



CASIDRA SOC LTD

*We make a
difference through
effective and efficient
project management*



ANNUAL REPORT 2021 | 2022



Western Cape
Government
FOR YOU

Casidra is a Provincial Government
Business Enterprise for the Western Cape

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PART A: GENERAL INFORMATION



Casidra

**“We Deliver Project
Management Excellence”**

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AUDITORS:	Auditor-General of South Africa 17 Park Lane Building Park Lane Century City Cape Town, 7445
BANKERS:	ABSA Bank Ltd Retail and Business Banking Bridge Park West Bridge Way Century City Cape Town, 7441
COMPANY SECRETARY:	FJ van Zyl

AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
B-BBEE	Broad-Based Black Economic Empowerment
BGCMA	Breede-Gouritz Catchment Management Agency
CASIDRA	Cape Agency for Sustainable Integrated Development in Rural Areas
CASP	Comprehensive Agricultural Support Programme
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CPAC	Commodity Project Allocation Committee
CRDP	Comprehensive Rural Development Programme
CSD	Central Supplier Database
COVID-19	Coronavirus
DEFF	Department of Environment, Forestry & Fisheries
DEA	Department of Environmental Affairs
DEADP	Department of Environmental Affairs and Development Planning
DEDAT	Department of Economic Development and Tourism
DESP	Departmental Equitable Share Projects
DPAC	Departmental Project Allocation Committee
DRDLR	Department of Rural Development and Land Reform
DWS	Department of Water and Sanitation
EPWP	Expanded Public Works Programme
EQPRS	Electronic Quarterly Performance Reporting System
ESF	Entrepreneur Support Fund
FET	Further Education and Training
GRAP	Generally Recognised Accounting Practice
HC	Human Capital
HTC	Haarlem Transformation Committee
IDP	Integrated Development Plan
IT	Information Technology
LARP	Land and Agrarian Reform Programme
LED	Local Economic Development
LTD	Limited
LREAD	Land Reform Advisory Desk
MoA	Memorandum of Agreement
MTEF	Medium-Term Expenditure Framework
PFMA	Public Finance Management Act (Act 1 of 1999)
PPPF	Preferential Procurement Policy Framework Act (Act 5 of 2000)
PR	Public Relations
PSO	Provincial Strategic Objective
PTY	Proprietary
SEDA	Small Enterprise Development Agency
SETA	Sectoral Education and Training Authority
SG	Strategic Goal
SMME	Small, Medium and Micro Enterprises
SOC	State-Owned Company
UIF	Unemployment Insurance Fund
UTA	Unit for Technical Assistance
WCDoA	Western Cape Department of Agriculture



StatsSA's most recent Q1 GDP and job numbers confirm that the agriculture sector in South Africa and the Western Cape continue to perform relatively well.

StatsSA GDP numbers for the fourth quarter of 2021 show that South Africa's (RSA) economic performance in the 1st quarter of 2022 grew by 1.9% quarter-on-quarter (q/q) and 3% year-on-year (y/y). Growth in the 1st quarter of 2022 was driven by the positive performance in eight of ten industries. In addition, agriculture's performance increased by 0.8% (q/q).

Over the past two years, agriculture's strong growth has driven job creation within the Western Cape's agricultural sector.

It is within the agriculture space that **Casidra** continues to deliver on its core vision of boosting agricultural and economic development opportunities in rural communities.

The **Casidra** Board has played a pivotal role in refocusing **Casidra** on its primary strategic competence, namely project management excellence. At the same time, the Board is ensuring that **Casidra** delivers on its six key priorities, which are aligned to the Western Cape's strategic priorities: economy, jobs and safety.

Thank you to Mr Stuart Symington for the vibrancy he brought to the organisation during his term of office. I am confident that the newly appointed CEO, Dr Keith du Plessis, will build on this as he leads **Casidra** towards becoming a project management partner of choice.

My deep gratitude goes to the Chairman of the Board of **Casidra**, Prof. Johann Kirsten and his fellow directors, as well as the Chief Executive Officer, Dr Keith du Plessis, his management team and staff for the commitment to the vision of boosting agricultural and economic development opportunities in rural communities.

A handwritten signature in black ink, appearing to read 'Ivan Meyer', written over a horizontal line.

Dr Ivan Meyer
Minister of Agriculture
Western Cape Government
25 August 2022



Introduction

During this financial year, **Casidra** continued to adapt to the new normal and the new reality of the world of work. Despite the disruptions caused by the COVID-19 pandemic and our new world order, we remained productive and achieved our service delivery goals as clearly outlined in Part B: performance information of this report.

Overview of strategy and performance

We rendered services in line with **Casidra's** Cabinet approved mandate, namely "agricultural and economic development within a rural and land reform context". We honoured the Shareholder's Compact that was entered into between **Casidra** and the Western Cape Department of Agriculture (WCDoA) to ensure that focused implementation is prioritised for the WCDoA.

Casidra ensured that its beneficiaries across the Western Cape Province received excellent and timeous services despite the challenging circumstances brought about by the COVID-19 pandemic. We maintained our position as a key role-player in the implementation of Government funded projects to support the Ministry's top priorities.

Casidra's organisational structure was revised during the 2021/22 financial year to align it to the key organisational deliverables and ensure a more equitable spread of tasks amongst the project team.

During this period, the key focus areas were to address sustainable funding and world class service delivery to improve our pace of delivering services to our beneficiaries and clients.

To achieve this, we upgraded our IT systems whereby a new server was procured to improve the Company's IT infrastructure. Introducing a winning culture in the organisation was also necessary. This was done by exposing employees to change management initiatives and fostering equity in the workplace by ensuring that fairness in work allocation prevails across the Company. Our Board composition improved with new skills and most importantly four women were newly appointed as Directors.

Stakeholder Relations

Casidra had various engagements with key stakeholders which attest to the high premium placed on the building of symbiotic relationships within the development sector. These engagements include Provincial Treasury, the Western Cape Department of Agriculture and other partners both in the private and public sectors.

The key highlight during this financial year was when our Executive Management team held several engagements with the senior officials of the Western Cape Department of Agriculture, Treasury and Premier's office to discuss **Casidra's** funding model, and many more other strategic issues, which included strengthening of working relationships.

Strategic opportunities

During this financial year, a Strategic Planning session was held and all the external and internal forces at play within **Casidra** were scrutinised. As an outcome of this session, six strategic priorities were developed that needed urgent attention. These six priorities were aligned to the Provincial priorities and essentially formed the backbone of the Company's strategy going forward. If these priorities are successfully and timeously implemented, they will lead to much stronger and more sustainable service delivery by **Casidra**.

The Executive Management continually explores various new business opportunities. The key objective in pursuing these opportunities is to source more funds and to render a positive impact on the lives of rural communities in the Western Cape as well as to provide sustainable income streams for **Casidra**.

The year ahead

Our CEO, Mr Stuart Symington, who served us for a year, left **Casidra** towards the end of the year under review due to personal reasons.

The Board appointed a new Chief Executive Officer, Dr Keith du Plessis, who resumed his duties on 1 June 2022. We are confident that he will continue on the journey to ensure **Casidra's** longer term sustainability.

Acknowledgements /Appreciation

I would like to express my sincere appreciation to fellow Board members, Management and Staff for their full commitment and the passion with which they do their work, more so during the new normal.

A special thank you to Mr Stuart Symington for steering a ship throughout the year as **Casidra's** CEO. He gave the Company renewed direction and energy, and for inspiring the staff to tackle challenges in better ways. The results are tangible now and we encourage employees to embrace the future with determination. The Board wishes Mr Symington every success in his future endeavours abroad.

On behalf of the Board and Management, I also wish to extend my gratitude to our Shareholder, represented by Minister Ivan Meyer, as well as to Dr Mogale Sebopetsa, Head of the Western Cape Department of Agriculture, and his team for fostering a good working relationship with **Casidra**.

A handwritten signature in black ink, appearing to read 'J. Kirsten', written over a horizontal line.

Prof. Johann Kirsten
Chairperson
Casidra SOC Ltd
25 August 2022



General financial review of the public entity

During this financial year, we proactively put various mechanisms in place to keep **Casidra**'s operating cost as low as possible whilst still being able to deliver on our core mandate.

Spending trends of the public entity

Our general spending patterns have been consistent in relation to those of the previous years with the inclusion of special project employee costs, which were recouped and reflected as part of revenue.

Capital expenditure was reduced due to budget and cash flow constraints. This is due to the fact that sufficient revenue could not be generated to absorb the cost of all required capital items. This has, to a large extent, placed enormous pressure on the ability of the entity to upgrade its systems and support other development projects.

Our income streams have been negatively impacted by COVID-19 with some projects being cancelled. This has had a huge impact on the bottom line deficit of our entity.

Capacity constraints and challenges facing the public entity

The demand for on-time and efficient project implementation in the public sector requires a highly motivated and competent team empowered with the necessary skills and tools.

The pressure on both the State fiscus and private sector funding, due to the diversion of funding to support the COVID-19 pandemic, has negatively impacted the funding available for projects being implemented by **Casidra**.

Discontinued key activities / activities to be discontinued

During the 2021/22 financial year, **Casidra** received the outcome of the Unemployment Insurance Fund Labour Activation Programme proposal which was submitted more than two years ago.

The aim of the Programme was to reduce unemployment through training and skills development initiatives focussing specifically on youth.

Casidra was awarded the bid in 2021, but due to changes in the terms of reference as prescribed by the UIF, which required significant upfront funding of the project's cost and other associated risks, **Casidra**'s Management and Board decided not to implement this project.

Other funding opportunities are being pursued, which fall within **Casidra**'s risk appetite.

New or proposed key activities

Casidra is uniquely positioned to provide project implementation support to provincial departments and municipalities in the Western Cape. **Casidra** provides training in project management and is working to expand the Company's Training Programme to reach more participants.

We are engaging further with relevant stakeholders on providing contract funding for micro enterprises. This Programme was successfully implemented in the past.

Casidra has been implementing the SMME Support and Development Programme for the Garden Route District Municipality with great success. Further engagements with other district and local municipalities are planned to provide entrepreneurship development support.

Requests for rollover of funds

Most of the projects are being implemented on a multi-year basis, which is largely due to the seasonal nature of agriculture and the implementation timelines agreed to with emerging farmers.

Casidra has a continuous rollover of funding for various programmes including the Comprehensive Agricultural Support Programme, LandCare Programme, Disaster Management Relief Funds and Financial Record-Keeping Programme, etc.

Supply chain management

Casidra has a fully-fledged Supply Chain Management Unit established under its Finance Department to ensure that proper processes and systems are successfully implemented.

All concluded unsolicited bid proposals for the year under review

Casidra had no unsolicited bid proposals for the year under review.

Whether SCM processes and systems are in place

Our Supply Chain Management Unit ensures that proper processes and systems are successfully implemented within the Company.

Challenges experienced and how they are resolved

Casidra's core funding continues to decline and remains a significant challenge for the Company to deliver on its mandate. However, expanding partnerships with farmers as host employers and mentors could indirectly expand available resources.

We need to explore the process of accessing mainline Government Department funding as conditional grants. **Casidra** will engage with the Provincial Treasury regarding a framework for conditional grants.

There are several challenges experienced that cause some delays during project implementation. These are unforeseen circumstances such as notarial deeds' registrations, environmental impact assessments, PFMA processes, etc. and are required for compliance that cannot be bypassed. All of these lead to slower-paced project implementation in certain projects.

Audit Report matters in the previous year and how would be addressed

Audit findings have been addressed as and when these occurred. On 4 October 2021, the Supreme Court of Appeal (SCA) handed down judgement in favour of the Western Cape Department of Agriculture regarding the AGSA's appeal against the Western Cape High Court ruling in favour of the WCDoA.

The SCA judgement confirms the earlier decision handed down by the Western Cape Division of the High Court to set aside the AGSA's qualified audit reports on the Western Cape Department of Agriculture for the financial years ending 31 March 2017 and 31 March 2018. The outcome provides clarity on **Casidra's** relationship with the WCDoA, as not being an agent/principle relationship. **Casidra** can continue to do work for the WCDoA and other Departments as a strategic implementation partner.

Outlook/ Plans for the future to address financial challenges

Casidra endeavours to attract additional income through project implementation support, to augment the current budget allocation. An organisational structure was approved to strengthen capacity to on-board fundraising opportunities.

Events after the reporting date

Casidra has positioned itself as an important role-player in the implementation of Government funded projects because of our ability to move quickly and adapt to an environment that is constrained by cumbersome supply chain regulations, reporting and compliance requirements, limited resources and a hands-on project implementation approach.

Economic viability

Casidra operates in an environment where the economic realities and social challenges are becoming increasingly apparent, and this has affected the funding received by **Casidra**. Given the pressures currently on the provincial fiscus, which has unfortunately led to continuous budget cuts, **Casidra** continued to seek opportunities to attract new funding from the public and private sectors. In order to ensure the stability of the business, it is vital that these additional sources of income are secured.

Acknowledgements and Appreciation

Our heartfelt gratitude goes to our Board of Directors for their leadership, our Executive Authority, Minister Meyer for his guidance and Dr Mogale Sebopetsa and his entire Senior Management team at the Western Cape Department of Agriculture for their full support and contributions as well as trusting **Casidra** to deliver project management excellence.



Dr. Keith du Plessis
Chief Executive Officer
Casidra SOC Ltd
25 August 2022

PART A: GENERAL INFORMATION STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of our knowledge and belief, we confirm the following:

All information and amounts disclosed in the Annual Report are consistent with the Annual Financial Statements audited by the Auditor-General of South Africa.

The Annual Report is complete, accurate and free from any omissions.

The Annual Report has been prepared in accordance with the guidelines in the Annual Report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the GRAP standards applicable to the public entity.

The Accounting Authority is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control, which has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human capital' information and the Annual Financial Statements.

The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In our opinion, the Annual Report fairly reflects the operations, performance information, human resources' information and financial affairs of the public entity for the financial year ended 31 March 2022.

Yours faithfully



Dr Keith du Plessis
Chief Executive Officer
25 August 2022



Prof. Johann Kirsten
Chairperson of Board
25 August 2022

VISION

To be the catalyst for growth
towards self-sustainable
communities

VALUES

Integrity:

We act in an ethical manner
with trust, honesty, reliability
and credibility

Professionalism:

We deliver excellent work with
a positive attitude by well-skilled
people using best practice in a
business-like approach

Caring:

We want the best for our
customers and staff, and treat
them with respect and empathy,
whilst embracing diversity

Development-driven:

We add value to people and
business to ensure sustainable
growth

Innovative:

We strive to seek better and lasting
solutions

To maximise agricultural and
economic development
opportunities in rural
communities through project
management excellence

MISSION

Casidra SOC Ltd is a Public Entity registered as a State-Owned Company Limited under the Companies Act, 2008 (Act 61 of 2008). It is listed as a Schedule 3D Provincial Government Business Enterprise in terms of the Public Finance Management Act (PFMA), 1999 (Act 1 of 1999).

CONSTITUTIONAL MANDATES

Constitution of the Republic of South Africa, 1996 and the Western Cape Provincial Constitution (Act 1 of 1998):

- Functional areas of concurrent National and Provincial legislative competence:
 - Agriculture
 - Regional Planning and Development
 - Soil Conservation
 - Tourism
 - Trade
 - Rural Development
 - Environmental Affairs
- Functional areas of exclusive provincial legislative competence
 - Provincial Planning

LEGISLATIVE MANDATES

Staff Matters:

- Basic Conditions of Employment Act (Act 75 of 1997)
- Employment Equity Act (Act 55 of 1998)
- Labour Relations Act (Act 66 of 1995)
- Occupational Health and Safety Act (Act 85 of 1993)
- Pension Funds Act (Act 24 of 1956)
- Public Holidays Act (Act 6 of 1994)
- Skills Development Act (Act 97 of 1998)
- Skills Development Levies Act (Act 9 of 1999)
- Tobacco Products Control Act (Act 83 of 1993)

Financial Matters:

- Companies Act (Act 71 of 2008)
- Income Tax Act (Act 58 of 1962)
- Preferential Procurement Policy Framework Act (Act 5 of 2000)
- Public Finance Management Act (Act 1 of 1999)
- Financial Intelligence Centre Act (Act 38 of 2001)

Other Legislative Mandates:

- Broad-Based Black Economic Empowerment Act (Act 53 of 2003)
- Conservation of Agricultural Resources Act (Act 43 of 1983)
- Consumer Protection Act (Act 68 of 2008)
- National Credit Act (Act 34 of 2005)
- Promotion of Access to Information Act (Act 2 of 2000)
- Sub-division of Agricultural Land Act (Act 70 of 1970)
- Regulation of Interception of Communications and Provision of Communication-related Information Act (Act 70 of 2002)
- Annual Sectoral Determination 13: Farm Worker Sector, South Africa
- Protection of Personal Information Act (Act 4 of 2013)
- Provincial Archives and records service of the Western Cape Act (Act no3 of 2005) as amended

POLICY MANDATES

- National Outcomes 4, 5, 6, 7 and 10
- Provincial Strategic Goals 1, 2, 3, 4 and 5
- **Casidra** Cabinet mandate: 'Agricultural and economic development within a rural and land reform context' in terms of Resolution 271/2007 of the Provincial Cabinet
- Land and Agrarian Reform Programme (LARP)
- Integrated Food Security and Nutrition Strategy
- Ilima Letsema Programme
- Comprehensive Rural Development Programme (CRDP)
- Provincial Growth and Development Strategy
- Provincial Spatial Development Strategy
- Integrated Development Plans of Municipalities
- Comprehensive Agricultural Support Programme (CASP)
- Integrated Food Security and Nutrition Programme
- Integrated Food Security Strategy
- National Development Plan
- SA National Disaster Management Framework

EXECUTIVE AUTHORITY



DR IVAN MEYER
Minister of Agriculture

BOARD OF DIRECTORS



JOHANN KIRSTEN
Chairperson



ELTON JEFTHAS
Vice-Chairperson



DANIEL JOHNSON
Director



THANDIWE MOUTLANA
Director



ANGELO PETERSEN
Director



CRYSTAL ABDOLL
Director



MARIUS WÜST
Director



LEBOHANG MEHLO MAKULU
Director



EMILY HENDRICKS
Director

MANAGEMENT TEAM



DR. KEITH DU PLESSIS
Chief Executive Officer



FREEK VAN ZYL
Chief Financial Officer



DAVID NEFDT
Chief Programme Officer



LOINICE SECONDS
Human Capital Manager



EXPERIENCE MATSHEDISO
Public Relations/
Communications Manager



CARL BORAINÉ
Accountant



MICHAEL MACKENZIE
Programme Manager:
Food Security



JACQUES SWANEPOEL
Programme Manager:
Environmental Sustainability

PART B: PERFORMANCE INFORMATION



Casidra

**“We Deliver Project
Management Excellence”**

The AGSA currently performs certain audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to Management, with material findings being reported under the Predetermined Objectives' heading in the Report on other legal and regulatory requirements' section of the Auditor's Report.

Refer to pages 48 to 50 of the Report of the Auditors' Report, published as Part E: Financial Information.

SITUATIONAL ANALYSIS: SERVICE DELIVERY ENVIRONMENT

The strategic focus for **Casidra** in the previous 2021/22 financial year included the following specific areas:

- Delivering project management excellence on the Programmes of our key Partner, namely the Western Cape Department of Agriculture.
- Sustainable management of the two Government farms, namely Amalienstein in Zoar near Ladismith and Waaikraal in Dysseldorp near Oudtshoorn, as well as the implementation of the turnaround plans once approved and financed to successfully hand over the farms to community entities.
- Facilitation of successful Land Reform projects within the Western Cape Agricultural Sector and aligned with **Casidra**'s mandate.
- The diversification and growth of the revenue and funding base through the development of commercial partnerships that support and are aligned with **Casidra**'s mandate.
- To successfully deliver on economic development and green economy projects that positively impact on job creation, entrepreneurial growth, poverty alleviation and rural development in collaboration with partners across the spectrum of the private sector, public sector and NGOs.
- To maintain our project management centre of excellence capability available to other Departments as a cost-effective implementation partner.

Casidra established itself as a proficient project implementation company while mainly servicing the Western Cape Department of Agriculture (WCDoA), its institutional funder. Services are also rendered to other Provincial Departments, Government entities and the private sector. The Company executes its mandate in an agricultural and economic development setting, and is mandated to provide these services particularly in the rural areas of the Western Cape.

AGRICULTURE AND LAND REFORM PROGRAMME

MANAGEMENT OF GOVERNMENT FARMS

Casidra continued to manage the Waaikraal and Amalienstein farms on behalf of the WCDoA and implement the turnaround plans until 2025. There is continuous engagement with the respective communities to get their buy-in for the turnaround plan by the WCDoA.

The strategic focus for the two farms, namely Amalienstein and Waaikraal, is to get them to become profitable and sustainable before being transferred to the relevant beneficiaries or communities. These farms are currently unsustainable due to limited resources and the persistent drought since 2016 and cannot secure funding to implement new ventures and extend their current activities.

At Waaikraal, the water situation improved, but activities were still limited, as there was insufficient water. Amongst other urgent work, the dam at Waaikraal needs to be repaired.

At Amalienstein, we managed to operate within the available funding. The thatched roof of the offices still needs urgent attention to be repaired.

Despite the dire financial position of the farms due to the ongoing drought, no staff lay-offs were considered.

Amongst some of the challenges, theft, vandalism and stray animals remain the most prevalent on both farms, but are being addressed as best as possible. The farms are managed and maintained as best as possible under difficult circumstances.

CASP and Ilima Letsema Projects

The CASP and Ilima Letsema funded projects remain important in **Casidra**'s range of projects being implemented. The funding provided to smallholder farmers is an important stimulus to propel these farmers going forward to become fully fledged commercial farmers.

Casidra remains fully aware of the multiple factors that impact the success of any farming operation. Business start-ups often fail due to the absence of comprehensive planning and the financial support required. For farming business operations, it is no different. Factors further complicating farming activities are ever-changing market requirements and weather patterns.

The transition to commercial farmer status, therefore, requires that a combination of critical success factors be in place. These include, amongst others, technical skills, business acumen, support service, market access, funding and financial support.

The approval of CASP and Ilima Letsema grant applications are done through a very thorough evaluation and approval process. Commodity Producer Allocation Committees (CPACs) are responsible to approve projects for recommendation to the Departmental Project Allocation Committee (DPAC). **Casidra** is the Secretariat for the various CPACs and ensures that all processes follow the agreed Terms of Reference (TOR) for CPACs. Both the CPACs and the DPAC consist of industry experts, WCDoA officials, the **Casidra** Secretariat and Scribe.

A final list of recommended projects are approved annually by the DPAC for presentation to the National Department of Agriculture for funding.

In the year under review, the Programme 67 farmers in total were supported across the following commodities: Wine grape, Table grape, Vegetables, Ruminants, Grain, White Meat and Aquaculture.

Unit for Technical Assistance (UTA)

The Unit for Technical Assistance's main function is to provide technical assistance to the commodity enterprises as part of the application for assistance process for CASP and Ilima Letsema funding.

The Unit for Technical Assistance's purpose is to promote and support sustainable agrarian reform. The main function of the Unit is to provide technical assistance to the agricultural industry to satisfy a need which has been lacking since the creation of the commodity enterprises as part of the new application for assistance process. The UTA supports the Western Cape Department of Agriculture and Commodity groups who receive applications for financial support from smallholder farmers.

The UTA provides support to the DPAC or CPAC when funding applications are submitted, but compliance issues prevent these committees from approving funding. In these cases, the DPAC or CPACs request the UTA to provide support. The UTA facilitates and addresses issues related to, amongst others, EIAs, lease agreements, water rights and ownership arrangements.

In matters where legal counsel is required for either the DPAC or CPACs, this is referred to legal professionals through the UTA.

In the 2021/22 financial year, the UTA has been involved in 114 interventions.

Land Reform Advisory Desk (LREAD)

Casidra's Land Reform Advisory Desk (LREAD) was reassigned under the UTA, after the resignation of the previous LREAD Co-ordinator, at the end of the previous financial year.

The Land Reform Advisory Desk's (LREAD) main purpose is to provide assistance to black farmers who would like to access land and commercial land owners who want to sell land in a transaction that will support agricultural transformation. This is to help facilitate change in the land ownership demographics in the Province.

The LREAD does not provide any funding, but renders support to black farmers who want to buy land for their farming activities.

The LREAD will assist by co-ordinating with the various support structures in the Province and where applicable nationally, to help conclude viable land reform transactions.

In the financial year under review, the UTA was involved in two Land Reform transactions, which is still ongoing.

RURAL INFRASTRUCTURE AND POVERTY ALLEVIATION PROGRAMME

Community and Household Food Security Programme

The Community and Household Food Security Programme continued to support community and household gardens with basic garden tools and production inputs during the 2021/22 financial year.

The protracted impact of COVID-19 on households remains a challenge. Studies done during and after the hard lockdown showed that a large number of South Africans went to bed hungry during these times.

With an over 30% unemployment rate and youth unemployment at more than 50% in South Africa, the importance of this Programme to address the basic need for food and sustenance cannot be emphasized more.

The **Casidra** team implementing this Programme has gone beyond the call of duty to support households during the pandemic, often working into the night and over weekends to complete the tasks required. During this financial year, 2364 Household Food Security projects and 148 Community Food Security projects were implemented by **Casidra** and the WCDoA.

Disaster Management Funds

Natural disasters have a devastating impact on the livelihoods of people. The agricultural sector normally experiences the impact of natural disasters first-hand, which include drought, fires and flash floods. Climate change driven by global warming has led to unpredictable and extreme weather patterns. In the financial year under review, **Casidra** played an integral role in the rollout of the Disaster Management grants to drought-stricken farmers through fodder support to feed livestock. In this financial year, R59 million was received and 100% spent.

LandCare Programme

The LandCare Programme focuses on conserving and rehabilitating natural ecosystems as well as alleviating the burden on water resources.

Casidra implemented the following Programmes under LandCare, namely the Departmental Equitable Share Projects (DESP), Extended Public Works Programme (EPWP) and LandCare projects during this financial year for funding still remaining from previous financial years. For the financial year under review, the LandCare Programme has been insourced by the WCDoA.

Alien Clearing Programme

Casidra continued with the Alien Clearing Programme for the DEFF in the financial year under review. The Clearing Programme focuses on alien eradication and control in the riparian zone along riverbanks of the Berg River, specialised clearing and wetland protection activities.

Alien clearing helps restore and protect natural ecosystems which are essential to increase water quality and quantity for farming practices.

Casidra submitted three bids to do further work for the DEFF to sustain current efforts to protect valuable arable farmland from soil erosion and the scarce water resources in the Province.

Unfortunately, the DEFF recently cancelled all bids for more than 600 bids that were still being evaluated. **Casidra** is currently contracted to continue current work for the DEFF until the end of the 2022/23 financial year.

Breede-Gouritz Catchment Management Agency (BGCMA)

The BGCMA is responsible for water resource management within the Breede-Gouritz Catchment Management area. The BGCMA plays a pivotal role in protecting, using, developing, conserving, managing and controlling water resources in a co-operative manner.

Casidra has supported households identified by the BGCMA with water harvesting infrastructure. In partnership with BGCMA, **Casidra** was able to roll out 400 water tanks in rural communities in the Western Cape.

Mechanisation Programme

Casidra continued to administer the Mechanisation Programme funded by the National Department of Agriculture. A total number of 72 tractors and mechanisation equipment were allocated to 67 small farmers in 2013.

Casidra rendered administration services to these beneficiaries during the 2021/22 financial year, primarily related to the insurance and tracking of the tractors.

Approval has been granted to **Casidra** to facilitate a process for the transferral of these assets to the beneficiaries and mechanisation centres to ensure that full responsibility is taken for licencing and maintenance of the tractors.

Further Education Training (FET)

Further Education and Training works very closely with the WCDoA and responds to the Departmental Strategic Goals, National Outcomes and Provincial Strategic Objectives to address job creation through skills development.

Casidra's business development projects lead to economic growth and build social security, especially in the rural towns.

Casidra facilitated and supported a number of Further Education and Training (FET) and Vocational Training Programmes that develop key capabilities and skills among the people involved.

Casidra contracted service providers and training services according to the needs identified to train, mentor and upskill project beneficiaries and other role-players.

Following COVID-19, the number of training interventions were still limited to ensure the safety of participants. The number of participants were, however, more than the previous financial year, which is encouraging.

LOCAL ECONOMIC AND BUSINESS DEVELOPMENT PROGRAMME

Financial Record-Keeping Programme (FRK)

During the 2021/22 financial year, **Casidra** played an integral role in hosting the Financial Record-Keeping Programme that supported emerging farmers across the Western Cape with bookkeeping support and financial literacy training. The Programme managed to support approximately 43 emerging farms. Working in close collaboration with the Agricultural Economist at the WCDoA, the team of accountants and bookkeepers deliver vital accounting and other services to smallholder farmers, which support their business growth.

Entrepreneur Support Fund

Casidra planned to implement the Entrepreneur Support Fund to support micro-enterprises across the Western Cape, but no funding was received and, therefore, the ESF project could not commence as planned.

Market Access Programme

During the 2021/22 financial year, **Casidra** facilitated the international and domestic market access for smallholder entrepreneurs and CASP beneficiaries within the Agricultural Sector.

This Programme enables black businesses to access markets through trade missions and shows where South African produce is showcased.

Due to the COVID-19 lockdown, an annual international trip to the Hotel China trade show could not take place as planned for November 2021. However, due to the reduction of the COVID-19 infection risks, the Fruit Logistica Study Tour to the Netherlands and Berlin, was able to take place between 31 March 2022 and 8 April 2022.

UIF Labour Activation Programme

Casidra submitted a proposal for funding to the Unemployment Insurance Fund (UIF), which funds Skills' Development Programmes in an effort to address unemployment.

During this financial year, **Casidra** received notice that the bid was awarded to **Casidra** for implementation after waiting two years for feedback. The objective of the UIF Labour Activation Programme is to train people, with the emphasis on youth, through learnerships and ultimately placing them in jobs. The UIF, however, changed the terms applicable under which the Programme should be implemented. With a much lower implementation fee and **Casidra** bearing significant risks when providers and participants fail to perform, **Casidra's** Management and Board decided to withdraw the Company's submission to implement this Programme.

CHALLENGES EXPERIENCED BY THE INSTITUTION

Casidra's core funding continues to decline and remains a significant challenge for the Company to deliver on its mandate. The Government budgets were under tremendous pressure and there was a reduction of such resources. However, we continued to explore the expansion of partnerships with farmers as host employers and mentors with available resources.

There were several challenges experienced that caused some delays during project implementation. These are unforeseen circumstances such as notarial deeds' registrations, environmental impact assessments, PFMA processes, etc. and are required for compliance that cannot be bypassed. All of these lead to snail paced project implementation of certain projects. The material impact on **Casidra's** ability to grow opportunities with other Government Departments was very slow despite the positive outcome of the court case between the WCDoA and the AGSA.

We engaged with the Provincial Treasury to forward us a Framework for Conditional Grants with an intention to explore the process of accessing Government Departments' funding.

SIGNIFICANT DEVELOPMENTS DURING THE YEAR

The performance of **Casidra's** strategic outcome-oriented goals in 2021/2022, was informed and aligned to the Medium Term Strategic Framework (MTSF) Priorities and Provincial Vision Inspired Priorities as well as Ministerial Key Priorities. The Board and Management further developed the six top strategic priorities to implement during this financial year.

Casidra has become the leading partner and catalyst in the battle against poverty and inequality in many of these rural areas, which are mainly characterised by a lack of resources as well as suitable financial, institutional and developmental support.

Considering the fact that resources for stimulating economic development in rural areas are generally not as abundantly available as in the urban areas, **Casidra** strives to lobby the public and private sectors as broadly as possible, to partner and assist in these areas in order to optimise opportunities.

We have positioned ourselves as an important role-player in the implementation of Government funded projects, especially when considering the following:

- The recognition of Government that rural development is important enough to retain a separate focus on it.
- Capacity and project management resources for stimulating economic development and job creation as well as the practical implementation of projects in rural areas are generally limited.
- The ability of **Casidra** to move quickly and be adaptable in an environment that is constrained by cumbersome supply chain regulations, reporting and compliance requirements and limited resources as well as hands-on project implementation abilities.

Casidra actively aligned itself and prioritised the following four themes of the Western Cape Recovery Plan:

- COVID-19 RECOVERY: The pandemic will be with us for the foreseeable future; existing measures must continue and new ones put in place to deal with disruptions to the economy and service delivery.
- JOBS: The economic impact of COVID-19 has been severe.
- We can only recover if our economy grows and our citizens generate an income.
- WELLBEING: Government must ensure that the basic human needs of our citizens are realised, as guaranteed in the Constitution.
- SAFETY: This is the overarching theme for the Provincial Strategic Plan, and it is equally relevant going forward. It is inextricably linked with wellbeing, as safety cannot be achieved if basic human needs are not met.

A concept that is central to the above themes is dignity. The citizen is at the centre of everything that we do, and what we deliver and how we deliver must uphold the dignity of every individual, household and community.

Casidra recognises that the future success of the Company depends on a productive workforce where employees are properly trained, properly equipped, motivated to do their jobs well within their teams, pay attention to detail and foster a winning culture within the organisation.

To ensure alignment of a common vision, mission and strategic objectives, efforts are made to align individual and team contributions to the Company's Strategic Plan.

Employees' performance agreements are aligned with the Strategic Objectives and were amended in relation to **Casidra's** service providers, i.e. how they are expected to perform for us, how we manage them and how it affects the **Casidra** brand.

Management had every intention of introducing a culture change initiative in 2021. However, the cost of receiving external assistance to do so was beyond the Company's financial reach, for now. Instead, we have chosen to address our organisation's culture shift through various self-generated initiatives, starting from the content of the CEO's Friday talks. Gradually we are trying to inculcate habits of how we expect things to be done at **Casidra** going forward.

Management is also intent on ensuring that equity (fairness, impartiality) is continuously addressed in the workplace and is looking at the topic from various angles, namely i) the even distribution of workload amongst our employees, ii) the procurement of goods and services from more black-owned companies and iii) the prioritisation of the work that the Employment Equity Committee promotes within **Casidra**.

The Human Capital (HC) department launched a HC newsletter to support improved channels of communication and focused on topics not covered on the intranet platform. Its intention is to keep employees up-to-date on what is happening in the HC space.

Holistic wellness programmes to support the wellbeing and dignity of our employees are implemented quarterly at **Casidra** and annually at the farm projects. During this year, we also launched ICAS – an integrated holistic wellness platform that provides employees with support they need while at work, at home and when they are feeling unwell.

The mobile app provides employees with extensive resources and numerous counsellor access points. The value of the tool is to measure the impact of a presenting problem on the employee's life, work and mental health.

Employees aspire to work in a safe and healthy working environment. **Casidra** adheres to the requirements of the Occupational Health and Safety Act (Act No. 85 of 1993), and procedures for health and safety form part of the Personnel Policy as well as the induction process for new entrants.

Casidra wants to earn and maintain the trust of its employees and the society in which it operates. The Company will do so by promoting and protecting the environment and people's health. Our philosophy is, 'what is good for the environment is also good for ourselves', whether at home or at the office.

The health and safety of our employees remain our top priority, and prevention is the cornerstone of our response. In terms of COVID-19, we ensure that all protocols in place are being observed. Our offices are equipped with necessary PPE and we continue to create awareness amongst our employees. We also disinfect our offices on a monthly basis.

Therefore, we continuously implement strategies and actions to reduce the carbon footprint of **Casidra**. We encourage employees to identify simple changes in their daily operations that contribute towards better business.

These changes can entail anything from cost optimisation projects to internal processes that can be mapped more efficiently. **Casidra's** Board has also identified commercial partnerships as a Strategic Objective that seeks to broadly achieve the following:

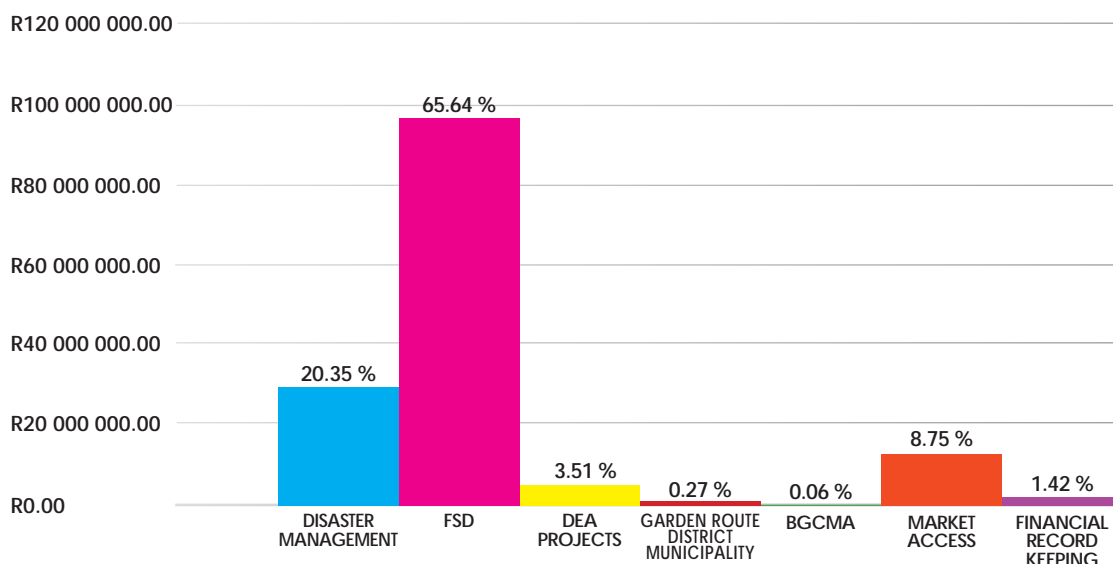
- Diversification of funding sources
- Growth and diversification of revenue base/mix
- Growth in economic and rural development projects

This strategy seeks to build upon **Casidra's** existing project management excellence and successful track record of delivery, and make a greater impact on the agricultural and economic development ecosystem for the region.

The commercial partnerships will be formalised and mutually beneficial to the parties, and will fully support the successful achievement of **Casidra's** mandate. This may also include agricultural financing partnering with development finance institutions and an Enterprise Development Fund in which corporates could participate strategically as funders.

This, in turn, offers them optimisation of their B-BBEE scorecard points. The Enterprise Development Fund will support various business support services to emerging and black commercial farmers to become more sustainable over the medium to longer term.

REMAINING BUDGET UNDER MANAGEMENT FOR 2021/22



None.

PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND STRATEGIC OUTCOME ORIENTED GOALS

STRATEGIC GOAL 1	
Strategic Outcome Oriented Goal 1	Casidra to provide project management services to the Western Cape Department of Agriculture to achieve their goals
Goal Statement	<p>Agricultural transformation means the rapid and fundamental change in the relations to systems and patterns of ownership and control of land, livestock, cropping and community.</p> <p>This entails, among other things, improving the productivity, economic viability and sustainability of small and large agricultural enterprises. It focuses on, but is not limited to, the establishment of rural business initiatives, agro-industries, co-operatives, and vibrant local markets in rural settings as well as the empowerment of rural people and communities especially women and youth; and seeks to transform power relations.</p> <p>NDP Output 1: Sustainable agrarian reform, with thriving small and large farming sector aims to contribute to the following:</p> <ul style="list-style-type: none"> • Economic growth through the agricultural sector and ensure that the economic benefits are experienced at local level; • Efficiency in water use through suitable technologies; • Ensuring the availability of land for socio-economic development, economic growth through the agricultural sector and access to food security, and • Improved production. <p>By combining agricultural experience and knowledge with project management capabilities and efficient financial and governance systems, Casidra will continue to support the WCDoA with the disbursement of funds from the CASP/Ilima Programme.</p> <p>An estimated 230 active projects are supported by the WCDoA with procurement from grant funding for physical infrastructure delivery on approved project business plans.</p> <p>Another initiative to support this goal is the involvement in the Agricultural Production Strategy of the Department of Agriculture, Land Reform and Rural Development (DALRRD) within the context of rural development and tied to the objective of agrarian reform. Institutional arrangements for an integrated support strategy are based on the commodities' approach. Practical product specific and marketing experience is brought together in the Commodity Project Allocation Committee (CPAC) for each of the nine commodities and is used to evaluate projects for viability and to award CASP funding to applicants.</p> <p>Casidra will play an integral role in the facilitation of the processes within specific commodities, act as a secretariat for them, and implement the approved business plans for commodities where Casidra is involved.</p> <p>Waaikraal and Amalienstein are Government-owned farms (owned by the National Department of Public Works and Transport), that were purchased in the 1980s to benefit the adjacent communities, are still managed by Casidra through a five-year Memorandum of Agreement with the Western Cape Government's Department of Agriculture. Turnaround plans have been drafted to make these farms sustainable and hand them over to a community structure so that they can contribute to land reform.</p> <p>The WCDoA is responsible for the facilitation of the Comprehensive Rural Development Programme (CRDP) in selected nodes in the Western Cape with the objective to create vibrant and sustainable rural communities.</p> <p>Whereas the Department will focus on the citizen-facing role in preparing the institutional environment for implementation, Casidra will focus on the implementation of identified projects by offering excellent project management services.</p> <p>Link to MTSF: Priority 2- Economic transformation and job creation</p>

STRATEGIC GOAL 2	
Strategic Outcome Oriented Goal 2	Give support for local economic and business development initiatives in rural areas to create and facilitate an enabling environment
Goal Statement	<p>The Western Cape economy, as a significant contributor to the national economy, emphasises the importance of Government interventions and policies to sustain and direct economic growth.</p> <p>Although the agricultural sector may be the logical and sensible cornerstone of rural development, the environment for successful agricultural economic, social and environmental activity is what contributes holistically to rural development.</p> <p>When considering rural development, cognisance must be taken of the actual development potential of municipal areas in order to create an environment that supports private sector investment that will create sustainable job opportunities for rural communities. Rural development cannot be the sole mandate of one Department. Interventions from various state agencies, parastatals and the private sector will be needed to make a significant impact.</p> <p>In this regard, the main components of an enabling environment for economic development initiatives must include:</p> <ul style="list-style-type: none"> • Increased skills' levels • Access to a full range of business development services • Market readiness and access • Access to finance • Rural infrastructure development • Identification and implementation of sustainable livelihoods projects. <p>Rural communities are still faced with challenges related to lack of and/or inadequate services and related infrastructure, and inadequate resources for service delivery. Provision of services and allocation of resources should take the complexities and unique challenges facing each rural space into consideration. In order for services to be provided effectively, some basic infrastructure is needed. Infrastructure is important for the provision of services like water, sanitation, electricity and roads, including access to IT. Therefore, there is a need for rehabilitation, maintenance and construction of new infrastructure.</p> <p>Accessibility of business information to both small farmers and entrepreneurs in the rural areas is a catalyst for economic growth and job creation. Business information and support is readily available in the Western Cape through the Small Enterprise Development Agency (SEDA) and other entities. Casidra harnesses the strengths of various role-players in the sectors and facilitates collaboration between these parties in the interest of entrepreneurial support and job creation.</p> <p>The Strategic Objectives of the Programme are defined as follows:</p> <ul style="list-style-type: none"> • To facilitate economic empowerment of emerging entrepreneurs and small businesses through support and mentoring; • To facilitate awareness of economic opportunities through improving access to financial and non-financial initiatives; • To assist in creating an environment that supports private sector investment within rural communities; • To promote the implementation of green initiatives; and • To facilitate participation of Local Government in Local Economic Development. <p>Casidra will play a project management role in any identified projects that underpin the above Strategic Objectives.</p> <p>Link to MTSF: Priority 2- Economic transformation and job creation</p>

STRATEGIC GOAL 3	
Strategic Outcome Oriented Goal 3	Manage resources effectively and ensure good corporate governance to achieve an unqualified audit in each financial year
Goal Statement	<p>An entity such as Casidra is about efficient service delivery in support of Government Departments for a specific purpose. It should, therefore, be enabled to have the necessary capacity and to be able to focus on the task at hand. The Company's support services (finance and administration, human capital management, public relations and communication, and information technology) need to be organised in such a manner that they support the project delivery departments in an efficient and effective manner. In addition, retention of staff will be a strategic priority area.</p> <p>Casidra's corporate governance, its Board and committees are organised and informed by the principles of the King IV Report. Casidra also takes its people and green strategy seriously. Sustainability of the organisation is of primary concern to the Board and Management team.</p> <p>Link to MTSF: Priority 1- Building a capable, ethical and developmental state</p>

STRATEGIC GOAL 4	
Strategic Outcome Oriented Goal 4	Develop and implement the Casidra Development Model by 2024
Goal Statement	<p>Casidra's present deliverables have been built around:</p> <ul style="list-style-type: none"> • Project management capabilities • Efficient governance structures • Efficient financial systems • Competitive edge due to a business-oriented model • A reactive culture in responding to needs <p>In the past, clients have been mostly limited to the WCDoA and DEDAT with deliverables to individual beneficiaries through specific programmes run by these Departments. Based on its track record, skills and composition, Casidra is able to market its services to other Government Departments. Casidra has developed a blue-print in developing and implementing developmental initiatives in the rural areas of the Western Cape.</p> <p>Casidra has reached a stage in its journey where it wants to reach out externally and capacitate especially community role-players to implement results-driven development initiatives. The Company intends strengthening partnerships for development that can provide a potential additional revenue stream to Casidra.</p> <p>Link to MTSF: Priority 2 - Economic transformation and job creation</p>

STRATEGIC GOAL 5	
Strategic Outcome Oriented Goal 5	Maintain and expand project management capability as implementing agent in general through project management training and information systems
Goal Statement	<p>Casidra needs to continually 'sharpen the saw' by ensuring continuous cutting-edge project management training to its staff members to assist the Company in becoming a high-performance team excelling in project management. Casidra cannot deliver a good service if it neglects the human capital development of its own staff members. The 'learning organisation' concept also needs to be supported by information technology support to the project managers and an effective knowledge management system.</p> <p>Skills development is central to economic development and in ensuring that communities benefit from local initiatives. There needs to be ongoing support for agri-schools and agricultural colleges as per the Minister's priorities.</p> <p>Link to MTSF: Priority 2 - Economic transformation and job creation</p>

STRATEGIC GOAL 6	
Strategic Outcome Oriented Goal 6	Develop and grow new markets on a cost-recovery basis aligned to the commercial partnerships' strategy
Goal Statement	<p>Casidra SOC Limited should be proactive to market its services to other Government Departments, State-owned enterprises, municipalities and the private sector. This will also include funding from developmental agencies that seek to support projects for rural development. To ensure future sustainability, the Company needs to identify and develop new markets to generate additional income.</p> <p>This will be done without losing sight of the Company's primary focus based on its mandate. Casidra's unique capabilities and strengths can allow it to position itself as a service provider of choice to Provincial and National Departments.</p> <p>Link to MTSF: Priority 2 - Economic transformation and job creation</p>

PURPOSE

The provision of leadership, strategic direction and relevant support services to the respective Programmes of Casidra.

SUB-PROGRAMMES

- 1.1 Corporate Governance
- 1.2 Financial Management
- 1.3 Human Resources' Management
- 1.4 Strategic Training
- 1.5 Public Relations, Marketing and Communications

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT

Sub-Programme 1.1: Corporate Governance								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Corporate governance compliant (SG 4)	Compilation of statutory budgets and EQPRS as per Treasury prescripts	Number of budgets, EQPRS submitted as per Treasury prescripts	10	5	5	4	-1	Budget for 2022/2023 submitted in Q4 instead of Q1

Sub-Programme 1.2: Financial Management								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Company achieved clean audit and complies with all relevant financial statutes and regulations, notably the Public Finance Management Act and the Companies Act	Annual Financial Statements compiled by 31 May annually	Achieving clean audit opinion from AGSA in respect of previous financial year	1	1	1	1		

Sub-Programme 1.3: Human Resources' Management								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Provide an efficient and effective human resource service to the company and projects (SG 3, 5)	Promoting staff wellbeing, sound labour relations and a fully optimised staff structure	Number of wellness initiatives implemented	5	2	3	3		
		Number of company-wide performance assessments co-ordinated	2	2	2	2		

Sub-Programme 1.4: Strategic Training								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Provide strategic training within the company (SG 4, 5)	To meet the business' current and future requirements and to enable employees to realise their full potential	Number of development and training initiatives aligned with Casidra's strategy	29	29	28	28		

Sub-Programme 1.5: Public Relations, Marketing and Communications								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Casidra established as a reliable brand to deliver on project management service excellence (SG 3, 4, 6)	Create brand awareness by promoting the company, projects and its services through provision of internal/ external communication, marketing and advertising services	Number of external publications compiled and published	5	5	5	5		
		Number of out-reach activities/ events through media, conferences, seminars and exhibitions co-ordinated	-	4	2	3	1	A special invitation was received to attend an event that was originally not planned for

PROGRAMME PERFORMANCE

Sub-Programme 1.1: Corporate Governance

Casidra continued to deliver an efficient and effective service in compliance with best practice in corporate governance. All of Casidra's corporate governance actions in the way the Board and its committees are organised were met. This included the statutory publications which were compiled and submitted on time.

Sub-Programme 1.2: Financial Management

This Sub-Programme ensures compliance with all relevant financial statutes and regulations, notably the Public Finance Management Act and the Companies Act. All statutory reporting deadlines were met. Casidra operated under a very tight budget as a result of more stringent care on expenses due to the COVID-19 pandemic.

Sub-Programme 1.3: Human Resources' Management

This Sub-Programme implements human resources' initiatives to support service delivery excellence by promoting employee wellbeing and sound labour relations within Casidra.

Sub-Programme 1.4: Strategic Training

This Sub-Programme ensures that development and training initiatives are aligned with Casidra's strategy and that interventions support the Company's current and future requirements, with the aim of capacitating employees to realise their full potential.

Sub-Programme 1.5: Public Relations, Marketing and Communications

During this financial year, the Company's publicity was focused on creating awareness of COVID-19 to our employees and external stakeholders. Casidra used online/digital platforms for the marketing and promotion of the Company and its services to ensure that communication reaches internal and external stakeholders effectively and efficiently.

Casidra monitored our Company's corporate brand identity and continuously drive advocacy and lobbying to be an integral part for sourcing new business for the Company.

None.

REPORTING ON THE INSTITUTIONAL RESPONSE TO THE COVID-19 PANDEMIC

Programme/ Sub-Programme	Intervention	Geographic Location (Province/ District/ Local Municipality)	Number of beneficiaries	Disaggre- gation of Beneficiaries	Total budget allocation per intervention (R'000)	Budget spend per Intervention	Contribution to the Outputs in the APP	Immediate outcomes
Casidra Soc Ltd	Workplace Readiness and COVID-19 Prevention Plan	The whole Western Cape Province	107	Males (71) and Females (36)	R340 000	R104 967	Slowing the Spread	Healthy Staff well-being

LINKING PERFORMANCE WITH BUDGETS

Programme	2020/2021			2021/2022		
	Budget	Actual Expenditure	Under Expenditure	Budget	Actual Expenditure	(Over)/ Under Expenditure
Corporate Services	R	R	R	R	R	R
Financial Management	5 945 248	4 796 815	1 148 433	5 013 000	5 238 931	(225 931)
Information Technology	635 663	473 432	162 231	492 000	570 568	(78 568)
Human Resources' Management	14 919 000	10 800 460	4 118 540	12 451 000	11 159 154	1 291 846
Legal and Corporate Governance	87 456	600	86 856	91 829	24 460	67 369
Public Relations, Marketing and Communications	468 885	388 747	80 138	473 979	411 335	62 644
CAPITAL	2 060 000	571 276	1 488 724	1 772 445	145 879	1 626 566
TOTAL	24 116 252	17 031 330	7 084 922	20 294 253	17 550 327	2 743 926

=This Programme is primarily a support function. Its value is in supporting the line functions to provide a professional service.

PROGRAMME 2:
AGRICULTURE AND LAND REFORM

PURPOSE

- To manage Government farms (Amalienstein and Waaikraal) and implement the Turnaround Plans to prepare for transfer to a community entity.
- To ensure a sustainable support mechanism for new and established farmers including land reform beneficiaries and farm workers.
- To facilitate access to land through UTA and LREAD by crafting plans to ensure sustainable land reform.

SUB-PROGRAMMES

- 2.1 Management of Government Farms
- 2.2 Farmer Support and Development

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT

Sub-Programme 2.1: Management of Government Farms								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Management of the two farms within the available budget and implement the turn-around plans when approved and funding is made available	To provide a farm management capacity to the two farms according to the best practice in the industry provided budget is available to implement the strategy	Number of monthly farm financial statements and cash flow estimates produced	24	24	24	24		
		Number of monthly oversight and evaluation farm visits	23	20	20	22	2	More oversight visits took place to support farming activities in the absence of farm manager at Amalienstein
		Number of farm turn-around plans developed	0	0	2	0	-2	The Turn-around Plans are delayed due to community engagement activities

Sub-Programme 2.2: Farmer Support and Development								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Facilitated and implemented agricultural projects for agrarian beneficiaries through government funding (SG 1)	To implement agricultural infrastructure and production grant support to beneficiary farms in the Western Cape by means of employees who apply project management tools and skills so that delivery can be effective and efficient and within the time schedule allowed for the intervention	Number of CPAC/ DPAC projects assisted with agricultural physical infrastructure in current year	66*	43	32*	68	36	More projects have been approved for implementation by the CPACs than anticipated
		Number of interventions facilitated by UTA	69*	86	48*	114	66	This indicator is demand driven - requests are fulfilled as received from the DoA
		Number of land reform interventions assisted by LREAD	28*	0	20*	2	-18	The request for support was limited
		Number of CPAC /DPAC projects implemented from previous financial years	60*	99	50*	40	-10	Project completion limited to projects eligible for sign-off

*= Targets are demand driven and output is not within Casidra's sphere of influence.

Sub-Programme 2.1: Management of Government Farms

This Sub-programme aims to provide a farm management capacity to two identified Government owned farms in the Western Cape and manage them according to the best practices in the industry to achieve targets set in the budget and to implement the Turnaround Plans when approved and funding is made available.

Amalienstein is a dairy farm with irrigated pastures and lucerne and produces some onion seed. Production could return to normal in 2021/22 after the drought was broken. Waaikraal produces lucerne, tomatoes for drying, onion seed and had a cattle herd. The drought that started in 2016 is still continuing at Waaikraal, although the situation has improved. Due to the drought, all lucerne has died and no other crops were established. The cattle herd had to be sold due to a lack of pastures.

The current ventures are too limited to render the farm profitable and funding is needed to improve the infrastructure, water storage and irrigation systems and to implement ventures that can optimise the income from the limited water. Therefore, Turnaround Plans for both farms were drafted in 2021, but the community engagement is still in progress.

In the absence of approved and funded turn around plans, **Casidra** endeavoured to optimise the existing ventures within the available funding.

Sub-Programme 2.2: Farmer Support and Development

This Sub-Programme aims to implement agricultural infrastructure and production grant support to beneficiary farms in the Western Cape by means of employees who apply project management tools and skills so that delivery can be effective and efficient and within the time schedule allowed for the intervention.

During the preceding years, the funding transferred to **Casidra** for the purpose of assisting farms with infrastructure, excluding the funds for the commodities operating independently, has been in the region of R55 million per annum. The number of projects that can be financed with these funds has decreased due to the size of the grant applications received and is approximately 30, and it is expected that the quantum for the next five years will be the same. Projects are distributed all over the Province and cannot be solely limited to one geographical region.

Due to the seasonality of agriculture, many of these projects are multi-year projects and due to funding being transferred from the National Department in four tranches spread over the year, projects are carried over to the next year for continuation of implementation.

The number of projects being carried over has dramatically reduced each year. Since 2018/19, there was an increase of the deliverables that are directly drought related. Water shortages prevent normal production programmes to be implemented and as a result the timeline for implementation of Government Programmes resulted in increased funding.

Casidra supplies institutional support to seven commodity groups to ensure compliance and implementation, and oversees the provision of secretariat services to the CPAC meetings. The services of the UTA to applicants in the CASP grant framework have stabilised and very few applications for complete business plans to be developed are received.

The real need is for input on a specific resource, shareholding in terms of the BEE codes and financial planning with each year. A Land Reform Advisory Desk has been established for facilitating advice on land reform initiatives.

STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

None.

CHANGES TO PLANNED TARGETS

None.

LINKING PERFORMANCE WITH BUDGETS

Programme	2020/2021			2021/2022		
	Budget	Actual Expenditure	Under Expenditure	Budget	Actual Expenditure	Over Expenditure
	R	R	R	R	R	R
Agriculture and Land Reform	12 457 040	9 982 573	2 474 467	10 635 000	11 733 085	(1 098 085)
TOTAL	12 457 040	9 982 573	2 474 467	10 635 000	11 733 085	(1 098 085)

= The Programme's performance was in line with the budgeted financial resources.

PURPOSE

To provide a project management service for specific rural development projects and agricultural initiatives with the aim of improving the standard of living of people in rural areas, to holistically address the socio-economic needs of rural communities and to create employment in rural areas.

SUB-PROGRAMMES

- 3.1: Community and Household Food Security
- 3.2: Other Project Management Services

**OUTCOMES, OUTPUTS, OUTPUT INDICATORS,
TARGETS AND ACTUAL ACHIEVEMENT**

Sub-Programme 3.1: Community and Household Food Security								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Vulnerable communities and households assisted with the means of producing their own food (SG 2, 3)	To identify needs, support solutions and procure services and goods to assist vulnerable households and communities in selected regions of the Western Cape in the production of their own food, by initiating and cultivating gardens within the limits of the seasonal requirements of vegetables	Number of community food security projects implemented	98*	128	164*	147	-17	Fewer projects were approved by the DoA as anticipated
		Number of household food security projects implemented	1005*	5482	2500*	2483	-17	Fewer projects were approved by the DoA than anticipated
		Number of community and household food security projects implemented from previous financial years	932	1569	1000	2695	1695	Extra effort was put into completing old projects to move them out of the system
* = Targets are demand driven and output is not within Casidra's sphere of influence.								

Sub-Programme 3.2: Other Project Management Services								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Project management service provided to rural agricultural infrastructure programmes and agricultural initiatives (SG 1, 2, 3, 5)	To respond to requests from new and existing clients to project manage, administer and procure services for the identified programmes aimed at agricultural beneficiaries of the Western Cape	Value of Disaster funding assistance to farmers per instruction	R264M*	R47,9M	R35M*	R59M	R24M	More funding received for disaster projects
		Number of projects contracted with government departments and private institutions implemented from previous financial years	50	51	36	12	-24	The Land-Care Programme has been insourced by the WCDOA and a large number of Previous Year Projects have been concluded
		Number of new projects contracted with government departments and private institutions implemented	38*	4	61	2	-59	Limited number of new projects have been concluded with Government Departments
		Number of farmers trained in courses facilitated	4 900*	518	4 900*	4 587	-313	The training events are gradually normalising after COVID-19 restrictions
* = Targets are demand driven and output is not within Casidra's sphere of influence.								

Sub-Programme 3.1: Community and Household Food Security

This Sub-Programme identifies needs, supports solutions and procures services and goods to assist vulnerable households and communities in selected regions of the Western Cape in the production of their own food, by initiating and cultivating gardens within the limits of the seasonal requirements of vegetables to address the issue of food security.

During the preceding years, the target for household gardens has slowly increased to 2000, but due to COVID-19, it is expected that it will increase to around 2500 supported household gardens and livestock (chickens). With additional funding being made available at the end of every year from savings in other programmes, these targets may increase. As with the other agricultural projects, seasonality and the timeous availability of funds will result in projects being carried over to the next financial year.

Sub-Programme 3.2: Other Project Management Services

This Sub-Programme responds to requests from new and existing clients to project manage, administer and procure services for the identified programmes aimed at providing rural infrastructure and agricultural as well as providing job opportunities for beneficiaries of the Western Cape.

A major part of project management services over the past three years has been based on the administration of Disaster Relief grant funding. The occurrence of this cannot be predicted and will be administered if and when it happens.

Special projects from the WCDoA that do not have a relationship with a specific commodity, but render a service overall, is approved by the Departmental Project Allocation Committee (DPAC). These projects are all linked to the deliverables for the Sub-Programme.

Further Education and Training works very closely with the WCDoA to respond to the achievement of the Departmental Strategic Goals, National Outcomes and Provincial Strategic Objectives. This Programme received funding during the year. The Programme includes short courses and vocational training, which is more expensive and targets smaller groups. Expectations for funding in the three-year cycle are similar.

During the previous terms, programmes that have a close relationship with the Farmer Support and Development Programme from the WCDoA have been contracted with the DEFF and BGCMA. These programmes will continue in the next term with further transfers of funding, and the possibilities of expanding the assistance are well received.

It is expected that the new emphasis on Agri business development may see an increase in these requests for assistance.

STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

None.

CHANGES TO PLANNED TARGETS

None.

LINKING PERFORMANCE WITH BUDGETS

Programme	2020/2021			2021/2022		
	Budget	Actual Expenditure	Over Expenditure	Budget	Actual Expenditure	Over Expenditure
	R	R	R	R	R	R
Rural Infrastructure Development and Poverty Alleviation	10 105 000	10 274 672	(169 672)	6 203 000	6 655 221	(452 221)
TOTAL	10 105 000	10 274 672	(169 672)	6 203 000	6 655 221	(452 221)

= The Programme's performance was in line with the budgeted financial resources.

PURPOSE

To enhance business growth and the creation of employment in rural areas through the leveraging and encouraging of investment from the private sector and support for local economic and business development in general.

SUB-PROGRAMMES

- 4.1: Business Development and Growth
- 4.2: Job Creation Initiatives

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT

Sub-Programme 4.1: Business Development and Growth								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Opportunities created for growth and development for SMMEs and Land Reform projects (SG 1, 2, 3, 4, and 5)	Provide business support, Market Access initiatives, and financial record-keeping and facilitate business growth through enhanced access to financial support	Number of loan agreements concluded and signed with beneficiaries	78	0	200	0	-200	No additional funding could be secured from DEDAT
		Number of business support projects implemented	2	2	2	2		

Sub-Programme 4.2: Job Creation Initiatives								
Outcome	Outputs	Output Indicators	Audited/ Actual Performance 2019/20	Audited/ Actual Performance 2020/21	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviations from Planned Target to Actual Achievements 2021/22	Reasons for Deviations
Job creation initiatives accessed, facilitated and supported through partnering and implementing of programmes (SG 1, 2, 3 and 4)	Provide skilled entrants to the job market in order to reduce unemployment through training and skills development initiatives focussing specifically on youth	Number of job creation initiatives implemented from previous financial years	0	0	1	0	-1	No previous year funding was being implemented
		Number of new job creation initiatives implemented	0	0	1	0	-1	No funding could be secured to implement the envisaged job creation project

PROGRAMME PERFORMANCE

Sub-Programme 4.1 Business Development and Growth

This Sub-Programme seeks to create opportunities for growth and development for SMMEs, Micro Enterprises and Land Reform projects through business support, Market Access initiatives, facilitating financial record-keeping and facilitating business growth through enhanced access to financial support.

Many start-up businesses are challenged to survive the inception stages and sometimes struggle to access business opportunities and support during their commencement. When new markets are accessed, there is sometimes also a need for bridging finance to successfully deliver on the contracts.

Sub-Programme 4.2 Job Creation Initiatives

This Sub-Programme will access, facilitate and support job creation opportunities through partnering and implementing programmes that require labour and through training and skills development initiatives focussing specifically on the youth and aimed at providing skilled entrants to jobs in order to reduce unemployment. It seeks to provide skilled entrants to the job market in order to reduce unemployment.

STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

Source more funding.

CHANGES TO PLANNED TARGETS

None.

LINKING PERFORMANCE WITH BUDGETS

Programme	2020/2021			2021/2022		
	Budget	Actual Expenditure	Under Expenditure	Budget	Actual Expenditure	Over Expenditure
	R	R	R	R	R	R
Local Economic and Business Development	3 702 000	2 591 870	1 110 130	3 367 600	3 550 297	(182 697)
TOTAL	3 702 000	2 591 870	1 110 130	3 367 600	3 550 297	(182 697)

= The Programme's performance was in line with the budgeted financial resources.

REVENUE COLLECTION

Not Applicable

CAPITAL INVESTMENT

Not Applicable

PART C: GOVERNANCE



Casidra

**“We Deliver Project
Management Excellence”**

All the requests made by SCOPA during the 2020/21 financial year were responded to in writing to the satisfaction of SCOPA.

PART C: GOVERNANCE
CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2022

1. INTRODUCTION

The Board of Directors of **Casidra** is committed to the principles of effective corporate governance and strives for the highest standards of integrity and ethics. The Board recognises the need to conduct the Company's affairs with integrity and according to generally accepted corporate governance practices.

2. COMPLIANCE WITH THE KING IV REPORT

The Board supports the South African Code of Corporate Practices and Conduct as set out in the King Report on Governance and the King Code of Governance Principles (King IV) and is satisfied that the Company has complied with South African legislation and regulations in this financial year.

The Board's Charter and the Committees' Charters were tabled for revision by the Board, in compliance with the recommendations of King IV.

3. EXECUTIVE AUTHORITY

Minister Meyer, the Minister of Agriculture of the Western Cape Government, is the Executive Authority and Shareholder representative.

4. BOARD OF DIRECTORS – ACCOUNTING AUTHORITY

The Board of Directors is responsible for the control of the Company. The Board is composed of nine independent non-executive directors.

On 30 August 2021, Prof. Calitz retired and Ms Ntuli and Messrs Martin and Moos resigned as **Casidra** directors. Messdames Abdoll, Hendricks, Mehloimakulu and Moutlana and Mr Petersen were appointed as directors. Prof. Kirsten and Mr Jeffthas were elected Chairperson and Vice-Chairperson respectively at the Board meeting held on 26 August 2021.

The Chairperson of the Board is an independent non-executive director in accordance with the requirements of King IV.

The non-executive directors are elected in terms of the Board Charter and their reappointment is not automatic, but by way of vote.

The Board has five active committees which address certain specialised areas, namely Audit and Risk, Human Capital & Remuneration, Nomination, Project and Social and Ethics. Each committee has a charter.

In the financial year under review, the Board met four times and focused on, inter alia, strategy, performance monitoring, governance and financial oversight. Other matters relating to the overall Company objectives were also discussed and various policies were approved.

The Board has unrestricted access to all Company information, records and documents to enable it to discharge its responsibilities.

5. CASIDRA BOARD CHARTER

Purpose and Objectives

The purpose of the Charter is to regulate how business is conducted by the Board in accordance with the principles of good governance. The Charter sets out the specific responsibilities to be discharged by Board members collectively and the individual roles expected of them. The objectives of the Charter include ensuring that all Board members acting on behalf of the Company are aware of their duties and responsibilities as Board members and of the legislation and various regulations affecting their conduct, as well as ensuring that the principles of good governance are applied in all their dealings in respect of and on behalf of the Company.

Roles and Responsibilities of the Board

- Act as the focal point of the board for, and custodian of, corporate governance by managing its relationship with Management, the Shareholder and other stakeholders of the Company along sound corporate governance principles.

- Guide an integrated approach to strategy, risk, performance and sustainability by:

- Contributing to and approving the strategy;
- Satisfying itself that the risk associated with the strategy, corporate and business plans are being appropriately identified, assessed and managed by Management;
- Identifying key performance and risk areas; and
- Ensuring that the strategy will result in sustainable outcomes.

- Provide effective leadership on an ethical foundation.

- Ensure that the Company is, and is seen to be, a responsible corporate citizen by having regard to not only the financial aspects of the business of the Company, but also the impact that strategy and business operations have on the environment and the society within which it operates.

- Ensure that the Company's ethics are managed effectively.

- Ensure that the Company has an effective and independent Audit and Risk Committee.

- Is responsible for the governance of risk.

- Is responsible for information and technology governance.

- Ensure that the Company complies with applicable laws.

- Ensure that there is an effective risk based internal audit activity.

- Ensure corporate action when stakeholders' perceptions affect the Company's reputation negatively.

- Ensure the integrity of the Company's Annual Report.

- Act in the best interests of the Company by ensuring that individual Directors:

- Adhere to legal standards of conduct;
- Are permitted to take independent advice in connection with their duties following an agreed procedure; and
- Disclose real or perceived conflicts to the Board and deal with them accordingly.

- Annually, at the Board meeting preceding the Annual General Meeting, elects an independent non-executive director as Chairperson of the Board.

- Appoints and ensures the evaluation of the performance of the Chief Executive Officer.

- Ensures compliance with the provisions of the Shareholder's Compact.

- Develops a long-term Strategic Plan as required by the PFMA.

6. BOARD APPOINTMENTS

Non-executive directors on the **Casidra** Board are appointed in terms of the Memorandum of Incorporation and reappointment is not automatic.

One-third of the serving, non-executive, independent directors, or the number closest to one-third, must resign from office at the Annual General Meeting in each odd-numbered year.

The directors who must resign are those who have been in office the longest since the most recent election, but where persons became directors on the same day, the person who is to resign must be decided among the directors themselves.

The directors who must resign are eligible for reappointment (predetermined by statute) at the Annual General Meeting on condition that if a director reaches the age of seventy during his/her term of office, such person is not eligible for reappointment.

7. ATTENDANCE AT BOARD MEETINGS

The Board met four times for planned meetings during the financial year and the attendance was as follows:

Directors	Changes	May	Aug	Sept	Mar
CV Abdoll	(appointed 30/08/2021)	-	✓	A	✓
WU Abrahams	(resigned 28/02/2022)	✓	✓	✓	-
E Calitz	(retired 30/08/2021)	✓	✓	-	-
EM Hendricks	(appointed 30/08/2021)	-	✓	A	✓
EJ Jeffhas		✓	✓	✓	✓
DM Johnson		✓	✓	✓	✓
JF Kirsten		✓	✓	✓	✓
GJ Martin	(resigned 30/08/2021)	✓	✓	-	-
LD Mehlomakulu	(appointed 30/08/2021)	-	x	✓	A
AV Moos	(resigned 30/08/2021)	✓	✓	-	-
TKM Moutlana	(appointed 30/08/2021)	-	✓	✓	✓
GM Ntuli	(resigned 30/08/2021)	✓	x	-	-
AG Petersen	(appointed 30/08/2021)	-	✓	✓	✓
M Wüst		✓	✓	A	✓

Legend: ✓ = Attendance, A = Apologies, x = Absent

8. BOARD REMUNERATION

In accordance with the provisions of Section 28.1.1 of the Treasury Regulations issued in terms of the PFMA Act 1 of 1999, all emoluments of Directors are disclosed in the Financial Statements. Directors' remuneration are revised annually according to National Treasury's circular.

9. BOARD PERFORMANCE ASSESSMENT

Casidra's Vice-Chairperson was appointed to lead the performance evaluation of the Casidra Board and its committees. The Board approved a formal internal evaluation process by means of a self-evaluation questionnaire and the Company Secretary provided assistance. The results of the said self-evaluation process were analysed by the Vice-Chairperson, Chief Executive Officer and Company Secretary. There are currently no areas of concern.

10. SHARE DEALINGS

The Directors, members of management and employees of the Company do not own shares in the Company.

11. BOARD COMMITTEES

All Board Committees operate under written charters which have been revised and approved by the Board. There is transparency and full disclosure from Board Committees to the Board. Committee Chairpersons are available to provide the Board with verbal reports on recent Committee deliverables and activities at the subsequent Board meetings. Committees are empowered to take independent outside professional advice as and when deemed necessary.

The Company Secretary provides secretarial services to each of the Committees.

The Board is of the opinion that the Committees have, during the year under review, effectively discharged their responsibilities as contained in their respective Charters.

A synopsis of the Committees and their mandates are contained below.

11.1 Audit and Risk Committee

Composition

The Audit and Risk Committee comprises at least three independent non-executive directors who are elected at the Annual General Meeting.

The members as at the end of the financial year were Ms CV Abdoll (Chairperson), Ms EM Hendricks, Ms TKM Moutlana and Mr M Wüst.

Chairperson

The Board of Directors appoints the Chairperson from the members of the Committee.

Frequency of meetings

Meetings of the Committee are held as frequently as the Committee considers appropriate, but it normally meets at least twice per calendar year.

The Committee met three times during the financial year and the attendance was as follows:

Directors	Changes	May	Jul	Feb
CV Abdoll	(appointed 30/08/2021)	-	-	✓
E Calitz	(retired 30/08/2021)	✓	✓	-
WU Abrahams	(resigned 28/02/2022)	✓	✓	✓
EM Hendricks	(appointed 30/08/2021)	-	-	A
JF Kirsten	² (resigned 30/08/2021)	✓	✓	-
TKM Moutlana	(appointed 30/08/2021)	-	-	✓
M Wüst		✓	A	✓

¹Prof. Kirsten resigned from the Audit and Risk Committee following his election as Board Chairperson.

Legend: ✓ = Attendance, A = Apologies

External audit

- Nominates the independent external auditor for the Casidra projects for appointment by the Shareholder in terms of the Companies Act, 2008 and any other legislation relating to the appointment of auditors.

Primary responsibilities

- Approves the terms of engagement and remuneration for the external audit engagements.
- Monitors and reports on the independence, objectivity quality and effectiveness of the external auditor in the Annual Financial Statements, taking into consideration relevant professional and regulatory requirements.
- Approves the contracts for non-audit services to be rendered by a service provider.
- Ensures that there is a process for the Committee to be informed of any reportable irregularities (as identified in the Auditing Profession Act, 2005) identified and reported by the external auditor.
- Discusses the nature, scope and plan for the audit with the auditor before the audit commences and, as deemed necessary, during the course of the audit.
- Reviews, with the external auditors, the findings of their work.
- Has regard to all factors and risks that may impact on the integrity of the annual report, for example, a misleading picture, significant judgements, reporting decisions made, monitoring or enforcement actions by a regulatory body, evidence that brings into question previously published information, forward-looking information, et cetera.
- Reviews the Annual Financial Statements, other information and similar documents.
- Comments in the Annual Report on the Financial Statements, the accounting policies and the effectiveness of the internal financial controls.
- Reviews the accuracy and completeness of disclosure of sustainability issues in the annual report to ensure that it is reliable and does not conflict with the financial information.
- Recommends to the Board whether or not to engage an external assurance provider on material sustainability issues.
- Recommends the Annual Report for approval by the Board.

Internal Audit

- Approves the internal Audit Plan.
- Monitors and reviews the effectiveness of the internal audit function.
- Reviews and discusses the scope of work of the internal audit, issues identified and recommendations.
- Provides a source of information, as appropriate, regarding instances of fraud, corruption, unethical behaviour, irregularities and other risks.

Risk Management

- Considers the risk management strategy, Code of Ethics and Fraud Prevention Plan.
- Monitors the continuous risk management assessment and implementation of the strategy and plan.
- Makes recommendations to the Board concerning the levels of risk tolerance and appetite, and monitors that risks are managed within the levels of tolerance and appetite as approved by the Board.
- Ensures that management considers and implements appropriate risk monitoring and responses.
- Expresses the Committee's opinion to the Board on the effectiveness of the risk management system.
- Reviews the timely, comprehensive and relevant reporting concerning risk management that is to be included in the Annual Report.

Invitees

The Chairperson of the Audit and Risk Committee, in her discretion, may invite other members of the Board of Directors or internal auditors to attend and be heard at meetings of the Committee.

The Chief Executive Officer and Chief Financial Officer attend all meetings of the Committee and are excused from confidential sessions.

Meetings are also attended by internal and external auditors as well as relevant members of Management.

Access

The external and internal auditors have unlimited access to the Audit and Risk Committee, thereby ensuring that independence is not compromised in any way.

11.2 Human Capital Committee

Composition

The Human Capital Committee comprises at least three independent non-executive directors.

The members as at the end of the financial year were Mr EJ Jeffthas (Chairperson), Prof. JF Kirsten, Ms LD Mehlomakulu and Mr AG Petersen.

Chairperson

The Chairperson is nominated by the Board.

Frequency of meetings

Committee meetings are held as and when necessary, but at least twice a year.

The Committee held four meetings during the financial year. The attendance was as follows:

Directors	Changes	Apr	Aug	Nov	Feb
WU Abrahams	(resigned 28/02/2022)	✓	✓	✓	✓
EJ Jeffthas		✓	✓	✓	✓
JF Kirsten		✓	✓	✓	✓
LD Mehlomakulu	(appointed 30/08/2021)	-	-	x	✓
GM Ntuli	(resigned 30/08/2021)	x	x	-	-
AG Petersen	(appointed 30/08/2021)	-	-	✓	✓

Legend: ✓ = Attendance, X = Absent

Primary Responsibilities

- Oversees the establishment and implementation of remuneration policies in relation to employees' remuneration.
- Reviews the outcomes of the implementation of the policies for whether these policies promote the achievement of strategic objectives and encourage individual performance. The Committee will recommend the necessary improvements to the Board in this regard.
- Provides sufficient information for the Shareholder and the Board to assess the Remuneration Policy.

- Ensures that employees receive fair and competitive remuneration.
- Ensures that the remuneration of Management is determined on an independent basis by members of the Board and Management who do not have a personal interest in the outcome of their decision, bearing in mind the financial position of the Company.
- Ensures that provision is made for retirement benefits for employees.
- Makes recommendations on the basis of the Company's remuneration system.
- Performs duties as directed by the Board.
- Advises management with regard to employee retrenchment, severance packages, early retirements, handling medical disabilities, et cetera.

Invitees

The Committee may co-opt specific expertise, both internal and external, in order to make informed decisions. No Management member may be present when his/her own salary or fee is being discussed except when requested to provide specific information.

11.3 Nomination Committee

Composition

The members of the Nomination Committee are appointed by the Board. The Nomination Committee comprises at least two independent non-executive directors.

The members as at the end of the financial year were Mr DM Johnson, Prof. JF Kirsten (Chairperson) and Mr M Wüst.

Chairperson

The Chairperson is nominated by the Board.

Frequency of Meetings

Committee meetings are held as and when necessary.

The Committee held two meetings during the financial year. The attendance was as follows:

Directors	Changes	May	Jun
Prof. E Calitz	Co-opted for the meeting	-	✓
DM Johnson		✓	A
JF Kirsten	¹ (appointed 30/08/2021)	-	-
GJ Martin	(resigned 30/08/2021)	✓	✓
AV Moos	(resigned 30/08/2021)	✓	✓
GM Ntuli	(resigned 30/08/2021)	✓	A
M Wüst		A	A

¹ Prof Kirsten was appointed following his election as Board Chairperson

Legend: ✓ = Attendance, A = Apologies

Primary Responsibilities

- Identifies suitable members to serve on the Board.
- Performs reference and background checks of candidates prior to nomination.
- Formalises the appointment of Directors through an agreement between the Company and the Director.

11.4 Project Committee

Composition

The members of the Project Committee are appointed by the Board. The Project Committee comprises at least three independent non-executive directors.

The members as at the end of the financial year were Ms CV Abdoll, Mr EJ Jeffthas, Prof. JF Kirsten, Ms TKM Moutlana (Chairperson) and Mr M Wüst.

Chairperson

The Chairperson is nominated by the Board.

Frequency of meetings

Committee meetings are held as and when necessary.

The Committee held five meetings during the financial year. The participation was as follows:

Directors	Changes	May	May	Aug	Nov	Feb
CV Abdoll	(appointed 30/08/2021)	-	-	-	✓	✓
EJ Jeffthas		✓	✓	✓	✓	✓
JF Kirsten		A	✓	✓	✓	✓
GJ Martin	(resigned 30/08/2021)	✓	✓	✓	-	-
TKM Moutlana	(appointed 30/08/2021)	-	-	-	✓	✓
M Wüst	(appointed 30/08/2021)	A	A	A	✓	A

Legend: ✓= Attendance, A = Apologies

Primary Responsibilities

- Chair and/or participate on working subgroups as appropriate.
- Pro-actively support and participate in an oversight capacity in all phases of the project, including fundraising, business process design, configuration, and implementation, but without transgressing on managerial responsibilities.
- Monitor and review project needs, assessments, Strategic and Corporate Plan fit, cost / benefit analysis, et cetera.
- Report quarterly to the Board regarding its deliberations and progress.
- Determine and evaluate potential alternatives to proposed projects.

Invitees

The Project Committee has the authority to obtain advice and seek assistance from internal and external legal, accounting, and other advisors.

11.5 Social and Ethics Committee

The Committee was established in terms of the Companies Act, 2008.

Composition

The members of the Social and Ethics Committee are appointed by the Board. The Social and Ethics Committee comprises at least three independent non-executive directors.

The members as at the end of the financial year were Ms EM Hendricks (Chairperson), Mr EJ Jeffthas, Mr DM Johnson and Ms LD Mehlomakulu.

Chairperson

The Chairperson is nominated by the Board.

Frequency of meetings

Committee meetings are held as and when necessary.

The Committee held two meetings during the financial year. The participation was as follows:

Directors	Changes	Nov	Feb
EM Hendricks	(appointed 30/08/2021)	✓	✓
EJ Jeffthas		✓	✓
DM Johnson		✓	✓
GJ Martin	(resigned 30/08/2021)	-	-
LD Mehlomakulu	(appointed 30/08/2021)	A	✓
AV Moos	(resigned 30/08/2021)	-	-
GM Ntuli	(resigned 30/08/2021)	-	-

Legend: ✓= Attendance, A = Apologies

Primary Responsibilities :

- Monitors the Company's activities, having regard to any relevant legislation, other legal requirements or prevailing codes of best practice, with regard to matters relating to social and economic development, good corporate citizenship, the environment, health and public safety, consumer relationships and labour and employment adherence.

- Draws matters within its mandate to the attention of the Board as and when required.
- Reports to the Shareholder at the Company's Annual General Meeting on the matters within its mandate.

Invitees

The Social and Ethics Committee has the authority to obtain advice and seek assistance from internal and external legal, accounting, and other advisors.

12. COMPANY SECRETARY

In terms of the Companies Act, a state-owned company must appoint a person to serve as Company Secretary. The Board appointed the Company Secretary on 31 May 2000. All Directors have access to the Company Secretary who ensures that the Board's procedures, applicable rules and regulations are fully applied.

The Company Secretary keeps the Board abreast of relevant changes in legislation and governance best practices. The Company Secretary oversees the induction of new Directors as well as the ongoing training of Directors.

The information required for each Board meeting is sent to the Directors in a timely manner before each meeting to enable them to acquaint themselves with the information and to consider Company information in terms of their statutory and fiduciary responsibilities.

The tabling of documents at Board meetings is done only on an exceptional basis and with the permission of the Chairperson.

13. GOING CONCERN

On the recommendation of the Audit and Risk Committee, the Board has considered the facts and assumptions on which it relies to conclude that the business will continue as a going concern in the financial year ahead.

The Directors are of the opinion that the business will be a going concern in the year ahead and their statement in this regard is contained in the Statement of Directors' Responsibilities in the Annual Financial Statements.

14. INTERNAL CONTROL

The Board acknowledges its responsibility for ensuring that the Company implements and monitors the effectiveness of the systems of internal, financial and operating controls. These systems are designed to guard against material misstatement and losses.

The internal, financial and operating controls maintained by the Company are designed to provide reasonable assurance regarding:

- Safeguarding of assets against unauthorised use or misappropriation;
- Compliance with applicable laws and regulations and the achievement of objectives;
- Maintenance of proper accounting records; and
- Adequacy and reliability of financial and operational information.

Corrective actions is taken to address internal control deficiencies identified in the evaluation of the internal control.

15. RISK MANAGEMENT

Casidra has a Risk Management Policy. The Board accepts final responsibility for the risk management systems of the Company.

Material risks that may have an impact on the achievement of company objectives are identified, recorded and reported regularly in order to manage these risks.

Proper internal control systems, policies and procedures are in place and maintained. The timely execution of control procedures and compliance with control procedures are monitored internally.

16. MATERIALITY

All significant events, risks and other aspects have been disclosed in the statements and Annual Report.

17. FRAUD PREVENTION AND FRAUD LINE

Casidra has a Fraud Prevention Policy. A whistle-blowing facility (fraud line) was in place during the financial year to assist in ensuring that the risk of fraud is monitored and minimised.

The fraud line is a hotline whereby any employee or stakeholder can, on an anonymous and confidential basis, report any dubious activity or unethical conduct in the Company. Reports are sent directly to the Chief Executive Officer and reported to the Audit and Risk Committee.

Nothing has come to the attention of the Committee to indicate actual or suspected material financial loss, fraud or error that may have affected the Company during the year under review.

18. CONTRACTUAL OBLIGATIONS AND LEGAL ACTIONS

An agreement was concluded with the Western Cape Department of Agriculture in terms of which transfer funds were granted to **Casidra**. Obligations in terms of the agreement and the PFMA have been met.

Project agreements were signed with funders for various projects. Reporting is done in accordance with the provisions of the agreements.

The Company is subject to legal actions inherent to its normal activities.

19. BROAD-BASED BLACK ECONOMIC EMPOWERMENT (B-BBEE)

The B-BBEE verification process has been completed by means of a sworn affidavit for qualifying small enterprises.

Casidra reported on its compliance in terms of the Broad-Based Black Economic Empowerment Act. The B-BBEE Commission accepted and acknowledged **Casidra**'s submission.

Casidra scored a Level 1 (135% Procurement recognition level).

20. INTERNAL AUDIT FUNCTION

The independent internal audit function has been outsourced and reports functionally to the Audit and Risk Committee and administratively to the Chief Executive Officer.

The internal auditors liaise closely with the external auditors to prevent duplication.

The findings and recommendations of all internal audit processes are reported to the Audit and Risk Committee.

21. ETHICS

Casidra's Code of Ethics has been circulated to every employee.

A Social and Ethics Committee was established in 2012 and the Committee met twice during the financial year.

The Committee reviewed the Social and Ethics report relating to its statutory functions in terms of the Companies Act.

22. DIRECTORS' PROFILES - THE DIRECTORS AT YEAR-END WERE AS FOLLOWS:



Prof. Johann Kirsten

Age: 61

Qualifications

- BSc Agric - University of Stellenbosch
- BSc Agric Hons – University of Stellenbosch
- MSc Agric - University of Pretoria
- PhD - University of Pretoria

Title

Chairperson
Independent non-executive director

Year Appointed

2018

Committee Memberships

- Human Capital Committee
- Nomination Committee (Chairperson)
- Project Committee

Other Directorships/Trusteeships

- Louisvale Wines (Pty) Ltd
- Karoo Development Foundation Trusts
- Karoo Lamb Consortium (NPC)
- Rich Rewards Trading (Pty) Ltd

Skills, Expertise and Experience

Prof. Kirsten is the Director of the Bureau for Economic Research at the University of Stellenbosch. For the major part of his career, Prof. Kirsten was Professor and Head of the Department of Agricultural Economics at the University of Pretoria. He previously also served as part-time Council member of the National Agricultural Marketing Council and is also a director of a number of companies. His experience and enormous work include research studies, teaching activities as well as writing pieces for both academic and professional fields.



Elton Jeffthas

Age: 49

Qualifications

- B-Tech Horticulture (CPU)
- MPhil Agriculture System Management (US)

Title

Vice-Chairperson
Independent non-executive director

Year Appointed

2016

Committee Memberships

- Human Capital Committee (Chairperson)
- Social and Ethics Committee
- Project Committee

Other Directorships/Trusteeships

- Deputy Chairman of African Farmers' Association of South Africa Western Cape
- Non-executive Director of Deciduous Fruit Development Chamber
- Trustee member of Deciduous Fruit Development Trust
- Deputy Chairman of Western Cape Agricultural Unity Forum

Skills, Expertise and Experience

Elton Jeffthas is a co-founder and Managing Director of Agribusiness in Sustainable Natural African Plant Products Southern Africa. He is also a farmer and co-owner of Defynne Nursery that produces plums for export. Mr Jeffthas started his career at the ARC specialising in Fynbos cultivation. His main expertise is to develop agribusinesses and stimulate entrepreneurship amongst farmers in a range of Sub-Saharan African countries.



Crystal Abdoll

Age: 52

Qualifications

- South African Institute of Chartered Accountants– CA(SA)
- Postgraduate Diploma: Certified Internal Auditing, Institute of Internal Auditors
- Certificate in the Theory of Accounting, UNISA
- BCompt Hons, Unisa
- BCom, UWC

Title

Independent non-executive director

Year Appointed

2021

Committee Memberships

- Audit and Risk Committee (Chairperson)
- Project Committee

Other Directorships/Trusteeships

- Scouts South Africa
- Abdoll Family Trust

Skills, Expertise and Experience

Crystal Abdoll is a Chartered Accountant with more than 25 years' experience in the private and public sectors, and is committed to developing young professionals while simultaneously fostering and encouraging ethical practices and high performance.

Crystal previously worked as the Group Executive: Shared Services (designated CFO) for the Human Sciences Research Council (HSRC) and as the Chief Audit Executive (CAE) at PetroSA (SOC) Ltd where she established and managed a vibrant and robust Internal Audit department.

Crystal assisted various Non-Profit Organisations whilst serving as a non-executive director and specialist audit committee member at various organisations. Her experience and expertise cut across areas of corporate governance, risk and compliance management, financial management and reporting, accounting, internal and external auditing, performance management and supply chain management.



Marius Wüst

Age: 52

Qualifications

- B.Eng. (Civil); University of Stellenbosch
- BCom Hons; University of Natal
- CA (SA); Deloitte & Touche

Title

Independent non-executive director

Year Appointed

2019

Committee Memberships

- Audit and Risk Committee
- Nomination Committee
- Project Committee

Other Directorships/Trusteeships

- None

Skills, Expertise and Experience

Marius Wüst is currently the Executive Director for Engineering Services at Drakenstein Municipality. Prior to this, he held a Chief Financial Officer (CFO) position at the Stellenbosch Municipality and Bergrivier Municipality respectively. He has worked as a Director of Infrastructure for the Western Cape Provincial Treasury and as the Director of Municipal Infrastructure for the Western Cape Department of Local Government. Mr Wüst worked at Liquigro Holdings as the Financial Manager, as a Technical Deployee at the Development Bank of Southern Africa, as a Project Manager for ASLO Projects Global and held several positions as Accountant, Estimator, and Project Manager for ASLA Construction. Prior to that, he was a Trainee Accountant at Deloitte & Touche and Project Engineer at Stewart Scott Consulting Engineers.



Daniel Johnson

Age: 62

Qualifications

- BA Honours, UWC
- B.Ed., UWC
- Advanced Management Development Programme, US
- Executive Development Programme (EDP), NWU
- Certificate in Public Relations, CPUT
- Minimum Municipal Competency Certificate, US (SPL)

Title

Non-executive director

Year Appointed

2020

Committee Memberships

- Nomination Committee
- Social and Ethics Committee

Other Directorships/Trusteeships

- None

Skills, Expertise and Experience

Daniel Johnson is currently the Spokesperson and Media Liaison Officer for the Western Cape Ministry of Agriculture. He has a strong background in education, communication, strategic public management, business management, people development and organisational transformation. He holds qualifications in education, public management and communication. His previous positions include Educator, Headmaster and Circuit Inspector within the Department of Education, Corporate Social Investment Manager within the Financial Sector, Head of Communication within the Department of Cultural Affairs and Sport, official Spokesperson for the Ministry of Cultural Affairs and Sport (4 years) and Ministry of Finance (5 years).



Emily Hendricks

Age: 49

Qualifications

- LLM Degree, University Stellenbosch
- LLB Degree, University Western Cape
- Diploma in Teaching, Bellville College of Education

Title

Independent non-executive director

Year Appointed

2021

Committee Memberships

- Audit and Risk Committee
- Social and Ethics Committee (Chairperson)

Other Directorships/Trusteeships

- SA Corporate Real Estate (Pty) Ltd
- A Chance to Play NPO
- Waitrose Foundation South Africa

Skills, Expertise and Experience

Emily Hendricks is a Corporate Legal Advisor and Attorney with versatile experience and acumen in corporate banking, financial regulatory advisory and private equity industry and investment analysis. Emily is the Manager: Sustainability & Transformation at United Exported (Pty) Ltd and has held positions as a Freelance Facilitator: Constitution Educate Project at the Constitutional Court of South Africa, and Legal Counsel: Regulatory at ABSA Capital. Her acumen extends to strong strategy formulation, organisational management skills with the unique ability to work with stakeholders in the design and implementation of business, client, governance, investment as well as the ability to execute through people. Emily has a modern day legal mind with strong business sense and possesses 12 years' experience providing high quality, legal, regulatory and governance solutions to diversified stakeholders.



Lebohang Mehlomakulu

Age: 52

Qualifications

- MBL, UNISA
- BSc. Honours (Psychology), MEDUNSA
- BSc. (Psychology, Mathematics), MEDUNSA
- Business Strategy for HR, INSEAD

Title

Independent non-executive director

Year Appointed

2021

Committee Memberships

- Human Capital Committee
- Social and Ethics Committee

Other Directorships/Trusteeships

- Board Member, NICRO
- Chairperson of Board, Percept Actuaries & Consultants

- Trustee, SACCA (Cricket)
- Board Member, Numeric
- Board Member, Amy Foundation
- Board Director & Shareholder, CWDi

Skills, Expertise and Experience

Lebohang Mehlomakulu is the Managing Director and Peak Performance Coach at mPower People Solutions where she assists companies and employees achieve their peak performance through consulting, facilitating processes and training. Her role also includes organisational development solutions, change management, diversity and inclusion, leadership development. She was Head of HR at Allan Gray and Metropolitan Asset Managers and has held various senior HR and OD leadership roles. Lebohang achieved sport medals and trophies as well as academic awards during her university years. She has appeared as a guest speaker and facilitator at UCT, conferences and events.



Thandiwe Moutlana

Age: 45

Qualifications

- MBA, Hult International Business School (Shanghai, China)
- Coursework for Master of Science in Chemical Engineering, UCT
- Management Development Programme, UCT & South African Breweries
- Bachelor of Science in Engineering, Massachusetts Institute of Technology (Cambridge, MA, USA)

Title

Independent non-executive director

Year Appointed

2021

Committee Memberships

- Audit and Risk Committee
- Project Committee (Chairperson)

Other Directorships/Trusteeships

- None

Skills, Expertise and Experience

Thandiwe Moutlana has more than 20 years of industry and consulting experience with large local and multinational companies in mining, manufacturing, financial services, biotechnology, fast moving consumer goods, and government. Thandiwe is the CEO of Managed Analytics, a mining-tech company that provides analytics, optimisation and decision support solutions. She is also the founder and Director of Brown Ivory Group, a consulting firm focusing on supporting black-owned SMEs in Southern Africa. Thandiwe has worked in multiple firms including SABMiller, Fevertree Consulting, Partners In Performance, and CSIR. Thandiwe's accolades include 1st prize Global SABMiller Sustainability Initiative Award, Entrepreneur of the Year Award: SABMiller Procurement Department, to name few.



Angelo Petersen

Age: 52

Qualifications

- Africa Directors Board Leadership Programme, USB
- Postgraduate Diploma in Leadership Development, USB
- Strategic Thinking for Execution & Growth, GSB
- Personal Mastery in Leadership, USB
- Finance for Non-Financial Managers, UCT
- Strategic Human Resources Management, UCT
- Advanced Programme in Social & Labour LAW, UWC

Title

Independent non-executive director

Year Appointed
2021

Committee Memberships

- Human Capital Committee

Other Directorships/Trusteeships

- Executive Director of Angelo Petersen & Associates

- Chairman of Capespan Namibia & Capespan Farms
- Chairperson of National Agricultural Marketing Council
- Non-executive director of Hortgro (Pty) Ltd
- Non-executive director of Agri Enterprises (Pty) Ltd

Skills, Expertise and Experience

Angelo is an experienced senior executive, board director, general manager and facilitator serving on the boards of a number of leading agri businesses, industry bodies and public sector entities. He is experienced in dealing with the complexities and dynamics of public institutions, board governance and challenging stakeholders, and has facilitated numerous successful land transformation, social development and public-private initiatives. He was the HR lead for the merger and integration of Cape Town Routes Unlimited with Wesgro; and he was instrumental in leading the turnaround of the Agricultural Produce Agents Council and the Perishable Products Export Control Board as Chairperson.

PART C: GOVERNANCE
REPORT OF THE AUDIT AND RISK COMMITTEE
FOR THE YEAR ENDED 31 MARCH 2022

1. LEGAL AND OTHER REQUIREMENTS

The Audit and Risk Committee presents this report as required by sections 51(1)(a)(ii) and 76(4)(d) of the Public Finance Management Act, 1999 and the related Treasury Regulations and section 94(7) of the Companies Act 71 of 2008.

The Audit and Risk Committee has formal terms of reference that are reviewed and approved by the board annually. The Committee has discharged its responsibilities in compliance with its terms of reference and as required by the PFMA and Companies Act.

The Committee comprises four independent non-executive directors elected by the Shareholder at each Annual General Meeting. The Chairperson of the Committee was appointed by the Board during the year under review. The Chief Executive Officer, Chief Financial Officer, Internal Audit Service provider and external auditors are permanent invitees to the Audit and Risk Committee.

The details are reported in the Governance Report.

2. RESPONSIBILITIES

The Committee performed the following duties in terms of Section 94(7) of the Companies Act during the year under review:

- Approved the External auditors' fees and terms of engagement;
- Prepared a report to be included in the annual financial statements for the financial year;
- Made submissions to the Board on matters concerning the Company's accounting policies, internal controls including financial controls,, records and reporting; and
- Performed other oversight functions as determined by the Board.

3. EXTERNAL AUDIT

The Committee is responsible for overseeing the external audit process and confirms that the external auditors (Auditor-General of South Africa and BVA Bellville Incorporated) are independent of the Company and conducted the audit without influence from the Company.

The Committee met with representatives of the Auditor-General of South Africa (AGSA) independently of Management.

4. INTERNAL AUDIT

The Committee is responsible for overseeing the Internal Audit Function which has been outsourced to MNB Chartered Accountants. The Committee considered and approved the rolling three-year strategic and annual risk-based internal audit plan and reviews the independence and effectiveness of the internal audit service provider, internal audit reports, management action plans and the co-ordination with external auditors.

5. INTERNAL CONTROL

The Committee considered the effectiveness of the internal control processes based on the results of internal audit and external audit reviews and confirms that the internal controls are generally adequate and effective to mitigate risks.

Control weakness were identified in the management of performance information. Management has committed to conduct root cause analyses of internal and external audit findings; review the performance management process; identify key controls to mitigate the associated process risks; conduct a control self-assessment and submit a report to the audit committee for consideration.

No material breakdown occurred in the functioning of internal financial controls. Management will focus on financial closure processes to address a weakness identified during the external audit review.

6. RISK MANAGEMENT

The Committee reviewed the strategic risk register on a quarterly basis during the year under review and highlighted process improvements in the risk management process which will be addressed by Management in the new year.

A combined assurance framework has not yet been implemented at the company, largely due its size, complexity and the availability of resources. Attention will be directed to implementing a basic combined assurance framework over the next two to three years.

7. COMPLIANCE MANAGEMENT

The Committee reviewed the company's compliance to relevant laws, regulations and policies on a quarterly basis. Management has been tasked with resolving one incident of non-compliance that was reported to the Committee during the year under review.

No other matters were brought to the attention of the Committee to indicate any other non-compliance with relevant laws, regulations and the code of conduct.

8. FRAUD AND INVESTIGATIONS

No matters were brought to the attention of the Committee that required further reporting.

9. INFORMATION TECHNOLOGY

The Committee reviewed the effectiveness of the Information Technology (IT) environment and mitigating controls during the year under review. Management embarked on an IT modernisation project after completing an assessment of the company's IT architecture and application systems and considering the results of an internal audit review.

The project is expected to be completed over the next two to three years depending on the availability of funding. The Internal Audit service provider will conduct follow up testing on the agreed upon management actions in the new year to confirm that the associated risks have been appropriately mitigated.

10. IN-YEAR MANAGEMENT AND QUARTERLY REPORTS

Management has reported quarterly to the Provincial Treasury and the Executive Authority as is required by the PFMA.

The Committee provided management with recommendations to improve the quality of financial and non-financial (performance information, information technology, risk management, legal and compliance) information reported to the Committee and the Board.

11. GOING CONCERN

The Committee concurs with management's view and the external auditor's assessment that the adoption of the going concern assumption in the preparation of the annual financial statements is appropriate.

In assessing the going concern basis of accounting, the Committee considered the budget and cash flow forecast prepared by management for the 2022/2023 financial year as well as the various cost containment initiatives presented by management.

12. KEY AREAS OF FOCUS FOR 2022/2023

Opportunities for improvement were identified in the following processes and will be monitored closely by the Committee during the 2023 financial year:

- Combined Assurance;
- Year-end financial closure;
- Performance Management information;
- External and internal audit;
- Internal and external audit findings tracking;
- Quarterly financial and non-financial information reporting to the Committee; and
- Risk and compliance management.

13. ANNUAL FINANCIAL STATEMENTS

Having reviewed the Annual Financial Statements for the financial year ended 31 March 2022, the Committee is satisfied that the financial statements fairly present the financial performance and position of the Company and comply, in all material respects, with the requirements of the Companies Act, PFMA and Generally Recognised Accounting Practices.

14. LEGAL AND REGULATORY COMPLIANCE

The Audit and Risk Committee recommended the adoption of the annual financial statements and annual report to the Board for approval.

The Committee wishes to express its appreciation to the management of **Casidra** who have again achieved an unqualified audit opinion and the Auditor-General of South Africa for its support during the audit.



CV ABDOLL
Chairperson: Audit and Risk Committee
30 July 2022

The following table has been completed in accordance with the compliance to the B-BBEE requirements of the B-BBEE Act of 2013 and as determined by the Department of Trade and Industry.

Has the Company applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regard to the following?:		
CRITERIA	RESPONSE Yes/ No	DISCUSSION
Determining qualification criteria for the issuing of licenses, concessions or other authorisations in respect of economic activity in terms of any law	No	Not applicable
Developing and implementing a Preferential Procurement Policy	Yes	Casidra procures in terms of the approved Preferential Procurement Policy
Determining qualification criteria for the sale of state-owned enterprises	No	Not applicable
Developing criteria for entering into partnerships with the private sector	No	Not applicable
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment	No	Not applicable

**PART D: HUMAN CAPITAL
MANAGEMENT**



Casidra

**“We Deliver Project
Management Excellence”**

OVERVIEW OF HUMAN CAPITAL MATTERS

During this financial year, the unit name of Human Resources Management was changed to Human Capital Management.

SET HUMAN CAPITAL PRIORITIES FOR THE YEAR UNDER REVIEW AND THE IMPACT OF THESE PRIORITIES	
HC PRIORITIES	IMPACT
SUCCESSFUL IMPLEMENTATION OF THE FULL SPECTRUM OF HUMAN CAPITAL INITIATIVES	<ul style="list-style-type: none"> A Human Capital System (S-cubed) is utilised to enhance service delivery, internal customer satisfaction and productivity.
HUMAN CAPITAL POLICIES	<ul style="list-style-type: none"> The organisation stays abreast of new labour legislative amendments and adapts policies accordingly.
HUMAN CAPITAL BUDGET	<ul style="list-style-type: none"> The Human Capital budget is continuously monitored to stay within budget costs.
FOSTERING A WINNING TEAM CULTURE	<ul style="list-style-type: none"> We aim to attract, select, contract and retain the right quality staff in the right positions in the organisation. We aim to implement holistic employee wellness initiatives to support the wellbeing and dignity of our employees, which are implemented quarterly at Casidra and annually on farm projects. During this year we also launched ICAS – an integrated holistic wellness platform that provides employees with support they need while at work, at home and when they are feeling unwell. The mobile application provides employees with extensive resources and numerous counsellor access points. The tool is to measure the impact of a presenting problem on the employee's life, work and mental health. The tool will also help to pull down barriers and allow cultural change to take root within the organisation. We aim to address our organisational shift through various self-generated initiatives, starting with the content of the CEO's Friday talks gradually trying to inculcate habits of how we expect things to be done at Casidra.
ENSURE GREATER EQUITY IN THE WORKPLACE	<ul style="list-style-type: none"> We aim to continually address an even distribution of the workload amongst our employees. Prioritisation of the work that the Employment Equity Committee promotes inside Casidra.
STRATEGIC TRAINING	<ul style="list-style-type: none"> Strategic training focuses on a productive workforce that translates into a team that is properly trained, properly equipped, sufficiently motivated to do their jobs well, willingness to use their own initiatives, pays attention to detail and goes beyond the call of duty. All initiatives are aligned to our annual Workplace Skills Plan, organisational requirements and approved budget.

WORKFORCE PLANNING FRAMEWORK AND KEY STRATEGIES TO ATTRACT AND RECRUIT A SKILLED AND CAPABLE WORKFORCE

A Human Capital System (S-cubed) is utilised to enhance internal service delivery, customer satisfaction and productivity.

Recruitment is guided by the aim to be the Project Management implementing Company of choice and we aim to achieve equitable representation of designated groups.

EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK

Casidra utilises an electronic performance management system based on its Performance Management Policy.

PROJECT MANAGEMENT SKILLS PROGRAMME

Casidra facilitated the newly accredited NQF Level 4 Project Management Skills course to 13 internal candidates, as a blended programme, which means that the programme is offered both online and face-to-face. Of these learners, eight candidates submitted their Portfolios of Evidence. The Portfolios of Evidence were internally assessed and moderated and the eight candidates (62%) were deemed competent. COVID-19 continues to and has caused a delay in processes with Services SETA for the external moderation process. The eight learners received Certificates of Attendance. We believe that the programme continues to offer value within the organisation.

EMPLOYEE WELLNESS PROGRAMMES

Casidra aims to implement holistic employee wellness initiatives to support the wellbeing and dignity of our employees. Our integrated holistic wellness platform ICAS provides employees with support they need while at work, at home and when they are feeling unwell.

POLICY DEVELOPMENT

List of HC policies changed or amended during 2021-22	
Policy	Date approved
HR: 31: Disciplinary Code and Policy	6 May 2021
HR: 41: Training and Development Policy	25 November 2021

CHALLENGES FACED BY THE PUBLIC ENTITY

COVID-19 and the social effect it has on our employees' mental health and the environments that we operate in.

Our core funding which continues to decline and remains a significant challenge.

OVERVIEW OF HUMAN CAPITAL MATTERS

During this financial year, the name of Human Resources Management unit was changed to Human Capital Management.

SET HUMAN CAPITAL' PRIORITIES FOR THE YEAR UNDER REVIEW AND THE IMPACT OF THESE PRIORITIES

FUTURE HC PLANS /GOALS	
PERFORMANCE INDICATOR 1: SUCCESSFUL IMPLEMENTATION OF THE FULL SPECTRUM OF HUMAN CAPITAL INITIATIVES	
Monitor and benchmark (S-cubed) to ensure that the system is fully functional in line with all legislative requirements and best practice	
PERFORMANCE INDICATOR 2: HUMAN CAPITAL POLICIES	
Stay abreast of legislative amendments and best practice and align policies accordingly	
PERFORMANCE INDICATOR 3: HUMAN CAPITAL BUDGET	
Manage the Human Capital budget	
PERFORMANCE INDICATOR 4: ORGANISATIONAL STRUCTURE	
<ul style="list-style-type: none"> • Continue to implement wellness initiatives holistically to promote wellbeing • Continue to develop employees and combine personal goals with Company goals / vision • Continue to foster a winning team culture amongst all employees • Continue to attract, select, contract and retain the right quality staff in the right positions in the organisation • Continue to implement and maintain affirmative action policies and ensure equal opportunities for all employees by ensuring that the Employment Equity Plan is executed • Continue to ensure greater equity in the workplace 	
PERFORMANCE INDICATOR 5: STRATEGIC TRAINING	
Implement strategic training as prioritised in the Workplace Skills' Plan	
PERFORMANCE INDICATOR 6: PROJECT MANAGEMENT SKILLS PROGRAMME	
The current accredited unit standards will be offered as a NQF Level 4 Project Management Skills Programme during 2021 and has a total of 20 credits	

HUMAN CAPITAL OVERSIGHT STATISTICS

PERSONNEL COST BY PROGRAMME: PERMANENT AND FIXED TERM CONTRACT WORKERS

Programme	Total Expenditure for the Entity (R'000)	Personnel Expenditure (R'000)	Personnel Expenditure as a % of Total Expenditure	Number of Employees	Average Personnel Cost per Employee (R'000)
Corporate Services	17 273	10 199	59	18	567
Agriculture and Land Reform	9 144	9 005	99	15	600
Rural Infrastructure Development and Poverty Alleviation	3 936	3 700	94	8	463
Local Economic & Business Development	518	480	93	1	480
Other Project Management Services	7 688	7 292	95	45	162
TOTAL	38 559	30 676	80	87	353

PERSONNEL COST BY SALARY BAND

Level	Personnel Expenditure (R'000)	% of Personnel Expenditure to Total Personnel Cost	Number of Employees	Average Personnel Cost per Employee (R'000)
Senior Management	4 707	15	3	1 569
Professional qualified	2 909	10	3	970
Skilled	13 106	43	26	504
Semi-skilled	8 394	27	23	365
Unskilled	1 560	5	32	49
TOTAL	30 676	100	87	353

TRAINING COSTS BY SALARY BAND

Programme	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost	Number of Employees Trained	Average Training Cost per Employee (R'000)
Senior Management	4 707	5	0.1	3	2
Professional qualified	2 909	17	0.6	3	6
Skilled	13 106	33	0.3	26	1
Semi-skilled	8 394	20	0.2	23	1
Unskilled	1 560	13	0.8	19	1
TOTAL	30 676	88	0.3	74	1

EMPLOYMENT AND VACANCIES BY PROGRAMME

Programme	2020/2021 Number of Employees	2021/2022 Approved Posts	2021/2022 Number of Employees	2021/2022 Vacancies	% of Vacancies
Head Office	49	44	42	2	5
Other Project Management Services Projects	55	51	45	6	12
TOTAL	104	95	87	8	8

EMPLOYMENT AND VACANCIES BY SALARY BAND

Programme	2020/2021 Number of Employees	2021/2022 Approved Posts	2021/2022 Number of Employees	2021/2022 Vacancies	% of Vacancies
Senior Management	4	4	3	1	25
Professional qualified	4	5	3	2	40
Skilled	43	27	26	1	3
Semi-skilled	26	23	23	0	0
Unskilled	27	36	32	4	11
TOTAL	104	95	87	8	8

EMPLOYMENT CHANGES BY PROGRAMME

Programme	2020/2021 Approved Posts	2021/2022 Number of Employees	2021/2022 Appointment	2021-2022 Termination
Head Office	44	42	1	3
Other Project Management Services Projects	*51	45	12	12
TOTAL	95	87	13	15

*Vacant General Farmworker position not filled

EMPLOYMENT CHANGES BY SALARY BAND

Level	2020/2021 Approved Posts	2021/2022 Number of Employees	2021/2022 Appointment	2021-2022 Termination
Senior Management	4	3	0	1
Professional qualified	5	3	0	1
Skilled	27	26	5	6
Semi-skilled	23	23	8	5
Unskilled	36	32	0	2
TOTAL	95	87	13	15

REASONS FOR STAFF LEAVING

Reason	Number	% of Total number of Staff Leaving
Death	0	0
Dismissal	1	6
Expiry of contract	4	27
Ill health	1	6
Resignation	8	55
Retirement	1	6
Other	0	0
TOTAL	15	100

LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION

Nature of Disciplinary Action	Number
Verbal warning	0
Written warning	5
Final written warning	10
Dismissal/ desertion	1
Suspension	0
TOTAL	16

EQUITY TARGET AND EMPLOYMENT EQUITY STATUS

Level	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Senior Management		1	1	1	0	0	2	1
Professional qualified	1	1	1	2	0	0	0	1
Skilled	5	5	4	4	0	0	5	3
Semi-skilled	3	3	5	5	0	0	0	0
Unskilled		4	32	11	0	0	0	1
TOTAL	9	14	43	23	0	0	7	6

Level	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Senior Management	0	1	0	0	0	0	0	0
Professional qualified	0	1	1	1	0	0	0	0
Skilled	2	3	5	4	0	0	5	3
Semi-skilled	4	8	9	10	0	0	2	1
Unskilled	0	9	0	2	0	0	0	1
TOTAL	6	22	15	17	0	0	7	5

Level	DISABLED STAFF			
	Male		Female	
	Current	Target	Current	Target
Senior Management	0	0	0	0
Professional qualified	0	0	0	0
Skilled	0	0	0	0
Semi-skilled	1	0	0	0
Unskilled	0	0	0	0
TOTAL	1	0	0	0

PART E: FINANCIAL INFORMATION



Casidra

**“We Deliver Project
Management Excellence”**

Report on the audit of the Financial Statements

Opinion

1. I have audited the financial statements of Casidra SOC Ltd, set out on pages 52 to 69 which comprise the statement of financial position as at 31 March 2022, statement of financial performance, statement of changes in net assets and statement of cash flows for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Casidra SOC Ltd as at 31 March 2022, and its financial performance and cash flows for the year then ended, in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Companies Act 71 of 2008 (Companies Act).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the company in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Contingent liability

7. With reference to note 35 to the financial statements, the company is a defendant in a damages claim amounting to R6 155 000. The company is opposing the claim. The ultimate outcome of the matter could not be determined and no provision for any liability that may result was made in the financial statements.

Restatement of corresponding figures

8. As disclosed in note 39 to the financial statements, the corresponding figures for 31 March 2021 were restated as a result of an error in the financial statements of the company at, and for the year ended, 31 March 2022.

Other matter

9. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited supplementary schedules

10. The supplementary information set out on pages 70 to 75 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them

Responsibilities of the accounting authority for the financial statements

11. The board of directors, which constitutes the accounting authority, is responsible for the preparation and fair presentation of the financial statements in accordance with GRAP and the requirements of the PFMA and the

Companies Act, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

12. In preparing the financial statements, the accounting authority is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

15. In accordance with the Public Audit Act of South Africa 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for the selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
16. My procedures address the usefulness and reliability of the reported performance information, which must be based on the company's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the company enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the company's annual performance report for the year ended 31 March 2022:

PROGRAMMES	PAGES IN THE ANNUAL PERFORMANCE REPORT
Programme 3 – Rural Infrastructure Development and Poverty Alleviation	26 - 27

18. I performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

19. The material findings on the reliability of the selected programme is as follows:

3.1.3: Number of community and household food security projects implemented from previous financial years

20. The achievement of the number of community and household food security projects implemented from previous financial years was reported against a target of 1 000 household food security projects implemented in the annual performance report. However, the supporting evidence provided materially differed from the reported achievement.

3.2.2: Number of projects contracted with the government departments and private institution implemented from previous financial years

21. The achievement of the number of projects contracted with the government departments and private institution implemented from previous financial years was reported against a target of 36 projects contracted with the government departments and private institutions implemented from previous financial years in the annual performance report. However, the supporting evidence provided materially differed from the reported achievement.

22. I did not identify any material findings on the usefulness of the reported performance information for this programme.

Other matters

23. I draw attention to the matters below:

Achievement of planned targets

24. Refer to the annual performance report on pages 26 to 27 for information on the achievement of planned targets for the year and management's explanations provided for the under and over achievement of targets. This information should be considered in the context of the material finding on the reliability of the reported performance information in paragraph 19 of this report.

Adjustment of material misstatements

25. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of programme 3: rural infrastructure development and poverty alleviation. As management subsequently corrected only some of the misstatements, I raised a material finding on the reliability of the reported performance information. Those that were not corrected are reported above.

Report on the audit of compliance with legislation

Introduction and scope

26. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the company's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

27. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other Information

28. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report, which includes the directors' report, the audit committee's report and the secretarial certification as required by the Companies Act. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in the auditor's report.

29. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

30. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

31. If, based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact.

32. I have nothing to report in this regard.

Internal Control Deficiencies

33. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the performance report included in this report.

34. The annual performance report contained misstatements that were not corrected. Management did not adequately review the reported figures to ensure that the reported targets are accurate and the reported targets are supported by the relevant supporting information.

Auditor-General

Cape Town
31 July 2022



**AUDITOR - GENERAL
SOUTH AFRICA**

Auditing to build public confidence

Annexure – Auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected programmes and on the company's compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
 - Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors, which constitutes the accounting authority

- Conclude on the appropriateness of the use of the going concern basis of accounting by the accounting authority in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Casidra SOC Ltd's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a company to cease continuing as a going concern
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting authority that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

**PART E: FINANCIAL INFORMATION
STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE YEAR
ENDED 31 MARCH 2022**

The Directors are responsible for the preparation, integrity and fair presentation of the financial statements of **Casidra SOC Limited**. The financial statements presented on pages 51 to 75 have been prepared in accordance with Standards of Generally Recognised Accounting Practice in South Africa and in the manner required by the South African Companies Act. These are supported by reasonable and prudent judgements and estimates made by Management.

The directors have reviewed the entity's cash flow forecast for the year ending 31 March 2023, and in light of this review and the current financial position, they are satisfied that the entity has adequate resources to continue in operation for the foreseeable future.

The annual financial statements are prepared on the basis that the entity is a going concern and that the entity has neither the intention nor the need to liquidate or curtail materially the scale of the entity.

The Directors are also responsible for the Company's system of internal financial control. These are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements and to adequately safeguard, verify and maintain accountability of the assets, as well as to prevent and detect misstatement and loss. Nothing has come to the attention of the directors to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year under review.


The Directors acknowledge that they are ultimately responsible for the control and security of the website and for the implementation and control of the process of electronic distribution of annual reports and financial statements.


These control measures and integrity of the website are not included in the audit of financial statements. Although the Directors and the Company place considerable importance on maintaining a strong control environment, neither the Directors, nor the Auditors, can accept responsibility for changes made to the financial statements after they were initially published on the website.

The financial statements have been audited by the Auditor-General of SA, who were given unrestricted access to all financial records and related data, including Minutes of all meetings of members and the Board of Directors. The Directors believe that all representations made to the independent auditors during their audit are valid and appropriate.

The Audit Report of the Auditor-General of SA is presented on pages 48 to 50.


The Annual Financial Statements for the year ended 31 March 2022 were approved by the Board of Directors and are signed on behalf of the Board by:


Prof. J Kirsten
 Chairperson of the Board
 25 August 2022


Ms C Abdoll
 Director
 25 August 2022

PART E: FINANCIAL INFORMATION STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2022

In accordance with Section 88(2)(e) of the Companies Act, 71 of 2008, the Company has lodged, with the Registrar of Companies, all such returns as are required of a public company in terms of the Act and that such returns are true, correct and up to date.



FJ Van Zyl
Company Secretary
25 August 2022

PART E: FINANCIAL INFORMATION DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2022

1. NATURE OF BUSINESS

Casidra SOC Limited is a state-owned company and a project implementing company for the Western Cape Government. In accordance with the Public Finance Management Act, **Casidra** has been listed as a Schedule 3D provincial government business enterprise.

The vision of the Company is to be the catalyst for growth towards self-sustainable communities.

Supplementary goals contained in the founding statement are:

- Poverty alleviation through broad-based economic growth and rural development; and
- Development of human resources and capacity building.

A general summary of activities and the attainment of objectives are given in the overviews contained in the Annual Report.

2. FINANCIAL POSITION

The financial position of the Company's business and activities are disclosed in the attached Annual Financial Statements. During the financial year under review, the Company incurred net operational costs of R28,06 million (2021: R27,17 million) before transfer funding, VAT inclusive, of R25,31 million (2021: R27,54 million) from the Western Cape Department of Agriculture.

Casidra's accumulated deficit at the reporting date was R2,13 million (2021: R3,91 surplus).

Based on a review of the projected cash flows for the next twelve months and cost containment measures to be implemented by management, the short-term financial position of the Company remains sound.

However, the medium and long-term sustainability of the company is dependent on continued and timely funding from government, targeted cost containment and the identification of additional sources of revenue.

Management has initiated a review of the Company's operating and funding model to ensure sustainability of operations. The Directors believe that **Casidra** has adequate resources in place to continue operating as a going concern.

3. AUDITORS

The Auditor-General informed **Casidra** that the AGSA opted, in terms of Section 4(3)(a) of the Public Audit Act, 2004 (Act No. 25 of 2004), to perform the audit of **Casidra** SOC Ltd from the 2018/19 financial year onwards.

4. SHARE CAPITAL

The authorised and issued share capital remained unchanged. The equity of the Company was R22,86 million as at 31 March 2022 (2021: R28,91 million). The Western Cape Government holds the total shareholding of the Company.

5. DIVIDEND

No dividend was declared or paid for the year (2021: R Nil).

6. DIRECTORS

The following non-executive directors served during the financial year:

Mr	AV Moos	Chairperson – resigned 30/08/2021
Ms	CV Abdoll	appointed 30/08/2021
Mr	WU Abrahams	resigned 28/02/2022
Prof.	E Calitz	retired 30/08/2021
Ms	EM Hendricks	appointed 30/08/2021
Mr	EJ Jeffthas	Vice-Chairperson
Mr	DM Johnson	
Prof.	JF Kirsten	Chairperson – elected 30/08/2021
Mr	GJ Martin	resigned 30/08/2021
Ms	LD Mehlomakulu	appointed 30/08/2021
Ms	TKM Moutlana	appointed 30/08/2021
Ms	GM Ntuli	resigned 30/08/2021
Mr	AG Petersen	appointed 30/08/2021
Mr	M Wüst	

7. PUBLIC OFFICER, COMPANY SECRETARY AND REGISTERED ADDRESS

The Public Officer and Company Secretary is Mr FJ van Zyl. The registered address of the Company is:

22 Louws Avenue	PO Box 660
SOUTHERN PAARL	SOUTHERN PAARL
7646	7624

8. FINANCIAL REPORTING FRAMEWORK

Casidra's financial statements are prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP).

9. BROAD-BASED BLACK ECONOMIC EMPOWERMENT (B-BBEE)

Information on compliance with the B-BBEE Act is included in the Annual Report in the Governance Report under the section titled Broad-Based Black Economic Empowerment.

10. INVESTIGATIONS

The Aquaculture CPAC approved eight projects for implementation by **Casidra** in 2019 to the total value of R8,7 million. The projects were approved to receive mussel lines to enable the farmers to successfully farm mussels in the Saldanha Bay harbour. Due to delays linked to imports not arriving on time, implementation not proceeding as scheduled and cumbersome offtake agreements with the service provider and complaints of impropriety were received by the SIU in the Western Cape via their tip-off line.

Casidra investigated the allegations and placed the service provider on terms with clear delivery timelines and is closely monitoring implementation. The Special Investigating Unit has been kept abreast on the developments and progress being made. **Casidra** envisages that the project will be completed by September 2022.

11. EVENTS AFTER THE REPORTING DATE

No material events which may have a significant influence on the financial position of the Company occurred between the financial year-end date and the approval date of the Annual Financial Statements.

STATEMENT OF FINANCIAL POSITION		2022	2021
as at 31 March 2022	Notes	R	R
ASSETS			
Current assets			
Receivables from exchange transactions	6	798 692	418 984
Prepayments	7	361 098	341 300
Cash and cash equivalents	8	16 979 507	21 822 243
Statutory receivables	16	36 839	-
Project cash and cash equivalents	9	195 430 037	211 105 951
		213 606 173	233 688 478
Non-current assets			
Property and equipment	10	6 387 351	6 721 297
Investment property	11	401 711	407 355
Intangible assets	12	40 185	40 737
Other financial assets	13	-	2 460 921
Receivables from non-exchange transactions	14	30 270	30 170
		6 859 517	9 660 480
TOTAL ASSETS		220 465 690	243 348 958
LIABILITIES			
Current liabilities			
Payables from exchange transactions	15	240 857	258 126
Statutory payables	16	-	269 778
Provisions	18	1 932 100	2 802 102
Project creditors	9	195 430 037	211 105 951
		197 602 994	214 435 957
Non-current liabilities			
Deferred tax liabilities	19	-	-
TOTAL LIABILITIES		197 602 994	214 435 957
NET ASSETS			
Ordinary shares	20	25 000 000	25 000 000
Accumulated (deficit)/ surplus		(2 137 304)	3 913 001
TOTAL NET ASSETS		22 862 696	28 913 001
TOTAL NET ASSETS AND LIABILITIES		220 465 690	243 345 958

STATEMENT OF FINANCIAL PERFORMANCE		2022	2021
for the year ended 31 March 2022		R	R
	Notes		
REVENUE			
Revenue from non-exchange transactions		205 340 209	265 470 853
Transfer funding - Agriculture Western Cape		25 318 000	27 541 000
Transfer from projects		-	2 000 000
Less: Value Added Tax		(3 302 348)	(3 853 174)
Transfer payments - Project funding received	9	183 324 557	239 783 027
Revenue from exchange transactions		11 151 367	11 892 064
Rendering of services		942 946	2 145 330
Interest earned - external investments	22	1 443 120	1 549 476
Rental of facilities	23	270 192	258 146
Other income	24	8 495 109	7 939 112
TOTAL REVENUE		216 491 576	277 362 917
EXPENSES			
Auditors' remuneration		729 100	520 688
Consultancy fees		405 965	736 295
Rental paid		307 602	253 231
Training, skills levy and bursaries		527 059	637 709
Travel and accommodation		1 565 178	1 477 500
Transfer payments - Project funding paid	9	183 324 557	239 783 027
Personnel expenses	25	26 098 430	26 745 465
Personnel expenses - Prescribed officers	26	4 979 029	4 679 492
Directors' remuneration	26	259 698	200 765
Repairs and maintenance contractors	27	174 884	281 634
Depreciation and amortisation	28	457 604	485 680
General expenses	29	3 838 502	3 234 737
TOTAL EXPENSES		222 667 608	279 025 793
OTHER GAINS / (LOSSES)			
Loss on property and equipment scrapped		(28 417)	(358 599)
Fair value adjustment - Other financial assets	13	154 144	537 695
Deficit before income tax		(6 050 305)	(1 483 780)
Income tax expense	30	-	-
DEFICIT FOR THE YEAR		(6 050 305)	(1 483 780)

STATEMENT OF CHANGES IN NET ASSETS for the year ended 31 March 2022		SHARE CAPITAL R	ACCUMULATED SURPLUS/ (DEFICIT) R	TOTAL R
2021				
Balance at 1 April 2020		25 000 000	5 396 781	30 396 781
Net deficit for the year		-	(1 483 780)	(1 483 780)
Balance at 31 March 2021		25 000 000	3 913 001	28 913 001
2022				
Balance at 1 April 2021		25 000 000	3 913 001	28 913 001
Net deficit for the year		-	(6 050 305)	(6 050 305)
Balance at 31 March 2022		25 000 000	(2 137 304)	22 862 696

STATEMENT OF CASH FLOWS for the year ended 31 March 2022		Notes	2022 R	2021 R
Cash flow from operating activities				
Cash receipt from customers			214 561 549	277 362 917
Cash paid to suppliers and employees			(223 367 053)	(276 290 865)
Cash (utilised)/ generated in operating activities		31	(8 805 504)	1 072 052
Cash flow from investment activities				
Purchase of intangible assets		12	(80 372)	(81 475)
Purchase of other financial assets		13	(16 665)	(19 775)
Proceeds from sale of other financial assets		13	2 631 730	-
Interest earned - external investments		22	1 443 120	1 549 476
Dividends received		24	50 462	172 610
Purchase of property and equipment		32	(65 507)	(489 801)
Cash generated from investing activities			3 962 768	1 131 035
Net movement in cash and cash equivalents			(4 842 736)	2 203 087
Cash and cash equivalents at 1 April			21 822 243	19 619 156
Cash and cash equivalents at 31 March		8	16 979 507	21 822 243

1. GENERAL INFORMATION

Casidra SOC Limited is a project implementing company for the Western Cape Government. In accordance with the Public Finance Management Act, Casidra has been listed as a Schedule 3D provincial government business enterprise.

The Company is a state-owned company incorporated and domiciled in South Africa. The address of its registered office is 22 Louws Avenue, Southern Paarl.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Presentation of financial statements

The financial statements have been prepared:

- in accordance with Standards of Generally Recognised Accounting Practice (GRAP), including any interpretations and directives issued by the Accounting Standards Board in accordance with Sections 55(1)(b) and 91(1) of the Public Finance Management Act (Act 1 of 1999);
- on an accrual basis of accounting in accordance with the historical cost convention basis of measurement, unless specified otherwise; and
- on the expectation that the Company will continue to operate as a going concern for at least the next twelve months.

The accounting policies are consistent with the previous period, have been consistently applied to all the years presented and are disclosed below.

2.2 Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in South African Rand, which is the Company's functional and presentation currency.

2.3 Property and equipment

Property and equipment are tangible non-current assets that are held for use in the supply of services and are expected to be used during more than one period. The cost of property and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Company and the cost can be measured reliably.

All property and equipment are stated at historical cost less accumulated depreciation taking into account the residual value. Historical cost includes expenditure that is directly attributable to the acquisition of the items to bring it to the location and condition necessary for operation.

Subsequent costs are included in the assets' carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits or increased service potential associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the Statement of Financial Performance during the financial period in which they are incurred.

Land is not depreciated. Property and equipment are depreciated on the straight line basis to their estimated residual values over their expected useful lives that have been assessed as follows:

Buildings	66 years
Office furniture and equipment	5 - 20 years
Vehicles	4 - 20 years
Computers	3 - 5 years

The depreciation charge for each period is recognised in surplus or deficit.

The assets' residual values, estimated useful lives and depreciation method are reviewed annually for indicators that factors may have changed and are adjusted prospectively, if appropriate, at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

The carrying amount of an item of property and equipment is derecognised on disposal or when no future economic benefits are expected from its use or disposal.

Gains and losses from the derecognition of an item of property and equipment are determined as the difference between the net disposal proceeds, if any, and the assets' carrying amount. These are included in the surplus or deficit in the Statement of Financial Performance. Gains are not classified as revenue. When revalued assets are sold, the amounts included in other reserves are transferred to the accumulated surplus.

Expenditure to repair and maintain property and equipment as well as relevant information relating to assets under construction is disclosed separately in the notes to the financial statements.

2.4 Intangible assets

An intangible asset is recognised when it is probable that future economic benefits associated with the item will flow to the Company and the cost can be measured reliably.

Intangible assets are acquired through exchange transactions and are stated at historical cost less accumulated amortisation and any impairment losses taking into account the useful lives of the assets. Historical cost includes expenditure that is directly attributable to the acquisition of the assets.

Subsequent costs are included in the assets' carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably or when there is an increase in the service potential for the asset.

Amortisation is provided to write down the intangible assets on a straight line basis over the estimated useful life to their residual values and the amortisation period is reviewed at each reporting date. The estimated useful life is estimated to be two years.

Intangible assets are derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of an intangible asset is determined as the difference between the net disposal proceeds, if any, and the assets' carrying amount. These are included in the surplus or deficit in the Statement of Financial Performance. Gains are not classified as revenue.

2.5 Investment property

Investment property is an office building held by the Company to earn rentals or for capital appreciation, or both. It is not used by the Company for the supply of goods or services or for sale in the ordinary course of business.

Investment property is recognised as an asset when it is probable that the future economic benefits will flow to the entity and the cost or fair value of the investment property can be measured reliably.

Investment property is stated at historical cost less accumulated depreciation and any accumulated impairment losses, taking into account the residual value. Historical cost includes expenditure that is directly attributable to the acquisition of the property. Subsequent costs are included in the property's carrying amount only when it is probable that future economic benefits or increased service potential associated with the item will flow to the Company and the cost of the item can be measured reliably.

Repairs and maintenance are charged to the Statement of Financial Performance during the financial period in which they are incurred and are disclosed in the investment property note. Relevant information regarding assets under construction is also disclosed in this note.

Depreciation is calculated on the straight-line method to allocate the cost or revalued amounts to the residual values over their estimated useful lives. The useful life is 50 years.

Investment property is derecognised when the asset is disposed of or when there are no further benefits expected from the use of the asset.

2.6 Impairment of non-financial assets

Assets that are subject to amortisation or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets, other than goodwill, that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

2.7 Financial assets

2.7.1 Classification

A financial asset is any asset that is cash, a contractual right to receive cash or another financial asset from another entity. The Company classifies its financial assets in the following categories: financial assets at fair value and receivables at amortised cost. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

a. Financial assets at fair value

This category consists of 'financial assets held for trading', and those designated at fair value at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term or if so designated by Management. Derivatives are also categorised as 'held for trading' unless they are designated as hedges. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the reporting date.

b. Receivables at amortised cost

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. Receivables are classified as 'Receivables from exchange transactions' in the Statement of Financial Position.

2.7.2 Recognition and measurement

Regular purchases and sales of investments are recognised on trade-date – the date on which the Company commits to purchase or sell the asset.

Financial assets carried at fair value are initially recognised at fair value and transaction costs are expensed in the Statement of Financial Performance.

Investments are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership. Financial assets and other financial assets are subsequently carried at fair value. Receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Gains or losses arising from changes in the fair value of the 'financial assets at fair value' category, including interest and dividend income, are presented in the Statement of Financial Performance in the period in which they arise.

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active, the Company establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis and option pricing models, making maximum use of market inputs and relying as little as possible on entity-specific inputs.

The financial assets are assessed at each reporting date to determine whether there is objective evidence that a financial asset or a group of financial assets is impaired.

2.7.3 Receivables from exchange transactions

Receivables from exchange transactions are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of receivables from exchange transactions is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the receivable is impaired.

The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the provision is recognised in the Statement of Financial Performance.

2.7.4 Prepayments

Prepayments are prepaid insurance cost and are carried at cost less any accumulated impairment losses.

2.7.5 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

2.7.6 Project cash and cash equivalents

Cash and cash equivalents received by the Company to implement projects are classified as Project cash and cash equivalents.

Project cash and cash equivalents include deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

2.7.7 Financial liabilities

A financial liability is a contractual obligation to deliver cash or another financial asset to another entity.

Any other financial liabilities are classified as Other financial liabilities. All payables are initially measured at fair value, net of transaction costs. Payables are subsequently measured at amortised cost using the effective interest rate method. The interest expense is recognised in the Statement of Financial Performance by applying the effective interest rate.

Financial liabilities are derecognised only when the obligations are discharged, cancelled or they expire.

The entity recognises the difference between the carrying amount of the financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, in the Statement of Financial Performance.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability.

2.8 Share Capital

Ordinary shares are classified as equity.

2.9 Deferred income tax

The tax expense for the period comprises deferred tax. Tax is recognised in the Statement of Financial Performance.

The current income tax charge is calculated on the basis of tax laws enacted or substantively enacted at the reporting date in South Africa where the Company operates and generates taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establish provisions, where applicable, on the basis of amounts expected to be paid to tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax basis of assets and liabilities and their carrying amounts in the financial statements.

Deferred income tax is determined using tax rates that have been enacted or substantively enacted by the reporting date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax assets relating to the carry forward of unused tax losses are recognised to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised.

2.10 Provisions

Provisions are recognised when: the Company has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as an interest expense.

2.11 Project creditors

Funds received to implement or fund projects are recorded in a separate set of records per project. The total of all the projects' unspent money at the reporting date is classified as Project creditors and it equals the total cash and cash equivalents.

2.12 Revenue recognition

Revenue, net of value-added taxation, is derived from services rendered and is measured at the fair value of the consideration received or receivable.

Revenue from non-exchange transactions refers to transfer funding received from the Western Cape Department of Agriculture.

Revenue from exchange transactions refers to revenue that accrued to the Company in return for services rendered, the value of which approximates the consideration received or receivable. The revenue from exchange transactions is recognised as follows:

(a) Rendering of services

Rendering of services are recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total service to be provided.

(b) Interest income

Interest income is recognised on a time-proportion basis using the effective interest method. When a receivable is impaired, the Company reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at the original effective interest rate of the instrument, and continues unwinding the discount as interest income.

(c) Dividend income

Dividend income is recognised when the right to receive the payment is established.

2.13 Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Company's financial statements in the period in which the dividends are approved by the Company's shareholder.

2.14 Compensation of employees

Remuneration to employees is recognised in the Statement of Financial Performance as the services are rendered, except for non-accumulating benefits which are only recognised when the specific event occurs. The Company has opted to treat its provisions for leave pay and performance bonuses as provisions.

The costs of short-term employee benefits are recognised during the period in which the employee renders the related service. The liability for leave pay is based on the total accrued leave days at year end and is shown as a provision in the Statement of Financial Position. The Company recognises the expected cost of performance bonuses only when the Company has a present legal or constructive obligation to make such payment and a reliable estimate can be made.

2.15 Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the Statement of Financial Performance on a straight-line basis over the period of the lease.

2.16 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including -

- (a) this Act; or
- (b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- (c) any provincial legislation providing for procurement procedures in that provincial government.

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 1 April 2008):

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements.

The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

2.17 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

3.1 Critical accounting estimates and assumptions

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

a. Property and equipment

Depreciation on assets is calculated over their estimated useful lives, taking into account the residual value of the asset at the end of its useful life.

Certain office furniture and equipment is expected to remain in use for longer than ten years from the date of purchase. As a result, the remaining useful lives of these assets increased and their estimated residual values may decrease. The effect of these changes on the actual and expected depreciation in the current and future periods is not disclosed because the cost of estimating the expenses does not exceed the benefits.

3.2 Critical judgements in applying the entity's accounting policies

Management did not make any critical judgements in applying the entity's accounting policies.

4. RELATED PARTIES

Related parties are persons or entities with the ability to control or exercise significant influence over the entity (or vice versa) in making financial and operational decisions or if both parties are subject to common control.

Related party relationships where control exists are disclosed irrespective of whether there have been transactions between the related parties. Related party disclosures for transactions that took place on terms and conditions considered to be "at arms length" and "in the ordinary course of business" are not disclosed.

5. NEW STANDARDS AND INTERPRETATIONS

5.1 Standards and interpretations effective and adopted in the current year

There are no standards and interpretations of GRAP which have been issued and are effective for the Company's accounting periods beginning on or after 1 April 2022 or later periods.

5.2 Standards and interpretations issued, but not yet effective

There are no standards and interpretations of GRAP which have been issued and are effective for the Company's accounting periods beginning on or after 1 April 2021 or later periods.

6. RECEIVABLES FROM EXCHANGE TRANSACTIONS	2022 R	2021 R
Projects	753 492	373 028
Staff debtors - vehicle insurance	45 200	45 956
	798 692	418 984
Current portion		
	798 692	418 984
As of 31 March the following receivables from exchange transactions were due but not impaired: Up to 3 months		
Projects	753 492	373 028
Staff debtors - vehicle insurance	45 200	45 956
	798 692	418 984
The carrying values approximates the fair values.		
7. PREPAYMENTS	2022 R	2021 R
Prepaid Insurance	361 098	341 300
8. CASH AND CASH EQUIVALENTS	2022 R	2021 R
Cash in bank	6 030 578	11 318 169
Call Investments	10 947 329	10 502 474
Cash on hand	1 600	1 600
	16 979 507	21 822 243
9. PROJECT CASH EQUIVALENTS AND PROJECT CREDITORS	2022 R	2021 R
Project cash equivalents	195 430 037	211 105 951
Project creditors	(195 430 037)	(211 105 951)
	-	-
Casidra implemented various projects funded by the Western Cape Department of Agriculture and others. The project cash equivalents are the total amount not spent at reporting date.		
The total amounts implemented for these projects are:		
Transfer payments - Project funding received	183 324 557	239 783 027
Transfer payments - Project funding paid	(183 324 557)	(239 783 027)
	-	-
The detail of the project cash equivalents, funds received as well as the expenditure per project for the year are disclosed in Annexure A.		

10. PROPERTY AND EQUIPMENT

2022	Land and Buildings	Vehicles	Furniture and Equipment	Computers	TOTAL
	R	R	R	R	R
Carrying value at 1 April	4 224 229	1 697 861	308 690	490 517	6 721 297
Cost	4 858 878	2 455 968	1 222 647	1 827 031	10 364 524
Accumulated depreciation	(634 649)	(758 107)	(913 957)	(1 336 514)	(3 643 227)
Additions	-	-	23 561	41 946	65 507
Disposals and impairment loss	-	-	(28 417)	-	(28 417)
Cost	-	-	(95 657)	-	(95 657)
Accumulated depreciation	-	-	67 240	-	67 240
Depreciation	(31 730)	(149 441)	(30 016)	(159 849)	(371 036)
Carrying value at 31 March	4 192 499	1 548 420	273 818	372 614	6 387 351
Cost	4 858 878	2 455 968	1 150 551	1 868 977	10 334 374
Accumulated depreciation	(666 379)	(907 548)	(876 733)	(1 496 363)	(3 947 023)
2021					
Carrying value at 1 April	4 399 627	1 641 900	250 706	668 000	6 960 233
Cost	5 026 692	2 386 516	1 138 817	2 038 603	10 590 628
Accumulated depreciation	(627 065)	(744 616)	(888 111)	(1 370 603)	(3 630 395)
Additions	-	381 661	86 718	21 422	489 801
Disposals and impairment loss	(143 663)	(195 716)	(856)	(18 364)	(358 599)
Cost	(167 814)	(312 209)	(2 888)	(232 994)	(715 905)
Accumulated depreciation	24 151	116 493	2 032	214 630	357 306
Depreciation	(31 735)	(129 984)	(27 878)	(180 541)	(370 138)
Carrying value at 31 March	4 224 229	1 697 861	308 690	490 517	6 721 297
Cost	4 858 878	2 455 968	1 222 647	1 827 031	10 364 524
Accumulated depreciation	(634 649)	(758 107)	(913 957)	(1 336 514)	(3 643 227)
Repairs & maintenance					
2022					
Contractors	34 642	68 837	71 163	242	174 884
Material	-	-	3 452	2 945	6 397
2021					
Contractors	52 323	64 883	73 208	5 468	195 882
Material	-	-	5 508	1 511	7 019

Land and buildings consist of erven 26168 (2 809m²), title deed T52255/2008, 3163 (569m²) and 3164 (558m²), title deed T54412/1998, situated in the Drakenstein Municipality, Paarl and the buildings thereon.

No property and equipment are held as security. There are no capital assets currently under construction. Land is valued at historical cost of R670 224 (2021: R670 224) and is not depreciated.

11. INVESTMENT PROPERTY	2022 R	2021 R
Carrying value at the beginning of the year	407 355	412 999
Cost	432 257	432 257
Accumulated depreciation	(24 902)	(19 258)
Depreciation	(5 644)	(5 644)
Carrying value at the end of the year	401 711	407 355
Cost	432 257	432 257
Accumulated depreciation	(30 546)	(24 902)
The property consists of an office building erected on erf 26 168 as described in note 10. There are no capital assets currently under construction.		
No investment property is held as security and the fair value, based on replacement values, is R3,72 million (2021: R3,58 million).		
The direct operating expenses were:		
Repairs and maintenance contractors	-	85 752
Insurance	2 995	2 880
	2 995	88 632
The income earned was:		
Rental income	247 236	244 755

12. INTANGIBLE ASSETS	2022 R	2021 R
Computer Software		
Carrying value at the beginning of the year	40 737	69 160
Cost	1 547 067	1 465 592
Accumulated amortisation	(1 506 330)	(1 396 432)
Additions	80 372	81 475
Amortisation	(80 924)	(109 898)
Carrying value at the end of the year	40 185	40 737
Cost	1 627 439	1 547 067
Accumulated amortisation	(1 587 254)	(1 506 330)
There are no repairs and maintenance cost and no capital assets currently under construction.		

13. OTHER FINANCIAL ASSETS		2022 R	2021 R
Number of shares	Listed Securities		
3 765	Kaap Agri Limited	-	135 992
41 741	Quantum Foods Holdings Limited	-	250 446
7 333	Sanlam Limited	-	436 533
68 806	Zeder Investments Limited	-	181 648
	Listed Securities	-	1 004 619
	Unlisted securities		
11 224	(2021:11 224) Nedgroup Growth fund unit trust	-	211 061
3 262	(2021: 3 262) Old Mutual unit trust	-	1 245 241
	Unlisted securities	-	1 456 302
	Total securities	-	2 460 921
At 1 April		2 460 921	1 903 451
Additions		16 665	19 775
Disposals		(2 631 730)	-
Fair value adjustment		154 144	537 695
Non-current portion		-	2 460 921
The maximum exposure to credit risk at the prior year reporting date was the carrying value of the total securities. None of these financial assets were either past due or impaired.			

14. RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS		2022 R	2021 R
Deposits - rent		26 350	26 250
Deposits - water and electricity		3 920	3 920
		30 270	30 170

15. PAYABLES FROM EXCHANGE TRANSACTIONS		2022 R	2021 R
Sundry creditors		155 138	167 115
Personnel fund		9 619	17 661
Staff salary savings		76 100	73 350
		240 857	258 126

16. STATUTORY (PAYABLES)/RECEIVABLES		2022 R	2021 R
SARS - VAT		36 839	(269 778)

17. TAXES PAYABLE		2022 R	2021 R
Income tax payable		-	-

18. PROVISIONS	2022 R	2021 R
Leave provision		
Opening balance	2 802 102	2 508 051
Movement for the year	(870 002)	294 051
Closing balance	1 932 100	2 802 102
Performance bonuses		
Opening balance	-	564 000
Movement for the year	-	(564 000)
Closing balance	-	-
	1 932 100	2 802 102

19. DEFERRED TAX LIABILITY	2022 R	2021 R
The analysis of deferred tax assets and liabilities is as follows:		
Deferred tax assets		
Assessed loss that can be utilised	701 586	576 991
Computer software	(11 329)	11 406
Buildings	(149 269)	(142 162)
Leave provision	(540 988)	(784 589)
Total deferred tax assets	-	(338 354)
Deferred tax liabilities		
Other financial assets	-	338 354
Total deferred tax liabilities	-	338 354
Net deferred tax liabilities	-	-
Current	-	-
Net deferred tax liabilities	-	-
The gross movement on the deferred income tax account is as follows:		
Opening balance	-	-
Assessed loss	124 595	(63 565)
Computer software	(22 735)	(7 959)
Buildings	(7 107)	33 416
Leave provision	243 601	(82 335)
Other financial assets	(338 354)	120 443
Closing balance	-	-

20. ORDINARY SHARES	Number of shares	Ordinary shares R	2022 R	2021 R
At 31 March	25 000 000	25 000 000	25 000 000	25 000 000
The total authorised number of ordinary shares is 25 000 000 (2021: 25 000 000). All issued shares are fully paid-up.				

21. REVENUE FROM EXCHANGE TRANSACTIONS
Revenue from exchange transactions represents the invoiced value of services and excludes Value Added Tax.

22. INTEREST EARNED - EXTERNAL INVESTMENTS	2022 R	2021 R
Interest received	1 443 120	1 549 476

23. RENTAL OF FACILITIES	2022 R	2021 R
Investment property	247 236	244 755
Other	22 956	13 391
	270 192	258 146

24. OTHER INCOME	2022 R	2021 R
SETA and costs recovered	972 452	860 920
Bad debt recovered	2 700	7 470
Bursary repayments	376 127	871 083
Project expenses and salaries recovered	7 093 368	6 027 029
Dividends received	50 462	172 610
	8 495 109	7 939 112

25. PERSONNEL EXPENSES	2022 R	2021 R
Basic salary	23 043 498	23 807 088
Allowances	593 776	579 737
Bonus 2020	-	267 529
Company contributions	1 978 924	1 877 016
Long service awards, leave pay and provision	482 232	214 095
	26 098 430	26 745 465
An amount of R6,68 million (2021: R7 million) included in the personnel expenses relates to projects.		

26. PRESCRIBED OFFICERS & DIRECTORS	2022	2021
26.1 PRESCRIBED OFFICERS	R	R
Basic salary	4 089 774	3 412 646
Allowances	284 915	472 865
Company contributions	253 740	307 611
Leave pay	271 828	381 973
Insurance and other	78 772	104 397
	4 979 029	4 679 492
Basic salary		
Chief Executive Officer - SC Symington (resigned 28/2/2022, appointed 1/3/2021)	1 549 167	140 833
Chief Executive Officer - AC Seymour (dismissed 17/7/2020)	-	328 702
Chief Officer Projects - D Nefdt	1 117 485	1 173 485
Chief Officer Technical - M Silevu (resigned 31/8/2020)	-	346 504
Chief Financial Officer - FJ van Zyl	1 423 122	1 423 122
	4 089 774	3 412 646
Allowances		
Chief Executive Officer - SC Symington (resigned 28/2/2022, appointed 1/3/2021)	61 655	5 605
Chief Executive Officer - AC Seymour (dismissed 17/7/2020)	-	40 000
Chief Officer Projects - D Nefdt	103 260	47 260
Chief Officer Technical - M Silevu (resigned 31/8/2020)	-	40 000
Chief Financial Officer - FJ van Zyl	120 000	340 000
	284 915	472 865
Company contributions		
Chief Executive Officer - AC Seymour (dismissed 17/7/2020)	-	38 646
Chief Officer Projects - D Nefdt	111 699	111 699
Chief Officer Technical - M Silevu (resigned 31/8/2020)	-	15 225
Chief Financial Officer - FJ van Zyl	142 041	142 041
	253 740	307 611
Leave pay		
Chief Executive Officer - AC Seymour (dismissed 17/7/2020)	-	118 331
Chief Executive Officer - SC Symington (resigned 28/2/2022, appointed 1/3/2021)	62 018	-
Chief Officer Technical - M Silevu (resigned 31/8/2020)	-	35 028
Chief Financial Officer - FJ van Zyl	209 810	228 614
	271 828	381 973
Insurance and other		
Chief Executive Officer - AC Seymour (dismissed 17/7/2020)	-	11 997
Chief Officer Projects - D Nefdt	34 676	34 682
Chief Officer Technical - M Silevu (resigned 31/8/2020)	-	13 622
Chief Financial Officer - FJ van Zyl	44 096	44 096
	78 772	104 397

26.2 DIRECTORS			2022 R	2021 R		
Non-Executive	Fees	Travel	Total	Fees	Travel	Total
Abdollah CV	16 836	1 348	18 184	-	-	-
Abrahams WU	21 408	273	21 681	28 213	273	28 486
Calitz E Prof	16 056	-	16 056	24 656	-	24 656
Hendricks EM	9 098	-	9 098	-	-	-
Jeffthas EJ	35 358	1 466	36 824	31 085	586	31 671
Kirsten JF Prof	41 275	2 474	43 749	35 254	547	35 801
Martin GJ	14 679	273	14 952	21 446	-	21 446
Mehlomakulu LD	9 404	-	9 404	-	-	-
Moos AV	16 843	-	16 843	28 314	-	28 314
Moutlana TKM	19 358	-	19 358	-	-	-
Ntuli GM	7 797	-	7 797	11 125	-	11 125
Petersen AG	21 864	1 493	23 357	-	-	-
Wüst M	21 673	722	22 395	19 266	-	19 266
	251 649	8 049	259 698	199 359	1 406	200 765

27. REPAIRS AND MAINTENANCE CONTRACTORS	2022 R	2021 R
Computers	242	5 468
Furniture & equipment	71 163	73 208
Vehicles	68 837	64 883
Buildings	34 642	52 323
Property and Equipment	174 884	195 882
Investment property	-	85 752
	174 884	281 634

28. DEPRECIATION AND AMORTISATION	2022 R	2021 R
Buildings	31 730	31 735
Computers	159 849	180 541
Furniture and equipment	30 016	27 878
Vehicles	149 441	129 984
Investment property	5 644	5 644
Intangible assets	80 924	109 898
	457 604	485 680

29. GENERAL EXPENSES	2022 R	2021 R
Insurance and compensation commissioner	463 986	429 123
Membership - IT and other	575 107	568 589
Telephone and postage	344 046	403 894
Water, electricity, rates and taxes	761 296	592 711
Printing, stationery and other	1 694 067	1 240 420
	3 838 502	3 234 737

30. INCOME TAX EXPENSE	2022 R	2021 R
Income tax expense	-	-
Reconciliation of effective tax rate		
Casidra's theoretical tax that would arise using the domestic tax rate applicable to the deficit differs from Casidra's actual tax on the deficit and is reconciled as follows:		
Deficit before tax	(6 050 305)	(1 483 780)
Tax using domestic tax rate (theoretical)	(1 694 085)	(415 485)
Tax effects of:		
Dividends received	(14 129)	(48 331)
Non-taxable income - Loans recovered	(756)	(2 092)
Deferred tax not recognised - Buildings	-	37 119
Other financial assets - Fair value adjustment	(8 632)	(30 111)
Assessed loss not utilised	1 717 602	458 873
Actual tax charge	-	-
No provision was made for income tax for 2022 (2021: R nil) due to the company having a calculated tax loss amounting to R7,8 million (2021 R1,8 million).		

31. CASH (UTILISED)/ GENERATED IN OPERATING ACTIVITIES	2022 R	2021 R
Deficit for the year	(6 050 305)	(1 483 780)
Depreciation and amortisation	457 604	485 680
Other financial assets - fair value adjustment	(154 144)	(537 695)
Loss on property and equipment scrapped	28 417	358 599
Provisions movement	(870 002)	(269 949)
Investment income	(1 493 582)	(1 722 086)
Operating deficit before changes in working capital	(8 082 012)	(3 169 231)
Changes in working capital		
Increase in receivables from non-exchange transactions	(100)	-
(Increase)/ decrease in receivables from exchange transactions	(379 708)	5 451 101
Increase in prepayments	(19 798)	(30 730)
Decrease/(increase) in statutory payables	(306 617)	307 652
Decrease in income tax payable	-	(43 742)
Decrease in payables from exchange transactions	(17 269)	(1 442 998)
Changes in working capital	(723 492)	4 241 283
Cash (utilised)/ generated in operations	(8 805 504)	1 072 052
In the Statement of Cash Flows, proceeds from sale of property and equipment comprise:		
Net carrying value - property and equipment	28 417	358 599
Loss on property and equipment scrapped	(28 417)	(358 599)
Proceeds from sale of property and equipment	-	-

32. PURCHASE OF PROPERTY AND EQUIPMENT	2022 R	2021 R
Computers	41 946	21 422
Furniture and equipment	23 561	86 718
Vehicles	-	381 661
	65 507	489 801

33. EVENTS AFTER THE REPORTING DATE

No material events which may have a significant influence on the financial position of the Company occurred between the reporting date and the approval date of the financial statements.

34. RELATED PARTIES	2022 R	2021 R
The following entity and persons are deemed to be related parties to the Company:		
- The Western Cape Department of Agriculture is the Company's sole Shareholder;		
- The Provincial Minister of Agriculture is the Executive Authority;		
- The directors listed in the Directors' Report are the Accounting Authority;		
- Key Management personnel levels 14 to 15		
Related party transactions		
Western Cape Department of Agriculture - funding received	22 015 652	23 948 696
Directors' remuneration - Refer note 26 for detail	259 698	200 765
Key Management personnel levels 14 to 15 employee costs - Refer note 26 for detail	4 979 029	4 679 492

35. CONTINGENT LIABILITIES	2022 R	2021 R
Claim against the company - private fruit orchards	6 155 000	-
Casidra was notified in June 2021 that it was the fifth respondent out of six of a summons to appear in the High Court. The plaintiff is a private farmer in Prince Albert that alleges that in 2019 a herbicide was used to clear alien vegetation on his farm that accidentally landed up contaminating his fruit orchards. As a result he lost some of his trees, including some revenue on his fruit exports for three consecutive years and is now claiming damages for those losses. Casidra is opposing the claim and has responded via its attorneys.		

36. IRREGULAR EXPENDITURE	2022 R	2021 R
Reconciliation of irregular expenditure		
Opening Balance	-	-
Less: Prior year amounts approved by the Board	-	-
Closing Balance	-	-

37.1 FINANCIAL INSTRUMENTS BY CATEGORY			2022 R	2021 R
The accounting policies for financial instruments have been applied to the line items below.				
Assets as per Statement of Financial Position	2022	2021		
Assets at amortised cost	Interest rate %			
Receivables from exchange transactions			798 692	418 984
Project cash and cash equivalents			195 430 037	211 105 951
Cash and cash equivalents	0 - 5.00	0 - 6,89	16 979 507	21 822 243
Assets at fair value				
Other financial assets			-	2 460 921
			213 208 236	235 808 099
Liabilities as per Statement of Financial Position				
Liabilities at amortised cost				
Payables from exchange transactions			240 857	258 126
Project creditors			195 430 037	211 105 951
			195 670 894	211 364 077

37.2 CREDIT QUALITY OF FINANCIAL ASSETS			2022 R	2021 R
The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings or to historical information about counterparty default rates.				
Receivables from exchange transactions				
Counterparties without external credit rating				
Between 0 and 3 months			798 692	418 984

38. FINANCIAL RISK MANAGEMENT

38.1 FINANCIAL RISK FACTORS

The Company's activities expose it to a variety of financial risks: market risk (including currency risk and price risk), credit risk, liquidity risk, fair value cash flow risk and fair value interest rate risk. The Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance.

The Board provides principles for overall risk management as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and the investment of excess liquidity.

a. Market risk

i. Foreign exchange risk

The Company does not operate internationally and is not exposed to foreign exchange risk arising from various currency exposures.

ii. Price risk

Other than exposure to investments in equity of other entities the Company is not subject to other material price risks. The effect of a 5% increase/(decrease) in the fair value of the Company's other financial assets on the Company's equity would be as follows:

Effect on equity	2022 R	2021 R
Increase of 5%, equity will increase with	-	123 046
Decrease of 5%, equity will decrease with	-	(123 046)

b. Credit risk

The Company has a limited concentration of credit risk. The Company has no credit facility and has policies that limit the amount of credit exposure to any financial institution. Funds are invested with reputable financial establishments.

c. Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities, when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation. Cash flow requirements are monitored with monthly cash forecasts which includes the servicing of financial obligations, but excludes the potential impact of extreme circumstances that cannot be reasonably predicted.

The Company's financial liabilities are limited to payables which are repayable within 12 months.

38. FINANCIAL RISK MANAGEMENT

38.1 FINANCIAL RISK FACTORS

d. Cash flow and fair value interest rate risk

The Company is exposed to cash flow interest rate risk in South Africa that arises from changes in the SA Reserve Bank's repo rate. The Company's financial assets subject to interest rate risk include cash and short-term bank deposits that are invested at variable rates.

Refer to note 37.1 for the disclosure of the Company's exposure to interest rate risks and the effective interest rate on financial instruments as at reporting date.

The Company earns interest on cash and short-term bank deposits. If the interest rate should change by 0,5% (all other factors remaining unchanged) the effect on profit would be as follows:

Effect on profit	2022 R	2021 R
Increase of 0,5%, profit will increase with	144 312	154 948
Decrease of 0,5%, profit will decrease with	(144 312)	(154 948)

e. Capital risk management

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide benefits for the shareholder and other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

38. FINANCIAL RISK MANAGEMENT

38.2 FAIR VALUE ESTIMATION

The following table presents and analyses, by valuation method, the Company's other financial assets that are measured at fair value.

Other financial assets	2022 R	2021 R
Unadjusted quoted prices in active market for identical assets	-	1 004 619
Direct asset prices	-	1 456 302
	-	2 460 921

The fair value of financial instruments traded in active markets was based on quoted market prices at the 2021 reporting date. The quoted market price used for financial assets held by the Company was the current bid price.

The nominal values less impairment provision of receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Company for similar financial instruments.

39. CORRECTION OF ERROR

The entity applied GRAP 109. **Casidra** previously disclosed project funding received from the WCDoA and other funders as an agent. Following the Supreme Court of Appeal's judgement in the matter Auditor-General of SA v MEC for Economic Opportunities, Western Cape and Another (Case no 671/2020), the following disclosure changes were made in order to report as the principal. The details of the corrections are described below.

Restatement of revenue and expenses

The prior year figures for revenue and expenses have been restated to correctly account for the projects funds received and project funds paid.

The effects of the correction are as follow:	Previously 2021 R	Restatement R	Restated 2021 R
Revenue			
Transfer payments - Projects funding received	-	239 783 027	239 783 027
Revenue from non-exchange transactions	25 687 826	239 783 027	265 470 853
Expenses			
Transfer payments - Project funding paid	-	239 783 027	239 783 027
Total expenses	39 242 766	239 783 027	279 025 793

CASIDRA SOC LIMITED

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2022

Casidra implemented the following projects and the projects' cumulative receipts and payments are as follows:

Project name and funder WCDoA	Balance 2021-03-31	Received from funders	Internal transfers	Other income	Projects completed previous year	Utilised 2022	Balance 2022-03-31
CASP Cape Winelands - available	399 750	-	(335 355)	3 655	(11 819 662)	-	-
WCDoA and interest	12 151 362	-	-	-	-	(68 050)	-
Items expensed	(11 751 612)	-	-	-	11 819 662	-	-
CASP Central Karoo - available	485 816	-	(1 186)	2 794	-	-	58 696
WCDoA and interest	573 923	-	-	-	-	(428 728)	575 531
Items expensed	(88 107)	-	-	-	-	-	(516 835)
CASP interest - available	8 365 077	-	210 129	226 981	-	-	4 824 906
WCDoA and interest	11 992 026	-	-	-	-	(3 977 281)	12 429 136
Items expensed	(3 626 949)	-	-	-	-	-	(7 604 230)
CASP savings - available	15 426 844	-	(67 172)	374 398	-	-	4 876 844
WCDoA and interest	16 886 290	-	-	-	-	(10 857 226)	17 193 516
Items expensed	(1 459 446)	-	-	-	-	-	(12 316 672)
CASP West Coast - available	13 121 682	10 704 000	1 267 001	699 989	(35 651 252)	-	15 625 683
WCDoA and interest	43 284 262	-	-	-	-	(10 166 989)	20 304 000
Items expensed	(30 162 580)	-	-	-	35 651 252	-	(4 678 317)
CASP West Coast - available	2 445 607	8 560 579	359 151	76 675	(6 402 362)	-	5 203 425
WCDoA and interest	6 402 362	-	-	-	-	(6 238 587)	8 996 405
Items expensed	(3 956 755)	-	-	-	6 402 362	-	(3 792 980)
CASP Winelands/Overberg - available	12 878 779	-	(3 289 342)	361 987	-	-	7 183 426
WCDoA and interest	61 801 412	-	-	-	-	(2 767 998)	58 874 057
Items expensed	(48 922 633)	-	-	-	-	-	(51 690 631)
2011/2012 Flood relief - available	28 364 373	-	-	868 846	-	-	19 728 499
WCDoA and interest	51 195 912	-	-	-	-	(9 504 720)	52 064 758
Items expensed	(22 831 539)	-	-	-	-	-	(32 336 259)

CASIDRA SOC LIMITED

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2022 (CONTINUED)

Project name and funder WCDa	Balance 2021-03-31	Received from funders	Internal transfers	Other income	Projects completed previous year	Utilised 2022	Balance 2022-03-31
Flood relief 2013 - available	4 008 676	-	-	56 215	(21 638 094)	-	1 865 233
WCDa and interest	36 108 094	-	-	-	-	-	14 526 215
Items expensed	(32 099 418)	-	-	-	21 638 094	(2 199 658)	(12 660 982)
Drought relief - available	5 892 588	-	-	-	-	-	12 698 631
WCDa and interest	35 426 099	24 938 500	-	219 935	(35 426 099)	-	25 158 435
Items expensed	(29 533 511)	-	-	-	35 426 099	(18 352 392)	(12 459 804)
CASP Agri processing - available	-	-	-	-	-	-	8 000 373
WCDa and interest	6 765	8 309 000	-	166 492	(6 765)	-	8 475 492
Items expensed	(6 765)	-	-	-	6 765	(475 119)	(475 119)
CASP Aquaculture - available	1 803 553	-	-	-	-	-	8 276 139
WCDa and interest	2 011 818	8 000 000	(1 600 000)	270 733	-	-	8 682 551
Items expensed	(208 265)	-	-	-	-	(198 147)	(406 412)
CASP Black producers - available	3 948 227	-	-	-	-	-	2 348 545
WCDa and interest	12 765 763	-	-	204 922	-	-	12 970 685
Items expensed	(8 817 536)	-	-	-	-	(1 804 604)	(10 622 140)
CASP Food security - available	38 542 889	-	-	-	-	-	14 219 719
WCDa and interest	49 424 137	13 278 000	(2 500 000)	1 298 252	(49 424 137)	-	14 219 719
Items expensed	(10 881 248)	-	-	-	49 424 137	(36 399 422)	-
CASP Market access - available	6 613 628	-	-	-	-	-	10 538 431
WCDa and interest	11 676 520	5 668 000	-	423 268	-	-	17 767 788
Items expensed	(5 062 892)	-	-	-	-	(2 166 465)	(7 229 357)
CASP Red meat - available	5 358 701	-	-	-	-	-	6 489 385
WCDa and interest	14 411 972	3 587 000	228 522	361 120	(7 801 614)	-	10 787 000
Items expensed	(9 053 271)	-	-	-	7 801 614	(3 045 958)	(4 297 615)
CASP Training - available	9 472 541	-	-	-	-	-	6 882 325
WCDa and interest	13 988 963	5 679 000	-	304 247	(2 784 210)	-	17 188 000
Items expensed	(4 516 422)	-	-	-	2 784 210	(8 573 463)	(10 305 675)

CASIDRA SOC LIMITED

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2022 (CONTINUED)

Project name and funder WCDoA	Balance 2021-03-31	Received from funders	Internal transfers	Other income	Projects completed previous year	Utilised 2022	Balance 2022-03-31
CASP UTA - available	2 741 567						11 780 903
WCDoA and interest	4 553 243	10 686 000	4 109 412	1 45 898	(4 699 141)	-	14 795 412
Items expensed	(1 811 676)	-	-	-	-	(5 901 974)	(3 014 509)
CASP Vegetable seed - available	13 389 907						16 824 664
WCDoA and interest	19 910 525	10 834 000	-	802 927	(14 772 788)	-	16 824 664
Items expensed	(6 520 618)	-	-	-	-	(8 202 170)	-
CASP Viticulture table grapes - available	1 803 043						3 356 800
WCDoA and interest	6 068 682	7 073 000	(17 958)	240 738	(6 291 462)	-	7 073 000
Items expensed	(4 265 639)	-	-	-	-	(5 742 023)	(3 716 200)
CASP Viticulture wine grapes - available	12 494 644						6 333 821
WCDoA and interest	19 120 409	10 830 000	-	566 374	(19 120 409)	-	11 396 374
Items expensed	(6 625 765)	-	-	-	-	(17 557 197)	(5 062 553)
CASP White meat - available	10 939 212						18 602 299
WCDoA and interest	20 841 622	8 890 000	2 273 684	661 449	(13 956 256)	-	18 710 499
Items expensed	(9 902 410)	-	-	-	-	(4 162 046)	(1 108 200)
CASP Winter grain - available	8 841 287						7 755 492
WCDoA and interest	18 959 757	5 540 000	(622 799)	432 586	-	-	24 309 544
Items expensed	(10 118 470)	-	-	-	-	(6 435 582)	(1 655 052)
LandCare - available	2 216 458						42 482
WCDoA and interest	6 364 046	-	(14 087)	25 714	-	-	6 375 673
Items expensed	(4 147 588)	-	-	-	-	(2 185 603)	(6 333 191)
Rural Nodal Support Programme - available	-						-
WCDoA and interest	285 125	-	(35 819)	-	(249 306)	-	-
Items expensed	(285 125)	-	-	-	-	35 819	-
* Amalienstein - available	340 148						110 335
WCDoA and income	6 126 031	1 000 000	-	4 654 747	(6 126 031)	-	5 654 747
Items expensed	(5 785 883)	-	-	-	-	(5 884 560)	(5 544 412)

CASIDRA SOC LIMITED

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2022 (CONTINUED)

Project name and funder WCDoA	Balance 2021-03-31	Received from funders	Internal transfers	Other income	Projects completed previous year	Utilised 2022	Balance 2022-03-31
* Waikraal - available	220 123						73 032
WCDoA and income	2 394 687	2 050 000	-	297 062	(2 394 687)	-	2 347 062
Items expensed	(2 174 564)	-	-	-	-	(2 494 153)	(2 274 030)
Total WCDoA	210 115 120	145 627 079	(35 819)	13 748 004	(236 370 808)	236 370 808	193 700 088
Total project funding and interest received	484 731 807						407 700 263
Total already expensed	(274 616 687)						(214 000 175)

* The Financial Statements of these projects have been prepared in accordance with the basis for accounting described in note 2 to the Projects' Financial Statements.

Reconciliation of WCDoA funding paid to Casidra

Project funding received by Casidra	145 627 079
Plus: Casidra funding 2021/22. Refer page 53.	25 318 000
Minus: Project funding received after 31 March 2021	(27 042 000)
Plus: Project funding received after 31 March 2022	16 461 184
	<u>160 364 263</u>

WCDoA funding for 2021/22

CASIDRA SOC LIMITED

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2022 (CONTINUED)

Project name and funder Other	Balance 2021-03-31	Received from funders	Internal transfers	Other income	Projects completed previous year	Utilised 2022	Balance 2022-03-31
Client other - available	628 373						243 052
Other and interest	2 846 377	-	-	2 897 395	-	-	5 743 772
Items expensed	(2 218 004)	-	-	-	-	(3 282 716)	(5 500 720)
DEA Project - available	10 868						699 326
DEA and interest	9 008 619	3 683 832	-	279 673	-	-	12 972 124
Items expensed	(8 997 751)	-	-	-	-	(3 275 047)	(12 272 798)
Entrepreneurial fund - available as capital	351 590						385 397
DEDAT funding and interest	478 125	-	35 819	9 402	-	-	523 346
Items expensed	(126 535)	-	-	-	-	(11 414)	(137 949)
Garden Route - available	-						402 174
Municipality and interest	-	1 400 000	-	3 258	-	-	1 403 258
Items expensed	-	-	-	-	-	(1 001 084)	(1 001 084)
Total Other	990 831	5 083 832	35 819	3 189 728	-	(7 570 261)	1 729 949
Total project funding and interest received	12 333 121						20 642 500
Total already expensed	(11 342 290)						(18 912 551)
Total project funds available	211 105 951	150 710 911	-	16 937 732	(236 370 808)	236 370 808	195 430 037
Total project funding and interest received	497 064 928						428 342 763
Total already expensed	(285 958 977)						(232 912 726)

Each project has its own set of records and Annual Financial Statements. These statements were audited by BVA Bellville Inc and all the Audit Reports were unqualified.

CASIDRA SOC LIMITED

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2022 (CONTINUED)

	2021 R	2022 R
Reconciliation of project funds received		
Balance at the beginning of the year	541 764 326	497 064 928
Projects completed previous year	(229 653 245)	(236 370 808)
Funds received from DEA	7 586 510	3 683 832
Funds received from WCDoA	-	1 400 000
Income and interest received	159 621 629	145 627 079
Other income and interest received	17 745 708	16 937 732
Balance at the end of the year	497 064 928	428 342 763
Reconciliation of project funds applied		
Balance at the beginning of the year	275 829 195	285 958 977
Less: Projects completed previous year	(229 653 245)	(236 370 808)
Plus: Funds applied during the year	239 783 027	183 324 557
Balance at the end of the year	285 958 977	232 912 736
CASP = Comprehensive Agricultural Support Programme DEA = Department of Environmental Affairs WCDoA = Western Cape Department of Agriculture		



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