

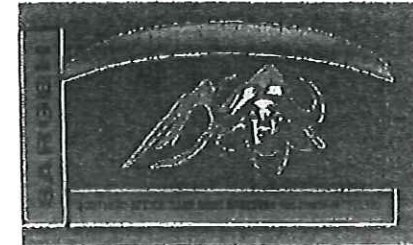
# ANNEXURE 12



**read**

Department:  
**Rural, Environment and Agricultural  
Development**  
North West Provincial Government  
**REPUBLIC OF SOUTH AFRICA**

**North West  
Parks Board**



# MONITORING AND EVALUATION PLAN ON GAME TRANSFORMATION PROGRAMME

MONITORING AND EVALUATION PLAN ON GAME TRANSFORMATION PROGRAMME BETWEEN READ, NWPB & SARGBH

## **INTRODUCTION**

It is critical to design a monitoring and evaluation plan for the implementation of the Game Transformation Programme in the North West Province, with particular reference to the South African Rare Game Breeders Holding Project based at Kgetleng River Local Municipality for the period of ten (10) years.

Monitoring and Evaluation plan for the Game Transformation Project uses the causal framework to determine whether the project meets its overall long term goal in terms of the positive envisaged change on transformation in the sector over a period of ten years with clearly timed milestones.

Using the log-framework, the plan further measures whether the project meets its intended strategic objectives which are specified hereunder as to support the long term goals on transformation.

- Transformation and Empowerment
- Financial Sustainability
- Breeding Success
- Regulatory and Compliance
- Institutional and Governance

The plan also crafts clearly defined Impact Indicators through Indicator matrix and SMART principle to measure progress to be achieved, the frequency, portfolio of evidence as means for verification and responsibility thereon is assigned accordingly different stakeholders for the project.

Finally, all data collected will be analysed for evaluation in different perspectives and feedback / reports will be manually or electronically and periodically provided to stakeholders in order evoke remedial actions where necessary.

<b>1. STRATEGIC OBJECTIVE: INSTITUTIONAL AND GOVERNANCE</b>							
<b>PERFORMANCE INDICATOR</b>	<b>ACTIVITY</b>	<b>TARGET</b>	<b>FREQUENCY</b>	<b>RESPONSIBILITY</b>	<b>VERIFICATION / POE</b>	<b>EVALUATION ANALYSIS</b>	<b>IMPACT</b>
Genetic purity and strength	Conduct Genetic purity & strength tests	1	Five yearly and on specific species introduction	Vet / SARGBH / NWPB	Genetic test results	Submission Rate Evidence Rate	Healthy genetically strong animals free from genetic pollution.
Game Production	Monitor fecundity and	1	Annually	Vet / SARGBH / NWPB	Recruitment Rate Monitoring reports	Submission Rate Evidence Rate	Breeding success with maximised progeny for commercial market and reintroduction.
Animal Health	Monitor and evaluate animal health (external factors)	2	Half Yearly	Vet / SARGBH	Animal Health Condition Score Registers	Submission Rate Evidence Rate	Healthy animals with Breeding success with maximised progeny for commercial market and reintroduction.
	Monitor and evaluate animal health (Known diseases)	When required	Annually		Disease management Program for specific disease	Test Results	Disease free status for particular disease declared

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Veld Management	Monitor and evaluate veld condition.	1	Yearly	SARGBH / NWPB	Veld Condition Score Reports	Submission Rate Reporting Rate	Effective veld management
<b>2. STRATEGIC OBJECTIVE: REGULATORY COMPLIANCE</b>							
Regulatory compliance	Monitor legislative compliance of operations	2	Half Yearly	READ (Vet & Environmental services) / SARGBH / NWPB	Update Legal Compliance Register	Submission Rate Reporting Rate	Full and effective compliance to all legal requirements.
<b>3. STRATEGIC OBJECTIVE: BREEDING SUCCESS</b>							
PERFORMANCE INDICATOR	ACTIVITY	TARGET	FREQUENCY	RESPONSIBILITY	VERIFICATION / POE	EVALUATION ANALYSIS	IMPACT
Genetic purity and strength	Conduct Genetic purity & strength tests	1	Five yearly and on specific species introduction	Vet / SARGBH / NWPB	Genetic test results	Submission Rate Evidence Rate	Healthy genetically strong animals free from genetic pollution.
Game Production	Monitor animal productivity	1	Annually	Vet / SARGBH / NWPB	Recruitment Rate Monitoring reports	Submission Rate Evidence Rate	Breeding success with maximised progeny for commercial market and reintroduction.
Animal Health	Monitor and evaluate animal health (external factors)	2	Half Yearly	Vet - SARGBH	Animal Health Condition Score Registers	Submission Rate Evidence Rate	Healthy animals with Breeding success with maximised progeny for commercial market and reintroduction.
Veld Management	Monitor and evaluate veld condition.	1	Yearly	SARGBH / NWPB	Veld Condition Score Reports	Submission Rate Reporting Rate	Effective veld management

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4. STRATEGIC OBJECTIVE: TRANSFORMATION AND EMPOWERMENT							
PERFORMANCE INDICATOR	ACTIVITY	TARGET	FREQUENCY	RESPONSIBILITY	VERIFICATION / POE	EVALUATION ANALYSIS	IMPACT
1. Equity in Ownership	Monitor provisions of the Shareholder agreement against the Equity Ownership performance indicator principle	2	Six monthly shareholder meetings	NWPB, READ	Half Yearly Reports from SARGBH	The ownership of this project is guided by shareholder's agreement signed by the parties. The BEE Participants will form 50% - 50% Shareholding Structure (SOUTHERN AFRICA RARE GAME BREEDERS HOLDING Pty Ltd) which they will Own, Manage and Control Assets belonging to parties. 50% of the company assets including animals and animal derivatives belong to the BEE Participants (Individual shareholders and workers represented by Trust).	Effective and efficient monitoring of the pace/speed and depth of wildlife transformation in the year under review.

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	Compile a joint status-quo report on equity ownership to accounting authorities, Portfolio Committee and NWPB	2	Six monthly	NWPB, READ & SARGBH	Approved submissions to Accounting Authorities, submission register, Action List and resolutions. Evidence that shows that the resolutions were carried out.	Submission Rate Registration Rate Execution Rate of resolutions and the Action List Evidence Rate	Effective execution of shareholders resolutions for project success
	Compilation of SARGBH Shareholders six monthly Resolutions Report for the year under review	2	Six monthly	SARGBH	Approved agenda, attendance register, minutes and action list. Evidence that all action list matters were handled	Convention Rate Attendance Rate Apology Rate Execution Rate Minutes / Reporting Rate	Effective meetings that executes the project in line with the shareholders agreement.
<b>2. Management Control</b>	Establish a project review committee and implement review objectives of all signed agreements	3	<ul style="list-style-type: none"> <li>• End of the first quarter</li> <li>• Six monthly in line with SARGBH financial year cycle</li> </ul>	SARGBH	<ul style="list-style-type: none"> <li>• Propositional representation in all strategic core organs of SARGBH.</li> <li>• Project review committee half yearly reports</li> </ul>	<ul style="list-style-type: none"> <li>• Fair participation of BEE Partners in management of Breeding Divisions as contemplated in paragraph 8.11 of shareholders' agreement.</li> <li>• Specific management functions to be performed by BEE Partners together with commercial counter partners to ensure skills transfer (i.e. a BEE Partner could be performing a deputy manager role or assistant to Division Manager Terms of reference and plan of action)</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstration of the depth and level of commitment the strategic partner is prepared open up to</li> <li>• Efficient execution of the monitoring tool and effective monitoring of the project milestones.</li> </ul>

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3. Skills Development	Develop and implement a capacity building and skills transfer strategy for BEE partners	5	<ul style="list-style-type: none"> <li>• Strategy developed by the end of the second quarter.</li> <li>• Programme implementation reported on six monthly basis.</li> </ul>	SARGBH	Report on specific training gaps identified, relevant training and capacity building provided.	<ul style="list-style-type: none"> <li>• A deliberate focus on capacity building and targeted skills development on core industry specific skills</li> <li>• In house mentoring programs</li> </ul>	Relevant skills transferred and capacity building support provided.
	Develop and implement the annual workplace skills plan for employees in line with the objectives of the skills development Act	1	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	SARGBH	Report on specific training gaps identified, relevant training and capacity building provided.	<ul style="list-style-type: none"> <li>• SETA funded development and implement the annual workplace skills plan for employees in line with the objectives of the skills development Act management and administration training programs.</li> <li>• Access by BEE participants to professional consultants and expert guidance or advise.</li> </ul>	Relevant skills transferred and capacity building support provided.
4. Employment Equity	Compile an employment equity strategy for partners to be able to participate in all top management structures and functions	1	Annually	SARGBH executive management	Report on number of role playing functions in top management structures by employment partners.	List name of participants' members and record of training programs attended and qualified in.	Acquired wildlife management skills and competencies by the beneficiaries.



	Develop and implement a five year equity plan for employees	4	Quarterly	SARGBH executive management	Report on percentage progress against implementation of skills development program.	List names of participants' members who constituted part of the targeted employment group in accelerated skills development training.	Acquired wildlife management skills and competencies by the beneficiaries.
<b>5. Preferential procurement aligned to transformative supply chain management</b>	Develop and implement a supply chain management policy with clear bias objectives of capacitating and empowering previously disadvantaged SMME's and local communities.	3	By end of SARGBH second quarter of its financial year and six months thereafter.	SARGBH	A report on number of procurement opportunities granted to designated groups.	<ul style="list-style-type: none"> <li>No. of procurement opportunities granted to designated group.</li> <li>A preferential procurement of goods and services from qualified previously marginalized local enterprises, professional and expert advises</li> </ul>	Index of growth of empowered SMME band in the neighbouring communities.
<b>6. Enterprise development</b>	Targeted empowerment of some previously disadvantaged entrepreneurs, sourced from neighbouring communities to SARGBH properties for an accelerated training and development programme.	2	Half Yearly	SARGBH Executive Management	Report on number of previously disadvantaged SMME supported	Number of SMMEs Supported through SARGBH	Index of growth of empowered SMME band in the neighbouring communities
<b>7. Community Beneficiation/Rural Development</b>	Development of Corporate social Investment strategy	1	3 <sup>rd</sup> Quarter of 2016/2017 FY.	SARGBH	Approved Community Social Investment (CSI) strategy	Reporting Rate	Guide community benefication and advancement of rural development.

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	Undertake specific corporate social responsibility initiatives in the neighbouring communities to SARGBH properties	4	1 per quarter	SARGBH	Corporate social investment strategy should be in place so that local businesses and related service providers are empowered	SARGBA Holdings identified the following key priorities for community beneficiation, Health-Care Welfare Promotion, Education, Capacity Building & Skills Development, Income Generation & Job Creation, and Development of Sport & Contribution to Fundraising Initiatives, Cultural Events and Environmental Initiatives relating to well-being of communities.	Socio-economic empowerment of local communities
<b>5. STRATEGIC OBJECTIVE: FINANCIALS</b>							
PERFORMANCE INDICATOR	ACTIVITY	TARGET	FREQUENCY	RESPONSIBILITY	VERIFICATION / POE	EVALUATION ANALYSIS	IMPACT
Liquidity Ratio	Determine Current assets and Liabilities	1	Annually	SARGB	Financial Statements		Determine ability to pay off short term debt obligations
Leverage Ratio	Determine Total debts to Total assets	1	Annually	SARGB	Financial Statements	Financial Results	Determine the degree of Leverage
						Financial Results	

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Growth in Asset Value	Determine total Herd value	1	Annually	SARGB	Financial Statements		
Growth in new Progeny	Calculate new progenies born	1	Annually	SARGB	Breeding register	Financial Results	Percentage growth of Herd Value
						Evidence Rate	Success of new progenies born

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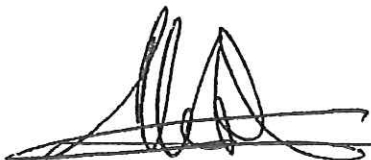
Parties in endorsement of the Monitoring Plan:



**Dr. Poncho Mokaila**

**Head of Department: READ**

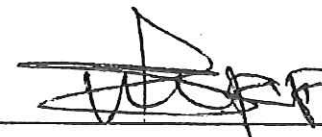
**Date:** 18/03/2016



**Mr. Edward Mthobi**

**Chief Executive Officer: NWPB**

**Date:** 22/03/2016



**Mr. Mike De Kock**

**SARGBH Representative**

**Date:** 30/03/2016