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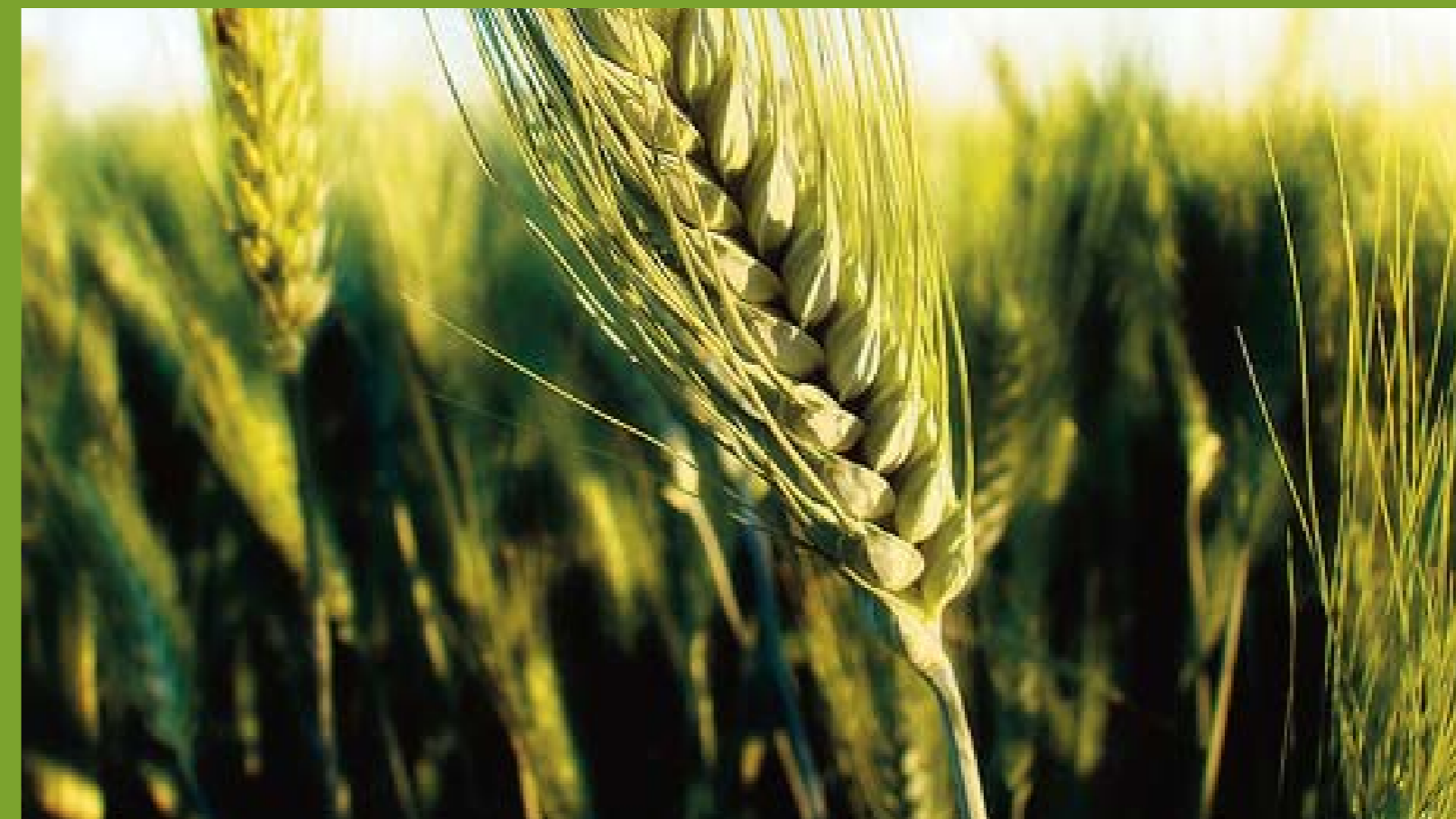
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Faculty of Natural and Agricultural Sciences

Department of Agricultural Economics,
Extension and Rural Development

Mentorship as a key factor in Land Reform Projects - May 2010
Senior Lecturer: SE Terblanché



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Mentorship as a key factor in land reform projects

May 2010

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EXECUTIVE SUMMARY

Objectives of the study

- (i) Identify the skills and knowledge (personal and technical) that a mentor needs to support land-reform beneficiaries successfully towards effective farm management;
- (ii) Identify the essential qualities and characteristics of a new farmer to successfully participate in a mentorship program.

Considerations in the research

- A total of 15 mentors and 20 new farmers were interviewed.
- The majority of mentors described their mentorship programme as a broad, somewhat philosophical, concept with a strong emphasis on guidance.
- More than 50 percent of the new farmers experienced and perceived their involvement in mentorship programmes as hands-on training.
- Both mentor and new farmer respondents emphasized the belief that **a mentor is a knowledgeable person.**
- Mentor respondents identified knowledge, respect, trust, and willingness as essential qualities of a mentor (in that order). New farmers on the contrary experienced the most important characteristics of a mentor as respect, knowledge, and trustworthiness (a different sequence).
- According to both mentor and new-farmer respondents, **commitment is the most essential quality and characteristic of a new farmer.**
- A new farmer, according to mentors, needs to be **a person who is committed, hardworking, willing to learn, listen to advice, and implement such advice.**
- According to new-farmer respondents, a new farmer should be **a willing learner, a hard worker, a careful listener, and an implementer of advice.**
- The literature emphasizes the importance of the formation of a mentoring relationship in a successful mentorship programme, suggesting the following four steps, namely:
 - Prescription;
 - Persuasion;
 - Collaboration; and
 - Confirmation.

These four steps can be linked to a well-known model of the mentoring relationship, namely:

- Initiation;
- Cultivation;
- Transformation; and
- Separation.

Mentor and new-farmer respondents unanimously stated that a mentoring relationship did exist within their mentorship programme, but that it took roughly a year to establish. They also declared unanimously that the relationship

was established because of their commitment and respect for each other. In some of the projects, the participants eventually formed partnerships and shared responsibilities because of the good relationship.

- Respondents identified the following aspects as supportive to the success of a mentorship programme:
 - A viable and sustainable business plan for the farm;
 - The availability of essential farm infrastructure and equipment for managing the farm;
 - A dedicated farm-worker team; and
 - Financial support.
- The outcomes of the mentoring relationship and, therefore, the mentorship programme, are best summarized in the words of a new farmer, namely: *"We understand one another and work together to achieve one goal—I, the new farmer, must be successful. I have developed a new value system—proud of who I am and what I have achieved. The secret is we made time available for one another."*
- However, obstacles can hinder and even damage a mentorship programme, namely:
 - Unwillingness, non-commitment, and wrong or negative attitudes; and
 - Negative influences from people outside the project.
- A mentor and protégé should continuously nourish a positive relationship. To earn such a relationship takes courage by all parties concerned.
- The above guidelines identify personal skills and essential mentoring elements needed by mentors and new farmers to succeed in mentorship programmes.
- Mentors indicated a need for a skills programme to assist them to be more successful. The University of Pretoria will develop and present a skills programme for prospective mentors through Continuous Education at the University of Pretoria (CE at UP) or structures provided by Organized Agriculture and AgriSETA.
- Mentors indicated a need for a supportive structure or forum where they can discuss or workshop mentoring results, problems, and challenges on an ongoing basis. It is the responsibility of Organized Agriculture to establish such a structure and the Department of Agricultural Economics, Extension and Rural Development to make its resources available to support Organized Agriculture in the process.

Other recommendations

- A data base of prospective mentors and new farmers be established;
- A monitoring and evaluation structure for mentorship programmes be initiated;
- Mentors and new farmers not be forced to form mentorship programmes;
- Mentors and new farmers draw up personal development plans for new farmers;
- Mentorship programmes be structured for a period of at least three (3) years;
- Mentors and new farmers, with the support of other role players, together draw up business plans for farming enterprises—to ensure a common vision and understanding; and
- Accept the training needs of new farmers concerning mentoring and mentorships.

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- * *God bless with wisdom and insight all mentors and new farmers in South Africa involved in mentorship programmes.*

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Chapter 1

INTRODUCTION

Mentorship has become a word of fashion and, in many instances, it is used as a magic stick to bring about change by merely swinging it on suitable occasions. In business today, coaching and mentorship are buzzwords, the trend of the moment (Stout-Roston, 2007). Mentorship can vary, however, depending on the profession involved and the workplace practices where it is being implemented.

The concept of mentorship dates back a long time to Greek mythology when Odysseus, the Greek poet, took his son Telemachus to his friend Mentor and requested him to guide, coach, and raise him in life skills (Adams & Scott, 1997). Numerous examples of mentors and "mentees" or protégés occur throughout the ages. The Bible, for instance, is full of examples of mentors and protégés. The majority of people today can recall a time when someone acted as a mentor for him or her and where he or she today act as a mentor for someone else.

Transformation and change, not only in South Africa but also in the entire world of today, is taking place so rapidly that one can feel totally lost, not really knowing where one is heading. Consequently, an increasing number of individuals and organizations are considering implementing mentorship programmes in support of their employees in various facets of life. The South African Council for Natural Scientific Professions (SACNASP) in 2007 included the appointment of mentors to support candidate natural scientists during their studies and their first 2 to 3 years of work before they can apply for registration and obtain the status of professional natural scientist.

In the agricultural sector in South Africa, specifically with regard to land reform, land-reform beneficiaries cry out that they need mentors to support them. In this respect, a number of successes have occurred but, unfortunately, failures as well. An increasing number of organizations and institutions are developing and structuring mentorship programmes.

According to the land-reform goals of the South African government, 30 percent of agricultural land currently owned by white farmers needs to be transferred to previously disadvantaged South Africans by 2014. A second major goal is that all restitution claims need to be settled by the end of 2008.

The aims of these land-reform programmes are not only the settlement of previously disadvantaged individuals, groups, or communities onto agricultural land but also to provide a support service that enables them to live a better life.

The new farmers need to be successful in producing agricultural produce (food security), alleviate poverty, and to become part of the mainstream of agricultural production in South Africa. Although some settlement projects have been successful, the number of failures is alarmingly high. The agricultural sector in particular and South Africa in general cannot afford such failures anymore.

In the documents "The Strategic Plan for South African Agriculture" (Department of Agriculture, 2001) and "Broad Based Black Economic Empowerment Framework for Agriculture" (AgriBEE, 2004), the development and implementation of mentorship

programmes has been identified as one of the key factors that can positively influence land reform and Black Economic Empowerment.

According to Street and Kleynhans (1996) very little information is available on mentorship programmes in agriculture in South Africa. Commercial farmers in the Western Cape have expressed their willingness to act as mentors for emerging farmers. Kieviet and Raath, as quoted by Terblanché (2003), strongly recommend the acceptance of mentor programmes and the appointment of mentors for emerging farmers.

Although not officially registered, a number of land-reform projects that include mentorship programmes have been established.

With regard to this study, two questions need to be answered, namely:

- Can the implementation of a mentorship programme for land-reform beneficiaries play a role to minimize failures?
- What are the essential skills and knowledge a mentor needs to support land-reform beneficiaries successfully?

The objectives of this study therefore are:

- To identify the necessary skills and knowledge (personal and technical) that a mentor needs to have for successfully supporting land-reform beneficiaries towards effective farm management.
- To develop and present an accredited skills programme to train mentors for successfully supporting land-reform beneficiaries.

Chapter 2

LITERATURE REVIEW

2.1 MENTORING OR MENTORSHIP

Numerous definitions of mentorship (mentoring) exist depending on the profession involved and the specific workplace practices. According to Murray (1991), "Mentoring is a structure and series of processes designed to create effective mentoring relationships, guide the desired behaviour change of those involved, and evaluate the results for the protégés, the mentors, and the organization with the primary purpose of systematically developing the skills and leadership abilities of the less experienced members of the organization."

Adams (1998) defines mentoring as an integrated process of advising, coaching, and nurturing, focusing on creating viable relationships that enhance individual career-personal *professional* growth and development. Anderson and Shannon (as cited by Colwell, 1998) define mentoring as "A nurturing process in which a more skilled or more experienced person, serving as a role model, teaches, sponsors, encourages, counsels, and befriends a less experienced person for the purpose of promoting the latter's *professional* and/or personal development."

Oberholzer (as cited by De Beer, 2005) offers a more simplified but descriptive definition of mentoring, namely, "Mentoring is simply someone who helps someone else to learn something the learner would otherwise have learned less well, more slowly, or not at all."

Mentoring is also defined as "a method of teaching and learning that occurs amongst all types of individuals across all kinds of knowledge bases and settings." In the workplace, mentoring normally consists of teaching, giving feedback, coaching on the job, counseling through change, and structuring ongoing contact over a designated period (www.gclearning.com).

Finally, mentorship is career guidance and an individual development process in which competencies (professionalism) and insights are transferred by chosen people (mentors) to other people (protégés).

The analyses of these definitions of mentorship emphasize three elements, namely:

- A reference to individual people, one person interacting with another person (mentor and protégé);
- The involvement of some kind of supportive action—i.e., guidance, support, advice, learning, coaching, and counseling; and
- The promotion of professional and personal development.

Mentoring brings individuals together on a one-to-one basis, bypassing bureaucracy and institutions. It brings people together—real people talking to real people. Mentoring therefore implies someone older (or someone more experienced) working with someone younger and, by definition, less experienced.

Further analyses emphasize two main role players in the process, namely, the mentor and protégé.

2.2 WHAT IS A MENTOR?

The mentor is:

- A person who guides another (the protégé) to avenues of success;
- A person who will ask the question, "How can I help you so that you can become what you want to be";
- Someone who understands the role and will meet the protégé's needs;
- Knowledgeable in a desired field as well as respected;
- A person who listens and is a problem solver;
- Being able to take on the role as guide. Guiding the protégé through the hurdles towards success;
- Someone who is sensitive and understands the needs of the protégé; and
- Someone with excellent interpersonal communication skills.

The mentor is someone who exhibits the following specific characteristics:

- People orientated with good people skills;
- Good motivator—inspires the protégé;
- Effective teacher—be able not only to teach the "skills of the trade" but also to manage the learning process of the protégé;
- An achiever—one who sets career goals, continuously evaluates these goals, and strives to reach them; and
- Respects others—shows regard for another's wellbeing.

Qualities essential in an effective mentor

- Has a desire to help;
- Has had positive experiences;
- Has a good reputation to develop others;
- Has sufficient time and energy;
- Has up-to-date knowledge;
- Has a positive learning attitude;
- Has effective managerial skills;
- Is constructively critical;
- Is an active listener;
- Is encouraging and persistent;
- Has an open door and is approachable;

- Is honest; and
- Is patient.

(Murray, 1991; Adams, 1998; Holiday, 2001; Edwards & Keane, 2001; Young & Wright, 2001; PAETA, 2003; De Beer, 2005; South African Cane Grower's Association, 2005; and Ueckermann, 2005)

2.3 WHAT IS A PROTÉGÉ?

The protégé is the person who is being mentored.

The protégé must:

- Respect and trust the mentor to establish a caring relationship;
- Understand that the relationship is mutual in terms of both persons gaining from the opportunity;
- Be willing to enter into a mentoring relationship;
- Listen to advice and respond appropriately; and
- Be committed and willing to learn.

The protégé exhibits the following characteristics:

- Eagerness to learn—to acquire new skills and knowledge and to develop existing skills and abilities;
- Ability to work as a team player;
- Patient—must be willing to put time and effort into the relationship;
- Risk taker—must be willing to travel from a “safe harbour” into the sea of uncertainty;
- Positive attitude—a bright and hopeful attitude can help a protégé to succeed;
- Commitment; and
- Self-confidence.

(De Beer, 2005; Edwards & Keane, 2001; Young & Wright, 2001; PAETA, 2003)

The above qualities and characteristics of the mentors and protégés are the building blocks of successful mentoring relationships.

2.4 THE MENTORING RELATIONSHIP

Successful outcomes of mentorship programmes depend heavily on the successful development of mentoring relationships between mentors and the protégés.

There is however no single formula for good mentoring. Table 1 below provides an example of a framework for a mentoring relationship summarizing what has been discussed above.

An aspect that needs further discussion is the obstacles that might still hinder the relationship, even if all the essential elements are provided in the relationship.

Obstacles that could confront a mentor:

- The mentor's style does not meet the protégé's needs resulting in unforeseen frustration;
- Insufficient time, i.e., expecting too much progress from the protégé within an unrealistic timeframe;
- A protégé with a hidden agenda; and
- An inappropriate attitude on the part of the protégé—expecting too much from the mentor, demanding more time and attention than he or she actually needs.

Obstacles that could confront the protégé:

- Peer jealousy—from colleagues who do not have a mentor (professional jealousy);
- Being accused of "holding onto the coat-tails of another";
- One party overstepping professional boundaries—wanting the relationship to become more "personal" (occurs sometimes in cross-gender relationships); and
- The mentor falling from favour—when others are looking with disapproval at the mentor.

The importance of the essential elements of the relationship cannot be overestimated, namely:

- Respect;
- Trust = communication + availability + predictability + loyalty;
- Trust is a two-way process; both mentor and protégé are responsible to build trust;
- Partnership-building—to be successful apply the following:
 - maintain communication;
 - fix obvious problems;
 - forecast how decisions could affect goals;
 - discuss progress;
 - monitor change.
- Build self-esteem of the protégé—every person has the desire to believe that he or she is worthwhile and valuable; and
- Time—set aside a specific time and do not change it.

Table 1: Framework of a mentoring relationship

Mentor	Mentoring relationship	Protégé
Responsibilities	Essential elements	Responsibilities
Skills, knowledge, and experience: <ul style="list-style-type: none"> • guidance • counseling • coaching • support 	<ul style="list-style-type: none"> • Trust • Respect • Partnership-building • Self-esteem • Time 	Latent abilities: <ul style="list-style-type: none"> • Take responsibilities • Willingness to learn • Personal development plan
Obstacles confronting the mentor	Outcomes of a successful relationship	Obstacles confronting the protégé
<ul style="list-style-type: none"> • Mentor’s style • Insufficient time • Protégé with hidden agenda • Protégé with inappropriate attitude 	<ul style="list-style-type: none"> • Accelerated development • Competent employee • Professional status 	<ul style="list-style-type: none"> • Peer jealousy • Accusation of holding onto coat-tails of others • Overstepping professional boundaries • Mentor falling from favour
Benefits for the mentor	Benefits for the organization	Benefits for the protégé
<ul style="list-style-type: none"> • Improved job satisfaction • Increased peer recognition and admiration • Individual growth • Increased access to organizational information • Improved networking • Personal satisfaction 	<ul style="list-style-type: none"> • Improved induction and reduced personnel turnover • Stable corporate culture • Leadership and managerial development • Improved communication 	<ul style="list-style-type: none"> • Easier induction for newcomer • Improved self-confidence • Learn to cope with organizational structure • Career advice and advancement • Acquisition of new knowledge and skills • Accelerated career progress, job satisfaction • Acquisition of wisdom and insight

2.5 THE OUTCOMES OF A MENTORSHIP PROGRAMME

Mentorship can be regarded as a career development option for individuals in an organization. One could also structure mentored learning for staff members or even other individuals in the community. Whatever the case, a well-structured and managed mentorship programme provides the following benefits:

2.5.1 Benefits for the protégé

- Easier induction for a newcomer to an organization;
- Improves self-confidence;
- Learning to cope with the formal and informal structure of the organization;
- Career advice and advancement;
- Acquisition of new knowledge and skills needed to perform effectively at present as well as future organizational levels;
- Accelerated career progress and greater job satisfaction; and
- Acquisition of wisdom and insight.

2.5.2 Benefits for the mentor

- Improved job satisfaction;
- Increased peer recognition and admiration;
- Individual growth;
- Increased access to organizational information;
- Improved networking; and
- Personal satisfaction of developing the protégé's professional skills and knowledge.

2.5.3 Benefits for the organization

- Improved induction and reduced personnel turnover;
- Improved motivation of mentors and protégés;
- Stable corporate culture;
- Leadership and managerial development; and
- Improved communication.

It is essential that the organization, mentor, and (if possible) the protégé, should clearly state the aims and objectives of the mentorship programme in which they have involved themselves (Tabbron, Macaulay, and Cook, 1997; De Beer, 2005; Terblanché, 2007).

2.6 MENTORSHIP IN THE AGRICULTURAL SECTOR IN SOUTH AFRICA— SOME RESEARCH FINDINGS

As previously mentioned, a number of land reform projects exist with established mentorship programmes.

The following are some examples of structured and even unstructured mentorship programmes mentioned in published and unpublished reports and in articles.

2.6.1 Mentorship Review: Towards a Model for Mentorship in Agricultural Development in South Africa (PAETA, 2004)

Khanya was contracted by PAETA and GTZ (German Technical Co-operation) to study mentorship practices in the primary agricultural sector based on the PAETA-supported project principles. The objective to be achieved was to develop "a framework

including issues, processes, and methodology to inform the systematization of mentorship practices in the primary agricultural sector” for agricultural development in South Africa. The approach followed by PAETA has developed out of the need for practical training in farming. Nine PAETA supported projects were visited.

According to the report, mentorship was a mechanism among many support and service networks to help address land-reform programmes of the government that would contribute towards:

- Integration of new entrants into the commercial farming sector;
- Narrowing the skills gap (in agricultural production and business) between new farmers and current commercial farmers;
- Provision of post-settlement support for new farmers;
- Integration of new farmers into support and service networks in the farming communities;
- Making agricultural commodity and service markets work for the poor; and
- Lifelong learning of individuals in agricultural development.

The analysis of the PAETA supported projects revealed the following key factors that ought to be addressed in order to implement the mentor concept effectively:

- Service types for the mentor;
- The characteristics of a mentor;
- Selection arrangements;
- Support systems for mentors’ protégés; and
- Institutional linkages and sustainability of mentorship systems.

(a) Service types for the mentor

One very important aspect that came forward according to the report is that “mentorship is not about managing the enterprise but helping empower less experienced farmers to do so” (PAETA, 2004).

(b) The characteristics of a mentor

- Committed to the task and willing to help;
- Must have the necessary skills and experience;
- Ability to communicate verbally in the protégé’s preferred language;
- Availability of the mentor to share expertise and experience and not to dictate;
- Good listening skills;
- Empathy;
- Inter-personal sensitivity;
- Integrity and honesty;
- Inspirational—high levels of positive energy; and
- An undertaking of diversity and maturity.

(c) Selection arrangements

Different selection arrangements are used to identify and select a mentor for a specific project. According to the PAETA report, the Cane Growers' mentorship selection system is handled by the local Cane Growers' structures, while in most cases the mentors are selected by the MFA (Mentor Facilitating Agent).

(d) Support systems for mentors and new farmers

Support systems for mentors and new farmers involve incentives, accountability, capacity building, and training. The ultimate aim, however, is to create an environment where volunteerism can be encouraged. Farmers selected by the Cane Growers' mentorship programme did not want to accept payment for their services. The PAETA report, however, expresses the importance of payment for mentors and this aspect needs to be revisited. Payment, according to the report, is one way in which mentors are held accountable. The report proposed that the mentor should be accountable to the "mentee" and the MFA responsible for the selection.

However, the responsibilities and accountabilities of the "mentees" (new farmers) have not been addressed sufficiently, if at all.

(e) Institutional linkages

The formation of partnerships and linkages during the mentorship programme is, according to the report, of importance. These linkages and partnerships will be crucial for the new farmer to continue farming activities and to have access to support services available from possible service providers.

2.6.2 Mentorship Programme for the Development of New Black Farmers (South African Cane Growers Association, 2005)

(a) About 40 000 hectares or 11 percent of freehold land in the sugar industry has been transferred on a willing-buyer-willing-seller basis to emerging black growers. Three hundred new black farmers entered the sugar industry and the majority of them did not have much experience of managing their own cane farming operations.

The South African Cane Growers Association (CANE GROWERS) identified a need to implement a mentorship programme for the New Freeland Growers (NFGs) entering the sugar industry.

The intention was to have an experienced sugarcane farmer, in proximity to the black (new) farmer, to assist and show the new farmer how to run the farm as a business. The programme was started in 2003 and was evaluated during mid 2005.

(b) The most important outcomes of the evaluation report are the following:

(i) Mentors

- The majority of mentors indicated that they were able to meet the new farmers at least twice or more per month (when the programme started, at least one visit per month was envisaged).

- New farmers were not restricted to official visits but they could ask for additional help when they needed it.
- In some areas, one mentor was responsible for more than one new farmer. The mentor then arranged to meet them as a group. The experience was that it did not work well; without good reasons, new farmers sometimes did not attend meetings.

The priority needs of the new farmers as perceived by the mentors are indicated in Figure 1 below.

Fifty-four percent of the mentors identified financial management as a priority need for new farmers, 37 percent indicated agronomic aspects as a priority need, while 9% identified other aspects such as labour management and so-called absentee farming (i.e., farmers not staying on the farm) as a priority need.

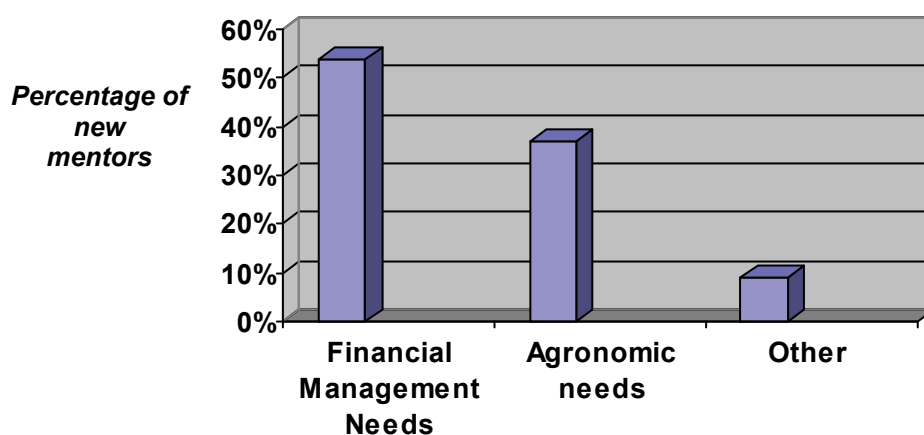


Figure 1: Priority needs of new cane farmers as perceived by mentors

(ii) New farmers

- 68 percent of the new farmers indicated that the services provided by the mentor had been helpful.
 - The mentors made it easier for the new farmers to understand the farming business and the mentors supplied them with technical information.
 - According to the new farmers, some mentors made their equipment available to the new farmers without charge.
- 32 percent of new farmers, however, felt that the services provided to them were not helpful at all:
 - The majority complained about the relationship, which came across as paternalistic.
 - New farmers appear to have unrealistic expectations of their mentors. For example, new farmers believed that if they are working and their vehicles were stuck on the farm, it was the duty of the mentor to come and help them. If the mentor did not do so, the new farmer felt that the mentor was not doing what he was supposed to do.

- Some new farmers felt that mentors were trying to intrude in their private lives.
 - 46 percent of new farmers indicated that they needed more training and assistance concerning the agronomic side of the farming business.
 - 35 percent indicated financial management as a priority, while 19 percent indicated other priorities.
- The priority needs of new farmers, as perceived by themselves, are indicated in Figure 2:

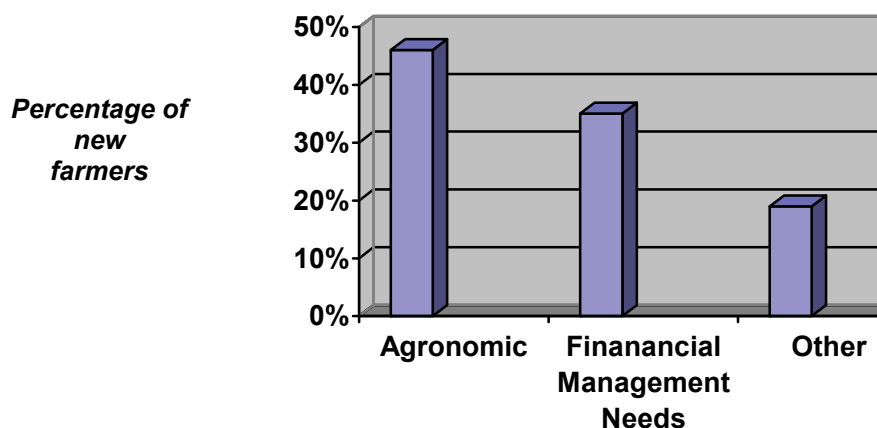


Figure 2: Priority needs as perceived by new farmers

(c) Problems encountered by:

(i) Mentors

- The unwillingness of new farmers to participate fully and to be committed to the mentorship programme.
- New farmers had to be pushed constantly by the mentors in everything.
- Poor attendance of group meetings.
- Lack of trust between new farmers and mentor.
- New farmers were de-motivated and frustrated because of financial difficulties they were experiencing.

(ii) New farmers

- They felt they do not need the full mentorship programme and therefore do not need to attend all meetings.
- Mentors try to intrude in their private lives.

(d) Lessons learnt

- 99 percent of the mentors indicated that they are prepared to carry on with the programme because committed new farmers benefited from the programme and it satisfied them as mentors to see someone succeed whom they have helped.

- Only 44 percent of new farmers showed interest or were willing to participate in the future, if some changes take place. The main changes they would like to see were themselves to choose the mentors with whom they preferred to work.
- Both mentors and farmers felt that they did not receive sufficient support from an organization outside the mentorship programme.

(e) Conclusions

The success of mentorship depends solely on the willingness to participate by both the mentor and the new farmer.

2.6.3 Progress Report: Training and Development Projects for Emerging Farmers (National Wool Growers Association, 2004–05)

According to the NWGA Progress Report (2004-05), the Association is involved in a number of development projects for emerging farmers. These projects are:

(a) Development and support to sheep farmers in Thaba Nchu, Free State

- 12 communities are to benefit from this programme.

(b) Farmer training in Mpumalanga

- 20 new farmers were trained by the NWGA in basic sheep production.

(c) Training under PAETA-SETASA (currently known as AgriSETA)

- Training is provided annually to 600 to 700 learners under the programme.

(d) Wool industry and land reform

- Support is given to the Land Redistribution and Agriculture Development (LRAD) programme:
 - Identification of prospective wool producers in communal areas.
 - Providing appropriate training to farmers who settled through LRAD.
 - A mentorship programme for settled farmers for a period of three years after settlement.
 - According to the NWGA (Discussion Document, Nov 2005) appropriate support and effective mentorship to farmers in the post-settlement phase is of vital importance to ensure sustainability.
 - The NWGA is of the opinion that mentorship should be formalized—mentors need to be identified and contracted to ensure an effective mentorship programme and support.
 - Successful commercial farmers, members of the NWGA, as well as NWGA advisors have been identified to act as mentors.

- Mentorship involves regular visits, at least once a month as well as during periods of strategic importance within the wool production cycle.
 - Mentors are available for assistance and advice to the new farmers on request.
 - The mentorship programme is also available to already settled new farmers.
 - The existing beneficiaries in the LRAD programme with regard to mentorship are the following:
 - In 2005 – 12
 - In 2006 – 24
 - In 2007 – 36
 - The prospective participants in the mentorship programme with the support from the Departments of Agriculture (National and Provincial) are 135 for 2007.
 - It is envisaged that the number of new farmers supported by the mentorship programme can increase significantly provided partnerships can be formed.
- Problems

Access to land remains a problem. Many farmers from deep rural communal areas have excellent farming experience and enough sheep to farm commercially. This issue needs to be resolved.
 - Results of mentorship programme

According to the NWGA, the positive result of the mentorship programme is illustrated in Table 2.1.

The aim of the mentorship programme is to support and train farmers in the classing of wool and all aspects of contaminations.

Table 2.1: A comparison of two shearing sheds: Shed A with a mentor-ship programme and Shed B without a mentorship programme

Item	Shed A (mentorship)	Shed B (no mentorship)
Bales	34	73
Kilogram	4805	7573
Micron	21,0	20,8
Clean Yield	51,1%	54,63%
Price	R27,64	R6,65
Income	R132 826	R50 327
Loss	-	R158 990

According to the above table, farmers without a mentorship programme (Shed B) lost R158 990 (De Beer, 2008).

2.6.4 Inkezo-land Company: Becoming a Sugar Cane Farmer—An Introductory Guide (www.inkezo.co.za)

- Inkezo is an initiative of the South African Sugar Association (SASA) to fast-track land redistribution and to assist government in meeting its target for redistributing 30 percent of agricultural land to black farmers by 2014.
- According to the Guide a new farmer's disposition should include the following characteristics. He or she should be:
 - Hard working;
 - Dedicated;
 - Motivated;
 - Willing;
 - Leading;
 - Business orientated; and
 - Skilled in decision-making.
- Mentorship

The new farmer needs to get a mentor as soon as possible to assist him or her. The new farmer should trust the mentor. The mentor will advise the new farmer on all aspects of farming.
- Problems experienced
 - A reluctance to ask for help.

2.6.5 Department of Agriculture (2005a, b, c, d)

- The Human Resources development pillar of the AgriBEE framework calls for a structured and purposeful mentorship programme targeting un-employed and under-employed youths.
- The Employment Equity pillar in particular advocates a representation of blacks at all levels of management in all enterprises that fall within the agricultural value chain.
- The Department of Agriculture undertakes to assist agri-businesses to implement mentorship programmes. An amount of R10 million has been made available for mentorship programmes.
- The mentorship scheme will target:
 - Land and agrarian reform beneficiaries;
 - Black employees in various enterprises through the agricultural value chain; and
 - Provinces, monitored by the Farmer Settlement, Education, and Training Directorate will be facilitating the implementation of the programme.

- A well-defined mentorship-training programme is needed.
- A definite mentorship profile should be used as a guideline.
- Monitoring and evaluation of the mentorship programme will be done in accordance with the farmer mentorship policy and guidelines.
- The Master Mentorship Generic Methodology outline is given in Figure 3 below.

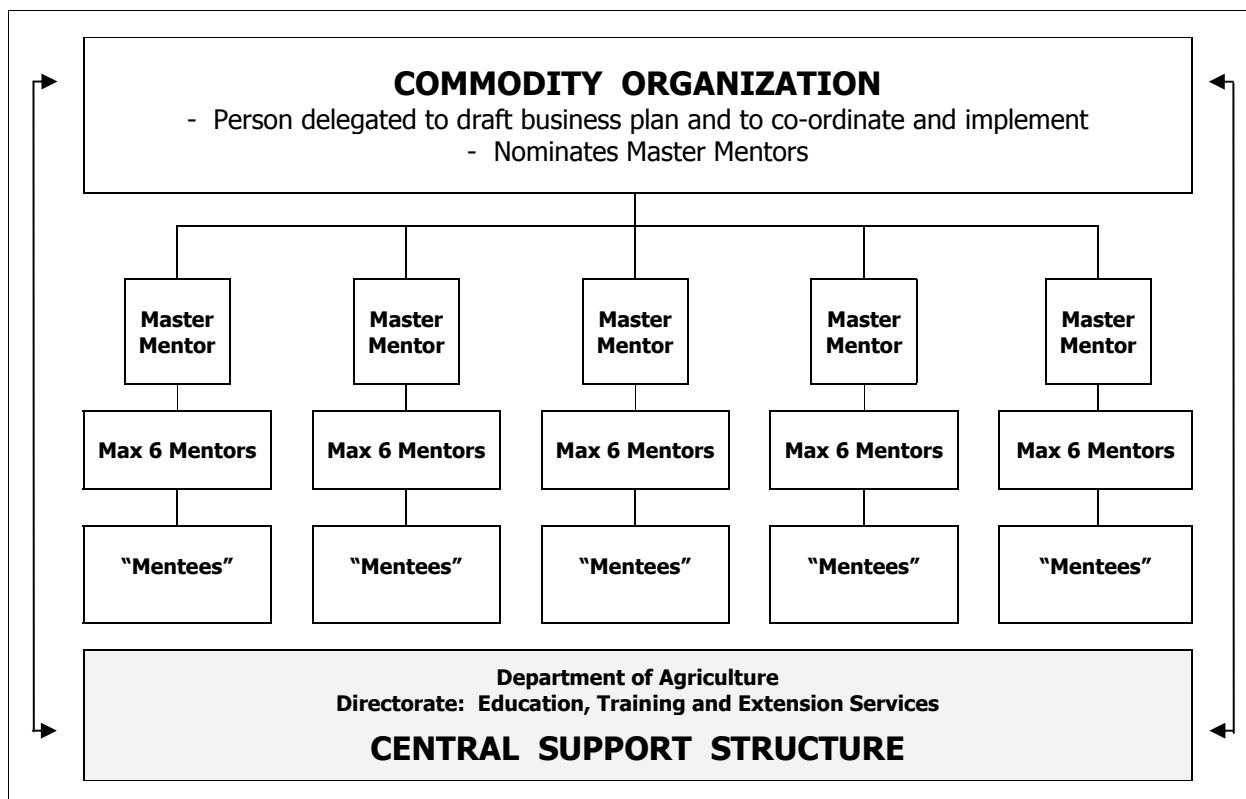


Figure 3: Master Mentorship Methodology Outline (Department of Agriculture, 2006)

2.6.6 Renosterrivier Land-reform Project (Undated Reference)

A group in the private sector initiated this project in response to a challenge by President Mbeki for the private sector proactively to support and implement sustainable land reform and Black Economic Empowerment in the agri-business sector.

- The majority of emerging farmers have no farming background or experience, no or limited implements or production inputs, and no fencing and watering points.
- Emerging farmers said they need the following:
 - Infrastructure;
 - Production inputs;
 - Finance;
 - Extension services;
 - Training;

- Access to markets; and
 - Mentoring and partnership.
- Some of the most important reasons for poor performance by new farmers are the following:
 - Effective screening processes and selection criteria are lacking;
 - No or little co-ordination exists between the role players;
 - Poor business plans;
 - Extension officers lack credibility and farming experience;
 - Many farmers have a culture of dependency, expecting the government to provide everything;
 - Lack of leadership and management skills;
 - Dishonesty, abusing government support;
 - Financial assistance by banks—no new appropriate products for emerging farmers;
 - Commercial farmers not committed and often ineffective as mentors. Mentorship should be structured on a business basis where the mentor shares in both the success and failure of the project; and
 - Cultural differences between mentor and “mentee” (new farmer).
 - Research done on the Renosterrivier and other projects identifies a number of aspects that could help future land-reform interventions. Only a few aspects are mentioned below, namely:
 - Land reform must preferably be presented in a voluntary process, based on sound business principles;
 - The underlying agricultural business opportunity must be profitable and financially sustainable;
 - The importance of being linked into a market and market intelligence cannot be over-emphasized;
 - Communication and networking is important within a community from a business context;
 - Commitment and post-implementation aftercare is vital. Mentoring and the transfer of skills should form part of the incentives and penalties of the project and not be dependent only on the goodwill of the parties. If ongoing mentorship is not linked to sound business incentives it can easily revert to a form of paternalism that prevents people from developing;
 - It is essential to build trust and credibility between the parties. The integrity of the process is as important as the end product.

- The report recommended that the government should:
 - Focus on creating sustainable businesses as opposed to simply transferring land;
 - Lease land to new farmers and later sell or transfer the land to appropriate candidates based on the achievement of certain milestones;
 - Invest in education at school and tertiary levels to train the next generation of black farmers. Human capital formation in agriculture is built over time through mentorship and experiential learning;
 - Streamline communication and co-ordination between departments of Agriculture and Land Affairs.
- The Renosterrivier Support Centre will:
 - Grant funding;
 - Give access to finance;
 - Provide advice;
 - Encourage the integration of new farmers into representative and support structures at local level;
 - Manage the mentorship scheme and a bursary scheme for agri-business training; and
 - Support existing individual farmers via the mentorship scheme.

2.6.7 Land Reform: A Contextual Analysis (F.W. de Klerk Foundation, 2007)

The purpose of the Foundation's research is the following:

- To survey existing policy with regard to land reform;
 - To survey proposed policy changes and pressure on the willing-buyer-willing-seller principle;
 - To contextualize the reform process and the evaluation of the suitability of existing policy and proposed policy changes; and
 - To propose a sustainable approach to land reform.
- The report emphasizes that government consistently cites land reform as a development strategy and that land reform can and must play an important role in poverty relief, job creation, and the development of vulnerable rural groups.
 - According to the report, agriculture cannot be the core of a development strategy. The current land-reform policy is not keeping up with general socio-economic trends relating to the relevance of land reform as a mechanism for poverty relief and job creation in a national and international economy in which agriculture has long since been replaced by other sectors as the driving force of economic growth. Agriculture is becoming more knowledge-intensive, rather than labour intensive.

- Commercial farming is extremely competitive. Inexperienced new farmers should enjoy comprehensive support from the state or via mentorships from existing farmers.
- According to AgriSA, 71 land-reform projects in the Limpopo Province have already failed and the main reason is inadequate support to emerging farmers. According to a survey done by the University of Pretoria, the new owners of failed land-reform projects cited the following reasons for failing:
 - Inability to manage farms effectively;
 - Lack of experience in commercial farming;
 - The absence of mentorships and business plans;
 - Lack of capital and machinery; and
 - Conflict between new owners.
- AgriSA suggested that existing farmers should remain on the farm and manage it until the land is allocated to the new farmers and that they stay on as mentors. There is little incentive in place for white farmers to assist emerging black farmers.

2.6.8 Land Reform in South Africa: A 21st Century Perspective (Centre for Development and Enterprise, 2005)

The research report is structured into three parts, namely:

- (a) An analysis of recent political developments on land issues;
- (b) The “bold fact” about the current process of land reform and the agro-climatic, economic, and budgetary constraints within which it operates; and
- (c) The 13 key findings on land reform that bring together its political and practical realities.

The report does not specifically address aspects such as mentorship but interesting and related findings were made. Some of these findings will therefore be mentioned:

- The most universal and immediate land need in South Africa is for “a place to stay” rather than “a place to farm.” Only 2 percent of Africans indicated the availability of rural land as a priority while 35 percent indicated land in urban areas as a priority.
- The economic importance of South Africa’s agricultural sector as a percentage of GDP has declined dramatically from 23 percent in 1920 to 3,4 percent in 2002 and 2,9 percent in 2005.
- The development outcomes of many rural restitution projects have been less than satisfactory.
- Far fewer black South Africans want to farm than is commonly assumed. A national survey shows that only 9 percent of black people who are currently not farmers have clear farming aspirations and that only 15 percent of farm workers aspire to farm on their own or to farm full-time.

- Throughout South Africa, small local initiatives in the private sector and in civil society are working to make the agricultural sector more equitable, stable, and profitable for everyone involved. Examples are:
 - The Land for Peace Initiative;
 - National Emergent Red Meat Producers' Organization;
 - Grain South Africa;
 - Boeresake Bellville;
 - The Coastal Farmers' Co-operation in KwaZulu-Natal;
 - MKTV-Tobacco;
 - Northern Cape Agric. Union;
 - North West Agric. Union;
 - VKB Reitz;
 - NCD-Clover;
 - LTK Nelspruit;
 - CRK Genadendal;
 - KLK Keimoes;
 - OTK Bronkhorstspuit;
 - Clarke's Cotton; and
 - SENWES.

These organizations are providing support in post-settlement development including mentorship programmes to new farmers.

- Long-lasting progress in the country will depend on strong and effective public-private partnerships in the different farming regions.
- Much more attention needs to be given to three national development issues, namely:
 - Urbanization and urban management;
 - Rural development; and
 - Urban and rural poverty.
- The best route out of poverty is access to employment opportunities, which will mostly be found in urban areas.
- South Africa has the ability and the means to tackle the complex set of issues involving land. Bold leadership is required linked with a co-ordinated, strategic, and serious approach by agribusiness. The question is, "Do the public and private sectors have the will to make land reform succeed?"

2.6.9 Study on the Design of the Mpumalanga Rural Development Programme (MRDP) (Kressirer & Ngomane, 2006)

The aim of the study, commissioned by GTZ (German Technical Co-operation), was "To determine the design of a new component on agro-based LED (Local Economic Development) in post land-reform areas in Mpumalanga and Limpopo provinces for the MRDP phase 2007 to 2009."

The study reveals the following with special reference to possible mentorship programmes or activities:

- The private sector (e.g., agribusiness and commercial farmers) can play a major role in the provision of relevant farming expertise to land-reform beneficiaries through, for example, mentorship programmes. However, in most cases there is no link between the beneficiaries and the private sector. Furthermore, many of the potential mentors do not have the skills required to transfer their skills and knowledge effectively to emerging farmers.
- A large number of land-reform projects do not have the necessary farm infrastructure for agricultural production and marketing.
- Lack of access to credit for beneficiaries.
- Limited farm management expertise has led to the failure of many land-reform projects.
- Poor organizational arrangements and leadership skills among committees responsible for running the project.
- In Mpumalanga, the Rural Action Committee (TRAC) deals with post land-reform support and has implemented the Mpumalanga Management and Mentorship Programme (MMMPP) currently supporting 30 farms.
- One of the important recommendations about the modeling of market-orientated support services is the following: "A Particular emphasis should be put on private-sector involvement, e.g., implementing mentorship models or models for public-private partnership."
- Incorporation of the private sector in various forms will be critical for the success of the efforts. Incorporation could be done in the form of community public-private partnerships, but also by mentoring agreements between commercial farmers or enterprises and communal or emerging farmers.

2.6.10 KONSEP: Besprekingsdokument vir Ontwikkeling van 'n AgriSA Grondstrategie (AGRISA, 2006)

In Chapter 4 (practical examples) of the above discussion document by AgriSA, the organization clearly states its support of mentorship programmes in land-reform projects. Members of the organization are encouraged to make themselves available to support new farmers.

2.7 AGRICULTURAL MENTORSHIP PROJECTS PUBLISHED IN POPULAR AGRICULTURAL MAGAZINES AND NEWSPAPERS

The following division is a short description of articles, published in the popular Agricultural magazines and in newspapers, addressing the issue of mentorship in land reform projects:

Mpumalanga Agricultural Development Corporation's (MADC) Strategic Partnership with Tobacco South Africa for the Development of Small-scale Tobacco Farmers (*NuFarmer and African Entrepreneur*, May 2005: 22–23)

- Six small-scale farmers are benefiting from the project.
- A well-known tobacco expert was recruited to serve as a project manager and mentor

New farmers Grow Limpopo's Organic Market (*Farmer's Weekly*, 2005)

- Thanks to collaborating ("partnering") with experienced organic farmer, Andrew Smith, Don Mushwana of DanRose farm in Tzaneen, Limpopo, is helping 10 emerging producers establish an organic operation on his land.
- According to Andrew, the project has great potential but "unfortunately I can only come down here (to DanRose) every two weeks and the project needs full-time support."

A Successful Citrus Initiative (*Farmer's Weekly*, 15 July 2005: 52)

- Farmers Piet and Gerrit Smit set up the De Kamp citrus project near Citrusdal in the Olifants River Valley to empower and provide equity to their farm workers.
- The venture is flourishing due to commitment from beneficiaries and the Smit bothers who use their expertise as commercial farmers to offer mentorship to the Trust.

Out of the Blue: Making Development Work (*Farmer's Weekly*, 22 April 2005: 48)

- *Uit die Bloute* development project: Jacques de Kock, a specialist in establishing vineyards, will establish the vineyards for this project with mentor Lynol Pieterse, a former truck driver on Conradie's Farms and now chairperson of *Uit die Bloute*.
- The development has created jobs for people in the area.

From Ciskei to the World (*Farmer's Weekly*, 4 March 2005: 47–48)

- Sanalake (Solly) Nonceba of Upper Katrivier valley struggled for years to make a living farming citrus. However, when Solly entered a partnership with pack house Riverside Enterprises, under the mentorship of Llew Roberts, his fortunes changed.
- Solly is a real asset to our business, "His management was excellent and his orchard normally neater than ours."
- Solly was to follow, to the letter, all of Llew's technical instructions on how to produce quality fruit.
- Solly also has access to Riverside consultants, who advise him on soil sampling, nutrition, pesticides, implements, and irrigation.
- There is a production system in place on Solly's farm.

Mandela's Farm in Ruins (*Farmer's Weekly*, 6 May 2005: 62–63)

- In 1997, a prosperous farm (Somershoek) was bought and handed to a local community.
- Today it is a ghost farm.
- "This is an example of what lack of commitment and mismanagement can cause."
- Workers on the farm accuse the Trust of corruption.
- The Trust blames the managers: "Whites for coming back to farm and causing things to fall apart."
- The managers blame the Trust: "They [the Trust] are the ones who killed their own baby. Lack of financial discipline, mixed with abuse, mismanagement, and deep community divisions killed the Somershoek project."

Partnership Helps Farmers Find a Place in the Sun (*Farmer's Weekly*, 29 April 2005: 58–59)

- Twenty-five developing farmers in North West are on their way to becoming commercial farmers thanks to an innovative partnership between the provincial government, Grain SA, and First National Bank.
- Many of the farmers point out that lack of technical support still stands in their way. "With the help from government and commercial farmers we can succeed in our projects," says Jeremiah Tsatsimpe.

"The State Left Us Hanging" (*Farmer's Weekly*, 3 June 2005: 58)

- Knee-high weeds growing profusely between rows of diseased peach trees and a few patches of vegetables are all that remains of the Hota Mbeula peach farm in the Eastern Cape.
- The Hota Mbeula group desperately needs funds for production and maintenance.
- The group cannot transport its produce and lost 3 tons of fruit.
- Members of the group feel ill equipped to run a commercial farm.
- "We'd like to have more hands-on mentorship, even a joint venture with a commercial farmer, if it doesn't mean losing control of the project," says Sikele Bavuma (project co-ordinator).

Land Reform Rests on Post-settlement Support (*Farmer's Weekly*, July 2008: 53)

- After a group of Khoisan in the Northern Cape received a land-restitution grant, they realized they lacked the skills to turn their venture into a profitable enterprise. Now they are in desperate need of a mentor to give practical advice.
- "We need a mentor, someone who will enable us to gain the skills needed to make the project succeed. Without this, the whole thing will fail, and all that money and effort will be lost," says Abraham Hoogtander, manager of the farm at Jan Kempdorp.

New Forest Scheme Falls Apart (*Farmer's Weekly*, 25 November 2005: 90)

- In 1999, the New Forest Tomato Farm was hailed as a top-notch agricultural initiative owned and run by women. A lack of funds forced its closure in 2002.
- Despite the failure and lack of financial support, the women say they have the technical knowledge to run the farm and their first failure was due to poor management skills, outside interference, and theft.
- The assistant manager, Kelvin Nemurangane, blamed the agricultural department for the project's downfall citing a lack of technical and mentorship support.

An Empowerment Success Story—At Last (*Farmer's Weekly*, 13 May 2008: 68–69)

- In 1996 the Lebanon Farm, a joint venture between the Clüver family and Safcol, was created to introduce previously disadvantaged people to the elite art of wine making.
- Today the farm, run and owned by employees (farm workers), has won awards for the fruit and wine it produces.
- Farm workers own 70,2 percent of the farm and the De Rust Estate (Clüver family) owns the remaining 29,8 percent.
- Paul Clüver Junior attributes the farm's success to:
 - Committed partnership;
 - Sound mentorship; and
 - Value added to its products.
- "One of the downfalls of many empowerment projects is a lack of knowledge and skills," says Clüver.
- "This project would have been a complete failure if it wasn't for the Clüvers. They have been our mentors," says Jan Jansen, Lebanon Farm Manager.
- Despite favourable conditions, it took nearly four years for the newly established orchards and vineyards to become commercially productive and Trust members only then received their first dividends. Trust members understand and accept this.

Land-reform Projects That Fail (*Farmer's Weekly*, 17 June 2005: 14)

- "Some 90 percent of Mpumalanga's land-reform projects are unproductive and the failures could be attributed to a lack of government support," says Chris William, Director of The Rural Action Committee.

Emerging Dairy Farmers Need State Support

(*Farmer's Weekly*, 16 September 2005: 18)

- Carlos Boldogh (Chief of Operations, Department of Agriculture and Environmental Affairs in KwaZulu-Natal) told delegates at the KwaZulu-Natal Milk Producers Organization that government needs commercial dairy farmers as mentors to assist emerging dairy farmers.

Risks Pay Off for Cattle Farmer (*Farmer's Weekly*, 4 November 2005: 52)

- Emerging farmer, William Mahamba, of the North West's central district runs 200 cattle on his farm. He has increased calving by 40 percent thanks to the knowledge and expertise gained from his commercial-farmer neighbours.
- "These farmers are always on my side giving advice and making sure I produce the best cattle," says Mr. Mahamba.

Laying Foundations for Successful Land Reform (*Farmer's Weekly*, 3 March 2006: 32–34)

- Commercial farmers of Ugie in the Eastern Cape believe they have a lot to lose if the land-reform process is not properly managed. Instead of throwing up their hands in despair, some farmers have joined forces with the local black population to help create viable agricultural businesses.
- The Masekhane Women's Land Camp Project and farmer Mike Charters' mentorship and empowerment schemes are helping to reduce poverty and crime, while fostering goodwill between the town's black and white residents.
- Forty-five, mostly single, women participated in the vegetable project, and they are supported by 9 commercial farmers.
- "The white farmers stood up for us. We don't know where we would be without the farmers—they are worth a billion," says project chairperson, Joyce Matanga.
- Farming is not a get-rich-quick profession!
- "Mike Charter came to us as a blessing, offering knowledge and capital, enabling us to make the difficult jump from subsistence to commercial farming possible," say the Gova brothers of Ugie. According to the Gova brothers, a mentorship programme with white commercial farmers is the difference between success and failure for emerging producers advancing to commercial production.
- "Extension officers don't have the knowledge and, if they show up, they do so once every six months," say the Gova brothers.
- Colin Emms (commercial farmer) believes a lack of expertise and knowledge is hampering successful, productive land reform. The solution lies in practical training of emerging farmers on commercial farms.

Du Roi Revolutionizes the Subtropical Fruit Industry (*Farmer's Weekly*, 16 June 2006: 48–49)

- In 2001, farmers (black) from two farms approached Du Roi for assistance.
- Du Roi Precision Farming now provides management support in a strategic business relationship with four projects, namely:
 - Mariveni Farmers' Cooperative;
 - Mabunda Farmers' Cooperative;
 - Seloane Farmers; and
 - Masalal Fruit Packing Cooperative.

- Precision Farming provides an extensive support service to these farming communities, which have 150 permanent workers and 400 seasonal workers.
- “We have a ten-year management and training contract and we truly deliver the A to Z of training the farmers,” says Abraham van Rooyen.
- “Our mission is to assist all the farmers in these projects to become commercially successful.”
- At present, it seems that around 60 percent of the farmers have the potential to become independent and financially successful.

Government Must Assist New Livestock Farmers (*Farmer’s Weekly*, 11 August 2006: 60–61)

- Thabo Nkosi, an emerging farmer in the Mkuhlu district in Mpumalanga, says government’s redistribution programme looks good on paper but lacks the support and training for emerging livestock farmers to boost sustainable economic gains.
- According to Thabo, government’s land reform programme targets “irrelevant” people who have no farming knowledge, who are “grave hunters” and fail to utilize the land fully after receiving it.
- As new entrants, we lack vital aspects such as education and skills development.
- Thabo believes the only place where commercial-farming skills and technical knowledge can be obtained is through collaborating (partnering) with white commercial farmers.
- The National Emergent Red Meat Producers’ Organization (NERPO) is looking to assist emerging livestock farmers through training and technical mentorship support.

Micro Approach Yields Mega Boost in Stock Value (*Farmer’s Weekly*, 29 September 2006: 44–46)

- Mngunube Consultants’ micro approach to rural development anchored by an effective mentorship strategy to individual households, has led to significant success in the grassroots fight against poverty.
- The project focuses on the individual household, its labour, and assets.
- Mentoring is a vital component.
- Mentorship support to Elundini farmers is defined by a motivation to improve the production and quality of stock through entrenching a culture of management.
- The mentors, all former farmers, work in designated areas. A mentorship system works in creating wealth from what you have.
- Motivated individuals join the project and must have access to an agricultural asset and a willingness to pay for management tools.
- The mentorship intervention includes:
 - A ram-buying project;
 - Annual veterinary treatment;
 - Crushing, docking, and flushing of ewes;
 - Shearing sheep and classing and baling of wool; and
 - Soil depth, texture, and fertility evaluations.

- Farmers keep record cards that mentors monitor.
- Mentors must be fluent in Xhosa or Sotho to ensure efficient communication.

Mentors Moet Hare op Hulle Tande Hê (*Landbouweekblad*, 22 September 2006: 4–6)

- Die bydrae wat boere as mentors tot swart bemagtiging kan lewer, word veral uit die geledere van georganiseerde landbou beklemtoon.
- Die kommersiële boere wat aan die Makhoba-trustgebied grens wil graag sien dat hulle bure sukses behaal.
- Een van die grootste probleme met projekte om mense op kommunale grond te help, is dat die belanghebbendes gewoonlik die eienaar sowel as die werker is. Nie almal is bekwame besluitnemers nie.
- Fondse is belowe vir die projek maar dit het maande geduur voordat 'n gedeelte van die fondse beskikbaar gestel is (in September 2005) terwyl die geld voor einde Maart 2006 gebruik moes gewees het.
- Bloot die feit dat mense nie bereid was om toe te sien dat goeie beheer oor die aanwending van die fondse uitgeoefen word nie, het die mentor laat besluit om van die projek te onttrek.
- Onuitvoerbare en idilliese planne word deur konsultante aan die gemeenskap voorgelê—die gemeenskap raak meegevoer en stem vir die nuwe voorstelle en planne net om later ontnugter te word. Dit lei dikwels tot groot wantroue tussen die mentor en die gemeenskap.
- Ofskoon mnr. Kobus Nel se betrokkenheid by die projek vir hom 'n slegte nasmaak het, meen hy steeds dat mentorskap baie waardevol kan wees. Dit is egter volgens hom nodig dat sulke ooreenkomste vir termyne van ten minste 10 jaar sal geld.
- "Dit is noodsaaklik dat die mense wat bevoordeel word, eienaarskap vir die projek aanvaar. Dit help nie iemand kom van buite en doen alles vir hulle nie," aldus mnr. Nel.
- Om mentorskap te laat slaag moet die instelling se geldsake reg hanteer word, daar moet genoeg tyd wees om te bewys dat die projek werk en daar mag nie spanning tussen die verskillende faksies in die gemeenskap wees nie.
- Daar is dikwels te veel raadgewers en tussengangers met min praktiese ervaring.

Positive Step to Medium-scale Cane Production (*Farmer's Weekly*, 19 May 2006: 58–59)

- A groundbreaking initiative in Mpumalanga's sugar industry is taking determined and competent small-scale black farmers and elevating them to medium-scale growers.
- The new medium-scale farmers were selected by Transvaal Suiker Beperk (TSB Sugar) and received training from a successful farm manager in all aspects of irrigation.
- TSB Sugar will not farm for the growers—that is their job. TSB wants to create independent and sustainable farmers.

Nuwe Grondvisie—Knelpunte Kan Só Oorkom Word (Prof. F Smit., *Beeld*,
Woensdag, 3 November 2004: 17)

- 'n Herbesinning oor grondhervorming is nodig.
- Die identifisering, opleiding, en mentorskap van voornemende boere is 'n voorvereiste vir sukses.

Swart Ekonomiese Bemagtiging (SEB) Wat Werk (*Landbou-weekblad*, 10
November 2006: 42)

- Vir die gemeenskap van die plaas Silver Creek is piesang verbouing reeds 'n geruime tyd deel van hul daaglikse bestaan. Vroeër bloot as plaaswerkers maar vandag, danksy ondersteuning van die Departement van Grondsake en die vorige eienaar, mnr. Mike Botha, volwaardige aandeelhouers.
- Grondhervorming gaan nie net oor die aankoop van grond nie. Dit verg strategiese vennootskappe van alle belanghebbendes om te verseker dat die onderneming volhoubaar is.

The Long Road to Communal Farming Success (*Farmer's Weekly*, 14
February 2003: 12–13)

- The Vlakfontein Communal Property Association took 10 years to realize its dreams of profitable farming.
- "No one in our community believed a black group could produce what we had projected."
- We had problems acquiring funds.
- No one trusted or believed us.
- We had to work without pay, walk three kilometres, and work the whole day come rain or sunshine.
- Eventually they received hands-on training from the previous owner of the farm as well as from the Agricultural Research Council.
- Today they have created 33 full-time and 50 seasonal jobs in their community.
- Andrew Vermaak, the former owner, became the mentor and he stood surety for them to get credit from OTK (Oos Transvaalse Koöperasie).

Ervarenes Moet Agteruitboer Keer (*Rapport*, 11 Maart 2007: 5)

- Die probleem is dat plase aan mense gegee word wat niks van boerdery weet nie.
- Gevestigde boere is bereid om nuwe boere te help. "Ons wil skouer aan skouer saamwerk," sê Jan Klopper, 'n kommersiële boer.
- Die landbousektor staan 'n vaardigheidstekort in die gesig as die regering bestaande wit kommersiële boere se kennis nie nou benut nie.
- "n Ongeskoolde persoon met gebrekkige kennis sal nie kan oorleef nie," sê Hans van der Merwe van AgriSA.
- Dr. Mohammad Karaan, voorsitter van die Nasionale Bemarkingsraad, sê daar moet aansporings-belonings ingestel word vir wit boere om nuwe boere te help.

Paraguayan Technology Saves SA's Apples (*Farmer's Weekly*, 20 April 2007)

- "Mentorship: a crucial ingredient."
- The Bethlehem Farmers Trust is a uniquely run project.
- Pieter Fourie, an apple farmer, devotes 30 percent of his time giving technical and agricultural assistance to 94 emerging farmers.
- Despite the development being collective in nature, they all try to work on an individual basis and each farmer is responsible for his or her trees, and they try to keep each farmer's harvest separate.

Communal Farming in a Vacuum (*Farmer's Weekly*, 1 June 2007: 62–64)

- Livingstone Fiko started farming in 1990 near Mthatha.
- In 2003, he found two willing sellers in the Ugie district. "The farmer involved was willing to offer a mentoring programme for a few years," says Livingstone.

The Emergence of a Powerful Mentorship (*Farmer's Weekly*, 25 May 2007: 54–56)

- Sceptics often expect emerging farmers to fail, but Phopi Ralentjena, an emerging farmer from Blouberg in Limpopo, is disproving this notion. He and his mentor, Auwke Jongbloed, are proof that white commercial farmers can successfully mentor black emerging farmers.
- Since 2003, Phopi Ralentjena has been taught how to farm properly by Auwke Jongbloed.
- The mentor asks for nothing in return and sees this as his small contribution towards bettering the community and agriculture as a whole.
- Six people are permanently employed plus an additional 50 seasonal workers. Every Saturday Auwke would leave his own farm to teach Phopi. "During the week Auwke would come and check on the progress of the farm," says Phopi.
- Phopi feels mentorship is the key. As a new farmer, you must be a farmer at heart.

Hoedspruit Land Claim: Coming to Fruition (*Farmer's Weekly*, 3 August 2007: 58–61)

- Collapsed land reform is depressingly common in South Africa, but in Marulaneng (Hoedspruit) claimants and farmers have teamed up, and their fruit estates are flourishing.
- Our policy is, "If it's been developed (agriculturally) then let's keep it as an economic asset," explains claimant leader Thandios Mashile.
- "There is plenty of land (part of the claim) that hasn't been developed, which can be used for new settlements," says Thandios Mashile.
- The Moletele CPA plans to run a pilot project for 100 farmers screened for suitability. "We will have to establish who is really interested in developing his or her skills."
- The emphasis will be on shadow mentorship and on-the-job screening and training.

- Everything is going well except for a serious financial issue. "It can't go on like this. Our strategic partners (white farmers) have to cough up out of their own pockets. It's time for the government to walk the talk," remarks Thandios Mashile.

An Emerging Farmer's Self-made Prosperity (*Farmer's Weekly*, 27 July 2007: 64–66)

- There are effective black farmers out there struggling to gain any public or private support, who still manage to progress to commercial production, mainly through their own efforts.
- "From when I was young I always wanted to be a farmer," says Thabang Tsephe.
- With virtually no agricultural training, Thabang's farming nevertheless progressed modestly; and then he met Tiny Walker, a farmer from Kokstad.
- So impressed was Tiny by Thabang's enthusiasm for farming and willingness to listen to advice that he decided to help Thabang to grow large-scale commercial maize crops.
- "Thabang is a go-getter, always wanting to better himself," says Tiny.
- "He is humble, listens, and implements advice properly."

From Commercial Farm to RDP Allotment (*Farmer's Weekly*, 11 March 2005: 34–35)

- The Amatola Municipality plans to settle over 2000 people on 24 allegedly "unproductive" farms. Local farmers complain that the plan will only transform profitable land into RDP allotment. The municipality in turn accuses some farmers of opportunism and obstruction.
- "There's a farmer who was paid for his farm and wanted to lease it back, while 'mentoring his workers.' We refused and said we must break up the farms and the workers take possession of it," says Dali Matta, regional Land Affairs manager.
- Provincial Land Affairs director, Malerapo Nkonyane, believes only two out of 10 white farmers are genuinely supportive of land reform—the rest are "either obstructive or opportunistic."

Cape Winemakers Guild Lets Protégé Learn from Masters (Ronnie Morris, *Sunday Business Report*, 23 September 2007: 2)

- Howard Booyesen, after completing his studies in wine making at Elsenburg Agricultural College, was accepted as the first protégé in the Cape Winemakers Guild programme.
- His people skills immediately impressed his bosses.
- Booyesen says the wine makers he has worked with so far welcomed him with open arms especially under the mentorship of Carl Schultz from Hartenbos, a wine guru, and Bruce Jack as his mentor at Flagstone Winery.
- To young people his advice is, "Never ever give up. There is an opportunity if you really want to do it. If you have a passion for something, go for it and make the best of it. You can do anything if you put your mind to it."

Mandalay Farm, Kearsney, KwaZulu-Natal (the story of Zandile Sibiya, unpublished presentation, SASA, 2006)

- "I attended a launch of LRAD and . . . realized that I met the criteria for application, i.e., black, female, and previously disadvantaged. The seed had been sown. I wanted to be a farmer."
- "Enquiries led me to Denzil Ralfe . . . the policy document stated that the farmer must mentor the new farmer. Denzil was willing to undertake the task."
- "My mentor and I worked closely together and maintained the farm so when I took it over it was in good condition."
- "The major lesson I have learnt is that it is easy to get a farm, but farming effectively is the hard part."
- "Mentorship and post-settlement support for emerging farmers is vital."
- "I have also started a consultancy whereby I advise potential sugar-cane farmers on the challenges in order that they have a big picture what to expect."

Nkanyiso Gumede (unpublished presentation, SASA, 2006)

- Although I am a teacher by profession, I always had a passion for farming.
- I worked as a contractor hauling and harvesting cane for small-scale growers.
- I met Peter Young, who informed me that the sugar industry wanted to provide an opportunity for a small-scale grower to become a large-scale grower. Peter recommended (to the sugar industry) that I be considered as an applicant.
- In November 2001, I took possession of a 120-hectare farm.
- Antony Bennett, a large-scale farmer was tremendous in his support. He replanted 30 hectares.
- The help I received from my mentor enabled me to manage my loan repayments.
- I look at Ant Bennet as my mentor and watch everything he does so that I can learn how to become a better farmer. He is more than my neighbour and mentor, he is also my friend.
- My advice to potential sugar-cane farmers is:
 - Get yourself a mentor or involve yourself in a mentorship programme as soon as possible;
 - Do as much of the work on your own as you can; and
 - Do not rush out and buy a 4x4.

Suidwes Verleen Hulp aan Opkomende Boer (*Rapport*, 3 Februarie 2008: 8)

- Die plaas Klipfontein is in 2001 aan 'n groep (24) swart boere oorhandig.
- Die Suidwes Groep van Maatskappye het besluit om hierdie nuwe boere by te staan.
- 'n Plaaslike boer, Hansie Viljoen, het goedgeunstelik ingestem om die boere by te staan.
- Dit verg egter ook toewyding van die betrokke boere se kant.

Stapsgewys tot Volwaardige Boer (*Landbouweekblad*, 14 Mei 2004: 25)

- Mev. Margaret Lazarus, voorsitter van die Trust sê sake het soos handomkeer verander toe Chris Wilken vier jaar gelede as mentor en bestuurder op die plaas Prinsloo aangestel is.
- Wilken se eerste taak was om 'n sakeplan op te stel.

Chapter 3

METHODOLOGY

Data were collected for this research project using two methods:

(i) A desktop study with regard to:

- A theoretical discussion concerning mentoring and mentorship;
- A study of available agricultural mentorship research reports; and
- A study of agricultural mentorships published in popular agricultural magazines and newspapers.

(ii) A mail questionnaire was prepared with the intention to post these to mentors and new farmers for completion. Complete questionnaires were to be mailed back to the researcher.

When testing the questionnaire by means of personal interviews, both mentors and new farmers indicated that they would not have completed the questionnaire if received by post or e-mail. Because of the human and personal nature of most of the questions and the sensitive nature of land reform in South Africa, respondents would have preferred to ignore the document.

Both groups, however, assured the researcher that they would—and they believed that other mentors and new farmers also would—participate and answer questions in a personal interview.

Consequently, with the support of Organized Agriculture and its commodity organizations, as well as AgriSETA, mentors and new farmers involved in mentorship programmes were identified, contacted, and visited for a personal interview.

Altogether, 15 mentors and 20 new farmers were interviewed. They were assured confidentiality of the information and that no names of mentors or new farmers or farms visited would be mentioned in the report.

Projects were visited in eight of the nine provinces in South Africa. Mentors and new farmers were interviewed separately.

Chapter 4

FINDINGS

4.1 INTRODUCTION

The findings reflecting respondents' expectations, experiences, and perceptions will be presented and discussed under the following headings, namely:

- Mentoring and mentorship;
- What is a mentor;
- What is a protégé;
- The mentoring relationship;
- The outcomes of the mentorship programme;
- Possible obstacles hindering a mentoring relationship;
- The ending of a mentoring relationship;
- Additional aspects mentioned by mentors; and
- Innovative ideas to be considered in a mentorship programmes.

According to Oberholzer (1998), as cited by De Beer (2005), mentoring is a process whereby someone helps someone else to learn something the learner would otherwise have learnt less well, more slowly, or not at all. Adams (1998) adds to the discussion by defining mentoring as "an integrated approach to advising, coaching, and nurturing, focused on creating a viable relationship to enhance individual growth and development."

Mentorship according to www.mentoring.org is a structured and trusted relationship, the best relationship being informal and forged not just with random higher-ups but also with peers and subordinates (with anyone who can expand your knowledge and way of thinking). Burger (2003) describes a mentorship relationship as something more than a means to achieve a goal—a lifelong process of growth.

4.2 MENTORING AND MENTORSHIP ACCORDING TO MENTOR AND PROTÉGÉ RESPONDENTS

4.2.1 Mentors

The 15 mentors individually described mentoring and mentorship according to their own experiences, expectations, and perceptions. The 15 mentors' descriptions of mentoring and mentorship can be clustered into four mentoring categories as presented in Table 4.1.

According to the content of Table 4.1, 29 percent of the mentors' descriptions are of a philosophical nature and 29 percent are related to a process of guidance. One could argue, however, that the descriptions related to relationship (21%) and guidance (29%) are also to some extent of a philosophical nature. Some of the current mentorship programmes, initiated by commodity organizations in cooperation with the Department of Agriculture, have a strong focus on training. The mentor is responsible for providing the training and 21 percent of the mentor

respondents indicated that training is the major component of their mentorship programme.

Table 4.1: Description of mentoring and mentorship by mentor respondents

Mentoring category	Mentor's description
Philosophy	<ul style="list-style-type: none"> • How can I the mentor, support you the new farmer, so that you can achieve where you want to be in life. • It is an effort to make South Africa work. • It is my small contribution towards bettering the farming community. • To create independent and sustainable farmers.
Guidance	<ul style="list-style-type: none"> • To guide the new farmer onto the "road"—you walk the "road" side by side. • To assist (guide) new farmers to become commercially successful. • Mentorship is never prescriptive. • To help (guide) new farmers to focus on and stick to the business plan.
Training	<ul style="list-style-type: none"> • It is more of a coaching (training) process than a theoretical mentoring programme. • Hands-on training of new farmers. • Practical training of emerging farmers on commercial farms.
Relationship	<ul style="list-style-type: none"> • Mentoring is a one-to-one relationship or partnership focusing on the needs of the new farmer. • It is not a quick fix—you need to win the protégé's trust and confidence. • Mentorship is a two-way street. The mentor is willing to share knowledge and the new farmer must be open and perceptive to the process.

4.2.2 The new farmers (protégés)

The 20 new farmers who participated in the research project described their experiences, expectations, and perceptions concerning their specific mentoring and mentorship programme. Their descriptions have been clustered into three mentoring categories as indicated in Table 4.2.

Table 4.2: Description of mentoring and mentorship by new-farmer respondents

Mentoring Category	New-farmer's description
Philosophy	<ul style="list-style-type: none"> • Mentorship is the magic ingredient to an emerging farmer's success. • The mentorship programme makes the difficult jump from subsistence farming to commercial farming possible. • Mentorship is the difference between failure and success for new farmers. • The first year I watched and the mentor did the job. During the second year the mentor gave the instructions, I executed them, and he observed. In the third year I had to decide what needed to be done, discussed it with the mentor, and executed it while he observed from time to time. • Keep to the rules of the mentorship programme. • It is not a charity programme—do not expect charities from the mentor.
Training	<ul style="list-style-type: none"> • Receiving hands-on-training by a mentor. • I watched everything the mentor did so that I could learn how to become a better farmer. • To follow all the technical instructions to the letter.
Management	<ul style="list-style-type: none"> • In our group of 20 small-scale farmers, the mentors manage the farms for us, doing everything on behalf of us.

More than 50 percent (11) of the new farmers experienced their mentorship programme as hands-on training. Important, however, is the perception of 30 percent of respondents that their mentorship programme was more of a philosophical nature. It was observed that the mentor played an important role to establish this concept with his or her new farmer. Although the members of only one group indicated that their mentor actually manages the farm on their behalf, it is a concept that needs to be managed carefully. Unfortunately, this practice does not contribute towards the promotion of independency of the new farmers. According to the literature review, in a number of mentorship programmes the mentor is actually managing the farm. Examples are:

- Par 2.7.6: "Mandela's farm in ruins" (p.21)
- Par 2.7.19: "Mentors moet hare op hulle tande hê" (p. 25)
- Par 2.7.20: "Positive step to medium-scale cane production" (p. 26)
- Par 2.7.27: "The emergence of a powerful mentorship" (p. 27)
- Par 2.7.33: "Presentation by Nkanyiso Gumede—SASA meeting" (p. 29)
- Par 2.7.34: "Suidwes verleen hulp aan opkomende boere" (p. 30)

At one of the most successful land reform projects visited, the new farmer clearly indicated that he would not have been successful if it was not for the mentoring and mentorship programme he and his mentor followed. It consisted of a number of aspects that need to be taken in consideration, namely:

- As a new farmer, he acknowledged the fact that he did not have knowledge, equipment, labour, and even sufficient finance to develop and maintain the farm.
- He acknowledged the fact that he depended heavily on his mentor during the first year to do everything on the farm—although everything was done side-by-side, the mentor explaining each activity.
- During the second year, he had some equipment, labour, and finance and, according to their agreement, it was his responsibility to execute the instructions the mentor gave—again everything was done side-by-side, he was doing and the mentor was observing and was ready to advise.
- During the third year, the new farmer was responsible to draw up the business plan for the farm, inform and discuss the plan with the mentor, adapt it if necessary, and then execute the farming activities. They had scheduled meetings when the mentor visited the farm or where he as new farmer visited the mentor. They had an open door relationship, however, meaning that they could visit or call each other at any time.

Another interesting and successful land-reform project that was visited is a so-called “incubator” project. The beneficiaries were elected and received financial support and equipment. They participated in a mentoring programme. The mentor is daily on site and oversees the farming activities executed by the prospective farmers. The programme includes group-training programmes, as well as individual guidance by the mentor. However, the mentor is to some extent managing the whole project. A major advantage of this programme is that it clearly builds the self-esteem and confidence of the new farmers. The programme runs for two years, after which the new farmers are supported to start their own farming operations.

4.3 THE MENTOR

According to Young (2001), as cited by De Beer (2005), a mentor is a person who guides another to avenues of success; will meet the protégé’s needs; is knowledgeable and respected; a person who listens and is a problem solver.

Mentor respondents were requested to describe a mentor according to their experience and perception, identifying essential characteristics and qualities of a successful mentor. The responses were clustered into seven mentor categories (Table 4.3), which in essence are essential qualities of mentors.

The importance of knowledge as a key and essential personal element of a mentor is clearly illustrated by the information in the table. Aspects such as willingness and trust are also essential.

Table 4.3: Description of a mentor by mentor respondents

Mentor category	Mentor's description of a mentor
Knowledgeable	<ul style="list-style-type: none"> • A knowledgeable and skilful person • A knowledgeable person that understands the farm as a business • Has knowledge about the industry • Has the ability to encourage and inspire and is willing to share experience and knowledge • Is a prosperous farmer who knows what is going on
Trusted person	<ul style="list-style-type: none"> • A wise and trusted advisor and helper to an inexperienced person • A trustworthy person • Shows that he or she cares
Purposeful	<ul style="list-style-type: none"> • A purposeful person
Willing	<ul style="list-style-type: none"> • The will to be a mentor • The willingness to help a fellow farmer • The ability to encourage and inspire and willing to share experience and knowledge
Respectful	<ul style="list-style-type: none"> • Earning respect
Encourager	<ul style="list-style-type: none"> • The ability to encourage and inspire. Willing to share experience and knowledge

Description of the mentor by new farmers is presented in Table 4.4 below. The respondents were clustered into five mentor categories.

According to Table 4.4, new farmers (protégés) emphasized the importance of mentor knowledge. Linked to knowledge are the characteristics of helpfulness and experience, which were also indicated by the new farmers as important elements. A mentor exhibits specific characteristics as well as essential qualities.

Table 4.4: Description of a mentor by new-farmer respondents

Mentor category	New farmer's description of a mentor
Experience	<ul style="list-style-type: none"> • An experienced person who always shows understanding • An experienced person. Always available to assist
Knowledge	<ul style="list-style-type: none"> • A knowledgeable farmer he knows what is going on • A knowledgeable and prosperous farmer • A responsible and knowledgeable person • Nothing is impossible. He or she has a solution for every problem • Has all the contacts with all organizations in the industry
Passion	<ul style="list-style-type: none"> • Has a passion for the task and is dedicated to the task • Is more than a neighbour and mentor. Is also my friend
Directness and Purposefulness	<ul style="list-style-type: none"> • Very direct in approach—Is a good person
Helpfulness	<ul style="list-style-type: none"> • Helps me to achieve what I wanted to achieve • Never forced ideas on anyone

Mentor and new farmer (protégé) respondents were requested to identify the essential characteristics and qualities of a mentor. The outcome is presented in Table 4.5.

Table 4.5: Essential characteristics and qualities of a mentor as perceived by mentor and new farmer respondents

Characteristic or quality	According to mentors		According to new farmers	
	No.	Rank	No.	Rank
Knowledge	4	1	5	2
Trustworthiness	3	2	5	2
Purposefulness	1		1	
Willingness	3	2		
Respectfulness	4	1	6	1
Encouragement	1			
Experience	1		2	
Passion			1	
Helpfulness	1		1	
Commitment			4	4
Understanding			1	

According to mentors, the four most important characteristics or qualities of a mentor are:

- Knowledge;
- Respectfulness
- Trustworthiness; and
- Willingness.

According to new farmers, the four most important characteristics or qualities of a mentor are:

- Respectfulness;
- Knowledge;
- Trustworthiness; and
- Commitment.

4.4 THE NEW FARMER (PROTÉGÉ)

According to Young (2001), as cited by De Beer (2005), a protégé is a person who is being mentored. The protégé must respect and trust the mentor, be willing to enter into a relationship with the mentor, and be committed and willing to learn. The literature review emphasizes a number of important characteristics and qualities of a protégé that are essential to establish a relationship.

Mentor and new farmer respondents described the new farmer with whom they are working and the results are presented in order of priority in Table 4.6.

Table 4.6: Description in order of priority of a new farmer by mentor and new-farmer respondents

Mentor's description of a new farmer	Rank	New farmer's description of new farmer	Rank
• A committed person	1	• A person willing to learn	1
• A hard working and disciplined person	2	• A person who listens carefully and implements	2
• A person willing to learn	3	• A hard-working person	2
• A person who listens to advice and implements it	4	• A person who has the time and energy to persevere	4
• A person with realistic expectations	5		
• A keen person who does not know what to do	6		
• A person who has been successful in the past	7		

Although there is a difference with regard to the description of a new farmer by the mentors and the new farmers, the following descriptions were mentioned by both, namely:

- A person willing to learn;
- A person who listens and implements; and
- A hard-working person.

Mentors and new farmers were requested to indicate the characteristics that describe the new farmer. The results are presented in Table 4.7.

Table 4.7: Characteristics of a new farmer in order of priority as perceived by the mentor and new farmer

Characteristic of new farmer	Rank by mentor	Rank by new farmer
Commitment	1	1
Humbleness	2	
Motivation	2	
Ability to make decisions	4	
Determination	5	
Eagerness	5	2
Self-confidence	7	5
Ability to take risks	7	
Honesty		3
Trustworthiness		4

According to the information in this table, both mentors and new farmers agree that the most important characteristic of the new farmer should be **commitment**.

4.5 THE MENTORING RELATIONSHIP

4.5.1 Introductory Remarks

According to theory, the successful outcome of a mentorship programme depends heavily on developing a mentorship relationship. In its simplest form, mentorship is a relationship in which a person with greater experience or wisdom guides another to a higher level of personal and professional excellence (De Beer, 2005). In theory, four types of mentoring relationships can be identified:

- Prescriptive relationship
 - The mentor is prescribing;
 - Mentor will devote more time to the protégé; and
 - Detailed guidance will be provided by the mentor.
- Persuasive relationship
 - The mentor will actively persuade the protégé to find answers and seek challenges;

- The protégé in this stage has some experience; and
- The mentor pushes the protégé into discoveries.
- Collaborative relationship
 - Protégé has enough experience to co-operate with the mentor to solve problems jointly; and
 - The protégé actively cooperates with the mentor.
- Confirmative relationship
 - The protégé now has sufficient experience and has mastered the job requirements, but still requires the mentor's insight with regard to broader aspects; and
 - The mentor acts as a sounding board. An empathetic listener (De Beer, 2005).

Pascarelli (1998), as cited by De Beer (2005), suggests a four-stage model for the mentoring relationship, namely:

(i) The initiation stage or "checking out stage"

"I am here for you"

(ii) Cultivation stage

"I believe in you"

(iii) Transformation stage

"I will not let you fail"

(iv) Separation stage

"You have the power"

This model focuses on the interpersonal relationships between mentor and protégé.

4.5.2 Remarks of Respondents about Relationships

The success of the mentoring relationship according to Young (2001), as cited by De Beer (2005), depends jointly on the mentor as well as the protégé and what they bring into and do in the relationship.

- The mentor and new farmer respondents who were visited stated unanimously that an understanding was formed at the commencement of the programme but that it took approximately a year before they really established the relationship.
- Both mentors and new farmers indicated that in the beginning of the programme they experienced a lot of uncertainty, anxiety, and even fear.
- Participants also experienced a sense of hope, excitement, expectations, and even relief.
- Both mentors and new farmers mentioned fear in the sense of "what if the programme fails?" They mentioned relief in the sense of "at last someone is helping us (new farmers)" or "at last I (the mentor) am in a position to help someone."
- Respondents unanimously declared that their programme was a success.

- The majority of respondents indicated that it took approximately three years before the project (farm) became financially successful and in some cases even as long as five years. This confirms that sustainable farming as a business is not an easy road to travel and mentorship is not a quick-fix solution. The development of a sustainable farming operation or business plan with the support of a mentorship programme is a long-term venture.
- The literature review also indicated that structured mentorship programmes need to be linked over a period of between 5 and 10 years. At the end, the new farmer will need to have the guts and the courage to end the official mentorship programme.
- On the question: Why was your mentorship programme successful? Respondents reacted as follows:
 - In 85 percent of projects, mentorship programmes were initiated by either a new farmer or a mentor and not by an outside person or organization.
 - In only 15 percent of cases, organizations linked new farmers to their mentors.
 - No-one was forced into any projects.
 - Both mentors and new farmers were mutually committed.
 - Participants established respect for each other—the new farmer acknowledging the knowledge, skills and abilities of the mentor and the mentor acknowledging the willingness and eagerness of the new farmer to become successful.
 - Because of the mutual respect they had for each other, they developed effective communication channels, both parties setting time aside to make themselves available. They stuck to the programme and by doing so trust were built between them.
 - In the majority of the long-term mentorship projects, mentors and new farmers formed partnerships.
 - In some of the most successful projects, the mentor became a Trust member with shares in the farming enterprise. If the new farmer loses money, the mentor loses money. When there is a profit, they share it. The new farmer however stays responsible for managing the farm.
 - It is important that the new farmer should regularly visit the mentor’s farm and to observe the mentor’s managerial skills.
 - Lastly, in some of the most successful projects both mentors and new farmers emphasized the fact that it was their faith in God that made their mentorship programme a success and nothing else. To me, as a researcher, this attitude did not come as a surprise because the Bible is clear with regard to the empowerment of people. In the letter to the Philippians, **Chapter 2: 13 the Apostle Paul wrote: “. . . for it is God who works in you to will and to act according to His good purpose” (New International Version Study Bible: 1846).**

Mentors and new farmers mentioned a number of other important aspects that supports a sustainable mentoring relationship and therefore a sustainable farming enterprise, namely:

- No land-reform project and mentorship programme can be successful without a viable and sustainable business plan (farm plan). There is enough evidence of several land-reform projects with mentorship programmes that have failed because of either no business plan or an unrealistic (unfeasible) business plan. Mentors and new farmers in co-operation with other role players should together develop the business plan. Both mentor and new farmer must have the same understanding of the business plan and develop a common vision with regard to the future of the farming enterprise.
- A new farmer starting a new farming enterprise with unrealistic and unfeasible expectations is doomed to fail. One can dream big, but be realistic (Maritz, 2007). The more sophisticated and intensive the enterprise, for instance greenhouse production, the more realistic one needs to be. Top, experienced, and trained farmers in the greenhouse industry claim that it took at least four to five years before they mastered greenhouse cultivation (Cloete, 2007).
- The availability of essential infrastructure and the necessary equipment is non-negotiable for managing a farm successfully.
- A dedicated and well-cared team of farm workers is indispensable. In the Levubu area of the Limpopo Province, the land-reform programme, according to Muller (2007), caused more than a thousand full-time farm workers to lose their jobs. The farm workers, with their experience and skills, were not retained when the farms were transferred to the new beneficiaries.
- No farm can be operated and managed without financial support. A financial plan that forms part of the business plan is essential. Financial institutions (banks) need to support new farmers with loans or credit. Government grants need to be released on time and according to the business plan and not months or even years too late.
- New farmers need to have access to markets for their products. A contract linked to a market is to some extent an insurance policy for success.

4.6 OUTCOMES OF THE MENTORSHIP PROGRAMME

The success of the land-reform project linked to a mentorship programme can best be illustrated in the words of new farmers:

- "I feel proud to be part of the Heavenly Promise Project. It feels like there's a future for me again" (Evelin: *Farmer's Weekly*, 2007: 56).
- The project brought hope for many people, and it played a major role to bring together people from different cultures. "There is a vibe that you will not find in many parts of our country" (M. Lazarus, *Farmer's Weekly*, 2004: 25).
- "This land (farm) feeds the whole nation; we'll keep it as an economic asset" (Thandios Mashale, *Farmer's Weekly*, 2007: 60).
- "The community at large benefits from our project" (A. Jongbloed, *Farmer's Weekly*, 2007: 56).

- “I have planted 98 ha of cane and I am proud to say that I recently won the local award for the most improved grower” (N. Gumede, unpublished presentation).
- “I am very proud to be part of the sugar industry and proud to contribute to the economy of South Africa. I produce over 8000 tons of sugar [cane] annually” (Z. Sibiya, unpublished presentation).
- “At least we now have food to eat” (J. Mantanga, *Farmer’s Weekly*, 2006: 33).
- “We are so happy to see our farm growing” (S. Modiba, *Farmer’s Weekly*, 2005: 63).
- “Being a co-owner of the farm and able to say that I have my own land has changed my life completely” (J. Jansen, *Farmer’s Weekly*, 2005: 69).
- “Commitment and patience is starting to pay off, and when we stand back and look at what we have achieved . . . we are proud and content.”

The majority of mentors and new farmers that were visited stated that the projects were successful and that:

- Mentors are clearly proud of what has been achieved, expressing a sincere feeling of satisfaction and humility;
- New farmers are absolutely proud of what has been achieved and express a sincere feeling of thankfulness;
- “We understand one another and work together to achieve a common goal—I the new farmer must be successful. I have developed a new value system—proud of who I am and what I have achieved. It is a great experience to see my farm products on the market and on the shelves of the super-market. The secret is we (mentor and new farmer) made time available for one another” (*Farmers weekly*, 2008: 13).

4.7 OBSTACLES HINDERING THE MENTORING RELATIONSHIP

Respondents have mentioned the following obstacles that might hinder the mentoring relationship:

4.7.1 Mentors

- A lack of willingness by both mentor and new farmer;
- A lack of commitment by the new farmer—not implementing advice;
- An unrealistic business plan for the farm;
- The new farmer(s) not really understanding farming as a business;
- Insufficient finance, infrastructure, and equipment to operate the farming enterprise;
- Cultural and gender differences need to be understood and respected;
- The mentor must have sufficient time available to assist the new farmer—do not rush or try to quick-fix everything;

- Time management ignored by the new farmer;
- There is a need for strong leadership where the new farmers manage the farm as a group. Conflict within the group of new farmers (bene-ficiaries) can hinder the relationship;
- The new farmer expecting too much from the mentor;
- Negative influences from outside the project; and
- Other role players who do not keep to their promises.

4.7.2 New farmers

- The attitude of the mentor—a boss-servant attitude;
- Peer jealousy and pressure from neighbouring farmers or communities;
- The mentor not having sufficient time to attend to the new farmer;
- The mentor not a good listener—just gives advice and no guidance;
- Both mentor and new farmer not willing to participate (forced mentorship);
- Insufficient finance and equipment to manage the farm; and
- Promises not kept by other role players outside the mentorship programme—finance, grants, and equipment.

4.8 ENDING OF THE RELATIONSHIP

According to the literature, no specific rule exists when to end a mentoring relationship. It could become a life-long relationship and there are such examples from the past.

A mentor and protégé will always nourish a successful relationship. According to De Beer (2005), it is healthy for a mentoring relationship to end. It depends on the mentor and the protégé, if necessary, to take the courageous step and end it.

The following is an example of a successful mentoring relationship visited during September 2007:

The mentor, a highly successful commercial farmer, made himself available to support a new farmer who had acquired a farm through the LRAD Programme.

The new farmer, who always had a passion for farming, left a successful career to engage himself in this new venture. He immediately accepted the offer and together they sat down, planned the mentorship programme, and developed a business plan for the new farm. They decided that the mentorship programme would be for a period of three years. As suggested in par. 2.4, the new farmer reflected on the three years that they had implemented and followed the programme to the letter.

At the end of the third year, they collectively decided to end the mentorship programme. They acknowledged the fact that they had become friends and had developed a friendship. They once again assured one another that they would keep an open-door approach.

During the first year after ending the mentorship programme, the new farmer felt comfortable and empowered to manage the farm. However, things changed drastically a year later. The new farmer realized that he urgently needed to specialize more if he wanted to stay in the exporting business. He had to expand the farming operation but he realized that without the help, advice, and support from his former mentor, he would not succeed. He realized that there were only two choices, namely:

- Sell the farm, get a good price, and take up his previous occupation and stay in town again. This was the easy way out.
- He could approach his former mentor and ask him for help again.

The second option was a difficult one because he felt somewhat ashamed but also disappointed in himself for not being able to pull things through on his own. He chose the second option, telephoned the mentor, made an appointment, and visited him. He put his request. The answer came immediately, "When do we start?"

Lastly, the new farmer declared, "It is God who carries me—my trust is in God."

4.9 SPECIFIC NEEDS MENTIONED BY MENTORS

- An urgent need exists for a structure on national and provincial levels to which mentors can affiliate. The majority of mentors indicated that there existed a lot of uncertainty concerning involvement in mentorship programmes, specifically when things go wrong. They need a forum where problems, successes, and challenges can be discussed thereby ensuring that mentors deliver a service of excellence to new farmers in South Africa.
- Mentors were unanimous that government institutions, departments, or other institutions should not manage such a forum for mentors. However, a government department can play an important role in the monitoring and evaluation of mentorship programmes.
- Mentors identified a need for training that can prepare them for mentorship programmes.
- Mentors indicated that there was a definite need for the training of new farmers, specifically with regard to their responsibilities in the mentorship programme.
- Mentors and new farmers must have the final say or decision to whom they want to relate.
- There is a need for a database of prospective mentors and new farmers.
- The implementation of a selection instrument for identifying prospective farmers who show the best chance of being successful in farming is becoming an absolute necessity.

4.10 INNOVATIVE IDEAS TO BE CONSIDERED

- The mentor and new farmer together need to draw up a personal development plan for the new farmer (protégé).
- Mentors and new farmers to draw up a checklist for the mentoring programme.
- Mentor to complete an instrument to identify his or her preferred mentoring style.
- The establishment of a mentorship creed (De Beer, 2005).

Chapter 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

A total of 15 mentors and 20 new farmers were interviewed.

The majority of mentors described their mentorship programme as a broad concept with a philosophical nature, while the concept of guidance also featured strongly in the description.

More than 50 percent of the new farmers experienced and perceived their mentorship programme as hands-on training.

Both mentor and new farmer respondents accentuated the fact that **a mentor is a knowledgeable person.**

Mentor respondents identified knowledge, respect, trust, and willingness (in that order) as essential qualities and characteristics of a mentor. In contrast, new farmers experienced that the most important characteristic of a mentor is respect, followed by knowledge and trustworthiness (in decreasing order).

According to both mentor and new-farmer respondents, **commitment are the most essential quality and characteristic of a new farmer.**

According to mentors, new farmers should be **persons who are committed, hardworking, willing to learn, listen to advice, and implement it.**

According to new-farmer respondents, new farmers should be **willing to learn, be hard working, listen carefully, and implement advice.**

The literature review accentuated the importance of forming a mentoring relationship in a successful mentorship programme, suggesting the following four phases, namely:

- Prescriptive;
- Persuasive;
- Collaborative; and
- Confirmative.

These four phases can be linked to the well-known model of a mentoring relationship that distinguishes between:

- Initiation;
- Cultivation;
- Transformation; and
- Separation.

Mentor and new farmer respondents unanimously stated that a mentoring relationship did exist within their mentorship programme and that it took about a year before it was established. They also declared unanimously that the relationship was established because of their commitment and respect for each other. In some of the projects,

they eventually formed partnerships and shared responsibilities because of the relationship.

Respondents identified the following aspects as supportive of a successful mentorship programme, namely:

- A viable and sustainable business plan for the farm;
- The availability of essential farm infrastructure and equipment to manage the farm;
- A dedicated farm-worker team; and
- Financial support.

The outcomes of the mentoring relationship and, therefore, the mentorship programme are best summarized in the words of a new farmer, namely:

“We understand one another and work together to achieve a common goal—I the new farmer must be successful. I have developed a new value system—proud of who I am and what I have achieved. The secret is we made time available for one another.”

There are obstacles, however, that could hinder (or damage) a mentorship programme, namely:

- The absence of willingness, no commitment, and a wrong or negative attitude; and
- Negative influences from people outside the project.

Although mentor and protégé relationships are mostly positive, there comes a time for them to end. It takes courage to do so and either the mentor or the new farmer can decide when to initiate the separation process.

5.2 RECOMMENDATIONS

It is hereby recommended that:

- Organized Agriculture and, specifically, AgriSA, TAUSA, and NAFU establish a specific structure at both national and provincial levels to support mentors and support or manage the mentorship programme. This structure should form a platform or forum for mentors to meet and discuss their experiences and challenges.
- A database of prospective mentors and new farmers be established on at least a provincial level.
- Prospective mentors should attend a training programme or seminar before they engage in mentorship programmes.
- A training programme should be constructed and presented by the University of Pretoria in cooperation with AgriSETA.
- AgriSETA should be requested to support prospective mentors financially to attend the training programme.
- An official monitoring and evaluation structure should be in place to monitor and evaluate all mentorship programmes in land-reform programmes. The Department of Agriculture should take the initiative to establish such a structure or outsource it to an independent organization or institution.

- Mentors and protégés should not be forced into a mentorship programme. They should have the final say or decision with whom they want to become involved.
- Before the mentorship programme starts, the mentor and new farmer need to draw up a personal development plan for the new farmer.
- The mentor should complete an instrument to determine his or her preferred mentoring style.
- A mentorship programme should be structured for at least a three-year period.
- The mentor and new farmer, in co-operation with other role players, should jointly develop a sustainable business plan for the farm. They must have a common vision of what they wish to attain.
- The implementation of a selection instrument to identify prospective farmers, who show the best chance to be successful in farming, is becoming an absolute necessity.

“Mentors are masters, recognized by their institutions or profession, as holding a position that protégés should strive towards achieving” (Edwards & Keane, 2001).

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INTERNET SOURCES

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www.higher-skills.org.uk/Mentoring
www.inkezo.co.za
www.mentoring.org