



Agriculture, Forestry and Fisheries  
Rural Development and  
Land Reform



Lab Secretariat, Operation Phakisa: Agriculture, Land Reform and Rural Development; Enquiries: Ms Rowena Joemat:  
RowenaJ@daff.gov.za, Tel: 012 319 7060, Cell: 072 417 4711

30 August 2018

To whom it may concern

### **Letter of reference**

The Department of Agriculture, Fisheries and Forestry in conjunction with the Department of Rural Development and Land Reform undertook to plan and deliver an Operations Phakisa – Lab in 2016. To this extent consultants were appointed to support the design, planning and delivery of the Lab.

This letter serves to provide testimony to the technical capabilities and professionalism of the three seasoned Senior Technical Advisors who played an instrumental role in the scope described above.

Messrs Sipho Dayel, Jeets Hargovan and Pieter de Jager who have subsequently formed G-Growth (Pty) Ltd led the stakeholder consultations geared towards developing the scoping of the Lab. In addition, they provided project management support and reviewed the outputs from the research team. They took the lead with their counterparts from the leading departments to develop and finalise the scope for the Lab.

They were also instrumental with the on-boarding the rest of the facilitation team and participants. During the Lab they served as the lead facilitators for plenary sessions (with more than 120 participants) and briefed Ministers and Directors-General who came to review outputs from the Lab. While Sipho played a role related to the governance of the Lab, Pieter and Jeets provided strategic facilitation in workstreams. They were also responsible for coordinating and providing oversight on the initiatives (strategic intent), detailed activities and costings thereof.

During this assignment they demonstrated capability to engage stakeholders at various levels and ensure that outputs were of high quality. I would not hesitate to recommend these professionals to support institutions that require, stakeholder engagement, facilitation, strategic and operational support.

Yours Faithfully

Ms Rowena Joemat

Director Programme Development Support (PDS)