



# Casidra

Together for Rural Development

## ANNUAL REPORT 2014/15



Western Cape  
Government

Casidra is an Implementing Agency for the Western Cape Department of Agriculture

BETTER TOGETHER.

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**WEBSITE ADDRESS:** www.casidra.co.za  
**EXTERNAL AUDITORS:** PricewaterhouseCoopers  
**BANKERS:** ABSA  
**COMPANY / BOARD SECRETARY:** FJ van Zyl

## PART A: GENERAL INFORMATION LIST OF ABBREVIATIONS/ACRONYMS

<b>AFS</b>	Annual Financial Statements
<b>AFRIWU</b>	Agricultural, Food, Fishing and Retail Industry Workers' Union
<b>APP</b>	Annual Performance Plan
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>BGCMA</b>	Breede-Gouritz Catchment Management Agency
<b>CASIDRA</b>	Cape Agency for Sustainable Integrated Development in Rural Areas
<b>CASP</b>	Comprehensive Agricultural Support Programme
<b>CEO</b>	Chief Executive Officer
<b>COS</b>	Council of Stakeholders
<b>CPA</b>	Community Property Association
<b>CPAC</b>	Commodity Project Allocation Committee
<b>CRDP</b>	Comprehensive Rural Development Programme
<b>DAFF</b>	Department of Agriculture, Forestry and Fisheries
<b>DEA</b>	Department of Environmental Affairs
<b>DEA&amp;DP</b>	Department of Environmental Affairs and Development Planning
<b>DEDAT</b>	Department of Economic Development and Tourism
<b>DESP</b>	Department of Equitable Share Projects
<b>DPAC</b>	Departmental Project Allocation Committee
<b>DRDLR</b>	Department of Rural Development and Land Reform
<b>DWS</b>	Department of Water and Sanitation
<b>EPMDS</b>	Employee Performance Management Development System
<b>EPWP</b>	Expanded Public Works Programme
<b>FET</b>	Further Education and Training
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>HR</b>	Human Resources
<b>IDP</b>	Integrated Development Plan
<b>IT</b>	Information Technology
<b>LED</b>	Local Economic Development
<b>LTD</b>	Limited
<b>LARP</b>	Land and Agrarian Reform Programme
<b>LREAD</b>	Land Reform Advisory Desk
<b>MoA</b>	Memorandum of Agreement
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>NDP</b>	National Development Plan
<b>PGWC</b>	Provincial Government of the Western Cape
<b>PFMA</b>	Public Finance Management Act (Act 1 of 1999)
<b>PPPF</b>	Preferential Procurement Policy Framework Act (Act 50 of 2000)
<b>PSO</b>	Provincial Strategic Objective
<b>PWC</b>	PricewaterhouseCoopers
<b>PTY</b>	Proprietary
<b>PR</b>	Public Relations
<b>SG</b>	Strategic Goal
<b>SEDA</b>	Small Enterprise Development Agency
<b>SETA</b>	Sectoral Education and Training Authority
<b>SMME</b>	Small Medium and Micro Enterprises
<b>SOC</b>	State-Owned Company
<b>SUSPI</b>	Stellenbosch University Sport Performance Institute
<b>TRANCRAA</b>	Transformation of Certain Rural Areas Act
<b>UTA</b>	Unit for Technical Assistance
<b>WCDoA</b>	Western Cape Department of Agriculture



In recognition of the vital role that our agriculture and agri-processing sectors play in our economy, and in recognition of the potential of our land resources to create employment, the Western Cape Government firmly supports growing these areas.

Over the past year, in partnership with **Casidra**, we have worked to accelerate the transfer of land to previously disadvantaged agri sector entrepreneurs. During the period under review, **Casidra** has offered vital management support to beneficiaries, with the result of us achieving the highest success rate for land reform in the country.

**Casidra** also opened its doors to South Africa's first Land Reform Advisory Desk (LREAD), located at its head office, which is providing guidance to Western Cape entities which have an interest, but not necessarily the know-how, in putting viable transformation projects in place.

**Casidra** also met its delivery targets in respect of the assistance it provided to Commodity Project Allocation Committees (CPACs). CPACs are charged with assisting entrepreneurs with the infrastructure they need to boost production.

Good governance is a cornerstone of all well-run businesses. In the year under review, **Casidra** partnered with the Department of Agriculture to develop management plans aimed at ensuring that government farms operate more efficiently and become sustainable enterprises.

The agricultural sector is an important job creator in our rural areas. Working with **Casidra**, we are determined to grow economic opportunities in our agricultural sector. We will do so through the delivery of food security initiatives, life skills programmes and job creation projects for residents.

2014 Was a successful year for **Casidra**, and I would like to thank its management and staff for their efforts throughout the year. Going forward, I am looking forward to strengthening our partnership. Better together, we can build an inclusive and prosperous agricultural sector.

A handwritten signature in black ink, appearing to read 'Alan Winde', written in a cursive style.

**Honourable Minister Alan Winde**  
**Executive Authority: Minister of Economic Opportunities**  
**26 August 2015**



## INTRODUCTION

The end of the 2014/2015 financial year sees **Casidra** in a phase of stability with good prospects for positive development in the years to come.

We trust that through our culture of accountability we have again provided value to Government in our endeavours to develop rural communities. We hope that Government will continue to trust us to deliver such value.

**Casidra** has maintained a level of management excellence that is cherished by all who are involved with it.

As I indicated last year, **Casidra** has learnt much over the 26 years of its existence and is very well-positioned to go forward confidently to achieve its full potential. Our staff and management are well-skilled across a broad spectrum of development activity and we are now focussing on exploiting those skills through involvement in networks that we hope to integrate over the longer term. It is heartening that our formal shareholder, Minister Alan Winde, has confidently entrusted **Casidra** with additional responsibility in land reform. We welcome the opportunity to be of greater service and the challenge of achieving the objectives of the Western Cape Provincial Government in a field of activity that is complex but of great strategic importance.

The strength and experience that we have gained through the challenges that we have had to face over the whole period of our existence should stand us in good stead in meeting the expectations of both Government and the communities that we serve.

## ACKNOWLEDGEMENTS

Once again, I express my sincere appreciation for the hard work done, and dedication shown, by the management and staff.

To all the members of the Board, also my heartfelt appreciation. It is a great privilege to serve on the same Board with you. The Western Cape Community owes each of you a debt of gratitude for making your considerable skills available in the public interest. I have to single out my esteemed colleague, Professor Julian Smith, who served with me for more than a decade, often in difficult circumstances and who has since retired. He was throughout a model of probity and integrity and of disinterested and dedicated service. His tenure of more than 12 years exceeds that of any other past director.

Our shareholder, Minister Winde, the management and staff of the Western Cape Provincial Department of Agriculture, the esteemed members of the Portfolio Committee on Agriculture and the Standing Committee for Public Accounts of the Western Cape Provincial Parliament, are respectfully offered the heartfelt gratitude of all at **Casidra** for the constructive manner in which **Casidra** has been engaged, challenged and supported

## CONCLUSION

In conclusion, let me once again invite all organisations and individuals who have a stake in the development of a strong rural economy in the Western Cape to take hands with **Casidra**, to partner with us and to work with us to realise our mandate, namely 'agricultural and economic development within a rural and land reform context'.

A handwritten signature in black ink, appearing to read 'Adv. GA Oliver'. The signature is fluid and cursive, written over a light background.

**Adv. GA Oliver**  
**Chairperson of the Board**  
**Casidra SOC Ltd**  
**26 August 2015**



### GENERAL FINANCIAL REVIEW OF THE PUBLIC ENTITY

**Casidra** concluded an interesting, challenging, but ultimately rewarding financial year. This past year, which ended on 31st March 2015, was characterised by the various nuances that are at play in the socio-economic and agriculture development arena in which we operate and of which we form an integral part.

**Casidra** is set on being supportive and is a willing and capable partner in the drive to create opportunities that will lead to growth and development in resource poor communities by utilising its project management skills and competencies to unlock and nurture potential.

Through the dedication of the project implementation staff at the Head and Regional Offices, keenly assisted by the staff in the support functions, **Casidra** is transforming the lives of many individuals in these sometimes faraway locations.

This illustrates the passion for helping others and has once again been the hallmark of the work performed by the **Casidra** team during the past year.

**Casidra's** utilisation of technologies and other applications to improve service delivery to clients and increase productivity are showing positive results. The past year has seen the implementation of Casper, the electronic project management information system, which is delivering the desired return on investment.

The primary aim of this system is to provide an information management tool to track projects. It enables us and other stakeholders to monitor and manage the capturing, sorting and storing of project data with the functionality of a retrieval mechanism for the creation of various reports.

The biggest value of the system is the ability to access project data at any given stage of project implementation. Currently, some functionalities of the system are being refined, but the system is already providing a valuable tool to all stakeholders for whom information management within these projects is important.

### INTERNAL SYSTEMS

Alongside Casper, another system that was implemented is the Electronic Performance Management System (EPMDS), which was launched in April 2014. The system was a changeover from a manual based performance management process to this electronic version.

**Casidra** also embarked on a Green Initiative to create greater awareness around the impact of its processes and actions. By measuring the quantity of paper used for printing, electricity consumption and the total of distances travelled, we could determine a baseline for our environmental impact and carbon footprint. Practical measures implemented this year, aimed at reducing the carbon impact on the environment, included the adjustment of settings and timing of air conditioners, the combining of trips and the introduction of video conferencing as a means to conduct meetings with colleagues and participants from other centres. We have been recording data and monitored the progress and although preliminary results only represent a few months, we are excited with the positive trends these actions have resulted in.

### DEVELOPMENT AND PROJECT IMPLEMENTATION

In order to enable us to consistently produce project management excellence, **Casidra** has adopted a development approach in its endeavours.

Considerable efforts are put into staff training and human capital development. During the past year, 91 employees attended various training courses.

Over and above these training initiatives, an internal project management course that was developed was made compulsory to all staff members to enable all employees, project based as well as support functions, to understand and be conversant in the fundamentals of project management.

**Casidra** is in the process of having this training course accredited with the relevant Sectoral Education and Training Authority (SETA). Staff upskilling has proven valuable since it leads to greater efficacy, but simultaneously provided staff the opportunity to become suitable candidates when promotions are presented.

# PART A: GENERAL INFORMATION

## CHIEF EXECUTIVE OFFICER'S OVERVIEW

### THE ENVIRONMENT AND NEW PROPOSED ACTIVITIES

**Casidra** values the support from the Western Cape Department of Agriculture (WCDoA), our institutional funder. We continue to maintain good relationships and are continuously exploring opportunities where officials from both entities can engage, share and learn. **Casidra** has served its principal client with distinction and we are resolved to continually deliver a service of excellence to meet the requirements and bring about a transformation in the resource-poor communities we operate in.

During this financial year **Casidra** also assisted other and new clients, while at the same time re-established project relationships and links with long-standing associates such as the Department of Economic Development and Tourism (DEDAT).

One such new project is the implementation of a substantial Alien Clearing and Restoration project for the Department of Environmental Affairs (DEA), which **Casidra** is currently implementing. We can, with enthusiasm, report on receiving positive feedback for the work completed thus far.

**Casidra** has satisfactorily completed the Vrolijkheid Nature Reserve project for CapeNature, and almost completed the Stony Point project for the National Department of Tourism this financial year. The hard work and firm relationships that were fostered have also paved the way for new projects that are currently being discussed for implementation in the near future.

Through its Local Economic and Business Development Programme, **Casidra** has also entered into an exciting collaboration with ProductivitySA. The envisaged project aims to provide assistance to small and existing businesses, attempting to improve productivity and ultimately profitability of these SMMEs.

**Casidra** has been involved since the inception of Project Khulisa. The Project Khulisa assessment identified various interventions that will be employed to grow the economy and create jobs in the Western Cape province and **Casidra** is positioned to assist the Provincial government with the execution of these initiatives.

### CAPACITY CONSTRAINTS AND CHALLENGES

During the past year, **Casidra** has seen a relative increase in the technical nature of projects. The implementation of these highly technical projects has stretched the organisation's capacity invariably. Vast networks and associations with an array of organisations and government departments enabled **Casidra** to acquire specific skills, when needed, to ensure delivery of goods and services to these clients.

Customer satisfaction is always an important element of our work. Some challenges emanating from poor information flow and frustrations from communities with land transformation expectations were handled through sharing of information and regular communication.

### SUPPLY CHAIN MANAGEMENT PROCESSES AND SYSTEMS

Sound supply chain management practices are applied in the execution of projects, and **Casidra** prides itself in its reputation for clean and unqualified audit reports obtained. All audit report matters that were raised in the previous year were addressed and reported upon.

These measures assist in continually providing peace of mind to our clients.

Numerous projects were implemented this year and the diversity of clients include DEA, DWS, WCDoA and DEDAT. In excess of R300 000 000 worth in project funds were received and administered.

The Development Programme within **Casidra**, although still small, is steadily growing its base of clients and projects, and its service offering has proven to be a sought after instrument which assists our clients in achieving economic development through a number of initiatives and products.

Many new projects are added to this unit's portfolio and the West Coast Business Development Centre + R400 000, Oudtshoorn Support Fund + R500 000 and the Clearing and Restoration Project for DEA + R23 000 000, are the newest additions to this unit.

### FUTURE OUTLOOK AND HOW WE POSITION OURSELVES

Government programmes, which represent our biggest clients, are faced with many financial challenges. **Casidra** is cognisant of these dynamics and equips itself to be more efficient and where possible promote its services to attract new work.

Engagements with other departmental stakeholders and private entities provide ideal opportunities to show evidence of our project management capabilities.

Currently our Economic Development Programme is putting together proposals to ProductivitySA, discusses new projects with CapeNature for second phase projects and is preparing a business plan to the DEA for the continuation of the Alien Clearing project work.

**Casidra** has recently concluded an organisational structure review and is looking to use the subsequent recommendations to appropriately align itself to service its clients efficiently and effectively, bearing in mind the changes in the external environment.

We are pleased with our achievements of 2014/15, but at the same time eagerly look forward to being the catalyst for change to the many beneficiaries the province is dedicated to uplift.

The wish of our Executive Authority, Minister of Economic Opportunities, is that more residents of the Western Cape province are able to take advantage of this sector's opportunities and are shareholders in its successes, and **Casidra** commits itself to utilise its skills and resources to deliver on the province's goal for achieving growth and economic development.

### ACKNOWLEDGEMENTS

I sincerely would like to thank the Chairperson and members of the Board for their support, guidance and acknowledgement for our work during the past financial year.

My appreciation and gratitude also go to Minister Winde, the staff in the Ministry of Economic Opportunities, the Head of Department of the WCDoA together with her Senior Management for their contributions, trust and collegiality.



## PART A: GENERAL INFORMATION CHIEF EXECUTIVE OFFICER'S OVERVIEW

I would like to thank the members of the Standing Committee of Agriculture and Economic Development, for their scrutiny of the work that we perform.

A special word of thanks to the management team of **Casidra** for their passion, hard work, team spirit and example. It was a pleasure to have worked with this team the past year as we combined our efforts to serve this province while providing an admirable service to the beneficiaries of our clients' diverse programmes.

A particular thanks to the **Casidra** staff of whom I am extremely proud and who so passionately serve our clients. I feel privileged to contribute and jointly work towards the development of sustainable, prosperous and strong communities within our province and country.

The various letters of thanks to individual staff members bear testimony to the commendable work **Casidra** staff perform.

**Casidra**, we have proven to ourselves and our various stakeholders that through creating the right partnerships and passionately yet meticulously executing our tasks, we are able to enrich the lives of many.

May we all continue to find reward in participating towards **Casidra's** goal of growth and development in resource deprived communities.



**Michael Brinkhuis**  
**Chief Executive Officer**  
**Casidra SOC Ltd**  
**26 August 2015**

## PART A: GENERAL INFORMATION STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY

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.

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 GAAP standards applicable to the public entity.

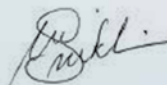
The accounting authority is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

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.

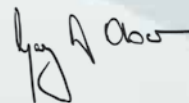
The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

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 2015.

Yours faithfully



**Michael Brinkhuis**  
**Chief Executive Officer**  
**26 August 2015**



**Adv. Gary Oliver**  
**Chairperson of the Board**  
**26 August 2015**

## PART A: GENERAL INFORMATION 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.

## PART A: GENERAL INFORMATION LEGISLATIVE AND OTHER MANDATES

### CONSTITUTIONAL MANDATES

Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) and the Western Cape Provincial Constitution:

- Functional areas of concurrent National and Provincial legislative competence
  - Agriculture
  - Regional Planning and Development
  - Soil conservation
  - Tourism
  - Trade
  - Rural Development
- Functional areas of exclusive provincial legislative competence
  - Provincial planning.

### POLICY MANDATES

- National Outcomes 4, 5, 6, 7 and 10
- Provincial Strategic Objectives 1, 7, 8, 9 and 10
- **Casidra** Cabinet mandate: "Agricultural and Economic Development within a Rural and Land Reform context"
- Land and Agrarian Reform Programme (LARP)
- Integrated Food Security and Nutrition Strategy
- 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.

### 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 of 1962
- Preferential Procurement Policy Framework Act (Act 5 of 2000)
- Public Finance Management Act (Act 1 of 1999)

### 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)
- The Regulation of Interception of Communications and Provisions of Communication-related Information Act (Act 70 of 2002).

# PART A: GENERAL INFORMATION ORGANISATIONAL STRUCTURE

## EXECUTIVE AUTHORITY



**Minister Alan Winde**  
Minister of Economic Opportunities:  
Western Cape

## BOARD OF DIRECTORS



**Adv. Gary Oliver**  
Chairperson



**Dr Leonie Coetzee**  
Vice-Chairperson



**Gugu Ntuli**



**Prof. Estian Calitz**



**Jannie Roos**



**Ainsley Moos**



**Prof. Julian Smith**  
(Resigned)



**Gerard Martin**

## MANAGEMENT TEAM



**Michael Brinkhuis**  
Chief Executive  
Officer



**Freek van Zyl**  
Chief Financial  
Officer



**Thembi Mlonyeni**  
Chief Development  
Officer



**Kobus Oosthuizen**  
Chief Operations  
Officer



**Elize van Deventer**  
Assistant Chief  
Development Officer



**Cindy Magobiana**  
Assistant Operations  
Manager  
(Resigned)



**Experience Matshediso**  
Public Relations /  
Communication Manager



**Marika Krieg**  
Human Resources  
Manager  
(Resigned)



**Carl Boraine**  
Accountant



**Johan Bronkhorst**  
Regional Manager:  
George

## PART B: PERFORMANCE INFORMATION AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The PricewaterhouseCoopers currently performs the necessary 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 52 and 53 of the Report of the Auditor's Report, published as Part E: Financial Information.

## PART B: PERFORMANCE INFORMATION SITUATIONAL ANALYSIS: SERVICE DELIVERY ENVIRONMENT

Waaikraal and Amalienstein are farms owned by Government (Department of Public Works and Transport). The WCDoA concluded agreements with **Casidra** to manage the farms for a period of five years until 31 March 2015. The drafting of a turnaround strategy was compiled in 2010 as part of the agreement. The WCDoA, however, indicated that no funding for the turnaround strategies is available. This, however, did not deter **Casidra** from introducing interim measures to achieve profitability within the constraints.

Cost pressure is being experienced by farming operations in South Africa (input cost increasing more than inflation). Despite this being the case on all three farms, it is clearly demonstrated in the case of Anhalt where the margin per hectare has decreased with 26% in real terms since 2003 despite new high value cultivars coming into production. To curb ever-increasing costs, measures need to be introduced to increase efficiency and productivity. This entails better processes, but also identifying unproductive crops/animals/orchards and replacing them with more productive ones. Productivity is being addressed by measuring (an electronic clocking system was purchased for Anhalt) and incentives for seasonal workers. Record-keeping is refined to such an extent that the profitability of the smallest possible unit can be calculated.

At Amalienstein, all orchards were removed due to them being unprofitable and the pack house was leased to a private entrepreneur until 31 March 2015. Subsequently, additional pastures could be established and the dairy could be extended to 150 cows. Although the financial prospects are much better than before 2010, the farm is still unprofitable because of the relatively small extent of the dairy and high overhead costs due to the extensive buildings and infrastructure on the farm and the fact that the farm cannot register for VAT. To render the farm profitable, at least some of the suggestions in the turnaround strategy will have to be funded.

At Waaikraal, some aspects of the strategy were implemented with funding that was made available as part of the Comprehensive Rural Development Programme for Dysselsdorp. The aim of the development on Waaikraal is for the farm to supply produce to Dysselsdorp where value adding can take place. An irrigation dam was completed in 2011 resulting in sufficient water storage to irrigate 60 hectares by means of a permanent irrigation system. Lucerne, vegetable seed crops, tomatoes (produced for a drying facility in Dysselsdorp) and lavender and rosemary for essential oil production were produced. These crops are very labour-intensive and as many as 150 casuals are employed during the planting and harvesting seasons.

The WCDoA indicated that a high level business plan, to address financing of the development needs and future transfer to the communities of Amalienstein and Waaikraal, must be facilitated by the UTA. A dispute was, however, lodged by a local organisation regarding the transfer of Amalienstein to the State during 1994. An attorney, who was appointed by the UTA, indicated that the transfer of the farm back to the State was legitimate, but that an intention was created to transfer the farm to the community. The drafting of the business plan can now commence and it should take the intention created into account.

The farm Anhalt in the Langkloof is Act 9 land, being dealt with under the Transformation of Certain Rural Areas Act (TRANCRAA) transformation process, managed by the Department of Rural Development and Land Reform (DRDLR). An agreement for the management of Anhalt between **Casidra** and the WCDoA was extended until March 2016 pending the transfer of the farm to a community entity. A referendum was held in the community where it was decided that the receiving entity must be a Community Property Association (CPA). This CPA must still be formalised and registered, and members must be elected.

**Casidra** supported the transformation process and in an attempt of empowerment, members of the HTC were invited to attend the farm management meetings as observers to gain exposure to the management activities of Anhalt. However, these objectives could not be achieved due to the highly emotional opinions in the community on transformation. Eventually the attempts on empowerment were shelved and it was decided by the role-players that **Casidra** should no longer engage with the HTC, as this is the role of the DRDLR.

Labour relations and employee wellness were addressed on the farms through personnel forums and wellness programmes. Trained staff members act as peer and HIV-Aids councillors. The wellness programmes extended beyond the farms to the communities in the form of empowerment programmes, assistance to learners with internet facilities and a small library at Waaikraal. Amalienstein has a full-time community development officer.

The record with new clients, which was established in the previous year, has been extended during the year with new agreements for the services of **Casidra** as the implementing agent and project management. The Department of Water Affairs and Sanitation has extended their agreement to three years for the Rainwater Harvesting Programme in the Western Cape. The BGCMA has also contributed to existing programmes managed by **Casidra** and new agreements were signed.

## PART B: PERFORMANCE INFORMATION

### SITUATIONAL ANALYSIS: SERVICE DELIVERY ENVIRONMENT

The relationship with our mother department, the WCDoA, has continued to grow with **Casidra**'s employees working in a closer relationship, and joint planning sessions being attended. This ensures a single vision being projected to our beneficiaries and efficiency of the systems being employed for service delivery.

The support to the WCDoA now includes the implementation of the CASP and Ilima-Letsema Programmes for livestock, aquaculture, wine and table grape, vegetable and seed production. Other Programmes that are supported are Disaster Management, LandCare and Department of Equitable Share Projects (DESP), Market Access, Simfini, FET Training, Veterinary Services, Farm Worker Development and Rural Development.

The UTA's services have continued to grow with greater need thereof. This resulted in the establishment of the LREAD at the end of the year. This Desk aims to provide planning guidance, to farmers, businesses, municipalities, and land and rights owners to structure sustainable land reform for agricultural transformation within the context of the NDP. This initiative will also render support to the District Land and Agriculture Committees.

The need for more elaborate reporting and implementation of planning and forecasting tools has become even more pertinent and the use of Casper, the project management information system implemented by **Casidra** during the previous year, has grown to include these requirements. The system is web based and ensures more flexibility as well as easier access by our clients to track their projects.

The module for orders, payment authorisation and reporting and cash flow management has been tested and fully implemented. New modules that are in process for 2015 are the scheduling, workflow management and Corporate Plan tracking of performance information.

A better and stronger partnership has been forged with the implementation of the LandCare projects for the 2014/15 year. Through better co-ordination and administration processes, **Casidra**, in partnership with the LandCare Programme managers, managed to implement approximately 22 projects to the value of R3,99 million during the reporting financial year.

**Casidra** further assisted the Sustainable Resource Management division within the WCDoA to implement the DESP. Through this Programme, sustainable resource management solutions, methodologies through the provision of agricultural engineering and LandCare services are provided by means of proactive communication, facilitation and implementation of projects.

These projects share the same objectives as the LandCare Programme. In the 2014/2015 financial year a total of R2 700 000 was transferred to implement various projects identified in the West Coast, Cape Winelands, Overberg, Eden and Central Karoo regions. Through effective engagement with beneficiaries, R2,491 million of the Programme's budget was confirmed as spent during the reporting year.

**Casidra** continued to assist the WCDoA with the administration of the Market Access and Simfini projects.

**Casidra**'s involvement during the past three years in the rehabilitation and improvement of the water quality of the Berg River has caught the attention of the DEA.

The DEA selected **Casidra** as their preferred Implementing Agency in the Western Cape for specialised clearing projects along the Berg River.

**Casidra** manages the tender process for the mechanical clearing projects and intermediate clearing in the Western Cape.

**Casidra** also provides the administrative support for the aquatic weed teams, bio control teams and chipper teams at various sites throughout the province. This is a collaborative effort where the Department provides expert support in environmental issues, whilst **Casidra** provides the administration and technical support.

Under the mechanical clearing projects, **Casidra** is in the process of initiating a possibility of including a development opportunity for developing contractors. Few of the contractors have enough specialised clearing experience to be awarded high risk tenders, and most of them have manual or light machinery clearing experience.

One of the developing contractors assisted on the Kersefontein site and from the experience gained, he was able to win a tender in his own name at the Clanwilliam site. From informal conversation it seems likely that the more established contractors are willing to enter into a skills' transfer project.

Given that **Casidra** is in a unique position of implementing for both the Department of Environmental Affairs and Development Planning (DEA&DP) and DEA, through concerted efforts, **Casidra** managed to foster better co-operation between the National and Provincial Departments to maximise resources to ensure better outcomes as set out in the rehabilitation plans of the Berg River.

The WCDoA further transferred R1 million for the consolidation of the Rural Development Co-ordination Programme in the various nodes of the Western Cape. The funds have been utilised for the Operational, Institutional and Strategic Support of the Council of Stakeholders (COS) including the registration of co-operatives and business support.

Whilst on the funding of the established co-operatives through the efforts of the WCDoA, **Casidra** managed to partner with the DEDAT and the Department of Rural Development and Land Reform (DRDLR) to provide financial support to some of the established co-operatives in the nodal areas of the Western Cape.

Whilst DEDAT funds the operational and working capital of these co-operatives, the DRDLR funds mostly items that other funding organisations are unable to fund.

This has greatly supplemented the funding needs of co-operatives, a true testimony that the developmental needs of the Province are better tackled through strategic partnerships. In serving these areas, it became evident that access to land is one of the biggest stumbling blocks in empowering communities.

On the income generation projects, **Casidra** continued to assist the DEDAT in the Implementation of the Provincial Growth Fund. An amount of R1 million was transferred for the 2014/2015 year.

Although no funding transfer was received for the Oudtshoorn Entrepreneurial Support Fund, **Casidra** was able to adjudicate and disburse loans to the value of R267,980 from the repayment account.

## PART B: PERFORMANCE INFORMATION

### SITUATIONAL ANALYSIS: ORGANISATIONAL ENVIRONMENT

During the 2013/14 financial year, **Casidra** embarked on a serious drive to institute various systems; inter alia modernising communication systems, video conferencing, electronic project reporting systems, to name a few.

Alongside these, effort was put into revising the Company's vision, mission and value statements, and conducting workshops to sensitise staff to these new concepts and ethos being ascribed to. In Human Resources, a new EPMDS was implemented shortly after the Equate job evaluation process for **Casidra** staff was completed.

These initiatives were launched under the corporate theme "Preparing for Growth". This organisational restructuring was aimed at aligning the Company to effectively react to its client needs. To this effect, a lot was done in the area of technology systems and staff re-assignment.

From the start of 2014, the major task was to settle down and allow these initiatives to find direction in the operations of the organisation. To this end, the theme "Consolidating the Changes" has been adopted for the 2014/15 financial year.

The various initiatives were assigned to individuals or task teams to drive together with the respective service providers. Regular monitoring was undertaken to ensure that progress was achieved.

The majority of these initiatives have progressed significantly, and **Casidra** has, throughout this year, seen the EPMDS system being implemented. At first, with slight trepidation, but later the system was utilised with greater fluidity as assessors became more familiar and skilful. Constant refinement is done to the system where areas for improvement are discovered.

**Casidra** also started using the Casper system. This integrated internet based project management and financial system has been developed to provide clients access to project information via the internet. This system also allows **Casidra**'s project implementers to draw/download various reports. An important function of the system is the feature it offers stakeholders and clients to access project information, such as progress status relating to expenditure and actions. This system has only been utilised for a few months this year, but has already proven its worth in investment. Since September 2014, 2<sup>nd</sup> Quarter project reports were generated using Casper.

Other organisational changes include the constant update of **Casidra**'s intranet, regular utilisation of video conferencing to connect with our regional office and the corporate branding campaigns.

A few staff development and wellness programmes were conducted of which the most notable are the Sexual Harassment Awareness, Money Sense and Corporate Communication workshops.

The management of the Amalienstein, Waaikraal and Anhalt farms continues. **Casidra** plays, as far possible, a facilitative role and continuously engages with the relevant authorities such as the WCDoA and DRDLR to track progress on the transformation of these entities. In the interim, new crops are investigated to improve the sustainability of these businesses.

Anhalt's production volumes increased since the previous year.

Waaikraal has become a prominent vegetable seed producer and has been awarded the accolade of Emerging Seed Producer of 2014 by the Klein Karoo Seed Company.

This year, Amalienstein also produced good quality and quantity crops for the Seed Outgrower Programme at Klein Karoo Seed.

**Casidra** is primarily engaged with the implementation of agricultural infrastructure and production support for the Farmer Support and Development (FSD) Programme at the WCDoA.

Through the various CPAC structures **Casidra** supports the management of the WCDoA's CASP and Ilima-Letsema funding.

The UTA's services have been accessed significantly this past year. The UTA also facilitated numerous studies. These services will be augmented further by the incorporation of the LREAD.

LREAD is a new service that will be established within the UTA, based at **Casidra**. This advisory desk is aimed at assisting provincial stakeholders in the sphere of land reform to access services on land reform models, research, viability studies, etc. The Unit will provide an administrative and facilitation service to access expertise that will service the sector. The Ministry of Agriculture in the Western Cape has recognised Land Reform alongside Agri-processing as core themes for addressing agricultural transformation and growth.

New projects for **Casidra** include the Department of Water and Sanitation's (DWS) Rainwater Harvesting project and the Department of Environmental Affairs' specialised alien clearing project, through which specialised alien clearing along the Berg River takes place.

**Casidra**'s Economic and Business Development Programme has gradually grown over the last year. This Unit predominantly supports the work of the CRDP of the WCDoA through amongst others the establishment and servicing of the COS. The specialised river clearing works have been a significant amount of work for this Unit during the year.

**Casidra** continues to uphold a good relationship with our institutional funder, the WCDoA. Regular meetings aimed at sharing information and reporting on projects take place, and this strengthens the good working relations.

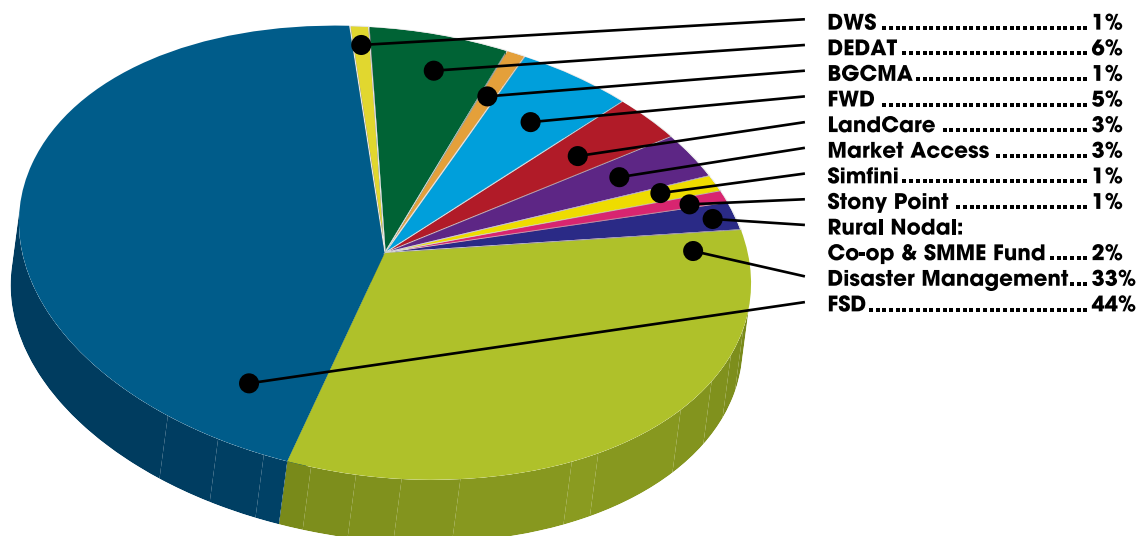
**Casidra** is proud to deliver projects of excellence to its various clients and to this end is investing highly in staff training and development. This focussed training of personnel is gradually starting to pay dividends.

**Casidra** strives to conduct its business in a sound and responsible manner through various environmentally conscious actions that are captured in its Green Initiative.

**Casidra** looks back on a year that was filled with various achievements, the most prominent of these being crowned the Western Cape ProductivitySA regional gold award winner in the Public Sector category and silver award runner-up during the National awards ceremony.

PART B: PERFORMANCE INFORMATION  
SITUATIONAL ANALYSIS: ORGANISATIONAL ENVIRONMENT

Funds Under Management



KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

None.

STRATEGIC OUTCOME ORIENTED GOALS

GOAL NUMBER	STRATEGIC GOAL	OVERALL ACHIEVEMENT
<b>Strategic Goal 1</b>	Support the Provincial Department of Agriculture to ensure that at least 60% of all agricultural land reform projects in the Province are successful over the next five years.	The achievement of this strategic goal is fully linked and described in Programme 2
<b>Strategic Goal 2</b>	Support the Department of Agriculture in socio-economic development initiatives in selected areas, to create vibrant, sustainable rural communities.	The achievement of this strategic goal is fully linked and described in Programmes 2, 3 and 4
<b>Strategic Goal 3</b>	Give support for local economic development initiatives in rural areas to facilitate an enabling environment, economic growth and job creation.	The achievement of this strategic goal is fully linked and described in Programmes 1, 2, 3 and 4
<b>Strategic Goal 4</b>	Manage limited resources effectively and ensure corporate governance to achieve a clean audit in each financial year.	The achievement of this strategic goal is fully linked and described in Programmes 1, 2, 3 and 4
<b>Strategic Goal 5</b>	Maintain and expand project management capability as an implementing agent in general through project management training and information systems by the end of 2014.	The achievement of this strategic goal is fully linked and described in Programmes 1, 2, 3 and 4
<b>Strategic Goal 6</b>	Fully establish the Local Economic and Business Development Department by 2015.	The achievement of this strategic goal is fully linked and described in Programmes 3 and 4
<b>Strategic Goal 7</b>	Develop and grow new markets on a cost-recovery basis at an annual rate of 10%.	The achievement of this strategic goal is fully linked and described in Programmes 1, 2, 3 and 4

## PART B: PERFORMANCE INFORMATION PERFORMANCE INFORMATION BY PROGRAMME

### 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 Information Technology
- 1.4 Human Resource Management
- 1.5 Strategic Training
- 1.6 Legal and Corporate Governance

#### LIST OF STRATEGIC OBJECTIVES

Programme 1: Corporate Services	
<i>Sub-Programme 1.1: Public Relations, Marketing and Communications</i>	
<b>Strategic Objective 1</b>	<b>Provide an internal and external communication service for the Company and projects (SG4) (SG7)</b>
<b>Objective Statement</b>	To create awareness of the Company and its services through provision of internal and external communication service.
<b>Baseline</b>	One annual report, four quarterly newsletters and one set of profile booklets, brochures are published as well as Company intranet and website updated.

<i>Sub-Programme 1.2: Financial Management</i>	
<b>Strategic Objective 2</b>	<b>Render an effective and efficient administrative service to the Company and projects (SG4)</b>
<b>Objective Statement</b>	Ensure compliance with all relevant financial statutes and regulations, notably the Public Finance Management Act and the Companies Act.
<b>Baseline</b>	All statutory reporting deadlines are met.

<i>Sub-Programme 1.3: Information Technology</i>	
<b>Strategic Objective 3</b>	<b>Provide and maintain a secure reliable information and network infrastructure to the Company and projects (SG4)</b>
<b>Objective Statement</b>	To provide and maintain an effective and efficient information and network infrastructure to capture, store and disseminate information for organisational performance and to secure institutional information for improved service delivery.
<b>Baseline</b>	IT policy developed and implemented. Two performance reviews on hardware and software capabilities. Rendering a full IT support service to the Company.

<i>Sub-Programme 1.4: Human Resource Management</i>	
<b>Strategic Objective 4</b>	<b>Provide an efficient and effective human resource service to the Company and projects (SG4) (SG6)</b>
<b>Objective Statement</b>	To provide an efficient and effective human resource management service by: <ul style="list-style-type: none"> <li>• Promoting staff wellbeing</li> <li>• Sound labour relations</li> <li>• A fully optimised staff structure.</li> </ul>
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• 4 Probationary employees permanently appointed</li> <li>• 23 Performance rewards</li> <li>• Maximum of 4 disputes externally referred.</li> </ul>



PART B: PERFORMANCE INFORMATION  
PERFORMANCE INFORMATION BY PROGRAMME

<b>Sub-Programme 1.5: Strategic Training</b>	
<b>Strategic Objective 5</b>	<b>Provide strategic training within the Company (SG5)</b>
<b>Objective Statement</b>	To ensure the future sustainability of <b>Casidra</b> as an excellent project management Company.
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Internal accredited project management course</li> <li>• 79 Employees trained</li> <li>• 3 Project Management qualification bursaries.</li> </ul>

<b>Sub-Programme 1.6: Legal and Corporate Governance</b>	
<b>Strategic Objective 6</b>	<b>Ensure corporate governance (SG4)</b>
<b>Objective Statement</b>	To deliver an efficient and effective service in compliance with best practice in corporate governance
<b>Baseline</b>	<b>Casidra's</b> corporate governance actions in the way the Board and its committees are organised are informed by the principles of the King Report. <b>Casidra</b> also takes its people practices and green strategy seriously. Sustainability of the organisation is of primary concern to the Board and management team.

**STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2014**

<b>Programme 1: Corporate Services</b>					
<b>Strategic Objectives</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of internal and external communication services	-	6	6	0	
Number of effective and efficient financial administrative services	-	15	15	0	
Number of secure reliable information and network infrastructure	-	6	6	0	
Number of efficient and effective human resource services	-	22	22	0	
Number of strategic training interventions	-	23	40	+17	Training Plan and Corporate needs addressed
Number of legal and corporate governance support services	-	10	10	0	

PART B: PERFORMANCE INFORMATION  
PERFORMANCE INFORMATION BY PROGRAMME

**KEY PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS**

<b>Sub-Programme 1.1: Public Relations, Marketing and Communications</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of Annual Reports published	-	1	1	0	
Number of Newsletters published	-	4	4	0	
Number of profile booklets, brochures published	-	1	1	0	

<b>Sub-Programme 1.2: Financial Management</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Submission of monthly financial statements by the 21st	-	12	12	0	
Finalisation and submission of Annual Financial Statements by 31 May and 31 August	-	2	2	0	
Unqualified external audit report on financial statements	-	1	1	0	

<b>Sub-Programme 1.3: Information Technology</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Provide reports to ensure secure and reliable infrastructure for <b>Casidra</b> systems	-	4	4	0	
Performance reviews on hardware and software and implementing corrective measures	-	2	2	0	

PART B: PERFORMANCE INFORMATION  
PERFORMANCE INFORMATION BY PROGRAMME

<b>Sub-Programme 1.4: Human Resource Management</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of personnel employment confirmed after successful completion of the probation period	-	4	4	0	
Number of Company-wide performance assessments co-ordinated	-	4	4	0	
Maximum number of disputes referred externally	-	4	3	-1	Addressed disputes effectively on an internal basis
Number of reviewed/new policies approved by the Board	-	8	4	-4	Under internal approval process, will then be submitted for Board approval
Number of transformation interventions implemented	-	4	6	+2	Wellness and transformation initiatives included
Critical posts in Development Department filled/created	-	2	1	-1	Posts not filled due to budget deficit

<b>Sub-Programme 1.5: Strategic Training</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Accreditation of project management course	-	1	0	-1	Awaiting Services SETA visit – complied with all documentary requests
Number of development and training initiatives aligned with <b>Casidra's</b> strategy	-	22	40	+18	All Training Plan and Corporate needs addressed

<b>Sub-Programme 1.6: Legal and Corporate Governance</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Apply for a new B-BBEE certificate annually before 2 February	-	1	1	0	
Submit Annual Financial Statements, CIPC annual return, budgets, Corporate Plan and Shareholders' Compact per Treasury prescribes	-	9	9	0	

## PART B: PERFORMANCE INFORMATION PERFORMANCE INFORMATION BY PROGRAMME

### PROGRAMME PERFORMANCE

#### **Sub-Programme 1.1: Public Relations, Marketing and Communications**

The Public Relations, Marketing and Communications Unit is a support service aimed to create awareness by promoting the Company, projects and its services through provision of internal and external communication services. The Unit continues to provide leadership, strategic direction and relevant support services to the respective programmes and projects of **Casidra**. The implementation of targets were achieved due to the guideline of a well developed and clear marketing and communication strategy. These targets included a number of internal and external communication services such as the compilation and publishing of the Annual Report, quarterly newsletters, marketing brochures, etc. through quality editorial services which were very informative and distributed to all **Casidra**'s stakeholders. **Casidra**'s newly developed intranet, video conference facilities and an upgraded website with a content management system have also improved the internal communication with staff.

#### **Sub-Programme 1.4: Human Resource Management**

If the Human Resources department performs its roles effectively, the department contributes towards the achievement of operational strategic goals. Happy staff will deliver good service. Human Resources strives to perform its roles with integrity, and through consistency contributes towards good corporate governance.

Human Resources contributes towards the **Casidra** Development Model through restructuring to enable a strategic focus. **Casidra**'s pending application for accreditation as a training provider will also assist in capacitating role-players on the necessary skills on how to implement the Development Model. The accreditation process of **Casidra** as a training service provider is a lengthy process and is often outside the applying entity's control. Human Resources contributes to the continuous development of project management capabilities of staff members.

As far as the labour disputes' performance indicator is concerned, under-achievement is actually achievement. Less external labour disputes illustrates effective internal grievance handling procedures. Some policies are more operational in nature and are not necessarily approved by the Board. The development of policies is also not an overnight process and goes through a process of benchmarking, consultation and internal approval before they are submitted to the Board for final approval. The budget deficit has resulted in some vacant posts not being filled.

#### **STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE**

None.

#### **CHANGES TO PLANNED TARGETS**

None.

### LINKING PERFORMANCE WITH BUDGETS

Programme	2013/2014			2014/2015		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
<b>Corporate Services</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>
Public Relations, Marketing and Communications	501 500	342 577	158 923	432 052	334 082	97 970
Financial Management	3 302 306	3 197 662	104 644	3 525 429	3 180 986	344 443
Information Technology	191 787	204 475	(12 688)	232 239	199 753	32 486
Human Resource Management	12 530 209	12 960 424	(430 215)	10 855 452	10 445 593	409 859
Legal and Corporate Governance	62 648	29 553	33 095	63 541	92 663	( 29 122)
CAPITAL	535 000	493 970	41 030	727 000	251 773	475 227
<b>TOTAL</b>	<b>17 123 450</b>	<b>17 228 661</b>	<b>(105 211)</b>	<b>15 835 713</b>	<b>14 504 850</b>	<b>1 330 863</b>

## PART B: PERFORMANCE INFORMATION PERFORMANCE INFORMATION BY PROGRAMME

### PROGRAMME 2: AGRICULTURE AND LAND REFORM

#### PURPOSE

- To manage specific government farms (i.e. Anhalt, Amalienstein and Waaikraal) in a sustainable manner to transfer 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

<b>Strategic Objective 1</b>	<b>Manage government farms in a sustainable manner for transfer to a relevant receiving entity (SG 1)</b>
<b>Objective Statement</b>	To provide a farm management capacity, physical and financial, to three identified government-owned farms in the Western Cape so that they can be developed according to the accepted initiatives as identified in the turnaround strategy plans and funded by the WCDoA and own generated funds; to reach sustainability within the 5- and 3-year contract period.
<b>Baseline</b>	<p>The three farms have been under <b>Casidra</b>'s management for many years, but only since 2010 have Waaikraal and Amalienstein been under the management responsibility of the WCDoA. Funding supplied up until now was insufficient to implement any development, and Amalienstein is still currently not funded for any development. Responsibilities on this farm are to optimise the existing ventures and preserve the assets against vandalism.</p> <p>The Waaikraal farm forms part of the CRDP nodal development and receives funding from CASP as an economic development initiative and springboard for further job creation and economic stimulation. During 2010 R4,5 million, in 2011 R4,2 million and in 2012 R4 million was received. This completed the development initiatives and the farm will enter a period of profitable commercial production. As it will take a few years for the developments to take full financial effect, funding will still be needed.</p> <p>The Anhalt farm has reached a stage of sustainability. The international fruit market affects the farm very negatively and actions in the next few years are aimed at curbing expenses. The transformation process of the Act 9 land is the responsibility of the DRDLR and does not affect the farming activities.</p>
<b>Strategic Objective 2</b>	<b>Facilitate and implement agricultural projects for agrarian beneficiaries through government funding (SG 1)</b>
<b>Objective Statement</b>	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.
<b>Baseline</b>	<p>During the preceding years, the funding transferred to <b>Casidra</b> for the purpose of assisting farms with infrastructure, excluding the funds for the commodities operating independently, has been in the region of R55 million per annum. The number of projects that can be financed with these funds has decreased due to the size of the grant applications received and is approximately 40, and it is expected that the quantum for the 2014/15 financial year will be the same. Projects are distributed all over the province and cannot be limited to only one geographical region.</p> <p>Due to the seasonality of agriculture, many of these projects are multi-year projects and due to funding being transferred from the National Department in four tranches spread over the year, projects are carried over to the next year for continuation of implementation. The number of projects being carried over has reduced a lot each year, but cannot be avoided with still about 31 to be carried over to the 2014/15 year.</p> <p><b>Casidra</b> supplies institutional support to four commodity groups to ensure compliance and implementation, and assists seven others with secretarial services. This situation is expected to continue for the next year. 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. In previous years, at the most two were developed. The real need is for input on specific resource and financial planning, and between 80 to 100 requests are dealt with each year.</p>

**PART B: PERFORMANCE INFORMATION**  
**PERFORMANCE INFORMATION BY PROGRAMME**

**STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2014**

<b>Programme 2: Agriculture and Land Reform</b>					
<b>Strategic Objectives</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of government farms managed in a sustainable manner for transfer to a relevant receiving entity	3	3	3	0	
Number of agricultural projects facilitated and implemented for agrarian beneficiaries through government funding	107	90*	107*	+17	Due to a concerted effort to complete the previous year projects the performance was higher

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

**KEY PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS**

<b>Sub-Programme 2.1: Management of Government Farms</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of individual farm plans developed for government farms	3	3	3	0	
Number of monthly farm Financial Statements and cash flow estimates produced	36	36	36	0	
Number of monthly monitoring and evaluation site visits to projects	31	30	33	+3	One extra meeting per farm was conducted to address urgent situations
Number of monthly management and staff meetings on site	31	30	32	+2	One more meeting was needed for critical arrangements

**PART B: PERFORMANCE INFORMATION**  
**PERFORMANCE INFORMATION BY PROGRAMME**

<b>Sub-Programme 2.2: Farmer Support and Development</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of CPAC projects assisted with agricultural physical infrastructure in current year	32	40*	40	0	
Percentage of projects that does not exceed completion date within 3-month timeframe measured against the baseline project plan	87.9%	100%	74.3%	-25.7%	A new system for measurement has been implemented and planning is too over-optimistic
Number of CPACs assisted with project implementation and/or secretarial services	7	7	7	0	
Minimum average qualitative score (1-5) by beneficiaries for evaluation of service rendered by implementer	4.66	4	4.65	+0.65	Quality of the service was better than the goal set for performance
<b>Administer and Co-ordinate the Unit for Technical Assistance</b>					
Number of business plans reviewed and technical inputs given	1	2	1	-1	Demand driven target. The need for the service was lower than planned
Number of queries resolved	84	80	85	+5	Small deviance from planned figure. Demand driven target
Number of new business plans developed	2	2	4	+2	Demand driven target. Requests for full service were more than planned
Number of projects implemented approved by the DPAC	18	19*	15	-4	Demand driven deliverable and the number of projects that could be approved was less due to limited funding
Quarterly progress reports on all projects and commodities	4	4	4	0	
Number of projects funded from previous years, implemented on a multi-year basis	57	31	52	+21	Due to a concerted effort to complete the previous year projects, the performance was higher

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

## PART B: PERFORMANCE INFORMATION PERFORMANCE INFORMATION BY PROGRAMME

### PROGRAMME PERFORMANCE

#### Sub-Programme 2.1 Management of Government Farms

**Casidra** manages and renders support to the government farms, namely Anhalt, Amalienstein and Waaikraal until transfer to a receiving entity. These farms were managed optimally given the adverse financial and environmental influences.

Anhalt produces apples and pears, and manages its own pack house. The orchards in production consist of 51.02 hectares (ha) of apples and 6.74 ha of pears. Orchards that are not yet in production amount to 12.97 ha. The upgrading of the packaging equipment to the value of R491 640 was completed during the year, resulting in better productivity.

A farming operation needs to adapt constantly to market needs, and **Casidra** is identifying unprofitable orchards and replacing these with newly developed cultivars with high income potential that are sought after on the export markets. This is part of a strategy to improve margin per hectare by increasing income per hectare and at the same time decrease costs by increased productivity and better processes. The re-establishment of orchards demands a big capital investment and is, therefore, a slow process. Although no new orchards were established in the reporting year, 33.99 ha were established or re-planted since 2005. One would prefer to invest in only the cultivars with the highest income, but cultivar spread should also be taken into account to utilise the pack house optimally as well as to spread risk. The income per cultivar is indicated in Figure 1 below. It is clear that a good balance of different cultivars exists, but with more exposure to the high income cultivars.

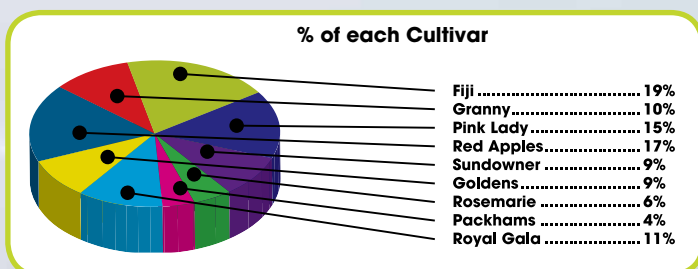


Figure 1: Income spread of cultivars on Anhalt

A net farm gate income of R12 271 058 was achieved for the 2014 harvest, the highest income since **Casidra** started managing the farm in 1994. The income increased with 15% and the yield with 7% (ton/ha) from 2013. Above average environmental conditions and the weakening of the Rand against the Euro will have a positive influence on income in 2015 and it is expected that income could increase even further. The revenue more than doubled over the past 10 years and increased more than inflation over the same period. The revenue is indicated in Figure 2 below:

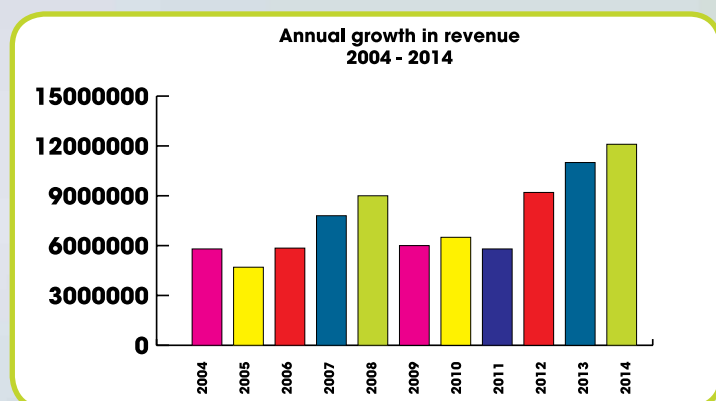


Figure 2: Anhalt growth in revenue 2004 to 2014

The farm has built up sufficient reserves over the years and is sustainable and receives no external funding.

Amalienstein and Waaikraal are currently unsustainable farms due to the farming operations being too limited (due to funding limitations) to carry the overhead cost of the farms. This is exacerbated by the fact that the farms, due to being funded by government, cannot re-claim VAT on inputs. The farms receive annual funding from government, but over the years this was insufficient for the adequate replacement of capital assets, resulting in many implements and equipment in need of replacement.

Amalienstein farms with dairy cattle, lucerne, pastures and vegetable seed, and has a guesthouse and country stall. Although the proposed turnaround strategy of 2010 cannot be funded, the financial prospects for Amalienstein have improved since 2010 due to introducing measures as proposed in the strategy that did not need funding. These were the removal of the unprofitable fruit section and the extension of the dairy to 150 cows. (The orchards were removed in 2011 and the herd was extended to 150 cows in 2012/13). Some of the backlog in maintenance could, therefore, be addressed although the farm is still in need of funding to replace old infrastructure, tractors and implements. It is of utmost importance to upgrade the irrigation system, as this will increase pasture production and the number of cows that can be kept on these pastures. Therefore, a five-year plan was drafted to upgrade the system. During 2014/15 a start was made with the little funding available.

Zoar ran out of drinking water and Amalienstein agreed to supply water to Zoar from 27 February 2015 until 18 March 2015. At that stage it was calculated that there would be insufficient water for Amalienstein to establish winter pastures. Fortunately the area had some rain in March 2015 and the supply of water to Zoar could be stopped. Calculations made thereafter indicated that the farm would have sufficient water to establish all pastures and onions in 2015.

It was decided to breed the three different dairy cattle breeds to Jerseys by using Jersey bulls.

	GOAL FOR THE YEAR	ACHIEVED
Production (ℓ /cow / day)	20.25	20.1
Milk price (R / ℓ)	R3.15	R3.73
Margin per cow	R2 496	R4 404
Average cows in milk	120	117
Mortalities: suckling calves	10%	6.7%
Mortalities: all other animals	11	9
Inter-calving period (days)	<400	399

Production figures of the dairy are indicated in Table 1.

The production per cow per day was slightly less than the budgeted 20.25 litres. The lower production is due to the fact that a higher percentage of cows was of the smaller and lower producing Jersey breed than envisaged. Individually the three breeds all exceeded the budget for that breed. The table indicates that the dairy achieved almost all of the goals for the year.



## PART B: PERFORMANCE INFORMATION PERFORMANCE INFORMATION BY PROGRAMME

An earthworm compost project was started on the farm with the intention to supply the pastures with cheap compost or even sell compost.

Amendments to the Basic Conditions of Employment Act necessitated adaptations to the seasonal worker contracts. Weekend milkers and night guards at Amalienstein, who were previously employed as casuals, must now be employed as permanent workers.

Vegetable seed production was introduced at Amalienstein in 2013. The following vegetables for seed production were established and harvested in 2014/15:

- Bunching onions – 1.8 ha
- Red onions – 2.5 ha
- Carrots – 1 ha.

The seed has been delivered to Klein Karoo Seed Production, but the final weight of the cleaned seed is being awaited, as they are still busy preparing the seed and testing the fertility thereof.

Waaikraal produces Nguni cattle, lucerne, vegetable seed, vegetables and essential oils.

Emerging farmers' equipment/implements around Waaikraal are serviced by a government mechanisation centre managed by Waaikraal. Haymaking equipment was purchased in 2014 with funding from the Livestock CPAC to enhance this service to emerging farmers.

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 thereof. In 2015 an application will be compiled and presented to the DPAC for funding to upgrade the canals as soon as the planning is received from the WCDoA's engineers.

Waaikraal is a registered breeder of Nguni cattle. Unfortunately, the demand for Nguni breeding animals declined over the past years, resulting in low prices. In addition, Ngunis do not get good prices as slaughter animals. It was, therefore, decided to cross breed the cows with a meat bull to increase the slaughter price of their calves. A Bonsmara bull was bought in 2014. At the end of March 2015 the Nguni herd consisted of 51 cows, 23 pregnant heifers, 59 heifers, 30 oxen/bull calves and 3 bulls. The number of cows is lower than budgeted, but a substantial number of pregnant heifers will start calving in early 2015/16. 40 Calves were born in 2014/15, with the calving percentage being 75%. This is lower than the norm of 90%, which is due to a number of cows that took a while to get pregnant and will calve at the beginning of 2015/16. This was brought about by the drought in the area. 14 Stud animals were sold as well as a number of animals for slaughter.

Waaikraal has 22 ha of lucerne under permanent pivot irrigation and 56.49 ha are flood irrigated when water is available. The latter is, therefore, heavily dependent on rainfall. In total 29 125 bales were produced for the year. The bales produced for the flood irrigated areas have exceeded the budget, but the bales produced under pivot irrigation were 7% lower than budgeted. This is mainly due to areas in the land where lucerne does not grow well due to soil restrictions, and efforts were made to improve these areas. The percentage of first grade bales for the year is 70.5%, which is lower than the budgeted 89%, but this was brought about by sowing in oats on the above areas together with lucerne at the start of the season, which meant that the first cut was graded as second grade.

An irrigation dam was completed in 2011 with funding that was made available as part of the CRDP for Dysseisdorp resulting in sufficient water storage to irrigate 60 ha by means of a permanent irrigation system. The aim of this development is for the farm to supply produce to Dysseisdorp where value adding can take place. The crops produced on this area are indicated in Table 2 below:

Crop	Area (ha) Budget	Area (ha) Achieved	Margin/ha Budget	Margin/ha Achieved
<b>Permanent Crops</b>				
Lavandin (Essential oil)	2.17	2.17	-R35 005	-R16 379
Rosemary (Essential oil)	3.44	3.44	R16 235	R15 908
Geranium (Essential oil)	3.1	Discontinued	R6 162	Discontinued
<b>Annual Crops</b>				
Seed onions	5.0	4.74	R21 546	R21 546 (estimate – Income awaited)
Seed Cabbage	0.0	4.0	N/A	-R5 356 (preliminary)
Seed Beetroot	6.0	4.0	R4 121	R11 000 (preliminary)
Tomatoes	6.0	5.0	R12 288	R52 551
Experimental sweetcorn, potatoes, watermelons and pumpkin	0.0	2.0	N/A	Various
<b>Total hectare for Annual Crops</b>	<b>17.0</b>	<b>19.74</b>		

**Table 2: Waaikraal Irrigation – Crops produced in 2014/15 excluding lucerne (ha)**

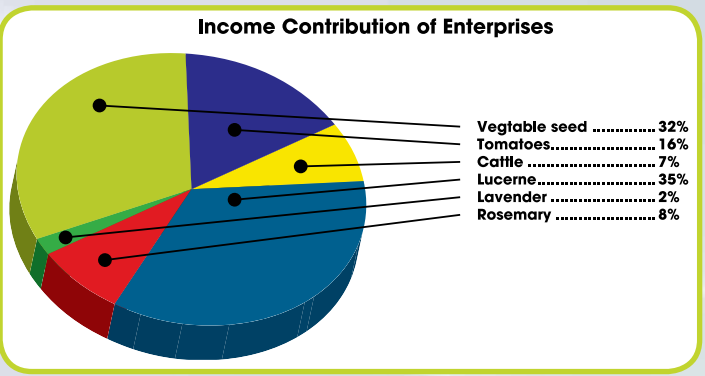
## PART B: PERFORMANCE INFORMATION PERFORMANCE INFORMATION BY PROGRAMME

The Lavendin, Rosemary and Geraniums were established with CASP funding as an experiment to assess whether these crops would be an option for emerging farmers and with the aim of supplying the Dysselsdorp Liquorice facility. The Geraniums died due to frost and it was evident that the consultant gave the wrong advice when he proposed Geraniums at Waaikraal. The Rosemary yielded 74.53 kg of oil per hectare for the financial year (2 harvests), which is less than the budgeted 100 kg. However, the income per kilogram was higher than budgeted, resulting in a higher margin than budgeted. The Lavendin yielded 59.9 kg of oil per hectare, which is more than the budgeted 25 kg. The income per kilogram, however, was less than 50% of that of Rosemary resulting in a loss. This loss was expected and was in fact less than the budgeted loss. The Management Committee of the farms, therefore, decided to discontinue the Lavendin and rather extend the Rosemary.

Cabbage seed (4 ha) and beetroot seed (4 ha) were established for the first time on an experimental basis. The cabbage had a yield of 671 kg per hectare versus the expected 1 ton and made a loss and will not be re-established. The beetroot had a yield of 1.524 tons per hectare, which was less than the envisaged 2 tons, but still attained a profit.

Tomatoes (5 ha) were established for the third year and had a record harvest of 113 tons per hectare (expected 90 tons) and attained the best profit margin of all crops on the farm.

The 4.74 ha of onions that were harvested towards the end of 2014/15 did well and it is expected that the budgeted margin will be reached, but the final figures are not yet available from Klein Karoo Seed Production. The production of onion seeds was a huge success for three years in a row, and Waaikraal won the Klein Karoo Seed Production award as "Emerging Producer of the Year". The income spread of the various crops and the cattle is indicated in Figure 3 below.



**Figure 3: Income contribution of Waaikraal enterprises**

An ostrich project is being investigated at Waaikraal. The aim will be to identify a number of individuals (possibly 10) who can be put through an incubator project for raising ostrich chickens. Infrastructure will be established at Waaikraal through CASP funding.

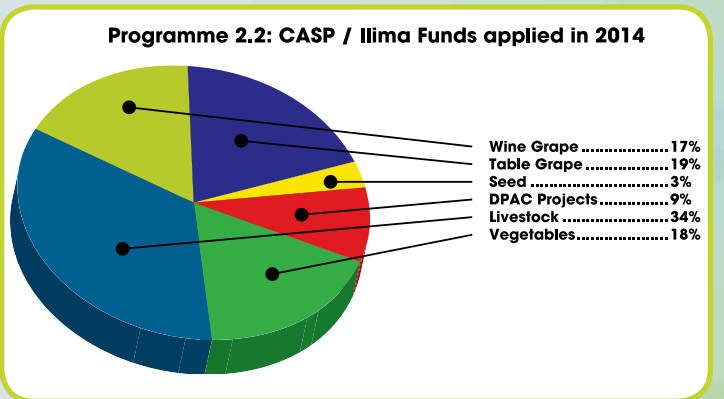
### Sub-Programme 2.2 Farmer Support and Development

During the 2014/15 financial year, **Casidra** received funding for project implementation from the WCDoA, our major client, to the value of R113.819 million. **Casidra** also sourced funding from other National or Provincial Departments or agencies that have programmes to complement the CASP initiative, and an additional R1.42 million worth of projects was sourced mainly from the DWS, BGCMA and City of Cape Town.

**Casidra** continued rendering support services to seven Commodity groups, namely Red Meat, Pigs, Aquaculture, Vegetables, Vegetable Seed, Wine and Table Grapes. The Citrus industry was assisted in the formation of their own CPAC structure and they will operate in the new financial year. Secretarial services were supplied to a total of 58 Commodity meetings. R64.41 million was made available by the Commodity Project Allocation Committee (CPAC) for allocation to projects and an additional R6.264 million was allocated by the Departmental Project Allocation Committee (DPAC) from the interest gained on the investment for the implementation of projects. R8.5 million of funding, reallocated from savings in other budget items, was received from the WCDoA at the end of February for the Animal Commodity that was very late in the year, and spending could not be effected in time.

60 Projects were approved for implementation throughout the year, while some were only approved in February / March 2014. Of these, 53 projects have started with implementation and 18 were completed in the year. Another 52 projects, which were carried over from the previous year, were completed. Projects that depend on a seasonal schedule for expenditures still affect the completion of implementation within a financial year.

These actions and support rendered to the WCDoA initiatives contribute towards the target of the WCDoA to reach a 60% success rate for Land Reform projects. This figure was confirmed by an independent outcome evaluation to be 63%.



### STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

Not exceed completion date of projects within three-month timeframe measured against the baseline project plan: This target is a new measurement being implemented in the project management teams and proves a challenge to be reached. Over-optimistic targets are being set in planning and approval processes outside of **Casidra** control delays in implementation. Regular reviews on project performance are held and possible problems addressed. The goal will continue to be strived towards, and systems streamlined and adapted for earlier identification.

Number of business plans reviewed and technical inputs given by UTA: The target has been adapted, but the need was still more towards new business plans and not review.

Number of projects implemented approved by the DPAC: This target is demand driven and dependant on the amount of funding available for the DPAC that does not have its own budget.

### CHANGES TO PLANNED TARGETS

None.

PART B: PERFORMANCE INFORMATION  
PERFORMANCE INFORMATION BY PROGRAMME

**LINKING PERFORMANCE WITH BUDGETS**

Programme	2013/2014			2014/2015		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R	R	R	R	R	R
<b>Agriculture and Land Reform</b>	5 842 413	5 121 684	720 729	6 143 993	5 915 047	228 946
<b>TOTAL</b>	<b>5 842 413</b>	<b>5 121 684</b>	<b>720 729</b>	<b>6 143 993</b>	<b>5 915 047</b>	<b>228 946</b>

**PROGRAMME 3: RURAL INFRASTRUCTURE DEVELOPMENT AND POVERTY ALLEVIATIONS**

**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: Infrastructure Development Services
- 3.2: Community and Household Food Security
- 3.3: Other Project Management Services

**LIST OF STRATEGIC OBJECTIVES**

<b>Strategic Objective 1</b>	<b>Provide a project management service to respond to rural agricultural infrastructure programmes and initiatives (SG 1, 3)</b>
<b>Objective Statement</b>	To provide a project management and facilitation service to promote and implement rural development projects in the identified CRDP nodes as well as identified areas outside of the nodes.
<b>Baseline</b>	The CRDP only started in 2010 and does not yet have a track record to indicate a trend. New funding from National Government for the identified areas has not been allocated and developments are based on reallocated priorities within Departmental budgets. Although the number of active nodal areas has increased to 33, the services of <b>Casidra</b> for infrastructure creation have been limited to a maximum of three projects per year in the past and have decreased to one project due to the high value of development needed. The need for this exists, but the extent cannot be predicted.
<b>Strategic Objective 2</b>	<b>Assist vulnerable communities and households with the means of producing their own food (SG 2, 3)</b>
<b>Objective Statement</b>	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.
<b>Baseline</b>	During the preceding years, the target for gardens has slowly increased and approximately 885 household and 90 community gardens are expected to be implemented in 2014/15. As with the other agricultural projects, seasonality and the timeous availability of funds will result in projects being carried over to the next financial year. This figure has decreased, but cannot be avoided and is estimated at approximately 600 gardens.
<b>Strategic Objective 3</b>	<b>Provide a project management service to respond to agricultural infrastructure programmes and initiatives (SG 1, 2, 3, 5)</b>
<b>Objective Statement</b>	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.
<b>Baseline</b>	<p>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 it happens. The existing projects will be completed in 2014/15.</p> <p>Special projects that do not have a relationship with a specific commodity, but render a service overall get approved by the Departmental Project Allocation Committee (DPAC). These projects are all linked to the deliverables for the sub-programme.</p> <p>FET training works very closely with the WCDoA to respond to the achievement of the departmental strategic goals, national outcomes and provincial strategic objectives. The focus of this project is specifically linked to the National Outcomes 5 and 7, and Provincial Strategic Objectives 8, 10 and 11. This programme received approximately R2.4 million per year and increased to R8.2 million in 2013/14. The effect of this huge increase is unknown, as the emphasis of the programme will also shift to more vocational training that is more expensive and targets smaller groups. Expectations for funding in 2014/15 are similar.</p> <p>During 2012, programmes that have a close relationship with the Farmer Support Programme from the WCDoA, have been contracted with the DWA. These programmes will continue in 2014/15 with further transfers of funding, and the possibilities of expanding the assistance are well received.</p> <p>During 2013, project management of the LandCare Programme was contracted with the WCDoA. This added another R9.5 million worth of projects under management at <b>Casidra</b>. The programme includes both infrastructure creation, mainly fencing and river protection works, as well as job creation type projects such as alien clearing. This initiative will continue during 2014/15, but the extent of it is estimated at 60 projects and will operate on a demand-driven basis.</p>

PART B: PERFORMANCE INFORMATION  
PERFORMANCE INFORMATION BY PROGRAMME

**STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2014**

<b>Programme 3: Rural Infrastructure Development and Poverty Alleviation</b>					
<b>Strategic Objectives</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of project management services provided to respond to rural agricultural programmes and initiatives (CRDP and other project management services)	2	2*	0	-2	No development was identified within the zones and funds are reserved for the Minister's initiative in Agri-processing
Number of Community and Household Food Security projects assisted	2 011	1 650*	2 072	+422	Additional funding was made available at the end of the year and more projects were approved from that. A concerted effort was made to complete previously funded projects
Number of other Project Management Services	77	100*	115	+15	A concerted effort was made to finalise previous years' projects; thus the achievement was higher

\* Targets are demand driven

**KEY PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS**

<b>Sub-Programme 3.1: Infrastructure Development Services</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of rural development projects planned and implemented in current year	1	1*	0	-1	No development was identified within the zones and funds are reserved for the Minister's initiative in Agri-processing
Number of projects funded from previous years, implemented on a multi-year basis	1	1	0	-1	Funds were cancelled after the principle rentee withdrew from the development

\* Targets are demand driven

**PART B: PERFORMANCE INFORMATION**  
**PERFORMANCE INFORMATION BY PROGRAMME**

<b>Sub-Programme 3.2: Community and Household Food Security</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of commodity gardens delivered in current year	79	90*	118	+28	Additional funds were made available at the end of the year and more projects were approved from that funding
Number of household gardens delivered in current year	697	885*	982	+97	Additional funds were made available at the end of the year and more projects were approved from that funding
Number of food security interventions assisted	1	1	1	0	
Quarterly progress reports on all projects and commodities	4	4	4	0	
Number of community and household gardens' projects funded from previous years, implemented on a multi-year basis	1 235	675	972	+297	A concerted effort was made to finalise previous years' projects and funding allocation, thus the achievement was higher

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

<b>Sub-Programme 3.3: Other Project Management Services</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Value of disaster funding assistance to farmers per MoA instruction	R6.418M	R186M	R16.679M	-R169.321M	Works could not proceed due to Environmental Impact approvals outstanding from DEA&DP
Number of projects funded from previous years, implemented on a multi-year basis	11	40	55	+15	A concerted effort was made to finalise previous years' projects; thus the achievement was higher
Number of new projects implemented in current year	66	60*	60	0	
Number of farmers trained in non-accredited courses facilitated	3 177	5 600*	2 636	-2 964	The request for training was more for non-accredited courses and target for accredited could not be reached
Number of farmers trained in non-accredited courses facilitated	2 922	2 500*	2 875	+375	The target for non-accredited courses were reached, but to the detriment of accredited courses

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

## PART B: PERFORMANCE INFORMATION PERFORMANCE INFORMATION BY PROGRAMME

### PROGRAMME PERFORMANCE

#### **Sub-Programme 3.1: Infrastructure Development Services**

Funding of R4 million was made available towards Infrastructure Development for processing of products at Dysseisdorp. The identified project was planned and designed during the year, but the principle renter withdrew from the project and constructed his own facilities. It was decided to reserve the funding for the project Kholisa Agri-processing initiative.

#### **Sub-Programme 3.2: Community and Household Food Security**

Funding of R9.5 million was received to assist vulnerable communities and households with the means to produce their own food. At year-end, another R5 million was made available for this purpose. Allocation of funding was made available to 119 community gardens and 982 household gardens were also implemented.

A very successful World Food Day was held during October in Suurbraak. This function was also supported by the BGCMA and SA Breweries with R200 000 and R220 000 respectively to equip the houses with rainwater harvesting tanks and implement the gardens.

#### **Sub-Programme 3.3: Other Project Management Services**

Further funding of R2.5 million was made available to implement the Governmental Mechanisation project for the third year. A total of 72 tractors with implements were monitored and supported for 73 beneficiaries.

**Casidra** continued to receive Disaster Management funding and the 2012 floods received R183.942 million that was transferred to **Casidra**. The implementation of these civil engineering works could not start as planned, as most of the Environmental Impact Assessments and water licenses for the works were not yet approved by the DEA&DP. This situation resulted in the designs that could not be completed and are affected during each winter with further damage in the rivers that need re-planning. At the end of the financial year, one project was under construction and two more were in the tender phase with an additional two in the planning and preparation phase.

Funding of R1 million was received from the DWS during 2014/15 to implement 145 rainwater harvesting tanks within three communities. Houses were serviced with gutters and tanks to enable them to sustain food gardens.

Alien clearing programmes in the Berg River have increased during the past year after the initial projects that **Casidra** started during the last year to clear the riparian zone of the Berg River. The sales of the wood to offset the clearing costs and finding markets for the raw product prove to be extremely difficult. Funding of R650 000 was received from the Green Economy Fund via the WCDoA for an investigation into the economical use of Bluegum wood derived from alien plants eradicated from the Berg and Breede Rivers. The project was out on tender to source a service provider at year-end.

A total of R6.77 million was managed on behalf of the WCDoA for the LandCare Programme for the Western Cape. Allocation of funds was made available to 46 projects, and 41 projects carried over from the previous year were completed.

Training for farm workers and small farmers received further support of R6.051 million. A large number of farmers and farm workers are being trained in accredited and non-accredited training, and 5511 training person days were commissioned.

The UTA received R7.086 million that continued to contribute towards the assignment of professionals to assist farmers with enterprise planning, specialist agricultural advice, investigations for profitability and programme outcome evaluations. From this amount, R2 million was towards the creation of a LREAD as announced by the Western Cape Minister of Economic Opportunities to assist farmers with advice on land reform models. Advertisements to fill the LREAD position closed at the end of the year. The impact that the UTA has made in the planning of empowerment enterprises to assist projects with technical information is enormous. The UTA managed to resolve 85 technical queries received and developed or reviewed five business plans for its clients.

### STRATEGY TO OVERCOME AREAS OF UNDER PERFORMANCE

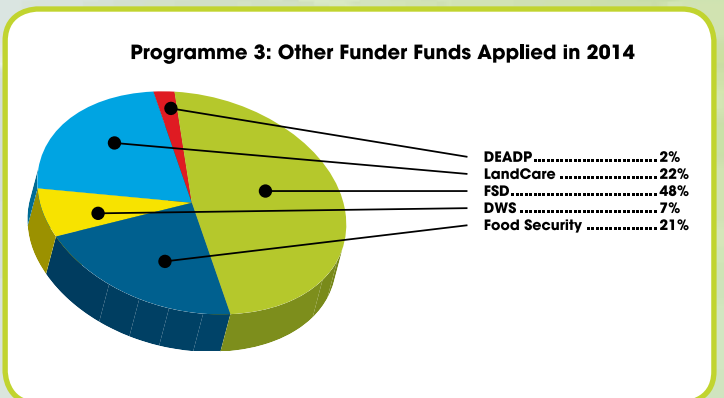
Value of disaster funding assistance to farmers as per MoA instruction: Due to environmental impact processes that were not approved in time, the funds could not be fully expended. No strategy can be adopted, as it is a legislative process to be followed.

Number of farmers trained in accredited courses: This target is demand driven and **Casidra** acted on request. The need was more towards the non-accredited courses.

Many targets are demand driven, as **Casidra** is not responsible for the request and approval process. Only once the projects are approved, did our work and scheduling start. These types of requests can happen at any time of the year, depending on the seasonal crop requirements from farmers.

### CHANGES TO PLANNED TARGETS

None.



PART B: PERFORMANCE INFORMATION  
PERFORMANCE INFORMATION BY PROGRAMME

**LINKING PERFORMANCE WITH BUDGETS**

Programme	2013/2014			2014/2015		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R	R	R	R	R	R
Rural Infrastructure Development and Poverty Alleviation	2 602 127	2 623 229	(21 102)	2 557 928	2 393 233	164 695
<b>TOTAL</b>	<b>2 602 127</b>	<b>2 623 229</b>	<b>(21 102)</b>	<b>2 557 928</b>	<b>2 393 233</b>	<b>164 695</b>

**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: Farm Worker Development
- 4.2: Small Business Support
- 4.3: Rural Nodal Development
- 4.4: Other Project Management Services

**STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2014**

<b>Strategic Objective 1</b>	<b>To enhance the image and the socio-economic conditions of farm workers and their families by providing them with development and life skills training to improve their quality of life (SG 1, 2, 3, 5, 6)</b>
<b>Objective Statement</b>	The objective statement of the sub-programme entails facilitating training and skills development amongst farm workers and their families to enhance their image and socio-economic conditions.
<b>Baseline</b>	The Western Cape has approximately 175 000 farm workers and is home to almost 24% of the farm workers in the country. This is an indication that farming in the province is relatively more labour-intensive than is the case in the rest of the country. Geographically, the Western Cape Province's farm activities are very large and diverse and, therefore, it is important to uplift and assist our farm workers on all levels.  In general, farm workers are isolated from the mainstream social interaction and do not have regular access to life skills training. In most cases, they lack the awareness of the dangers of substance abuse and the effects this may have on the breakdown of the social fabric in their communities. It is, therefore, essential to build pride amongst farm workers, as they contribute towards the success of the sector.
<b>Strategic Objective 2</b>	<b>Provide interventions that enhance business growth in rural areas (SG 1, 2,3, 5, 6)</b>
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>• To develop and grow business through enhanced access to financial and non-financial support.</li> <li>• To provide funding for special projects identified to inform business competitiveness.</li> </ul>
<b>Baseline</b>	From 2012 to 2013, R7.8 million of funding has been disbursed to approximately 48 beneficiaries.
<b>Strategic Objective 3</b>	<b>To successfully facilitate the implementation of the National Comprehensive Rural Development Programme to ensure socio-economic development in the 15 selected rural nodes in the Western Cape (SG 1, 2,3, 5, 6)</b>
<b>Objective Statement</b>	Holistically improving the quality of life of communities living in rural areas through a co-ordinated development approach between all three spheres of government, rural communities and the private sector.
<b>Baseline</b>	33% Of people in the Western Cape live outside of the Cape metropolitan area. Research through household profiling initiatives has shown that some rural communities have unemployment rates of up to 80%.
<b>Strategic Objective 4</b>	<b>Provide a project management service to respond to economic development initiatives in rural areas (SG 1, 2,3, 5, 6)</b>
<b>Objective Statement</b>	To facilitate support and development of job creation projects, new business and existing businesses, leveraging partnership funding and unlocking business opportunities.
<b>Baseline</b>	From 2011 until 2013 there has been a marked increase from R2.3 million to R4.2 million worth of projects under the Other Project Management services sub-programme.

PART B: PERFORMANCE INFORMATION  
PERFORMANCE INFORMATION BY PROGRAMME

**STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2014**

<b>Programme 4: Local Economic and Business Development</b>					
<b>Strategic Objectives</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of Farm Worker Development initiatives facilitated in the Province	5	38	186	+148	Targets set were too low. The previous years were used as baseline data
Provide interventions that enhance business growth in rural areas	11	99	307	+208	Interventions are based on the outcomes of the needs assessment process
Provide assistance with the implementation and capacity building of the CRDP in the identified rural nodes	184	150	265	+115	The CRDP is implemented in the most impoverished rural areas where the demand for such support is high
Provide a project management service to respond to economic development initiatives in rural areas	11	16	17	+1	<b>Casidra</b> responded to an additional request received

**KEY PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS**

<b>Sub-Programme 4.1: Farm Worker Development</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of substance abuse interventions supported	5	7	59	+52	Targets set were too low. The previous years were used as baseline data
Number of life skills interventions supported	6	11	89	+78	Targets set were too low. We used the previous years as baseline data
Number of early childhood initiatives support	-	2	23	+21	Targets set were too low. The previous years were used as baseline data
Number of regional and provincial farm worker competitions hosted	-	18	15	-3	Funding allocated was for only 15 co-ordinating areas. The target set was too high. Only one beneficiary allocated did not take up the funds

<b>Sub-Programme 4.2: Small Business Support</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of LED Growth Fund applications received and assessed	-	25	28	+3	Over-estimated annual target
Number of Grant agreements signed	-	10	4	-6	Very late tranche payment for the programme was done



**PART B: PERFORMANCE INFORMATION**  
**PERFORMANCE INFORMATION BY PROGRAMME**

<b>Sub-Programme 4.2: Small Business Support</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Number of applications adjudicated for financial approval	-	26	123	+97	These are funding approvals for three different financial assistance programmes
Number of site visit reports compiled validating payment requests	-	10	8	-2	It was not necessary to do site visits for payment requests for the LED Growth Fund. Payment requests received were for training and research work
Number of quarterly progress and financial reports of LED Growth Fund submitted	-	4	4	0	
Project completion reports compiled and submitted	-	10	21	+11	Completion reports included from previous funded projects that were only completed in the reporting financial year
Number of loan agreements concluded and signed with beneficiaries	-	10	123	+113	Loan agreements emanating from the three financial assistance programmes managed
Number of progress and financial reports compiled and submitted	-	4	9	+5	Quarterly reports for the three financial support projects

<b>Sub-Programme 4.3: Rural Nodal Development</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Institutionalisation of new Council of Stakeholders	-	10	9	-1	A delay in formalising the NPO process by the COS members
Number of COS given financial management support	-	10	29	+19	Financial assistance is still given to COS established from the previous financial years
Number of co-operatives registered	-	80	31	-49	The challenges experienced with CIPC resulted in very few successful registrations taking place. This is a demand driven intervention
Number of co-operatives assisted with business support interventions in terms of advice	-	44	201	+157	The handholding approach needs constant visitation and evaluation of project plans
Number of co-operatives assisted to successfully access financial support	-	6	12	+6	Partnerships with various financial support organisations have resulted in accessing additional funding

**PART B: PERFORMANCE INFORMATION**  
**PERFORMANCE INFORMATION BY PROGRAMME**

<b>Sub-Programme 4.4: Other Project Management Services</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2013/2014</b>	<b>Planned Target 2014/2015</b>	<b>Actual Achievement 2014/2015</b>	<b>Deviation from Planned Target to Actual Achievement for 2014/2015</b>	<b>Comment on Deviations</b>
Ensure completion of deliverables according to business plan for Stony Point by 30 November 2013	0	1	0	-1	Project completion will only be final after the mentorship period has been completed
Number of progress reports and Financial Statements Stony Point	6	12	9	-3	Completion report has been delayed by the outstanding trust and management transfer agreement between the Trust and CapeNature
Multi-year projects: <ul style="list-style-type: none"> <li>• Simfini</li> <li>• Water Week</li> <li>• Market Access</li> </ul>	5	3	8	+5	Both Simfini and Market Access are each two different financial year projects

**PROGRAMME PERFORMANCE**

**Sub-Programme 4.1: Farm Worker Development**

The sub-programme: Farm Worker Development, moved from the Programme: Farmer Support and Development, as there is more synergy with the functions of the Programme: Rural Development Co-ordination.

The purpose of the Fund is to enhance the image and socio-economic conditions of farm workers and their families by providing them with development and life skills training to improve their quality of life.

For the 2014/15 year, an amount of R2 582 200 for the purpose of the Farm Worker Development Fund was received in July 2014. 15 Beneficiaries / NGOs, namely AgriMega Farm Worker Magazine, Child Welfare Hermanus, SHINE Development, Karos and Kambro, WIDA, ARA, Philani Training, AgriMega Financial Literacy Skills, Koue Bokkeveld Training Centre, Sing for Africa, Centre for ECD, FARR, NADO, Christian Social Services and Engedi Haven for Rural Youth were approved for funding. Out of the 15, 12 beneficiaries have claimed for training provided to farm workers, and to date a total amount of R1 568 317 has been spent for the financial year 2014/15.

Three of these 12 beneficiaries have completed the project. All other project beneficiaries are expected to complete their training within the next six months. After discussions with the WCDoA, there is also a possibility that two projects, which have not yet taken up the 2014/15 funding, will be cancelled.

Farm Worker Competitions: R512 000 has been allocated to 16 co-ordinators (Eden, Klein Karoo, Bergrivier, Cape Breeders, Durbanville Hills, EGVV, Hex Valley, KOUP, Langeberg, Franschhoek, Olifantsrivier, Overberg, Piket-Bo-Berg, Stellenbosch, Swartland, Witzenberg) to host the Farm Worker competitions in the different regions. Out of the 16 Farm Worker Competition co-ordinators, 15 have been paid. A total amount of R427 000 has been disbursed. The Eden Karoo competition did not take place this year due

to internal conflict experienced within the relevant farmers' associations. Their allocation is, therefore, a savings. The remaining R85 000 will be used for other project related expenses.

**Sub-Programme 4.2: Small Business Support**

**Local Economic Development(LED) Growth Fund**

The LED Growth Fund's aim is that any grouping of companies is able to approach government to access funding for industry-specific publicly funded inputs. Such inputs would include infrastructure, research and development, training, fast-track bureaucratic procedures, property rights, market studies and support to gain market access. The Fund aims to crowd in private sector investment to the value of at least R2 million and assist the sustainability and/or expansion of at least 10 businesses.

The Business Plan for the 2014/15 year was compiled and submitted to DEDAT. **Casidra** was, however, requested to reduce the implementing fee for this financial year. **Casidra** amended the business plan by adjusting the deliverables in relation to a negotiated implementing fee of 7%.

A call for new applications was made via the media. All new applications were assessed after the window period closed. Applications that met the criteria were adjudicated and four (4), to the value of R1 742 504, were approved, but due to the late transfer of funds, grant agreements will only be signed in the new financial year.

**Oudtshoorn Entrepreneurial Support Fund**

The Oudtshoorn Municipality provides financial support towards the development and growth of emerging entrepreneurs within the Oudtshoorn municipal region. This support can be in the form of financial or non-financial support or a combination of both. The financial support will take the form of either a grant or a loan, which will be accessible through **Casidra** who has been identified as a suitable project partner.

## PART B: PERFORMANCE INFORMATION

### PERFORMANCE INFORMATION BY PROGRAMME

The objective of the Fund is to create an environment where micro entrepreneurs can grow and are able to access the necessary resources to become sustainable business entities.

The Construction sector at 38% of fund disbursement remains the biggest sector benefiting from bridging finance. This has also been the sector with the highest creation of job opportunities. Total number of jobs created and sustained through this Fund is as follows:

- Permanent jobs: 104
- Casual jobs: 310

#### **Rural Nodal Development: Co-op and SMME Support Programme**

The above Programme has been designed to give credence to the Provincial Strategic Objective one (PSO1), which includes the creation of opportunities for growth and jobs, the creation of an enabling environment for business and citizens to grow and the creation of a competitive and productive economic region.

Funds are to be made available to establish and maintain a programme that will afford co-operatives in the Rural Development nodes of the Western Cape Department of Agriculture the opportunity to access low cost finance and to provide the necessary training and development for these entrepreneurs to improve their technical and management skills to become self-sustainable.

**Casidra**, as a project management entity is utilised to assist and implement the Co-operative and SMME Support Programme to create maximum impact, yet remain within the framework and mandate of the Department of Economic Development and Tourism.

#### **Sub-Programme 4.3: Rural Nodal Development**

The project is funded by both the Western Cape Department of Agriculture and the Department of Economic Development and Tourism.

The objective of the funding from the WCDoA is to give operational support to the COS and deliver business consulting services to the co-operatives and others in the nodes, whilst the funding from the Department of Economic Development and Tourism is to afford co-operatives in the Rural Development nodes of the Western Cape the opportunity to access low cost finance and to provide the necessary training and development for these entrepreneurs to improve their technical and management skills to become self-sustainable.

#### **Nodes (Geographical Spread)**

All rural nodes are located in small deeply impoverished areas. Therefore, the assistance given to these areas is highly strenuous on the resources available. The nodes are spread out in five districts, namely The Central Karoo, Eden, Winelands, West Coast and Overberg districts.

Due to the low literacy rate, handholding support is needed. The distance between the nodes is vast and further away from towns where most of the government support institutions including banks are concentrated.

These issues including the conflict amongst the COS and co-operative executive members hamper the successful operationalisation and execution of the mandate of the Rural Development Co-ordination Programme. See geographical map on the spread of the rural nodes.



Geographical map indicating rural nodes

Transport expenditure costs are high due to communities living in abject poverty with no means of transport.

A total of 25 workshops were held in the Eden Central Karoo area of which four were held in the Central Karoo region on the legal requirements, including the roles and responsibilities of the executive members of the co-operatives.

Of the 42 co-operatives' registrations done for this reporting period through CIPCS, only 17 registration certificates have been received. There were approximately 97 consultation visits undertaken for the reporting year with R2.2 million financial assistance facilitated on behalf of the entities.

The areas are too vast and the need and expectation is too great in these deeply impoverished areas to be matched with the existing resources available.

There is absolutely no access to public transport in these areas. No access to land and business premises severely hampers progress in the nodes.

One of the most common problems in all areas is the conflict between members and the constant resignation of members in search of better employment opportunities.

#### **Sub-Programme 4.4: Other Project Management Services**

The strategic objective of the Sub-programme is to provide a project management service to respond to economic development initiatives in rural areas.

To facilitate support and the development of job creation projects, new business and existing businesses, leveraging partnership funding and unlocking business opportunities.

#### **Stony Point Eco-Centre**

The project is funded by the National Department of Tourism. The purpose of the funding is to convert an existing building in Betty's Bay into a restaurant, Eco-interpretive centre, construction of ablution facilities, construction of the CapeNature boat house, parking area, perimeter fencing, interpretive signage, support office, external timber deck, pedestrian walkways, external works and covered walkway.

The infrastructure deliverables of the project with a fully furnished and modern fitted kitchen have been completed, and the operational phase has commenced during this reporting period.

**Casidra**, in conjunction with the Trust members, commenced with the staff recruitment drive. A number of kitchen staff and manager of the restaurant were recruited. **Casidra** drew up job descriptions on behalf of the trustees.

## PART B: PERFORMANCE INFORMATION PERFORMANCE INFORMATION BY PROGRAMME

The restaurant opened its doors to the public during the first week of December 2014. An application to sell, serve and purvey liquor at the restaurant has been submitted to the Western Cape Liquor Board. It is expectant that granting of the licence will only be effected in the new financial year.

**Casidra** envisages to withdraw from the project by the end of September 2015, when all requirements would have been met and the completion report submitted to the National Department of Tourism.

### **Simfini**

This Programme is funded by the WCDoA and aims to assist 30 emerging farmers with financial record-keeping. The Programme endeavours to support identified farms/projects with proper financial record-keeping systems. The training covers a broad spectrum of topics including tax, audit, accounting standards and general financial management.

### **Market Access**

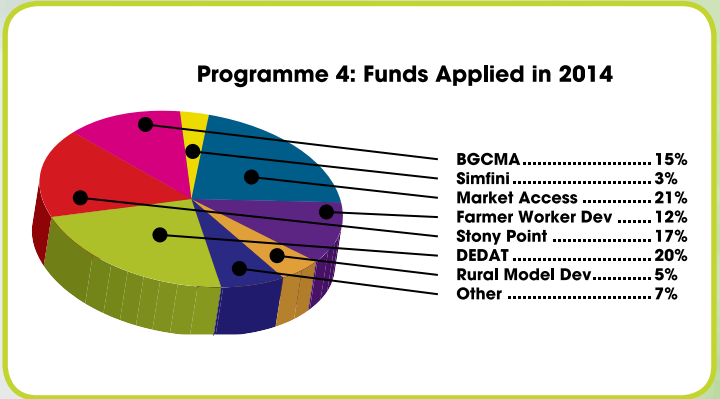
The purpose of this funding is to assist the WCDoA to facilitate International and Domestic Market Access for smallholder entrepreneurs within the agriculture sector.

### **STRATEGY TO OVERCOME AREAS OF UNDER PERFORMANCE**

None.

### **CHANGES TO PLANNED TARGETS**

None.



### **LINKING PERFORMANCE WITH BUDGETS**

Programme	2013/2014			2014/2015		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R	R	R	R	R	R
Local Economic and Business Development	-	-	-	4 745 247	4 151 864	593 383
<b>TOTAL</b>	-	-	-	<b>4 745 247</b>	<b>4 151 864</b>	<b>593 383</b>

2013/2014 costs allocated to Programme 1

## REVENUE COLLECTION

(Not Applicable)

## CAPITAL INVESTMENT

(Not Applicable)

PART C: GOVERNANCE  
STANDING COMMITTEES

STANDING COMMITTEES (2014/2015)

DATE OF MEETING	COMMITTEE	SUBJECT ADDRESSED	MANNER OF ADDRESS
12 March 2014	Standing Committee on Agriculture and Environmental Planning	Western Cape Appropriation Bill 2014 – Vote 11 – Agriculture and <b>Casidra</b>	Discussion
13 May 2015	Standing Committee Economic Opportunities, Tourism and Agriculture	Briefing on the 2015/2016 Annual Performance Plan (Corporate Plan) and 5 year Strategic Plan 2016/2020; highlighting on the land reform strategy	Briefing to the Committee
24 June 2015	Standing Committee Economic Opportunities, Tourism and Agriculture	<b>Casidra</b> to brief the Committee on the mechanisms introduced to address the resolutions passed during the 2013/2014 annual reporting period.  Presentation on the implementation of the Supply Chain Management policies and framework, including information on procurement and use of consultants.	Briefing to the Committee  Presentation to the Committee
25 June 2014	Standing Committee on Agriculture and Economic Development	First Meeting of the Standing Committees: Departments to present an introductory briefing, providing a brief overview of the Department's: <ul style="list-style-type: none"> <li>• Organisational Structure and programmes;</li> <li>• Mission, vision and core functions;</li> <li>• Reporting entities;</li> <li>• Key dates and deadlines; and</li> <li>• Pressing issues.</li> </ul>	Briefing to the Committee

**PUBLIC ACCOUNTS COMMITTEE RESOLUTIONS**

**RESOLUTION NUMBER 1 (OPENING COMMENTS)**

**Subject**

The Committee noted the Auditor-General's audit opinion regarding the Entity's Financial Statements for the 2013/14 financial year, having obtained an unqualified audit opinion with findings on matters relating to predetermined objectives. This audit opinion is thus a regression from the 2011/12 and 2012/13 financial years, whereby the Entity obtained a clean audit opinion from the Auditor-General of South Africa.

As disclosed in the detailed Financial Statements on page 45 of the Entity's Annual Report, **Casidra** SOC Ltd spent R28,9 million on operating expenditure and salaries. This excludes project expenditure of R147,8 million.

As disclosed in the detailed Financial Statements on page 45 of the Entity's Annual Report, the entity's total income for the year amounted to R157,9 million (2012/13: R144,2 million).

Included in the table of transfers payments made by the Western Cape Department of Agriculture, as disclosed on pages 124 to 130 of the Western Cape Department of Agriculture's Annual Report, are transfer payments of R127,6 million made to **Casidra** SOC Ltd during the 2013/14 financial year.

The Department is encouraged to concentrate on improving its drivers of internal control, which relates to financial and performance management controls with regard to reporting.

The Committee herewith further requests that the implementing agent, **Casidra** SOC Ltd, publishes the opening comments of the Committee in its Annual Report, Part C, for the 2014/15 financial year.

**Details**

As stated under subject

**Response by entity**

Noted and accepted

**Resolved (Yes/No)**

Yes

**RESOLUTION NUMBER 2**

**Subject**

The Committee noted that the Auditor-General could not measure the required performance for 50% of the planned indicators listed in Programme 3: Rural Infrastructure and Poverty Alleviation, and 25 % of the planned indicators listed in Programme 4: Local Economic Development. This was due to management not adhering to the requirements of the National Treasury Framework for Managing Programme Performance Information in setting planned targets. Due to limitations placed on the scope of the work by the Entity, there are no comments on the deviations listed in the Annual Report, as the Entity has reported all actual targets achieved.

**Details**

The Entity should develop and implement a mechanism whereby the targets and indicators can be measured. The Entity should brief the Committee on the status of such a mechanism during the 2014/15 financial year.

**Response by Entity**

Briefing to be scheduled by Public Accounts Committee

**Resolved (Yes/No)**

Yes

**RESOLUTION NUMBER 3**

**Subject**

The Committee noted that the Entity is a state-owned Company acting as a development agency for the Western Cape Government. In accordance with the Public Finance Management Act, (Act 1 of 1999, as amended) **Casidra** has been listed as a Schedule 3D provincial government business enterprise.

The primary goal of the Company is the provision of services to raise the quality of life of resource poor communities.

**Details**

The Entity should brief the Committee on its vision, mission, predetermined objectives, including a financial breakdown of all programmes, and a historical breakdown of these programmes by providing a 3-year analysis.

**Response by Entity**

Briefing to be scheduled by Public Accounts Committee

**Resolved (Yes/No)**

Yes

# PART C: GOVERNANCE

## CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2015

### 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 III 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 III) and is satisfied that the Company has complied with South African legislation and regulations in this financial year.

The Board's Charter as well as the Committees' Charters were tabled for revision by the Board in compliance with the recommendations of King III.

### 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 eight non-executive directors.

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

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, Remuneration and Social and Ethics. Each committee has a charter and mandate.

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;
  - 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.

# PART C: GOVERNANCE

## CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2015

### 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/exit from office at the Annual General Meeting in each odd-numbered year.

The exiting directors 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.

Exiting directors 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
E Calitz	✓	A	✓	✓
L Coetzee	✓	✓	✓	✓
GJ Martin	✓	✓	✓	✓
AV Moos	✓	✓	A	✓
GM Ntuli	A	A	✓	A
GA Oliver	✓	✓	✓	✓
JH Roos	✓	✓	✓	✓
JF Smith (resigned Nov 2014)	✓	✓	✓	-

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.

### 8. BOARD PERFORMANCE ASSESSMENT

A Board self-evaluation was undertaken and the process was driven by the Company Secretary by way of a written questionnaire. The results of the said self-evaluation process were analysed by the Chairperson and the Chief Executive Officer. 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.

### 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 view 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 of 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 Prof. E Calitz (Chairperson), Dr L Coetzee, Mr AV Moos and Mr JH Roos.

##### 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 twice during the financial year and the attendance was as follows:

MEMBERS	JUL	FEB
E Calitz	✓	✓
L Coetzee	✓	✓
AV Moos	✓	✓
JH Roos	✓	✓

Legend: ✓ = Attendance, A = Apologies

##### External audit

- Nominates the independent external auditor 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 engagement.
- 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.



## PART C: GOVERNANCE

### CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2015

- 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, summarised integrated 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 integrated report for approval by the Board.
- Reviews whether the content of the summarised information provides a balanced view.
- Engages the external auditors to provide assurance on the summarised financial information.

#### **Internal audit**

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

#### **Risk management**

- Considers the risk management strategy, Code of Ethics and Fraud Prevention Plan.
- Monitors the continuous risk management assessment and implementation of the strategy and plan.
- Makes recommendations to the Board concerning the levels of risk tolerance and appetite and monitors that risks are managed within the levels of tolerance and appetite as approved by the Board.
- Ensures that Management considers and implements appropriate risk monitoring and responses.

- Expresses the Committee's 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 Remuneration Committee**

#### **Composition**

The Remuneration Committee comprises of at least three non-executive directors.

The members as at the end of the financial year were Dr L Coetzee, Ms GM Ntuli, Adv. GA Oliver and Mr JH Roos (Chairperson).

#### **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 met twice during the financial year. The February 2015 meeting was conducted via electronic communication. The attendance was as follows:

MEMBERS		APR	NOV	FEB
L Coetzee	Appointed Mar 2015	-	-	-
GM Ntuli		✓	✓	E
GA Oliver		A	✓	E
JH Roos		✓	✓	E
JF Smith	Resigned Nov 2014	✓	✓	-

Legend: ✓ = Attendance, A = Apologies, E = Electronic

#### **Primary responsibilities**

- Oversees the establishment and implementation of remuneration policies in relation to non-executive directors and 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.

## PART C: GOVERNANCE

### CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDED 31 MARCH 2015

- Provides sufficient information for the Shareholder and the Board to assess the remuneration policy.
- Ensures that the Directors and 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 personnel.
- Makes recommendations on the basis of the Company's remuneration system.
- Performs duties as directed by the Board.
- Advises Management with regard to personnel retrenchment, severance packages, early retirements, handling medical disabilities, et cetera.

#### **Invitees**

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

#### **10.3 Nomination Committee**

##### **Composition**

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

The members as at the end of the financial year were Dr L Coetzee, Ms GM Ntuli, Adv. GA Oliver and Mr JH Roos (Chairperson).

##### **Chairperson**

The Chairperson is nominated by the Board.

##### **Frequency of meetings**

Committee meetings are held as and when necessary.

The Committee did not meet during the financial year.

##### **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.

#### **Invitees**

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

#### **Composition**

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

The members as at the end of the financial year were Dr L Coetzee, 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 met three times during the financial year and the attendance was as follows:

DIRECTORS	JUN	NOV	MAR
L Coetzee	A	✓	✓
GJ Martin	✓	✓	✓
AV Moos	✓	A	✓
GM Ntuli	✓	✓	A

Legend: ✓ = Attendance, A = Apologies

#### **Primary responsibilities**

- Monitors the Company's activities, having regard to any relevant legislation, other legal requirements or prevailing codes of best practice, with regard to matters relating to social and economic development, good corporate citizenship, the environment, health and public safety, consumer relationships and labour and employment adherence.
- Draws matters within its mandate to the attention of the Board as and when required.
- Reports to the Shareholder at the Company's Annual General Meeting on the matters within its mandate.

#### **Invitees**

The Social and Ethics Committee has the authority to obtain advice and seek assistance from internal and external 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 as well as the ongoing training of Directors.

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

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 also 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.

Nothing has come to the attention of the Directors to indicate that any material breakdown in the functioning of these controls, procedures and systems have occurred during the year under review.

## 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 statements and Annual Report.

## 16. FRAUD PREVENTION AND FRAUD LINE

A Fraud Prevention Plan as well as a 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.

## 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. B-BBEE

The verification audit has been completed by BEE Verification Agency (Proprietary) Limited, an independent rating agency, to verify and certify the Company's B-BBEE status.

The audit was completed in February 2014 and **Casidra** scored a Level 2 (Procurement recognition level 125%).

## 19. INTERNAL AUDIT FUNCTION

The independent internal audit function has been outsourced and reports directly 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 with a view that all employees may participate and adopt it as an inherent cornerstone of **Casidra**.

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

As a new development in governance, the functioning of this Committee will evolve over time as experience in this area is gained.

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

## PART C: GOVERNANCE DIRECTORS' PROFILES

### GA (Gary) Oliver

Age: 56

#### Title

Chairperson  
Independent non-executive  
director

#### Qualifications

- BProc
- LLM (Public Law)

#### Year Appointed

1999

#### Committee Memberships

- Nomination Committee
- Remuneration Committee

#### Other Directorships/Trusteeships

- Member: Cape Bar
- Member and Chairperson: Genadendal Museum Board
- National President and Chairperson: CANSA

#### Skills, Expertise and Experience

Adv. Oliver has been in private legal practice since 2002. As a Genadendal-born citizen in the Overberg district, Advocate Oliver has a long involvement with rural development. He is a former State Legal Advisor and Senior Manager in the Western Cape Provincial Government.



### JF (Julian) Smith

Age: 61

#### Title

Independent non-executive  
director

#### Qualifications

- HDE
- MA
- DLitt

#### Year Appointed

2002 (Resigned Nov 2014)

#### Committee Memberships

- Nomination Committee
- Remuneration Committee

#### Other Directorships/Trusteeships

- SUSPI
- Sabinet Online

#### Skills, Expertise and Experience

Prof. Smith started his career as a teacher in 1976. He became a lecturer and later a registrar at the University of the Western Cape. He has experience in higher education management of more than 20 years and has been a Vice-Rector at the University of Stellenbosch since 2000. He has a strong background and interest in sport, NGOs and cultural activities.



### GM (Gugu) Ntuli

Age: 41

#### Title

Independent non-executive  
director

#### Qualifications

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

#### Year Appointed

2008

#### Committee Memberships

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

#### Other Directorships/Trusteeships

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

#### Skills, Expertise and Experience

Ms Ntuli, previously the Chief Executive Officer of the Stellenbosch University Sport Performance Institute (SUSPI), now overseas media and public relations for Adidas South Africa. She has extensive managerial experience and expertise in strategic management, marketing, communications, public relations and media.



### E (Estian) Calitz

Age: 66

#### Title

Independent non-executive  
director

#### Qualifications

- BCom
- DCom (Economics)

#### Year Appointed

2011

#### Committee Memberships

- Audit and Risk Committee (Chairperson)

#### Other Directorships/Trusteeships

- Member of several bodies, committees and boards.
- Former Member: Board of Trustees University of Stellenbosch Retirement Fund
- Member: Audit Committee Department of Education Western Cape

#### Skills, Expertise and Experience

Prof. Calitz, emeritus professor of Economics 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 of about 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.



## PART C: GOVERNANCE DIRECTORS' PROFILES

### JH (Jannie) Roos

Age: 68

#### Title

Non-executive director

#### Qualifications

- Diploma in Personnel Management
- Advanced Diploma in Personnel Management and Management Training
- Advance Programme in Labour Law

#### Year Appointed

2009

#### Committee Memberships

- Audit and Risk Committee
- Nomination Committee (Chairperson)
- Remuneration Committee (Chairperson)

#### Other Directorships/Trusteeships

None

#### Skills, Expertise and Experience

Mr Roos was the former Head of the Office of the Minister of Agriculture and Rural Development in the Western Cape. He spent most of his career working in the public service holding several senior positions in the Transvaal Provincial Administration, the Cape Provincial Administration, the Provincial Service Commission and Western Cape Premier's Office. He is an experienced senior manager and believes in human capital development.



### GJ (Gerard) Martin

Age: 39

#### Title

Independent non-executive director

#### Qualifications

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

#### Year Appointed

2013

#### Committee Memberships

- Social and Ethics Committee

#### Other Directorships/Trusteeships

- Advisory Council for the Pinotage Youth Development Agency
- Northern Cape Vineyard Development Scheme's Steering Committee
- Paarl Mountain Advisory Council

#### Skills, Expertise and Experience

Mr 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 as well as Manager: Information Services until November 2003. Mr Martin has a lot of interest in community development.



### L (Leonie) Coetsee

Age: 54

#### Title

Vice-Chairperson  
Independent non-executive director

#### Qualifications

- Diploma in Company Direction
- Diploma in International Research Ethics
- Doctor Societatis Scientiae

#### Year Appointed

2013

#### Committee Memberships

- Audit and Risk Committee • Nomination Committee
- Remuneration Committee • Social and Ethics Committee

#### Other Directorships/Trusteeships

None

#### Skills, Expertise and Experience

Dr Coetsee is a project director and implementation consultant. She obtained her first degree in the 1980s, and has lead various research and capacity building programmes in the health sector towards successful implementation over the past 30 years. Most of these programmes were within disadvantaged communities and Leonie is passionate about upliftment of disadvantaged, specifically rural communities. As an independent consultant, Leonie's clients over the past years have been various universities, international private sector as well as NGO entities. She is also a consultant for Good Clinical Practice Auditor for the pharmaceutical industry. Leonie has developed an in-depth understanding of the challenges rural communities face with implementation of support and capacity building programmes and is a proud resident of the West Coast.



### AV (Ainsley) Moos

Age: 37

#### Title

Independent non-executive director

#### Qualifications

- BA (Sociology, Psychology)
- BPhil (Honours in Journalism)
- MBA
- Executive Leadership Programme

#### Year Appointed

2013

#### Committee Memberships

- Audit and Risk Committee
- Social and Ethics Committee

#### Other Directorships/Trusteeships

Member of the University Stellenbosch Council

#### Skills, Expertise and Experience

Mr Moos is a former journalist and editor. He started his career as a journalist with *Beeld* newspaper in Johannesburg reporting on general news, land reform and agricultural commodity markets. He moved to *Landbouweekblad* where he spent five years – first as a senior journalist, then Deputy Editor, and the last two years as Editor-in-Chief of *Landbouweekblad*. He moved to Bloemfontein where he was Editor-in-Chief of the daily newspaper *Volksblad*. He then moved to *Sake24* in Johannesburg where he was Editor-in-Chief and Publisher, but decided to move to the corporate world taking up his current role as Head of Group Communication at Sanlam in Cape Town.



# PART C: GOVERNANCE

## REPORT OF THE AUDIT AND RISK COMMITTEE

### REPORT OF THE AUDIT AND RISK FOR THE COMMITTEE FOR THE YEAR ENDED 31 MARCH 2015

#### 1. LEGAL 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. **Casidra** complied with the legal requirements.

#### 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 26<sup>th</sup> consecutive unqualified financial audit report.

**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 its 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 auditing firms PwC, Alberto Prins and Boshoff Visser.

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 Statements of General Accepted 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;
- Verified the quality, services and independence of the external auditors, nominated PwC Inc. as the auditors for 2015 and noted the appointment of Mr RJ Jacobs as the designated auditor (PwC's designated auditor and manager responsible for the audit is replaced 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;
- 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.

## PART C: GOVERNANCE REPORT OF THE AUDIT AND RISK COMMITTEE

### REPORT OF THE AUDIT AND RISK FOR THE COMMITTEE FOR THE YEAR ENDED 31 MARCH 2015

**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 an agency basis.

Financial Statements regarding the various projects which **Casidra** oversees and finances on behalf of its Shareholder, the Western Cape Department of Agriculture, 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 external auditors performed testing of financial transactions.

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

No incidents were brought to the attention of the Committee to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year under review.

#### 6. COMPLIANCE

**Casidra** complied with relevant laws, regulations and policies, as well as with **Casidra's** code of conduct.

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

During the year under review, nothing has come to the attention of the Committee to indicate any 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.

Management maintains adequate accounting records, aimed at the achievement of objectives. Management continues to maintain systems of internal control through a regular and proactive process of auditing and correction.

#### 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.



**PROF. ESTIAN CALITZ**  
**CHAIRPERSON: AUDIT AND RISK COMMITTEE**

**29 July 2015**

## PART D: HUMAN RESOURCE MANAGEMENT INTRODUCTION

The Human Resources processes such as training, performance management, policy review, employment equity and employee wellness run well and **Casidra**

complies with all legislative submission requirements such as submission of the Employment Equity Plan and the Skills Development Plan.

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

HR PRIORITIES	IMPACT
<b>SUCCESSFUL IMPLEMENTATION OF THE FULL SPECTRUM OF HUMAN RESOURCES</b>	<ul style="list-style-type: none"> <li>• An electronic performance management system has been implemented</li> <li>• A retention strategy has been approved by the Board</li> <li>• An Implementation Plan for succession preparation (HR Planning) has been approved by the Management Committee</li> </ul>
<b>STRATEGIC HUMAN RESOURCES MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• Organisation made the necessary adjustments to implement the labour law amendments that affects contract workers</li> <li>• An internship policy has been approved by the Board</li> <li>• All preparatory work has been completed for the accreditation process as a training service provider at the Services SETA</li> <li>• A substance abuse policy is under development</li> </ul>
<b>HUMAN RESOURCES BUDGET</b>	<ul style="list-style-type: none"> <li>• A realistic Human Resources Budget has been compiled and expenditure is also continually being monitored</li> <li>• The farms have been influenced to budget more realistically for training and employee wellness</li> </ul>
<b>TRANSFORMATION</b>	<ul style="list-style-type: none"> <li>• An annual staff satisfaction survey has been conducted in August for the third year in a row</li> <li>• Corporate team-building sessions have been completed</li> <li>• A service provider has conducted a macro and micro organisational analysis</li> </ul>
<b>STRATEGIC TRAINING</b>	<ul style="list-style-type: none"> <li>• More than 80% of identified training needs in the Workplace Skills Plan was successfully addressed</li> <li>• Quarterly training reporting takes place as well as monthly monitoring</li> <li>• The implementation of the Internship Policy has paved the way for <b>Casidra</b> on starting to employ interns</li> </ul>

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

- A retention strategy has been approved by the Board; and
- An Implementation Plan for succession preparation (HR Planning) has been approved by the Management Committee.

### EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK

**Casidra** implemented an electronic performance management system based on its approved EPMDS Policy.

### EMPLOYEE WELLNESS PROGRAMMES

**Casidra** continuously implements employee wellness interventions at least on a quarterly basis. Money Sense training is one example and was well received by employees.

Employee wellness is continuing to do well on the farms. All three farms compile an annual Employee Wellness Programme. Waaikraal especially has taken the lead in regularly implementing employee wellness interventions that involve the communities as well.

### POLICY DEVELOPMENT

The following policies were developed or reviewed:

- The Retention Strategy
- The Contract Workers Policy
- The Internship Policy
- The Recruitment and Selection Policy

### ACHIEVEMENTS

The implementation of the EVALUATE job evaluation process was successfully completed.

A Relationship-by-Objectives Mediation on the Anhalt farm contributed to the stabilisation of labour relations on the farm. The transition between two unions on the farm was also successfully managed ending up in a recognition agreement with Agricultural, Food, Fishing and Retail Industry Workers' Union (AFRIWU).

### CHALLENGES FACED BY THE PUBLIC ENTITY

The concerns raised by employees with regard to lagging salaries is in the process of being addressed through the move over to the Equate system. Due to budget constraints this, however, is a phased process.

Staff turnover continues to have an impact on **Casidra**, as we are a relatively small organisation. It is costly and affects sustainable achievement of Employment Equity Targets and Human Resource Planning.

Union activities on the farms continue to happen in the background, although these have stabilised to some extent.



## PART D: HUMAN RESOURCE MANAGEMENT INTRODUCTION

### FUTURE HR PLANS /GOALS

PERFORMANCE INDICATOR 1: SUCCESSFUL IMPLEMENTATION OF THE FULL SPECTRUM OF HUMAN RESOURCES
1.1. Implement electronic performance management system for the farms
1.2. Fine-tune electronic individual performance management system for head office
1.3. Implement retention strategy
1.4. Implement Implementation Plan for the Human Resources Plan
1.5. Review job profiles
PERFORMANCE INDICATOR 2: STRATEGIC HUMAN RESOURCES MANAGEMENT
2.1. Accreditation of Project Management Course
2.2. Approve Alcohol and Drug Abuse Policy
PERFORMANCE INDICATOR 3: HUMAN RESOURCES BUDGET
3.1. Develop and control a functional Human Resources budget
3.2. Influence training and wellness budgets on farms
PERFORMANCE INDICATOR 4: TRANSFORMATION
4.1. Continue to conduct the Annual Staff Satisfaction Survey
4.3. Conduct a feasibility study to appoint a social worker for the farms
4.4. Develop an implementation plan to phase in the new macro and micro structures
4.5. Continue to address social problems on farms in an integrated manner
PERFORMANCE INDICATOR 5: STRATEGIC TRAINING
5.1. Implement strategic training as prioritised in the Workplace Skills' Plan
5.2. Get project management course accredited
5.3. Institutionalise project team talent management and training
PERFORMANCE INDICATOR 6: EXTERNAL HR
6.1 Conduct a feasibility study on implementing a Training Academy for <b>Casidra</b> .
6.2 Procedure for external Human Resources consultation.

### PERSONNEL COST BY PROGRAMME

Programme	Total Expenditure for the Entity (R'000)	Personnel Expenditure (R'000)	Personnel Expenditure as a % of Total Expenditure	Number of Employees	Average Personnel Cost per Employee (R'000)
Directors' Fees	186	185	99%	7	26
Corporate Service	18,273	7,947	43%	17	467
Local Economic and Business Development	4,152	3,982	96%	9	442
Agriculture and Land Reform & Rural Infrastructure Development and Poverty Alleviation	7,977	7,382	93%	17	434
Amalienstein					
Skilled Workforce	5,992	479	16%	4	120
Unskilled Workforce		456		10	46
Anhalt					
Skilled Workforce	15,648	795	12%	3	265
Unskilled Workforce		1,027		25	41
Waaikraal					
Skilled Workforce	5,434	826	21%	4	206
Unskilled Workforce		320		9	35
<b>TOTAL</b>	<b>57,662</b>	<b>23,399</b>	<b>41%</b>	<b>105</b>	<b>223</b>

## PART D: HUMAN RESOURCE MANAGEMENT HUMAN RESOURCES OVERSIGHT STATISTICS

### PERSONNEL COST BY SALARY BAND

Level	Personnel Expenditure (R'000)	% of Personnel Expenditure to Total Personnel Cost	Number of Employees	Average Personnel Cost per Employee (R'000)
*Top Management	185	0.8%	7	26
Senior Management	1,040	5%	1	1,040
Professional qualified	6,354	28%	5	1,271
Skilled	13,506	57%	40	338
Semi-skilled	437	2%	6	73
Unskilled	1,877	8%	46	41
<b>TOTAL</b>	<b>23,399</b>	<b>100%</b>	<b>105</b>	<b>223</b>

\* Non-executive directors only receive fees for meetings attended

### PERFORMANCE REWARDS

Level	Number of Employees	Cost of Performance Rewards (R'000)	% of Performance Rewards to Total Personnel Cost
*Top Management	0	0	0%
Senior Management	1	0	0%
Professional qualified	5	134	2%
Skilled	40	217	2%
Semi-skilled	6	2	0.5%
Unskilled	46	41	2%
<b>TOTAL</b>	<b>98</b>	<b>394</b>	<b>2%</b>

\* Non-executive directors do not qualify for performance bonuses

### TRAINING COSTS

Programme	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost	Number of Employees Trained	Average Training Cost per Employee (R'000)
Corporate Service	7,947	177	2%	16	11
Local Economic and Business Development	3,982	51	2%	7	7
Agriculture and Land Reform & Rural Infrastructure Development and Poverty Alleviation	7,382	172	2%	23	7
Amalienstein	934	9	1%	14	0.6
Anhalt	1,823	22	1%	22	1
Waaikraal	1,146	15	1%	9	2
<b>TOTAL</b>	<b>23,214</b>	<b>446</b>	<b>2%</b>	<b>91</b>	<b>5</b>

PART D: HUMAN RESOURCE MANAGEMENT  
HUMAN RESOURCES OVERSIGHT STATISTICS

**EMPLOYMENT AND VACANCIES**

Programme	2013/2014 Number of Employees	2014/2015 Approved Posts	2014/2015 Number of Employees	2014/2015 Vacancies	% of Vacancies
Board of Directors	5	8	7	1	12.5 %
Head Office	41	44	37	7	15.9 %
Regional Office	6	6	6	0	0%
Amalienstein	14	17	14	3	17.6 %
Anhalt	31	32	28	4	12.5 %
Waaikraal	11	16	13	3	18.8 %
<b>TOTAL</b>	<b>108</b>	<b>123</b>	<b>105</b>	<b>18</b>	<b>14.6 %</b>

Level	2013/2014 Number of Employees	2014/2015 Approved Posts	2014/2015 Number of Employees	2014/2015 Vacancies	% of Vacancies
Top Management	5	8	7	1	12.5 %
Senior Management	2	1	1	0	0
Professional qualified	8	5	5	0	0
Skilled	39	49	40	9	18.4 %
Semi-skilled	7	7	6	1	14.3 %
Unskilled	47	53	46	7	13.2 %
<b>TOTAL</b>	<b>108</b>	<b>123</b>	<b>105</b>	<b>18</b>	<b>14.6 %</b>

**EMPLOYMENT CHANGES**

Level	Employment at Beginning of Period	Employment on Equate Levels	Appointments	Terminations	Employment at end of the Period
Top Management	5	5	3	1	7
Senior Management	2	*1	0	0	1
Professional qualified	8	**5	0	0	5
Skilled	39	43	6	9	40
Semi-skilled	7	7	0	1	6
Unskilled	47	47	0	1	46
<b>TOTAL</b>	<b>108</b>	<b>108</b>	<b>9</b>	<b>12</b>	<b>105</b>

**EXPLANATIONS:** The Board of Directors approved the Evaluate job evaluation system due to cost considerations and alignment with the public sector. All jobs were evaluated and moderated and some change in job levels impact on the programme.

\* Senior Management post downgraded to professional qualified

\*\* Four Professional qualified posts downgraded to skilled

**PART D: HUMAN RESOURCE MANAGEMENT  
HUMAN RESOURCES OVERSIGHT STATISTICS**

**REASONS FOR STAFF LEAVING**

Reason	Number	% of Total number of Staff Leaving
Death	1	9%
Dismissal	1	9%
Expiry of contract	0	0%
Ill health	0	0%
Resignation	10	82%
Retirement	0	0%
Other	0	0%
<b>TOTAL</b>	<b>12</b>	<b>100%</b>

**LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION**

Nature of Disciplinary Action	Number
Verbal Warning	2
Written Warning	3
Final Written warning	8
Dismissal	1

**EQUITY TARGET AND EMPLOYMENT EQUITY STATUS**

Level	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	3	0	0	0	2	0
Senior Management	0	0	1	1	0	0	0	1
Professional qualified	0	1	0	1	0	0	3	2
Skilled	3	4	11	15	0	0	5	2
Semi-skilled	0	1	1	1	0	0	1	1
Unskilled	0	6	42	35	0	0	0	2
<b>TOTAL</b>	<b>3</b>	<b>12</b>	<b>58</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>8</b>

Level	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	0	0	0	0	0	1	0
Senior Management	0	0	0	1	0	0	0	1
Professional qualified	1	2	0	0	0	0	1	2
Skilled	3	2	11	0	0	0	7	7
Semi-skilled	0	1	4	5	0	0	0	0
Unskilled	0	4	4	8	0	0	0	2
<b>TOTAL</b>	<b>5</b>	<b>9</b>	<b>19</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>12</b>

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	1	1	0	0
Unskilled	0	0	0	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

INDEPENDENT AUDITOR'S REPORT TO THE WESTERN CAPE PROVINCIAL PARLIAMENT ON CASIDRA SOC LIMITED

REPORT ON THE FINANCIAL STATEMENTS

Introduction

We have audited the Financial Statements of **Casidra** SOC Limited set out on pages 55 to 74, which comprise the statement of financial position as at 31 March 2015, the statement of comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Directors' Responsibility for the Financial Statements

The Board of Directors, which constitutes the accounting authority, is responsible for the preparation and fair presentation of these Financial Statements in accordance with the South African Statements of Generally Accepted Accounting Practice, and the requirements of the Public Finance Management Act of South Africa and the Companies Act of South Africa, and for such internal control as management determines is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these Financial Statements based on our audit. We conducted our audit in accordance with the International Standards on Auditing. Those standards require that we comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the Financial Statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error.

In making those risk assessments, the Auditor considers internal control relevant to the entity's preparation and fair presentation of the Financial Statements 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 entity's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the Financial Statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the Financial Statements present fairly, in all material respects, the financial position of **Casidra** SOC Limited as at 31 March 2015 and its financial performance and cash flows for the year then ended, in accordance

with the South African Statements of Generally Accepted Accounting Practice, and the requirements of the Public Finance Management Act of South Africa and the Companies Act of South Africa.

Other Reports required by the Companies Act

As part of our audit of the Financial Statements for the period ended 31 March 2015, we have read the Directors' Report for the purpose of identifying whether there are material inconsistencies between the report and the audited Financial Statements. The report is the responsibility of the preparer. Based on reading the report we have not identified material inconsistencies between the report and the audited Financial Statements. However, we have not audited the report and accordingly do not express an opinion on the report.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2005) and the general notice issued in terms thereof, we report the following findings on the reported performance information against predetermined objectives for selected programmes presented in the Annual Performance Report, non-compliance with legislation as well as internal control. We performed tests to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, we do not express an opinion or conclusion on these matters.

Predetermined Objectives

We performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the Annual Performance Report of **Casidra** SOC Limited for the year ended 31 March 2015:

- Programme 2: Agriculture and Land Reform on pages 20 to 25
- Programme 3: Rural Infrastructure Development and Poverty Alleviations on pages 26 to 29
- Programme 4: Local Economic and Business Development on pages 30 to 35

We evaluated the reported performance information against the overall criteria of usefulness and reliability.

We evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. We further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPI).

We assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

## PART E: FINANCIAL INFORMATION INDEPENDENT AUDITOR'S REPORT

### Reliability of reported Performance Information

We did not raise any material findings on the usefulness and reliability of the reported performance information for the selected programmes

### Achievement of Planned Targets

Refer to the Annual Performance Report on pages 20 to 35 for information on the achievement of the planned targets for the year.

### Adjustment of Material Misstatements

We identified material misstatements in the Annual Performance Report submitted for auditing on the reported performance information for **Casidra** SOC Limited of Local Economic and Business Development Programme. As management subsequently corrected the misstatements, we did not raise any material findings on the usefulness and reliability of the reported performance information.

### Unaudited Supplementary Information

The supplementary information set out on pages 2 to 19 and 36 to 51 does not form part of the Annual Performance Report and is presented as additional information. We have not audited these schedules and, accordingly, we do not report thereon.

### Compliance with Legislation

We performed procedures to obtain evidence that **Casidra** SOC Limited had complied with applicable legislation regarding financial matters, financial management and other related matters. We did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

### Internal Control

We considered internal control relevant to our audit of the Financial Statements, Annual Performance Report and compliance with legislation. We did not identify any significant deficiencies in internal control.

*PricewaterhouseCoopers Inc.*

**PricewaterhouseCoopers Inc.**

**Director: R J Jacobs**

**Registered Auditor**

**Paarl**

**26 August 2015**

## STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2015

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 55 to 74 have been prepared in accordance with Statements of General Accepted 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 timeous continued transfer 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.

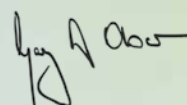
The Directors acknowledge that they are ultimately responsible for the control and security of the website and for the implementation and control of the process of electronic distribution of Annual Reports and Financial Statements. These control measures and integrity of the website are not included 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 independent auditors, PwC Incorporated, 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 PwC Incorporated is presented on pages 52 and 53.

The Financial Statements for the year ended 31 March 2015 were approved by the Board of Directors and are signed on behalf of the Board by:



**Adv. GA Oliver**  
**Chairperson of the Board**  
**26 August 2015**



**Prof. E Calitz**  
**Director**  
**26 August 2015**

**DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2015**

**1. NATURE OF BUSINESS**

**Casidra** SOC Limited is a state-owned Company acting as a development agency 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 primary goal of the Company is the provision of services to raise the quality of life of resource poor 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 R19,92 million (2014: R17,86 million) before the following transfer funding:

	2015	2014
Department of Agriculture	R23,00	R20,75*
All amounts include 14% VAT where applicable * Including the Waaikraal loan repayment of R1,02m		

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 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**

At the Annual General Meeting held on 26 August 2014 the Shareholder approved, in terms of Section 90 (6) of the Companies Act and Section 58 (3) of the Public Finance Management Act, the re-appointment of PwC Incorporated as auditors of the Company until the next Annual General Meeting.

The Board believes that the Auditors have observed the highest level of business and professional ethics. The Board is satisfied that the Auditors have at all times acted with unimpaired independence.

**4. SHARE CAPITAL**

The authorised and issued share capital remained unchanged. The equity of the Company was R33,8 million as at 31 March 2015 (2014: R29,9 million). The Western Cape Government holds the total shareholding of the Company.

**5. DIVIDEND**

No dividend was declared or paid for the year.

**6. DIRECTORS**

The following Directors served during the financial year:

TITLE	NAME	POSITION
Adv.	GA Oliver	Chairperson
Prof.	E Calitz	
Dr	L Coetzee	Vice-Chairperson
Mr	GJ Martin	
Mr	AV Moos	
Ms	GM Ntuli	
Mr	JH Roos	
Prof.	JF Smith	Resigned 21/11/2014

The Directors' other details are reported in the Governance 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. POST REPORTING DATE EVENTS**

No material facts or circumstances have arisen between the reporting date and the production of this report, which will affect the financial position of the Company as is reflected in the Financial Statements.

PART E: FINANCIAL INFORMATION  
ANNUAL FINANCIAL STATEMENTS

<b>STATEMENT OF FINANCIAL POSITION at 31 March 2015</b>		<b>2015</b>	<b>2014</b>
	<b>Notes</b>	<b>R</b>	<b>R</b>
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property and equipment	<b>5</b>	6 365 105	6 518 759
Investment property	<b>6</b>	1 009 000	1 009 000
Available-for-sale financial assets	<b>8</b>	10 219 273	5 478 791
		17 593 378	13 006 550
<b>Current assets</b>			
Trade and other receivables	<b>9</b>	1 583 710	3 119 359
Project cash and cash equivalents	<b>20</b>	327 250 813	134 046 098
Cash and cash equivalents	<b>10</b>	17 984 879	15 259 869
		346 819 402	152 425 326
		<b>364 412 780</b>	<b>165 431 876</b>
<b>TOTAL ASSETS</b>			
<b>EQUITY</b>			
<b>Capital and reserves attributable to equity holders of the Company</b>			
Issued capital	<b>11</b>	25 000 000	25 000 000
Other reserves		8 686 816	5 043 560
Accumulated profit/(loss)		125 277	(133 617)
		<b>33 812 093</b>	<b>29 909 943</b>
<b>TOTAL EQUITY</b>			
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Deferred income tax liabilities	<b>13</b>	880 064	75 724
<b>Current liabilities</b>			
Trade and other payables	<b>12</b>	2 469 810	1 400 111
Project creditors	<b>20</b>	327 250 813	134 046 098
		329 720 623	135 446 209
		<b>330 600 687</b>	<b>135 521 933</b>
<b>TOTAL LIABILITIES</b>			
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>364 412 780</b>	<b>165 431 876</b>



PART E: FINANCIAL INFORMATION  
ANNUAL FINANCIAL STATEMENTS

<b>STATEMENT OF COMPREHENSIVE INCOME for the year ended 31 March 2015</b>		<b>2015</b>	<b>2014</b>
	<b>Notes</b>	<b>R</b>	<b>R</b>
Turnover		2 521 181	2 962 335
Other income	<b>14</b>	4 275 495	3 579 863
Project income in respect of salaries		3 903 644	3 555 013
<b>Total income</b>		<b>10 700 320</b>	<b>10 097 211</b>
Expenses	<b>15</b>	(26 713 221)	(24 403 880)
Project salaries		(3 903 644)	(3 555 013)
<b>Net operational cost</b>		<b>(19 916 545)</b>	<b>(17 861 682)</b>
Project income in respect of project expenses	<b>20</b>	196 383 485	147 826 554
Project expenses	<b>20</b>	(196 383 485)	(147 826 554)
<b>Net operational cost before funding</b>		<b>(19 916 545)</b>	<b>(17 861 682)</b>
Net funding - Agriculture Western Cape		20 175 439	17 301 754
Gross funding - Agriculture Western Cape		23 000 000	20 749 000
Less: Waaikraal loan provision		-	(1 025 128)
Less: Value Added Tax		(2 824 561)	(2 422 118)
<b>Profit/(loss) before income tax</b>		<b>258 894</b>	<b>(559 928)</b>
Income tax expense	<b>16</b>	-	(75 724)
<b>Net profit/(loss) for the year</b>		<b>258 894</b>	<b>(635 652)</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Available-for-sale financial assets	<b>8</b>	4 517 249	858 983
Income tax expense	<b>16</b>	(804 340)	-
<b>Other comprehensive income for the year</b>		<b>3 712 909</b>	<b>858 983</b>
<b>Total comprehensive income for the year</b>		<b>3 971 803</b>	<b>223 331</b>

PART E: FINANCIAL INFORMATION  
ANNUAL FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY for the year ended 31 March 2015	Share Capital R	Fair value reserve R	Accumulated (loss)/profit R	Total R
<b>2014</b>				
Balance at 1 April 2013	25 000 000	4 184 577	502 035	29 686 612
Fair value adjustments of available-for-sale financial assets	-	858 983	-	858 983
Net loss for the year	-	-	(635 652)	(635 652)
<b>Balance at 31 March 2014</b>	<b>25 000 000</b>	<b>5 043 560</b>	<b>(133 617)</b>	<b>29 909 943</b>
<b>2015</b>				
Balance at 1 April 2014	25 000 000	5 043 560	(133 617)	29 909 943
Fair value adjustments of available-for-sale financial assets	-	4 517 249	-	4 517 249
Available-for-sale financial assets fair value realisation	-	(69 653)	-	(69 653)
Deferred income tax effect	-	(804 340)	-	(804 340)
Net profit for the year	-	-	258 894	258 894
<b>Balance at 31 March 2015</b>	<b>25 000 000</b>	<b>8 686 816</b>	<b>125 277</b>	<b>33 812 093</b>

STATEMENT OF CASH FLOWS for the year ended 31 March 2015		2015	2014
	Notes	R	R
<b>Cash flow from operating activities</b>			
Cash generated/(utilised) by operating activities	17	86 409	(9 059 042)
<b>Cash flow from investment activities</b>			
Purchase of property and equipment	18	(251 773)	(493 970)
Proceeds from sale of property and equipment	17	-	3 915
Purchase of available-for-sale financial assets		(486 783)	(16 752)
Proceeds from sale of available-for-sale financial assets		320 213	-
Interest received		2 941 988	1 514 367
Dividends received		114 956	84 812
Cash generated by investing activities		2 638 601	1 092 372
<b>Net movement in cash and cash equivalents</b>		<b>2 725 010</b>	<b>(7 966 670)</b>
<b>Cash and cash equivalents at 1 April</b>		<b>15 259 869</b>	<b>23 226 539</b>
<b>Cash and cash equivalents at 31 March</b>	10	<b>17 984 879</b>	<b>15 259 869</b>

## PART E: FINANCIAL INFORMATION

### NOTES TO THE FINANCIAL STATEMENTS

#### 1. GENERAL INFORMATION

**Casidra** SOC Limited acts as development agency 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

The principal accounting policies applied in the preparation of these Financial Statements are set out below. These policies have been consistently applied to all the years presented unless otherwise stated.

##### 2.1 Basis of preparation

The Financial Statements of **Casidra** SOC Limited have been prepared in accordance with Statements of General Accepted Accounting Practice in South Africa (SA GAAP). The Financial Statements have been prepared according to the historical cost convention, as modified by the revaluation of available-for-sale financial assets, financial assets and financial liabilities at fair value through profit and loss.

The preparation of Financial Statements in conformity with SA GAAP requires the use of certain critical accounting estimates. It also requires Management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the Financial Statements, are disclosed in note 4.

##### (a) Standards, amendments and interpretations effective 2014 and relevant to the entity

The following standards, amendments and interpretations to existing standards are mandatory for the Company's accounting periods beginning on or after 1 April 2014:

- Amendments to IFRS 10, 'Consolidated Financial Statements', IFRS 12 and IAS 27 for investment entities (effective 1 January 2014).
- Amendments to IAS 32 – 'Financial Instruments: Presentation' on financial instruments asset and liability offsetting (effective 1 January 2014).
- IASB issues narrow-scope amendments to IAS 36, 'Impairment of assets' on recoverable amount disclosures (effective 1 January 2014).
- Amendment to IAS 39 'Financial instruments: Recognition and measurement', on novation of derivatives and hedge accounting (effective 1 January 2014).
- Amendment to IAS 19 'Employee benefits', regarding defined benefit plan (effective 1 January 2014).

##### (b) Standards, amendments and interpretations effective in 2015 but not relevant

- Amendments to IFRS 10, 'Consolidated Financial Statements' and IAS 28, 'Investments in associates and joint ventures' on sale or contribution of assets (effective 1 January 2016).
- Amendments to IFRS 10, 'Consolidated Financial Statements' and IAS 28, 'Investments in associates and joint ventures' on applying the consolidation exemption (effective 1 January 2016).
- Amendment to IFRS 11, 'Joint arrangements' on acquisition of an interest in a joint operation. (effective 1 January 2016).
- IFRS 14 – Regulatory deferral accounts (effective 1 January 2016).
- Amendments to IAS 1, 'Presentation of Financial Statements' disclosure initiative (effective 1 January 2016).
- Amendment to IAS 16, 'Property, plant and equipment' and IAS 38, 'Intangible assets', on depreciation and amortisation (effective 1 January 2016).
- Amendments to IAS 16, 'Property, plant and equipment' and IAS 41, 'Agriculture' on bearer plants (effective 1 January 2016).
- Amendments to IAS 27, 'Separate Financial Statements' on equity accounting (effective 1 January 2016).
- IFRS 15 – Revenue from contracts with customers (effective 1 January 2017).
- IFRS 9 – Financial Instruments (2009 & 2010) (effective 1 January 2018).
- Amendment to IFRS 9 - 'Financial instruments', on general hedge accounting (effective 1 January 2018).

##### 2.2 Foreign currency translation

###### (a) 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 (ZAR), which is the Company's functional and presentation currency.

###### (b) Transactions and balances

Foreign currency transactions are translated into the functional currency (ZAR) using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

## PART E: FINANCIAL INFORMATION NOTES TO THE FINANCIAL STATEMENTS

### 2.3 Property and equipment

Buildings consist mainly of offices.

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.

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. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Land is not depreciated. On the following, depreciation is calculated on the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives:

Buildings	50 years
Office furniture and equipment	5 - 20 years
Vehicles	4 - 16 years
Computers	3 - 5 years

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at each reporting date.

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

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the statement of comprehensive income.

When revalued assets are sold, the amounts included in other reserves are transferred to retained earnings.

### 2.4 Investment property

Investment property comprising of an office building, residential property and a building for storage purposes is held for long-term rental yields and is not occupied by the Company. Investment property is carried at cost less accumulated depreciation.

All investment property is 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.

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

If the residual value of the investment property is greater than its cost, no depreciation expense can be recognised.

### 2.5 Impairment of non-financial assets

Assets that are subject to amortisation 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.

### 2.6 Financial assets

#### 2.6.1 Classification

The Company classifies its financial assets in the following categories: at fair value through profit or loss, loans and receivables and available for sale. 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 through profit and loss

This category has two sub-categories: 'financial assets held for trading', and those designated at fair value through profit or loss at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term or if so designated by Management.

Derivatives are also categorised as 'held for trading' unless they are designated as hedges. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the reporting date.

#### (b) Loans and receivables

Loans and 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. Loans and receivables are classified as 'trade and other receivables' in the statement of financial position.

#### (c) Available-for-sale financial assets

"Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the reporting date."

#### 2.6.2 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. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the statement of comprehensive income.

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.

## PART E: FINANCIAL INFORMATION

### NOTES TO THE FINANCIAL STATEMENTS

Available-for-sale financial assets and financial assets at fair value through profit or loss are subsequently carried at fair value. Loans and 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 through profit or loss' category, including interest and dividend income, are presented in the statement of comprehensive income within 'other (losses)/gains – net', in the period in which they arise.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the statement of comprehensive income as 'gains and losses from investment securities'. Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income.

Dividends on available-for-sale equity instruments are recognised in the statement of comprehensive income when the Company's right to receive payments is established.

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. In the case of equity securities classified as available for sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the statement of comprehensive income. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income. Impairment testing of trade receivables is described in note 2.7.

#### 2.7 Trade receivables

Trade receivables 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 trade receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the trade 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 comprehensive income.

#### 2.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

#### 2.9 Share capital

Ordinary shares are classified as equity.

#### 2.10 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

#### 2.11 Deferred income tax

The tax expense for the period comprises deferred tax. Tax is recognised in the statement of comprehensive income.

The current income tax charge is calculated on the basis of tax laws enacted or substantively enacted at the reporting date in countries where the Company's subsidiaries operate and generate 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.

#### 2.12 Trade payables

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

## PART E: FINANCIAL INFORMATION NOTES TO THE FINANCIAL STATEMENTS

### 2.13 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 interest expense.

### 2.14 Revenue recognition

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the Company's activities. Revenue is shown net of Value Added Tax, returns, rebates and discounts and after eliminating sales within the Company. Revenue is recognised as follows:

#### (a) Sale of goods

Sale of goods is recognised when the Company has delivered products to the customer, the customer has accepted the products and collectability of the related receivables is reasonably assured. Accumulated experience is used to estimate and provide for such returns at the time of sale.

#### (b) Rendering of services

Rendering of services is 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.

#### (c) 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. Interest income on impaired loans is recognised using the original effective interest rate.

#### (d) Dividend income

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

### 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 comprehensive income on a straight-line basis over the period of the lease.

### 2.16 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.

## 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 available-for-sale financial assets on the Company's equity would be as follows:

Effect on equity	2015 R	2014 R
Increase of 5%, equity will increase with	510 964	273 940
Decrease of 5%, equity will decrease with	(510 964)	(273 940)

#### (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.

## PART E: FINANCIAL INFORMATION NOTES TO THE FINANCIAL STATEMENTS

### (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.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate number of committed credit facilities. The Company aims to maintain flexibility in funding by keeping committed credit lines available.

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 trade and other payables which are repayable within 12 months.

### (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 7.1 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	2015 R	2014 R
Increase of 0,5%, profit will increase with	294 199	151 437
Decrease of 0,5%, profit will decrease with	(294 199)	(151 437)

### (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 assets that are measured at fair value.

Available-for-sale financial assets	2015 R	2014 R
Unadjusted quoted prices in active market for identical assets	8 706 104	3 946 841
Direct asset prices	1 513 169	1 531 950
	<b>10 219 273</b>	<b>5 478 791</b>

The fair value of financial instruments traded in active markets (such as trading and available-for-sale securities) 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 trade 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.

### 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.

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NOTES TO THE FINANCIAL STATEMENTS**

<b>5. PROPERTY AND EQUIPMENT</b>	<b>Land and Buildings R</b>	<b>Vehicles R</b>	<b>Furniture and Equipment R</b>	<b>Computers R</b>	<b>Total R</b>
<b>2014</b>					
Carrying value at 1 April 2013	5 000 387	500 200	196 378	742 642	6 439 607
Cost	5 000 387	967 848	1 113 698	1 368 006	8 449 939
Accumulated depreciation	-	(467 648)	(917 320)	(625 364)	(2 010 332)
Additions	34 200	-	131 967	327 803	493 970
Disposals and transfers	-	-	(5 611)	(9 058)	(14 669)
Cost	-	-	(75 038)	(123 604)	(198 642)
Accumulated depreciation	-	-	69 427	114 546	183 973
Depreciation	-	(81 873)	(22 752)	(295 524)	(400 149)
Carrying value at 31 March 2014	5 034 587	418 327	299 982	765 863	6 518 759
Cost	5 034 587	967 848	1 170 627	1 572 205	8 745 267
Accumulated depreciation	-	(549 521)	(870 645)	(806 342)	(2 226 508)
<b>2015</b>					
Carrying value at 1 April 2014	5 034 587	418 327	299 982	765 863	6 518 759
Cost	5 034 587	967 848	1 170 627	1 572 205	8 745 267
Accumulated depreciation	-	(549 521)	(870 645)	(806 342)	(2 226 508)
Additions	-	-	62 878	188 895	251 773
Disposals and transfers	-	-	(2 009)	(13 115)	(15 124)
Cost	-	-	(41 210)	(19 734)	(155 634)
Accumulated depreciation	-	-	39 201	101 309	140 510
Depreciation	-	(53 900)	(24 889)	(311 514)	(390 303)
Carrying value at 31 March 2015	5 034 587	364 427	335 962	630 129	6 363 105
Cost	5 034 587	967 848	1 192 295	1 646 676	8 841 406
Accumulated depreciation	-	(603 421)	(856 333)	(1 016 547)	(2 476 301)

Land and buildings consist of erven 26 168 ( 4 228m<sup>2</sup>), title deed T52255/2008, 3 163 (569m<sup>2</sup>) and 3 164 (558m<sup>2</sup>), Title deed T54412/1998, situated in the Paarl Municipality and the buildings thereon. The property and equipment are not mortgaged.

<b>6. INVESTMENT PROPERTY</b>	<b>2015 R</b>	<b>2014 R</b>
Balance at the end of the year	1 009 000	1 009 000
The property consists of buildings erected on erf 26 168 as described in note 5. The investment property is not mortgaged and the fair value, based on replacement values, is R7,9m (2014: R7,9m).		
Rental income	268 838	302 986



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<b>7.1 FINANCIAL INSTRUMENTS BY CATEGORY</b>			<b>2015 R</b>	<b>2014 R</b>
The accounting policies for financial instruments have been applied to the line items below.				
<b>Assets as per statement of financial position</b>				
	<b>Interest rate %</b>			
<b>Loans and receivables</b>	<b>2015</b>	<b>2014</b>		
Trade and other receivables			1 583 710	3 119 359
Project cash and cash equivalents			327 250 813	134 046 098
Cash and cash equivalents	0 - 6,4	0 - 5,6	17 984 879	15 259 869
<b>Total</b>			<b>346 819 402</b>	<b>152 425 326</b>
<b>Liabilities as per statement of financial position</b>				
Trade and other payables			2 469 810	1 400 111
Project creditors			327 250 813	134 046 098
<b>Total</b>			<b>329 720 623</b>	<b>135 446 209</b>

<b>7.2 CREDIT QUALITY OF FINANCIAL ASSETS</b>		<b>2015 R</b>	<b>2014 R</b>
The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:			
<b>Trade and other receivables</b>			
<b>Counterparties without external credit rating:</b>			
Between 0 and 6 months:			
		1 583 710	3 119 359

<b>8. AVAILABLE-FOR-SALE FINANCIAL ASSETS</b>		<b>2015 R</b>	<b>2014 R</b>
<b>Number</b>			
9 192	Capespan Group Limited	36 308	39 526
41 741	Pioneer Food Group Limited	7 423 637	3 485 374
41 741	Quantum Foods Holdings Limited	162 790	-
7 333	Sanlam Limited	574 687	421 941
60 993	Zeder Investments Limited	508 682	-
	Listed securities	8 706 104	3 946 841
3 765	Agri Voedsel Limited	-	263 550
3 765	Kaap Agri Limited	109 185	75 300
9 615	(2014: 9 451) Nedgroup Growth fund unit trust	238 965	206 846
2 763	(2014: 2 721) Old Mutual unit trust	1 165 019	986 254
	Unlisted securities	1 513 169	1 531 950
	Total securities	<b>10 219 273</b>	<b>5 478 791</b>

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<b>8. AVAILABLE-FOR-SALE FINANCIAL ASSETS (Cont)</b>	<b>2015 R</b>	<b>2014 R</b>
At 1 April	5 478 791	4 603 056
Additions	486 783	18 206
Disposals	(263 550)	-
Fair value adjustment through other comprehensive income	4 517 249	857 529
	<b>10 219 273</b>	<b>5 478 791</b>

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

<b>9. TRADE AND OTHER RECEIVABLES</b>	<b>2015 R</b>	<b>2014 R</b>
Projects	1 384 204	2 350 419
Sundry debtors	199 506	768 940
	<b>1 583 710</b>	<b>3 119 359</b>
Current portion	1 583 710	3 119 359
As of 31 March the following trade receivables were due but not impaired:		
Up to 3 months	1 533 969	504 371
3 to 6 months	49 741	13 205
	<b>1 583 710</b>	<b>517 576</b>

The carrying values equal the fair values.

<b>10. CASH AND CASH EQUIVALENTS</b>	<b>2015 R</b>	<b>2014 R</b>
Cash in bank	17 967 477	15 242 467
Cash on hand and deposits	17 402	17 402
	<b>17 984 879</b>	<b>15 259 869</b>

<b>11. SHARE CAPITAL</b>	<b>Number of shares</b>	<b>Ordinary shares</b>	<b>2015 R</b>	<b>2014 R</b>
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 (2014: 25 000 000).  
All issued shares are fully paid-up.

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12. TRADE AND OTHER PAYABLES	2015 R	2014 R
Leave and bonus provision	1 111 270	1 024 216
Balance at the beginning of the year	1 024 216	900 400
Movement for the year	87 054	123 816
Sundry creditors	907 051	192 495
Personnel fund	9 099	11 840
SARS - VAT	347 984	53 104
Projects	94 406	118 456
	2 469 810	1 400 111

13. DEFERRED INCOME TAX LIABILITY	2015 R	2014 R
The analysis of deferred tax assets and liabilities is as follows:		
Deferred tax assets:		
Assessed loss	(582 863)	(570 383)
Property and equipment	2 401	(8 577)
Leave provision	(311 156)	(286 781)
Total deferred tax assets	(891 618)	(865 741)
Deferred tax liabilities:		
Available-for-sale financial assets	1 771 682	941 465
Total deferred tax liabilities	1 771 682	941 465
Net deferred tax liabilities	880 064	75 724
Non-current	880 064	75 724
Net deferred tax liabilities	880 064	75 724
The gross movement on the deferred income tax account is as follows:		
At 1 April	75 724	-
Assessed loss	(12 480)	(455 491)
Property and equipment	10 978	19 439
Leave provision	(24 375)	(36 535)
Available-for-sale financial assets	830 217	160 344
Deferred tax applicable to previous year	-	387 967
At 31 March	880 064	75 724

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14. OTHER INCOME	2015 R	2014 R
SETA and other income	117 704	96 741
Available-for-sale financial assets capitalisation received	146 094	-
Bad debt recovered	88 244	1 112 496
Bursary repayments	465 949	407 025
Dividends received	114 956	84 812
Interest received	2 941 988	1 514 367
Profit on disposal of available-for-sale financial assets	126 316	55 759
Rent received	274 244	308 663
	4 275 495	3 579 863

15. EXPENSES BY NATURE	2015 R	2014 R
Auditors' remuneration	306 605	412 184
Depreciation	390 303	400 149
Directors' remuneration	185 857	113 094
Loss on property and equipment scrapped	15 124	10 754
Maintenance	188 021	124 380
Other	2 812 764	2 907 792
Personnel expenses	15 727 370	13 126 379
Personnel expenses - Prescribed officers	4 326 733	4 310 513
Consultancy fees - HR	409 160	328 594
Rental paid	137 973	125 413
Training skills levy and bursaries	1 126 246	1 186 851
Travel and accommodation	1 087 065	1 357 777
	26 713 221	24 403 880

16. INCOME TAX EXPENSE	2015 R	2014 R
Deferred tax (note 13)	804 340	75 724
Income tax expense	804 340	75 724
<b>Reconciliation of effective tax rate</b>		
Casidra's theoretical tax that would arise using the domestic tax rate applicable to the profit/(loss) differs from Casidra's actual tax on the profit/(loss) and is reconciled as follows:		
	%	
Profit/(loss) before tax	258 894	(559 928)
Tax using domestic tax rate	28.00%	(156 780)
Tax effects of:		
Dividends received - tax exempt	-28.23%	(23 747)
Non-taxable capital gain	4.55%	-
Non-taxable income	-23.21%	(311 499)
Deferred tax not recognised	18.89%	-
Utilisation of assessed loss	0.00%	492 026
Actual Tax charge	0.00%	-

**PART E: FINANCIAL INFORMATION  
NOTES TO THE FINANCIAL STATEMENTS**

<b>17. CASH GENERATED/(UTILISED) BY OPERATIONS</b>	<b>2015 R</b>	<b>2014 R</b>
Profit/(loss) for the year	258 894	(559 928)
Depreciation	390 303	400 149
Loss on property and equipment scrapped	15 124	10 754
Investment income	(3 056 944)	(1 599 179)
Profit on disposal of available-for-sale financial assets	(126 316)	-
Operating loss before changes in working capital	(2 518 939)	(1 748 204)
Changes in working capital		
Decrease/(increase) in trade and other receivables	1 535 649	(1 169 194)
Increase/(decrease) in trade and other payables	1 069 699	(6 141 644)
Changes in working capital	2 605 348	(7 310 838)
Cash generated/(utilised) by activities	86 409	(9 059 042)
In the statement of cash flows, proceeds from sale of property and equipment comprise:		
Net carrying value	15 124	14 669
Loss on property and equipment scrapped	(15 124)	(10 754)
Proceeds from sale of property and equipment	-	3 915

<b>18. PURCHASE OF PROPERTY AND EQUIPMENT</b>	<b>2015 R</b>	<b>2014 R</b>
Computers	188 895	327 803
Furniture and equipment	62 878	131 967
Land and Buildings - Improvements	-	34 200
	251 773	493 970

**19. POST REPORTING DATE EVENTS**

No material facts or circumstances have arisen between the reporting date and the production of this report, which will affect the financial position of the Company as is reflected in the Financial Statements.

**20. MANAGED PROJECTS**

**Casidra** managed the administration of the following projects and the projects' cumulative receipts and payments are as follows:

Project Name and Funder WCDoA	Balance 2014/03/31	Received from Funders	Internal Transfers	Other Income	Projects completed previous year		Utilised 2015	Balance 2015/03/31
					Income	Expenditure		
CASP Agriculture - available	-	-	-	-	-	-	-	-
WCDoA and interest	507 935	-	-	-	(507 935)	-	-	-
Items expensed	(507 935)	-	-	-	-	507 935	-	-
CASP Cape Winelands - available	19 386 707	-	-	-	-	-	-	18 589 811
WCDoA and interest	22 234 143	22 600 000	(2 155 763)	919 206	(22 234 143)	-	-	21 363 443
Items expensed	(2 847 436)	-	-	-	-	22 234 143	(22 160 339)	(2 773 632)
CASP Cape Winelands - completed	-	-	-	-	-	-	-	-
WCDoA and interest	31 823 983	-	-	-	(31 823 983)	-	-	-
Items expensed	(31 823 983)	-	-	-	-	31 823 983	-	-
CASP Central Karoo - available	7 645 683	-	-	-	-	-	-	11 261 427
WCDoA and interest	7 529 407	6 000 000	(473 545)	467 876	-	-	-	13 523 738
Items expensed	116 276	-	-	-	-	-	(2 378 587)	(2 262 311)
CASP Central Karoo - completed	-	-	-	-	-	-	-	-
WCDoA and interest	7 592 770	-	-	-	(7 592 770)	-	-	-
Items expensed	(7 592 770)	-	-	-	-	7 592 770	-	-
CASP Saving - available	269 119	-	-	-	-	-	-	1 556 966
WCDoA and interest	501 476	-	1 928 125	73 315	(501 476)	-	-	2 001 440
Items expensed	(232 357)	-	-	-	-	501 476	(713 593)	(444 474)
CASP Interest - available	1 421 598	-	-	-	-	-	-	3 151 314
WCDoA and interest	5 318 042	-	6 580 232	144 527	(5 318 042)	-	-	6 724 759
Items expensed	(3 896 444)	-	-	-	-	5 318 042	(4 995 043)	(3 573 445)
CASP Interest - completed	-	-	-	-	-	-	-	-
WCDoA and interest	4 131 146	-	-	-	(4 131 146)	-	-	-
Items expensed	(4 131 146)	-	-	-	-	4 131 146	-	-

PART E: FINANCIAL INFORMATION  
NOTES TO THE FINANCIAL STATEMENTS

**20. MANAGED PROJECTS (continued)**

Project Name and Funder WCDoA	Balance 2014/03/31	Received from Funders	Internal Transfers	Other Income	Projects completed previous year		Utilised 2015	Balance 2015/03/31
					Income	Expenditure		
CASP Winelands/Overberg - available	38 457 247							45 936 833
WCDoA and interest	37 853 121	51 750 500	(3 744 545)	2 153 904	(37 853 121)	-	-	50 159 859
DWA	1 075 000	-	-	1 948 912	(1 075 000)	-	-	1 948 912
Items expensed	(470 874)	-	-	-	-	38 928 121	(44 629 185)	(6 171 938)
CASP Winelands/Overberg - completed	-							-
WCDoA and interest	74 841 214	-	-	-	(74 841 214)	-	-	-
Items expensed	(74 841 214)	-	-	-	-	74 841 214	-	-
CASP West Coast - available	9 699 580							10 118 020
WCDoA and interest	12 636 792	18 551 000	(706 849)	553 666	(12 636 792)	-	-	18 397 817
Items expensed	(2 937 212)	-	-	-	-	12 636 792	(17 979 377)	(8 279 797)
CASP West Coast - completed	-							-
WCDoA and interest	14 832 138	-	-	-	(14 832 138)	-	-	-
Items expensed	(14 832 138)	-	-	-	-	14 832 138	-	-
CASP West Coast Metro - available	17 768 320							21 560 266
WCDoA and interest	27 978 963	32 140 300	(1 427 655)	1 632 514	(27 978 963)	-	-	32 345 159
CapeNature	2 900 000	-	-	-	(2 900 000)	-	-	-
City of Cape Town	200 000	-	-	-	(200 000)	-	-	-
Environmental Affairs	-	-	-	1 400 000	-	-	-	1 400 000
Items expensed	(13 310 643)	-	-	-	-	31 078 963	(29 953 213)	(12 184 893)
CASP West Coast Metro - completed	-							-
WCDoA and interest	6 989 539	-	-	-	(6 989 539)	-	-	-
Items expensed	(6 989 539)	-	-	-	-	6 989 539	-	-
2011/2012 Flood relief - available	1 518 943							172 202 996
WCDoA and interest	1 548 791	183 942 000	-	4 517 870	(1 548 791)	-	-	188 459 870
Items expensed	(29 848)	-	-	-	-	1 548 791	(17 775 817)	(16 256 874)
Drought relief 2011 allocation - completed	-							-
WCDoA and interest	52 847 270	-	-	-	(52 847 270)	-	-	-
Items expensed	(52 847 270)	-	-	-	-	52 847 270	-	-

PART E: FINANCIAL INFORMATION  
NOTES TO THE FINANCIAL STATEMENTS

**20. MANAGED PROJECTS (continued)**

Project Name and Funder WCDoA	Balance 2014/03/31	Received from Funders	Internal Transfers	Other Income	Projects completed previous year		Utilised 2015	Balance 2015/03/31
					Income	Expenditure		
Flood Disasters 2008 - available	7 788 153	-	-	-	-	-	-	6 797 354
WCDoA and interest	55 402 825	-	-	1 944 755	-	-	-	57 347 580
Items expensed	(47 614 672)	-	-	-	-	(2 935 554)	-	(50 550 226)
LandCare	-	-	-	-	-	-	-	173
WCDoA and interest	-	-	-	600	-	-	-	600
Items expensed	-	-	-	-	-	(427)	-	(427)
Rural Development Coordination - available	-	-	-	-	-	-	-	173
WCDoA and interest	-	-	-	600	-	-	-	600
Items expensed	-	-	-	-	-	(427)	-	(427)
Rural Nodal Support Programme - available	3 169 880	-	-	-	-	-	-	2 380 648
WCDoA and interest	4 541 317	-	-	119 765	(4 541 317)	-	-	119 765
DEDAT	-	-	-	3 322 310	-	-	-	3 322 310
Items expensed	(1 371 437)	-	-	-	-	(4 231 307)	-	(1 061 427)
Amalienstein - available	201 846	-	-	-	-	-	-	68 545
WCDoA and income	5 020 342	1 421 000	-	4 354 701	(5 020 342)	-	-	5 775 701
Items expensed	(4 818 496)	-	-	-	-	(5 909 002)	-	(5 707 156)
Anhalt - available	4 607 285	-	-	-	-	-	-	6 235 367
Income	15 262 163	-	-	17 396 593	(15 262 163)	-	-	17 396 593
Items expensed	(10 654 878)	-	-	-	-	(15 262 163)	-	(11 161 226)
Waikraai - available	( 3 698)	-	-	-	-	-	-	224 778
WCDoA and income	5 438 477	2 163 000	-	3 334 410	(5 438 477)	-	-	5 497 410
Items expensed	(5 442 175)	-	-	-	-	(5 268 934)	-	(5 272 632)
Total WCDoA	111 930 663	318 567 800	-	44 285 524	(336 074 622)	336 074 622	(174 699 316)	300 084 671
Total project funding and interest received	399 006 854							425 785 556
Total already expensed	(287 076 191)							(125 700 885)



PART E: FINANCIAL INFORMATION  
NOTES TO THE FINANCIAL STATEMENTS

**20. MANAGED PROJECTS (continued)**

Project Name and Funder	Balance 2014/03/31	Received from Funders	Internal Transfers	Other Income	Projects completed		Utilised 2015	Balance 2015/03/31
					Income	Expenditure		
West Coast BD Centre - available	-	-	-	450 290	-	-	-	384 884
DEDAT and interest	-	-	-	-	-	-	-	450 290
Items expensed	-	-	-	-	-	-	(65 406)	(65 406)
RED Door - available	-	-	-	-	-	-	-	-
DEDAT and interest	9 827 351	-	-	-	(9 827 351)	-	-	-
Municipalities	525 000	-	-	-	(525 000)	-	-	-
Items expensed	(10 352 351)	-	-	-	-	10 352 351	-	-
RED Finance/Siyabulela - available	-	-	-	-	-	-	-	-
DEDAT and interest	8 300 139	-	-	-	(8 300 139)	-	-	-
Items expensed	(8 300 139)	-	-	-	-	8 300 139	-	-
Skills and Work - available	-	-	-	-	-	-	-	-
DEDAT and interest	53 537	-	-	-	(53 537)	-	-	-
Items expensed	(53 537)	-	-	-	-	53 537	-	-
LED/Spatial fund - available	8 891 605	-	-	-	-	-	-	2 925 459
DEDAT and interest	10 184 454	1 677 696	-	219 308	(4 358 932)	-	-	7 722 526
Items expensed	(1 292 849)	-	-	-	-	4 358 932	(7 863 150)	(4 797 067)
<b>Total DEDAT</b>	<b>8 891 605</b>	<b>1 677 696</b>	<b>-</b>	<b>669 598</b>	<b>(23 064 959)</b>	<b>23 064 959</b>	<b>(7 928 556)</b>	<b>3 310 343</b>
Total project funding and interest received	28 890 481	-	-	-	-	-	-	8 172 816
Total already expensed	(19 998 876)	-	-	-	-	-	-	(4 862 473)
<b>Other</b>	<b>56 779</b>	<b>-</b>	<b>-</b>	<b>2 589</b>	<b>-</b>	<b>-</b>	<b>(4 527)</b>	<b>54 841</b>
Bitou Entrepreneur support - available	345 456	-	-	-	-	-	-	348 045
DEDAT and interest	(288 677)	-	-	-	-	-	-	(293 204)
Items expensed	-	-	-	-	-	-	-	-

PART E: FINANCIAL INFORMATION  
NOTES TO THE FINANCIAL STATEMENTS

**20. MANAGED PROJECTS (continued)**

Project Name and Funder Other	Balance 2014/03/31	Received from Funders	Internal Transfers	Other Income	Projects completed		Utilised 2015	Balance 2015/03/31
					Income	Expenditure		
Clearing and restoration - available	10 000 000							23 105 882
DEAT	10 000 000	22 513 654	-	569 316	-	-	-	33 082 970
Items expensed	-	-	-	-	-	-	(9 977 088)	(9 977 088)
iKapa ABSA Fund - available as capital	-							-
ABSA funding and interest	21 287 593	-	-	-	(21 287 593)	-	-	-
Items expensed	(21 287 593)	-	-	-	-	21 287 593	-	-
Merweville - available	-							-
Stichting Huis der Nederlanden and interest	273 389	-	-	-	(273 389)	-	-	-
Items expensed	(273 389)	-	-	-	-	273 389	-	-
Oudshoorn support project - available	650 717							203 697
Interest and other	54 790	-	-	49 887	(54 790)	-	-	49 887
Municipalities	605 000	-	-	500 000	(605 000)	-	-	500 000
Items expensed	(9 073)	-	-	-	-	659 790	(996 907)	(346 190)
Stony Point - available	2 516 334							491 379
DEAT and interest	5 002 412	687 186	-	64 950	(5 002 412)	-	-	752 136
Items expensed	(2 486 078)	-	-	-	-	5 002 412	(2 777 091)	(260 757)
Stony Point Phase 2 - completed	-							-
DEAT and interest	2 342 000	-	-	-	(2 342 000)	-	-	-
Items expensed	(2 342 000)	-	-	-	-	2 342 000	-	-
Total Other	13 223 830	23 200 840	-	1 186 742	(29 565 184)	29 565 184	(13 755 613)	23 855 799
Total project funding and interest received	39 910 640							34 733 038
Total already expensed	(26 686 810)							(10 877 239)
Total project funds available	134 046 098	343 446 336	-	46 141 864	(388 704 765)	388 704 765	(196 383 485)	327 250 813
Total project funding and interest received	467 807 975							468 691 410
Total already expensed	(333 761 877)							(141 440 597)

**20. MANAGED PROJECTS (continued)**

	Balance 2014/03/31	Received from Funders	Internal Transfers	Other Income	Projects completed previous year Income	Expenditure 2015	Utilised 2015	Balance 2015/03/31
	R							
<b>Reconciliation of project funds received</b>								
Balance at the beginning of the year	407 463 319							467 807 975
Projects completed previous year	(99 062 433)							(388 704 765)
Funds received from CapeNature	2 900 000							-
Funds received from City of Cape Town	200 000							-
Funds received from DEAT during the year	14 965 000							24 600 840
Funds received from DEDAT during the year	5 500 000							5 000 006
Funds received from DWA during the year	1 075 000							1 948 912
Funds received from WCDoA during the year	106 858 779							318 567 800
Income and interest received during the year	27 908 310							39 470 642
Balance at the end of the year	467 807 975							468 691 410
<b>Reconciliation of project funds applied</b>								
Balance at the beginning of the year	284 997 756							333 761 877
Less: Projects completed previous year	(99 062 433)							(388 704 765)
Plus: Funds applied during the year	147 826 554							196 383 485
Balance at the end of the year	333 761 877							141 440 597

CASP = Comprehensive Agricultural Support Programme  
DEAT = Department of Environmental Affairs and Tourism  
DEDAT = Department of Economic Development and Tourism  
DWA = Department of Water Affairs  
WCDoA = Western Cape Department of Agriculture



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