



"We make a difference in the lives of people, through effective project management"



CASIDRA SOC LTD

ANNUAL REPORT 2019 | 2020



Western Cape
Government

Casidra is a Provincial Government Business
Enterprise for the Western Cape

BETTER TOGETHER.



*"We Deliver Project
Management Excellence"*

TABLE OF CONTENTS

PART A: GENERAL INFORMATION

PAGE

PUBLIC ENTITY'S GENERAL INFORMATION	4
LIST OF ABBREVIATIONS/ACRONYMS	5
STATEMENT BY THE EXECUTIVE AUTHORITY	6
FOREWORD BY THE CHAIRPERSON	7-8
CHIEF EXECUTIVE OFFICER'S OVERVIEW	9-10
STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY	10
STRATEGIC OVERVIEW	11
LEGISLATIVE AND OTHER MANDATES	11
MACRO ORGANISATIONAL STRUCTURE	12

PART B: PERFORMANCE INFORMATION

AUDITOR'S REPORT: PREDETERMINED OBJECTIVES	13
SITUATIONAL ANALYSIS	13
Service Delivery Environment	13-15
Organisational Environment	15-16
Remaining Budget Under Management for 2019/20	16
Key Policy Developments and Legislative Changes	16
Strategic Outcome Oriented Goals	17
PERFORMANCE INFORMATION BY PROGRAMME	17-19
Programme 1: Corporate Services	20-24
Programme 2: Agriculture and Land Reform	25-29
Programme 3: Rural Infrastructure Development and Poverty Alleviation	30-34
Programme 4: Local Economic and Business Development	34-37
REVENUE COLLECTION	37
CAPITAL INVESTMENT	37

PART C: GOVERNANCE

SCOPA RESOLUTION REPORT 2019	38
CORPORATE GOVERNANCE REPORT	38-47
REPORT OF THE AUDIT AND RISK COMMITTEE	48-49

PART D: HUMAN RESOURCES MANAGEMENT

INTRODUCTION	50-51
HUMAN RESOURCES OVERSIGHT STATISTICS	51-54

PART E: FINANCIAL INFORMATION

REPORT OF THE AUDITOR-GENERAL OF SOUTH AFRICA	55-57
STATEMENT OF DIRECTORS' RESPONSIBILITIES	58
DIRECTORS' REPORT	59
ANNUAL FINANCIAL STATEMENTS	60-62
NOTES TO THE FINANCIAL STATEMENTS	63-82
ANNEXURE A - PROJECTS IMPLEMENTED	83-87

PUBLIC ENTITY'S GENERAL INFORMATION

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BANKER'S INFORMATION:	ABSA Bank Ltd Retail and Business Banking Bridge Park West Bridge Way Century City Cape Town 7441
COMPANY SECRETARY:	FJ van Zyl

LIST OF ABBREVIATIONS/ACRONYMS

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
CIPC	Companies and Intellectual Property Commission
CPAC	Commodity Project Allocation Committee
CSD	Central Supplier Database
CRDP	Comprehensive Rural Development Programme
DAFF	Department of Agriculture 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
EQPRS	Electronic Quarterly Performance Reporting System
EPWP	Expanded Public Works Programme
FSD	Food Security Directorate
FRK	Financial Record-Keeping
ESF	Entrepreneur Support Fund
GRAP	Generally Recognised Accounting Practice
IDP	Integrated Development Plan
LARP	Land and Agrarian Reform Programme
LED	Local Economic Development
LREAD	Land Reform Advisory Desk
MoA	Memorandum of Agreement
MTEF	Medium-Term Expenditure Framework
NDP	National Development Programme
PFMA	Public Finance Management Act (Act 1 of 1999)
PMU	Project Management Unit
PPPF	Preferential Procurement Policy Framework Act (Act 5 of 2000)
PSO	Provincial Strategic Objective
SETA	Sectoral Education and Training Authority
SG	Strategic Goal
SMME	Small Medium and Micro Enterprises
SOC	State-Owned Company
TMU	Technical Management Unit
UIF	Unemployment Insurance Fund
US	University of Stellenbosch
UTA	Unit for Technical Assistance
UWC	University of the Western Cape
WCDoA	Western Cape Department of Agriculture



STATEMENT BY THE EXECUTIVE AUTHORITY

Casidra's 2019/2020 Annual Report provides a comprehensive commentary on the extent to which its activities and financial performance reflect its mandate.

It also demonstrates to what extent **Casidra** has responded to the five Ministerial Priorities embraced by the Western Cape Department of Agriculture. These are:

1. Research, training and education, and research in agriculture
2. Farmer support and development
3. Rural safety
4. Market access
5. Climate change, digital technology and the 4th Industrial Revolution

The year under consideration is characterised by three key moments.

Firstly, the drought of the past six years continued to have a devastating effect on parts of the Western Cape. The destructive and often demoralising impact it has had on the veld and farming will be felt for many years to come.

Secondly, we continue to be plagued by attacks on our farming communities. These acts of violence targeting our farmers and farm workers must be dealt with decisively. Its negative impact reverberates beyond the farm, across rural communities and strikes at the heart of our local agricultural economy.

Thirdly, COVID-19 confirms the seminal role that agriculture plays in ensuring food security. The Coronavirus also highlights the part agriculture can and will play in the Western Cape's Post-COVID-19 economic recovery.

As an established project management implementing company, **Casidra** will continue to service the Western Cape Department of Agriculture (WCDa), its institutional funder.

I extend my gratitude to the Board, Management and Staff of **Casidra** for their dedication and commitment to Agriculture and the people of the Western Cape.

DR IVAN MEYER

Minister of Agriculture
29 October 2020



FOREWORD BY THE CHAIRPERSON

Introduction

In a year that will go down in history books as a time that brought the world literally to a complete standstill, **Casidra** had to adapt fast and ensure that it continues with its primary mandate – that of implementing key projects to advance the quality of life of resource poor people in rural parts of the Western Cape.

Overview strategy and performance

We remain committed and focussed to deliver on our **Casidra** mandate, namely 'Agricultural and economic development within a rural and land reform context'. This forms the foundation of the operational arrangement and is further underscored by the Cabinet Mandate of 2007.

The period under review – 2019/20 – is characterised with no shortage in activity, such as the National elections that took place and which ushered in some changes in our organisational structure both externally and internally.

We welcomed our new Shareholder/Executive Authority, Dr Ivan Meyer, and wish him well during his tenure as the Minister of Agriculture in the Western Cape.

As **Casidra's** Board of Directors and the Accounting Authority, we have renewed the Shareholder's Compact and look forward to working with Dr Meyer.

During this financial year, **Casidra** entrenched its position as a key role-player in the implementation of Government funded projects. Achieving a consistently high level of service delivery remains paramount to **Casidra's** reason for existence and we acknowledge the expectation and responsibility from our shareholder and all stakeholders - in particular, beneficiaries of projects.

We have demonstrated our ability to move at a good pace while keeping to supply chain regulations as well as reporting and compliance requirements.

Casidra continued to champion the implementation of a broad range of projects, which includes rural development initiatives, capacity and project management resources for stimulating economic development and job creation as well as land reform as high priority.

We played a key role in the implementation of the CASP funded projects, which supported the development of a substantial number of new farmers entering the agricultural sector in the Western Cape.

One of our key highlights this past financial year is the successful transfer of the Anhalt farm to the Haarlem community. It was an auspicious occasion when the Deputy Minister of the Department of Rural Development and Land Reform (DRDLR), Mr Mcebisi Skwatsha, handed the title deed over to the Haarlem Community on 15 February 2020.

Our aim is to see the same process take place for the other two farms, namely Amalienstein and Waaikraal, in years to come.

Stakeholder relations

We strongly believe in building key strategic relationships. The Board acknowledges the enormous work that our Management is embarking on, to build and nurture new relationships with potential key stakeholders and to ensure continuity within both the private and public sectors. This is in order to support rural development and various models for co-operation with commercial partners going forward.

The recognition by Government that rural development is to address persistent poverty in many of our rural areas is welcomed.

Strategic opportunities

The Board, with the assistance of Management, continues to seek ways to turn the challenges the organisation faces into opportunities that benefit **Casidra** and its stakeholders. This is more so in the difficult times of regular downward budget adjustments, given the pressure on both the National and Provincial fiscus.

Whilst we expect Management to perform in their primary areas with distinction, the Board also encourages Management to explore opportunities for commercial partnerships, which could lead to appropriate private sector funding support for some projects and kick-start new strategic opportunities.

As a Board, we also recognise that seeking new opportunities cannot be at the expense of our primary duties to our shareholder.

The Board closely monitors **Casidra's** institutional funding arrangement by keeping a watchful eye on all expenditures to prevent irregular or unauthorised expenses within the Company in order to maintain our good track record of unqualified audit reports – 2019 being our 31st year of success.

The sustainability of projects to be less dependent on Government grants remains a challenge, and **Casidra** continue to support the Executive Authority and Management to ensure that those projects make an impact to boost our country's economy.

FOREWORD BY THE CHAIRPERSON

Departure of CEO

In the period under review, the Board was compelled to institute specific processes into the conduct of the CEO. Following a comprehensive forensic process by audit firm PwC and a thorough labour relations process, the CEO's tenure at **Casidra** was ended in July 2020.

The Board has put this episode behind it and looks forward to the leadership of a new CEO to take **Casidra** forward.

The year ahead

We are grateful to see our Management being actively involved in building partnerships across the spectrum of stakeholders in the agricultural sector and in the Province, which include private sector stakeholders. This will remain a key focus area, as we value our partnerships with role-players.

Acknowledgements /Appreciation

I would like to take this opportunity to thank the Board of Directors for their support and valuable input to exercise oversight, adhering to sound governance principles and guide management on key strategic and performance matters. Without your continued strategic leadership and contribution towards **Casidra's** meetings during the year, this would have been in vain.

It is my great honour to thank our Executive Authority for the steadfast belief in **Casidra**. Minister Meyer has been very supportive and together we have passionately addressed challenges that came our way. We will always do our utmost to deliver on your expectation **#fortheloveofagriculture**.

I would like to extend my gratitude and congratulate the newly appointed Head of the Department of Agriculture in the Western Cape, Dr Mogale Sebopetsa. We wish Dr Sebopetsa every success in his new role. **Casidra** is excited to partner with Dr Sebopetsa and his colleagues, and we will continue to work closely with him and his team to strengthen our mutual co-operation and relationships.

Our heartfelt gratitude and sincere appreciation go to Ms Joyene Isaacs, the outgoing HOD for the Western Cape Department of Agriculture, and for her support and contributions during her tenure. We wish Ms Isaacs well with her future endeavours.

Lastly, my appreciation and acknowledgement goes to our Management and employees for their continuous commitment to deliver the best service to change the quality of life of our rural communities. Thank you and continue to do great work.



AINSLEY MOOS
Chairperson of the Board
Casidra SOC Ltd
29 October 2020



CHIEF EXECUTIVE OFFICER'S OVERVIEW

General financial review of the public entity

Casidra operates in an environment where the economic realities and social challenges are deteriorating. This has been exacerbated by the COVID-19 pandemic that has reaped havoc worldwide, causing major disruptions to economies and the unfortunate loss of life of many.

The pressure on the State fiscals, due to the diversion of funding to support the COVID-19 pandemic, has negatively impacted the funding available for other projects. This has also affected the funding received by **Casidra**. Against this background, **Casidra** has put various mechanisms in place to keep operating expenses as low as possible whilst still being able to deliver on our core mandate.

In the financial year under review, **Casidra** implemented various projects in the public sector. These projects contributed positively towards alleviating poverty in many different ways, which include the provision of production inputs, infrastructure to emerging farmers across commodities, alien clearing projects, creating job opportunities whilst supporting sustainable water usage and the protection of valuable arable land as well as bookkeeping services and financial support for micro-enterprises.

Spending trends of the public entity

Budgets were closely monitored to improve cost efficiency and to avoid fruitless and wasteful expenditure. General spending patterns have been consistent in relation to those of the previous year 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 as well as by not generating sufficient revenue to absorb the negative impact on the Annual Financial Statements. This has, to a large extent, placed enormous pressure on the ability of the entity to upgrade its systems and support other development projects. Tighter budget constraints are expected in the coming year, which will result in more stringent care in managing the expense budget.

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. **Casidra** has a long tradition of delivering high quality project implementation and closely monitoring the capacity of our employees and systems to ensure that we continue to deliver on our mandate. We are faced with the challenge that project managers manage more projects than normal.

Our employees are in high demand in the marketplace and, during this financial year, our retention rate dropped to 95%.

The principal-agent matter is a bone of contention for **Casidra's** Board and Management, more so because **Casidra** continued to enter into the annual Shareholder's Compact with the

Western Cape Department of Agriculture and operate as a project implementing Company for the Western Cape Government in terms of **Casidra's** Cabinet approved mandate, namely "Agricultural and economic development within a rural and land reform context".

The principal-agent matter is a dispute between the Western Cape Department of Agriculture and the Auditor-General of South Africa. The technical dispute was heard in the Western Cape High Court and judgement was delivered on 8 June 2020. The ruling was in favour of the Western Cape Department of Agriculture and the AGSA's application to appeal against the decision was approved. The outcome of the appeal was still pending at the reporting date.

In order to meet GRAP disclosure requirements and should **Casidra** be an implementing agent, it was decided to include a principal-agent note 38 in **Casidra's** notes to the Financial Statements. The correctness of this note will be determined once the Court has rendered judgement.

Discontinued activities

During the 2019/20 financial year, the Rural Development Programme and Rehabilitating Environmental Areas for Prosperity (REAP) Programme were discontinued by the funder.

New or proposed activities

Casidra is exploring the possibility of new partnerships with other Government Departments and entities so as to increase its revenue base and modify its funding model. **Casidra** submitted a proposal for funding to the Unemployment Insurance Fund (UIF), which funds skills' development programmes in an effort to address unemployment. During the year, **Casidra** received notification of being shortlisted as a candidate and the outcome of the adjudication process is still pending. Furthermore, **Casidra** is in discussions with various role-players within the municipalities in an effort to extend the work we do to support entrepreneurs.

Requests for rollover of funding

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.

Supply chain management and processes as well as systems in place

During the previous financial year, the Auditor-General of South Africa made some recommendations to improve our internal processes and systems within the supply chain management. Following this, **Casidra's** Management accepted the recommendations, which they unpacked during a three-day Strategic Management session. Subsequently, a fully fledged Supply Chain Management Unit was established to ensure that proper processes and systems are successfully implemented.

CHIEF EXECUTIVE OFFICER'S OVERVIEW

All concluded unsolicited bid proposals for the year under review

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

Challenges experienced and how resolved

Regular budget cuts, while the project implementation is in progress, cause the projects' completion to be delayed. As in all institutions, maximising the available budget allocation through prudent and responsible budgeting and expenditure remains important.

Casidra endeavours to attract additional income through project implementation support, to augment the current budget allocation.

Audit report matters in the previous year and how this was addressed

Audit findings and matters were raised by the Auditor-General of South Africa and addressed with **Casidra's** Management to the satisfaction of the AGSA. These matters which includes internal controls, compliance, etc. were addressed as and when they were initially raised. Corrective action, where applicable, was taken on all audit findings.

Plans for the future to address financial challenges

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 wide as possible, and to partner and assist in these areas in order to optimise opportunities.

Mechanisms are explored to unlock future funding from various sources in the public and private sectors to augment the institutional funding that exists in Government.

Events after the reporting date

The COVID-19 pandemic has resulted in our Company having to re-evaluate its investment and expansion plans, and it is anticipated that some of these commitments may be scaled back and even cancelled. We have adapted some new norms and made necessary changes on how **Casidra** implements projects.


Economic viability

Due to the COVID-19 pandemic, the economic hardship that has been forced on a number of companies in the private sector will be enforced on a number of entities in the public sector as well. The government, business, labour and civil societies will have to deepen their collaboration as never before in driving the national recovery effort.

Acknowledgements and appreciation

Our heartfelt gratitude goes to our Board of Directors for their leadership, our Executive Authority 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.

Casidra has a committed team that has been able to navigate the troubled waters brought about by uncertainties in the environment and continues to deliver excellent service to our various clientele. For that, I extend my big thank you to the Management and Staff for not dropping the ball **#ForTheLoveOfAgriculture**.



FREEK VAN ZYL

Acting Chief Executive Officer

Casidra SOC Ltd

29 October 2020

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my 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 resources' 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 2020.

Yours faithfully



FREEK VAN ZYL

Acting Chief Executive Officer

29 October 2020



AINSLEY MOOS

Chairperson of the Board

29 October 2020

STRATEGIC OVERVIEW



VISION

To be the catalyst for growth towards self-sustainable communities.

MISSION

To maximise Agricultural and Economic Development opportunities in rural communities through project management excellence.

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.

LEGISLATIVE AND OTHER MANDATES

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

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

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



MACRO ORGANISATIONAL STRUCTURE

EXECUTIVE AUTHORITY



DR IVAN MEYER
Minister of Agriculture

BOARD OF DIRECTORS



AINSLEY MOOS
Chairperson



ELTON JEFFTHAS
Vice-Chairperson



JOHANN KIRSTEN



WERNER ABRAHAMS



GUGU NTULI



ESTIAN CALITZ



GERHARD MARTIN



MARIUS WUST



DANIEL JOHNSON

MANAGEMENT TEAM



ASHLEY SEYMOUR
Chief Executive Officer



FREEK VAN ZYL
Chief Financial Officer



MASIBONGE SILEVU
Chief Officer: Technical



DAVID NEFDT
Chief Officer: Projects



LOINICE SECONDS
Human Resources Manager



EXPERIENCE MATSHEDISO
Public Relations/
Communications Manager



JOHAN BRONKHORST
Manager: Regional



CARL BORAINÉ
Accountant

AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

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 55 to 57 of the Report of the Auditor General, published as Part E: Financial Information.

SITUATIONAL ANALYSIS: SERVICE DELIVERY ENVIRONMENT

OVERVIEW

During this financial year, 2019/20, **Casidra** established itself as a proficient project management implementing company while mainly servicing the Western Cape Department of Agriculture (WCDoA), its institutional funder. Services were also rendered to other Provincial Departments, Government entities and the private sector. The organisation executes its mandate in an agricultural and economic development setting in the rural areas of the Western Cape Province.

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 wide as possible, and to partner and assist in these areas in order to optimise opportunities.

Mechanisms are explored to unlock future funding from various sources in the public and private sectors in order to augment the institutional funding that exists in Government. **Casidra's** service offering to other entities and Departments included integrated programmes that tie together resource conservation, agriculture and business development and has the overarching aim of job creation while at the same time reaching the objectives of sustainable resource utilisation and productive use of land.

Fiscal resources are under strain to meet the growing needs of society, natural disasters and lack of growth in the economy. During this 2019/20 financial year there was a high level of efficiency being expected to maximise impact of the funding that is made available. **Casidra** had to consider rationalisation of its activities to align with the final budget cuts.

Casidra continued to position itself as an important role-player in the implementation of Government funded projects. We have the strong ability 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 supported the WCDoA with the implementation of Project Khulisa when services were required. Project Khulisa's primary aim was to create jobs and grow the economy in the Western Cape, and try to achieve this through the promotion of tourism and development of agri-processing.

Real impetus of this Programme is slow, but smallholder farmers are identified and supported to supply for the agri-processing sector, which has been identified as key for job creation.

AGRICULTURE AND LAND REFORM PROGRAMME

The purpose for this Programme is to manage specific Government farms (i.e. Amalienstein and Waaikraal) in a sustainable manner to prepare for transfer to a relevant receiving entity as well as to ensure a sustainable support mechanism for new and established farmers including land reform beneficiaries and farm workers.

Management of Government Farms

Waaikraal and Amalienstein are farms owned by Government (Department of Public Works and Transport). The WCDoA is responsible for the management of the two farms (since 1 April 2010) and contracted **Casidra** to manage the farms.

In 2015, the WCDoA extended the Management Agreements for a second period of five years until 31 March 2020. Both farms are currently unsustainable due to reasons stated in Part B, 2.2 – Strategic Objectives in this Report. The financial situation of these farms is not conducive to land reform and is a reputational risk for **Casidra** and the WCDoA.

The management of these farms has become a reputational risk liability for **Casidra** and the WCDoA, and has been addressed by an agreement with the Department of Transport and Public Works that a high level business case for Amalienstein will be presented to Cabinet for the way in which direct State involvement with resultant empowerment and land reform can be achieved. As Waaikraal currently has no receiving entity, the LREAD at **Casidra** was tasked to commence talks in this regard.

These farms are structurally unsustainable and need funding to restructure and extend the farming activities and irrigation water storage capacities, but due to them being Government farms, commercial finance cannot be accessed.

The Anhalt farm was successfully transferred to the community entity and concluded in 2019. The Title Deed was handed to the CPA on 15 February 2020. **Casidra** is still a member of the Management Committee of Anhalt, an advisory body to the Directors, but has no management or financial responsibility towards Anhalt.

SITUATIONAL ANALYSIS: SERVICE DELIVERY ENVIRONMENT

CASP and Ilima Letsema Projects

Casidra continued to be the face at the forefront of Government funded agriculture development initiatives in the Province, as it fulfils its mandate to implement the CASP and Ilima Letsema funded projects of the WCDoA.

All projects are directed through Memorandum of Agreements with the Western Cape Department of Agriculture and other clients, and are regularly monitored and reported against.

This Programme had supported quite a substantial number of new farmers during this financial year. Programmes in this regard include the support to small farmers to become commercial entities, blended finance models and a renewed emphasis on land reform.

Unit for Technical Assistance (UTA)

Casidra's Unit for Technical Assistance (UTA) has been inundated with requests for professional services and assistance. The service requests ranged from requests from small farmer applicants and to inform farm planning, policies and do outcome measurement, to bigger businesses requiring assistance to structure shareholding and other business arrangements. Approximately 69 interventions were facilitated by the UTA during the 2019/20 financial year.

Land Reform Advisory Desk (LREAD)

Casidra's Land Reform Advisory Desk (LREAD) continued to provide assistance to all needy stakeholders, such as landowners with transformation and access to land requests. The LREAD is funded by the WCDoA and assists the sector to facilitate towards the delivery of the transfer of 20% of land to black farmers by 2030.

Stakeholders are guided in terms of best land reform practises and brought in contact with various networks of support. During the 2019/20 financial year, requests for land reform assistance have exceeded the expectations, as there were 28 interventions. Most of them require funding to purchase land, and collateral assets are problematic.

RURAL INFRASTRUCTURE AND POVERTY ALLEVIATION PROGRAMME

This Programme provides 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.

Community and Household Food Security Programme

The Community and Household Food Security Programme has continued to support community and household gardens with basic garden tools and production inputs in the five-year period. During this financial year, 1005 Household Food Security projects and 98 Community Food Security projects were reached by **Casidra** and the WCDoA.

Disaster Management Funds

Climate change is one of the biggest challenges facing the agriculture sector. The Western Cape region has experienced its worst drought in the past 100 years. Areas on the West Coast and the Karoo were most affected by the adverse climatic conditions. A Provincial application for disaster support filtering through support programmes to farmers was at the forefront of service delivery in 2019, more so due to the upcoming elections.

Casidra had played an integral role to roll out R252 million Disaster Management grants to drought-stricken farmers who suffered infrastructure damage during floods and the effect of devastating fires in most areas of the Western Cape. This was approximately 76% of funds designated for disaster management.

LandCare Programme

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. The LandCare Programme is aimed at conserving and rehabilitating natural ecosystems as well as alleviating the burden on water resources. Through the Programme, many rural communities benefited from short-term work opportunities and training. For the 2019/20 financial year projects, the DESP Programme spent approximately R3,4 million, which is 71% of the budget. The EPWP spent approximately R4,4 million, which is 85% of the budget, while the LandCare Projects spent approximately R2,6 million, which is 68% of the budget.

Alien Clearing Programme

Casidra completed a further two-year Alien Clearing Programme for the DEA and was appointed as an implementing agent for the next three years. While the Clearing Programme focuses on alien eradication and control in the riparian zone along riverbanks, the exploration to convert the biomass to useful products is well underway.

Casidra supported the WCDoA's Green Economy initiative whereby various experiments with a range of manufacturers in the Value-Added Industry (VAI) sub-sector to find economic uses for the biomass generated from the Alien Clearing Programme. It is envisaged to establish entrepreneurs and small businesses to head up this secondary industry, which is closely linked to the principles of agri-processing.

Breede-Gouritz Catchment Management Agency (BGCMA)

Casidra implemented projects ranging from the mechanised clearing of alien vegetation along the Berg River, water and soil erosion infrastructure, wetland rehabilitation, the conversion of biomass to economic products in the Green Economy and the establishment of water harvesting infrastructure at rural households.

Restoration and protection of natural ecosystems are essential to increase water quality and quantity for farming practices. Invasive alien vegetation has a major impact on water. Clearing of alien vegetation is a cost-effective way of increasing water supply for farming and household purposes. The importance of resource conservation is, therefore, vital to achieve the goal of sustainable agriculture.

SITUATIONAL ANALYSIS: SERVICE DELIVERY ENVIRONMENT

Mechanisation Programme

Casidra continued to administer a Mechanisation Programme funded by the DAFF for the rollout of 72 tractors and mechanisation equipment to 67 small farmers until a decision is made by the WCDoA on the possible future privatisation of this equipment. **Casidra** rendered administration and technical support/advice to these beneficiaries during 2019/20.

Further Education Training (FET)

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.

Casidra's business development projects lead to economic growth and build social security especially in the rural towns. **Casidra** facilitated a number of Further Education and Training (FET) and Vocational Training Programmes that develop key capabilities and skills among the people involved in the beneficiary programmes. **Casidra** contracted service providers and training services according to the needs identified to train, mentor and upskill project beneficiaries and other role-players.

Integrated Development Plans of Municipalities

During this financial year, **Casidra** continued to embark on a renewed effort to assist local municipalities with the implementation of their Integrated Development Plans (IDP). However, resources towards IDPs, especially in relation to the mandate of municipalities, pose difficulties. Implementation of service delivery products developed over a number of years by **Casidra** for communities residing in rural municipalities has been hampered by a lack of available funding for implementation.

LOCAL ECONOMIC AND BUSINESS DEVELOPMENT PROGRAMME

This Programme enhances 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. **Casidra** continued to implement projects in the local economic and business development space that supports the Western Cape Government's Provincial Objective of creating an enabling environment and to facilitate support for the business sectors and individual businesses.

Through strategic collaborations with Provincial Government, Local Government and other partners, we endeavour to create an enabling environment for skills training, especially the youth, and the support of the SMME sector in the rural areas.

Financial Record-Keeping Programme

During the 2019/20 financial year, **Casidra** played an important role by establishing the Financial Record-Keeping Programme that supported emerging farmers across the Western Cape with bookkeeping support and financial literacy training. During the year, the Programme managed to support approximately 45 emerging farms.

Entrepreneur Support Fund

Casidra successfully implemented the Entrepreneur Support Fund to support micro-enterprises across the Western Cape on behalf of the Department of Economic Development and Tourism (DEDAT). Assistance was provided to SMMEs in possession of a valid contract/tender and who need finance to execute the contract. This finance is provided in the form of a bridging loan at a low interest rate. During the 2019/20 financial year, 78 low-cost finance micro business loans, to the value of R4,4 million, were approved to support the entrepreneurs' contractual obligations.

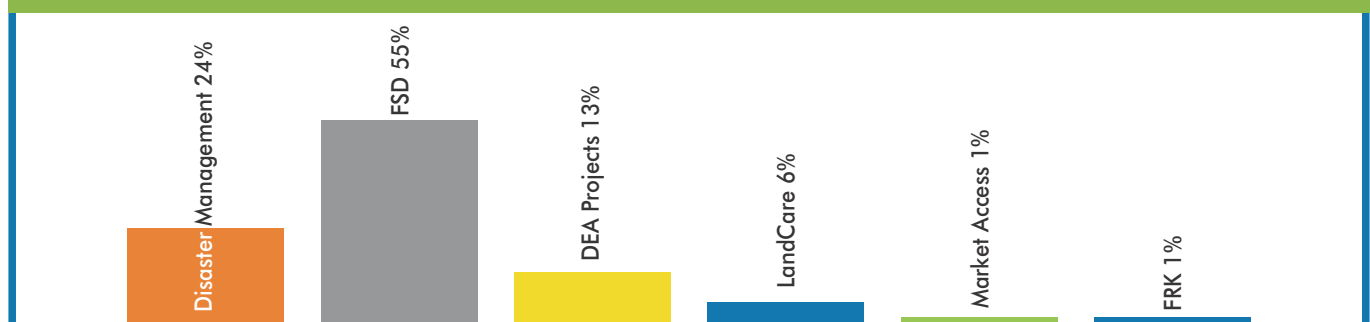
Market Access Programme

During the 2019/20 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. Approximately 87% of the funding was spent during the tradeshows' preparations for the Food and Hotel China and Fruit Logistica study tour, which was held in the Netherlands and Berlin.

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. 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. During the year, **Casidra** received notification of being shortlisted as a finalist and the outcome of the adjudication process is still pending.

REMAINING BUDGET UNDER MANAGEMENT FOR YEAR ENDED 31 MARCH 2020



SITUATIONAL ANALYSIS: ORGANISATIONAL ENVIRONMENT

Casidra has a team of passionate multi-disciplinary professionals committed to meaningfully impact rural development and working with partners in both the public and private sectors.

Our internal processes are geared towards updating and improving **Casidra's** internal policies to align them with the strategic intent of focusing on project management excellence for efficient service delivery. This is imperative to remain in sync with a relatively constant changing legislative and business environment while ensuring the best possible service delivery outcome.

The funding model agreed between **Casidra** and the WCDoA has ensured financial stability and sustainability in the medium term. However, the rising input costs and inflation factored against the institutional funding that are increasingly placed under pressure due to budget constraints and poor economic growth, place a huge burden on **Casidra's** operational funding position. Hence **Casidra** markets its services to all Governmental Departments and external institutions to create new income streams and grow project revenue.

Casidra's recruitment is guided by the aim to be the Project Management Company of choice and to achieve equitable representation from designated groups. During the beginning of this financial year, two senior positions, namely Chief Executive Officer and Chief Officer Technical, were filled with skilled and suitable candidates.

Casidra firmly believes that if we grow our people, we grow our business. Employee Development Programmes are a prominent feature within the organisation and focus on enhancing skills and improving qualifications of organisational team members.

Casidra has a bursary policy available to any employee willing to equip himself/herself with some higher qualifications. Our employees have shown a lot of interest and have enrolled with different training / educational institutions.

During this financial year, we invested significantly in employee wellness through holistic initiatives aimed to promote healthy lifestyles and enhanced quality of life of our employees. We continually strive to develop an organisational culture that encourages and appreciates the diversity and background of all employees. Positive spin-offs are evident from the annual organisational staff satisfaction surveys that measure various elements of organisational health.

The Project Management Unit (PMU) within **Casidra** consolidated all project related programmes and enabled the implementation of deliverables for various agricultural, land reform, business development support, enterprise development, and environmental management and job creation projects for a wide selection of clients, while the Technical Management Unit (TMU) focused on the implementation of infrastructure projects of an agricultural nature and also provided a technical, administrative and procurement support service to Units within the Company.

The Corporate Services component, namely Finance, Human Resources and Public Relations, Marketing and Communication, performed functions in support of their respective activities.

During this financial year, **Casidra** has, for the first time, successfully rolled out a Project Management Service course accredited by the Services SETA. This is a great achievement, which has been a long-term goal for the Company. This is a huge inspiration to all of us as a Company that delivers project management excellence, which is one of our major strengths. **Casidra** facilitated a short course with material covered unit standard 120384 at NQF level 4 and worth 8 credits. A total number of 13 participants successfully completed the course.

Casidra continuously monitors its internal systems to ensure that there are no failures that might cause some discrepancies as well as smooth out design flaws and develop new functionalities. These digital online systems include the Project Management system (Casper); Human Resource system (S-Cubed) and Communication system (Intranet).

The Government's systems, namely the Central Supplier Database (CSD) for procurement and Electronic Quarterly Performance Reporting System (eQPRS) for reporting performance on a quarterly basis to the Department of the Premier are monitored.

The employee green initiatives of carbon footprint measures elements such as consumption of paper, travelling costs, and water and electricity usage are constantly monitored and reported to the Social and Ethics Committee.

The budgets were regularly monitored to improve cost-efficiencies, effectiveness of supply chain/procurement processes and procedures as well as the avoidance of wasteful expenditure to ensure that value for money is achieved in the delivery of programmes and services. Activities are strictly scrutinised and during this financial year, there was no irregular, unauthorised or wasteful expenditure reported.

KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

None.

STRATEGIC OUTCOME ORIENTED GOALS OF CASIDRA

STRATEGIC GOAL 1

<p>Strategic Outcome Oriented Goal 1</p>	<p>Casidra to provide management services to the Western Cape Department of Agriculture to achieve their goals.</p>
<p>Goal Statement</p>	<p>In the policy for the Department of Rural Development and Land Reform (DRDLR) Recapitalisation Programme, published in May 2011, it is stated as fact that most of the six million hectares of agricultural land transferred through the Land Reform Programme are no longer in production and have failed.</p> <p>One reason for this is that, in many cases, land has been allocated to large groups of beneficiaries without successful institutional arrangements to enable productive and sustainable use of the land. A second reason is that not enough structured support was given to beneficiaries who, in most cases, have very little agricultural and management experience and skills.</p> <p>A third reason is that there was a misalignment between the Comprehensive Agricultural Support Programme (CASP) and the Land and Agrarian Reform Programme (LARP), and the support offered did not address all the needs of new entrants in the agricultural production arena in a structured and comprehensive way. It is stated that there is insufficient capacity in Government for full-scale implementation of these Programmes.</p> <p>By combining agricultural experience and knowledge with project management capabilities and efficient financial and governance systems, Casidra will continue to support the Department with the disbursement of funds from the CASP. An estimated 230 active Land Reform 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 DAFF within the context of rural development and tied to the objective of agrarian reform. Institutional arrangements for an integrated support strategy are based upon the commodities' approach. Practical product specific and marketing experience is brought together in the 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>Amalienstein and Waaikraal were managed by Casidra. The operational management of the Anhalt farm was transferred to Anhalt Boerdery (Pty) Ltd, a Company with Directors from the community, on 1 April 2019 and Casidra only gave support as part of the Management Committee of the farm. The land was transferred to the Haarlem CPA in 2019 and the Title Deed was officially handed over on 15 February 2020. After transfer, the mandate of the Management Committee changed to that of an advisory body.</p> <p>The WCDoA is responsible for the facilitation of the CRDP in selected nodes in the Western Cape with the objective to create vibrant, sustainable rural communities.</p> <p>The Strategic Objectives of the Programme are defined as follows:</p> <ul style="list-style-type: none"> • All Provincial Departments and Local Government authorities delivering services in a co-ordinated and cohesive way through the establishment of interdepartmental steering committees. • Institutionalisation of community organisational structures to empower communities in terms of the identification and implementation of new projects. • Establishment of economic, social development and infrastructure projects to facilitate economic growth. • Skills training for unemployed people. • Sustainable employment created for unemployed people. • Improvement of food security through interventions at household level. <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> <ul style="list-style-type: none"> • Link to Public Sector Scorecard: Customer (External)

STRATEGIC OUTCOME ORIENTED GOALS OF CASIDRA

STRATEGIC GOAL 2

<p>Strategic Outcome Oriented Goal 2</p>	<p>Give support for local economic and business development initiatives in rural areas to create and facilitate an enabling environment, facilitate economic growth and job creation, by promoting the implementation of green initiatives, by providing economic support and mentoring.</p>
<p>Goal Statement</p>	<p>The Western Cape economy, as a significant contributor to the National economy, emphasises the importance of Government Interventions and policy 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. <p>Accessibility of business information to both small farmers and entrepreneurs in the rural areas can be a catalyst for economic growth and job creation, but the reality of the Western Cape is that the current 14 prominent business support sites are concentrated in the greater Cape Town area, compared to only one in the vast rural areas.</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. • 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 through appropriate public sector planning and investment within rural communities. • To promote the implementation of green initiatives. • To create an enabling environment and facilitate economic support and mentoring. <p>Casidra will play a project management role in any identified projects that underpin the above Strategic Objectives.</p> <p>Link to Public Sector Scorecard: Customer (External)</p>

STRATEGIC GOAL 3

<p>Strategic Outcome Oriented Goal 3</p>	<p>Manage resources effectively and ensure good corporate governance to achieve an unqualified audit in each financial year.</p>
<p>Goal Statement</p>	<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 resources, 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 practices and Green strategy seriously. Sustainability of the organisation is of primary concern to the Board and Management team.</p> <p>Link to Public Sector Scorecard: Financial; Internal Process and Employee Learning and Growth (Internal).</p>

STRATEGIC OUTCOME ORIENTED GOALS OF CASIDRA

STRATEGIC GOAL 4

Strategic Outcome Oriented Goal 4	Develop and implement the Casidra Development Model by 2020.
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 two Provincial Departments, namely the WCDoA and DEDAT, with deliverables to individual beneficiaries through specific Programmes run by the two Departments.</p> <p>Based on its track record, skills and composition, Casidra is able to market its services to other Government Departments.</p> <p>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 establishing a training and development arm that can provide an additional revenue stream to Casidra.</p> <p>Link to Public Sector Scorecard: Customer (External); Internal Process and Employee Learning & Growth (Internal)</p>

STRATEGIC GOAL 5

Strategic Outcome Oriented Goal 5	Maintain and expand project management capability as implementing company 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 excellence. 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>Link to Public Sector Scorecard: Customer (External); Internal Process and Employee Learning and Growth (Internal)</p>

STRATEGIC GOAL 6

Strategic Outcome Oriented Goal 6	Develop and grow new markets on a cost-recovery basis at an annual rate of 3 per cent.
Goal Statement	<p>Casidra SOC Limited should be proactive to market its services to other Government Departments. To ensure future sustainability, the Company needs to identify and develop new markets to generate additional income. 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 Public Sector Scorecard: Customer (External); Internal Process and Employee Learning and Growth (Internal)</p>

PROGRAMME 1: CORPORATE SERVICES

PURPOSE

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

SUB-PROGRAMMES

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

LIST OF STRATEGIC OBJECTIVES

PROGRAMME 1: CORPORATE SERVICES

Sub-Programme 1.1: Public Relations and Communications

Strategic Objective 1	Provide an internal and external communication service for the Company and projects (SG 3, 4 and 6)
Objective Statement	Create brand awareness by promoting the Company, projects and its services through the provision of an internal and external communication service.
Baseline	<p>Develop and implement a marketing and communications strategy and action plan by managing the compilation and publishing of all publications for corporate compliance through quality editorial services. The Company's publicity will be focused on free or inexpensive marketing opportunities.</p> <p>The Company's corporate identity will be constantly monitored.</p> <p>The marketing and promotion of the Company will be geared towards the right target market, as outlined in the strategy.</p> <p>Advocacy and lobbying have also proven to be an integral part when sourcing new business for the Company.</p>
Justifications and Links	<p>Strategic Goals 3, 4 and 6</p> <p>Provincial Strategic Goal 5</p>

Sub-Programme 1.2: Financial Management

Strategic Objective 2	Render an effective and efficient financial service to the Company and projects (SG4)
Objective Statement	Ensure compliance with all relevant financial statutes and regulations, notably the Public Finance Management Act and the Companies Act.
Baseline	<p>All statutory reporting deadlines are met.</p> <p>Tighter budget constraints are expected in 2019/20, which will result in more stringent care on expenses.</p>
Justifications and Links	<p>Strategic Goal 4</p> <p>Provincial Strategic Goal 5</p>

LIST OF STRATEGIC OBJECTIVES

Sub-Programme 1.3: Human Resources' Management

Strategic Objective 3	Provide an efficient and effective human resources' service to the Company and projects (SG 3 and 5)
Objective Statement	To provide an efficient and effective human resources' management service by: <ul style="list-style-type: none"> • Promoting staff wellbeing • Sound labour relations • A fully optimised staff structure
Baseline	<ul style="list-style-type: none"> • 3 holistic wellness initiatives implemented • 2 worker committee meetings and employment equity • 2 performance reviews implemented
Justifications and Links	Strategic Goals 3 and 5 Provincial Strategic Goals 1, 3 and 5

Sub-Programme 1.4: Strategic Training

Strategic Objective 4	Provide strategic training within the Company (SG 4 and 5)
Objective Statement	To ensure the future sustainability of Casidra as an excellent Project Management Company.
Baseline	<ul style="list-style-type: none"> • 55 employees trained • 8 employee bursary qualifications in progress
Justifications and Links	Strategic Goals 4 and 5 Provincial Strategic Goal 2

Sub-Programme 1.5: Corporate Governance

Strategic Objective 5	Ensure corporate governance (SG 4)
Objective Statement	To deliver an efficient and effective service in compliance with best practice in corporate governance.
Baseline	Casidra's corporate governance actions in the way the Board and its committees are organised are informed by the principles of the King IV Report. Casidra also takes its people practices and Green strategy seriously. Sustainability of the organisation is of primary concern to the Board and Management team.
Justifications and Links	Strategic Goal 4 Provincial Strategic Goal 5

STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

PROGRAMME 1: CORPORATE SERVICES

Strategic Objective	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of internal and external communication services interventions	8	5	5		
Number of effective and efficient financial management services	1	1	1		
Number of efficient and effective human resource services	11	11	12	1	Operational requirement
Number of strategic training interventions	29	28	29	1	Operational requirement
Number of corporate governance support service	10	10	10		

KEY PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

SUB-PROGRAMME 1.1: PUBLIC RELATIONS, MARKETING AND COMMUNICATIONS

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of publications compiled and published	7	7	7	5	5		

SUB-PROGRAMME 1.2: FINANCIAL MANAGEMENT

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Audit opinion obtained from AGSA in respect of previous financial year	1	1	1	1	1		

KEY PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

SUB-PROGRAMME 1.3: HUMAN RESOURCES MANAGEMENT

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of wellness initiatives implemented	4	4	4	3	5	2	Operational requirement
Number of worker committee and employment equity meetings	8	8	6	6	5	-1	Meeting postponed to future date
Number of company-wide performance assessments co-ordinated	3	2	2	2	2		

SUB-PROGRAMME 1.4: STRATEGIC TRAINING

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of development and training initiatives aligned with Casidra's strategy	22	24	29	28	29	1	Operational requirement

SUB-PROGRAMME 1.5: CORPORATE GOVERNANCE

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of governance documents submitted as per Treasury prescripts	10	10	10	10	10		

PROGRAMME PERFORMANCE

Sub-Programme 1.1: Public Relations, Marketing and Communications

The implementation of performance indicator targets was achieved as planned in our 2019/20 Corporate Plan. This Unit provided communication services and all necessary support services to create awareness by promoting the Company, projects and its services. All publications, which include the Corporate Plan, Annual Report, Strategic Plan, newsletters and marketing brochures were compiled, published and distributed to all stakeholders timeously.

Sub-Programme 1.2: Financial Management

Casidra has achieved its 31st unqualified external Audit Report on Financial Statements.

Sub-Programme 1.3: Human Resources' Management

Casidra firmly believes that if we grow our people, we grow our business. Employee Development Programmes are a prominent feature within the organisation and focus on enhancing skills and improving qualifications of organisational team members.

During this financial year, our support employees completed a Coaching and Self-development Programme over four months.

The purpose was to facilitate a journey of personal growth and self-discovery, to encourage employees to learn more about their own behaviours, strengths and challenges and find better ways of handling specific situations, tasks and relationships.

The overall project deemed to be a success and most employees showed positive changes in their behaviour at work and engaged in constructive steps towards reaching their goals.

A sound labour relations climate is maintained through open communication channels, worker committee meetings on farms and effective internal grievance handling procedures. Casidra has a performance driven culture aimed at optimising every employee's output in terms of quality and quantity, which is aimed at overall performance and service delivery. Performance reviews take place twice a year and during the process, personal development plans are identified in line with overall organisational objectives.

Sub-Programme 1.4: Strategic Training

During this financial year, Casidra rolled out its first project management short course whereby 13 participants successfully completed the course. We are now in the process of applying for an extension of scope through Services Seta and plan to widen the course content.

Sub-Programme 1.5: Corporate Governance

Casidra has complied with Treasury regulations and submitted its Annual Financial Statements, CIPC, B-BBEE annual returns, budgets, Corporate Plan and Shareholder's Compact on time.

STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

None

CHANGES TO PLANNED TARGETS

None

LINKING PERFORMANCE WITH BUDGETS

Programme	2018/2019			2019/2020		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
Corporate Services	R	R	R	R	R	R
Financial Management	4 345 000	4 105 372	239 628	5 039 591	4 632 255	407 336
Information Technology	570 000	371 959	198 041	605 000	384 514	220 486
Human Resources' Management	14 475 000	11 122 879	3 352 121	13 929 000	11 016 539	2 912 461
Legal and Corporate Governance	79 000	6 882	72 118	83 212	650	82 562
Public Relations, Marketing and Communications	358 000	329 654	28 346	543 000	401 173	141 827
CAPITAL	2 027	444	1 583	1 868 229	448 716	1 419 513
TOTAL	21 854	18 055	3 799	22 068 032	16 883 847	5 184 185

=This Programme has 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 specific Government farms (Amalienstein and Waaikraal) in a sustainable manner to transfer them to a relevant receiving entity.
- To ensure a sustainable support mechanism for new and established farmers (including land reform beneficiaries and farm workers).

SUB-PROGRAMMES

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

LIST OF STRATEGIC OBJECTIVES

PROGRAMME 2: AGRICULTURE AND LAND REFORM

Sub-Programme 2.1: Management of Government Farms

Strategic Objective 1	Manage Government farms in a sustainable manner for transfer to a relevant receiving entity (SG 1)
Objective Statement	To provide a farm management capacity to two Government owned farms within the funding provided by the WCDoA and own revenue and to endeavour to get additional funding so that these farms can be developed according to the initiatives as identified in the Turnaround Strategy plans to reach sustainability within the contract periods.
Baseline	<p>Amalienstein and Waaikraal farms have been under Casidra's management for many years and, since 2010, under the management responsibility of the WCDoA who contracted Casidra to manage the farms. The farms are currently unsustainable due to their farming operations being limited, mostly due to limited water storage capacity and availability. Expenses are higher than most comparable commercial farms, as they cannot reclaim VAT on inputs due to being funded by Government, overheads are high due to the extent of the farms as well as the extensive buildings and infrastructure and the higher than normal number of staff. Theft also impacts on these farms' financial performances, not only due to the replacement costs of stolen and vandalised items, but also the cost of employing guards at night and over weekends. The drought that started in 2016 impacts heavily on both farms' revenue and, therefore, funding is needed. Despite the dire financial position of the farms due to the ongoing drought, the WCDoA indicated that no staff layoffs should take place.</p> <p>Being Government land, these farms cannot borrow funds to develop the infrastructure and farming enterprises. Without funding, the responsibilities of Casidra are to optimise the existing ventures within the resource capabilities and preserve the assets against vandalism.</p> <p>The management of the Haarlem Pack House is included in the Casidra Shareholder Agreement. Casidra entered into an agreement with Anhalt Boerdery (Pty) Ltd to lease the Pack House and to manage and maintain it.</p>
Justifications and Links	Strategic Goal 1 Provincial Strategic Goal 1

LIST OF STRATEGIC OBJECTIVES

Sub-Programme 2.2: Farmer Support and Development

Strategic Objective 2	Facilitate and implement agricultural projects for agrarian beneficiaries through Government funding (SG 1)
Objective Statement	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.
Baseline	<p>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, which is approximately 30, and it is expected that the quantum for the next five years will be the same. Projects are distributed across the Province and cannot be limited only to one geographical region.</p> <p>Casidra supplies institutional support to two commodity groups to ensure compliance and implementation, and assists eight others with secretariat services. 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 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.</p>
Justifications and Links	Strategic Goal 1 Provincial Strategic Goal 1

STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

PROGRAMME 2: AGRICULTURE AND LAND REFORM

Strategic Objective	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
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Number of Government farms managed in a sustainable manner for transfer to a relevant receiving entity



Number of agricultural projects implemented for agrarian beneficiaries through Government funding



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

KEY PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

SUB-PROGRAMME 2.1: MANAGEMENT OF GOVERNMENT FARMS

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
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Number of monthly farm Financial Statements and cash flow estimates produced



Number of monthly oversight and evaluation site visits to projects



SUB-PROGRAMME 2.2: FARMER SUPPORT AND DEVELOPMENT

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
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Number of CPAC projects assisted with agricultural infrastructure /production inputs in current year



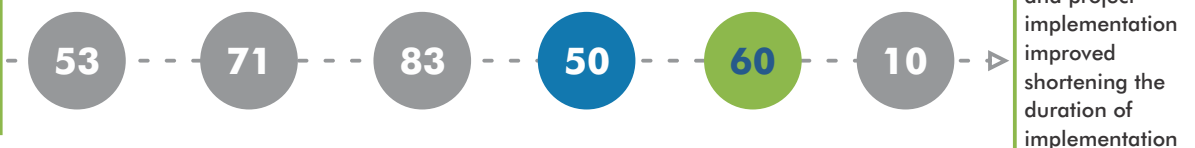
Number of interventions facilitated by UTA



Number of land reform interventions assisted by LREAD



Number of PAC projects implemented from the previous



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

PROGRAMME PERFORMANCE

Sub-Programme 2.1 Management of Government Farms

AMALIENSTEIN

Amalienstein farms with dairy cattle, lucerne, pastures and, when sufficient water is available, vegetable seed, and has a guesthouse and country stall that was leased to a private entrepreneur from the community, but she ended the lease and a suitable replacement could not be found.

The drought since 2017 impacted heavily on the expenses of the farm, as feed had to be purchased to replace pastures that could not be irrigated. In 2019/20, full irrigation was seldom possible and had to be scaled down or completely stopped. Not all winter or summer pastures could be established and most of the lucerne died or did not produce much.

During December 2019, Zoar ran out of water and Amalienstein was asked by the Kannaland Municipality to stop irrigation and instead supply drinking water to the town on a daily basis, further limiting the irrigation. Milking cows had to be reduced at times to keep them in line with the minimal fodder that was available. Amalienstein received R630 000 for drought assistance as well as drought vouchers to the value of R1 229 312 from the WCDoA Drought Relief funding.

The following **Casidra** full-time staff were employed: A Farm Manager and 13 employees on fixed term contracts until 31 March 2020 (an Admin Clerk, a Community Development Facilitator, three Dairy workers, seven General workers for irrigation and one gardener). Four people were employed on a part-time basis as Night Guards and Weekend Milkers. 12 Government employees work at Amalienstein. No seasonal workers were employed, as no onions were established due to the drought.

On average, 125 cows were in milk per day, which is more than the budgeted 120 cows. The production per cow per day was 21.71 litres, which is more than the budgeted 18 litres. Although the production figures were excellent, the margin for the year was negative due to the amount of feed that had to be purchased.

Mortalities of suckling calves were 3, which is lower than the 7 (10%) budgeted. There were 13 mortalities of older animals, higher than the budgeted 11.

The farm tried to keep the dairy going despite having to purchase fodder to replace pastures at great cost. The reason being that it takes many years to build a quality dairy herd and it will cost a huge sum to purchase a herd of the same quality after the drought. Nobody knows when the drought will end, which makes a decision to sell the herd difficult. If the herd is sold, the staff will also have to be laid off to make financial sense, which **Casidra** tried to avoid.

WAAIKRAAL

Waaikraal normally produces lucerne, tomatoes, vegetable seed and essential oils and has been experiencing a severe drought since 2016. Over the past four years (2016 – 2019), the rainfall was on average 156 mm per annum compared to the long-term average of 228 mm.

However, it is not the rainfall that makes crop farming possible. Irrigation is needed and is made possible by stored water from the Stompdrift Dam. This dam ran dry in early 2017 and very little water was provided from the dam since then. Therefore, the only crop that has not died is a small portion of prickly pears.

The following full-time **Casidra** staff are employed at the farm: An acting Farm Manager and 13 Staff (Clerk, Supervisor and 11 General Workers). The Farm Manager resigned and due to the drought, it was decided not to fill the position. There is only one Government employee on the farm. No casual or seasonal workers were employed due to the drought.

The Waaikraal Mechanisation centre rendered service to the emerging farmers around the area who makes use of the tractors and implements at the set tariff.

The permanent Rosemary (5.2 ha) and 22 ha of lucerne (the pivot land) that the farm tried to keep alive also died. The impact of the drought resulted in:

- No tomatoes were established in 2017, 2018 or 2019 resulting in a loss of revenue of R540 000 per annum (as per budget);
- No onions were established in 2019 resulting in a loss of revenue of R458 000 (as per budget);
- The cattle herd was sold due to insufficient fodder. It was decided to use the proceeds to purchase cows once the drought has ended. This is in line with the decision to replace the Nguni cows with another breed due to the low prices per kilogram attained by the Nguni. The sale of the Nguni cows resulted in a loss of revenue of R232 810 per annum;
- Almost no irrigation was possible on the 56 ha of flood lucerne and only 0.5 tons were produced in 2019/20 versus a budget of 282 tons. No lucerne was produced on the pivot land versus a budget of 396 tons. The loss of revenue for the lucerne is R1 834 390 for 2019/20 (as per budget);
- All lucerne will have to be re-established, when water is available, at an estimated cost of R1.3 million;
- The Rosemary died due to the drought, resulting in a loss of revenue of about R162 000 per annum (as per budget); and
- Up to 100 seasonal workers were not appointed.

Maintenance of water canals from the Olifants River is problematic, as emerging farmers also use the water, but do not have funds for the maintenance and it costs Waaikraal a large amount of money each year. Funding from the DEA was approved to maintain the canals, which will be a big help, but the DEA has not yet given the go-ahead.

Some burglaries and theft occurred, despite full-time guards. A storm wind blew off the roof of a shed, but it was claimed from the insurer.

There were almost no farming enterprises during 2019/20. However, this could change almost overnight when rain occurs in the Central Karoo area that drains to the Olifants River and the Stompdrift dam. Therefore, staff were retained. They were kept busy with maintenance and constructing camps to raise ostrich chickens in 2020 which is not dependent on irrigation water. A feedlot is also in the planning phase as well as a number of other ventures.

PROGRAMME PERFORMANCE

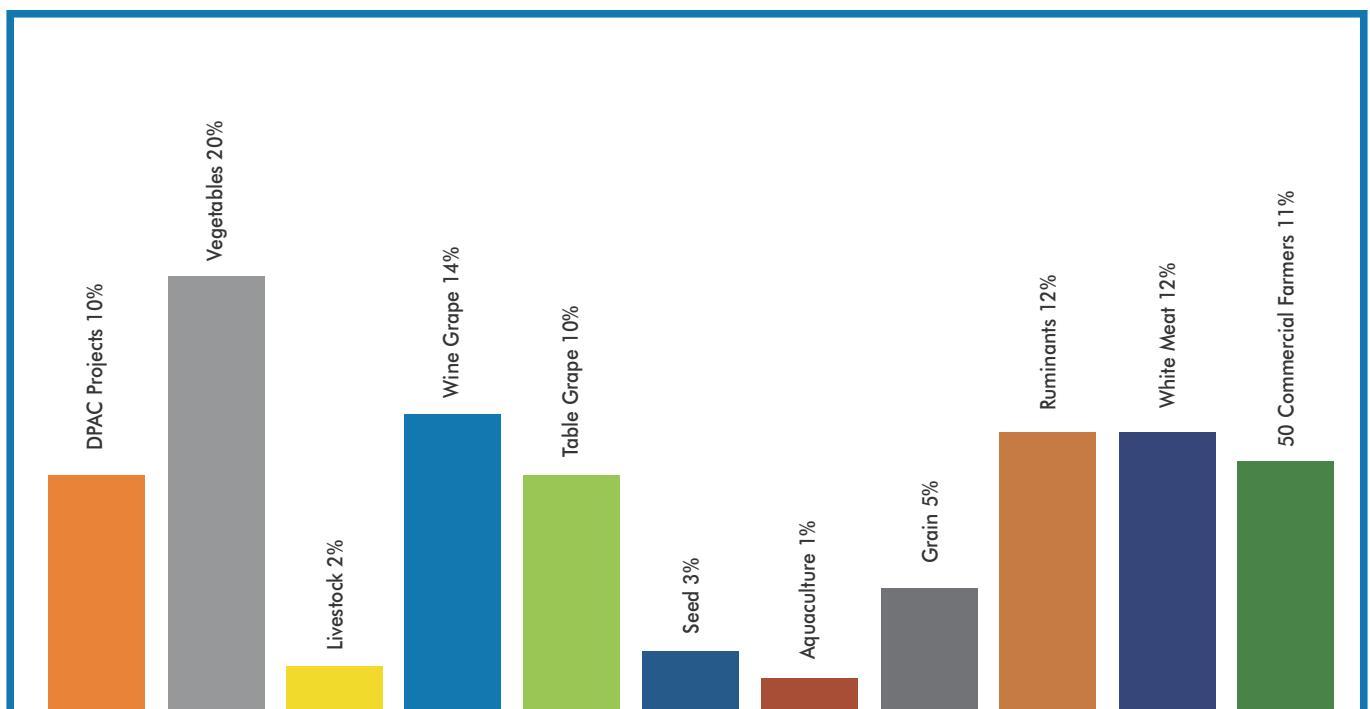
Sub-Programme 2.2 Farmer Support and Development

At the completion of each project, beneficiaries are provided the opportunity to rate the quality of the service they received from **Casidra's** Project Managers. The average rate for the project management service of **Casidra** indicates a 4.68 out of 5 client satisfaction.

The timeous completion of projects, however, was very negatively influenced by the administrative and compliance procedures that are outside of our control.

The workload of project managers also impacts on the speed of delivery. Only 41% of projects could be completed within the agreed time frames set during the project planning.

PROGRAMME 2: CASP/ILIMA FUNDS APPLIED IN 2019/2020



STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

None

CHANGES TO PLANNED TARGETS

None

LINKING PERFORMANCE WITH BUDGETS

Programme	2018/2019			2019/2020		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R	R	R	R	R	R
Agriculture and Land Reform	9 418 000	9 430 828	(12 828)	9 539 000	11 711 502	(2 172 502)
TOTAL	9 418 000	9 430 828	(12 828)	9 539 000	11 711 502	(2 172 502)

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

PROGRAMME 3: RURAL INFRASTRUCTURE DEVELOPMENT AND POVERTY ALLEVIATION

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

LIST OF STRATEGIC OBJECTIVES

PROGRAMME 3: RURAL INFRASTRUCTURE DEVELOPMENT AND POVERTY ALLEVIATION

Sub-Programme 3.1: Community and Household Food Security

Strategic Objective 1	Assist vulnerable communities and households with the means of producing their own food (SG 2, 3)
Objective Statement	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.
Baseline	<p>During the preceding years, the target for household gardens has slowly increased to 2000, but due to funding shortages, it is expected that this will reduce to around 810 supported Household gardens.</p> <p>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 funding will result in projects being carried over to the next financial year.</p> <p>Despite all efforts to expedite the approval and delivery process, an overflow to finalise delivery in the next year cannot be avoided. The influence of drought and the availability of water had a serious effect on delivery that started in 2017 and continued during 2018/19 with projects that are carried over to the next year or projects that are unable to start due to water restrictions.</p> <p>The Community gardens have been around 88 per annum, but a decrease is expected due to less funding being available.</p>
Justifications and Links	<p>Strategic Goals 2 and 3</p> <p>Provincial Strategic Goals 1, 2 and 4</p>

Sub-Programme 3.2: Other Project Management Services

Strategic Objective 2	Provide a project management service to respond to rural agricultural infrastructure programmes and agricultural initiatives (SG 1, 2, 3 and 5)
Objective Statement	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.
Baseline	A major part of project management services of 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 this happens.

LIST OF STRATEGIC OBJECTIVES

Sub-Programme 3.2: Other Project Management Services

<p>Baseline</p>	<p>The Disaster funding for floods of 2011 and 2013 of approximately R205 million will be implemented well into 2019, as it comprises major civil engineering works with environmental impact approval needed. The droughts of 2015 and again in 2017 and 2018 have and will result in further funding being made available for this purpose. It is envisaged that this figure may reach R170 million for assistance in 2019.</p> <p>Special projects from the WCDoA that do not have a relationship with a specific commodity, but render a service overall get approved by the Departmental Project Allocation Committee (DPAC).</p> <p>Policy change has resulted in new funding from the DRDLR for farmer production support centres and Casidra has been assisting with the planning of such facilities.</p> <p>It is expected that the new emphasis on Agribusiness development may see an increase in these requests for assistance.</p> <p>The service of the Unit for Technical Assistance (UTA) at Casidra has been inundated with requests for professional services and assistance. The service requests ranged from requests from small-farmer applicants and to inform farm planning, policies and do outcome measurement, to bigger businesses requiring assistance to structure shareholding and other business arrangements.</p> <p>To give impact in the area of Land Reform and Transformation, the then Minister of Economic Opportunities created a Land Reform Advisory Desk (LREAD) at Casidra to provide guidance to farmers, businesses, municipalities and land owners to structure sustainable land reform deals for agricultural transformation within the context of the NDP. This is another game changer initiative to approach Land Reform challenges differently. LREAD's objectives are to provide advice to clients with the structuring of business models that will contribute to the attainment of NDP goals; to support the District Land and Agriculture Committees in the delivery of the land reform as defined within the NDP, i.e. identification and allocation of a minimum of 20% farming land; provide institutional guidance to the CPACs that deliver support to projects; and Casidra is in accordance with this process as the implementer and will strengthen the UTA to deliver on the mandate of the Land Reform Desk.</p> <p>The LREAD continued to provide assistance to all stakeholders such as landowners with transformation requests. The LREAD is funded by the WCDoA and assists the sector to facilitate towards the delivery of the transfer of 20% of land to black farmers by 2030. The unsatisfactory skills and knowledge base of new entrants in the agricultural sector have been identified as some of the major reasons for Land Reform projects not to succeed despite the Programme coming to an end at the end of October 2020.</p>
<p>Justifications and Links</p>	<p>Strategic Goals 1, 2, 3 and 5 Provincial Strategic Goal 1</p>

STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

PROGRAMME 3: RURAL INFRASTRUCTURE DEVELOPMENT AND POVERTY ALLEVIATION

Strategic Objective	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of community and household food security projects implemented	1657	1328*	2035	707	Demand driven as we receive funding from WCDoA
Number of other project management services	100*	97*	88	-9	Demand driven

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

KEY PERFORMANCE INDICATORS, PLANNED TARGET AND ACTUAL ACHIEVEMENTS

SUB-PROGRAMME 3.1: COMMUNITY AND HOUSEHOLD FOOD SECURITY

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of community food security projects implemented	88	72	63*	68	98	30	Received more funding from WCDoA
Number of household food security projects implemented	1056*	875	867*	810	1005	195	Received more funding from WCDoA
Number of community and household food security's projects implemented from previous financial years	942	839	727	600	932	332	Received more funding from WCDoA

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

KEY PERFORMANCE INDICATORS, PLANNED TARGET AND ACTUAL ACHIEVEMENTS

SUB-PROGRAMME 3.2: OTHER PROJECT MANAGEMENT SERVICES

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Value of disaster funding assistance to farmers per instruction	R53.607M	R108.939M	R167.510M	R180M	R264M	R84M	Additional funding for drought relief was received
Number of projects implemented from previous financial years	22	54	29	36	50	14	Demand driven
Number of new projects implemented	57*	70	71*	61*	38	-23	Demand driven
Number of farmers attending training courses facilitated	5663	7883	3630	4900	4186	-714	Demand driven

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

PROGRAMME PERFORMANCE

**Sub-Programme 3.1:
Community and Household Food Security**

During the preceding years, the target for household gardens has slowly increased to above 2000, but due to funding shortages, the target was dropped to 810 during the financial year (2019/20). However, more funding was received during the same financial year and that resulted in a total number 1005 supported. 98 Community gardens were implemented due to more funding received.

**Sub-Programme 3.2:
Other Project Management Services**

Casidra implements the following Programmes under LandCare, namely the Departmental Equitable Share Projects (DESP), Extended Public Works Programme (EPWP) and LandCare Projects.

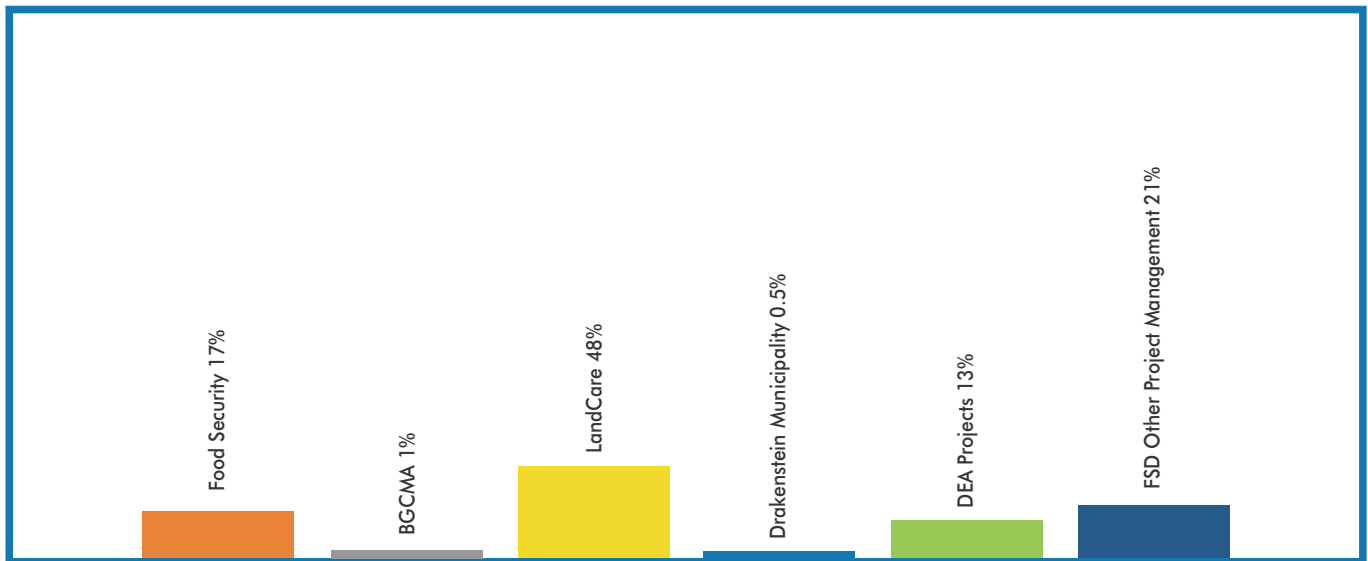
The LandCare Project is aimed at restoring sustainability to land and water management in both rural and urban areas. It encompasses integrated sustainable natural resource management where primary causes of natural resources decline are recognised and addressed.

This including the Departmental Equitable Share Projects (DESP) and EPWP are within the WCDOA's Sustainable Resource Management Division and share the same objectives.

For the LandCare 2019 combined funding source, a budget allocation of R13, 818 000 million for implementation throughout the various District Municipalities of the Western Cape was received. From the total budget transferred, R10, 418 830 million was spent by the end of the reporting year. Administrative and compliance procedures that are outside of our control had an impact on the completion of projects.

Casidra continued with the roll out of the Programme for clearing of alien and invasive plant species in the riparian zones for the Department of Environmental Affairs (DEA). The contract is in its second year of operation and Casidra has taken over projects that were allocated to the Knysna Municipality. The Programme was interrupted by Covid-19 whereby all operations were stopped due to lockdown.

PROGRAMME 3: OTHER FUNDS APPLIED DURING 2019/2020



STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

None

CHANGES TO PLANNED TARGETS

None

LINKING PERFORMANCE WITH BUDGETS

Programme	2018/2019			2019/2020		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R	R	R	R	R	R
Rural Infrastructure Development and Poverty Alleviation	6 778 000	6 251 350	526 650	6 987 000	9 450 225	(2 463 225)
TOTAL	6 778 000	6 251 350	526 650	6 987 000	9 450 225	(2 463 225)

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

PROGRAMME 4: LOCAL ECONOMIC AND BUSINESS DEVELOPMENT

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

LIST OF STRATEGIC OBJECTIVES

PROGRAMME 4: LOCAL ECONOMIC AND BUSINESS DEVELOPMENT

Sub-Programme 4.1: Business Development and Growth

Strategic Objective 1	To create opportunities for growth and development for SMMEs and Land reform projects (SG 1, 2, 3, 4 and 5)
Objective Statement	Provide business support, market access initiatives, and financial record-keeping to facilitate business growth through enhanced access to financial support.
Baseline	<p>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.</p> <p>Access to finance from banks is a challenge for small businesses. Banks often require collateral and adherence to internal compliance rules and regulations, which make access to credit difficult. Through the Entrepreneur Support Fund, an estimated 400 small businesses that have been in operation for three years will receive bridging funding to execute contracts, which will further grow their business and the industry.</p>
Justifications and Links	SMMEs and small businesses often require bridging financial support to access certain contracts. Where marketable products are ready for sale penetration into markets, this sometimes provides a challenge to many of these SMMEs. Provincial Strategic Goals 1, 2, 3 and 4.

Sub-Programme 4.2: Job Creation Initiative

Strategic Objective 2	To access, facilitate and support job creation initiatives through partnering and implementing of Programmes (SG 1, 2, 3 and 4)
Objective Statement	This will be achieved through training and skills development initiatives focussing specifically on youth. It seeks to provide skilled entrants to the job market in order to reduce unemployment.
Baseline	Addressing unemployment through Skills Development Programmes and facilitating job opportunities will contribute to unlock economic potential and building thriving communities. The UIF has a Labour Activation Programme which aims to partner with key stakeholders with the purpose of engaging in development interventions that will address skills development and training. The key outcome of the Programme is that it should lead to sustainable job creation and economic growth. Casidra , with strategic partners, will host learnerships in mainly the agricultural sector but also in other related sectors.
Justifications and Links	The South African unemployment rate stood at 27,2 % in the second quarter of 2018, with youth unemployment at even higher levels. The challenge of unemployment is even more acute in rural areas. Some rural areas have a youth unemployment rate of up to 80%. Increased unemployment and the lack of investment in skills development in rural areas lead to increased poverty and socio-economic degradation. This further increases the urbanisation trend as more people move to the cities in search of employment. This Sub-Programme links with the targets of Local Government, Provincial Departments and the objectives of the NDP. Provincial Strategic Goal 1, 2, 3 and 4.

STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

PROGRAMME 4: LOCAL ECONOMIC AND BUSINESS DEVELOPMENT

Strategic Objective	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of businesses supported through a variety of activities	3	197	82	-115	Funding for the Programme did not materialise as envisaged
Number of job creation initiatives accessed for the unemployed	-	1	0	-1	UIF funding did not materialise

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

KEY PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

SUB-PROGRAMME 4.1: BUSINESS DEVELOPMENT AND GROWTH

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of loan agreements concluded and signed with beneficiaries	-	-	-	193	78	-115	Funding for the Programme did not materialise as envisaged
Number of projects implemented from previous financial years	-	-	-	2	2		
Number of new projects implemented	-	-	-	2	2		

SUB-PROGRAMME 4.2: JOB CREATION INITIATIVES

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from Planned Target to Actual Achievement for 2019/2020	Comment on Deviations
Number of projects implemented from previous financial years	-	-	-	0	0		Still awaiting final outcome of bid submitted to UIF for a Learnership and Jobs' Placement Programme
Number of new projects implemented	-	-	-	1	0	-1	

PROGRAMME PERFORMANCE

Sub-Programme 4.1 Business Development and Growth

Market Access Programme

The aim of the Programme is to facilitate international and domestic market access for smallholder entrepreneurs and CASP beneficiaries within the agricultural sector. In the 2019/2020 financial year, R5 769 000 was allocated to this Programme. These funds were used to procure services of providers to train, mentor and support farmers in order to access local and international markets. Exposure tradeshows were arranged for beneficiaries to attend Fruit Logistica in the Netherlands and Berlin as well as the Food and Hotel China exhibition.

Entrepreneur Support Fund (ESF)

The Entrepreneur Support Fund was initiated and an agreement was reached between **Casidra** and the Department of Economic Development and Tourism (DEDAT). The aim of the Fund was to provide contract funding to qualifying beneficiaries within the SMME sector. These SMMEs must be in possession of a valid contract/tender and need the financial assistance to execute the contract. The funding value of R3 374 800 was transferred to **Casidra** and rolled out to the qualifying beneficiaries successfully.

For the year ending 31 March 2020, the number of loan applications approved and disbursed was 78 at a total value of R7 479 798. The repayment rate at the end of March 2020 was 74.05%, which enabled **Casidra** to assist more beneficiaries.

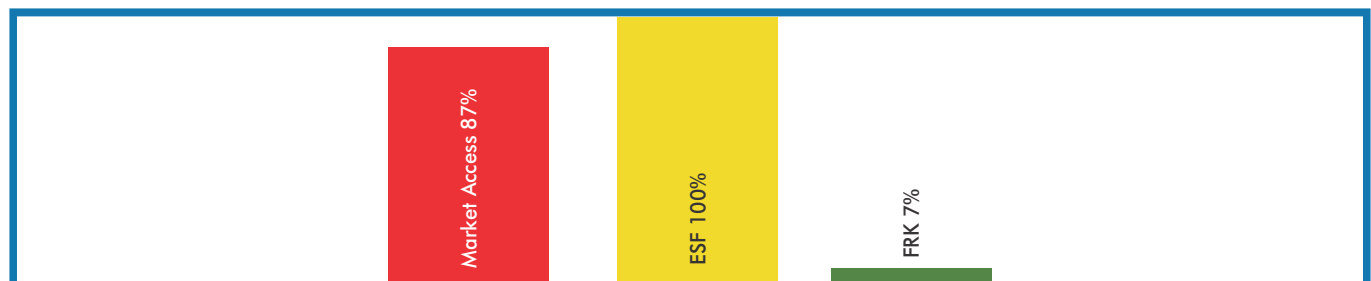
Financial Record-keeping (FRK) Programme

The aim of the FRK Programme is to capacitate farmers with financial advice and resources that will lead farm businesses to be better managed and ultimately be profitable. This Programme provides financial record-keeping services to 45 emerging farmers. **Casidra** has appointed the required staff to perform the functions for the Programme as required by the WCDoA. The WCDoA transferred R2 million to **Casidra** for the implementation of this Programme in the 2019/20 financial year and 22% of the funds has been spent at the end of the financial year.

Sub-Programme 4.2 Job Creation Initiatives

Casidra submitted a proposal for funding to the Unemployment Insurance Fund (UIF), which funds Skills Development Programmes in an effort to address unemployment. 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. During the year, **Casidra** received notification of being shortlisted as a finalist in the bidder category and the outcome of the adjudication process is still pending.

PROGRAMME 4: FUNDS APPLIED IN 2019/2020



STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

Source more funding.

CHANGES TO PLANNED TARGETS

None

LINKING PERFORMANCE WITH BUDGETS

Programme	2018/2019			2019/2020		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R	R	R	R	R	R
Local Economic and Business Development	3 943 000	3 483 885	459 115	3 707 000	4 714 443	(1 007 443)
TOTAL	3 943 000	3 483 885	459 115	3 707 000	4 714 443	(1 007 443)

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

REVENUE COLLECTION

Not Applicable

CAPITAL INVESTMENT

Not Applicable

SCOPA RESOLUTION REPORT FOR 2019/20

The following requests were made by SCOPA to respond to the 2018/19 Annual Report:

With reference to the minutes of the Public Accounts Committee meeting held on 5 December 2019 in which the following information was requested:

23.4.1	A report on the four supply chain complaints, which was received during the 2018/19 financial year, including the complaint which was escalated to the Office of the Minister and Public Protector, as indicated on page 46 of the 2018/19 Annual Report.
23.4.2	A report on the underlying issues which prevented the AGSA to not provide adequate assurances on Programme 3, in Sub-programme 3.2.2 (number of households food security projects delivered in current), and 3.3.4 (number of farmers trained in accredited courses facilitated), as indicated on page 52 of the 2018/19 Annual Report.

The report which contains the detailed responses was forwarded to SCOPA as agreed.

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020

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. BOARD OF DIRECTORS

The Board of Directors is responsible for the total and effective control of the Company. The Board is composed of five to nine independent non-executive directors.

Ms Nackerdien resigned from the Board of Directors on 31 August 2019. Mr Moos and Mr Jeffthas were elected as Chairperson and Vice-Chairperson respectively at the Board meeting held on 19 August 2019. Mr Daniel Johnson was appointed as a Director on 26 March 2020.

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 also has four active committees which address certain specialised issues, namely Audit and Risk, Nomination, HR & Remuneration and Social and Ethics. Each committee has a charter and a mandate.

At the Board meeting held on 26 March 2020, the Board established a Project Committee. The Committee will become functional in the new financial year.

In the financial year under review, the Board met four times and focused on, inter alia, strategy, performance monitoring, governance and budgets. 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.

4. 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 entail ensuring, inter alia, 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

- Acts as the focal point 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.
- Guides an integrated approach to strategy, risk, performance and sustainability by:
 - Contributing to and approving the strategy;
 - Satisfying itself that the strategy and corporate and business plans do not give rise to risks that have not been thoroughly assessed by Management;
 - Identifying key performance and risk areas;

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020

- Ensuring that the strategy will result in sustainable outcomes; and
 - Considering sustainability as a business opportunity that guides strategy formulation.
- Provides effective leadership on an ethical foundation
 - Ensures 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 business operations have on the environment and the society within which it operates.
 - Ensures that the Company's ethics are managed effectively.
 - Ensures that the Company has an effective and independent Audit and Risk Committee.
 - Is responsible for the governance of risk.
 - Is responsible for information technology governance.
 - Ensures that the Company complies with applicable laws.
 - Ensures that there is an effective risk based internal audit.
 - Ensures corporate action when stakeholders' perceptions affect the Company's reputation negatively.
 - Ensures the integrity of the Company's integrated Annual Report.
 - Acts 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.
 - Commences business rescue proceedings as soon as the Company is financially distressed.
 - 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.

5. 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 70 during his/her term of office, such person is not eligible for reappointment.

6. ATTENDANCE AT BOARD MEETINGS

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

DIRECTORS	MAY	AUG	NOV	MAR
WU Abrahams	✓	A	✓	✓
E Calitz	✓	✓	✓	✓
EJ Jeffthas	✓	A	✓	✓
DM Johnson (appointed 26/3/2020)	-	-	-	-
JF Kirsten	✓	✓	✓	✓
GJ Martin	✓	✓	✓	✓
AV Moos	✓	✓	✓	✓
ZT Nackerdien (resigned 31/8/2019)	A	✓	-	-
GM Ntuli	✓	✓	✓	A
M Wüst	✓	A	✓	A

Legend: ✓ = Attendance, A = Apologies

7. 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 is revised annually according to National Treasury's circular.

8. 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.

9. SHARE DEALINGS

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

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020

10. 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.

10.1 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 Mr WU Abrahams (Chairperson), Prof. E Calitz, Prof. JF Kirsten 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 five times during the financial year and the attendance was as follows:

DIRECTORS	MAY	MAY	JUL	JUL	FEB
E Calitz	✓	✓	✓	✓	✓
WU Abrahams	A	✓	✓	✓	✓
JF Kirsten	A	✓	A	✓	✓
ZT Nackerdien (resigned 31/8/2019)	✓	✓	✓	✓	-
M Wüst	✓	✓	✓	✓	✓

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 integrated 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 Financial Statements on the Financial Statements, the accounting practices and the effectiveness of the internal financial controls.

Reviews the clarity and completeness of disclosure of sustainability issues in the integrated 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.

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020

Reviews and discusses the scope of work of internal audit, issues identified and recommendations.

Provides a source of information, as appropriate, regarding instances of fraud, corruption, unethical behavior, 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 formal opinion to the Board on the effectiveness of the system and process of risk management.

Reviews the timely, comprehensive and relevant reporting concerning risk management that is to be included in the integrated Annual Report.

Invitees

The Chairperson of the Audit and Risk Committee, in his/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 and 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.

10.2 HR and Remuneration Committee

Composition

The HR and Remuneration Committee comprises at least three independent non-executive directors.

The members as at the end of the financial year were Mr WU Abrahams, Mr EJ Jeffthas (Chairperson), Prof JF Kirsten and Ms GM Ntuli.

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 five meetings during the financial year. The second meeting in February 2020 was conducted via email. The attendance/participation was as follows:

DIRECTORS	APR	SEP	NOV	FEB	FEB
WU Abrahams	A	✓	✓	✓	E
EJ Jeffthas	✓	✓	✓	✓	E
JF Kirsten	✓	✓	✓	✓	E
ZT Nackerdien (resigned 31/8/2019)	✓	-	-	-	-
GM Ntuli	✓	✓	A	A	E

Legend: ✓ = Attendance, A = Apologies, E = Email, T = Teleconference, N = No response

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. The Committee may co-opt specific expertise, both internal and external, in order to enable it to make informed decisions. The Chief Executive Officer and a member of Management may not be present when his/her own remuneration is being discussed except when requested to provide, and for the purpose of providing, specific information.
- 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 retrenchments, severance packages, early retirements, handling medical disabilities, et cetera.

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020

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.

10.3 Nomination Committee

Composition

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

The members as at the end of the financial year were Mr Moos (Chairperson), Mr GJ Martin, Ms GM Ntuli 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 one meeting during the financial year. The participation was as follows:

DIRECTORS	FEB
GJ Martin	✓
AV Moos	✓
ZT Nackerdien (resigned 31/8/2019)	✓
GM Ntuli	✓
M Wüst	✓

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.

10.4 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 Mr EJ Jeffthas, Mr GJ Martin, Mr AV Moos and Ms GM Ntuli (Chairperson).

Chairperson

The Chairperson is nominated by the Board.

Frequency of meetings

Committee meetings are held as and when necessary.

The Committee held two meetings, both via email, during the financial year. The participation was as follows:

DIRECTORS	NOV	FEB
EJ Jeffthas	E	E
GJ Martin	E	E
AV Moos	E	E
GM Ntuli	E	E

Legend: E = Email

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.

10.5 Project Committee

The Board established the Project Committee at their last meeting held on 26 March 2020. The members and Chairperson must still be elected.

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 must still be elected by the Board.

Chairperson

The Chairperson will be nominated by the Board.

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020

Frequency of meetings

The Committee will meet as and when necessary.

Primary responsibilities

- Chair and/or participate on working sub-groups as appropriate.
- Represent stakeholders and constituents.
- Proactively 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.
- Act as project advocates.
- Monitor and review project need assessments, Strategic and Corporate Plans, cost / benefit analysis, et cetera.
- Report quarterly to the Board regarding its deliberations and progress.
- Determine and evaluate potential alternatives to the proposed project.

Invitees

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

11. COMPANY SECRETARY

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 and 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.

The Company Secretary is appointed by the Board.

12. 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.

13. 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;
- Maintenance of proper accounting records; and
- Adequacy and reliability of financial information.

The internal audit function and the external auditors independently appraise the adequacy and effectiveness of the internal controls.

Management is in the process of implementing improvements to the internal control systems following the Auditor-General of South Africa's recommendations in this regard.

14. RISK MANAGEMENT

The Board accepts final responsibility for the risk management systems of the Company.

Material risks in the Company have been identified and documented in a risk framework. Proper internal control systems are in place and maintained. The timely execution of control procedures and compliance with control procedures are monitored internally.

15. MATERIALITY

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

16. FRAUD PREVENTION AND FRAUD LINE

A Fraud Prevention Plan and whistle-blowing facility (fraud line) were 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.

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020

17. 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 and the financial scope is disclosed in the Annual Report.

The Company is subject to legal actions inherent to its normal activities. There are no claims pending against the Company.

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

The verification audit has been completed by an independent rating agency, to verify and certify the Company's B-BBEE status. **Casidra** scored a Level 5 (Procurement recognition level 80%). **Casidra's** annual compliance report was submitted to the B-BBEE Commission on 12 November 2019.

Casidra's compliance report expires on 21 October 2020 and is available on the Company's website.

19. INTERNAL AUDIT FUNCTION

The independent internal audit function has been outsourced and reports directly 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 Management and the Audit and Risk Committee.

20. 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 during the financial year.

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

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020

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



AV (AINSLEY) MOOS

Age: 42

Qualifications

- BA (Sociology, Psychology)
- BPhil Hons (Journalism)
- MBA (US)
- Sanlam Executive Leadership Programme (Gibs)
- Media24 Executive Leadership Programme (Wits)
- Naspers Executive Leadership Programme (Harvard)

Title

- Chairperson
- Independent non-executive director

Year Appointed

2013

Committee Memberships

- Nomination Committee (Chairperson)
- Social and Ethics Committee

Other Directorships/Trusteeships

- Member of the Stellenbosch University Council
- Subtropico
- Alternative Prosperity
- Portfolium
- In Fund Holdings

Skills, Expertise and Experience

Ainsley Moos is the Executive responsible for Corporate & Stakeholder Relations at African Rainbow Capital (ARC) and serves on the Boards of a number of ARC's portfolio companies. Outside of ARC, he serves on the Stellenbosch University Council as Vice-Chairperson and on a number of Council committees. He previously spent 6 years with Sanlam and 11 years with Media24, a Naspers subsidiary.



EJ (ELTON) JEFTHAS

Age: 46

Qualifications

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

Title

- Vice-Chairperson
- Independent non-executive director

Year Appointed

2016

Committee Memberships

- HR and Remuneration 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 the Deciduous Fruit Development Chamber
- Trustee member of Deciduous Fruit Development Trust
- Deputy Chairman of the 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.



WU (WERNER) ABRAHAMS

Age: 38

Qualifications

- BCom - Accounting; UCT
- BCom Honours - Accounting; UKZN
- BCompt Honours / CTA; UNISA
- Chartered Accountant (SA); SAICA and IRBA

Title

- Independent non-executive director

Year Appointed

2019

Committee Memberships

- Audit and Risk Committee
- HR and Remuneration Committee

Other Directorships/Trusteeships

- None

Skills, Expertise and Experience

Werner Abrahams is currently a Deputy Director of Student Finances at the University of Stellenbosch. He started his career as a Credit Manager for Nedbank Limited Business Banking in 2010. He then joined the West Coast TVET College as a Senior Financial Officer and was later promoted to Chief Financial Officer.

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020



PROF JF (JOHANN) KIRSTEN

Age: 58

Qualifications

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

Title

- Independent non-executive director

Year Appointed
2018

Committee Memberships

- Audit and Risk Committee
- HR and Remuneration Committee
- Project Committee

Other Directorships/Trusteeships

- Louisvale Wines (Pty) Ltd
- Karoo Development Foundation Trust
- Meat of Origin Karoo (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.



GJ (Gerard) Martin

Age: 44

Qualifications

- BSc
- National Diploma Economic Management Analysis
- MCom Wine Business Management

Title

- Independent non-executive director

Year Appointed
2013

Committee Memberships

- Nomination Committee
- Social and Ethics Committee

Other Directorships/Trusteeships

- Trustee Cape Winemakers Guild
- Director Wine Training South Africa
- Director First Step Academy

Skills, Expertise and Experience

Gerard Martin currently works for Winetech as the Executive Manager. His previous position, at the same company, was Manager: Technical Transfer & Training. Prior to that, he worked for Metropolitan from 1999 until 2002 in three different positions before joining the South African Wine Industry as an Information Specialist and Manager: Information Services until November 2003. He has a lot of interest in community development.



M (MARIUS) WÜST

Age: 50

Qualifications

- B.Eng. (Civil); University of Stellenbosch
- B Com 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) positions at the Stellenbosch Municipality and Bergrivier Municipality. 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.

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2020



GM (GUGU) NTULI

Age: 46

Qualifications

- BBus QUT (Australia)
- BAppSc QUT (Australia)
- MBA Sports Management
- Diploma: French Language

Title

- Independent non-executive director

Year Appointed
2018

Committee Memberships

- Nomination Committee
- HR and Remuneration Committee
- Social and Ethics Committee (Chairperson)

Other Directorships/Trusteeships

- Member of the Cricket South Africa Transformation Division Committee
- Director of the African Sports Management Association

Skills, Expertise and Experience

Gugu Ntuli is Group Executive Director Corporate Affairs and Marketing at the South African Broadcast Corporation. She previously worked as the Executive Director: Corporate Affairs for KARA Gold Ltd; Manager PR and Marketing: Africa for Adidas and Chief Executive Officer for the Stellenbosch University Sport Performance Institute. Gugu has extensive strategic leadership and management experience with expertise in marketing, communications, public relations and media. Her priority is to drive meaningful change that contributes towards the success of business and company growth.



PROF E (ESTIAN) CALITZ

Age: 70

Qualifications

- BCom
- DCom (Economics)

Title

- Independent non-executive director

Year Appointed
2011

Committee Memberships

- Audit and Risk Committee

Other Directorships/Trusteeships

- Member of several bodies, committees and Boards
- Former Member: Board of Trustees University of Stellenbosch Retirement Fund

- Former Chairperson and member: Audit Committee, Department of Education, Western Cape Government

Skills, Expertise and Experience

Prof. Estian Calitz, Emeritus Professor of Economics and Research Associate at the University of Stellenbosch, has extensive experience in economic and fiscal policy making and more than 20 years of academic experience, which includes writing approximately 40 articles for various publications (journals, books, etc.), occasional contract research projects for Government and several teaching commitments across South Africa and in Germany as a visiting professor. He is a former Director-General of the Department of Finance (now the National Treasury) of the South African Government, a former Dean of the Faculty of Economic and Management Science and a former Executive Director: Finance of the University of Stellenbosch.



DM (DANIEL) JOHNSON

Age: 61

Qualifications

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

Title

- Independent non-executive director

Year Appointed
2020

Committee Memberships

- None

Other Directorships/Trusteeships

- None

Skills, Expertise and Experience

Daniel Johnson is currently the Spokesperson and Media Liaison 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).

REPORT OF THE AUDIT AND RISK COMMITTEE FOR THE YEAR ENDED 31 MARCH 2020

1. LEGAL AND OTHER REQUIREMENTS

The Audit and Risk Committee has pleasure in submitting this report, as required by sections 51(1)(a)(ii) and 76(4)(d) of the Public Finance Management Act, 1999 (the "Act").

Section 38(1)(a) of the Public Finance Management Act, 1999 requires accounting officers of Government Departments to ensure that entities receiving transfer funds implement effective, efficient and transparent financial management and internal control systems. The regulations to the Act determine audit and internal audit requirements.

Some non-compliances were pointed out by the Auditor-General of SA and are attended to.

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

2. MANAGEMENT RESPONSIBILITY

The Accounting Officer is responsible for guiding organisational strategy, major plans of action, risk policies, annual budgets and business plans, monitoring of performance and establishing best-practice management procedures.

Since it came into operation during October 1989, then operating under another name, **Casidra** received its thirty-first consecutive unqualified financial audit.

Casidra effected adequate internal controls during the financial year and identified risks were properly controlled. Information technology systems used to assist Management were adequate and efficient.

3. AUDIT AND RISK COMMITTEE RESPONSIBILITY

The Audit and Risk Committee has a written charter that sets out the scope of their activities and authorities and the Charter is updated annually.

Since 29 August 2006, the responsibilities of the Audit Committee have been expanded to include risk management. During the past year, the Audit and Risk Committee has addressed its responsibilities in terms of the Charter.

The Committee reviewed and amended the Audit and Risk Committee Charter, which is revised annually and approved by the Board. The internal and external audit plans were considered and approved.

The report of the Audit and Risk Committee is based on the work performed by the Auditor-General of SA as well as the auditing firms BVA Bellville Incorporated and Alberto Prins. Auditing occurs within the context of external and risk-based internal audit plans approved by the Audit and Risk Committee.

4. FUNCTIONS OF THE AUDIT AND RISK COMMITTEE

The Audit and Risk Committee has discharged the functions in terms of its Charter and ascribed to it in terms of the Act as follows:

- Reviewed the results and the Annual Financial Statements, culminating in a recommendation to the Board to approve them.
- Reviewed the Governance Report, culminating in a recommendation to the Board to approve it.

In the course of its reviews the Committee:

- Took appropriate steps to ensure that the Annual Financial Statements were prepared in accordance with Standards of Generally Recognised Accounting Practice in South Africa and in the manner required by the Companies Act of South Africa;
- Dealt with concerns or complaints relating to accounting policies, the auditing and content of the Annual Financial Statements and internal financial controls;
- Reviewed the external audit reports on the Annual Financial Statements on basis of which the Auditor-General of SA's recommendations will be implemented;
- Noted that the Auditor-General of SA 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 onward.
- Verified the quality, services and independence of the external auditor, BVA Bellville Incorporated, as the auditor for the **Casidra** projects for 2020 and noted that Mr CFP Jordaan from BVA Bellville Incorporated is the designated auditor. (In terms of the audit firms' practices the designated auditors and managers responsible for the audit is replaced at least every five years); and
- Approved the audit fees and engagement terms of the external auditors.

5. INTERNAL CONTROL MECHANISMS AND RISK MANAGEMENT

The control framework is designed to provide reasonable assurance regarding the achievement of objectives in the following areas:

- The maintenance of proper accounting records and the reliability of financial information used within **Casidra**;
- The appropriateness of internal financial controls
- Compliance with applicable laws, regulations and codes of conduct;
- The detection and minimisation of significant risks associated with fraud, reputation, inadequate governance, and potential liability and loss, including the safeguarding of assets;
- Management of potential conflicts of interest of the Board of Directors and Management;

REPORT OF THE AUDIT AND RISK COMMITTEE FOR THE YEAR ENDED 31 MARCH 2020

- The effectiveness of operations;
- The adequacy of risk management procedures;
- The internal audit and process and method of compiling risk management reports and, where relevant, the submission of recommendations to the Board; and
- The effectiveness of risk management, controls and the governance processes.

Casidra has a comprehensive process of annual budgets and detailed monthly reporting. The Accounting Officer and his Management team review the annual budget and actual expenses on a continuous basis and report the actual versus the budgeted figures quarterly to the Board. A clear distinction is drawn between main business and business undertaken on a project implementer.

Financial statements regarding the various projects which **Casidra** oversees and finances on behalf of its Shareholder, the Western Cape Government, are reported and audited separately and identified separately within the Annual Financial Statements of **Casidra**.

The system of internal control is monitored and reported on to the Board of Directors. Internal systems are applied to provide reasonable assurance that assets are safeguarded and transactions are executed in accordance with Management's authorisation. Monitoring processes include management review and testing by auditors. The Auditor-General of SA performed testing of financial transactions and made further recommendations of improvement.

The risk dashboard is updated regularly and reported quarterly to the Board.

No material breakdown occurred in the functioning of the internal controls, procedures and systems during the year under review.

6. COMPLIANCE

Compliance with laws and regulations that apply to **Casidra** is the responsibility of each member of Management and is monitored collectively.

Casidra complied with relevant laws, regulations and policies, as well as with **Casidra's** code of conduct. Some non-compliances were pointed out by the Auditor-General and are attended to.

Risk and compliance reports were noted at Audit and Risk Committee meetings.

During the year under review, nothing else has come to the attention of the Committee to indicate any other non-compliance with relevant laws, regulations and the code of conduct.

7. FRAUD PREVENTION

A Fraud Prevention Plan was in place during the financial year. A whistle-blowing facility is also in place to ensure that the risk of fraud is monitored and minimised.

8. INTERNAL AUDIT

The Audit and Risk Committee fulfils an oversight role regarding the Company's Annual Financial Statements and the reporting process, including the system of internal financial control. It is responsible for ensuring that the Company's internal audit function is independent and has the necessary resources, standing and authority within the organisation to enable it to discharge its duties.

Furthermore, the Audit and Risk Committee oversees co-operation between the internal and external auditors and serves as a link between the Board of Directors and these functions. The internal audit function was outsourced.

Internal audit assessed the effectiveness of internal controls independently and recommended improvements.

9. GOING CONCERN

The Committee 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 Committee is of the opinion that, on the basis of the Shareholder's Compact and the funding model for **Casidra**, the business will be a going concern in the year ahead.

10. MEMBERS OF THE AUDIT AND RISK COMMITTEE AND ATTENDANCE AT MEETINGS

The details are reported in the Governance Report.

11. ATTENDANCE

The internal and external auditors in their capacity as auditors of the Company attended and reported to all meetings of the Audit and Risk Committee. The Chief Executive Officer and the Chief Financial Officer have a standing invitation to attend meetings and relevant managers attended meetings on invitation.

12. CONFIDENTIAL MEETINGS

The Audit and Risk Committee meetings provide for confidential meetings between the Committee members and the internal and external auditors.

13. INDEPENDENCE OF EXTERNAL AUDITORS

On the basis of a submission to the Audit and Risk Committee, the external auditors confirmed their independence.



WU ABRAHAMS

Chairperson of the Audit and Risk Committee
30 September 2020

INTRODUCTION

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

HR PRIORITIES	IMPACT
SUCCESSFUL IMPLEMENTATION OF THE FULL SPECTRUM OF HUMAN RESOURCES	<ul style="list-style-type: none"> A Human Resources' System (S-cubed) is utilised to enhance service delivery, customer satisfaction and productivity.
STRATEGIC HUMAN RESOURCES MANAGEMENT	<ul style="list-style-type: none"> The organisation stays abreast of new labour legislative amendments and adapts policies accordingly. Casidra recently received accreditation from Services SETA to facilitate a short course in Project Management. Currently, we are in the process of applying for an extension of scope and are awaiting the final outcome from Services Seta. The course material covered unit standard 120384 at NQF level 4 worth 8 credits.
HUMAN RESOURCES BUDGET	<ul style="list-style-type: none"> The Human Resources' budget is continuously monitored.
TRANSFORMATION	<ul style="list-style-type: none"> We aim to achieve equitable representation of employees from designated groups during recruitment. Employee wellness initiatives are implemented annually. We continually strive to develop an organisational culture that encourages and appreciates the diversity and background of all employees.
STRATEGIC TRAINING	<ul style="list-style-type: none"> Strategic training focuses on enhancing skills and improving qualifications of organisational team members and is aligned to our annual Workplace Skills Plan, organisational requirements and approved budget. We continually strive to develop an organisational culture of learning and self-development.

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

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

Recruitment is guided by the aim to be the Project Management 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.

EMPLOYEE WELLNESS PROGRAMMES

Casidra invests significantly in employee wellness through holistic initiatives aimed to promote healthy lifestyles and enhanced quality of life of our employees.

POLICY DEVELOPMENT

The following policies were reviewed and developed:

- Travel and Subsistence Allowance Policy
- Vehicles Scheme Policy
- Leave Policy



ACHIEVEMENTS

For the first time this financial year, **Casidra** facilitated a short course in Project Management. The course material covered unit standard 120384 at NQF level 4 worth 8 credits. A total number of 13 participants successfully completed the course.

Currently, we are in the process of applying for an extension of scope, through Services SETA, and are awaiting approval. With this, we aim to cover a wider scope that will include more unit standards.

FUTURE HR PLANS / GOALS

PERFORMANCE INDICATOR 1: SUCCESSFUL IMPLEMENTATION OF THE FULL SPECTRUM OF HUMAN RESOURCES

Monitor (S-cubed) and ensure that the system is fully functional in line with all legislative requirements.

PERFORMANCE INDICATOR 2: STRATEGIC HUMAN RESOURCES MANAGEMENT

Continue with the implementation of the Project Management course and should the extension of scope be granted, implement this accordingly.

PERFORMANCE INDICATOR 3: HUMAN RESOURCES BUDGET

- Manage the Human Resources' budget.
- Influence Training and Wellness budgets on farms.

PERFORMANCE INDICATOR 4: TRANSFORMATION

- Continue to implement wellness initiatives holistically.
- Continue to develop employees and combine personal goals with Company goals / vision.
- Continue to develop an organisational culture that encourages and appreciates the diversity and background of all employees.
- Continue to address social problems on farms in an integrated manner.

PERFORMANCE INDICATOR 5: STRATEGIC TRAINING

- Implement strategic training as prioritised in the Workplace Skills' Plan.
- Continue with the Implementation of the Project Management course.

PERFORMANCE INDICATOR 6: EXTERNAL HR

Develop a procedure for external Human Resources' consultation.

HUMAN RESOURCES' OVERSIGHT STATISTICS

PERSONNEL COST BY PROGRAMME: PERMANENT AND FIXED TERMS CONTRACT WORKERS

Programme	Total Expenditure for the Entity (R'000)	Personal Expenditure (R'000)	Personal Expenditure as % of total Expenditure	Number of Employees	Average Personnel Cost per Employee (R'000)
Board of Directors	321	321	100%	8	40
Corporate Services	12 795	9 708	76%	16	607
Agriculture and Land Reform	9 463	8 912	94%	13	686
Rural Infrastructure Development and Poverty Alleviation	5 726	5 306	93%	9	590
Local Economic & Business Development	3 420	3 340	98%	6	557
Other Project Management Services	4 828	4 828	100%	15	332
Amalienstein	3 449	1 297	38%	17	76
Waaikraal	2 476	1 178	48%	15	79
TOTAL	42 478	34 890	82%	99	352

HUMAN RESOURCES' OVERSIGHT STATISTICS

PERSONNEL COST BY PROGRAMME: SEASONAL FARM WORKERS

Programme	Total Expenditure for the Entity (R'000)	Personal Expenditure (R'000)	Personal Expenditure as % of total Expenditure	Number of Employees	Average Personnel Cost per Employee (R'000)
Amalienstein	3 449	117	3%	10	12
Waaikraal	0	0	0	0	0
TOTAL	3 449	117	3%	10	12

PERSONNEL COST BY SALARY BAND

Level	Personal Expenditure (R'000)	% of Personnel Expenditure to Total Personnel Cost	Number of Employees	Average Personnel Cost per Employee (R'000)
Board of Directors	321	0.9%	8	40
Senior Management	1 105	3.2%	1	1 105
Professional qualified	4 989	14.3%	5	998
Skilled	26 892	77%	53	507
Semi-Skilled	205	0.6%	5	41
Unskilled	1 378	4%	27	51
TOTAL	34 890	100%	99	352

PERFORMANCE REWARDS

Level	Performance Rewards	Cost of Performance Rewards (R'000)	% of Performance Rewards to Total Personnel Cost
Senior Management	0	0	0
Professional qualified	4	188	0.5%
Skilled	18	241	0.7%
Semi-Skilled	1	0	0
Unskilled	16	52	0.10%
TOTAL	39	481	1.4%

TRAINING COSTS

Programme	Personal Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost	Number of Employees Trained	Average Training Cost per Employee
Board of Directors	321	0	0	0	0
Senior Management	1 105	4	0.4%	1	4
Professional qualified	4 989	9	0.2%	2	5
Skilled	26 892	257	1%	51	5
Semi-Skilled	205	8	4%	1	8
Unskilled	1 378	0	0	0	0
TOTAL	34 890	278	0.8%	55	5

HUMAN RESOURCES' OVERSIGHT STATISTICS

EMPLOYMENT AND VACANCIES

Programme	2018/2019 Number of Employees	2019/2020 Approved Posts	2019/2020 Number of Employees	2019/2020 Vacancies	% of Vacancies
Board of Directors	8	8	8	0	0
Head Office	52	51	44	7	14%
Projects	15	17	15	2	12%
Amalienstein	21	17	17	0	0
Waaikraal	19	15	15	0	0
TOTAL	100	108	99	9	12%

Programme	2018/2019 Number of Employees	2019/2020 Approved Posts	2019/2020 Number of Employees	2019/2020 Vacancies	% of Vacancies
Board of Directors	8	8	8	0	0
Senior Management	1	1	1	0	0
Professional Qualified	6	6	6	0	0
Skilled	45	61	54	9	12%
Semi-Skilled	5	5	3	0	40%
Unskilled	30	27	27	0	0
TOTAL	95	108	99	9	8%

EMPLOYMENT CHANGES

Programme	Employment at Beginning of Period	Appointments	Terminations	Employment at End of the Period
Board of Directors	8	0	0	8
Senior Management	1	1	1	1
Professional Qualified	6	1	1	6
Skilled	45	21	12	54
Semi-Skilled	5	0	2	3
Unskilled	30	0	3	27
TOTAL	95	23	19	99

REASONS FOR STAFF LEAVING

Reason	Number	% of Total Number of Staff Leaving
Death	0	0
Dismissal	1	6%
Expiry of Contract	4	21%
Ill Health	0	0
Resignation	12	63%
Retirement	2	10%
Other	0	0
TOTAL	19	100%

HUMAN RESOURCES, OVERSIGHT STATISTICS

LABOUR RELATIONS: NATURE OF DISCIPLINARY ACTION

Reason	Number
Verbal Warning	1
Written Warning	1
Final Written Warning	3
Dismissal/Desertion	1
Suspension	0
TOTAL	6

EQUITY TARGET AND EMPLOYMENT EQUITY STATUS

Level	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	4	4	0	0	3	2
Senior Management	0	0	1	1	0	0	0	0
Professional Qualified	1	1	1	1	0	0	2	1
Skilled	7	8	11	14	0	0	10	6
Semi-Skilled	0	1	0	2	0	0	1	1
Unskilled	0	6	26	20	0	0	0	1
TOTAL	8	16	43	42	0	0	16	11

Level	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	1	0	0	0	0	0	1
Senior Management	0	0	1	0	0	0	0	0
Professional Qualified	0	1	0	1	0	0	0	1
Skilled	8	5	9	10	0	0	8	6
Semi-Skilled	0	1	4	4	0	0	0	1
Unskilled	0	9	1	20	0	0	0	0
TOTAL	9	17	15	35	0	0	8	9

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

REPORT OF THE AUDITOR-GENERAL TO THE WESTERN CAPE PROVINCIAL PARLIAMENT ON CASIDRA (SOC) LTD

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of **Casidra SOC Ltd**, set out on pages 60 to 82 which comprise the statement of financial position as at 31 March 2020, 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 **Casidra SOC Ltd** as at 31 March 2020, and its financial performance and cash flows for the year then ended, in accordance with Standards of Generally Recognised Accounting Practice (Standards of Grap) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA) and the Companies Act of South Africa, 2008 (Act No. 71 of 2008) (the 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 this auditor's report.
4. I am independent of the company in accordance with sections 290 and 291 of the Code of ethics for professional accountants and parts 1 and 3 of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA codes), as well as the 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 codes.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other matter

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

Unaudited supplementary schedules

7. The supplementary information set out on pages 83 to 87 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 thereon.

Responsibilities of the accounting authority for the financial statements

8. The board of directors, which constitutes the accounting authority, is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of 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.
9. In preparing the financial statements, the accounting authority is responsible for assessing **Casidra SOC Ltd'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

10. 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.
11. 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

12. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 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 selected programme presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
13. My procedures address the reported performance information, which must be based on the approved performance planning documents of the company. I have not evaluated the completeness and appropriateness of the performance indicators / measures included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to 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.

**REPORT OF THE AUDITOR-GENERAL TO THE
WESTERN CAPE PROVINCIAL PARLIAMENT ON CASIDRA (SOC) LTD**

14. 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 annual performance report of the company for the year ended 31 March 2020:

PROGRAMME	PAGES IN THE ANNUAL PERFORMANCE REPORT
Programme 3: rural infrastructure development and poverty alleviation	30-34

15. I performed procedures to determine whether the reported performance information was properly presented and whether performance 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.

16. The material finding in respect of the reliability of the selected programme is as follows:

Programme 3: rural infrastructure and poverty alleviation

3.2.2: number of projects implemented from previous financial years

17. The achievement of 50 projects implemented from previous financial years was reported against a target of 36 projects to be implemented in the annual performance report. However, the supporting evidence provided did not agree with the reported achievement and indicated an achievement of 43 projects implemented.

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

Other matters

19. I draw attention to the matters below:

Achievement of planned targets

20. Refer to the annual performance report on pages 30 to 34 for information on the achievement of planned targets for the year and explanations provided for the under and overachievement of a number of targets. This information should be considered in the context of the material finding on the reliability of the reported performance information in paragraph 17 of this report.

Adjustment of material misstatements

21. 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

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

23. The material findings on compliance with specific matters in key legislations are as follows:

Procurement and contract management

24. Some of the quotations were awarded to bidders based on preference points that were not allocated in accordance with the requirements of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000) (PPPFA) and its regulations.

25. Some of the quotations were awarded to bidders that did not score the highest points in the evaluation process, as required by section 2(1)(f) of the PPPFA and Preferential Procurement Regulations.

Other information

26. 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 risk management certificate 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.

27. 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 thereon.

28. 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.

29. I have nothing to report in this regard.

**REPORT OF THE AUDITOR-GENERAL TO THE
WESTERN CAPE PROVINCIAL PARLIAMENT ON CASIDRA (SOC) LTD**

Internal control deficiencies

30. 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 and the findings on compliance with legislation included in this report.
31. The annual performance report contained misstatements that were not corrected. The reporting of the number of projects implemented from previous financial years was not according to the technical indicator description in the corporate plan.
32. Some of the quotations were awarded to bidders based on preference points that were not allocated in accordance with the requirements of the PPPFA and its regulations. In some instances, this resulted in the incorrect supplier been selected.

Auditor - General

Cape Town
30 September 2020



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 accounting authority.
 - conclude on the appropriateness of the use of the going concern basis of accounting by the board of directors, which constitutes 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.

STATEMENT OF THE DIRECTORS' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2020

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 59 to 87 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 going concern basis has been adopted in preparing the Financial Statements. The Financial Position in the short-term is healthy, but in the medium- to long-term the going concern principle is coupled directly with sufficient and timely continued transfer of funding by the State and acquisition of additional funding for current expenditure. The viability of the Company is supported by the Financial Statements.

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 it was 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 55 to 57.

The Annual Financial Statements for the year ended 31 March 2020 were approved by the Board of Directors and are signed on behalf of the Board by:



AV MOOS
Chairperson of the Board
29 October 2020



WU ABRAHAMS
Director
29 October 2020

Secretarial Certification

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
29 October 2020

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2020

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 clearly indicated in the attached Financial Statements. During the past financial year, the Company incurred net operational costs of R25,90 million (restated 2019: R27,43 million) before transfer funding, VAT inclusive, of R27,18 million (2019: R29,62 million) from the Western Cape Department of Agriculture.

The short-term Financial Position is sound, but in the medium- and long-term the going concern business principle is directly linked to the continuation of sufficient and timely transfer of funding from Government and the obtaining of additional funding for current expenditure. The Directors believe that **Casidra** has adequate resources in place to continue operating in the foreseeable future.

3. AUDITORS

The Auditor-General of South Africa 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 onward.

4. SHARE CAPITAL

The authorised and issued share capital remained unchanged. The equity of the Company was R30,40 million as at 31 March 2020 (restated 2019: R32,35 million). The Western Cape Government holds the total shareholding of the Company.

5. DIVIDEND

No dividend was declared or paid for the year (2019: R Nil).

6. DIRECTORS

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

Mr	AV Moos	Chairperson
Mr	WU Abrahams	
Prof	E Calitz	
Mr	EJ Jeffhas	Vice-Chairperson
Mr	DM Johnson	Appointed 26/03/2020
Prof	JF Kirsten	
Mr	GJ Martin	
Ms	ZT Nackerdien	Resigned 31/08/2019
Ms	GM Ntuli	
Mr	M Wüst	

The Directors' other details are reported in the Governance Report in the Annual Report.

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 the 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 Governance Report under the section titled Broad-Based Black Economic Empowerment.

10. EVENTS AFTER THE REPORTING DATE

The national Covid-19 lockdown was enforced from 27 March 2020. Permits were issued to **Casidra** employees to enable them to travel and render essential services during this period. The rest of our employees worked from home in terms of the Company's policies.

No other 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 AS AT 31 MARCH 2020

ASSETS	Notes	2020 R	Restated 2019 R
Current assets			
Receivables from exchange transactions	13	5 870 085	1 266 278
Prepayments	14	310 570	248 006
Cash and cash equivalents	15	19 619 156	22 523 398
VAT receivable	17	37 874	-
Project cash and cash equivalents	34	265 935 131	504 969 692
		291 772 816	529 007 374
Non-current assets			
Property and equipment	7	6 960 233	7 100 152
Investment property	8	412 999	418 643
Intangible assets	9	69 160	50 553
Other financial assets	11	1 903 451	5 885 298
Receivables from non-exchange transactions	12	30 170	-
		9 376 013	13 454 646
TOTAL ASSETS		301 148 829	542 462 020
LIABILITIES			
Current liabilities			
Payables from exchange transactions	16	1 701 124	1 253 748
VAT payable	17	-	448 602
Income tax payable	18	43 742	-
Provisions	19	3 072 051	3 079 532
Project creditors	34	265 935 131	504 969 692
		270 752 048	509 751 574
Non-current liabilities			
Deferred income tax liabilities	20	-	364 165
TOTAL LIABILITIES		270 752 048	510 115 739
Net assets			
Ordinary shares	21	25 000 000	25 000 000
Accumulated surplus		5 396 781	7 346 281
TOTAL NET ASSETS		30 396 781	32 346 281
TOTAL NET ASSETS AND LIABILITIES		301 148 829	542 462 020

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2020

		2020	Restated 2019
	Notes	R	R
REVENUE			
Revenue from non-exchange transactions		23 633 043	25 753 913
Transfer funding - Agriculture Western Cape		27 178 000	29 617 000
Less: Value Added Tax		(3 544 957)	(3 863 087)
Revenue from exchange transactions		16 630 069	10 187 729
Rendering of services		2 240 367	2 215 206
Interest earned - external investments	23	5 527 681	6 584 898
Rental of facilities	24	271 505	269 599
Other income	25	8 590 516	1 118 026
TOTAL REVENUE		40 263 112	35 941 642
EXPENSES			
Auditors' remuneration		836 552	779 792
Consultancy fees		176 445	151 803
Rental paid		255 903	203 375
Training, skills levy and bursaries		1 150 727	1 082 881
Travel and accommodation		2 058 241	1 478 941
Personnel expenses	26	28 384 763	22 247 678
Personnel expenses - Prescribed officers	27	6 094 821	5 669 275
Directors' remuneration	27	253 903	231 004
Repairs and maintenance contractors	28	253 602	225 945
Depreciation	29	539 417	469 001
General expenses	30	3 055 224	2 963 894
TOTAL EXPENSES		43 059 598	35 503 589
OTHER (LOSSES)/GAINS			
Gain on sale of assets		-	83 575
Loss on property and equipment scrapped		(29 930)	(11 148)
Fair value adjustment - Other financial assets	11	556 493	(2 185 236)
Deficit before income tax		(2 269 923)	(1 674 756)
Income tax expense	31	320 423	377 597
DEFICIT FOR THE YEAR		(1 949 500)	(1 297 159)

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 31 MARCH 2020

	Share Capital R	Accumulated surplus R	Total R
Restated 2019			
Restated Balance at 1 April 2018	25 000 000	8 643 440	33 643 440
Net deficit for the year	-	(1 297 159)	(1 297 159)
Balance at 31 March 2019	25 000 000	7 346 281	32 346 281
2020			
Balance at 1 April 2019	25 000 000	7 346 281	32 346 281
Net deficit for the year	-	(1 949 500)	(1 949 500)
Balance at 31 March 2020	25 000 000	5 396 781	30 396 781

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2020

	Notes	2020 R	Restated 2019 R
Cash flow from operating activities			
Cash receipt from customers		40 263 112	35 941 642
Cash paid to suppliers and employees		(52 989 480)	(40 951 971)
Cash utilised in operating activities	32	(12 726 368)	(5 010 329)
Cash flow from investment activities			
Purchase of intangible assets	9	(138 321)	(101 107)
Purchase of other financial assets	11	(53 170)	(40 534)
Proceeds from sale of other financial assets	11	4 591 510	-
Interest received	23	5 527 681	6 584 898
Dividends received	25	198 496	216 170
Proceeds from sale of property and equipment	32	6 325	196 149
Purchase of property and equipment	33	(310 395)	(846 852)
Cash generated from investing activities		9 822 126	6 008 724
Net movement in cash and cash equivalents		(2 904 242)	998 395
Cash and cash equivalents at 1 April		22 523 398	21 525 003
Cash and cash equivalents at 31 March	15	19 619 156	22 523 398

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

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.

These financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise.

The principal accounting policies, which have been consistently applied to all the years presented, 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 depreciation charge for each period is recognised in surplus or deficit.

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.

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.

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.

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.

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.

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.

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:

Gains and losses from 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.

ITEM	AVERAGE USEFUL LIFE
Buildings	66 years
Office Furniture and equipment	5 - 20 years
Vehicles	4 - 20 years
Computers	3 - 5 years

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES****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 depreciation 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 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 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES****2.7 FINANCIAL ASSETS****(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 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES****2.8 SHARE CAPITAL**

Ordinary shares issued 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 service

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 shareholders.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.14 COMPENSATION OF EMPLOYEES

Remuneration to employees is recognised in the Statement of Financial Performance as the services that 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 recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred.

Irregular expenditure is removed from the note when it is approved by the accounting authority.

3. FINANCIAL RISK MANAGEMENT

3.1 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	2020 R	2019 R
Increase of 5%, equity will increase with	95 173	294 265
Decrease of 5%, equity will decrease with	(95 173)	(294 265)

(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 withing 12 months.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

3. FINANCIAL RISK MANAGEMENT

3.1 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 10.1 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	2020 R	2019 R
Increase of 5%, profit will increase with	552 768	658 490
Decrease of 5%, profit will decrease with	(522 768)	(658 490)

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.

3.2 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	2020 R	2019 R
Unadjusted quoted prices in active market for identical assets	907 827	4 433 344
Direct asset prices	995 624	1 451 954
TOTAL	1 903 451	5 885 298

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

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

4.1 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.

4.2 CRITICAL JUDGEMENTS IN APPLYING THE ENTITY'S ACCOUNTING POLICIES

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

5. 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

6. NEW STANDARDS AND INTERPRETATIONS

6.1 STANDARDS AND INTERPRETATIONS EFFECTIVE AND ADOPTED IN THE CURRENT YEAR

The Company has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

GRAP 20	Related-party disclosures	1 April 2019
GRAP 32	Service concession arrangements: grantor	1 April 2019
GRAP 108	Statutory receivables	1 April 2019
GRAP 109	Accounting by principals and agents	1 April 2019
IGRAP 17	Service concession arrangements where a grantor controls a significant residual interest in an asset	1 April 2019
IGRAP 18	Recognition and derecognition of land	1 April 2019
IGRAP 19	Liabilities to pay levies	1 April 2019
	Guideline Accounting for arrangements undertaken in terms of the National Housing Programme	1 April 2019

6.2 STANDARD AND INTERPRETATIONS ISSUED, BUT NOT YET EFFECTIVE

The Company has chosen not to early adopt the following standards and interpretations of GRAP, which have been issued and are effective for the Company's accounting periods beginning on or after 1 April 2020 or later periods:

GRAP 34	Separate financial statements	1 April 2020
GRAP 35	Consolidated financial statements	1 April 2020
GRAP 36	Investments in associates and joint ventures	1 April 2020
GRAP 37	Joint arrangements	1 April 2020
GRAP 38	Disclosure of interest in other entities	1 April 2020
GRAP 110	Living and non-living resources	1 April 2020
IGRAP 1	Applying the probability test on initial recognition revenue (amendments)	1 April 2020
IGRAP 20	Accounting for adjustments to revenue	1 April 2020

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

	LAND AND BUILDINGS	VEHICLES	FURNITURE AND EQUIPMENT	COMPUTERS	TOTAL
7. PROPERTY AND EQUIPMENT	R	R	R	R	R
Restated 2019					
Carrying value at 1 April	4 453 567	1 416 460	297 317	523 065	6 690 409
Cost	5 014 628	2 211 223	1 232 779	1 730 282	10 188 912
Accumulated depreciation	(561 061)	(794 763)	(935 462)	(1 207 217)	(3 498 503)
Additions	12 064	618 638	22 251	193 899	846 852
Disposals and transfers	3	(101 425)	(8 877)	(2 272)	(112 571)
Cost	-	(443 345)	(12 325)	(45 411)	(501 081)
Accumulated Depreciation	3	341 920	3 448	43 139	388 510
Depreciation	(33 004)	(147 173)	(26 757)	(117 604)	(324 538)
Carrying value at 31 March	4 432 630	1 786 500	283 934	597 088	7 100 152
Cost	5 026 692	2 386 516	1 242 705	1 878 770	10 534 683
Accumulated depreciation	(594 062)	(600 016)	(958 771)	(1 281 682)	(3 434 531)
2020					
Carrying value at 1 April	4 432 630	1 786 500	283 934	597 088	7 100 152
Cost	5 026 692	2 386 516	1 242 705	1 878 770	10 534 683
Accumulated depreciation	(594 062)	(600 016)	(958 771)	(1 281 682)	(3 434 531)
Additions	-	-	5 855	304 450	310 395
Disposals and transfers	-	-	(13 386)	(22 869)	(36 255)
Cost	-	-	(109 743)	(144 707)	(254 450)
Accumulated Depreciation	-	-	96 357	121 838	218 195
Depreciation	(33 003)	(144 600)	(25 697)	(210 759)	(414 059)
Carrying value at 31 March	4 399 427	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)
REPAIRS AND MAINTENANCE 2019					
Contractors	173 781	51 066	-	1 098	225 945
Material	-	-	10 700	7 146	17 846
REPAIRS AND MAINTENANCE 2020					
Contractors	165 233	43 727	15 227	18 008	242 195
Material	-	-	4 126	10 331	14 457

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

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 at a value of R670 224 (2019: R670 224) and not depreciated.

8. INVESTMENT PROPERTY	2020	2019
	R	R
Carrying value at the beginning of the year	418 643	424 287
Cost	432 257	432 257
Accumulated depreciation	(13 614)	(7 970)
Depreciation	(5 644)	(5 644)
Carrying value at the end of the year	412 999	418 643
Cost	432 257	432 257
Accumulated depreciation	(19 258)	(13 614)
The property consists of an office building erected on erf 26 168 as described in note 7.		
There are no capital assets currently under construction.		
No investment property is held as security and the fair value, based on replacement values, is R3,37m (2019: R2,83m).		
The direct operating expenses were:		
Repairs and maintenance contractors	11 407	-
Insurance	2 619	2 080
	14 026	2 080
The income earned was:		
Rental income	250 462	246 240

9. INTANGIBLE ASSETS	2020	2019
Computer software		
Carrying value at the beginning of the year	50 553	88 266
Cost	1 327 271	1 226 164
Accumulated depreciation	(1 276 718)	(1 137 898)
Additions	138 321	101 107
Depreciation	(119 714)	(138 820)
Carrying value at the end of the year	69 160	50 553
Cost	1 465 592	1 327 271
Accumulated depreciation	(1 396 432)	(1 276 718)
There are no repairs and maintenance cost and no capital assets currently under construction.		

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

10.1 FINANCIAL INSTRUMENTS BY CATEGORY			2020	2019
			R	R
The accounting policies for financial instruments have been applied to the line items below.				
Assets as per Statement of Financial Position				
		Interest rate %		
Amortised cost	2020	2019		
Receivables from exchange transactions			5 870 085	1 266 278
Project cash and cash equivalents			265 935 131	504 969 692
Cash and cash equivalents	0 - 6,89	0 - 7,54	19 619 156	22 523 398
Fair value				
Other financial assets			1 903 451	5 885 298
Total			293 327 823	534 644 666
Liabilities as per Statement of Financial Position				
Amortised cost				
Payables from exchange transactions			1 701 124	1 253 748
Project creditors			265 935 131	504 969 692
Total			267 636 255	506 223 440

10.2 CREDIT QUALITY OF FINANCIAL ASSETS			2020	2019
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				
			5 870 085	1 266 278

11. OTHER FINANCIAL ASSETS			2020	2019
			R	R
Number of				
shares	Listed securities			
3 765	Kaap Agri Limited		88 101	118 598
-	Pioneer Food Group Limited		-	3 344 289
41 741	Quantum Foods Holdings Limited		142 337	146 094
7 333	Sanlam Limited		374 643	540 882
68 806	Zeder Investments Limited		302 746	283 481
	Listed securities		907 827	4 433 344

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

		2020	2019
11. OTHER FINANCIAL ASSETS (CONTINUED)		R	R
Number of			
shares	Unlisted securities		
11 092	(2019: 10 679) Nedgroup Growth fund unit trust	165 412	255 220
3 206	(2019: 3 089) Old Mutual unit trust	830 212	1 196 734
	Unlisted securities	995 624	1 451 954
Total securities		1 903 451	5 885 298
At 1 April		5 885 298	8 030 000
Additions		53 170	40 534
Disposals		(4 591 510)	-
Fair value adjustment		556 493	(2 185 236)
Non-current portion		1 903 451	5 885 298

The maximum exposure to credit risk at the reporting date is the carrying value of the total securities. None of these financial assets is either past due or impaired.

12. RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS			
Deposits - rent		26 250	-
Deposits - water and electricity		3 920	-
		30 170	-

13. RECEIVABLES FROM EXCHANGE TRANSACTIONS			
Projects		5 829 676	1 229 533
Staff debtors - vehicle insurance		40 409	36 745
Current portion		5 870 085	1 266 278
As of 31 March the following receivables from exchange transactions were due but not impaired: Up to 3 months			
Projects		5 829 676	1 229 533
Staff debtors - vehicle insurance		40 409	36 745
		5 870 085	1 266 278

The carrying values approximates the fair values.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

	2020	2019
14. PREPAYMENTS		
Prepaid insurance	310 570	248 006
15. CASH AND CASH EQUIVALENTS		
	R	R
Cash in bank	3 196 361	7 679 700
Call investments	16 421 195	14 825 296
Cash on hand and deposits	1 600	18 402
	19 619 156	22 523 398
16. PAYABLES FROM EXCHANGE TRANSACTIONS		
Sundry creditors	1 622 261	1 163 055
Personnel fund	20 463	11 643
Projects	58 400	79 050
	1 701 124	1 253 748
17. VAT RECEIVABLE/(PAYABLE)		
SARS - VAT	37 874	(448 602)
18. TAXES PAYABLE		
Income tax payable	43 742	-
19. PROVISIONS		
Leave provision		
Opening balance	2 512 532	2 245 367
Movement for the year	(4 481)	267 165
Closing balance	2 508 051	2 512 532
Performance bonuses		
Opening balance	567 000	526 000
Movement for the year	(3 000)	41 000
Closing balance	564 000	567 000
	3 072 051	3 079 532

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

	2020	2019
	R	R
20. DEFERRED INCOME TAX LIABILITY		
The analysis of deferred tax assets and liabilities is as follows:		
Deferred tax assets		
Assessed loss that can be utilised	640 556	(55 545)
Computer software/Property and Equipment	19 365	2 400
Buildings	(175 578)	-
Leave provision	(702 254)	(703 509)
Total deferred tax assets	(217 911)	(756 654)
Deferred tax liabilities		
Other financial assets	217 911	1 120 819
Total deferred tax liabilities	217 911	1 120 819
Net deferred tax liabilities	-	364 165
Non-current	-	364 165
Net deferred tax liabilities	-	364 165
The gross movement on the deferred income tax account is as follows:		
Opening balance	364 165	741 762
Assessed loss	696 101	160 204
Computer software/Property and Equipment	16 965	-
Property and equipment	-	24 266
Buildings	(175 578)	-
Investment property	-	2 232
Leave provision	1 255	(74 806)
Other financial assets	(902 908)	(489 493)
Closing balance	-	364 165

	Number of shares	Ordinary shares	2020	2019
		R	R	R
21. ORDINARY SHARES				
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 (2019: 25 000 000). All issued shares are fully paid-up.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

22. REVENUE FROM EXCHANGE TRANSACTIONS

Revenue from exchange transactions represents the invoiced value of services and excludes Value Added Tax.

	2020	2019
	R	R
23. INTEREST EARNED - EXTERNAL INVESTMENTS		
Interest received	5 527 681	6 584 898

24. RENTAL OF FACILITIES

Investment property	250 462	246 240
Other	21 043	23 359
	<u>271 505</u>	<u>269 599</u>

25. OTHER INCOME

SETA and costs recovered	577 180	770 747
Bad debt recovered	6 590	11 250
Bursary repayments	91 599	119 859
Project expenses and salaries recovered	7 716 651	-
Dividends received	198 496	216 170
	<u>8 590 516</u>	<u>1 118 026</u>

26. PERSONNEL EXPENSES

Basic salary	24 942 202	18 832 587
Allowances	764 811	548 912
Bonus (2020 & 2019)	366 077	391 703
Company contributions	1 983 819	1 763 434
Long service awards, leave pay and provision	327 854	711 042
	<u>28 384 763</u>	<u>22 247 678</u>

An amount of R7 304 982 included in the personnel expenses for 2020 relates to projects.

27. PRESCRIBED OFFICERS AND DIRECTORS

27.1 PRESCRIBED OFFICERS		
Basic salary	4 677 168	4 491 995
Allowances	393 503	359 620
Bonus (2019 & 2018)	136 365	119 551
Company contributions	443 451	410 124
Leave pay	284 584	-
Insurance and other	159 750	287 985
	<u>6 094 821</u>	<u>5 669 275</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

27. PRESCRIBED OFFICERS AND DIRECTORS (CONTINUED)	2020	2019
	R	R
Basic salary		
Chief Executive Officer - M Brinkhuis (resigned 31/12/2018)	-	962 043
Chief Executive Officer - AC Seymour (appointed 4/3/2019)	1 105 440	82 828
Chief Officer Projects - D Nefdt (appointed 1/5/2018)	1 169 271	1 002 091
Chief Officer Technical - K Oosthuizen (retired 31/05/2019)	262 762	1 170 621
Chief Officer Technical - M Silevu (appointed 1/04/2019)	761 248	-
Chief Financial Officer - FJ van Zyl	1 378 447	1 274 411
	4 677 168	4 491 994
	4 677 168	4 491 994
Allowances		
Chief Executive Officer - M Brinkhuis (resigned 31/12/2018)	-	90 000
Chief Executive Officer - AC Seymour (appointed 4/3/2019)	120 000	10 000
Chief Officer Projects - D Nefdt (appointed 1/5/2018)	7 260	-
Chief Officer Technical - K Oosthuizen (retired 31/05/2019)	26 243	139 620
Chief Officer Technical - M Silevu (appointed 1/04/2019)	120 000	-
Chief Financial Officer - FJ van Zyl	120 000	120 000
	393 503	359 620
	393 503	359 620
Bonus		
Chief Officer Technical - K Oosthuizen (2019 & 2018)	66 061	57 915
Chief Financial Officer - FJ van Zyl (2019 & 2018)	70 304	61 636
	136 365	119 551
	136 365	119 551
Company contributions		
Chief Executive Officer - M Brinkhuis (resigned 31/12/2018)	-	79 304
Chief Executive Officer - AC Seymour (appointed 4/3/2019)	112 610	8 899
Chief Officer Projects - D Nefdt (appointed 1/5/2018)	107 449	92 086
Chief Officer Technical - K Oosthuizen (retired 31/05/2019)	19 265	101 699
Chief Officer Technical - M Silevu (appointed 1/04/2019)	66 429	-
Chief Financial Officer - FJ van Zyl	137 698	128 137
	443 451	410 125
	443 451	410 125
Leave pay		
Chief Officer Technical - K Oosthuizen (retired 31/05/2019)	284 584	-
	284 584	-
	284 584	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

27. PRESCRIBED OFFICERS AND DIRECTORS (CONTINUED)	2020	2019
	R	R
Insurance and other		
Chief Executive Officer - M Brinkhuis (resigned 31/12/2018)	-	160 772
Chief Executive Officer - AC Seymour (appointed 4/3/2019)	34 959	2 763
Chief Officer Projects - D Nefdt (appointed 1/5/2018)	33 357	28 588
Chief Officer Technical - K Oosthuizen (retired 31/05/2019)	8 994	56 082
Chief Officer Technical - M Silevu (appointed 1/04/2019)	39 692	-
Chief Financial Officer - FJ van Zyl	42 748	39 780
	<u>159 750</u>	<u>287 985</u>

27.2 DIRECTORS	2020			2019		
	Fees	Travel	Total	Fees	Travel	Total
Non-executive						
Abrahams WU	32 339	3 157	35 496	3 669	273	3 942
Calitz E Prof	36 008	3 553	39 561	25 256	2 871	28 127
Coetzee L Dr.	-	-	-	11 892	5 517	17 409
Jeffhas EJ	23 853	1 093	24 946	33 398	1 704	35 102
Kirsten JF Prof	28 899	3 006	31 905	26 442	2 900	29 342
Martin GJ	22 702	137	22 839	26 778	-	26 778
Moos AV	36 299	1 737	38 036	31 780	2 738	34 518
Nackerdien ZT	14 909	-	14 909	28 706	-	28 706
Ntuli GM	19 951	1 562	21 513	23 997	3 084	27 081
Wüst M	19 725	4 973	24 698	-	-	-
	<u>234 685</u>	<u>19 218</u>	<u>253 903</u>	<u>211 917</u>	<u>19 087</u>	<u>231 004</u>

28. REPAIRS AND MAINTENANCE CONTRACTORS	2020	2019
	R	R
Computers	18 008	1 098
Furniture & equipment	15 227	-
Vehicles	43 727	51 066
Buildings	165 233	173 781
Property and Equipment	242 195	225 945
Investment property	11 407	-
	<u>253 602</u>	<u>225 945</u>

29. DEPRECIATION	2020	2019
	R	R
Buildings	33 003	33 003
Computers	210 759	117 604
Furniture and equipment	25 697	26 757
Vehicles	144 600	147 173
Investment property	5 644	5 644
Intangible assets	119 714	138 820
	<u>539 417</u>	<u>469 001</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

30. GENERAL EXPENSES	2020	2019
	R	R
Communication	481 757	476 253
Municipal services	578 879	429 888
Membership - IT and other	474 535	465 629
Printing, stationery and other	1 520 053	1 592 124
	3 055 224	2 963 894

31. INCOME TAX EXPENSE		
Current tax	43 742	-
Deferred income tax (note 20)	(364 165)	(377 597)
Income tax expense	(320 423)	(377 597)
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	(2 269 923)	(1 674 756)
Tax using domestic tax rate (theoretical)	(635 578)	(471 889)
Tax effects of:		
Dividends received	(55 579)	(60 528)
Non-taxable income - Loans recovered	(1 845)	(3 150)
Depreciation - Buildings and Investment property	-	40 277
Deferred tax not recognised - Buildings	164 267	-
Profit on sale of assets	-	(23 401)
Capital gains tax	239 476	18 721
Other financial assets - Fair value adjustment	(31 164)	122 373
Actual tax charge	(320 423)	(377 597)

No provision was made for income tax for 2019 due to the company having a calculated tax loss amounting to R198 376.

32. CASH UTILISED IN OPERATING ACTIVITIES		
Deficit for the year	(1 949 500)	(1 297 159)
Income tax	(364 165)	(377 597)
Depreciation	539 417	469 001
Gain on sale of assets	-	(83 575)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

	2020	2019
32. CASH UTILISED IN OPERATING ACTIVITIES (CONTINUED)	R	R
Other financial assets - fair value adjustment	(556 493)	2 185 236
Loss on property and equipment scrapped	29 930	-
Provisions movement	(7 481)	308 165
Investment income	(5 726 177)	(6 801 068)
Operating deficit before changes in working capital	(8 034 469)	(5 596 997)
<i>Changes in working capital</i>		
Increase in receivables from non-exchange transactions	(30 170)	-
Increase in receivables from exchange transactions	(4 603 807)	(670 988)
Increase in prepayments	(62 564)	(38 760)
(Decrease)/increase in VAT payable	(486 476)	413 752
Increase in income tax payable	43 742	-
Increase in payables from exchange transactions	447 376	882 664
Changes in working capital	(4 691 899)	586 668
Cash utilised in operations	(12 726 368)	(5 010 329)
In the Statement of Cash Flows, proceeds from sale of property and equipment comprise:		
Net carrying value - property and equipment	36 255	112 574
Profit on disposal of property and equipment	-	83 575
Loss on property and equipment scrapped	(29 930)	-
Proceeds from sale of property and equipment	6 325	196 149

33. PURCHASE OF PROPERTY AND EQUIPMENT		
Buildings - improvements	-	12 064
Computers	304 540	193 899
Furniture and equipment	5 855	22 251
Vehicles	-	618 638
	310 395	846 852

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

34. PROJECT CASH EQUIVALENTS AND PROJECT CREDITORS	2020	2019
	R	R
Project cash equivalents	265 935 131	504 969 692
Project creditors	(265 935 131)	(504 969 692)
	-	-

Casidra implemented various projects funded by Government Departments. The cash equivalents are the total amounts not spent at reporting date.

The detail of the project cash equivalents and the expenditure per project for the year are disclosed in Annexure A.

35. 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 financial statements.

36. RELATED PARTIES	2020	2019
	R	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;		
- Provincial Minister of Economic Opportunities 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	23 633 043	25 753 913
Directors' remuneration - 9 individuals	253 903	231 004
Key management personnel levels 14 to 15 employee costs - 5 individuals.	6 094 821	5 669 275

37. IRREGULAR EXPENDITURE

Reconciliation of irregular expenditure		
Opening balance	695 089	-
Add: Irregular expenditure relating to current year	-	695 089
Less: Prior year amounts approved	(695 089)	-
Closing balance	-	695 089

38. PRINCIPAL-AGENT

Casidra SOC Limited is a project implementing company for the Western Cape Government. The Provincial Government of the Western Cape is **Casidra's** sole shareholder. **Casidra's** Cabinet approved mandate is "Agricultural and economic development within a rural and land reform context".

In accordance with the Public Finance Management Act, **Casidra** has been listed as a Schedule 3D provincial government business enterprise. **Casidra** signs a Shareholder's Compact with the Western Cape Government via its Department of Agriculture annually.

Casidra entered into agreements to implement projects. No significant judgement had been applied in making this assessment. Before project funds are transferred to **Casidra**, the funder and **Casidra** signs an agreement per project where the amount as well as the terms of the project are specified. **Casidra** is the project implementer. There were no significant changes in these contracts during the reporting period. **Casidra** bears the risks with respect to project implementation.

During the reporting period **Casidra** implemented CASP and disaster funds and managed two farms for the Western Cape Department of Agriculture; supplied short-term funding for entrepreneurs for the Western Cape Department of Economic Development and Tourism and did clearing of invasive plants for the Western Cape Department of Environmental Affairs. The project funding received and utilised during the financial year as well as the funds available at year-end are reported in Annexure A to the financial statements. The project funds available and the project creditors at year-end are disclosed in notes 2.7.6, 2.11, 5, 34 and 36. **Casidra** does not hold any assets or incurred liabilities on behalf of a principal.

The income **Casidra** received and the total project travel and salaries recovered are disclosed in notes 2.12, 25 and 36 as well as in the Statement of Financial Performance. **Casidra** received R2,2 m as project implementer.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

39. CORRECTION OF ERROR

The entity applied GRAP from 2017 onwards. Buildings were not depreciated retrospectively from 2001 to 2016. Corrections were made during the previous financial years. The details of the corrections are described below.

Restatement of accumulated surplus

The prior year figures of accumulated surplus and accumulated depreciation buildings have been restated to correctly account for depreciation on buildings in terms of the disclosure notes indicated below. The effects of the changes are as follows:

	2020 R	2019 R
Accumulated surplus		
Balance stated previously - 1 April 2018		9 117 836
Acc. depreciation 2001- 2016 (increase acc.depr. & decrease acc. surplus)		(484 956)
Restated balance - 1 April 2018		8 632 880
Restatements for 2018/19 - Correction of error:		
Depreciation buildings - previous calculation	43 564	
Depreciation buildings - revised calculation	(33 004)	
Net restatement for 2018/19	10 560	10 560
Restated balance - 31 March 2019		8 643 440
Accumulated depreciation buildings		
Balance stated previously - 1 April 2018		86 662
Adjustment of depreciation - 2001 to 2016		474 396
Restated balance as at 1 April 2018		561 058
Restated depreciation for 2018/19		33 004
Restated balance - 31 March 2019		594 062

Depreciation

The prior year amount for depreciation and accumulated depreciation was restated to correctly account for depreciation on buildings previously incorrectly calculated.

The effect of the correction is as follows:

	Previously 2019 R	Restatement R	Restated 2019 R
Non-current assets			
Property and equipment	7 563 987	(463 835)	7 100 152
Net assets			
Accumulated surplus	(7 810 116)	463 835	(7 346 281)

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2020

PART E:

FINANCIAL INFORMATION

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

PROJECT NAME AND FUNDER	BALANCE 2019/03/31	RECEIVED FROM FUNDERS	INTERNAL TRANSFERS	OTHER INCOME	PROJECTS COMPLETED PREVIOUS YEAR	UTILISED 2020	BALANCE 2020/03/31
CASP Cape Winelands -available	19 442 408	-	-	-	-	-	1 842 450
WCDoA and interest Items expensed	48 166 737 (28 724 329)	-	(5 351 757)	614 256	(30 977 163)	(12 862 457)	12 452 073 (10 609 623)
CASP Central Karoo -available	7 979 141	-	-	-	-	-	7 400 790
WCDoA and interest Items expensed	12 119 353 (4 140 212)	-	1 445 203	568 884	(3 800 518)	-	10 332 922 (2 932 132)
CASP Interest -available	11 319 551	-	-	-	3 800 518	(2 592 438)	13 445 965
WCDoA and interest Items expensed	16 391 620 (5 072 069)	-	10 255 975	895 433	(5 261 505)	(9 024 994)	(22 281 523) (8 835 558)
CASP Savings -available	4 815 623	-	-	-	5 261 505	-	4 271 645
WCDoA and interest Items expensed	7 219 732 (2 404 109)	-	238 408	325 918	(2 495 640)	-	5 288 418 (1 016 773)
CASP West Coast -available	32 156 872	-	-	-	2 495 640	(1 108 304)	25 597 022
WCDoA and interest Items expensed	33 827 688 (1 670 816)	10 000 000	(2 252 611)	2 278 365	-	(16 585 604)	43 853 442 (18 256 420)
CASP West Coast Metro -available	8 037 159	-	-	-	-	-	2 156 891
WCDoA and interest Items expensed	11 277 546 (3 240 387)	3 125 355	(494 388)	210 373	-	(8 721 608)	14 118 886 (11 961 995)
CASP Winelands/Overberg -available	79 311 812	-	-	-	-	-	25 597 873
WCDoA and interest Items expensed	80 730 459 (1 418 647)	-	(20 237 808)	3 673 822	-	(37 149 953)	64 166 473 (38 568 600)
2011/2012 Flood relief -available	92 813 895	-	-	-	-	-	63 058 000
WCDoA and interest Items expensed	246 377 296 (153 563 401)	-	-	5 715 937	(188 459 870)	(35 471 832)	63 633 363 (575 363)
					188 459 870		

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2020 (CONTINUED)

PART E: FINANCIAL INFORMATION

PROJECT NAME AND FUNDER	BALANCE 2019/03/31	RECEIVED FROM FUNDERS	INTERNAL TRANSFERS	OTHER INCOME	PROJECTS COMPLETED PREVIOUS YEAR	UTILISED 2020	BALANCE 2020/03/31
Flood relief 2013 -available	57 877 347	-	-	2 003 328	(44 063 934)	(57 174 193)	2 706 482
WCDoA and interest	63 515 454	-	-	-	-	-	21 454 848
Items expensed	(5 638 107)	-	-	-	44 063 934	(182 299 220)	(18 748 366)
Drought relief -available	124 169 306	-	-	-	-	-	15 235 359
WCDoA and interest	234 543 243	69 773 000	-	3 522 273	(234 543 243)	-	73 295 273
Items expensed	(110 373 937)	-	-	-	234 543 243	(182 299 220)	(58 059 914)
CASP Agri processing -available	-	-	-	-	-	-	238
WCDoA and interest	-	-	-	150	-	-	150
Items expensed	-	-	-	-	-	88	88
CASP Black producers -available	-	-	-	-	-	-	6 966 985
WCDoA and interest	-	-	12 234 156	349 529	-	-	12 583 685
Items expensed	-	-	-	-	-	(5 616 700)	(5 616 700)
CASP Food security -available	-	-	-	-	-	-	14 966 742
WCDoA and interest	-	23 914 000	-	533 325	-	-	24 447 325
Items expensed	-	-	-	-	-	(9 480 583)	(9 480 583)
CASP Market access -available	-	-	-	-	-	-	2 701 890
WCDoA and interest	-	5 768 000	-	57 391	-	-	5 825 391
Items expensed	-	-	-	-	-	(3 123 501)	(3 123 501)
CASP Red meat -available	-	-	-	-	-	-	8 740 257
WCDoA and interest	-	9 850 000	-	173 778	-	-	10 023 778
Items expensed	-	-	-	-	-	(1 283 521)	(1 283 521)
CASP Training -available	-	-	-	-	-	-	6 728 713
WCDoA and interest	-	7 700 000	-	206 932	-	-	7 906 932
Items expensed	-	-	-	-	-	(1 178 219)	(1 178 219)
CASP UTA -available	-	-	-	-	-	-	4 017 750
WCDoA and interest	-	6 311 851	-	15	-	-	6 311 866
Items expensed	-	-	-	-	-	(2 294 116)	(2 294 116)

PROJECT NAME AND FUNDER	BALANCE 2019/03/31	RECEIVED FROM FUNDERS	INTERNAL TRANSFERS	OTHER INCOME	PROJECTS COMPLETED PREVIOUS YEAR	UTILISED 2020	BALANCE 2020/03/31
CASP Vegetable/Seed -available	-	-	-	-	-	-	7 043 757
WCDoA and interest	-	10 456 000	-	124 172	-	-	10 589 172
Items expensed	-	-	-	-	-	(3 545 415)	(3 545 415)
CASP Viticulture table grapes -available	-	-	-	-	-	-	2 535 929
WCDoA and interest	-	6 000 000	-	169 459	-	-	6 169 459
Items expensed	-	-	-	-	-	(3 633 530)	(3 633 530)
CASP Viticulture wine grapes -available	-	-	-	-	-	-	2 162 062
WCDoA and interest	-	5 000 000	-	560 843	-	-	5 560 843
Items expensed	-	-	-	-	-	(3 398 781)	(3 398 781)
CASP White meat-available	-	-	-	-	-	-	12 718 507
WCDoA and interest	-	7 144 000	6 592 488	219 768	-	-	13 956 256
Items expensed	-	-	-	-	-	(1 237 749)	(1 237 749)
CASP Winter Grain -available	-	-	-	185 298	-	-	12 406 218
WCDoA and interest	-	13 182 000	-	-	-	-	13 367 298
Items expensed	-	-	-	-	-	(961 080)	(961 080)
LandCare	43 181 780	-	-	-	-	-	16 959 495
WCDoA and interest	51 694 019	14 718 000	(2 715 460)	2 730 983	(8 374 000)	-	58 053 542
Items expensed	(8 512 239)	-	-	-	-	(40 955 808)	(41 094 047)
Rural Nodal support programme-available	129 719	-	-	-	-	-	189 680
WCDoA and interest	204 754	-	-	82 659	-	-	287 413
Items expensed	(75 035)	-	-	-	-	(22 698)	(97 733)
*Amalienstein -available	81 929	-	-	-	-	-	387 207
WCDoA and income	7 061 349	1 200 000	-	5 483 773	(7 061 349)	-	6 683 773
Items expensed	(6 979 420)	-	-	-	-	(6 378 495)	(6 296 566)
Anhalt -available	1 922 852	-	-	-	-	-	-
Income	1 922 852	-	-	-	(1 922 852)	-	-
Items expensed	-	-	-	-	-	(1 922 852)	-
					1 922 852		

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2020 (CONTINUED)

PART E: FINANCIAL INFORMATION

PROJECT NAME AND FUNDER	BALANCE 2019/03/31	RECEIVED FROM FUNDERS	INTERNAL TRANSFERS	OTHER INCOME	PROJECTS COMPLETED PREVIOUS YEAR	UTILISED 2020	BALANCE 2020/03/31
*Waikraal - available	24 496						455 205
WCDoA and income	3 088 320	2 300 000	-	275 718	(3 088 320)	-	2 575 718
Items expensed	(3 063 824)	-	-	-	-	(2 155 009)	(2 130 513)
Total WCDoA	483 263 890	196 415 206	(285 794)	30 962 382	(530 048 394)	(450 108 572)	260 283 112
Total project funding and interest received	818 140 422						515 219 822
Total already expensed	(334 876 532)						(254 963 710)
Client other -available	430 168						531 745
Other and interest	2 803 648	-	-	3 802 699	(2 803 648)	-	3 802 699
Items expensed	(2 373 480)	-	-	-	-	(3 701 122)	(3 270 954)
DEA Projects -available	20 435 625						4 952 337
DEA and interest	21 233 347	-	285 794	760 688	-	-	22 279 829
Items expensed	(797 722)	-	-	-	-	(16 529 770)	(17 327 492)
Entrepreneurial fund -available as capital	767 708						167 937
DEDAT funding and interest	3 492 142	-	-	461 976	(3 492 142)	-	461 976
Items expensed	(2 724 434)	-	-	-	-	(1 061 747)	(294 039)
West Coast BD Centre -available	72 301						-
DEDAT and interest	499 256	-	-	1 681	(500 937)	-	-
Items expensed	(426 955)	-	-	-	-	(73 982)	-
Total Other	21 705 802	-	285 794	5 027 044	(6 796 727)	(21 366 621)	5 652 019
Total project funding and interest received	28 028 393						26 544 504
Total already expensed	(6 322 591)						(20 892 485)

* 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.

PROJECTS IMPLEMENTED FOR THE YEAR ENDED 31 MARCH 2020 (CONTINUED)

PART E:

FINANCIAL INFORMATION

PROJECT NAME AND FUNDER	BALANCE 2019/03/31	RECEIVED FROM FUNDERS	INTERNAL TRANSFERS	OTHER INCOME	PROJECTS COMPLETED PREVIOUS YEAR	UTILISED 2020	BALANCE 2020/03/31
Total project funds available	504 969 692	196 451 206	-	35 989 426	536 845 121	(471 475 193)	265 935 131
Total project funding and interest received	846 168 815						541 764 326
Total already expensed	(341 199 123)						(275 829 195)

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.

	2019 R		2020 R	
RECONCILIATION OF PROJECT FUNDS RECEIVED				
Balance at the beginning of the year	738 056 898		846 168 815	
Projects completed previous year	(398 503 070)		(536 845 121)	
Funds received from DEA	20 575 544		-	
Funds received from DEDAT	3 374 800		-	
Funds received from WCDoA	445 333 628		196 451 206	
Income and interest received	37 331 815		35 989 426	
Balance at the end of the year	846 168 815		541 764 326	
RECONCILIATION OF PROJECT FUNDS APPLIED				
Balance at the beginning of the year	397 402 974		341 199 123	
Less: Projects completed previous year	(398 503 070)		(536 845 121)	
Plus: Funds applied during the year	342 299 219		471 475 193	
Balance at the end of the year	341 199 123		275 829 195	

CASP = Comprehensive Agricultural Support Programme

DEA = Department of Environmental Affairs

DEDAT = Department of Economic Development and Tourism

WCDoA = Western Cape Department of Agriculture



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