the objective of food production and sustainable development. Although this system is laudable, the concept of the previously disadvantaged farmer is not adequately defined to ensure the development and implementation of appropriate sustainable development policies. The confronting challenges placed imposing constraints on government and the minimum available resources had to be utilised to ensure the maximum output to realise set objectives. Owing to the great urgency to respond to the dire needs of the emerging farmers, government was caught up in a process of learning by doing. In the quest to meet the demands for development, government adopted a project development approach. This is a process whereby the respective projects are monitored on a regular basis during the various stages of development. The main objective is to ensure that the expected outcomes such as food production, job creation, empowerment and improved living standards are realised in keeping with competitive market trends and requirements. The human, financial and other resources ploughed into the project must yield a return that makes the venture not only sustainable but also reasonably profitable. It is therefore imperative that formal and informal reporting and control measures are set in motion to gauge the success of the projects especially with regard to the realisation of set objectives. Arising thereof, it was discovered that the number of projects to be managed exceeded by far, the required capacity, to effectively monitor and evaluate the project development process.

These noble gestures of government did not result in the accomplishment of the desired results and it is therefore necessary for research to be carried out to examine the causes that lead to the failure of accomplishing the objectives, as indicated.

1.2 STATEMENT OF THE PROBLEM

In keeping with its mandate, the Department of Agriculture spends millions of Rands, allocated on an annual basis, to address food security and sustainable agricultural development in the North West Province. However, designated projects have a tendency to fail, whether it is crop production, value adding or improvement of livestock.

To address this tendency, the effective management of agricultural projects and the monitoring and evaluation thereof by the Department of Agriculture will be examined. Management deficiencies have a devastating effect on the project life cycle as it impacts negatively on critical issues that relate to the business plan, mobilisation of required resources and the implementation of the action plan. From a holistic perspective the end result leads to undesired outcomes and non-sustainability.

Agriculture is the second largest employment sector in the North West Province and the successful management of projects will make a significant contribution towards the eradication of poverty and according contributing to a better life for all. The Department of Agriculture, Conservation and Environment can lend enormous support to the historically disadvantaged stakeholders, through the effective and efficient implementation of project management. This process offers a multitude of advantages including, proper project planning, effective utilisation of human, financial and other resources resulting in sustainable agricultural projects that are profitable. The project management principles of planning, scheduling, monitoring and controlling as identified by Fayol (1949 : 8) enable the identification and eradication of confronting challenges as and when it arises.

1.3 OBJECTIVES OF THE STUDY

1.3.1 PRIMARY OBJECTIVE

The primary objective of the study is to identify whether ineffective management is responsible for the failure of designated agricultural projects.

1.3.2 SECONDARY OBJECTIVES

The secondary objective of the study, is to identify whether specific, measurable and realistic support is accorded to the farmers by the department in the areas as enumerated below:

- The extent to which project management processes are implemented.

- The existent to which management practices are implemented, in support of designated agriculture projects.

- The identification of any other processes provided by the department, in support of designated agricultural projects.

- The identification of whether certain procedures have been developed or are in the process of being developed, in order to ensure the sustainability of designated agricultural projects.

1.3.3 EXPECTED OUTCOME

The expected outcome of the primary and secondary objectives will enable the researcher to make appropriate recommendations, with regard to:

- High or improved levels of effective agricultural project management.

- A guiding framework to enhance agricultural project development, implementation, monitoring and control.

Further recommendations will include steps that could make a meaningful contribution to the maximisation of production levels, complimented by enhanced agricultural development and expansion programmes. In working towards the development of the proposed guidelines, local conditions will be taken into consideration to identify and isolate the main areas of concern. The success of this initiative will lead to a reduction in the current high unemployment rate within the province, which is estimated to be in the region of between forty to fifty percent. The successful spin-offs that are expected from such an approach will make a positive impact in improving the living standards of the senior citizens, physically challenged, youth, rural women and those who are either infected or affected by the Aids pandemic. In the final analyses, it is hoped that the eventual outcome of this study will make a significant contribution to food security in the North West Province, including South Africa as a whole.

1.4 IMPORTANCE OF THE STUDY

Statistics South Africa (Census 2001) indicates that the North West Province has a population of approximately 3.7 million people with 50.4% being female. According to (Orkin, 1999) 65% of the people of the North West Province live in rural areas and 43% estimated as being very poor. The members of such communities who suffer the most under such conditions include the senior citizens, minor children, youth and the women in particular. The problems of the rural poor are compounded by scourge of the Aids epidemic as those who are infected by the disease give up their jobs or economic activity and retreat to the rural areas to be supported by their parents or families. In addition, the absolutely poor distribution income amongst the rural poor is associated with high levels of illiteracy, limited education, poor health conditions and the lack of proper housing facilities. The noble efforts of the current government which is geared to address the imbalances of the past through the provision of basic essential services, especially to the rural poor, is indeed highly commendable. However, the vast back logs created prior to 1994, places a tremendous strain on the available resources and will therefore take time to be fully accomplished.

With the availability of an abundance of land, human resources, complimented by technical knowledge and financial resources, the effective and efficient management of agriculture projects will not benefit the rural communities only but also make a significant contribution to improved food production, empowerment, enhanced skills and food security for the province and the country as a whole. In essence the speedy implementation of the project management approach in support of agriculture projects will lead to a reduction in unemployment, improved living standards and an improvement in the Gross Domestic Product indicators. This proactive stance will undoubtedly add a new dimension in lending support to roll back the frontiers of poverty.

The non analysis of the problem at hand will result in a situation where appropriate recommendations cannot be made, giving rise to an increase in the already bloated unemployment levels, reduced food production levels which will contribute in one way or another to the advanced poverty levels.

1.5 SCOPE OF THE STUDY

The study will be focused on the management of agriculture projects in the Central Region of the Department of Agriculture, Conservation and Environment within the North West Province. The target sample population will include the Executing Authority, departmental managers, project managers and stakeholders involved in projects falling within the jurisdiction of the Central Region. Taking into consideration that the participants involved in the research process, will involve the Political Office Bearer, members of the departmental management structure and participative stakeholders in agricultural projects, it can be safely assumed that the outcome of the study will be relevant to the effective management of agriculture projects within the designated area.

1.6 DISSERTATION STRUCTURE

1.6.1 Chapter 2

This chapter will comprise of the theoretical foundation of this study, inclusive of an extensive literature review pertaining to project management.

1.6.2 Chapter 3

The rationale of the envisaged problem will be outlined herein. The problem statement as outlined in the first chapter will be expanded upon through the process of defining the problem and the research questions. In addition to citing primary and secondary challenges, references to the literature review will be made to highlight the dire need for this study.

1.6.3 Chapter 4

This section of the study will entail the design and analysis. It will therefore encapsulate the details of the sampling and an explanation of how the samples were drawn. The size, age category, language group, educational accomplishment and socio economic status of the target population will be outlined. The measuring instrument or questionnaire will be briefly discussed.

1.6.4 Chapter 5

The results and interpretation of the findings will be contained, in this part of the study.

1.6.5 Chapter 6

The final chapter will comprise of a brief discussion on the results emanating from the study in comparison to other relevant studies, culminating in recommendations regard the pursuing of further research in this field of operation.

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FOUNDATION

2.1 INTRODUCTION

A vast amount of research has been carried out by a multitude of authors who have taken a keen interest, in the field of agricultural development. This literature review encapsulates some of the studies that are of significant importance and underscore the need for the project management approach to ensure the effective and efficient management of designated agriculture projects falling within the ambit of the Department of Agriculture, Conservation and Environment. The literature review will encapsulate selected studies by distinguished authors who have made significant contribution to the enhancement of the body of knowledge in respect of project management and agricultural development in general.

Taking into consideration the importance of project management for the improvement of designated agricultural projects and the positive impact that it can have in support of the rural farming communities the theoretical perspective and literature related to project management is located at the beginning of this chapter. It must be emphasised that the project management process has gone through a process of evolution, over the years, culmination in this discipline becoming a management science, in this modern era. For the purpose of this exercise, the definition of project management, the objectives of project management, the relationship between project management and general management, knowledge areas of project management and the project life cycle will be outlined from the perspective of various authors.

In addition, the major portion of this chapter is dedicated to the examination of appropriate literature that has an influence on the enhancement of agricultural development and sustainability from an international, national, provincial and regional perspective.

2.2 DEFINITION AND A BRIEF OUTLINE OF PROJECT MANAGEMENT

2.2.1 DEFINITION OF PROJECT MANAGEMENT

According to P.M.BOK (1994: 4) a project is defined as a temporary endeavor undertaken for the creation of a unique product or service. This widely accepted definition, which has been sourced especially for the benefit of the reader, clearly outlines that a project has a beginning and an end with different products having its own uniqueness. From an agriculture perspective as well, the various products have its own distinct nature and the production thereof have to be managed in accordance with that special uniqueness.

The Agriculture sector, seem to identify more closely with Kerzner's (1998) definition of a project, which is considered to be any series of activities and tasks that:

- Have a specific objective to be completed within specification.
- Have identified start and end dates.
- Have funding limits.
- Consume resources.

A quick comparison of the two definitions reveals that any project has commencement and conclusion dates. It is evident that each project is unique because the repetition of a project will not yield exactly the same results even if the processes were the same. This is very apt to agriculture because each crop production or live stock production will be different in terms of output, as environmental and other factors will have an impact on the production output.

Project management forms an integral part of the fundamental management system and has tremendous potential to contribute towards the success of designated agriculture projects. It is therefore imperative that the theoretical perspective of this study is expanded, beyond that of the definition. In keeping with the afore-mentioned, the next section of the research, encapsulates a brief outline of project management.

2.2.2 A BRIEF OUTLINE OF PROJECT MANAGEMENT

Whilst the project management approach was only formalised during the tale end of the last century, the concept thereof is not new. From time immemorial, the development of project has been managed in some way or the other. In recent times project management has become one of the most popular management approaches. According to Burke (1999) in the last decade project management has rapidly grown as a profession. Amongst others, the fundamental reason for its advancement is that the processes and techniques unique to project management are imbued with the potential to deal with rapid and radical change, including technological advancement. This holds true for South Africa because subsequent to centuries of colonial rule succeeded by an apartheid government that remained in power for close to five decades, our newfound democracy, is intent on expeditious change for the betterment of all.

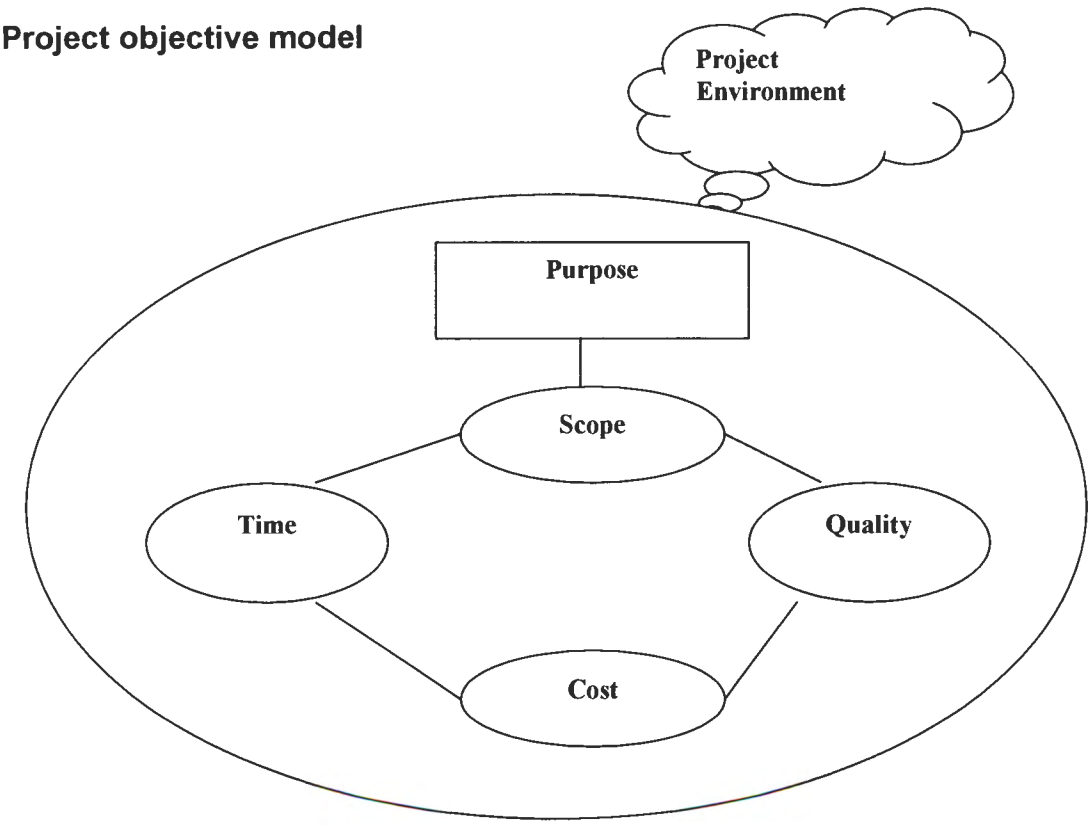
In keeping with the above it is imperative that appropriate steps be set in motion for the enhancement of agricultural development through the effective management of designated projects. Project management has become the fastest growing form of management (Project Pro: 6). In the best interest of our province it is crucial to examine the benefits that may be derived from the full application of project management to our designated agricultural projects. The Association of Project Management (1999: 1) indicates that project management involves the planning, organisation, monitoring and control of all the issues related to a project. This includes the motivation of employees to enable the realisation of set objectives in accordance with set time frames, cost factor and performance standards. According to the Project Management Institute (1996: 6) project management is the utilisation of knowledge, skills, tools and techniques for the accomplishment of a particular task so that expectations could be realised.

The environment in which an activity is carried out has a profound impact on the outcome thereof. Arising out of the aforementioned project management is to a certain extent shaped by social, economic, technological, political, international and ecological forces which has an influence on the various approaches adopted by experts during different periods of time, under varying situations. The principle of adapt or die plays an important role in this regard as one has to adjust to changing to the forces of change such as

technological advancement, social change and globalisation. Knowledge and experience is a vital requirement, which empowers the worker to have complete control of the production process. The introduction of appropriate management structures, inclusive of flexible forms of networks and communication links, has a great impact on the manner in which managers lead, monitor and control their co-workers, some of whom they do not even see (Smith & Cronjé, 2002).

The success of an agriculture project is determined by the extent to which the objectives of that initiative are realised, especially with regard to the fulfilment of the expectations of the principle stakeholders. In essence, the success of agriculture projects should always be measured in accordance with the scope, time, cost and quality. In order to ensure that designated agriculture projects are successful, the overall management must be aligned to the objectives. The four factors outlined in the diagram below are extremely important and it is therefore necessary to accord equal emphasis, to each respective one.

Project objective model



Source: Burke (1999:20)

From the diagram depicted above it is evident that the alignment of the overall objectives of a project creates a distinct link between project management and management. In order to enlighten the reader further in this regard, the link between project management and management will be outlined in the unfolding paragraphs.

2.2.2.1 LINK BETWEEN PROJECT MANAGEMENT AND MANAGEMENT

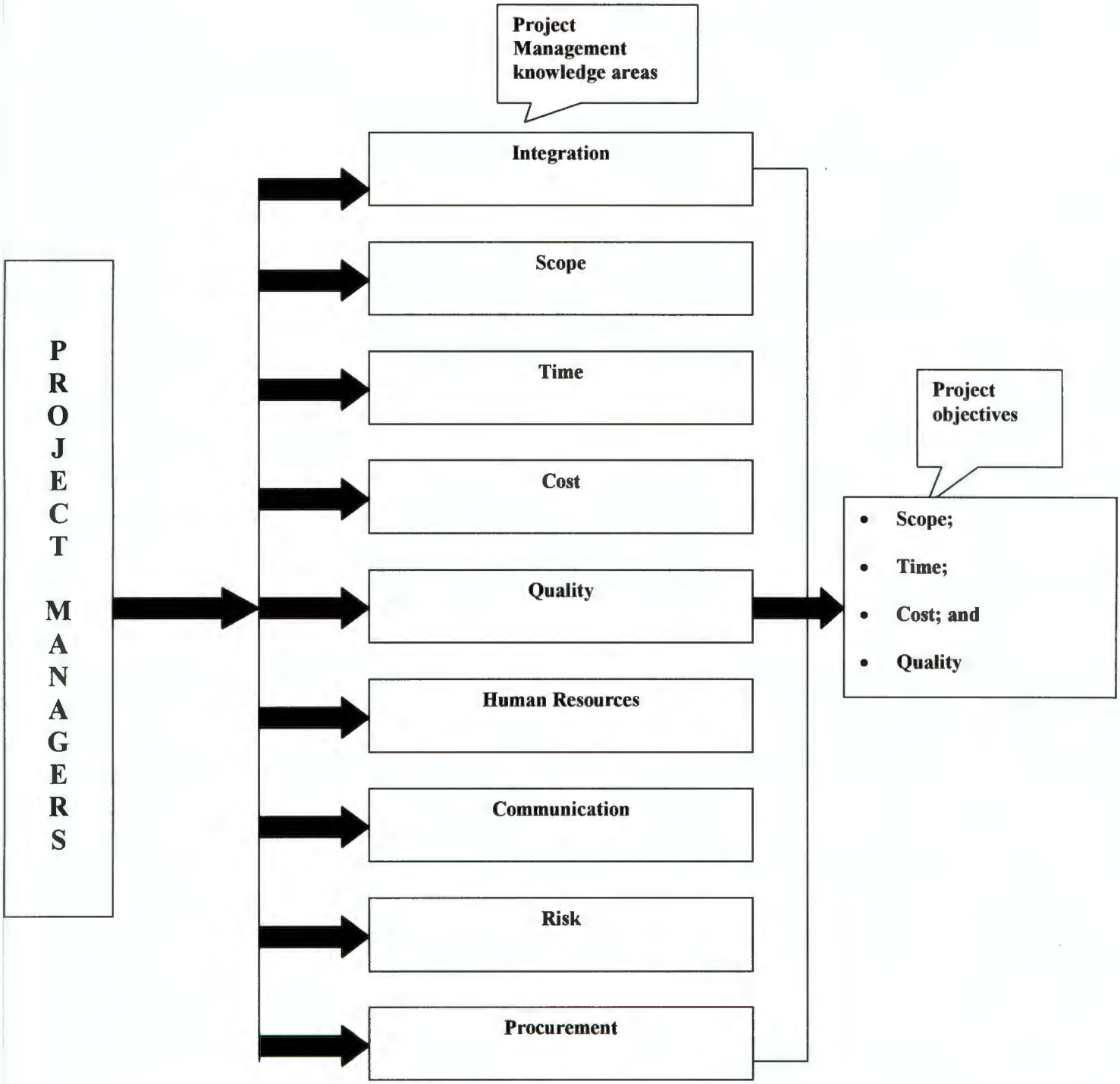
There is no distinct difference between Management and Project Management apart, form the fact that the life cycle of a projects, come to an end, subsequent to a period of time. Kroon (1991: 3-6), indicates that management is a process where leadership utilises the available resources with efficiency and effectiveness to realise the set objectives. Management therefore encapsulate the process of General Management, Human Resource Management, Purchasing Management, Production Management, Administration Management, Marketing Management and External Affairs Management. According to Kroon et al. 1991:7) the general manager utilises four basic management tasks of planning, organising, activating and control, complimented by additional management tasks of decision making, communication, motivation, coordination, delegation, and discipline to realise the management objectives of efficiency and effectiveness of the organisation.

The link between management and project management in brief is that while general management involves the ten tasks outlined above, project management comprises of the nine project management knowledge areas of integration, scope, time, cost, quality, human resources, communication, risk and procurement in order to accomplish the project objectives. In order to expand on the relationship with regard to designated agricultural projects, management and the project management approach, the idea of project management oriented farming will be discussed in the next section.

2.3 PROJECT MANAGEMENT ORIENTED FARMING

From an international perspective, various authors have expressed different views regarding the knowledge areas of project management which eventually culminates in the

nine areas as identified by the Project Management Institute (1996:6) and the Australian Institute of Project Management (1996:3). Project management oriented farming will therefore be guided, monitored and controlled by the factors as outlined briefly below:



Project Management process : BOK (1994)

2.3.1 PROJECT INTEGRATION MANAGEMENT

The management of designated agriculture projects should comprise of a project development plan, project execution plan including overall change control and monitoring on an ongoing basis. Project integration management will lend enormous support to ensure that the various elements of the designated agriculture projects are effectively co-ordinated.

2.3.2 PROJECT SCOPE MANAGEMENT

Careful planning and a lot of hard work are essential to ensure the success of designated agriculture projects. This consists of initiation, scope planning, scope definition, scope verification and scope change control which are the key components of project scope management.

2.3.3 PROJECT TIME MANAGEMENT

Time is an important factor in so far as food production is concerned and therefore the success of agriculture projects is largely dependent on time management as the various seasons play a significant role in this regard. The timely readiness of crops is dependent on activity definition, activity sequencing, activity duration estimating, schedule development and schedule control from part of project time management.

2.3.4 PROJECT COST MANAGEMENT

Care should be exercised that the designated agriculture projects accomplish the desired outcomes in keeping with established norms and standards. In essence the crop production costs should be kept within the budget frameworks of resource planning, cost estimation, cost budgeting and cost control, which are the key elements of project cost management.

2.3.5 PROJECT QUALITY MANAGEMENT

Quality in agriculture production is an import factor to ensure that the reasons and needs for which it was developed are met. The better the quality the better the returns and this is achievable through the process of quality planning, quality assurance, and quality control which fall within the ambit of project quality management.

2.3.6 PROJECT HUMAN RESOURCE MANAGEMENT

The most effective utilisation of the services of the people involved with an agriculture project contributes enormously to the eventual success in terms of production outputs and rate of return. Project human resources management comprises of organisational planning, staff acquisition and team development are of paramount importance especially with regard to designated agriculture projects.

2.3.7 PROJECT COMMUNICATIONS MANAGEMENT

The nature of agricultural projects is such that it is imperative that appropriate information is obtained and disseminated on an ongoing basis. Communication therefore plays a vital role in the timely generation, collection, dissemination, storage and eventual disposition of information regarding agricultural projects. Project communications management, comprises of communications planning, information distribution, performance reporting and administrative closure.

2.3.8 PROJECT RISK MANAGEMENT

Owing to climatic conditions influenced by seasonal change the agricultural sector is prone to risks. These include inclement weathers such as thunderstorms, heat waves, droughts and even diseases, to name but a few. There is therefore a dire need for the identifying, analysing and responding to the factors that contribute to risks in the

agricultural sector. Project risk management consists of risk identification, risk quantification, risk response development and risk response control.

2.3.9 PROJECT PROCUREMENT MANAGEMENT

Taking into consideration the high production costs within the agricultural sector it is necessary to ensure that the procurement of goods and services are effectively managed. Project procurement management comprises of procurement planning, solicitation planning, solicitation, source selection, contract administration and contract closeout.

The information provided above comprises of the project management body of knowledge that has been successfully utilised over the years. The application of this approach to designated agriculture projects will lend significant support in the reengineering process, resulting in the gradual success of such projects, in the long term. It is encouraging to note that the empowerment of women and youth in our democratic dispensation has resulted in young people including university graduates, venturing into the agricultural sector. A good example is the Presidential Lead Programme in Lichtenburg where a number of youths are successfully involved in agricultural development. This presents a golden opportunity for the younger generation to become professionals in the agriculture sector especially from a project management perspective, Project Pro (1999: 11).

It is envisaged that the project management approach will have a significant influence on agricultural development in the North West Province. This will have a positive impact on the enhancement of the lives of the people involved in the agricultural sector, especially the sustainability of the livelihoods of the rural poor.

2.4 SUSTAINABLE LIVELIHOODS THROUGH THE PROJECT MANAGEMENT APPROACH TO AGRICULTURAL DEVELOPMENT

The implementation of a formal project management approach to designated agricultural projects will lend support to the views as expressed by Osterkamp (1999: 21-28) wherein it is indicated that a series of United Nations Conferences, including those in Rio and Istanbul, have marked a global recognition of the long term benefits of sustainable development, including agriculture and participatory local governance in developing countries such as South Africa. There is also a broad perception that the benefits of economic growth have not been equitably distributed among the various sections of populations, contributing to increased degradation of the natural environment as associated with this economic growth. One of the means to address this issue is through a systematic approach to improving the quality of and access to public goods and services for disadvantaged sections of populations through processes such as the Rural Development Strategy.

Another vibrant way of creating a better life for all is through enhanced agricultural development in the rural areas. One of the inhibiting factors that contribute to the failure of agricultural projects is the allegation that management is ineffective. This study provides conclusive evidence that the project management approach has the potential to identify the causes that contribute to the high tendency for the failure of agriculture projects. This could be achieved through human resource capacity building and skills development, and appropriate training in the project management approach especially with regard to agricultural projects involving previously disadvantaged stakeholders. This intervention will result in the achievement of sustainable development and improved livelihoods for communities particularly emerging farmers based in rural communities.

The United Nations Development Programme (1998: 13-18) defines governance as the exercise of political, economic and administrative authority to manage a society's affairs. Governance comprises the mechanisms, processes and institutions through which collective decisions are made and implemented, citizens, groups and communities pursue their visions, articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. Governance, as defined in this manner,

emphasises the nature and quality of interactions among social actors and between social actors and the state.

The researcher is of the view that in addition to strengthening the livelihoods of the various stakeholders in the agricultural arena, the project oriented farming system will result in a wide range of empowerment and transformation initiatives. Some of these amongst others training and development, will be discussed in the unfolding paragraphs.

2.5 EMPOWERMENT THROUGH TRANSFORMATION, TRAINING AND DEVELOPMENT, AN INTERNATIONAL PERSPECTIVE

2.5.1 DEVELOPMENT APPROACHES IN AGRICULTURE

In order to illustrate the enormous influence that developmental approaches have on rural farming communities, the benefits derived through such initiatives, was examined from an international perspective. According to Johnston and Mellor (1961) agricultural transformation is an economic development process by which a predominantly rural and agricultural economy is transformed into a predominantly industrial, service orientated one, with the objective of increased wealth, equity and stability.

Most development successes are examples of agriculturally based strategies that followed this transformation process (Johnstone & Mellor, 1961; Mellor, 1986; Staatz & Eicher, 1990; Mundlak, 1997). Rapid agricultural growth accompanies or precedes general economic growth and certain agricultural functions are essential for economic development (Mellor, 1979): Agricultural growth provides employment, higher wages and improved living standards. Increased income is then spent to an extent on non-agricultural commodities. Agricultural production also generates linkages that stimulate economic development. Agriculture is therefore fundamentally important to world economies, also because more than 60% of all people are rural (Staatz & Eicher, 1990; Binswanger, 1994; Mundlak, 1997).

The human development index (HDI) suggested by the United Nations uses people's life expectancy and adult literacy as an indication of capacities, while income is used to

symbolise opportunity. The rationale for using such indicators is that freedom to choose and ability to act on choices measure the level of human development. The HDI for SA is calculated at 0.71 out of a possible 1, with that of Northwest on 0.54, on par with Zimbabwe. This is mirrored in the per capita income level of roughly R5000 for 1994, the 3rd lowest of all provinces and lower than the country's average of R8418. Translated this entails that 30% of households in the province can be described as the rural poor. According to (DBSA 1999), social pensions amounting to R800 million was paid per month during 1995. Human development levels in the province show severe spatial and racial disparities: Infant mortality rates are 7 times higher in the black population than in the white population, with black infant mortality at 43 per 1000 live births. Poverty is acute in rural areas (Anon., 1995) where the national life expectancy is 63.2 and that of the province are just under 60 years. This gives an indication of access to health services, nutritional status, violence and sanitation. Regarding health indicators, the province score is below the average of the country and services are described as inadequate. A shortage of medical officials is evident with 746 practitioners serving its 3.6 million people during 1995. This is a rate of 0.2 per 1000 while the national average is 0.5.

The importance of the information provided above is that transformation through skills and developmental approaches in the agricultural sector, especially with regard to designated projects, creates an environment conducive for improved living conditions. This leads to amongst other opportunities, job creation, sufficiency in food production, an increase in agricultural production for the international markets, economic advancement, and in one way or the other a better life for all. The benefits enjoyed by those involved in the agricultural sector within the international arena, is a clear indication that such opportunities can be advantageous to the agricultural sector of the province and the country as a whole. Food sufficiency, profitability via agricultural development, skills enhancement, efficient and effective utilisation of the available natural resources leads to empowerment through improved wealth creation. This results in the reduction of poverty levels and arising thereof the link between poverty and transformation will be discussed from an international dimension.

2.6 THE LINK BETWEEN POVERTY AND TRANSFORMATION FROM AN INTERNATIONAL PERSPECTIVE

To describe poverty, the common state from which development usually takes place is appropriate if agricultural transformation is analysed. Discussing development would be incomplete without discussing poverty. Poverty is created and perpetuated by closely linked socio-economic processes. Lack of access to resources, unsustainable population growth, drought, war and exploitative commodity markets, weak governance and vague property rights pauperise many communities (Chambers, 1980; Kirsten, 1997; Shariff, 1998). Transformation has as goal to address these access constraints. Poor people often lack adequate food, shelter and education. They are vulnerable to health problems, economic dislocation, and natural disasters. They are also often exposed to ill treatment by state institutions and society (Chambers, 1983; Mellor, 1985; Shariff, 1998; McCalla, 1999). Facilitating the empowerment of poor people, by making state and social institutions more responsive to them, is key to reducing poverty. Enhancing security by reducing the risk of events such as disease, economic crises and natural disasters is also of key importance (www.worldbank.org/html/extpb/index.htm).

The International Fund for Agricultural Development (IFAD) warned during 2001 that a global commitment to cut poverty by 50%by the year 2015 is bound to fail, as a result of the misconception that poverty in the developing world is increasingly urban-based: Three quarters of the world's poorest people still live in rural areas and depend primarily on agriculture and related activities for their livelihood. Investment and assistance should therefore be focused on agriculture, the basis of survival for the poor. However, official agricultural development assistance has fallen from roughly 20% in the late 1980s to 12% today. The neglect of agriculture, in terms of both international development co-operation and domestic resource allocation, must be redressed if poverty targets are to be achieved (Deen, 2001). Agriculture is therefore correctly seen as the engine for broad-based economic growth (McCalla, 1999). Yet, poverty continues in spite of strong agricultural growth in for example Asia. Despite the potential for growth, predictions are that poverty is increasing, with farmers becoming more resource poor (Hayami, 1985; Eicher, 1992; Delgado, 1998; Shariff, 1998). A reason is that property income rose at the expense of labour income with poor labourers having no property rights and pauperised in relation to

the property owning class. Attention must therefore be focused on labour demand expansion with the two obvious fronts being agriculture and small industries (Hayami, 1985; Brand et. al., 1992; Van Rooyen, 1997).

In Africa the situation is viewed to be extremely serious. Between 60% and 90 % of the population of sub-Saharan Africa is active in agriculture. It is the poorest region in the world with an inability to feed itself, despite abundant land and foreign assistance (Eicher, 1988; McCalla, 1999). Specifically in terms of scientific, institutional and human capital development, Africa is lacking behind Asian and Latin American counterparts. Reasons for Africa's troubles include its complex and fragile farming systems, its policies ignoring agriculture's role, a substantial urban bias and little HCD investment. Colonial under-investment in training explains this to an extent. Transformation, with agriculture as engine, is therefore sorely needed in this region (McCalla, 1999). The full-scale implementation of the project management approach will appropriately address such challenges that are restraining previously disadvantaged or emerging farmers from being successful and graduating to the commercial farmer status.

Alleviating poverty is only possible through economic growth, which results in job creation and improved living conditions. The proverbial engine for rural economic growth and thus transformation must be sought in agricultural development especially amongst the rural communities. However, despite many examples of highly productive agricultural systems, a huge variety of technologies and extensive support, progress is limited. There are many reasons for this state of affairs, some of which include the lack of financial support, very little opportunity for appropriate skills development and weather conditions. One avenue of growth that has not been investigated to the full is integration between smallholders and the agribusiness supply chain. This is the focus of the study whereby the revitalisation of the project management approach is imperative to link production to agribusiness as a vehicle to address poverty, achieve agricultural transformation and growth. Despite these enhanced and noble international developmental initiatives within the agricultural sector, apartheid South Africa was in a retrogressive mode where the emphasis was focused on the expansion of their divide and rule "homeland" crusade.

2.7 POLICY INITIATIVES OF THE FORMER APARTHEID SOUTH AFRICA WITH REGARD TO AGRICULTURAL DEVELOPMENT

In contrast to the advanced agricultural development and empowerment initiatives engulfing the international arena, the apartheid government of South Africa was preoccupied with the development of "Homelands" separate states, which could serve as labour pools for commercial agriculture and industry (Van Rooyen, 2000). The Tomlinson commission recommended a "developmental state" where economic forces would dictate development and grown paths. Because this did not suit government's policies to promote separate development, most of its recommendations were rejected (Van Rooyen, 2000). Potentially beneficial recommendations were largely reduced to rural land use planning and provision of some infrastructure for very small farming units (Bembridge, 1988; Van Rooyen, 1993; Van Rooyen & Nene, 1996).

Ironically, most of the Commission's rejected recommendations are implicitly recognised as crucial today. Despite the completely changed socio-political landscape of South Africa, increased access to land and land tenure reform are still highly relevant. Other recommendations included access to a range of support services to enable economic viable farming; joint ventures and business partnerships; development investment in infrastructure and capacity development; etc. All these aspects require urgent attention for rural development and economic growth (Van Rooyen, 2000). An aspect that stands out is the focus on access to services and joint ventures. This constitutes the first indication of a potential benefit by integrating services through a project approach.

In South Africa, as in other parts of the developing world, schemes based on the project approach largely failed. Reasons include inappropriate technology, which farmers often rejected to minimise risk; inadequate infrastructure and lack of support. Administrative problems (weak management) and an unfavourable policy environment, where farmers' incentives were compromised also played a role. In the main however, a failure by initiators to adapt to the social environment and introduce participative and community development strategies to complement agricultural strategies caused most problems (Anandajayasekeram et. al., 1996). Farmers were not actively involved in their own development. The human factor was subordinated to the urgency of technological and

political considerations. To a large extent development was done for farmers was largely imposed from higher authorities (Van Rooyen, Vink & Christoudolou, 1987; Binswanger, 1994; Worth 1994). Development agencies became increasingly disillusioned with the project approach by the late 80's.

More emphasis on economic growth led to a swing from micro to macroeconomics (World Bank, 1983). During this third period of development (middle 80's and early 90's), the international focus was on macro policy reform and structural adjustment, food security and employment generation. A basic needs approach became popular where priority was given to the welfare of the poor directly through education, housing and other programmes. This resulted in impressive results in countries that could afford such programmes (Binswanger, 1994; Staatz & Eicher, 1990). It was also realised that attention had to be paid to strategies for dealing with risk in commodity markets (Binswanger, 1994). Realism emerged and the complexity and long time frame of development was also recognised. No longer was a 'quick technological fix' viewed as the sole solution. Internationally, the failure of development approaches through technocratically driven projects encouraged support for a more participatory approach (Röling, 1988; Chambers, 1993).

In South Africa the failure of the technocratic and centrally managed project approach and the move to participation gave support to an alternative approach that was introduced by the Development Bank of South Africa (DBSA) since 1987. The Farmer Support Programme (FSP) was built on the assumption that small farmers act in an economically rational manner if support mechanisms, within a systems context (extension, research, inputs, credit and marketing), are available (Singini & Van Rooyen, 1995). The FSP approach was demand driven and focuses on selected target areas, while various institutions were mobilised to act as a multi-disciplinary support system. Central management was not encouraged and not only so called full time farmers were involved but rather those that requested support. Economic farm size per se was not critical. Where possible participants were screened but this did not place a major barrier on participation as the focus was on inclusiveness rather than exclusivity. De facto land rights were recommended to create security of land use (Van Rooyen & Nene, 1996). The approach was primarily directed towards supporting 'homeland' farmers to achieve

higher levels of efficiency through improved access to resources and support services (Van Rooyen, et. al., 1987). Ironically, the elements of support to a selected group, in a systems context and a multi-disciplinary approach, show remarkable similarities with the project approach, although participative procedures were more prominent in the FSP approach (Singini & Van Rooyen, 1995). In reality the FSP constituted a number of small projects, directed by a programme focused on access to support systems.

Rural development is clearly a multi-dimensional process, encompassing improved services, enhanced opportunities, improved infrastructure, social cohesion, physical security, etc. The concept places emphasis on facilitating change in rural environments to enable poor people to earn more, invest in themselves and their communities and contribute toward the maintenance of crucial infrastructure (Van Rooyen, et. al., 2001). Rural development is thus defined as a "multi-dimensional process activated by simultaneous as well as sequential activities in order to improve rural livelihoods over the short and long term" (Van Rooyen and Eckert, 1994). The role of agriculture should be developed to support and where possible, initiate these processes. This places emphasis on the important role that a revitalised project approach, focusing on integration could and should play in rural development.

The ultimate birth of the democratic South Africa on 27 April 1994, gave rise to positive changes in the best interest of all the people of the land. This included the introduction of appropriate policies and regulations in support of agricultural development, which also focussed on previously disadvantaged or emerging farmers.

2.8 POLICY THRUST SINCE DEMOCRATISATION (1994) IN SUPPORT OF AGRICULTURAL DEVELOPMENT IN SOUTH AFRICA

In the previous section the policies of the apartheid government with regard to agricultural development in South Africa, was discussed. A logical continuation would be to analyse agricultural development policy trends in South Africa since democratisation in 1994, particularly in relation to rural development. Of particular interest is how the evolution of development philosophy impacted on strategy. The South African political evolution during the past decade has and will continue to

influence the agricultural sector, as agriculture is embedded in the broader political and economic scenario. To analyse agriculture, the broad policy framework within which it operates, must therefore be understood (Eckert, 1991). Policy deals with a statement of direction (Hornby, 1974) and is described as an overall plan embracing the general goals and procedures of a government (Webster, 1973). Policymaking should form part of a professional approach towards effective government. Participation of those involved, is beneficial (Ham & Hill, 1993). Participatory macro-economic planning took place in SA during the early nineties and public policy reform was shaped through a public consultation process (Nomvete, et. al., 1997).

Currently more than 40% of the South African population live below the poverty datum line (Le Roy *et. al.*, 2000). According to Cousins (1998), up to 70% of rural South Africans have an income of below R300/month, making the majority of rural communities food insecure. Roughly 30% of the Northwest population is described as poor (DBSA, 1999). The consequences of poverty are logical. The inability to provide a livelihood creates a lack of confidence. Aggression, mistrust, crime and apathy are results of poverty described by scientists. Rural poverty often is a web in which a lack of assets, income, food, weakness, isolation and vulnerability to contingencies, all interlock (Adendorff, 1996).

Alleviating poverty is only possible through economic growth and the agricultural sector plays a vital role in this regard. The proverbial engine for rural economic growth and thus transformation must be sought in agricultural development. However, despite many examples of highly productive agricultural systems, a huge variety of technologies and extensive support, progress is limited. One avenue of growth that has not been investigated to the full is integration between smallholders and the agribusiness supply chain. The revitalisation of the project approach to link production to agribusiness as a vehicle to address poverty and achieve agricultural transformation and economic growth, is extremely essential. (Verschoor, 2002).

While in per capita terms, South Africa is an upper-middle income country, most of the population experience poverty or is vulnerable to being poor (May, 1998; McDonald & Piesse, 1999): The country is characterised by inequitable health and educational

services and restricted access to economic support services, especially with regard to agricultural development in the rural areas. Income distribution in South Africa is to a large extent racially distorted and ranks as one of the most unequal in the world. South Africa's GINI-coefficient has twice (1975 and 1991) been estimated at 0.68, which is the highest ever recorded in the world. Some 30 - 50% of the rural population have insufficient food and are exposed to an unbalanced diet as a result of low income (Makhura & Kirsten, 1999). Approximately 70% of South Africa's poor people live in rural areas, and about 70% of people in the rural communities are poor with some depending on subsistence or small- scale agricultural involvement. Their incomes are constrained because the rural economy is not sufficiently vibrant to provide them with remunerative jobs or self-employment opportunities in sectors such as agriculture.

Agriculture has a vital role to play in transformation and development, as it is the basis of the economy of the province. Development of agriculture is linked to growth, food security etc. Seen in the light of high unemployment, developing a growing agricultural industry will have a significant influence on employment and development. The urgency of appropriate support models, such as the project management approach cannot be ignored. South Africa has sufficient resources such as land, water, technical expertise, which is an essential resource for the production of food. The commercial agricultural sector has a long history of producing food for the country, in addition to exporting to countries in Africa and the rest of the world. One of the factors that play a meaningful role in this regard is that most of the commercial farmers manage their operations in accordance with the project management approach. The researcher is of the view that the success enjoyed by the commercial agricultural sector can be of tremendous support to the previously disadvantaged or emerging farmer.

Three approaches to policy making can be identified, according to Bates (1981). The first deals with maximising social welfare: Policy is a set of choices to secure society's best interest. Secondly, policy could be a bargaining outcome from pressure groups, where a lobby process directs policymaking. A third approach is that public policy is used to retain political power i.e. where government targets benefits to supporters. If the aim is to maximise social welfare, government is usually more willing to listen to contributions that will positively influence the economy - especially if the issue of equity and distribution of

wealth is a real consequence of a proposed policy change (Schmid, 1989). However, policy is sometimes an attempt at solving a political problem. What is economically called bad policy is not always the result of poor training or other deficiencies (Tisdell, 1985; Schmid, 1989), as political costs must be taken into consideration (Bates, 1981).

The economical model for South Africa can be described as socially responsible capitalism, expanding access and equality (Eckert, 1991; Nomvete, et. al., 1997). A major aim of local policy is to achieve rapid economic growth, with equity: facilitating improvement in the quality of life for all citizens, particularly those previously disadvantaged. Major policy initiatives indicate that SA's main problem; unemployment and the closely linked poverty issue, can only be solved by encouraging a vibrant, rapidly growing economy aimed to narrow the gap between rich and poor (Eckert, 1991; Van Rooyen, et. al., 1994; Nomvete, et. al., 1997). Although generating surpluses is essential, unfettered capitalism is not the absolute answer in SA's inegalitarian setting. Equality in distribution of growth must be addressed through government intervention (Eckert, 1991). Policy makers do realise that a trade off between growth and equity should be avoided and analysts believe that rapid, equitable growth and declines in poverty can be achieved (Eckert, 1991; Van Rooyen, et. al., 1994; Nomvete, et. al., 1997).

During the first six years after democratisation (i.e. 1994 to 2000) much effort in the Reconstruction and Development Program (RDP) and later Growth, Employment and Redistribution Program (GEAR) was intended to redress inequalities. The RDP gave priority to reducing poverty and inequality through revival of economic growth, HCD and ownership to achieve growth with equity. Departments contributed through investment in infrastructure, social services, HCD and natural resource based programs. Programmes in rural areas focused primarily on poverty. Government also passed much legislation designed to alter prohibitive institutional arrangements and discriminatory practices (Van Rooyen, 2001).

Since the start of the new millennium, a policy shift has taken place. The major theme of the 'State of the nation' address by President Mbeki in 2001, dealt with transformation and the need for a shift from macro considerations to micro applications. This is in tune

with international trends (Carruthers & Kydd, 1997). The president stated that macro-economic balance and stability has been established and that international competitiveness has fundamentally improved. Attention to critical micro-economic issues is required while efficiency, employment levels, poverty and inequalities should be addressed. Lower input costs throughout the economy should be an aim. Some economic sectors require special attention because of their significant potential to contribute to growth and job creation. These include agriculture, tourism and certain export sectors, including agro-processing. Recognising the driving force of technological advances and innovation, investment in research and development is a focal point. The minister of Finance during his 2001 budget speech reiterated the progress with macroeconomic stability and fiscal consolidation and announced the next phase of economic reforms: Focus will be on infrastructural and agricultural development and market access.

Macro-level analyses of the extensive deregulation process show that the South African agricultural sector as a whole has benefited from globalisation (Vink, 2000). Despite many unfavourable policy reforms, productivity rates for the commercial sector have in fact increased over the past decade, directly as a result of more market-oriented policies (Van Rooyen, et. al., 1994; Backeberg, 1996; Vink, 2000). Agriculture's record in terms of job creation and productivity also compare favourably with that of other sectors (Agrifutura, 1996; Anon., 1998c). Improved flexibility in input substitution is encountered, but less positive, there is a policy-induced bias towards capital using technology (Vink, 2000; Deen, 2001). Agricultural growth throughout the adjustment period was positive due to expanding non-traditional exports. The competitive rating of agriculture showed a substantial increase since 1992. Established commercial farms invested in new equipment and shifted into more competitive products (Vink, 2000).

The brief comparative analysis of agricultural development in South Africa with that of the latest initiatives within the international arena projects a clearer view of the situation within the country. This broader picture sets the scene for a discussion on the Strategic Plan for South African Agriculture (2001) and the support accorded to agricultural development by amongst others, the Honourable President of South Africa.

2.9 PRESIDENTIAL SUPPORTS FOR RURAL FARMERS : AN INCENTIVE FOR THE PROJECT MANAGEMENT APPROACH

The Strategic plan for South African agriculture (2001) is of critical importance because it is a product of government and the industry. In his State of the Nation Address on 9 February 2001, President Thabo Mbeki indicated that while balance and stability had been achieved at the macro level, the growth rate of the economy was still too low. He announced an action plan to move the economy to a high-growth path, increase competitiveness and efficiency, raise employment levels and reduce persistent poverty and inequality. He indicated that these objectives could be achieved through the Integrated Government Planning Framework to economic sectors demonstrating a high potential for growth and job creation. He highlighted agriculture, energy, tourism, cultural industries, certain export sectors (including agro-processing), and the information and telecommunications industry. The President subsequently invited industry representatives of Agriculture Union of South Africa (AGRI-SA) and the National African Farmers' Union (NAFU) to join government through the National Development Agency of South Africa (NDA) in drawing up a common agricultural perspective to which government and industry would commit their efforts and resources in its implementation. This initiative is a step in the right direction because the utilisation of state resources, have to be justified and the project management approach involves planning, implementation, monitoring and control, which are the basic requirements of accountability.

Further to highlighting some of the provisions of the Strategic Plan for Agriculture (2001), the importance of the management of natural resources in South Africa, particularly with regard to its unique demographics, will now be focused upon.

2.10 IMPORTANCE OF NATURAL RESOURCES MANAGEMENT FOR SUSTAINABLE HUMAN DEVELOPMENT IN SOUTH AFRICA

Taking into consideration that a significant portion of the South African population reside in rural areas, reference is made to perspective as put forward by Conrad (1999) that in countries such as South Africa where the majority of the population resides in rural (and peri-urban) areas and relies heavily on natural resource use, there exists a fundamental

and compelling relationship between the environment and development. Under these circumstances a sustainable and vibrant economy relies on the sustainable management of the natural resource base. Sustainable management of natural resources involves the use, development or protection of natural and physical resources in a way or at a rate which enables people and communities to provide for their social, economic and cultural well-being, including health and safety of inhabitants. Patrick (1997) argues that there is growing evidence that the natural resources of South Africa including that of the North West Province are steadily being degraded and in some cases irreversibly damaged. Whilst government is an important role player in sustainable development, appropriate measures still have to be put in place to ensure the sustainability of projects in terms of guidance, evaluation and monitoring.

Lindsay (1999) adds that the legal and administrative structures inherited by the new democratic government from the apartheid system, were not intended to serve the broad population of the country. The apartheid system had no history, with regard to the facilitating of participative, decision-making, involving the diverse population groups.

In SA, as in other parts of the developing world, schemes based on the project approach largely failed. Reasons include inappropriate technology, which farmers often rejected to minimise risk; inadequate infrastructure and lack of support. Administrative problems (weak management) and an unfavourable policy environment, where farmer's incentives were compromised also played a role. In the main however, a failure by initiators to adapt to the social environment and introduce participative and community development strategies to complement agricultural strategies caused most problems (Anandajayasekeram *et. al.,* 1996). Farmers were not actively involved in their own development. The human factor was subordinated to the urgency of technological and political considerations. To a large extent development was done to and for farmers and was largely imposed from higher authorities (Van Rooyen, Vink & Christoudolou, 1987; Binswanger, 1994; Worth 1994). Development agencies became increasingly disillusioned with the project approach by the late 80's.

In SA the failure of the technocratic and centrally managed project approach and the move to participation gave support to an alternative approach that was introduced by the Development Bank of South Africa (DBSA) since 1987.

Through management, participating farmers had access to production inputs and markets (Bembridge *et. al*, 1982). The Taung Irrigation Scheme and the Sheila Dryland Cropping Scheme were the first projects initiated. Production for the market was propagated on these estates with development according to sophisticated technical programmes, under expatriate management (Stacey *et. al.*, 1994; Worth, 1994).

Subsequent to the examination of issues that influence and lend support to the development of agricultural projects within the international and national contexts, it is imperative that attention be devoted to relevant issues, from a provincial perspective.

2.11 BRIEF HISTORY OF THE MANAGEMENT OF AGRICULTURE IN THE NORTH WEST PROVINCE

Until the latter half of the 20th century, men did not work the land. Cropping was the domain of women, who cultivated maize, cowpeas, sorghum, melons, pumpkins, sweet reed (sweet sorghum) and beans. Men worked with the large animals and hunted. Cattle featured prominently in the culture and the economy. It was kept at a cattle post and primarily used for milk and slaughtered for special occasions. Hired help or young sons of the family would tend the animals. Many of the traditional taboos surrounding cattle, (especially concerning women not being involved, lobola, etc.) have changed during recent times. The arrival of missionaries led to men being taught methods of farming. A shift towards commercial utilisation of livestock (primarily as source of cash-saving) has been adopted, while certain traditional uses, such as slaughter for funerals or weddings, continued (Karodia, 1994; Worth, 1994).

Land was held communally and land rights were socio-politically determined with membership of a kinship group or tribe, qualifying these rights. The chief allocated arable and residential rights, the most individual rights, to specific households (Stacey et. al., 1994). Land acquisition was seen as the right of every married male. Land rarely has

economic value and was not owned, but the user was given permission to utilise it (Molatlhwa, 1976). The formal establishment of Bophuthatswana did not have a major influence on tenurial patterns and communal arrangements persist in many areas. The introduction of commercial development projects and more significantly, leasing of land mitigated this. Sharecropping became an important means of utilising land and resulted in small-scale household production to often give way to some form of commercial agriculture, with some control over land and capital (Stacey et. al., 1994). According to Agricor's 1988/89 Annual Report, tribal land comprised roughly 11.2% of total agricultural land in Bophuthatswana. Government owned almost 770 000 ha or roughly 19.2 % of land. Trust land comprised roughly 2.5 million hectares (63%) of all land, and private land 273 000 hectares (6.8%).

The position of agriculture changed significantly as the mining industry developed. A large number of Tswana men migrated to the mines for labour contracts or to white owned farms. This was caused to some extent by the homeland's limited land access and the semi-arid environment. New 'homeland' boundaries resulting from the various acts promulgated as part of the political 'Apartheid' system also prevented traditional migration in search of grazing and agricultural opportunities. The availability of cash wages, creating opportunities to establish independent households also played a role in changing the role of agriculture to a more supplementary position. The different types of tax (hut tax, road tax, dog tax) also contributed to migration to obtain income (Stacey et. al., 1994). However, better farmers were able to sell produce to white traders, as the growing population created an increase in the demand for food, fuel and labour (Bundy, 1979).

During the past 30 years employment of permanent and especially seasonal labour by homeland farmers increased markedly. Most small-scale farmers today employ wage labour to some extent, particularly in more intensive cropping areas. A transition from family to wage labour is evident. The trend is that men do permanent work, while women comprise up to two thirds of the seasonal work force. Cash or serve-in-kind remuneration is paid (Stacey et. al., 1994). Sharecropping developed fast - in some cases at a subsistence level but in others into successful enterprises. Sharecropping entails a form of tenancy where land is leased and rent paid to the tenant, normally as a proportion of

output. This practice became common under a variety of contractual forms and it varies from a tenant with access to capital that rents from any number of land right holders, to many poor tenants renting from a wealthy landowner. A relationship evolves between those with access to capital and those with access to land (Stacey et. al., 1994).

As alluded to earlier, subsequent to the democratic elections in 1994, the former homeland of Bophuthatswana was incorporated into South Africa. Whilst a small part of the then Bophuthatswana now forms part of the Free State Province, the bulk of this former homeland and the erstwhile Western Transvaal, makes up the North West province. The province is situated in the North Western corner, of South Africa, bordering Botswana. Urbanisation is visible in the Klerksdorp, Potchefstroom and Mafikeng areas with roughly 48% of the total population being urban (DBSA, 1999). Whilst the province is predominantly rural in nature, agricultural development especially amongst the previously disadvantaged or emerging farmers needs enormous support in order to ensure that it flourishes like that of the commercial sector. One of the distinct challenges confronting the up and coming agricultural stakeholders is access to adequate financial, technical and skills development resources. This state of affairs is compounded by fact that many previously disadvantaged farmers are indebted to Agribank, Land bank or other financial institutions and are caught in a vicious circle.

From the information provided above, it is evident that from an international perspective the formalised project management system has tremendous potential to ensure the success of designated agriculture projects. In order to assist the previously disadvantaged farmers to take a giant leap into the future, this approach is one of the few options that can be exercised to enable the small scale farmers to enjoy a measure of success and sustainability in their farming operations.

The spotlight will now be shifted to the specific impact that the project management approach could have on the socio-economic situation in the North West Province.

2.12 MANAGEMENT OF AGRICULTURAL PROJECTS HAS POTENTIAL FOR THE ENHANCEMENT OF THE SOCIO-ECONOMIC SITUATION OF THE NORTH WEST PROVINCE

The 2001 Population Census in South Africa shows that the North West Province has a population of close to 3.7 million people. More than sixty five percent of this population is rural and two thirds of the people live in informal settlements and rural villages, with limited access to socio-economic facilities such as transport, health, water, housing, etc. The unemployment rate within the province is approximately 30% and 43% of the people are estimated to be ultra-poor, with monthly income less than R178-00 (Orkin, 1999).

More than 91% of the population is African, while the Asian population constitutes 0,3% of the total, the Coloureds 1,4% and the Whites 6,6%. Roughly 80% of the population speak Tswana as home language, with Afrikaans at 9%. Approximately 4,3% of the province's people have tertiary qualifications, around 13% have completed high school and 31% have had some secondary education while roughly 8% have completed a primary education. Among people aged 20 years and above, almost 22% have had no schooling at all. Water is available to 20.3% of the population in the form of water piped to their dwelling. Another 7.7% have water on site while the most-used source of water supply is the communal tap, which is used by 36.4%, while 35.6% of the population has to find water in other ways, such as springs, rivers or wells.

The province has a relatively small economy. The economic sectors with the highest contribution to employment are agriculture, mining and services. The largest sectors in order of size are mining, community and social services, commerce, manufacturing and agriculture with shares ranging from 40.5 to 9% of GGP. As stated the province hosts 9.3 per cent of the country's labour force, but it provides formal employment for a less than proportionate number of workers. Almost 68 percent of total employment is provided in the mentioned sectors, with agriculture providing 13.9 percent. Mining also has a dominant role in the economy. This concentration renders the economy vulnerable to fluctuations in international price and demand. Given that mining employed a quarter of the labour force in 1991, a decline in the sector's activities could cause a dramatic increase in unemployment (Anon., 1995).

Socio-economic reconstruction and development is a major challenge in the province but various inhibiting factors impinge development: The DBSA (1999) reports that the average population density during 1996 was 30.7 persons per square kilometre, with a spread ranging from 194,0 persons/square km in the urban east to 5 persons/square km in the sparsely populated west. However, the third highest population growth rate of all provinces in SA is registered. North West has a relatively small population in comparison with most other provinces, 1996 census figures revealed: Of the 3,6 million people, around 1,7 million are female and 1,6 million are male. The province has a young population with 40.4% of the population younger than 15 years of age and another 26% between 15 and 29. The results of the latest census represent the population as on 10 October 1996. Women usually outnumber men in predominantly rural areas with poor economic prospects. This can be seen only in the very young (0-14) and very old (65+) age groups, in the province. Men outnumber women where employment in mining, agriculture or industry exists.

Current settlement patterns and stock levels have led to environmental degradation due to the ineffective support by government to enable rural communities to manage the available grazing land. Climatic conditions, especially in the drier Western part as well as a general lack of environmental awareness exacerbate the situation. The Province relies on the National government for 90% of its budget. This limits the ability of the Province to adequately address all the needs of the communities, creating enormous challenges for the agricultural sector (Naude, 1998).

Agriculture has a vital role to play in transformation and development, as it is the basis of the economy of the province. Development of agriculture is linked to growth, food security etc. Seen in the light of high unemployment, developing a growing agricultural industry will have a significant influence on employment and development. The urgency of appropriate support models, such as the project approach is clear.

Arising out of the afore-mentioned it is imperative that the project management approach is essential to ensure that the minimum available resources are used to maximum advantage especially in the rural areas. Previously disadvantaged farmers have not been

exposed to modern technology and the latest skills development opportunities that have the potential to improve farming initiatives. It is evident that some emerging farmers are utilising out dated farming methods and practices which results in very little or no success. The project management approach will expose farmers to an abundance of information regarding the strengths, weaknesses, opportunities and threats or risks associate with agricultural activities. In addition technical information on crop, stock and game production enables the farmer to take appropriate decisions with regard to when, how and where and at what cost to pursue specific agricultural activities.

It is well and good to envisage that a dramatic change in the manner in which designated agriculture projects are managed could have an enormous impact on the socio-economic conditions, especially in the rural communities of the North West Province and the nation as a whole. However, this grand expectation may remain just a dream if government does not create a conducive, environment through the implementation of appropriate policies and the provision of necessary resources. The focus will now be concentrated on the manner in which the designated departments have geared their functionaries for the implementation of relevant policies and service development initiatives.

2.13 POLICY & SERVICE DEVELOPMENT WITHIN THE DEPARTMENT OF AGRICULTURE CONSERVATION AND ENVIRONMENT

After the first democratic elections during April 1994, the structure of institutional agricultural support services in the newly proclaimed North West Province changed dramatically, also influenced by the national initiatives to deregulate and liberalise the agricultural sector, as discussed in chapter two. A provincial Department of Agriculture with delegated powers was initiated. Of the 27 magisterial districts in Northwest, 11 originate from Bophuthatswana, constituting almost four million of the 11 million hectares, or 33.4% (Anon., 1997). The two major organisations, Agricor and the Highveld Region of the previous national Department of Agriculture merged in a drawn out process into one public organisation; the provincial Department of Agriculture, which after the next elections of 1998, became the Department of Agriculture, Conservation and Environment (NWDACE).

The province is divided into three regions with regional Field Services Directorates and its extension personnel, supported by Technical Support Services (Research). Several other supporting institutes were developed, such as the Directorate of Planning and Information and the Kgora institute that focuses on development of small-scale enterprises, etc. A comprehensive parastatal, Agriserve functions in project support and typically facilitates financial assistance. Other major players include the ARC, with the Grain Crop Institute, also active in collaboration projects with the Department. The major Cooperatives as well as the North West Agricultural Union, the National African Farmer's Union (NAFU), Nampo and other NGO's are also becoming more and more involved in the small-scale sector.

During 1997 a policy and set of goals were determined in which the Department envisaged prosperous farmers who will contribute to the welfare and economic growth of the province, in a sustainable manner. This policy formulation process included workshops held with stakeholders throughout the province. According to compilers it was informed and legitimate since it is based on the constitution, other policies and legislation strategies. The extension service's impact was seen as minimal, due to a lack of basic knowledge. Accountability to clients and in service training was seen as priorities (Anon., 1997). Social support programmes, particularly with regard to household food security received much attention. The promotion of beneficial co-operative action between stakeholders in agriculture was dealt with in detail. The general need to promote agribusiness and encourage capacity building was highlighted. The promotion of financial sustainability through project financing of enterprises instead of repetitive annual loans was proposed. Marketing objectives dealt with the provision of market information and the promotion of product marketing through the broadening of access to resources, skills and facilities. Sound co-operative efforts were to be promoted and supported while market information should be made accessible (Anon., 1997; Anon., 1998).

The role of the established sector in regard to food security, job creation and economic growth was acknowledged. Research was to use indigenous and existing technology as point of departure and FSR was seen as a vehicle to understand and study farming systems (Anon., 1997; Anon., 1998). According to an in dept analysis research priorities in the province include land care and livestock management, plant protection, on-farm

value adding and marketing (Catling, 1998). A land care programme to facilitate integrated, sustainable utilisation of resources in communal areas became a priority in the province. In describing critical factors for success, it was stated that thinly stretching resources across various objectives would have a low success rate and would be wasteful. A concentrated effort on high priority objectives was proposed (Anon., 1998a). Facilitating participation in projects and decision-making is important to enable farmers to take control and responsibility (Anon., 1997: Anon., 1998). There is a clear commonality of these objectives with the project approach proposed with this study.

Key issues to be resolved according to a five-year plan were the promotion of sustainability, resolving structural constraints, improving support and providing in basic needs for food production. Activities highlighted were the restructuring of the Marketing Board, Department of Land Affairs and Agricultural Bank of the province, as well as reviving extension and research to engage the emerging sector. To establish and build the capacity of agricultural co-operatives as vehicles of development was also described as important. During 1998 a proposed client register was to be established and a survey of natural resources undertaken. The establishment of regional co-ordination forums was also seen as a priority (Anon., 1998). As was stated in chapter two, the policies envisaged were sound, but need to be implemented successfully to have real meaning.

With regard to the many development projects that were inherited by the previous dispensation, most of these have terminated, some even before the so-called revolution during 1994. Because of the poor level of management of these projects during the early nineties, their viability decreased and interest from participants was also at a low. Some of the projects that continued became a financial burden to the NWDACE. Another type of project has been initiated during the late nineties: Development-oriented projects were facilitated through various public and private support services and large amounts were spent, often with limited preparation. The main reason being that political pressure to show progress has not decreased since the Homelands era. Although some form of assistance is warranted, a commitment by potential participants should be provided (De Beer, 1999). Some prerequisites are crucial to enhance commitment. Individual responsibility and accountability in particular must be enforced (Van Rooyen & Nene,

1996). Prerequisites that can be isolated include demand driven projects and selection of groups on specific criteria; i.e. attitude, aptitude, experience.

Since 1999 the NWDACE is focused on accelerating sustainable and integrated rural development as part of an attack on poverty. It envisages an equitable and sustainable sector, enhancing livelihoods throughout the province. Its mission is to provide services towards sustainable natural resource use that supports a competitive and equitable sector. In this regard it fully endorses the national strategic objectives of equitable access and participation, improved competitiveness and profitability and sustainable resource use and management and accepted these during 2002 (Anon, 2002). To a large extent, provincial agricultural policy links up with national agricultural policy, but a somewhat more focused approach is used to deal with the priorities typical of the province.

The challenge in the largely rural province with a poverty rate of over 50%, is to effectively manage the sustainable use and development of the natural resource base, which is a major competitive advantage as it underpins the 2 largest economic sectors, mining and agriculture as well as our highest growth sector, tourism. The main problem is low profitability and constrains in competitive participation. A major opportunity for the poor to participate in the economy therefore lies in the use of natural resources. Specific interventions and incentives need to be provided to remove barriers to entry by those previously disadvantaged. In this respect some specific strategic objectives include the contribution to household food security initiatives, facilitation and implementation of land reform projects and access to affordable services, the creation of awareness regarding opportunities in the sector, the enhancement of competitiveness through the facilitation of infrastructure development and reduction in input costs, the development and transfer of appropriate technology, engagement in human resource development, facilitating access to markets and enhancement of profitability through the dissemination of information (Anon, 2002).

The Department participates in the Integrated Development Processes IDP) of the local municipalities and is represented in all the IDP forums to ensure that departmental programmes form part of the process. Furthermore, it plays a key role in the Integrated

Sustainable Rural Development Programme (ISRDP) driven by the local municipalities (Anon, 2002).

The main agricultural development lessons include recognising agriculture as an important cog in the development wheel. Current agricultural transformation increasingly focuses on human capital development in order to improve livelihoods. As HCD is the most important determinant for success in agriculture, this aspect must form a key part in any development strategy. The social and economic development level in a particular agricultural community must be recognised. Depending on the transformation phase, public investment should be used to stimulate production, activate linkages and multipliers, or streamline marketing. Flexible, efficient delivery systems and employment creation are priorities. Transformation should focus on integrated rural development, where government plays a major role in strategic design and implementation. It was found that in general, agriculture has not yet fulfilled its potential as a catalyst for broader economic development. Adding to constraints is that roughly 20% of the South African population is infected with HIV, a pandemic likely to have major disruptive effects on agricultural production.

Furthermore, the history of development highlights the recognition of a unique social reality in South Africa where agriculture often plays a supplemental role. Real participation in the sector must be enhanced if development is to be achieved. Appropriate technology must be continuously developed and transferred. However, any development initiative that fails to adapt to the social environment is bound to fail. The view that rural poverty is the result of the backwardness of smallholder agriculture has been discredited. Experts agree that small-scale farming can be viable and that emerging farmers can contribute significantly to production. Facilitating small-scale farmer empowerment should therefore be a key initiative in reducing poverty and facilitating growth.

A key finding of the literature review is the acknowledgement of diversity in the agricultural population of South Africa. This diversity must be dealt with effectively as the small scale farming community cannot be treated as a homogeneous group. Farmers differ significantly in their approach, as a result of differences in access to resources and

services. Categorising is necessary to facilitate appropriate support and avoid technology development for the non-existent 'average' farmer. The development of a typology scientifically links social diversity to technical change, by contextualising and focusing intervention required for different types. The typology approach can, through describing diversity, actually help avoid the exclusion of households due to ignorance of their specific constraints.

An analysis of South African policy established that a major aim is rapid economic growth, with equity. Recently agriculture's crucial role in development has been acknowledged through innovative policy reforms. Policy to reverse discriminatory legislation and improve participation was complemented by innovative strategies to enhance equity and participation, competitiveness and sustainable resource utilisation. The rediscovered IRD focus of integrated, holistic programmes, linkages and partnerships in a specific area facilitates this. The private sector is actively brought into the development scene as it has a key role to play in empowerment and participation. The vital role of research and HCD has also been given policy priority, with a substantial increase in budget allocation. Ironically, roughly fifty years ago, Tomlinson (today recognised as a local visionary in the field of agricultural development), proposed the facilitation of access to resources and services (a project approach) as the tool to empower small-scale farmers. At that stage the successful peasants of the early 1900's have disappeared. Unfortunately his proposals were not recognised and it took roughly another half century before such an approach was given recognition.

Arising out of the afore-going the confronting challenge is that the formal project management system is internationally accepted and the department is accordingly geared for this approach through its policies and working documentation, yet implementation has not become a reality. It is therefore imperative for the examination of some of the available statistics regarding designated agricultural projects in the Central Region of the North West Province, inclusive of the challenges and problems experienced.

2.14 MANAGEMENT OF DESIGNATED AGRICULTURE PROJECTS IN THE CENTRAL REGION OF THE NORTH WEST PROVINCE

In the current situation it is clearly evident that the project management approach is either partially implemented or not implemented at all. It is alleged that one of the chief causes of the failure of designate agriculture projects is due to ineffective management. Most of the agricultural projects in the central region of the province have either closed down or are in the process of being closed. The tendency for failure is much greater than the possibility of success. The Department of Agriculture, Conservation and Environment is currently in the process of carrying out a survey with regard to designated agriculture projects. Arising out of the afore mentioned the preliminary figures emanating from the survey reveals that of the sixty one (61) projects in the Central District thirty six (36) are non functional with strong indications that further projects will be closed soon. Only twenty-five, (41%) of the sixty one (61) projects, are currently functional.

The outcome of the study reveals that there is a dire need for the project management approach to be implemented to ensure the success and sustainability of agriculture projects. This approach will most certainly be more costly for the agricultural stake holder but it has the potential to assist in enabling farmers to invest their resources in much more prudent, efficient and effective manner. The bottom line is that the various risk factors such as the identification of risks, risk quantification, risk response development, risk response control and managing the risk action plan will be catered for in the project management approach, Tusler (1996: 1-5)

2.15 CONCLUSION

In keeping with the vast body of knowledge that exists in the field of agricultural development, this chapter encapsulates some of the studies and discussions that are of significant importance to our province and South Africa as a whole. The project management approach has been highlighted because it has a proven tract record and has accordingly been utilised successfully in the global arena.

Project management has graduated to the level of being respected as a discipline to be recognised with as it has been established as a management science. This chapter outlines the definition of project management, the objectives of project management, the relationship between project management and general management, knowledge areas of project management and the project life cycle.

In recognition of the fact that agricultural development is of paramount importance for food production and sustainability of the nation especially the rural poor, the bulk of this chapter has been dedicated to the review of related literature. The literature under review include amongst others issues dealing with sustainable livelihoods through agricultural development, empowerment through development and training, the link between poverty and transformation, policy development both in the apartheid era and the new dispensation, importance of natural resource management, a brief history of agricultural development in the North West Province, the potential of project management to improve the socio economic situation of the province and policy and service development initiatives within the Department of Agriculture Conservation and Environment.

The culmination of this chapter, where attention has been focused on the literature review and the theoretical perspective of the project management approach, elevates the study to the next level. In chapter three new a dimension unfolds where concentration, is focused on the investigation of the rationale to the identified problem.

CHAPTER 3

DEFINING THE PROBLEM AND RESEARCH QUESTIONS

3.1 INTRODUCTION

The focus of attention in this chapter will be projected on the examination of the rationale that has led to the investigation of the management approach, adopted by the Department of Agriculture, Conservation and Environment in support of previously disadvantaged or disenfranchised farmers in the Central Region of the North West Province. The high failure rate or limited success experienced by the stakeholders regarding agriculture projects, is of major concern in this study. The primary and secondary problems that pose a confronting challenge to the farmers concerned are highlighted to provide a basis upon which workable solutions have been found.

The Executing Authority for Agriculture, Conservation and Environment in the North West Province, Members of the Departmental Management Committee and Project Managers involved in projects falling within the jurisdiction of the Central Region, were called upon to participate actively in this study. Arising out of the afore mentioned, the researcher remains confident that the outcome of the study will contribute significantly to the introduction of enhanced management practices resulting in profitable and sustainable projects becoming a reality, in the Central Region.

3.2 BACKGROUND TO THE PROBLEM

A few decades ago agricultural production was totally dependent on seasonal changes with much dependence placed on rainfall patterns. Crop and livestock production output was totally dependent on weather conditions and the extended time frame for product yield was not a big issue. In the current milieu of technological advancement, the modern approach has made a significant contribution to the term "time means money". This catch phrase has added a new dimension in terms of competitiveness, sustainability and profitability, even in the agricultural domain. Modern irrigation systems, chemicals for the

eradication of disease and enhanced growth substances have reduced by far the natural time period for crop, livestock and other production in the agricultural sector. The latest soil testing capabilities empower the farmer to venture into a particular production type or output which is compatible to the identified area, for example sunflower, barley, maize etcetera results in enhanced production yields in certain types of soil as compared to other areas. The same applies to livestock production, for instance the Bopirima region is well suited for cattle and goat production.

The survival and sustainability of agricultural activity in the modern era is largely dependent on the management of change. The success of any venture in life is through the mastery of the techniques used to accomplish set objectives. In this regard project management has made laudable inroads the world over owing to the techniques used in the planning, implementation, subsequent operations, monitoring and control processes. The project management approach is developed on the basis of management by objectives and therefore supersedes by far other models because it is based on the realisation of set objectives within set time frames. From afore going perspective the this approach has potential for success and can be applied especially with regard to the fact that the project management criteria is applicable to the agricultural sector. To clarify this approach further the characteristics of project management comprises of the emphasis placed on the organisation and of the behaviour of the respective stakeholders. In addition, importance is placed on the technology of the method utilised for the accomplishment of the desired objectives. From an agricultural perspective this will include amongst other requirements, soil testing, planting season, use of fertilisers, preparation of the ground, irrigation methods, plating times, expected yield times and critical path analysis. Similar technological methods will be introduced with regard to live-stock rearing, inclusive of game production.

In summary, project management can be defined as planning, directing, and controlling resources such as technology, person power, input costs and other related requirements, to meet the technical needs, cost implications and time constraints of the project (Chase & Aquilano, 1992:542). It is clear that an analysis of the management approach of the Department of Agriculture, Conservation and Environment is extremely important, since the use of ineffective and/or outdated management processes could have major negative

implications for the economic growth and advancement of this largely agriculturally based region of the North West Province. An emphasis is placed on the analysis of the department in relation to the project management approach, since this has been proven to surpass other models of management, as mentioned above.

3.3 THE RATIONALE TO THE PROBLEM

One of the fundamental challenges confronting previously disadvantaged or emerging farmers seems to include amongst others, the ineffective management of designated agriculture projects. Historically disadvantaged farmers, survived mainly on substance farming during the apartheid and colonial eras. Under the leadership of the new democratic government programmes have been initiated to empower such food producers. One such programme is the Land Redistribution for Agricultural Development, which is intended to support emerging farmers. However, it is imperative that such programmes are carefully managed to ensure sustainability. The risks involved in agricultural projects are high and whilst it can be argued that the higher the risks the higher the returns, this may not necessarily be the case, with regard to agriculture. We are mindful of the devastating potential of natural disasters resulting from inclement weather conditions such as drought, thunder storms and heat-waves, which have a negative impact on agricultural activity. In addition, it cannot be ruled out that one of the fundamental contributory factors to the failure of agriculture projects, are the ineffective evaluation of project risks, project constraints and the non application of the appropriate project management principles. The inadequate or lack of appropriate technical knowledge, poor financial management, ineffective utilisation of available human and other necessary resources, are some of the factors that have a negative impact on agriculture projects. These challenges are compounded by inadequate or a lack of information linking farmers to local and international markets. In essence these issues revolve around the management function, and the effective application of project management can lend enormous support in the resolution of such challenges.

In keeping with the above the research is intended to encapsulate the responses of key role-players under whose political and administrative jurisdiction agriculture is located, inclusive of stakeholders who are directly involved at grass roots level in the Central

Region of the North West Province. The researcher has been a member of the Departmental Management Committee for the past four years and from sustained observation it is evident that the commitment and dedication of the department in support of the previously disadvantaged farmer is overwhelming. However, project sustainability and profitability continues to be a major challenge, which is evident by the difficulties experienced as a result of the sub standard quality of the produce and poor yield. This negative impact is compounded by a lack of sufficient farming implements, equipment, human capacity and access to adequate financial resources in comparison to established commercial farmers.

The State of the Environment Report for the year 2002, indicates the approximately thirty percent of the adult composition of the North West Province are illiterate, with women comprising of fifty percent of that indicator. Arising out of this predicament the average adult male from the Central Region leaves home in search of unskilled or semi skilled employment in the urban areas. Some of the labour markets that present an opportunity for such employment includes amongst others, Spoornet, the industrial sector, domestic sector, the mines, security services and several other related economic fields of activity. Owing to limited or scarce job opportunities in the neighbouring and surrounding cities, some employment seekers head for the rapidly expanding industrial sectors in Klerksdorp, Rustenburg, Potchefstroom and even beyond the borders of the province to Gauteng (ibid.).

3.4 DEFINING THE PROBLEM AND RESEARCH QUESTIONS

Despite the fact that a budget of close to R400 million is spent by the province on an annual basis in favour of Agriculture, Conservation and Environment, one fundamental problem that creates enormous challenges is that designated agricultural projects seem to be plagued by failure. A critical area that has to be given sufficient importance is risk management as it plays a critical role in agriculture irrespective of whether the stake holder is involved in subsistence or commercial farming From sustained observation, it is clear that management deficiencies in the project cycle impacts negatively on critical issues relating to the business plan, mobilisation of required resources and the

implementation of the action plans that results in undesired outcomes and un-sustainability.

This state of affairs has a negative impact on food security because the province is predominantly rural with agriculture being one of the chief sources of income. More importantly, the North West Province produces the bulk of the maize for our domestic and international markets.

3.4.1 PRIMARY PROBLEM

The primary problem is that designated agriculture projects have a tendency for failure.

3.4.2 RESEARCH QUESTIONS BASED ON THE PRIMARY PROBLEM

- What is the major cause of the failure of agriculture projects?

- How can the high failure rate in respect of agriculture projects be prevented?

3.4.3 SECONDARY PROBLEMS

- It is alleged that the project management process that is being utilised is not adequate to ensure the success and sustainability of agriculture projects.

- It is further alleged that there is a lack of adequate management skills on the part of the agricultural stake-holders on the ground.

- The management procedures currently implemented by the Department of Agriculture, Conservation and Environment regarding agricultural projects, are viewed as being inadequate.

- There is growing concern that the project management capabilities of Managers/Extension Officers, responsible for the monitoring and evaluation of agriculture projects, needs to be upgraded.

3.4.4 RESEARCH QUESTIONS BASED ON SECONDARY PROBLEMS

- To what extent is project management currently being implemented, by the department, in so far as designated agriculture projects are concerned?

- Prior to the implementation of government policies such as Land Redistribution for Agriculture Development (LRAD), are the respective beneficiaries given sufficient training and development to adequately manage designated agriculture projects?

- What other management procedures are set in motion by the department in support of designated, agricultural projects?

- Have management procedures been developed or is it in the process of being developed, to ensure the sustainability of agricultural projects?

- Are previously disadvantaged farmers, given adequate support by role players such as the Land Bank?

3.5 CONCLUSION

The rationale of the research problem places emphasis on the possibility that the major cause of the failure of agricultural projects in the Central Region, is that projects are not being effectively and efficiently managed. This does not mean that the failure is only on the part of the department but also to a large extent on the part of the stakeholders who are directly involved in such programmes. Whilst many possible reasons may exist for the failure of agricultural projects in the region, the influence of ineffective management practices are investigated in this study.

The province is predominantly rural in nature and the failure of agriculture projects has a negative impact on the economy of the region. The primary problem is that agriculture projects have a tendency for failure and this state of affairs is influenced by various factors that have been listed as secondary problems. Arising out of the afore-mentioned, the research questionnaire comprised of questions that were specially designed to seek appropriate answers to the issues at hand. Whilst many of the questions focus on analysing the department in relation to the project management perspective, a holistic approach is adopted to analyse the general trend applied to the management of such projects.

The culmination of the process of defining the problem and research questions takes this study to a new level, setting the scene for chapter four where the research design and analysis will be addressed.

CHAPTER 4

RESEARCH DESIGN

4.1 INTRODUCTION

In the previous chapter the primary and secondary problems inclusive of the research questions were outlined and in this chapter the reader is informed of the survey methods and the sampling techniques utilised in this research. This study is intended to evaluate the importance of the effective management of designated agriculture projects in the Central Region of the province by the Department of Agriculture, Conservation and Environment. The focus was zoomed in on the extent to which the project management process was implemented in support of the previously disadvantaged or emerging farmers. The overall management procedures adopted by the department was also examined from a holistic perspective.

The evaluation of the effective management approach was dependent on the consideration of the opinions obtained from the Executing Authority, Senior Executive Manager, Executive Managers, Senior Managers, Managers and in certain instances, Assistant Managers from the Department of Agriculture, Conservation and Environment. The information obtained from the Political Office Bearer and Management of the said department gives the reader an idea of the degree to which effective management support is accorded to previously disadvantaged or emerging farmers.

The research method used in this study is deductive research, based on quantitative data analysis, comprising of the representative sample. The formal and structured design is best suited for this form of study and has therefore been utilised..

To a certain extent this study also encapsulates descriptive research, which is intended to highlight the importance of the emerging agricultural sector in so far as job creation and food production is concerned.

4.2 SAMPLING TECHNIQUE

According to (Bless & Smith : 1995) sampling is a technical accounting device to rationalise the collection of information. In keeping with the afore-mentioned, one of the most practical and convenient methods used for the collection of relevant data is through the process of sampling, which is the technique used in this study. Random sampling as a probability sampling technique has been utilised in this study and therefore each member of the targeted group had a known and equal chance of being selected in the sample. One of the advantages of probability sampling is that it is a good representation of the target population, particularly if the study is effectively carried out. However, a compounding limitations, is that the researcher is compelled to be dependent on a schedule of the prospective respondent, within the targeted group.

4.3 MEASURING INSTRUMENT

A carefully planned and properly designed measuring instrument is essential for the collection of the required data. Whilst many options may be used for the collection of relevant information, this research was conducted through the medium of a questionnaire, containing six carefully planned structured questions, with each question having various categories that were completed by the target population. This was the most convenient and expeditious method as opposed to any other approach because some of the managers are based in the various regions within the North West Province.

4.3.1 QUESTIONNAIRE

In order to meet the objectives as set out in this dissertation, a carefully planned questionnaire was designed and distributed for completion by members of the identified sample group. The sampling was therefore carried out through the collation of the data as contained in the questionnaires that were completed by the Political Leadership/Management of the Department of Agriculture, Conservation and Environment

4.4 POPULATION

From a political and good governance perspective, the leadership pertaining to the competency of Agriculture, Conservation and Environment (DACE) is vested in the Executing Authority who is a Member of the Executive Council (MEC), of the North West Province, which is chaired by the Honourable Premier. Political accountability rests with the MEC, while the administrative responsibility rests with the Senior Executive Manager (SEM). The Senior Executive Committee of Department of Agriculture, Conservation and Environment, is chaired by the MEC, with the Senior Executive Manager, three Executive Managers, Chief Financial Officer (CFO) and the Head in the Office of the MEC, being members.

The Departmental Management Committee comprises of the SEM, the three Executive Managers, thirteen Senior Managers and the Manager in charge of Risk Management. In essence, the efficient and effective functioning of the department rests with the Political Office Bearer and the Departmental Management Committee (DMC) as a whole. There are thirty Middle Managers who report to the thirteen senior managers. In keeping with the afore mentioned, the sample used for the research comprises of the Executing Authority (1), Senior Executive Manager (1), Executive Managers (4), Senior Managers (12), Managers (37) and Divisional Managers (63). The researcher is a member of Senior Management and is not included as a respondent in this study. The total targeted population is therefore one hundred and seventeen members of management (117). Ninety-one of the targeted respondents, actively participated in the research by returning the completed questionnaires and will therefore be regarded as the control group for purposes of this study.

4.5 SURVEY METHODS

Questionnaires were distributed to the identified target group for the answers to be selected by indicating a cross in the appropriate block. The closed ended questions, totalling twenty in all, were formally structured in the form of a five point Likert Scale, complimented by appropriate guidelines regarding the procedure to be followed. With reference to Addendum A, a questionnaire comprising of a multiple choice of five

indicators, comprising of "Strongly Disagree, Disagree, Don't Know, Agree & Strongly Agree." the respondents had to choose one answer per question.

Every effort was made to ensure that the total targeted sample from the Department of Agriculture, Conservation and Environment, returned the questionnaires duly completed. However, despite the fact that in some instances additional copies of the questionnaire were issued some members of the targeted population did not respond. Out of a total of one hundred and seventeen (117) expected respondents, eighty-nine questionnaires were eventually completed and returned, with a response rate of 76.07% being recorded.

4.6 DATA COLLECTION

The required information was obtained with the utilisation of questionnaires that were forwarded to the targeted control group. As the questionnaires were distributed amongst the Leadership/Management of the Department of Agriculture, Conservation and Environment the survey represented 76.07% of the said respondents. This achievement elevated the research to a new dimension, the results of which are encapsulated in chapter five of this study.

4.7 STATISTICAL METHOD USED

The statistical method used in this study to analyse the data emanating from the survey is descriptive statistics. This form of data analysis is used to describe, explain and explore the relationships amongst the variables. In order to present the data collated from the respondents in an orderly manner, tables, graphs, frequency counts and percentages have been utilised. The research results culminate in an appropriate discussion on the outcome of the study, which is complimented by relevant suggestions and recommendations for the future. In addition, other statistical methods utilised for the testing of significance included the *F - Test and T - Test.*

4.8 CONCLUSION

From the afore going account, it is evident that the nature of the challenges at hand will play a significant role, in determining the type of instrument to be used for the collection of relevant data. This statement highlights the need for the usage of questionnaires in this study particularly in the light of the fact that the research revolved around opinions and attitudes, surveyed through the medium of closed ended questions.

The analysis of the information obtained, highlights the need for the establishment of a comprehensive data bank of all the previously disadvantages or emerging farmers in the province. The accomplishment of this task will enable the department to support these role players with skills development, project/management training, market linkages and information sharing. The databases developed at provincial level can be consolidated into a national data bank so that agricultural development and food production is given a massive boost in South Africa as a whole.

This chapter dealt with the research design and is closely linked to chapter five where the results emanating from the study is interpreted and examined.

CHAPTER 5

RESULTS AND INTERPRETATION

5.1 INTRODUCTION

In this chapter the results of the empirical investigation collected through the medium of questionnaires, completed by the Political Leadership and Members of Management of the Department of Agriculture, Conservation and Environment are analysed and interpreted. The questionnaire was intended to examine whether ineffective management is the major cause for the overwelming failure of designated agricultural projects in the Central Region of the North West Province.

For purposes of determining the extent to which the project management approach was utilised by the department, the research design used in the study involved the descriptive method. One hundred and seventeen (117) questionnaires were distributed to the sample group and eighty-nine (89) were completed and returned.

The first section of the analysis examines the statistical fit of the data. The second section analyses the biographical data which encapsulates the influence of the different designation, age and gender with regard to the answering of the questions. The third section of the analysis looks at the results obtained from the questionnaires in a tabular and graphical manner.

As part of the discussion regarding the statistical outcomes of the questionnaire, the aims have been subdivided into different research questions and the outcome of these serve as an attainment of the objectives, as discussed in previous chapters, of this study.

5.2 STATISTICAL FIT OF QUESTIONNAIRE DATA OBTAINED

5.2.1 EDITING OF STATISTICAL DATA

With the exception of two, the questionnaires received were completed in full with both data sets containing, either "not applicable" responses, (empty responses) or responses in the "don't know" category of the biographical information. From the full compliment of ninety one (91) respondents, eighty-nine (89) responses were used for data analysis.

The various variables (responses to individual questions) in the questionnaire were averaged out, to obtain a rating for each dimension covered. This procedure assumes equality of interval of the Likert scale and therefore the data is regarded as at least interval data (rather than ordinal data) when testing for statistical significance.

5.2.2 DISTRIBUTION OF DATA

The data set for the questionnaire were tested to determine if the data are distributed normally.

TABLE 5.1 : ANOVA TEST FOR NORMAL DISTRIBUTION OF DATA

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	695.512	26	26.75046	24.70966	5.3247E-104	1.500268
Within Groups	2571.154	2375	1.082591			
Total	3266.666	2401				

The ANOVA calculation as projected in Table 5.1, was prepared through the utilisation of the MS-Excel functions with special focus being accorded to the P-value. It can be concluded that 95% of the data points for each of the data series does fit a normal distribution.

5.3 BIOGRAPHICAL ANALYSIS

5.3.1 BIOGRAPHICAL DISTRIBUTION OF POPULATION PER DESIGNATION, AGE AND GENDER

The number of respondents in each biographical category is listed in the table 5.2. The survey included members of management from Executive Managers to Divisional Managers. The designation, age and gender of the respondents are listed below.

TABLE 5.2 : TOTAL NUMBER OF RESPONDENTS, INCLUSIVE OF DESIGNATION, GENDER AND AGE.

	Number of respondents			
	Population	Designation	Gender	Age
Questionnaires	89			
Snr. Exec Manager		6		
Snr. Manager		10		
Manager		34		
Div Manager		39		
Female			21	
Male			68	
26-35				12
36-45				42
46-55				24
56-65				9
Age withheld				2
Total	**89**	**89**	**89**	**89**

Table 5.2 indicates that the total number of respondents amounts to eighty nine (89) which comprises of six (6.7%) Executive Managers, ten (11.3%) Senior Managers, thirty four (38.2%) Managers and thirty nine (43.8%) Divisional Managers. The number of female participants is twenty one (23.6%) while that of the males is sixty eight (76.4%). The age categories of the respondents are as follows: twelve employees fall within the 26 to 35 years age group (13.5%) while forty two are 36 to 45 years of age (47.2%). Twenty four (26.9%) of the respondents are between the ages of 46-55 years and nine 9 (10.1%) individuals fall within the age group of 56 to 65 years. Two (2.3%) of the participants did not reveal their ages.

Figure 5.1 indicates the number of respondents per designation.

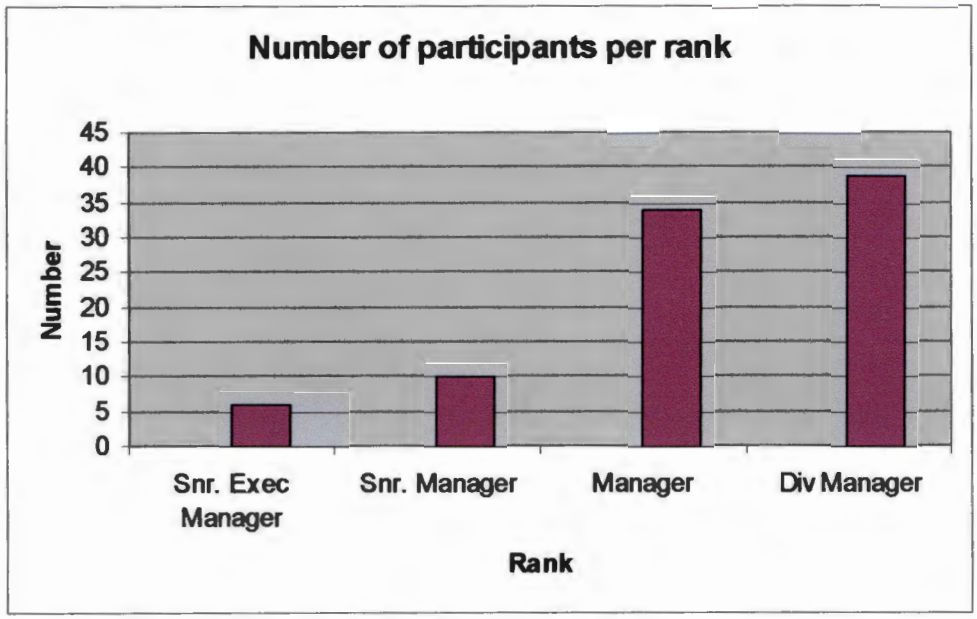


Figure 5.1 : Number of respondents per rank

Figure 5.2 indicates the number of respondents per gender group.

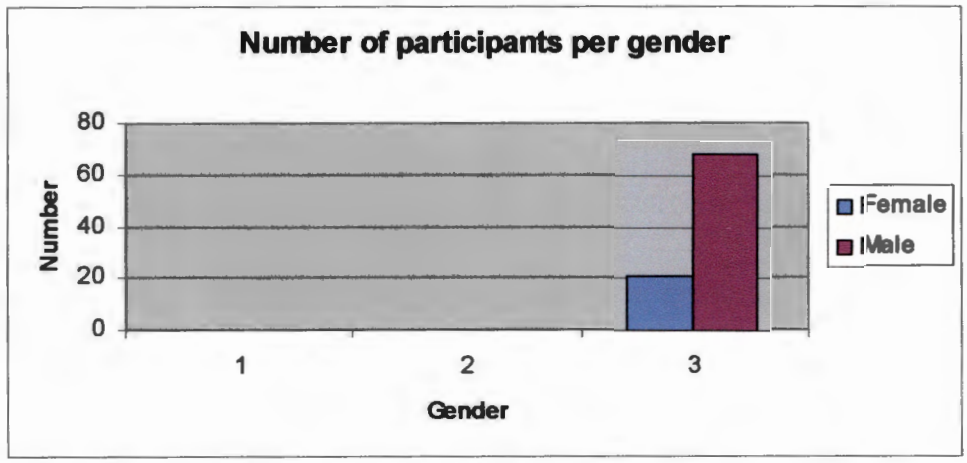


Figure 5.2 : Number of respondents per gender.

Figure 5.3 indicates the number of respondents per age group.

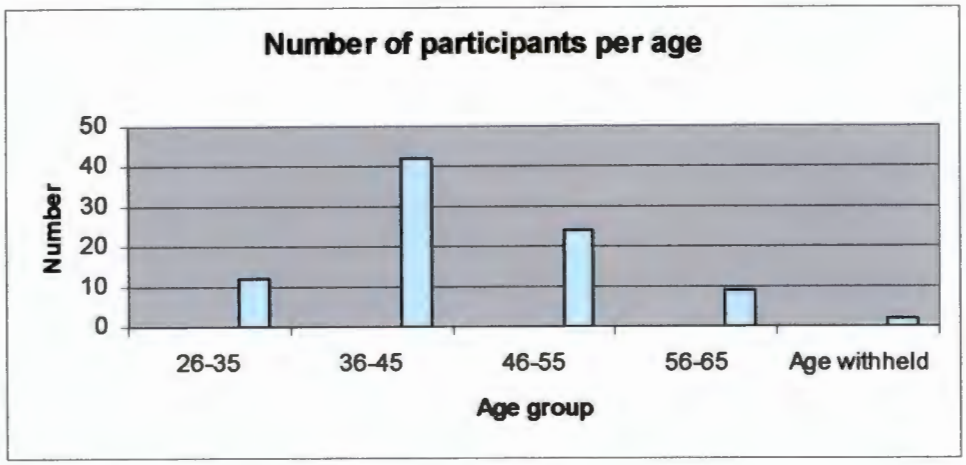


Figure 5.3 : Number of respondents per age.

5.3.2 TESTING SIGNIFICANT BIOGRAPHICAL INFLUENCES ON THE ANSWERING OF QUESTIONS

For purposes of identify any biographical factors that may have influenced the response of the respondent, the following tests were conducted.

5.3.3 TESTING SIGNIFICANT INFLUENCE OF DESIGNATED GROUPS ON THE ANSWERING OF QUESTIONS

The information contained in the Table 5.3 below, is an indication of the different means obtained per research objective (questions of questionnaire) per designated groups.

TABLE 5.3 : MEAN RESPONSE PER RESEARCH OBJECTIVE

Designation	Mean per research objective																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
Snr. exec	3.7	4.0	4.2	3.7	3.3	3.3	3.2	2.8	2.7	2.2	3.0	2.3	3.0	2.7	4.0	2.0	3.0	4.3	1.8	2.2	2.5	4.0	3.7	2.2	2.7	2.8	2.5
Snr. mngement	3.7	3.7	4.2	3.5	3.7	3.5	2.9	2.7	2.6	3.1	2.3	2.4	2.7	3.2	4.0	2.2	2.9	4.1	2.4	2.6	2.8	3.9	3.9	3.9	3.0	4.2	3.8
Management	3.6	3.5	3.7	3.1	3.1	3.1	2.9	2.7	2.7	2.6	2.9	3.3	3.3	3.1	3.6	2.1	3.1	4.1	2.4	2.3	2.5	4.1	4.0	3.4	3.5	4.0	3.6
Div. management	3.4	3.5	3.5	2.9	3.1	2.8	2.6	2.6	2.4	3.1	3.2	3.5	3.3	3.7	3.8	2.1	2.8	4.2	2.2	2.4	2.6	3.8	3.6	3.7	3.2	4.1	3.5
Total	3.5	3.6	3.7	3.1	3.2	3.0	2.8	2.7	2.6	2.9	2.9	3.2	3.2	3.4	3.8	2.1	2.9	4.2	2.3	2.4	2.6	4.0	3.8	3.5	3.2	4.0	3.5

Table 5.3 indicates the mean responses of the various designated groups within the different management cadres. It is interesting to note that although the means are close

in the various cadres there are some obvious differences obtained from the high ranking Managers in comparison to that of the Divisional Managers.

5.3.4 TESTING SIGNIFICANT INFLUENCE OF GENDER GROUPS ON THE ANSWERING OF QUESTIONS

Both the *F* - and *t* – test have been utilised to indicate whether the different gender groups may have been significantly influenced by certain factors, when the research questions were answered. The reasons for pursuing this approach are as follows:

The two-tailed *F-test* is performed first to determine if the samples have equal variances. The result of this test determines if the *t*-test for equal or unequal variances must be used and how to calculate the degrees of freedom to be used for determining the critical value.

The *t*-tests were performed to determine the statistical differences between the means of two independent samples.

The results of the tests are contained in Table 5.4 to 5.6 as enumerated below:

TABLE 5.4 : F-TEST TWO SAMPLE FOR VARIANCES

F-Test Two-Sample for Variances

	Female	*Male*
Mean	3.17989418	3.184916919
Variance	0.356939357	0.307273625
Observations	27	27
df	26	26
F	1.161633568	
P(F<=f) one-tail	0.352657116	
F Critical one-tail	1.929212345	

As is evident from the calculation performed in Table 5.4, the means is significantly identical indicating that the data is a 95% fit and therefore the gender does not significantly influence the answering of the questionnaires.

TABLE 5.5 : *t*- TEST SAMPLE ASSUMING EQUAL VARIANCES

t-Test: Two-Sample Assuming Equal Variances

	Female	*Male*
Mean	3.17989418	3.184916919
Variance	0.356939357	0.307273625
Observations	27	27
Pooled Variance	0.332106491	
Hypothesized Mean Difference	0	
df	52	
t Stat	-0.0320235	
P(T<=t) one-tail	0.487287956	
t Critical one-tail	1.674688974	
P(T<=t) two-tail	0.974575912	
t Critical two-tail	2.006645445	

The calculation shown in Table 5.5 is a clear illustration that the **means** as well as the **t stat** is significantly identical, indicating that the data is a 95% fit. It is therefore evident that the answering of the questionnaires is not influenced by gender

It is evident from the insignificance of both the F and *t* –tests that the hypothesis of differences in gender, in the population does not play a significant role in the answering of the research questions and will therefore be ignored for the remainder of the analysis.

5.3.5 TESTING SIGNIFICANT INFLUENCE OF AGE GROUPS ON ANSWERING OF THE QUESTIONS

The statistical test that is utilised for testing whether the means of several population groups (using *k* independent samples) is called the analysis of variance (ANOVA). (Levine et al:1999 (509)). The test statistic for the ANOVA is the F-ratio (the ratio between the between-groups variance and the within-groups variance).

The ANOVA test is therefore utilised to test for any significant influence of the age group with regard to the answering of the research questions and the results are as follows:

TABLE 5.6 : ANOVA : SINGLE FACTOR

Anova: Single Factor

SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
26-35	12	1035	3.194	1.003
36-45	42	3630	3.201	1.095
46-55	24	2018	3.118	1.085
56-65	9	780	3.210	0.953

Table 5.6 indicates that the utilisation of the Anova test, reveals that there is no clear indication that the different ages of respondents have a significant influence on the answering of the research questions with the averages and the variances being very closely related. Therefore, like in the previous instance regarding the impact of gender on answering the research questions, the age factor has been disregarded.

5.4 PRESENTATION OF RESULTS

One hundred and seventeen (117) questionnaires were distributed and eighty-nine respondents (76.1%) complied by returning the completed forms. The research questionnaire comprised of twenty-seven questions and the responses per question are outlined in Table 5.7 to Table 5.33 and in Figure 5.4 to 5..30.

Table 5.7 reveals that 59 (66.29%) of the respondents agreed that the Department of Agriculture, Conservation and Environment (DOACE) is responsible, while 20 (22.81%) of the respondents disagreed with this statement.

TABLE 5.7 : DEPARTMENT'S RESPONSIBILITY FOR THE FAILURE OF DESIGNATED AGRICULTURAL PROJECTS.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	1	2.9	1	2.6	2	2.25
Disagree	1	16.7	1	10	6	17.6	10	25.6	18	20.22
Don't know	0	0	2	20	4	11.8	4	10.3	10	11.24
Agree	5	83.3	6	60	19	55.9	19	48.7	49	55.05
Strongly agree	0	0	1	10	4	11.8	5	12.8	10	11.24
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.4 reveals that (59) 66.29% of the respondents cited the department as being responsible for the failure of designated agricultural projects.

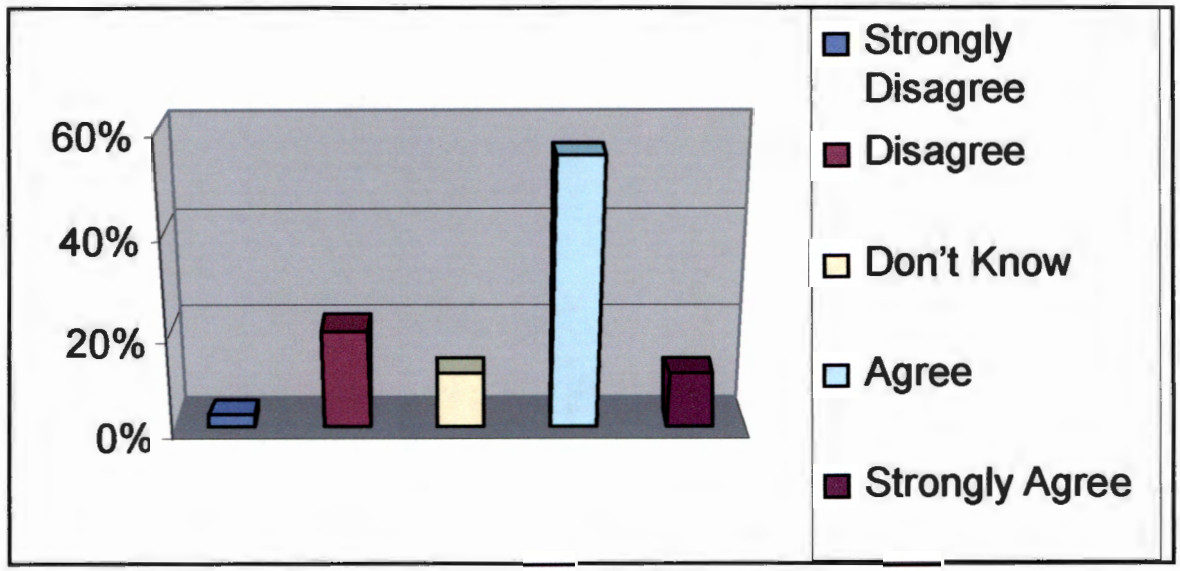


Figure 5.4 : Departments responsibility for the failure of designated agricultural projects.

Table 5.8 reveals that 58 (65.17%) of the respondents agreed that the farmers are responsible for the failure of designated agriculture projects, while 18 (20.22%), disagreed with this statement.

TABLE 5.8 : FARMERS' RESPONSIBILITY FOR FAILURE OF DESIGNATED AGRICULTURAL PROJECTS

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	1	2.9	0	0	1	1.12
Disagree	0	0	2	20	6	17.6	9	23.1	17	19.10
Don't know	0	0	3	30	4	11.8	6	15.4	13	14.61
Agree	6	100	1	10	19	55.9	18	46.2	44	49.44
Strongly agree	0	0	4	40	4	11.8	6	15.4	14	15.73
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.5 reveals 58 (65.17%) of the respondents cited the farmers as being responsible for failure of designated agricultural projects.

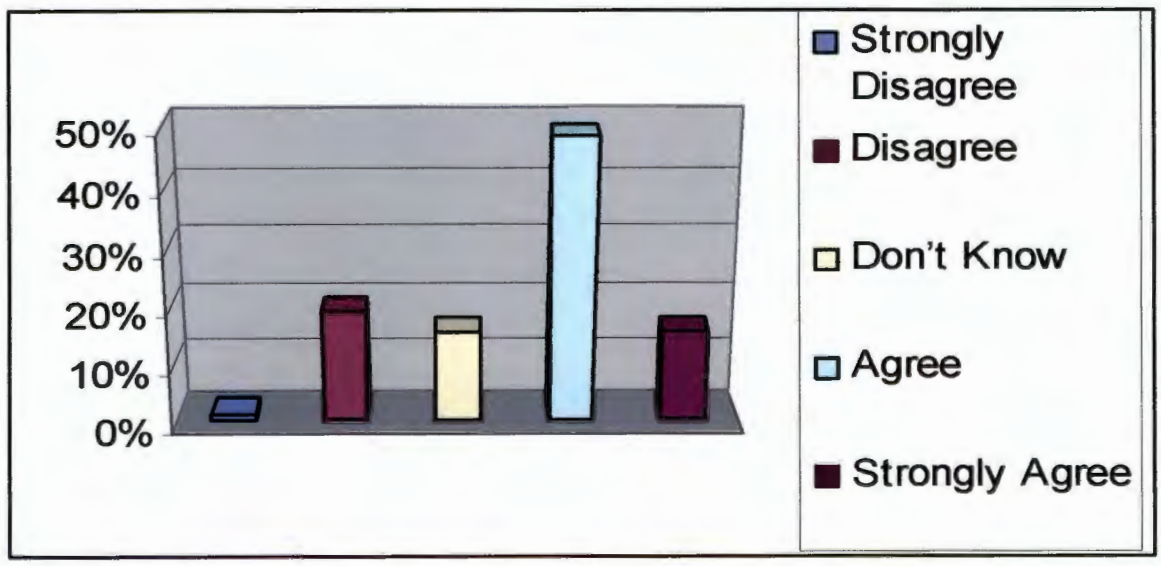


Figure 5.5 : Farmers' responsibility for failure of designated agricultural projects.

Table 5.9 reveals that 58 (65.17%) of the respondents agreed that the farming system is responsible for the failure of designated agriculture projects, while 16 (17.98%) disagreed with this statement.

TABLE 5.9 : RESPONSIBILITY OF FARMING SYSTEM FOR FAILURE OF DESIGNATED AGRICULTURAL PROJECTS

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	0	0	2	5.1	2	2.25
Disagree	0	0	1	10	6	17.6	7	17.9	14	15.73
Don't know	0	0	1	10	7	20.6	7	17.9	15	16.83
Agree	5	83.3	3	30	13	38.2	15	38.5	36	40.45
Strongly agree	1	16.7	5	50	8	23.5	8	20.5	22	24.72
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

A critical evaluation of the three responses enumerated above, shows that a large portion of the managers within the department are of the view that the blame for the failure of designated agriculture should be apportioned to the department, the farmers and the farming system. However, this is a most unlikely result, because it seems to suggest that most managers have doubts about the sustainability of the systems that are utilised within the department.

Figure 5.6 indicates that 58 (65.17) of the respondents cited the farming system as being responsible, for the failure of designated agricultural projects.

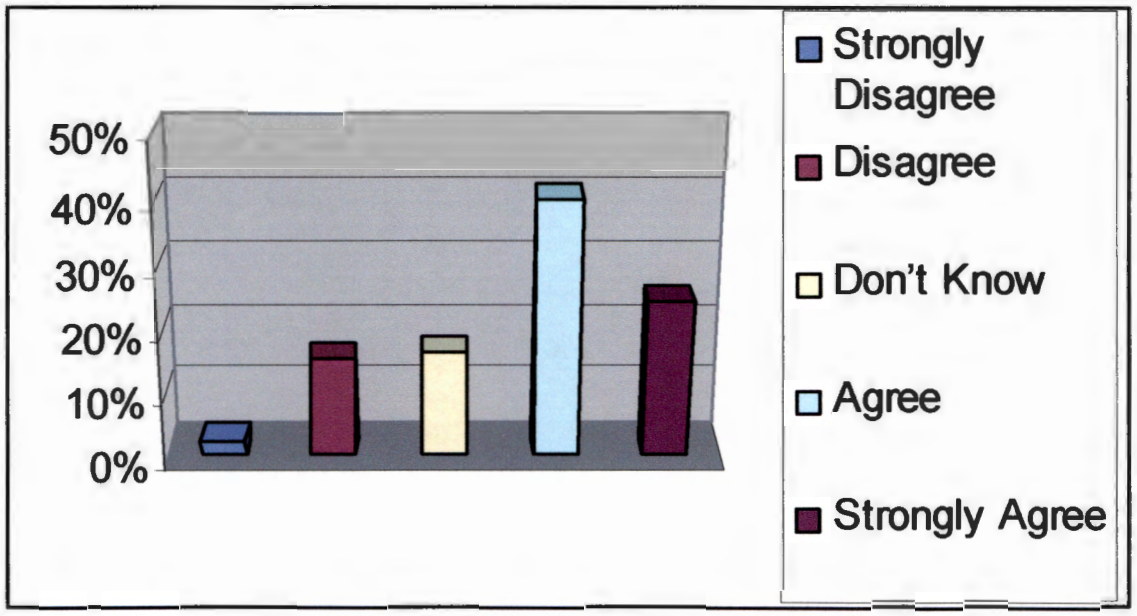


Figure 5.6 : Responsibility of farming system for failure of designated, agricultural projects.

Table 5.10, reveals that 44 (49.44%) agreed that the department is doing its utmost to ensure the success of designated agriculture projects by implementing appropriate management systems, while 36 (40.45%) disagreed with this view.

TABLE 5.10 : IMPLEMENTATION OF MANAGEMENT SYSTEMS.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	1	2.9	2	5.1	3	3.37
Disagree	1	16.7	2	20	13	38.2	17	43.6	33	37.08
Don't know	0	0	3	30	3	8.8	3	7.7	9	10.11
Agree	5	83.3	3	30	14	41.2	16	41.0	38	42.70
Strongly agree	0	0	2	20	3	8.8	1	2.6	6	6.74
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.7 clearly indicates that close to 50% of the departmental managers are not sure of the appropriateness of the management systems in place.

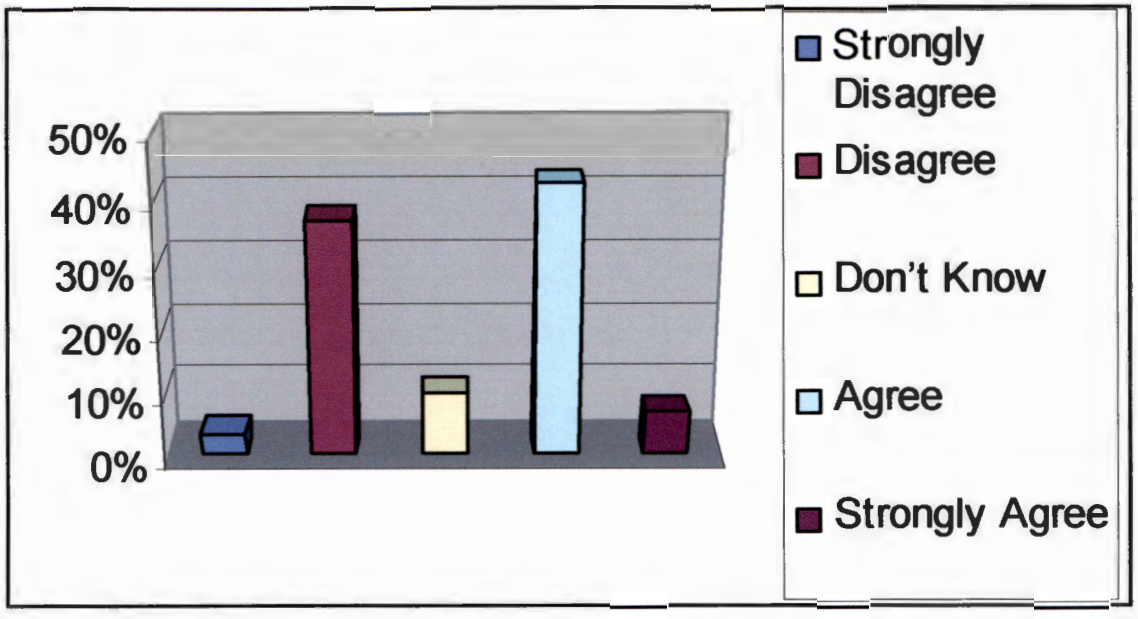


Figure 5.7 : Implementation of management systems.

Table 5.11 reveals that (48) 53.94% agreed that the department is providing sufficient support to ensure that farmers succeed with designated agricultural projects, while (36) 40.44% disagreed with this view.

TABLE 5.11 : PROVISION OF FARMER SUPPORT SERVICES.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	3	8.8	1	2.6	4	4.49
Disagree	2	33.3	2	20	11	32.4	17	43.6	32	35.95
Don't know	1	16.7	1	10	3	8.8	0	0	5	5.62
Agree	2	33.3	5	50	12	35.3	19	48.7	38	42.70
Strongly agree	1	16.7	2	20	5	14.7	2	5.1	10	11.24
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.8 indicates that approximately 46% of the departmental managers are not sure about the sufficiency of the support service provided to farmers on designated agricultural projects.

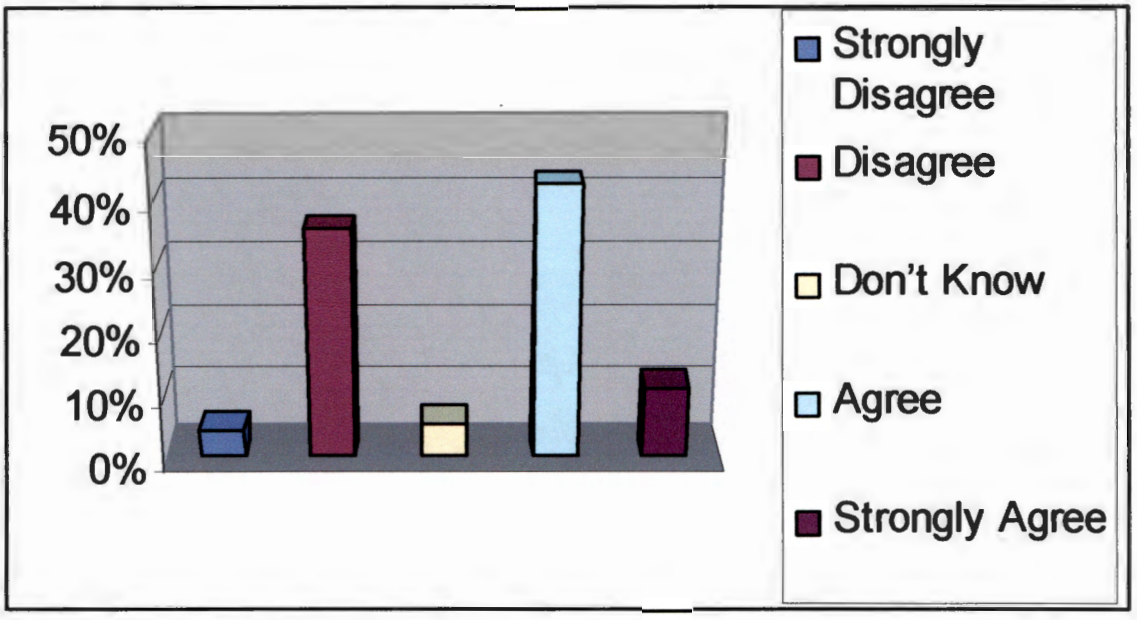


Figure 5.8 : Provision of farmer support services.

Table 5.12 reveals that 38 (42.07%) agreed that the department is developing and implementing appropriate farming systems to ensure that designated agricultural projects are successful, while 33 (37.88%) disagreed with this view. This outcome does not augur well for agricultural development particularly in the light of the fact that the North West Province is predominantly rural in nature. The need for the development of appropriate farming systems therefore, cannot be over emphasised.

TABLE 5.12 : IMPLEMENTATION OF APPROPRIATE FARMING SYSTEMS.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	3	8.8	3	7.7	6	6.74
Disagree	3	50	2	20	8	23.5	14	35.9	27	30.34
Don't know	0	0	2	20	8	23.5	8	20.5	18	20.22
Agree	1	16.7	5	50	13	38.2	14	35.9	33	37.08
Strongly agree	2	33.3	1	10	2	5.9	0	0	5	5.62
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.9 indicates that approximately 58% of the departmental managers are not sure of the appropriateness of the farming systems that are implemented.

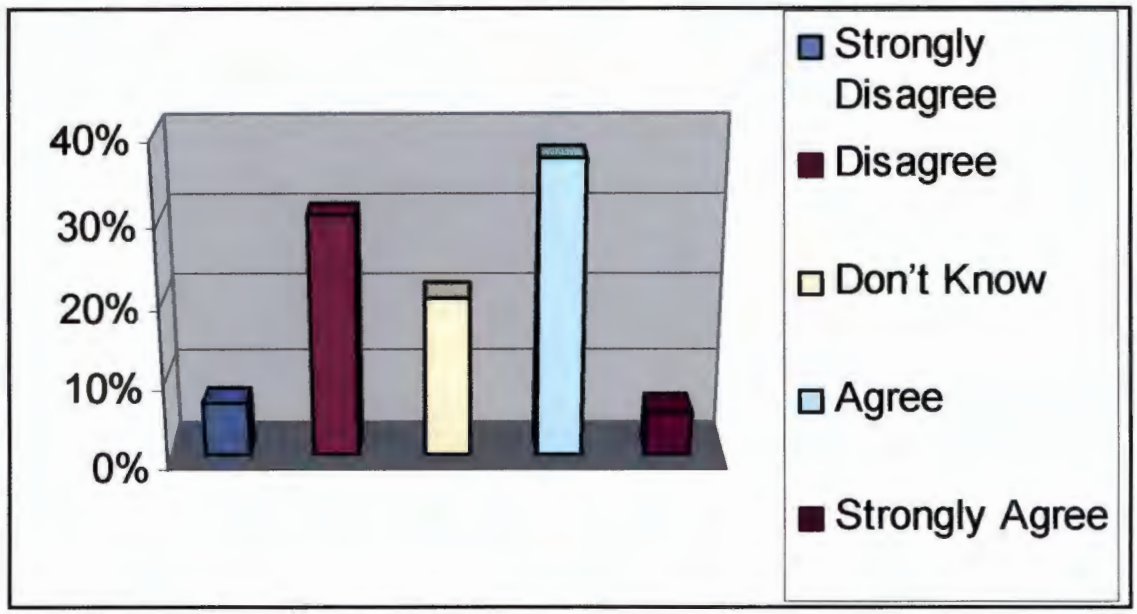


Figure 5.9 : Implementation of appropriate farming systems.

Table 5.13 reveals that 30 (33.7%) of the respondents agreed that designated agricultural are well planned, however, 45 (50.57%) disagreed with this stance.

TABLE 5.13 : PLANNING OF DESIGNATED AGRICULTURAL PROJECTS.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	1	2.9	6	15.4	7	7.87
Disagree	2	33.37	5	50	16	47.1	15	38.5	38	42.70
Don't know	1	16.7	1	10	4	11.8	8	20.5	14	15.73
Agree	3	50	4	40	13	38.2	8	20.5	28	31.46
Strongly agree	0	0	0	0	0	0	2	5.1	2	2.24
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.10 indicates that more that 50% of the respondents are in agreement that designated agricultural projects are not well planned.

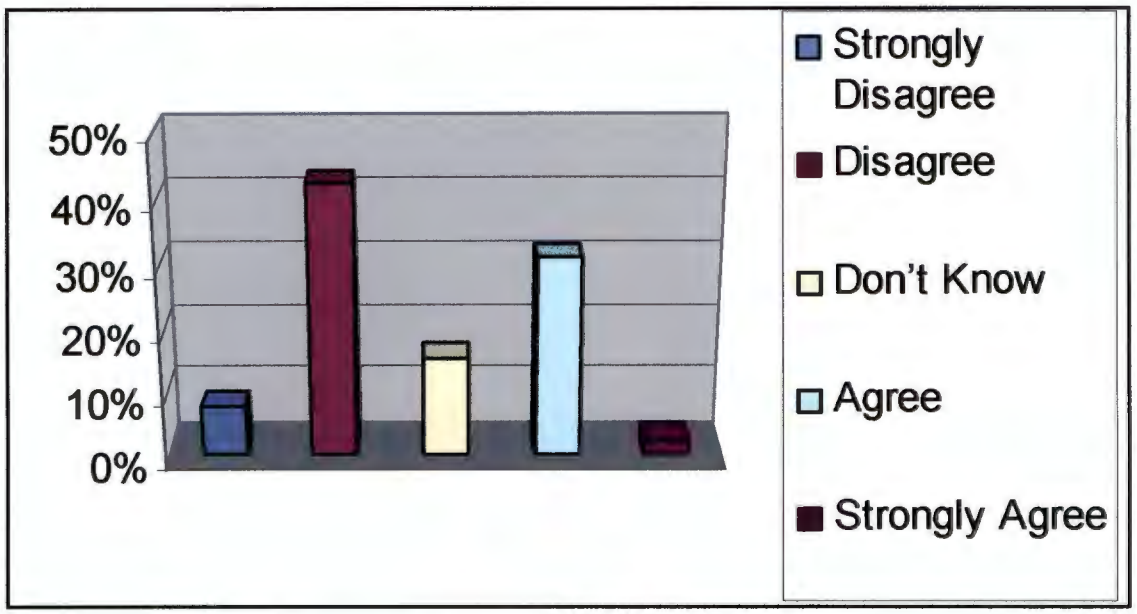


Figure 5.10 : Planning of designated agricultural projects.

Table 5.14 reveals that 23 (25.84%) of the respondents agreed that designated agricultural projects are viable while, 48 (53.93%) of the respondents disagreed.

TABLE 5.14 : VIABILITY OF DESIGNATED AGRICULTURAL PROJECTS.

	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
Responses	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	2	5.9	4	10.3	6	6.74
Disagree	3	50	6	60	16	47.1	17	43.5	42	47.19
Don't know	1	16.7	1	10	7	20.6	9	23.1	18	20.22
Agree	2	33.3	3	30	9	26.5	9	23.1	23	25.84
Strongly agree	0	0	0	0	0	0	0	0	0	0
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.11 indicates that 48 (53.93%) of the managers appear to be doubtful whether the projects implemented would be viable.

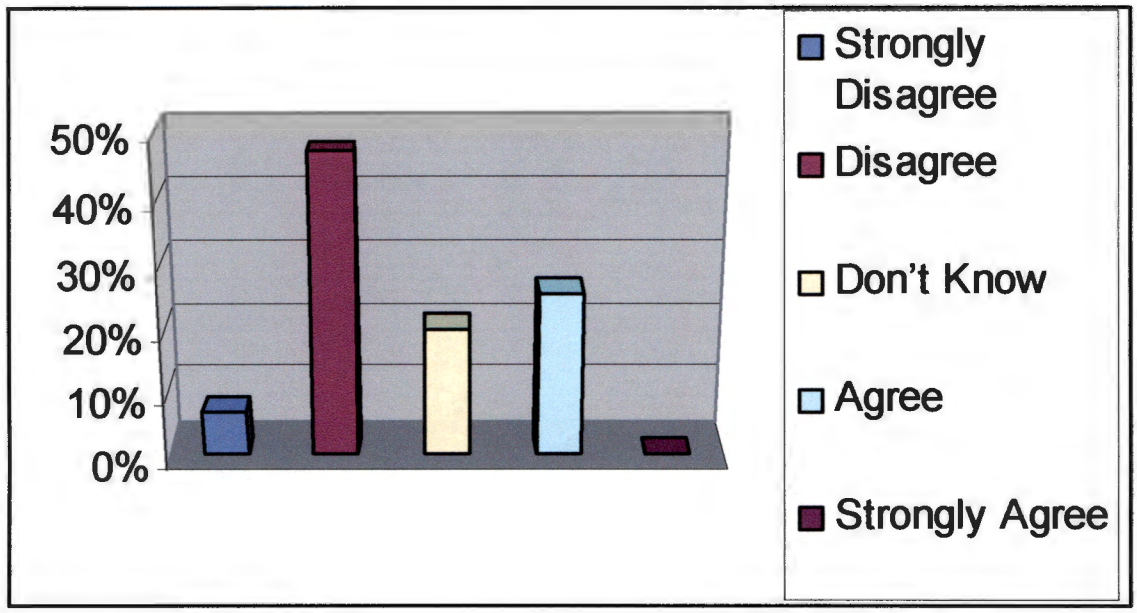


Figure 5.11 : Viability of Designated agricultural projects.

Table 5.15, reveals that 20 (22.47%) of the respondents agreed that designated agricultural projects are sustainable while, 52 (58.43%) of the respondents disagreed.

TABLE 5.15 : SUSTAINABILITY DESIGNATED AGRICULTURAL PROJECTS.

	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
Responses	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	2	5.9	4	10.3	6	6.74
Disagree	4	66.7	5	50	14	41.2	23	59.0	46	51.69
Don't know	0	0	4	40	9	26.5	4	10.3	17	19.10
Agree	2	33.3	1	10	9	26.5	8	20.5	20	22.47
Strongly agree	0	0	0	0	0	0	0	0	0	0
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.12 indicates that close to 60% of the respondents, disagreed that designated agricultural projects are sustainable.

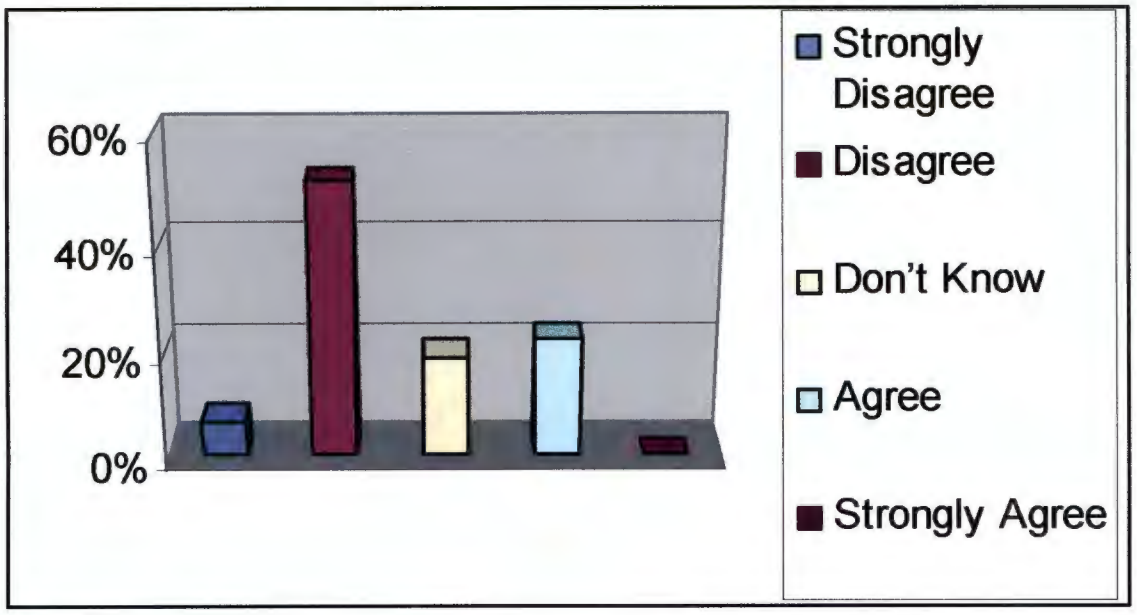


Figure 5.12 : Sustainability of designated agricultural projects.

Table 5.16 reveals that 30 (33.7%) of the respondents agreed that the department does not have the authority to change inherited designated agricultural projects significantly. However, 38 (44.95%) of the respondents, disagreed with this response. This result indicates that some of the Managers and Divisional Managers are not well informed of the power that the department has to introduce change to any system as they deem necessary.

TABLE 5.16 AUTHORITY TO CHANGE INHERIT DESIGNATED PROJECTS.

	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
Responses	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	1	16.7	0	0	2	5.9	5	12.8	8	8.99
Disagree	4	66.7	4	40	15	44.1	9	23.1	32	35.96
Don't know	0	0	1	10	10	29.4	8	20.5	19	21.35
Agree	1	16.7	5	50	7	20.6	12	30.8	25	28.09
Strongly agree	0	0	0	0	0	0	5	12.8	5	5.61
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.13 reveals that the Executive Managers have a clear idea of the powers possessed by the department to change inherited designated agricultural projects, significantly.

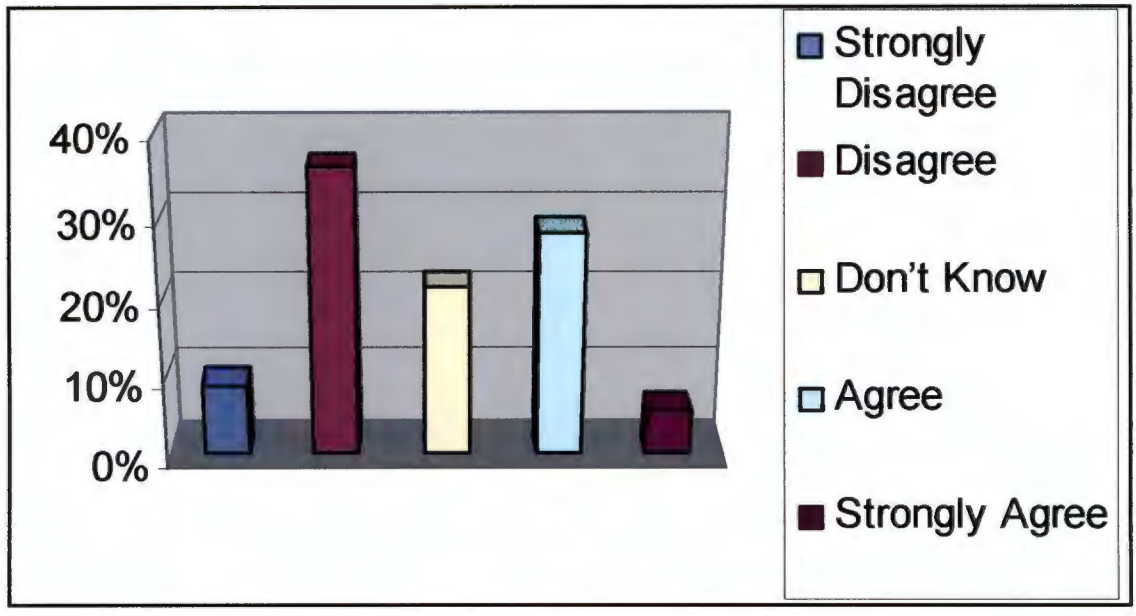


Figure 5.13 : Authority to change inherited agricultural projects.

Table 5.17 reveals that 35 (39.33%) of the respondents agreed that the department does not have the management competencies to resuscitate agricultural projects while, 45 (50.56%) of the respondents disagreed with this response.

TABLE 5.17: MANAGEMENT COMPETENCIES TO RESUSCITATE FAILED DESIGNAGTED AGRICULTURAL PROJECTS.

	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
Responses	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	1	10	1	2.9	1	2.6	3	3.37
Disagree	3	50	7	70	18	52.9	14	35.9	42	47.19
Don't know	0	0	0	0	3	8.8	6	15.4	9	10.11
Agree	3	50	2	20	9	26.5	14	35.9	28	31.46
Strongly agree	0	0	0	0	3	8.8	4	10.3	7	7.87
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.14, the respondents that agree (39.33%) is relatively high which suggest that the department is in need of specialist skills to resuscitate inherited agricultural projects.

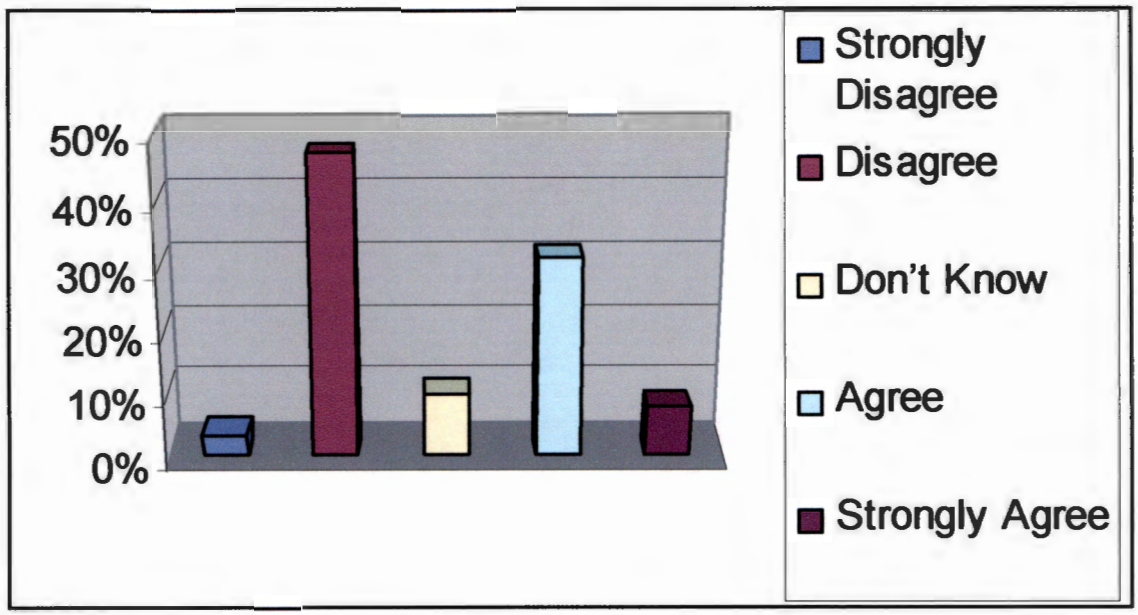


Figure 5.14 : Management competencies to resuscitate failed projects

Table 5.18 reveals that 48 (53.26%) of the respondents agreed that the department cannot change the behaviour of some of the role players in the farming system, especially on designated agricultural projects. However, 34 (38.20%) of the respondents, disagreed with this response. The role players in the farming system include amongst others the farmers, Land Bank, co-operatives, labour unions and agricultural unions which are governed by their own constitutions, principles, guidelines and practices which fall outside the ambit or control of the department.

TABLE 5.18 : CHANGING THE MINDSET OF ROLE PLAYERS IN THE FARMING SYSTEM

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	1	16.7	1	10	1	2.9	2	5.1	5	5.62
Disagree	3	50	7	70	11	32.4	8	20.5	29	32.58
Don't know	1	16.7	0	0	1	2.9	5	12.8	7	7.87
Agree	1	16.7	1	10	18	52.9	17	43.6	37	41.57
Strongly agree	0	0	1	10	3	8.8	7	17.9	11	12.36
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.15 reveals that 4 (66.7%) of the Executive Managers believe that the department can change the behaviour of role players. This argument seems to suggest that some of the managers and divisional managers could learn from the executive managers.

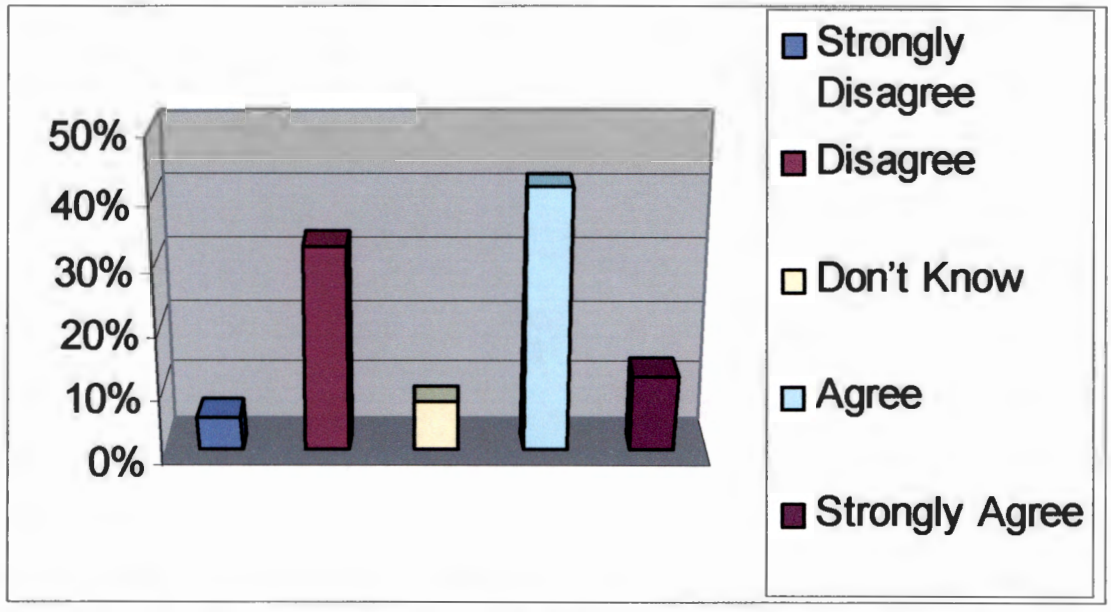


Figure 5.15 : Changing the mindset of role players in the farming system.

Table 5.19 reveals that 47 (52.81%) of the respondents agreed that the department should be held accountable for the failure of designated agricultural projects however, 34 (38.2%) of the respondents, disagreed with this response. The Executive Managers are evenly split with regard to this statement, creates some confusion in the mind of the researcher. From Table 5.18 it is clear that the department cannot alter the behaviour of the role players in the farming system. This suggests that the department cannot be held accountable for the failure of designated agriculture projects.

TABLE 5.19 : ACCOUNTABILITY BY THE DEPARTMENT FOR THE FAILURE OF DESIGNATED AGRICULTURAL PROJECTS.

	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
Responses	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	1	10	0	0	1	2.6	2	2.25
Disagree	3	50	5	50	11	32.4	13	33.3	32	35.95
Don't know	0	0	0	0	4	11.8	4	10.3	8	8.99
Agree	3	50	4	40	17	50	17	43.6	41	46.07
Strongly agree	0	0	0	0	2	5.9	4	10.3	6	6.74
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.16 reveals that some Executive Managers seem to be willing to take partial accountability in this regard.

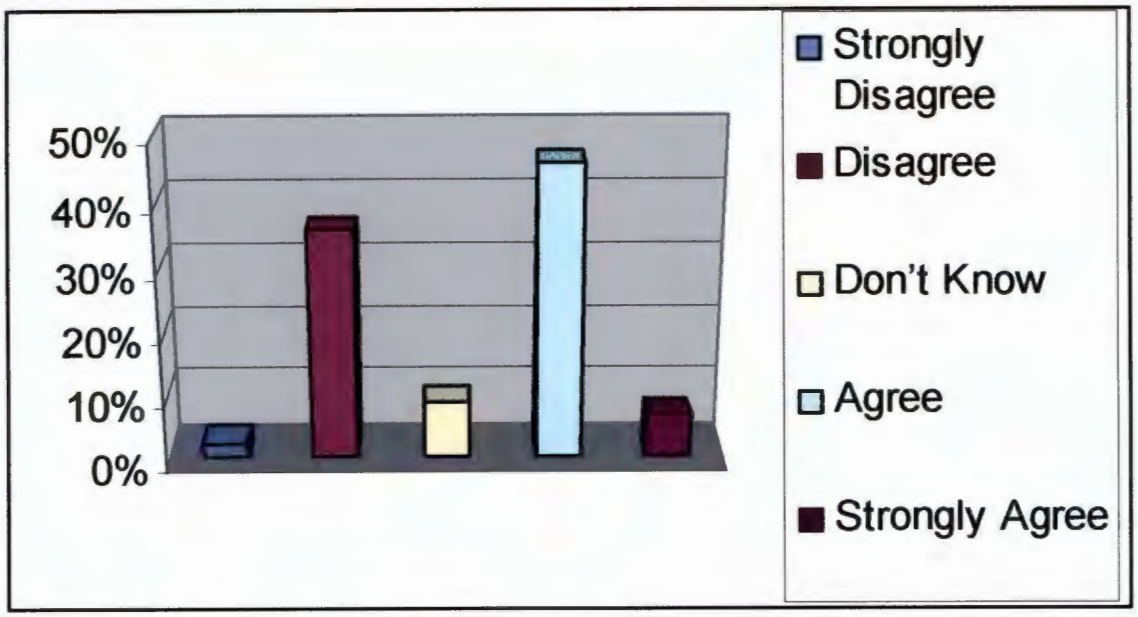


Figure 5.16 : Accountability by department for the failure of designated agricultural projects

Table 5.20 reveals that 51 (57.3%) of the respondents agreed that the service provided by departmental extension offices does not contribute significantly to the success of designated, agricultural projects. However, 28 (31.46%) of the respondents, disagreed with this response.

TABLE 5.20 : SUPPORT BY DEPARTMENTAL EXTENSION OFFICERS, INADEQUATE.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	1	10	0	0	2	5.1	3	3.37
Disagree	4	66.7	3	30	12	35.3	6	15.4	25	28.09
Don't know	0	0	0	0	8	23.5	2	5.1	10	11.24
Agree	2	33.3	5	50	11	32.4	21	53.8	39	43.82
Strongly agree	0	0	1	10	3	8.8	8	20.5	12	13.48
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.17 reveals that 51 (57.3%) of the respondents are in agreement that the service provided by Extension Officers is inadequate. It is therefore evident that the department needs to critically evaluate the support services rendered to the farmers on designated agricultural projects.

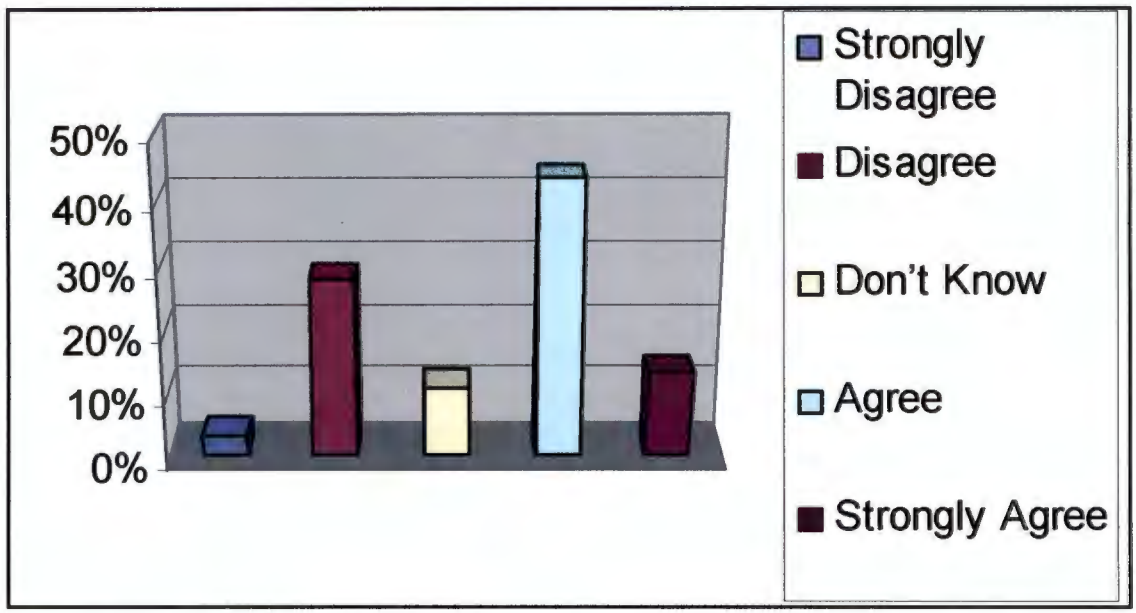


Figure 5.17 : Support by departmental extension officers, inadequate.

Table 5.21 reveals that 60 (67.41%) of the respondents agreed that the failure of designated agricultural projects has forced government to rethink its strategy in support of the emerging farmer, while 7 (7.87%) of the respondents, disagreed with this response.

TABLE 5.21 : RE-ENGINEERING OF GOVERNMENT SUPPORT STRATEGY.

	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
Responses	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	1	2.9	0	0	1	1.13
Disagree	0	0	0	0	4	11.8	2	5.1	6	6.74
Don't know	1	16.7	2	20	8	23.5	11	28.2	22	24.72
Agree	4	66.7	6	60	14	41.2	18	46.2	42	47.19
Strongly agree	1	16.7	2	20	7	20.6	8	20.5	18	20.22
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.18 reveals that 60 (67.41%) of the respondents are in agreement and the re-engineering process must be expedited as it is a step in the right direction.

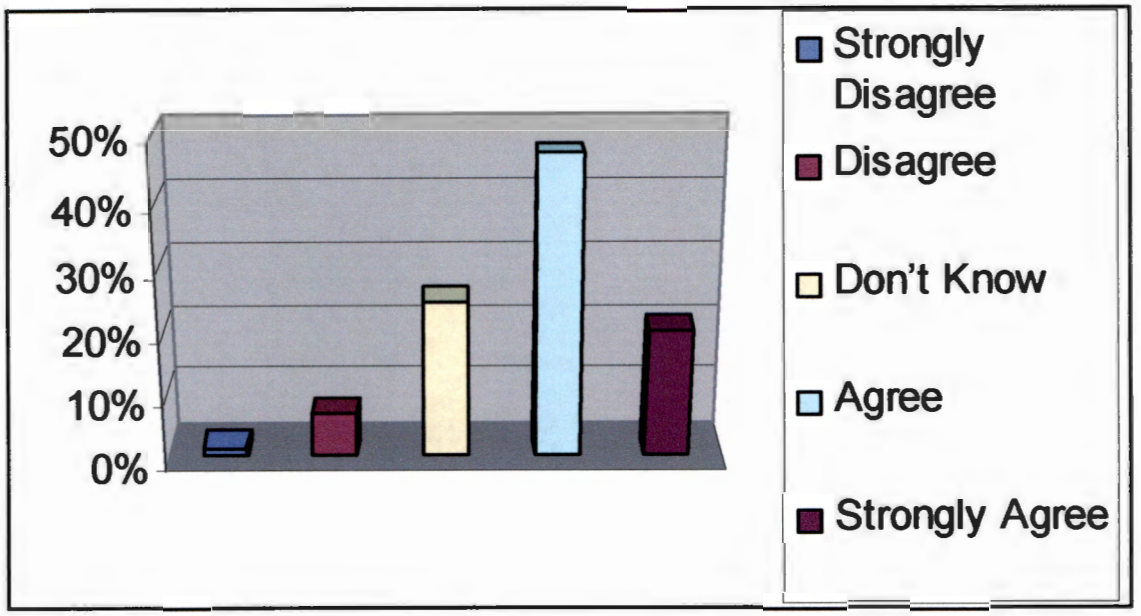


Figure 5.18 : Re-engineering of government support strategy.

Table 5.22, reveals that 13 (14.61%) of the respondents agreed that the farmers are adequately skilled to ensure the success of designated agricultural projects while, 70 (78.66%) of the respondents, disagreed with this response. This is a clear indication that management in general is concerned about the inadequate skills of the farmers which has a negative impact on the success of designated agricultural projects. If management is aware of a skills problem at grass roots level it needs to be ascertained whether steps were set in motion to remedy the situation.

TABLE 5.22 FARMING SKILLS OF DESIGNATED FARMERS.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	3	30	8	23.5	10	25.6	21	23.60
Disagree	6	100	4	40	18	52.9	21	53.8	49	55.06
Don't know	0	0	1	10	3	8.8	2	5.1	6	6.74
Agree	0	0	2	20	5	14.7	6	15.4	13	14.61
Strongly agree	0	0	0	0	0	0	0	0	0	0
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.19 result indicates skills development training and information sharing is imperative and therefore needs to be expedited.

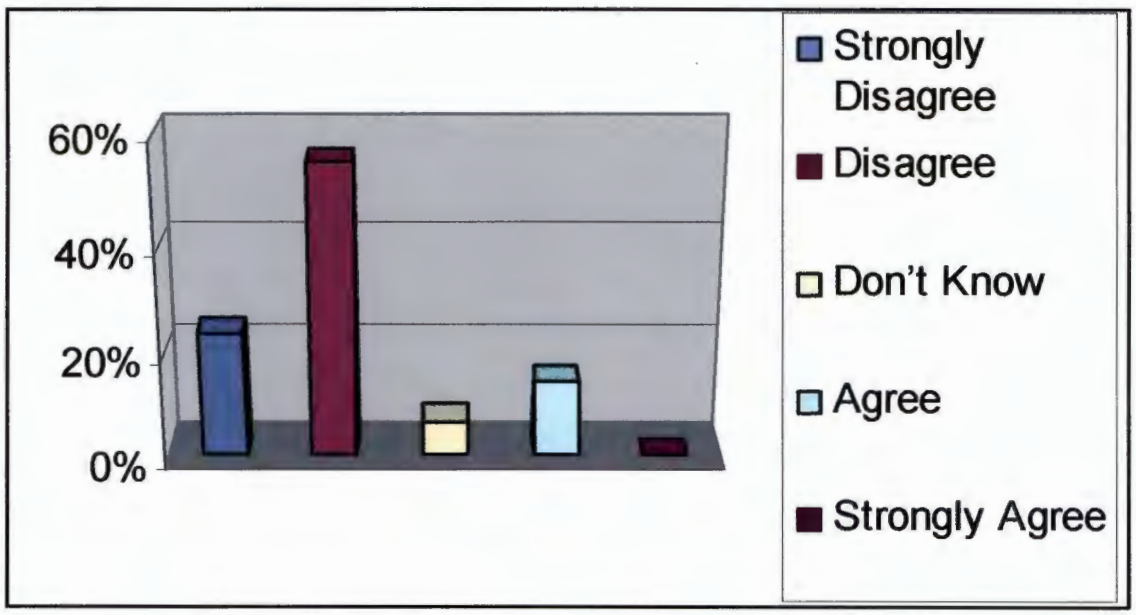


Figure 5.19 : Farming skills of designated farmers.

Table 5.23 reveals that 37 (41.58%) of the respondents agreed that departmental officials are sufficiently skilled to ensure that designated agricultural projects are successful. However, 41 (46.07%) of the respondents disagreed with this response.

TABLE 5.23 : SKILLS OF DEPARTMENTAL OFFICIALS TO SUPPORT DESIGNATED AGRICULTURAL PROJECTS.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	1	10	2	5.9	3	7.7	6	6.74
Disagree	3	50	4	40	11	32.4	17	33.6	35	39.33
Don't know	0	0	1	10	6	17.6	4	10.3	11	12.35
Agree	3	50	3	30	13	38.2	13	3.3	32	35.96
Strongly agree	0	0	1	10	2	5.9	2	5.1	5	5.62
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.20 indicates that many departmental officials are lacking in the skills required in order, to contribute to the success of agricultural projects. There is therefore a need to establish whether appropriate action has been taken to remedy the situation.

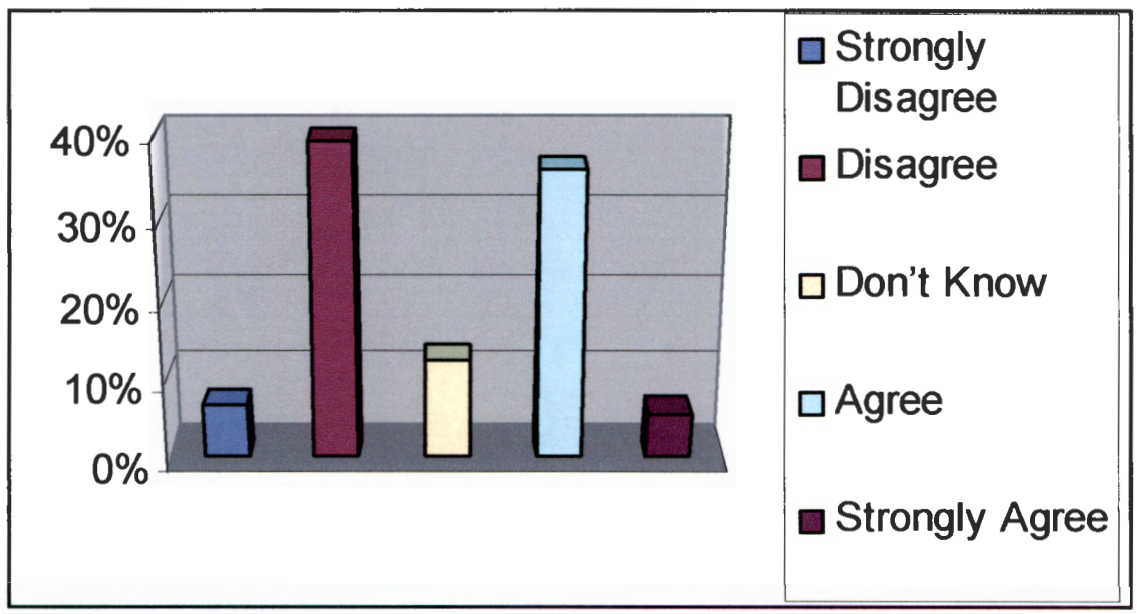


Figure 5.20 : Skills of departmental officials to support designated agricultural projects.

Table 5.24 reveals that 77 (86.51%) of the respondents agreed that the old outdated system be replaced with a new system for continuous monitoring and evaluation. However, 5 (5.62%) of the respondents, disagreed with this view.

TABLE 5.24 : REPLACEMENT OF THE OUTDATED SYSTEM WITH A NEW APPROACH FOR CONTINUOUS MONITORING AND EVALUATION

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	0	0	0	0	0	0
Disagree	0	0	1	10	2	5.9	2	5.1	5	5.62
Don't know	0	0	1	10	2	5.9	4	10.3	7	7.87
Agree	4	66.7	4	40	19	55.9	18	46.2	45	50.56
Strongly agree	2	33.3	4	40	11	32.4	15	38.5	32	35.95
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.21 : This result is a clear indication that management is in agreement that a continuous monitoring and evaluation system should be put in place.

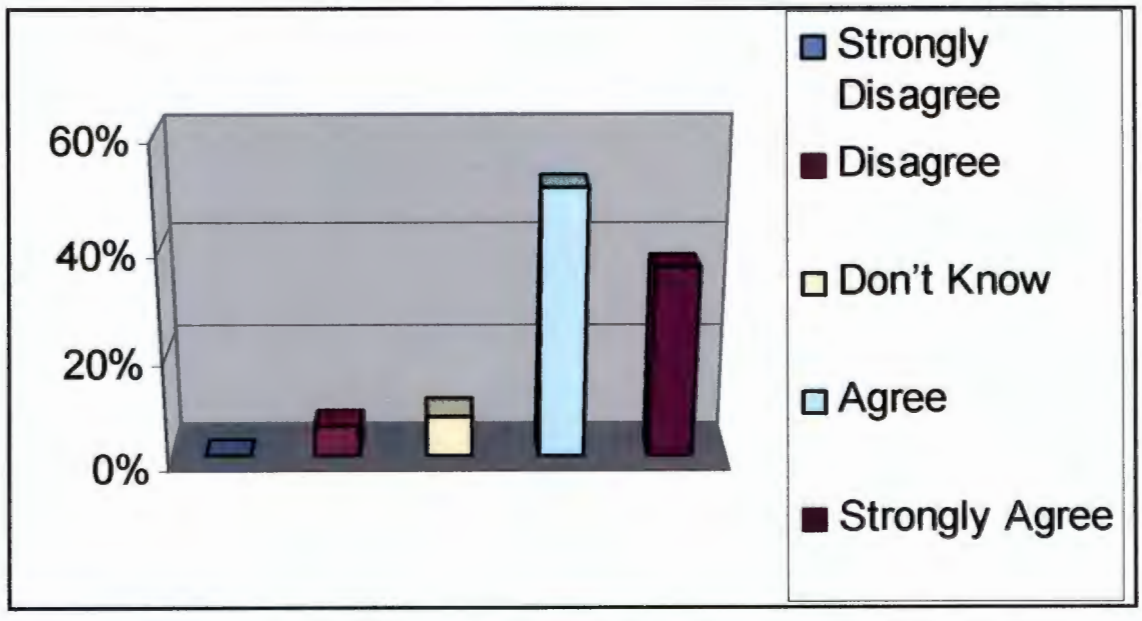


Figure 5.21 : Replacement of the outdated system with a new approach for continuous monitoring and evaluation.

Table 5.25 reveals that 17 (19.1%) of the respondents agreed, that improved management systems will not help to resolve challenges. However, 68 (76.41%) of the respondents disagreed with this response.

TABLE 5.25 : CHALLENGES FACING IMPROVED MANAGEMENT SYSTEMS.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	1	16.7	30	30	6	17.6	11	28.2	21	23.60
Disagree	5	83.3	3	30	20	58.8	19	48.7	47	52.81
Don't know	0	0	1	10	1	2.9	2	5.1	4	4.49
Agree	0	0	3	30	3	8.8	3	7.7	9	10.11
Strongly agree	0	0	0	0	4	11.8	4	10.3	8	8.99
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.22 indicates that 76.41% of the respondents are of the opinion that improved management systems would contribute significantly to the success of agriculture projects.

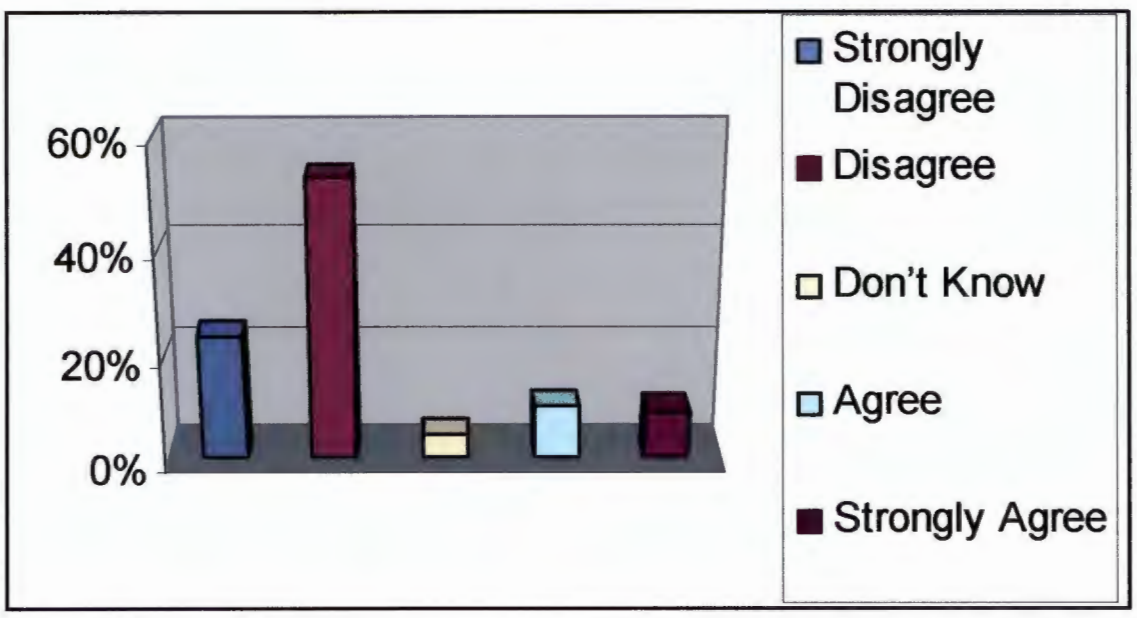


Figure 5.22 : Challenges confronting improved, management systems.

Table 5.26 reveals that 11 (12.36%) of the respondents agreed that from experience, designated agricultural projects will not succeed. However, 62 (69.66%) of the respondents disagreed, with this response. From the results of some of the previous questions, the present format of designated agricultural projects must change drastically.

TABLE 5.26 : SUCCESS OF DESIGNATED AGRICULTURAL PROJECTS.

	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
Responses	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	1	10	5	14.7	2	5.1	8	8.99
Disagree	5	83.3	4	40	19	55.9	26	66.7	54	60.61
Don't know	1	16.7	3	30	6	17.6	6	15.4	16	17.98
.Agree	0	0	2	20	3	8.8	4	10.3	9	10.11
Strongly agree	0	0	0	0	1	2.9	1	2.6	2	2.25
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.23 : The result indicates that designated agricultural projects offer a solution to the empowerment of previously disadvantaged or emerging farmers.

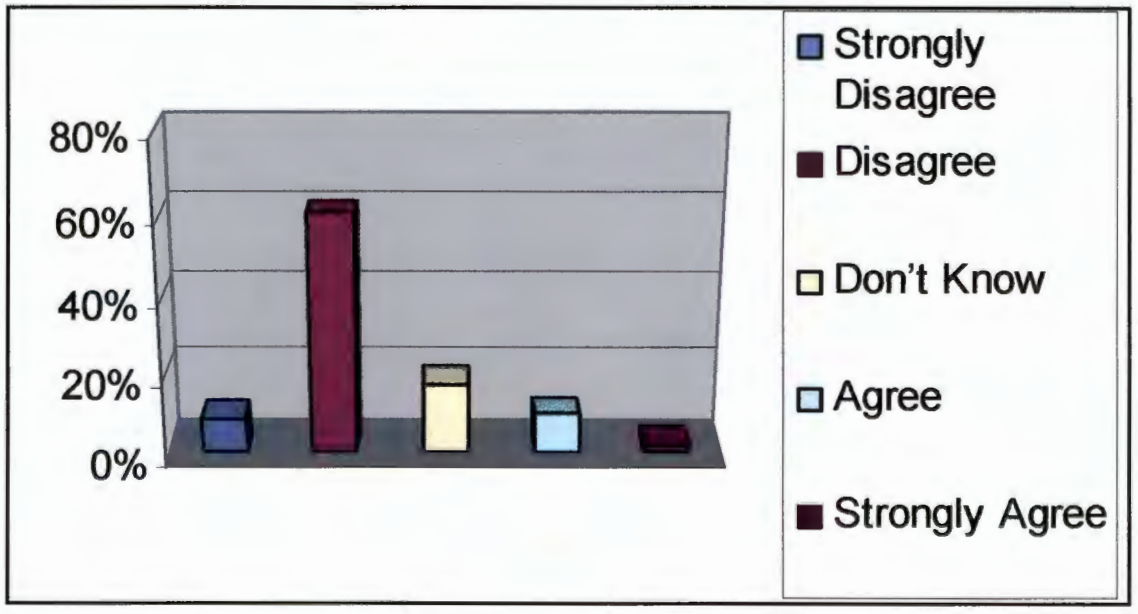


Figure 5.23 : Success of designated agricultural projects.

Table 5.27 reveals that 14 (15.73%) of the respondents agreed, that the project management system has been successfully implemented by the department. However, 46 (51.69%) of the respondents disagreed with this response.

TABLE 5.27 : DEPARTMENT'S APPLICATION OF PROJECT MANAGEMENT.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	4	12.1	6	15.4	10	11.24
Disagree	4	66.7	5	50	15	42.4	12	30.8	36	40.45
Don't know	1	16.7	2	20	10	30.3	16	41	29	32.58
Agree	1	16.7	3	30	5	15.2	3	7.7	12	13.48
Strongly agree	0	0	0	0	0	0	2	5.1	2	2.25
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.24 : The results clearly indicate that the project management system has not been fully implemented by the department.

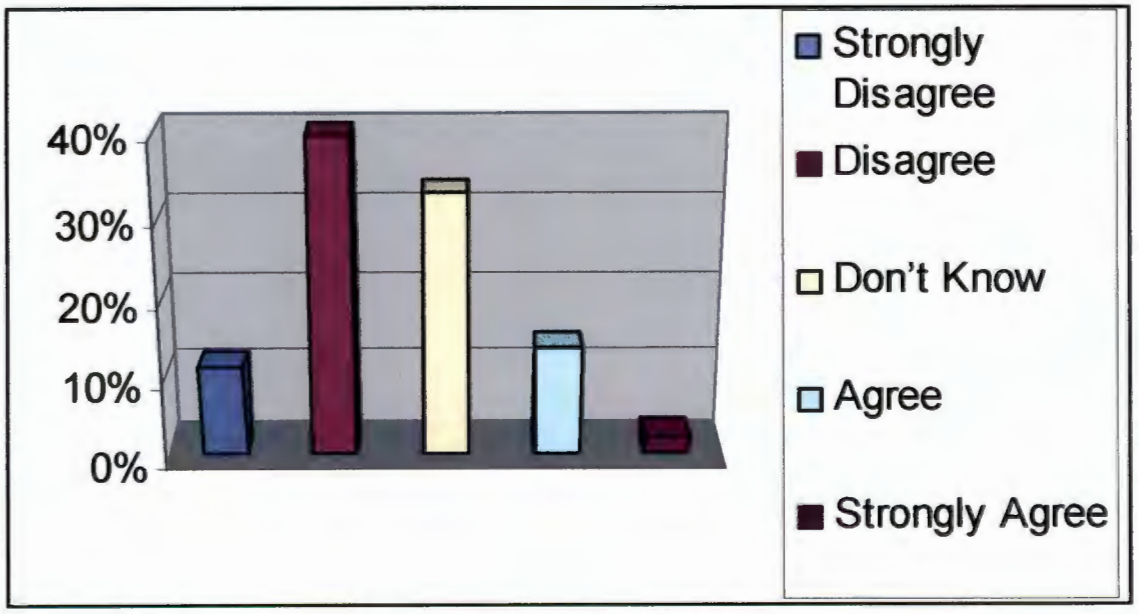


Figure 5.24 : Department's application of project management.

Table 5.28 reveals that 75 (84.27%) of the respondents agreed that the departmental management can do more to ensure the implementation of the project management system at designated agricultural projects. However, 9 (10.12%) of the respondents, disagreed with this response. The department must pay heed to the outcome of this result and ensure that serious attention is given to the implementation of the project management approach to designated agricultural projects.

TABLE 5.28 : ENHANCED SUPPORT THROUGH THE PROJECT MANAGEMENT APPROACH.

	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
Responses	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	0	0	2	5.1	2	2.25
Disagree	0	0	1	10	1	2.9	5	12.8	7	7.87
Don't know	0	0	1	10	3	8.8	1	2.6	5	5.62
Agree	6	100	6	60	20	58.8	21	53.8	53	59.55
Strongly Agree	0	0	2	20	10	29.4	10	25.6	22	24.72
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.25 reveals that the Executive Managers 6 (100%) stand strong in their view that the project management approach, should be part of the solution to the challenges.

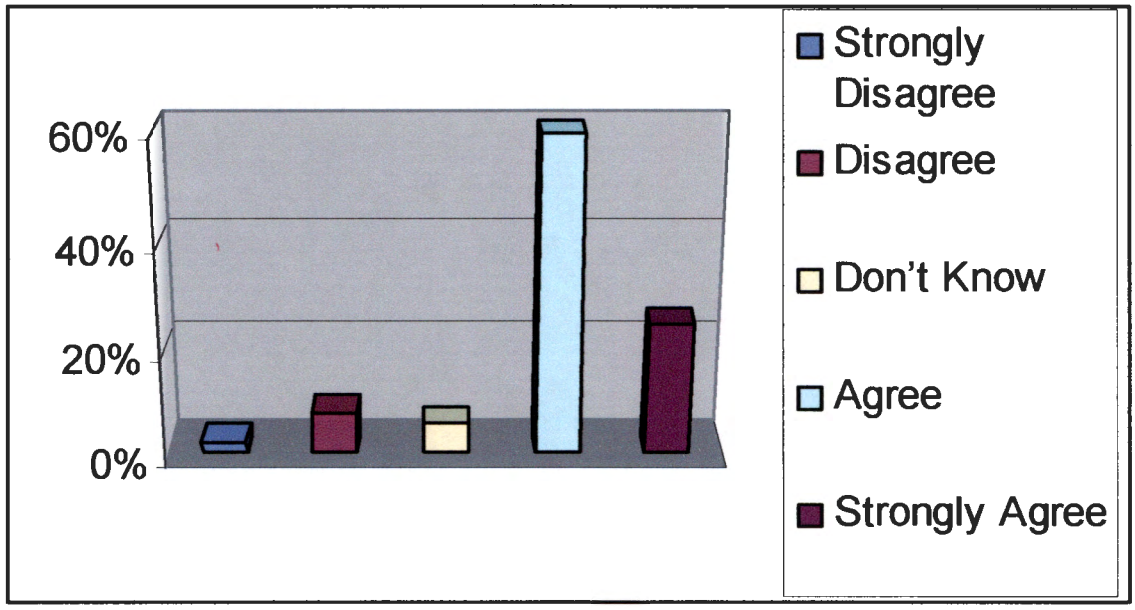


Figure 5.25 : Enhanced support through the project management approach.

Table 5.29 reveals that 69 (77.52%) of the respondents agreed that the application of a more formal project management approach will result in a higher probability of success, with regard to designated agricultural projects. However, 11 (12.36%) of the respondents disagreed with this response.

TABLE 5.29 : HIGHER PROBABALITY OF SUCCESS THROUGH A FORMAL POJECT MANAGEMENT APPROACH.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	0	0	3	7.7	3	3.37
Disagree	1	16.7	1	10	4	11.8	2	5.1	8	8.99
Don't know	0	0	1	10	2	5.9	6	15.4	9	10.12
Agree	5	83.3	6	60	19	55.9	24	61.5	54	60.67
Strongly agree	0	0	2	20	9	26.5	4	10.3	15	16.85
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.26 : In keeping with the results as indicated in Table 5.28, management views the project management approach as a very important part of the future system to ensure the success of agricultural projects.

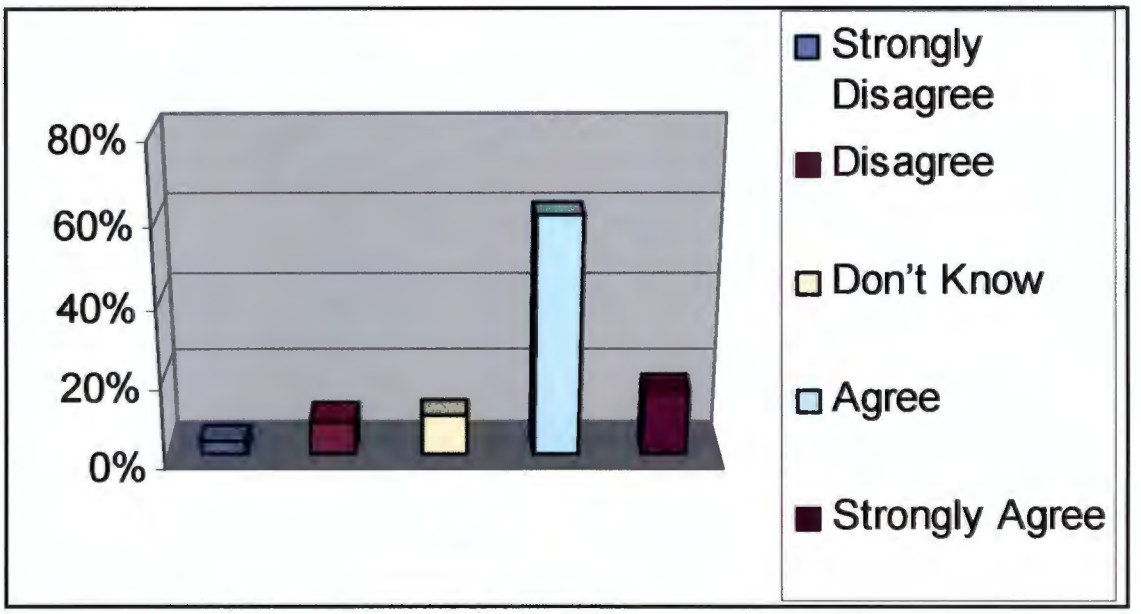


Figure 5.26 : Higher probability of success through formal project management approach.

Table 5.30 reveals that 54 (60.67%) of the respondents agreed that there are too many factors such as land ownership which is beyond the control of the department. However, 25 (28.08%) of the respondents, disagreed with this response. The response of management indicates that agricultural development in general, is not always completely under the control of the department and it is therefore very difficult to ensure success. This result corresponds with that of Table 5.18.

TABLE 5.30 : FACTORS BEYOND THE CONTROL OF THE DEPARTMENT.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	1	16.7	0	0	1	2.9	0	0	2	2.25
Disagree	4	66.7	2	20	10	29.4	7	17.9	23	25.84
Don't know	0	0	0	0	4	11.8	6	15.4	10	11.24
Agree	1	16.7	5	50	12	35.3	18	46.2	36	40.45
Strongly agree	0	0	3	30	7	20.6	8	20.5	18	20.22
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.27 indicates that while 54 (60.67%) of the respondents agreed that many factors affecting agriculture falls outside the control of the department, 5 (83.3%), of the respondents who are Executive Managers disagreed with view. This result corresponds closely with the findings as outlined in Table 5.16.

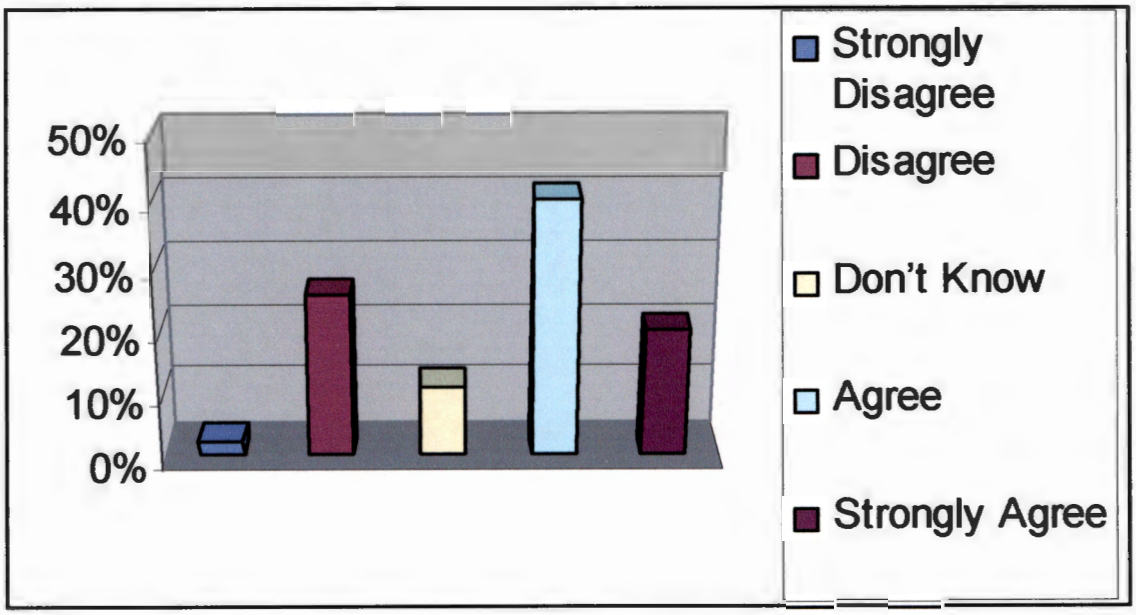


Figure 5.27 : Factors beyond the control of the department.

Table 5.31 reveals that 40 (44.94%) of the respondents agreed that agricultural projects are not viable because it is too small per farming unit. However, 33 (37.33%) of the respondents, disagreed with this response.

TABLE 5.31 : NON VIABILITY OF SMALL DESIGNATED FARMING UNITS

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	1	16.7	0	0	1	2.9	0	0	2	2.25
Disagree	2	33.3	6	60	7	20.6	16	41	31	34.83
Don't know	1	16.7	0	0	9	26.5	6	15.4	16	17.98
Agree	2	33.3	2	20	8	23.5	11	28.2	23	25.84
Strongly agree	0	0	2	20	9	26.5	6	15.4	17	19.10
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.28 reveals that 40 (44.94%) of the respondents seem to have some support for the idea that farming units may be too small.

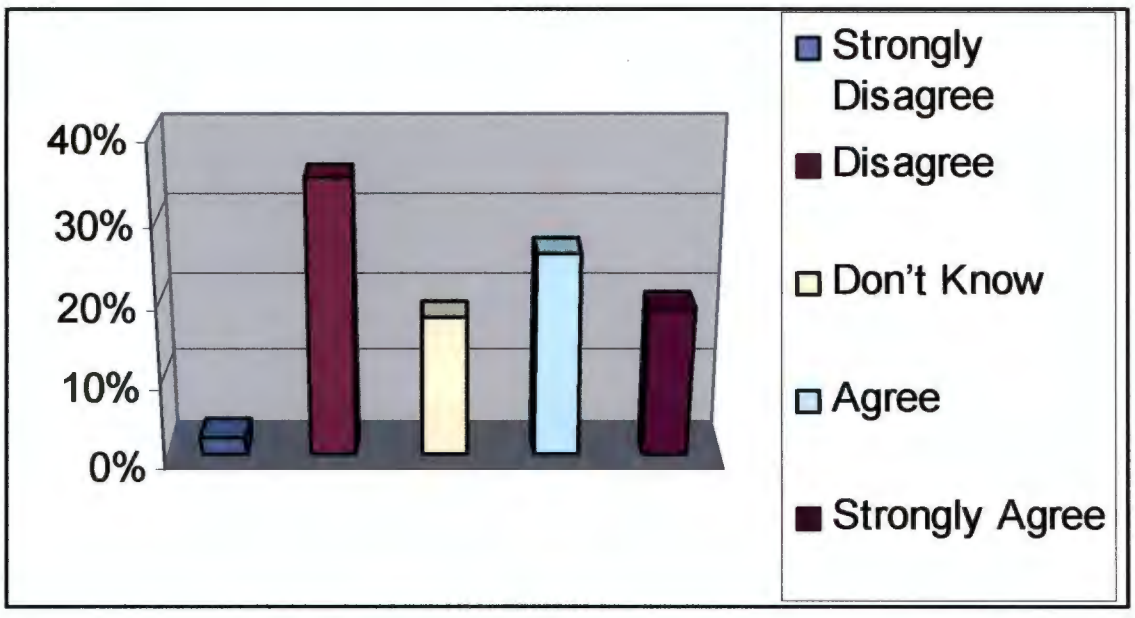


Figure 5.28 : Non-viability of small designated farming units.

Table 5.32 reveals that 73 (82.02%) of the respondents agreed that funding in respect of agricultural projects presents major challenges. However, 8 (8.99%) of the respondents, disagreed with this response.

TABLE 5.32 FUNDING OF DESIGNATED AGRICULTURAL PROJECTS, A MAJOR CHALLENGE.

Responses	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	1	16.7	0	0	0	0	0	0	1	1.12
Disagree	2	33.3	0	0	1	2.9	4	10.3	7	7.87
Don't know	0	0	1	10	6	17.6	1	2.6	8	8.99
Agree	3	50	6	60	18	52.9	23	59	50	56.18
Strongly agree	0	0	3	30	9	26.5	11	28.2	23	25.84
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.29 indicates that the six Executive Managers are evenly split with regard to this statement which suggests that funding is not a serious problem.

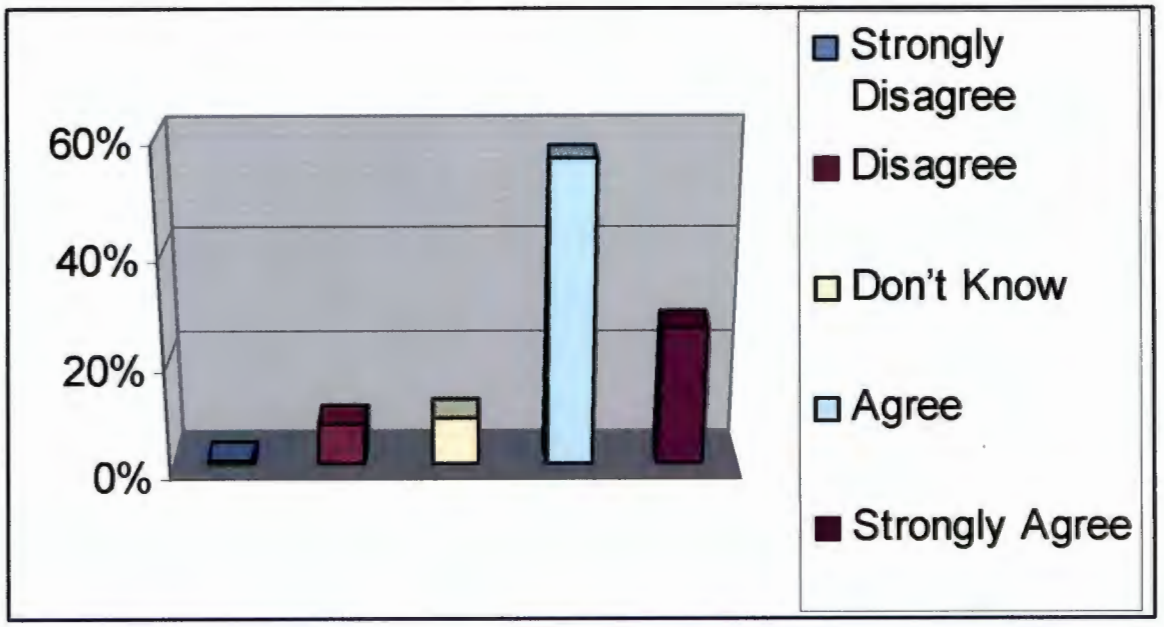


Figure 5.29 : Funding of agricultural projects, a major challenge.

Table 5.33 reveals that 58 (65.17%) of the respondents agreed farmers can be perceived as people with a desire for land ownership rights, yet they have very little or no commitment to intensive farming. However, 21 (23.59%) of the respondents disagree, with this response. This statement encapsulates a serious question with regard to the activities of the department. If managers are of the opinion that land owners are not serious about farming then it is imperative that the role of the department, regarding the development of previously disadvantaged or emerging farmers, be reviewed with seriousness.

TABLE 5.33 : PERCEPTION, DESIRE FOR LAND OWNERSHIP, BUT NO COMMITMENT TO INTENSIVE FARMING.

	DESIGNATION OF RESPONDENTS AND INDICATION OF PERCENTAGES									
Responses	Executive Managers		Senior Managers		Managers		Divisional Managers		Combined	
	Number	%	Number	%	Number	%	Number	%	Number	%
Strongly disagree	0	0	0	0	3	8.8	1	2.6	4	4.49
Disagree	4	66.7	1	10	4	11.6	8	20.5	17	19.10
Don't know	1	16.7	2	20	4	11.6	3	7.7	10	11.24
Agree	1	16.7	5	50	16	47.1	23	59	45	50.56
Strongly agree	0	0	2	20	7	20.6	4	10.3	13	14.61
Total	**6**	**100**	**10**	**100**	**34**	**100**	**39**	**100**	**89**	**100**

Figure 5.30 : The result indicate that four out of the six Executive Managers are strongly convinced that in addition to the ownership of land farmers are serious about agricultural development.

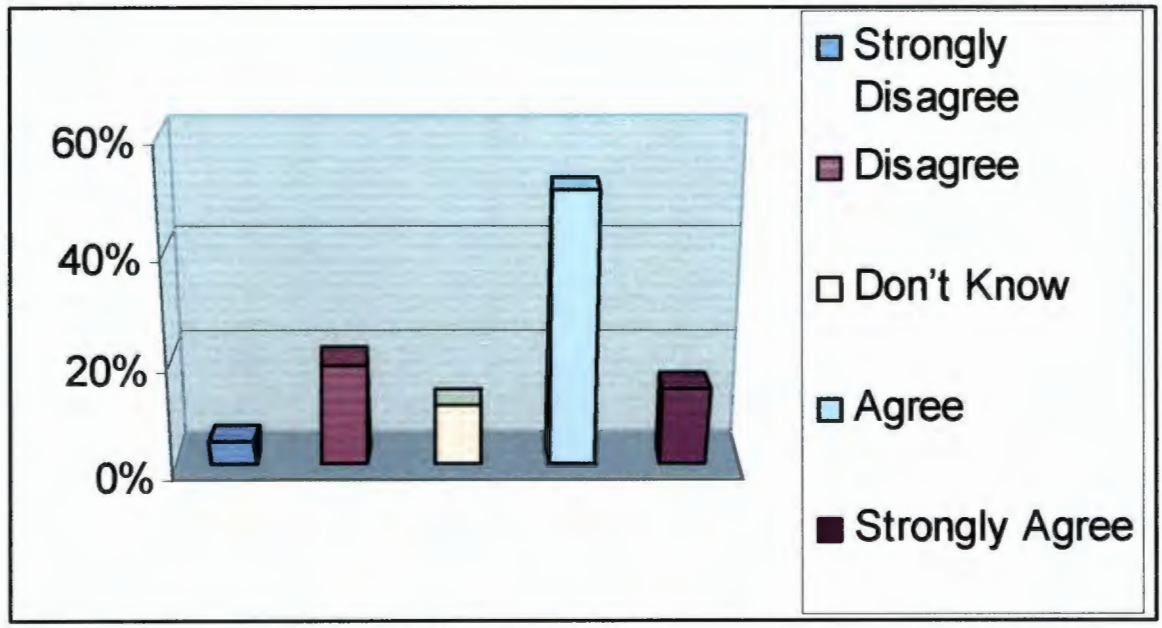


Figure 5.30 : Perception, desire for land ownership but no commitment to intensive farming.

5.5 CONCLUSION

The responses received from the various respondents were carefully analysed and accordingly presented through the medium of tables and bar graphs.

The most striking outcome from this analysis is the fact that the management of the Department of Agriculture, Conservation and Environment generally lacks a full and comprehensive understanding of its role and responsibilities, with regard to the development of designated agricultural projects. Nevertheless, the responses from the Executive Management with regard to understanding the roles and responsibilities of the department, was most impressive. In addition, the objective and thought provoking manner in which the questionnaires were completed by the respondents augur well for the department as a whole.

From the critical analysis of the results it is obvious that designated agricultural projects will continue to be an important and fundamental activity of the department. Taking into consideration the massive challenges that management has to contend with, it is evident that the present format of designated agricultural projects may change significantly. The interpretation of the results paints a clear picture that the project management approach will play an important role in the new format that the department will adopt, with regard to designated agricultural projects.

Some of the outcomes and observations from the research have been briefly discussed herein while the other relevant aspects will be accorded appropriate attention in chapter six, which concludes this study.

CHAPTER 6

DISCUSSION, CONCLUSION, IMPLICATIONS & RECOMMENDATIONS

6.1 INTRODUCTION

The conclusion to this research study embodies the findings as obtained from the questionnaires, completed and returned by the respondents. Painstaking attention and time was devoted to the careful planning and development of the questions, which was intended to seek appropriate answers to the research questions. This process was necessitated by the fact that the fundamental objective of the research is to find appropriate answers to the primary and secondary questions as alluded to in the third chapter of this study. In keeping with the afore-mentioned, the focus of attention will therefore, be concentrated on a brief discussion on the conclusions and implications emanating from the study.

6.2 DISCUSSION AND CONCLUSIONS

The analysis of the information results in a discussion that addresses the research questions, which are based on the following primary and secondary problems.

6.2.1 QUESTIONS ON PRIMARY PROBLEM

- What is the major cause of the failure of agriculture projects?

- How can the high failure rate in respect of agriculture projects be prevented?

6.2.2 QUESTIONS ON SECONDARY PROBLEMS

- To what extent is project management currently being implemented, by the department, in so far as designated agriculture projects are concerned?

- Prior to the implementation of government policies such as Land Redistribution for Agriculture Development (LRAD), are the respective beneficiaries given sufficient training and development to adequately manage designated agriculture projects?

- What other management procedures are set in motion by the department in support of designated, agricultural projects?

- Have management procedures been developed or are in the process of being developed, to ensure the sustainability of agricultural projects?

- Are previously disadvantaged farmers, given adequate support by role players such as the Land Bank?

6.3 RESPONSES TO QUESTIONS ON THE PRIMARY PROBLEMS

6.3.1 WHAT IS THE MAJOR CAUSE OF THE FAILURE OF AGRICULTURE PROJECTS?

Table 5.7 reveals that 5 (83.3%) of the Executive Management respondents and 59 (66.29%) of the total respondents agreed that the Department of Agriculture, Conservation and Environment (DOACE) is responsible for the failure of designated agriculture projects. This is an objective indication that the department has accepted responsibility for the failure of designated projects, which indicates a willingness to seek appropriate solutions.

Table 5.8 reveals that 6 (100%) of the Executive Management respondents and an overwhelming 58 (65.17%) of the total respondents agreed that the farmers are responsible for the failure of designated agriculture projects.

Table 5.9 also reveals that 6 (100%) of the Executive Management respondents and 58 (65.17%) of the total respondents agreed that the farming system is responsible for the failure of designated agriculture projects.
Table 5.11 reveals that 3 (50%) of the Executive Management respondents and (48) 53.94% of the total participants agreed that the department is providing sufficient support to ensure that farmers succeed with designated agricultural projects. This result suggests that approximately 46% of the departmental managers are not sure about the sufficiency of the support service provided to farmers on designated agricultural projects.

Table 5.13 reveals that 3 (50%) of the Executive Management respondents and 30 (33.7%) of the total respondents agreed that designated agricultural projects are well planned. It is a matter of extreme concern that more than 50% of the management are of the opinion that designated agricultural projects is not well planned. One needs to establish whether appropriate action is being taken to address this challenge.

Table 5.19 reveals that 3 (50%) of the Executive Management respondents and 47 (52.81%) of the total respondents agreed that the department should be held accountable for the failure of designated agricultural projects. The Executive Managers are evenly split with regard to this statement, which creates some confusion in the mind of the researcher. From Table 5.18 it is clear that the department cannot alter the behaviour of the role players in the farming system, which suggests that the department cannot be held accountable for the failure of designated agriculture projects while some Executive Managers seem to be willing to share accountability in this regard.

It is interesting to note that the responses enumerated in Table 5.7 and 5.19, indicate that the respondents in general are of the view that the blame for the failure of designated agriculture should be apportioned largely to the department. Table 5.8 indicates that the farmers are responsible, while the farming system is projected as being accountable in Table 5.9. Table 5.11 reveals that approximately 50% of the respondents are not sure of the sufficiency of the support services provided by the department while Table 5.13 indicates that more than 50% of the respondents are of the view that designated agriculture projects are not well planned. The results emanating from Tables 11 and 13

are most unlikely, because it seems to suggest that most managers have doubts about the sustainability of the systems and the planning processes utilised within the department.

6.3.2 HOW CAN THE HIGH FAILURE RATE IN RESPECT OF AGRICULTURE PROJECTS BE PREVENTED?

Table 5.10 reveals that 5 (83.3%) of the Executive Management respondents and 44 (49.44%) of the total respondents agreed that the department is doing its utmost to ensure the success of designated agriculture projects by implementing appropriate management systems. This is a clear indication that close to 50% of the departmental managers are not sure of the appropriateness of the management systems in place. It is therefore imperative that effective management systems such as the project management approach be implemented in support of sustainable and profitable agriculture projects.

Table 5.11 reveals that 3 (50%) of the Executive Management respondents and (48) 53.94% of the total participants agreed that the department is providing sufficient support to ensure that farmers succeed with designated agricultural projects. The intensification of appropriate support will contribute to the success of designated agriculture projects.

Table 5.12 reveals that 3 (50%) of the Executive Management respondents and 38 (42.07%) of the total respondents agreed that the department is developing and implementing appropriate farming systems to ensure that designated agricultural projects are successful. This result, suggests that approximately 58% of the departmental managers are not sure of the appropriateness of the farming systems implemented. This is a very unhealthy situation as the North West Province is predominantly rural in nature. The identification and implementation of appropriate farming systems that have a proven tract record, especially in developing countries will lend enormous support to the success of designated, agricultural projects.

Table 5.14 reveals that 2 (33.33%) of the Executive Management respondents and 23 (25.84%) of the total respondents agreed that designated agricultural projects are viable. The challenging factor regarding this result is that more than 50% of the managers appear to be doubtful whether the projects implemented are going to be viable.

Table 5.15 reveals that 4 (66.7%) of the Executive Management respondents and 52 (58.43%) of the total respondents are of the opinion that designated agricultural projects are not sustainable. This is a clear indication that urgent steps must be set in motion to remedy the situation.

Table 5.16 reveals that 4 (66.7%) of the Executive Management respondents and 40 (44.95%) of the total respondents are of the opinion respondents that the department does have the authority to change inherited designated agricultural projects significantly. This result indicates that some of the Managers and Divisional Managers are not well informed of the power that the department has to introduce change to any system as they deem necessary. Executive Managers have a clear idea of the powers possessed by the department to change inherited designated projects in the best interest of agricultural development.

Table 5.17 reveals that that 3 (50%) of the Executive Management respondents and 35 (39.33%) of the total respondents agreed that the department does not have the management competencies to resuscitate agricultural projects. The number of respondents that agree is relatively high which seems to suggest that the department is in need of specialist skills to resuscitate inherited agricultural projects.

Table 5.18 reveals that 4 (66.7%) of the Executive Management respondents and 34 (38.20%) of the total respondents are of the view that the department can change the behaviour of some of the role players involved in designated agricultural projects. The role players in the farming system include amongst others the farmers, Land Bank, co-operatives, labour unions and agricultural unions which are governed by their own constitutions, principles, guidelines and practices which falls outside the ambit or control of the department. This argument seems to suggest that some of the Managers and Divisional Managers, could learn from the executive managers.

6.4 RESPONSES TO QUESTIONS ON SECONDARY PROBLEMS

6.4.1 TO WHAT EXTENT IS PROJECT MANAGEMENT CURRENTLY BEING IMPLEMENTED BY THE DEPARTMENT, IN SO FAR AS DESIGNATED AGRICULTURE PROJECTS ARE CONCERNED?

Table 5.27 reveals that 4 (66.7%) of the Executive Management respondents and 46 (51.69%) of the total respondents were of the view that the project management system has not been successfully implemented by the department. From the response it is evident that the project management system has not been fully implemented by the department.

Table 5.28 reveals that 6 (100%) of the Executive Management respondents and 75 (84.27%) of the total respondents agreed that the departmental management can do more to ensure the implementation of the project management system at designated agricultural projects. The department must pay heed to the outcome of this result and ensure that serious attention is given to the implementation of the project management approach to designated agricultural projects. It is interesting to note that the Executive Managers are strongly of the view that the project management approach should be part of the solution to the confronting challenges regarding designated agricultural projects.

Table 5.29 reveals that 5 (83.3%) of the Executive Management respondents and 69 (77.52%) of the total respondents agreed that the application of a more formal project management approach will result in a higher probability of success, with regard to designated agricultural projects. In keeping with the results as indicated in Table 5.28, management views the project management approach a very important part of the future system in order to ensure the success of agriculture projects.

6.4.2 PRIOR TO THE IMPLEMENTATION OF GOVERNMENT POLICIES DEVELOPMENT, ARE THE BENEFICARIES GIVEN TRAINING AND DEVELOPMENT TO ADEQUATELY MANAGE DESIGNATED AGRICULTURE PROJECTS?

Table 5.20 reveals that 4 (66.7%) of the Executive Management respondents are of the view that and service provided by departmental extension officers contributes significantly to the success of designated agricultural projects while 51 (57.3%) of the total respondents, disagreed with this stance. It is evident that the department needs to critically evaluate the support services rendered to the farmers on designated agricultural projects.

Table 5.22 reveals that 6 (100%) of the Executive Management respondents and 70 (78.66%) of the total respondents are of the view that the farmers are not adequately skilled to ensure the success of designated agricultural projects. This is a clear indication that management in general is concerned about the inadequate skills of the farmers, which has a negative impact on the success of designated agricultural projects. If management is aware of a skills problem at grass roots level, it needs to be ascertained whether steps have been set in motion, to remedy the situation. The provision of adequate skills development training and information sharing is always a challenge. There is therefore, a need to establish whether Extension Officers are the appropriate medium to impart such services to the farmers.

Table 5.23 reveals that 3 (50%) of the Executive Management respondents and 37 (41.58%) of the total respondents agreed that departmental officials are sufficiently skilled to ensure that designated agricultural projects are successful. If management is of the view that department officials are lacking in the skills required for the contribution to success to agricultural projects, it needs to be established what action should be taken to remedy such a situation.

6.4.3 WHAT OTHER MANAGEMENT PROCEDURES ARE SET IN MOTION BY THE DEPARTMENT IN SUPPORT OF DESIGNATED AGRICULTURAL PROJECTS?

Table 5.24 reveals that 6 (100%) of the Executive Management respondents and 77 (86.51%) of the total respondents agreed that the replacement of the old outdated system with a new system for continuous monitoring and evaluation of designated agriculture projects. This is a clear indication that management is in agreement that a new continuous monitoring and evaluation system should be put in place.

Table 5.25 reveals that 6 (100%) of the Executive Management respondents and 68 (76.41%) of the total respondents are of the view that improved management systems will help to resolve challenges. Strong agreement by the respondents, seems to suggest that management is of the opinion that improved management systems could contribute significantly to the success of agriculture projects.

Table 5.26 reveals that 5 (83.3%) of the Executive Management respondents and 62 (69.66%) of the total respondents agreed that from past experience, designated agricultural projects will succeed. The conclusion is that the concept of designated agricultural projects, offers a solution to the empowerment of previously disadvantaged or emerging farmers. However, from the results of some of the previous questions the present format of designated agricultural projects must change drastically.

6.4.4 HAVE MANAGEMENT PROCEDURES BEEN DEVELOPED OR ARE IN THE PROCESS OF BEING DEVELOPED, TO ENSURE THE SUSTAINABILITY OF AGRICULTURAL PROJECTS?

Table 5.14 reveals that 2 (33.33%) of the Executive Management respondents and 23 (25.84%) of the total respondents agreed that designated agricultural projects are viable. The challenging factor regarding this result is that more than 50% of the managers appear to be doubtful whether the projects implemented are going to be viable.

Table 5.21 reveals that 5 (83.3%) of the Executive Management respondents and 60 (67.41%) of the total respondents agreed that the tendency for the high failure of designated agricultural projects has forced government to rethink its strategy in support of the emerging or upcoming farmer. This re-engineering process is a step in the right direction and should be pursued as one of the key priorities of the department.

Table 5.24 reveals that 6 (100%) of the Executive Management respondents and 77 (86.51%) of the total respondents agreed that the replacement of the old outdated system with a new system for continuous monitoring and evaluation of designated agriculture projects. This is a clear indication that management is in agreement that a new continuous monitoring and evaluation system should be put in place.

Table 5.26 reveals that 5 (83.3%) of the Executive Management respondents and 62 (69.66%) of the total respondents agreed that from past experience, designated agricultural projects will succeed. The conclusion is that the concept of designated agricultural projects, offers a solution to the empowerment of previously disadvantaged or emerging farmers. However, from the results of some of the previous questions the present format of designated agricultural projects must change drastically.

Table 5.30 reveals that 5 (83.3%) of the Executive Management respondents and 25 (28.08%) of the total respondents are of the view there are not many factors that are beyond the control of the department. The discrepancy in the response from the Executive Management as opposed to that of the total respondents is an indication that agricultural development in general, is not always completely under the control of the department. It is therefore very difficult to ensure the success of designated agricultural projects and it is interesting that the result corresponds with that of Table 5.16 and 5.18.

Table 5.31 reveals that 3 (50%) of the Executive Management respondents and 44.94% (40) of the total respondents agreed that agricultural projects are not viable because it is too small per farming unit. There seems to be some support for the idea that farming units may be too small.

6.4.5 ARE PREVIOUSLY DISADVANTAGED FARMERS GIVEN ADEQUATE SUPPORT BY THE ROLE PLAYERS SUCH AS THE LAND BANK?

Table 5.32 reveals that 3 (50%) of the Executive Management respondents and 73 (82.02%) of the total respondents agreed that funding in respect of agricultural projects presents major challenges. Funding for designated agricultural projects seem to present major challenges. However, Executive Managers are evenly split with regard to this statement, which may suggest that funding is not such a serious problem.

Table 5.30 reveals that 5 (83.3%) of the Executive Management respondents and 25 (28.08%) of the total respondents are of the view there are not many factors that are beyond the control of the department. The discrepancy in the response from the Executive Management as opposed to that of the total respondents is an indication that agricultural development in general, is not always completely under the control of the department. It is therefore very difficult to ensure the success of designated agricultural projects and it is interesting that the result corresponds with that of Table 5.16 and 5.18.

Table 5.33 reveals that 4 (66.7%) of the Executive Management respondents were of the view that farmers cannot be perceived as people with a desire for land ownership rights, with very little or no commitment to intensive farming. However, 58 (58.17%) of the total respondents were opposed to the afore-mentioned stance. This statement encapsulates a serious question with regard to the activities of the department. If managers are of the opinion that land owners are not serious about farming then it is imperative that the role of the department, regarding the development of previously disadvantaged or emerging farmers, be reviewed with seriousness. It is encouraging to note that the Executive Managers are strongly convinced that in addition to the ownership of land farmers are serious about agricultural development.

6.5 IMPLICATIONS

The primary problem is that designated agricultural projects have a tendency for failure and it was alleged that ineffective management was one of the major causes of this state of affairs. Arising out of the afore-mentioned one would have expected the respondents who are members of management to be subjective in their response. To the contrary members of the general management particularly the Executive Managers have been extremely objective in their views. This augurs well for the implications of the study, because the outcome of the results has created an enabling environment for the development of appropriate recommendations. In keeping with the previous statement this study will provide the necessary guidelines to address the challenges that created obstacles and impediments that led to the failure of designated agricultural projects.

From the descriptive statistical analysis of the data, it is evident that the informal farming system leads to a significant failure rate with regard to designated agriculture projects. Whilst the study reveals that the department is largely responsible for the failure of designated agriculture projects, the farmers and the farming systems that are in operation are also cited as being responsible. There is an overwhelming response that the introduction of a formalised project management system could lead to a higher success rate with regard to designated agriculture projects. The supporting agencies such as the Land Bank, Agricultural Unions and Co-operatives must play a more positive role in support of designated agricultural projects.

6.6 RECOMMENDATION

The main objective of this research is to provide appropriate answers to the problems as identified and outlined in the opening chapters of this study. In keeping thereof, the outcome of this study is, to a large extent dependent on the implementation of the recommendations as outlined hereunder;

- A more formal project management approach should be implemented as one of the key priorities of the department.

- The selecting and implementing of supporting farming systems, to ensure the success of designated farming projects should be aligned to the project management approach and principles.

- Departmental officials as well as farmers should be adequately trained to enable them to address the challenges posed by a formalised project management system.

- Financial support and sponsorship for the agricultural development in respect of the previously disadvantaged or emerging farmers, should be sourced from major stakeholders or funding agencies. This gesture will enable the department to implement best practice project management orientated farming systems, which will ensure a higher success rate to the current farming projects.

- Through a process of change management the department should change the current mindset of rural farmers to one with a business driven urge to success.

- It is strongly suggested that whilst this document was prepared through a process of thorough research, further research regarding this study should be undertaken from a holistic perspective.

6.7 CONCLUSION

The findings emanating from this study can be considered as reliable as the random sampling was used as a probability sampling technique in this study. In keeping with the afore-mentioned each member of the targeted group had a known and equal chance of being selected in the sample. A significant outcome of the study is that some of the members of management do not have a holistic understanding of responsibilities and powers vested in the department to carry out mandate falling within its ambit. It is very interesting to note that the Executive Management have a very precise a clear idea of functions and responsibilities that have to be executed by the department as a whole.

The main outcome of the study reveals that it is imperative for the department to implement a more formal project management approach. This priority should be complimented by appropriate farming systems that are fully aligned to the project management fundamentals. Training and skills development for both the agricultural sector and departmental officials emerged as one of the areas that require immediate attention especially in line with the project management approach. In addition to securing financial support for previously disadvantaged framers there is dire need to ensure that the best practices principles are given considerable importance by both farmers and departmental officials.

Financial support and sponsorship for the agricultural development in respect of the previously disadvantaged or emerging farmers, should be sourced from major stakeholders or funding agencies. This gesture will enable the department to implement best practice project management orientated farming systems, which will ensure a higher success rate to the current farming projects.

The implementation of the suggested, recommendations are extremely important, to ensure a positive turn-around with regard to the success of designated agriculture projects.

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ADDENDUM A

TO : MEMBERS OF MANAGEMENT
: DEPT. OF AGRICULTURE, CONSERVATION & ENVIRONMENT

SUBJECT : REQUEST - COMPLETION OF RESEARCH QUESTIONNAIRE

Dear Colleagues

Please be informed that I am conducting research on **the importance of effective management of agriculture projects, in the central region of the North West Province,** in partial fullfilment of the Masters Degree in Business Administration. The study is intended to identify the chief causes that contribute to the high tendency for the failure of agriculture projects. It is therefore essential to obtain (opinions/inputs) from the Leadership/Management of the department, in the search for possible explanations, which will give rise to the development of appropriate recommendations thereon.

You are kindly requested to complete **all the sections** in the attached **questionnaire by placing an X in the selected box**. There are **no right or wrong answers.** All inputs will be handled with **extreme confidentiality,** as it will be linked to the responses of **sixty or more participants.** Your **identity** will not be revealed and your name is therefore, **not required.**

A few concepts warrant explanations before the questions are answered:

- Farmers are those individuals who own a right to farm on a specific piece of land on designated agricultural projects.

- Farming system refers to the holistic environment within which the designated agricultural project/s are implemented. This includes the Department, Farmers, Land Bank, Marketing, Water Supply, Land Ownership, and related issues.

Kindly place an **X** in the relevant boxes below, to indicate your position age & gender.

DESIGNATION	*X*	***AGE***	*X*	***GENDER***	*X*
Snr Exec Man/Exec Manager		25-35		Male	
Senior Manager		36-45		Female	
Manager		46-55			
Divisional Manager		56-65			

REALEBOGA, THANK YOU, BAIE DANKIE.

K.M. GOVENDER
PS. PLEASE RETURN THE COMPLETED QUESTIONNAIRE BY FRI. 26/03/04

Question 1 *OPINION : RESPONSIBILITY FOR THE FAILURE OF DESIGNATED AGRICULTURE PROJECTS*

Designated agricultural projects seem to have a high tendency for failure. According to your opinion, who is to be blamed for this failure?

The department.

Strongly dis - agree	Disagree	Don't know	Agree	Strongly agree

The farmers.

Strongly dis – agree	Disagree	Don't know	Agree	Strongly agree

The farming system.

Strongly dis- agree	Disagree	Don't know	Agree	Strongly agree

Question 2 *DEPARTMENTAL SUPPORT*

The Department does its utmost to ensure the success of designated agricultural projects. This includes:

Implementing, appropriate departmental management systems.

Strongly dis- agree	Disagree	Don't know	Agree	Strongly agree

Providing sufficient support services to ensure that farmers succeed.

Strongly dis- agree	Disagree	Don't know	Agree	Strongly agree

Developing and implementing appropriate farming systems to ensure that agriculture projects are successful.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

Question 3 *PLANNING, VIABILITY AND SUSTAINABILITY*

Do you agree that designated agricultural projects are sustainable, well planned and viable?

Designated agricultural projects are well planned.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

Designated agricultural projects are viable.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

Designated agricultural projects are sustainable.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

The Department does not have the authority to change inherited designated projects significantly.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

The Department does not have the management competencies to resuscitate failed agricultural projects.

Strongly dis-agree	Disagreed	Don't know	Agree	Strongly agree

The Department cannot change or alter the behaviour of some of the role players in the farming system especially on designated agricultural projects. e.g. Farmers and the Land Bank.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

Question 4 *CHIEF CAUSES OF THE ALLEGED FAILURE OF DESIGNATED AGRICULTURE PROJECTS*

The Department should be held accountable for the failure of designated agricultural projects.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

The services provided by Departmental Extension Officers does not contribute significantly to the success of designated agricultural project.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

The tendency for the high failure of designated agricultural projects has forced government, to rethink its strategy in support of the emerging or upcoming farmers.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

The farmers are adequately skilled to ensure the success of designated agricultural project.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

Departmental officials are sufficiently skilled to ensure that designated agricultural projects are successful.

Strongly dis-agree	**Disagree**	**Don't know**	**Agree**	Strongly agree

The system of designated agricultural projects as implemented in the past is outdated and must be replaced by a system that will allow for continuous monitoring and evaluation.

Strongly dis-agree	**Disagree**	**Don't know**	**Agree**	**Strongly agree**

An improved management system will not help to resolve the problem.

Strongly dis-agree	**Disagree**	**Don't know**	**Agree**	**Strongly agree**

From experience, designated agricultural project will not succeed.

Strongly dis-agree	**Disagree**	**Don't know**	**Agree**	**Strongly agree**

Question 5 *THE PROJECT MANAGEMENT APPROACH*

According to your opinion, the Department has successfully used the project management system on all designated agricultural projects.

Strongly dis-agree	**Disagree**	**Don't know**	**Agree**	**Strongly agree**

The Department management can do more to ensure that project management is successfully implemented at designated agricultural projects.

Strongly dis-agree	**Disagree**	**Don't know**	**Agree**	**Strongly agree**

Question 6 *FORMALISATION OF THE PROJECT MANAGEMENT APPROACH*

In your opinion, will a more formal project management approach result in a higher probability of success, with regard to designated agriculture projects?

Strongly dis-agree	Disagreed	Don't know	Agree	Strongly agree

In your opinion, the present method of agricultural project implementation and delivery will not result in any significant success because there are too many factors such as land ownership, which is beyond the control of the department.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

The agriculture projects are not viable because it is too small per farming unit.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

Funding in respect of designated agriculture projects presents major challenges.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

Farmers can be perceived as people with a desire for land ownership rights, yet they have very little or no commitment to intensive farming.

Strongly dis-agree	Disagree	Don't know	Agree	Strongly agree

The commitment and dedication displayed by your good self in the speedy completion of this research questionnaire is highly appreciated. I remain deeply indebted for your assistance and support in this regard.

THANK YOU AND GODS RICHEST BLESSINGS BE UPON YOU AND YOUR FAMILY