



# Strategic Plan

for the Department of Agriculture, Forestry and Fisheries

2013/14 to 2017/18



agriculture,  
forestry & fisheries

Department:  
Agriculture, Forestry and Fisheries  
REPUBLIC OF SOUTH AFRICA



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for the Department of Agriculture, Forestry and Fisheries

2013/14 to 2017/18

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# Acronyms

AFF	Agriculture, Forestry and Fisheries
AG	Auditor-General
AgriBEE	Agricultural Black Economic Empowerment
APP	Annual Performance Plan
ARC	Agricultural Research Council
ARMC	Audit and Risk Management Committee
ATI	Agricultural Training Institute
AU	African Union
BCC	Benguela Current Commission
BRICS	Brazil, Russia, India, China and South Africa
CAADP	Comprehensive African Agricultural Development Programme
CARA	Conservation of Agricultural Resources
CASP	Comprehensive Agricultural Support Programme
CC	climate change
CD	Chief Director
CFO	Chief Financial Officer
CHE	Council for Higher Education
CPI	Consumer Price Index
DAFF	Department of Agriculture, Forestry and Fisheries
DDG	Deputy Director-General
DEAT	Department of Environmental Affairs and Tourism
DEXCO	Departmental Executive Committee
DG	Director-General
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DRDLR	Department of Rural Development and Land Reform
dti	Department of Trade and Industry
EC	Eastern Cape
EDMS	Electronic Document Management System
EFTA	European Free Trade Association
EIA	Environmental Impact Assessment
EPA	Economic Partnership Agreement
EPWP	Extended Public Works Programme
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning/Extension Recovery Plan
EU	European Union
FAO	Food and Agriculture Organization
FTA	free trade area
FTE	full-time equivalent
GFI	gross farm income
GDP	gross domestic product
GIS	Geographic Information System
GMO	genetically modified organism
GMP	good manufacturing practice
HR	Human Resources
HRD	Human Resources Development
HRMP	Human Resources Management Plan
IBSA	India, Brazil and South Africa
ICT	Information and Communication Technology
IFS	Interim Financial Statement
IFSS	Integrated Fisheries Security Strategy
IGDP	Integrated Growth and Development Plan
IMF	International Monetary Fund
IPAP	Industrial Policy Action Plan
ITSC	International Trade and Security Cluster
KIM	Knowledge and Information Management
KZN	KwaZulu-Natal

LIMP	Limpopo
Mafisa	Micro-agricultural Financial Institutions of South Africa
MCM	Marine and Coastal Management
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MLRF	Marine Living Resources Fund
MoU	Memorandum of Understanding
MSP	Master Systems Plan
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NAMC	National Agricultural Marketing Council
NDP	National Development Plan
Nedlac	National Economic Development and Labour Council
NGP	New Growth Path
NFAP	National Forestry Action Programme
NFP	National Forestry Programme
NT	National Treasury
NW	North West
OBP	Onderstepoort Biological Products
OECD	Organisation for Economic Cooperation and Development
PDA	Provincial Department of Agriculture
PDI	previously disadvantaged individual
PFMA	Public Finance Management Act
PICC	Presidential Infrastructure Coordinating Commission
PMDS	Performance Management and Development System
PPECB	Perishable Products Export Control Board
PPP	Public Participation Programme
PSETA	Public Service Sector Education and Training Authority
PSP	project service provider
QRM	Quarterly Review Meeting
R&D	Research and Development
RFMO	Regional Fisheries Management Organisation
RSA	Republic of South Africa
SA	South Africa
SADC	Southern African Development Community
SACU	Southern African Customs Union
SAQA	South African Qualifications Authority
SDIP	Service Delivery Improvement Plan
SFM	Sustainable Forest Management
SG	strategic goal
SHG	self-help groups
SIP	Strategic Integrated Project
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMS	Senior Management Service
SMME	small, medium and micro enterprises
SONA	State of the Nation Address
SO	strategic objective
SOE	state-owned entity
SRPP	Social Responsibility, Policies and Programmes
SSA	State Security Agency
TAC	total allowable catch
TAE	total allowable estimate
TUP	temporary unplanted areas
UN	United Nations
VoIP	Voice over Internet Protocol
WC	Western Cape
WFFP	Working for Fisheries Programme
WFFP	World Forum of Fisher Peoples
WTO	World Trade Organization





# Foreword by the Minister of Agriculture, Forestry and Fisheries



Ms Tina Joemat-Pettersson

I hereby present the *Strategic Plan for the Department of Agriculture, Forestry and Fisheries 2013/14 to 2017/18* to Parliament for the Medium Term Expenditure Framework (MTEF) period. In this Strategic Plan, we focus on challenges facing the agriculture, forestry and fisheries sectors and set new targets to improve service delivery for the next five years.

In our planning we were guided by government's key policies to develop programmes and projects for the next five years. These policies are the National Development Plan (NDP), the New Growth Path (NGP), the Industrial Policy Action Plan 2 (IPAP2) and the work of the Presidential Infrastructure Coordinating Commission (PICC).

We will only reach the goals of a developmental state when our people gain access to food within an economy that promotes sustainable livelihoods. For this reason, we are actively participating in government's drive in ending the triple challenges of poverty, inequality and unemployment by adapting policies and strategies that prioritise the basic needs of our people, especially in rural areas. Our focus is to ensure production by means of promoting entrepreneurship in the agricultural, forestry and fisheries sectors.

## FOOD SECURITY

Various factors pose a threat to South Africa's food security status, particularly climate change and increasing food prices. Although the country is food secure at national level, at household level more than 20% of the population is vulnerable to food insecurity. Two main factors contribute to food vulnerability, namely unavailability and unaffordability. While government has introduced a number of job-creation programmes to address this, if there is not enough food produced locally, communities would still suffer food insecurity. This is, in fact, the situation with many communities in South Africa at the moment.

The Food Security Production Programme is therefore aimed at ensuring food availability at local and household levels. The aim of government is to support farmers to ensure food production on the identified 1 million ha of underutilised land through mechanisation services, production inputs and marketing of produce. Maize and beans will be prioritised as most of our rural communities already produce these crops. As part of this programme, provinces will identify communities, smallholder farmers and businesses to participate. The involvement of private contractors will be beneficial in supporting communities to utilise the land, particularly underutilised high-potential production areas. Furthermore, the use of contractors will also speed up the creation and support of small, medium and micro enterprises (SMMEs) and in this way, contribute towards employment creation and economic growth.

### **SMALLHOLDER FARMERS AND COOPERATIVES**

The provision of assistance to cooperatives and smallholder farmers remains a major task for the department. Through the establishment of small-scale cooperatives smallholder farmers can be developed to increase productivity and income by helping them collectively to negotiate better prices for seeds, fertiliser, transport and storage. Cooperatives further help farmers expand market access and capture more of the value chain by getting involved in agro-processing activities. Through the cooperatives unit of the Department of Trade and Industry, the establishment of small-scale cooperatives has been facilitated.

### **AGRO-PROCESSING**

Investment in agro-processing will be increased as a means of reinvigorating specific strategic value chains such as soya beans, rooibos, beverages, fruit and vegetables, as well as forestry. An equitable food-security economy will improve access to markets, especially for smallholder farmers. It is important that we seek to increase the extent to which we export processed rather than unprocessed agricultural products.

### **FORESTRY**

Forestry is regarded as a vehicle for social upliftment and provides an opportunity for thousands of small entrepreneurs to enter the formal forestry markets. Forests and woodlands, as well as the commercial tree plantation industry, support the livelihoods of millions of South Africans, particularly in rural areas. Challenges such as stressed environments and looming climate change threats, have forced government to rise to the occasion to adhere to new stringent regimes for sustainable forest management, as well as legal protection for all natural forests.

### **FISHERIES**

One of our main focus areas in the fisheries sector is to provide development and assistance to communities in coastal areas. Several research and development projects have been identified, including aquaculture. The aquaculture sector provides direct permanent employment opportunities mostly to poor coastal communities, alleviating poverty in disadvantaged areas. The fisheries sector can also largely benefit from development and assistance through SMMEs. Through the Small-scale Fisheries Policy we aim to broaden access to communities, promote partnerships and joint management of limited marine resources.

### **CONCLUSION**

In conclusion, I wish to extend my appreciation to my Deputy Minister, Dr Pieter Mulder, for his commitment towards the agricultural, forestry and fisheries sectors. Secondly, I would like to express my gratitude to the Chairpersons and Members of the Portfolio and Select Committees on Agriculture, Forestry and Fisheries in the National Assembly and the National Council of Provinces for their guidance and oversight. I would also like to thank the agricultural industry, organised agriculture and our agribusiness partners for their efforts to achieve the economic prosperity of the sector. Lastly, I want to thank the department, provincial departments and state-owned entities for their spirit of cooperation in meeting the objectives of the department. As South Africans we should strive to make our country a truly great and prosperous nation!



**Ms Tina Joemat-Pettersson**  
MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES

# Statement by the Deputy Minister



Dr Pieter Mulder

The Agriculture, Forestry and Fisheries sectors are facing huge challenges.

As the *Strategic Plan for the Department of Agriculture, Forestry and Fisheries 2013/14 to 2017/18* is presented, South Africa faces a big crisis with regard to unemployment.

The sectors have the potential to contribute significantly to job creation. However, there are many political and economic factors which compromise this potential.

We now, more than ever, require a committed partnership between the private and public sector organs. We must strive to keep this partnership aligned in order to realise our strategic objectives.

The department's key priorities are ranged to effectively address food security and safety, amid the current socio-economic circumstances and an ever-changing environment with a growing population and urbanisation. These key priorities still remain food security, job creation and rural and economic development.

I thank the Minister for her commitment and the department, organised agriculture, state-owned entities and the industry for their cooperation.

A handwritten signature in black ink that reads "P. W. G. Mulder".

**Dr Pieter Mulder**

DEPUTY MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES

# Overview by the Acting Director-General



Mr Siphon Ntombela

The *Strategic Plan for the Department of Agriculture, Forestry and Fisheries 2013/14 to 2017/18* is hereby submitted to the Minister of Agriculture, Forestry and Fisheries for approval and tabling in Parliament. The Strategic Plan complies with the guidelines provided by National Treasury and the Department of Public Service and Administration (DPSA).

In compiling this Strategic Plan, we were guided by government's broad national challenges in terms of the Medium Term Strategic Framework (MTSF) priorities for the next five years. Our service delivery targets are aligned with the 12 key outcomes for government to be implemented through intergovernmental cooperation over the MTEF period. The Department of Agriculture, Forestry and Fisheries (DAFF) focuses on the implementation of three of the 12 outcomes to achieve related outputs. These three national outcomes are:

**Outcome 4:** Decent employment through inclusive economic growth

**Outcome 7:** Vibrant, equitable and sustainable rural communities contributing towards food security for all

**Outcome 10:** Protect and enhance our environmental assets and natural resources.

During our planning for the next five years, the department was also guided by government's key policies, namely the National Development Plan (NDP), the New Growth Path (NGP), the Industrial Policy Action Plan 2 (IPAP2) and the Presidential Infrastructure Coordinating Commission (PICC). The department integrated the IPAP2 and NGP into the Integrated Growth and Development Plan (IGDP) for agriculture, forestry and fisheries. The goals of the IGDP include attaining equity and transformation, economic growth and competitiveness, as well as environmental sustainability and good governance.

The NGP has identified agriculture as a significant sector for the creation of jobs and an area with the potential for growth and development. Although the contribution of agriculture to the gross domestic product (GDP) is just below 3%, the total contribution, including industries dependent on agriculture, is about 23%. The agriculture value chain is one of the priority sectors in government's IPAP2 for economic growth and job creation.

A modest economic growth rate of 3% is expected for 2013 compared to the slow average rate of 2,5% in 2012. The expected rate is mainly supported by the depreciation of the Rand (which is favourable to exports), the effects of the strikes in the mining and transport sectors, the effect of the farm workers' strikes in the Western Cape, improved business confidence index, the Infrastructure Capital Investment Programme and the NDP.

Weather conditions, commodity prices, input costs, stock levels, consumption demand and exchange rates, are also expected to influence production. The impact of the drought in the US and other grain-producing countries has led to higher maize and wheat prices worldwide and resulted in significant increases in local maize-meal and bread prices. This will unfortunately have a negative impact on the affordability of food and food insecurity in our country.

Expectations for the local market are positive for 2013, as both field crops and livestock industries are expected to grow. At present, product prices for the production of field crops are at record levels, while livestock and dairy enterprises will be under considerable strain until grain and oilseed prices decline as a result of a supply response. Local meat and dairy prices should improve as production is expected to be relatively stagnant because of high feed prices.

Other new policy initiatives have been aimed at achieving the objectives of Outcome 4 and Outcome 7 relating to job creation, food security and rural development. Planned policies to be developed in a number of important areas in 2013 include the following:

- **Strategic Infrastructure Project (SIP) 11**, which aims to improve investment in infrastructure to support agricultural production, employment (with the focus on forestry and fisheries), small-scale farming and rural development.
- **Extension Recovery Programme**, which aims to develop a national policy on extension and advisory services to, among others, consider alternative extension methodologies, alternative institutional arrangements for providing services and creating a professional body to advance the extension profession.
- **National Mechanisation Programme**, initiated in 2010/11, will be revised to improve institutional arrangements regarding the operation and maintenance of implements; ensure broader access; and advance the shift towards agro-ecological agriculture.
- **Policy and programme on inland fisheries** with the focus on developing economic opportunities around existing storage dams and rivers will be prioritised.
- **Agro-ecological agriculture** (conservation agriculture), with the aim of developing a comprehensive approach to agro-ecological agriculture has been identified for urgent attention.
- A policy on supporting **labour-intensive commercial agriculture** will be developed to address the concern of possible loss of wage jobs on commercial farms.
- A strategy on **urban agriculture** (including peri-urban agriculture) has been identified for development.

In this Strategic Plan, we will focus on major social and economic challenges facing the agriculture, forestry and fisheries sectors by means of actions to accelerate service delivery regarding employment creation, food security, rural development and skills development. The DAFF will continue to work towards clear, measurable targets and objectives, assessing our performance on a quarterly basis to ensure maximum performance on the deliverables in terms of the MTSF priorities. Budgets have also been aligned to address government's national challenges and our output will be determined by clear targets to increase the pace of service delivery over the next five years.

This Strategic Plan is structured in three parts. *Part A* provides a strategic overview and the mission statement of the DAFF, legislative and policy mandates, a situational analysis of the agriculture, forestry and fisheries sectors, the organisational environment, as well as strategic goals and objectives. *Part B* focuses on deliverables for the MTEF cycle and provides an overview, a problem statement, an implementation strategy and planned expenditure for the six budgetary programmes for 2013/14 to 2017/18, as allocated by National Treasury. *Part C* contains information on the public entities, i.e., the Agricultural Research Council, the Marine Living Resources Fund, the National Agricultural Marketing Council, Ncera Farms (Pty) Ltd, Onderstepoort Biological Products Ltd and the Perishable Products Export Control Board.

Lastly, the Annual Performance Plans (APPs) of the six departmental programmes are reflected in *Annexure 1* and contain performance indicators and targets, presented in relation to the strategic goals and objectives. *Annexure 2* contains the department's Service Delivery Improvement Plan (SDIP), with the focus on the improvement of service delivery standards.

I wish to express my appreciation to the Minister, the Deputy Minister and the Chairpersons of the Parliamentary Committees for their guidance and support. Secondly, I would like to extend my gratitude to the agricultural state-owned entities, the agribusiness community and farmers' organisations for their contribution. Lastly, I would like to thank my management team and all the staff members in the department for their dedication and efforts in contributing to the development of this Strategic Plan.



**Mr Siphon Ntombela**

ACTING DIRECTOR-GENERAL: AGRICULTURE, FORESTRY AND FISHERIES



## agriculture, forestry & fisheries

Department:  
Agriculture, Forestry and Fisheries  
REPUBLIC OF SOUTH AFRICA

### OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan was developed by the management of the Department of Agriculture, Forestry and Fisheries under the guidance of Ms T.M. Joemat-Pettersson, taking into account all the relevant policies, legislation and other mandates for which the department is responsible for.

Accurately reflects the strategic outcome oriented goals and objectives which the department will endeavour to achieve over the period.

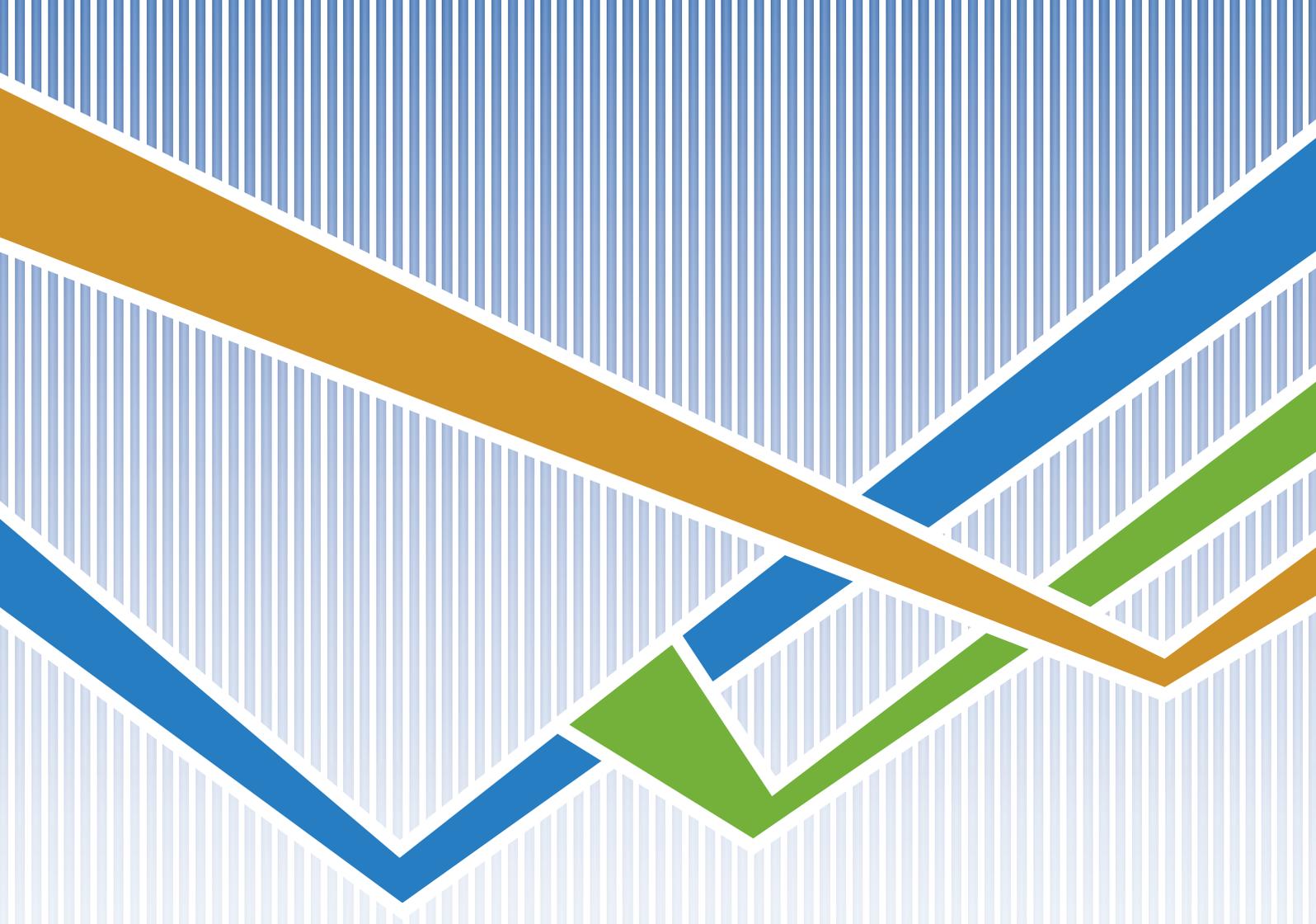
**Mr J.B. Hlatshwayo**  
CHIEF FINANCIAL OFFICER

**Mr A.M. Hawes**  
HEAD OFFICIAL RESPONSIBLE FOR PLANNING

**Mr S.I.S. Ntombela**  
ACCOUNTING OFFICER

### Approved by:

**Ms T.M. Joemat-Pettersson**  
EXECUTIVE AUTHORITY



**PART A**

# **Strategic overview**

# Mission statement

## VISION

A leading, dynamic, united, prosperous and people-centred sector

## MISSION

Our vision will be achieved through developing and sustaining a sector that contributes and embraces:

- Economic growth (and development)
- Job creation
- Rural development
- Sustainable use of natural resources
- Food security

## VALUES

**Drive:** driven to deliver excellent service

**Attitude:** being an ambitious, passionate, reliable and dedicated workforce

**Fairness:** acting with objectivity, empathy, integrity and transparency

**Focus:** focusing on people, economic and rural development

# Legislative and other mandates

The Department of Agriculture, Forestry and Fisheries' legal mandate covers the agriculture, forestry and fisheries value chains: from inputs, production and value adding to retailing.

## LEGISLATIVE MANDATE

The entire legislative mandate of the DAFF is derived from section 27(1) (b) of the Constitution. The department is primarily responsible for Acts related to agriculture, forestry and fisheries. The following Acts reflect the legislative mandate of the department:

- Performing Animals Protection Act, 1935 (Act No. 24 of 1935)
- Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947)
- Animal Protection Act, 1962 (Act No. 71 of 1962)
- Fencing Act, 1963 (Act No. 31 of 1963)
- Subdivision of Agricultural Land Act, 1970 (Act No. 70 of 1970)
- Plant Breeders' Rights Act, 1976 (Act No. 15 of 1976)
- Plant Improvement Act, 1976 (Act No. 53 of 1976)
- Veterinary and Para-veterinary Professions Act, 1982 (Act No. 19 of 1982)
- Perishable Products Export Control Act, 1983 (Act No. 9 of 1983)
- Agricultural Pests Act, 1983 (Act No. 36 of 1983)
- Conservation of Agricultural Resources Act, 1983 (Act No. 43 of 1983)
- Sea Fishery Act, 1988 (Act No. 12 of 1988) (certain sections i.e.: (i) section 29; (ii) sections 1, 47, 48 and 50 insofar as they relate to the powers and functions transferred by section 29)
- Animal Improvement Act, 1988 (Act No. 62 of 1988)
- Liquor Products Act, 1989 (Act No. 60 of 1989)
- Agricultural Research Act, 1990 (Act No. 86 of 1990)
- Agricultural Product Standards Act, 1990 (Act No. 119 of 1990)

- Animal Diseases Amendment Act, 1991 (Act No. 18 of 1991)
- Agricultural Produce Agents Act, 1992 (Act No. 12 of 1992)
- Groot Constantia Trust Act, 1993 (Act No. 58 of 1993)
- Societies for the Prevention of Cruelty to Animals Act, 1993 (Act No. 169 of 1993)
- Marketing of Agricultural Products Act, 1996 (Act No. 47 of 1996)
- Agriculture Laws Extension Act, 1996 (Act No. 87 of 1996)
- Genetically Modified Organisms Act, 1997 (Act No. 15 of 1997)
- Marine Living Resources Act, 1998 (Act No. 18 of 1998) (certain sections i.e. : (i) sections 5 to 7, 10 to 15, 17, 18 to 27 and 29 to 41, 44 to 50; (ii) sections 1 to 4, 8, 9,13, 16, 28, 42 and 51 to 83 insofar as they relate to the powers and functions transferred under item (i) above)
- Subdivision of Agricultural Land Act Repeal Act, 1998 (Act No. 64 of 1998)
- Agricultural Laws Rationalisation Act, 1998 (Act No. 72 of 1998)
- National Forests Act, 1998 (Act No. 84 of 1998)
- National Veld and Forest Fire Act, 1998 (Act No. 101 of 1998)
- Onderstepoort Biological Products Incorporation Act, 1999 (Act No. 19 of 1999)
- Meat Safety Act, 2000 (Act No. 40 of 2000)
- Agricultural Debt Management Act, 2001 (Act No. 45 of 2001)
- Animal Identification Act, 2002 (Act No. 6 of 2002)
- Animal Health Act, 2002 (Act No. 7 of 2002)
- KwaZulu Cane Growers' Association Act Repeal Act, 2002 (Act No. 24 of 2002)

## POLICY MANDATES

### Key policy developments

DAFF began to work on the Integrated Growth and Development Plan (IGDP) for Agriculture, Forestry and Fisheries, in 2009/10. Over the past year, DAFF has integrated the IPAP2 and the New Growth Path to the Integrated Growth and Development Plan (IGDP) for Agriculture, Forestry and Fisheries. The IGDP seeks to provide a strong intellectual underpinning to DAFF's vision and programmes, taking cognisance of the dynamics of each of the three sectors, including their economic, social and environmental dimensions. Otherwise, most of the new policy initiatives at DAFF are focused on fulfilling the requirements of Outcome 4 and Outcome 7, relating respectively to job creation, rural development and food security. The following are highlighted:

The **Food Security Production Programme** seeks to link subsistence producers and smallholder producers to government institutions such as government schools (i.e. to supply the School Nutrition Programme), public hospitals and prisons, and in the medium term be a conduit through which food produced by smallholders can be used to meet the nutritional needs of low-income individuals and households in communities at large. As such, the Food Security Production Programme seeks to provide a boost to existing smallholder producers and an opportunity through which heretofore subsistence producers can start generating a sustainable income through farming and thereby become smallholder producers in their own right. The Food Security Production Programme implementation is already being tested and refined through the collaboration of DAFF/DRDLR and the provincial departments of agriculture and is being linked to the Ilima/Letsema Programme.

The **Strategic Plan for Supporting Smallholder Producers** is a broader initiative that seeks to improve coordination of support to smallholder producers and in doing so improve the success and number of smallholder producers. It seeks to do this by means of better aligning—and where necessary adjusting—what are in effect a large number of distinct functions of support, e.g., extension, cooperatives development, marketing, mechanisation, financial services, spatial planning, etc. The plan also seeks to identify innovative means by which support to encourage the participation can be made more meaningful to smallholder development, for instance by promoting land rental markets and by effectively using land acquired *via* land redistribution. Work on the Strategic Plan for supporting Smallholder Producers began in 2011/12 and will be completed and formalised in July 2013. As a complementary measure, in order to fast-track the shift towards a more efficacious way of supporting the smallholder sector, DAFF has initiated the Smallholder Development Working Group, which comprises representatives from provincial departments of agriculture, the Agricultural Research Council, the DRDLR, the Economic Development Department, and DAFF.

The **Aquaculture Programme** is at present being implemented by means of fish production projects around the country, in partnership with the Department of Trade and Industry. The programme is guided by the National Aquaculture Strategic Framework, which is undergoing final consultation. While at present focusing on primary production, the programme is

attentive to the upstream and downstream parts of the value chain. DAFF has established an Aquaculture Development Zone in the Eastern Cape, through a partnership with East London Industrial Development Zone. Two further identified zones are undergoing EIA processes. DAFF has completed the establishment of an Aquaculture Demonstration Centre in partnership with Free State Agriculture and the Chinese government. To date, DAFF has facilitated the establishment of at least 10 fish farms.

DAFF has initiated the elaboration of its **Agro-processing Strategic Framework**, covering up to 2016. Agro-processing is one of the sectors identified in both the IPAPs and NGP as potentially capable of creating jobs on a large scale. This is validated by the fact that agro-processing—and in particular food processing—is one of the sectors with the highest employment multipliers in the economy. The NGP forecasts the creation of 145 000 jobs in agro-processing by 2020. The central challenge that remains is how the potential that has been identified can be realised in practice. The Strategic Framework, which was approved by DAFF in March 2012, is a contribution towards the efforts of the rest of the economic cluster departments in terms of how the agriculture, forestry and fisheries sectors could be supported to achieve the agro-processing job creation and related government priority targets.

## PLANNED POLICY INITIATIVES

In the coming year, DAFF anticipates to develop policies in a number of important areas, including the following:

- The **SIP 11** aims to improve investment in infrastructure that supports the expansion of agricultural production and employment (understood here to include forestry and fisheries), small-scale farming and rural development. This SIP will be implemented in coordination with a number of other SIPs, especially those focused on rural areas and those addressing bulk transport infrastructure.
- While there are infrastructural challenges across South Africa that have the effect of hampering the competitiveness of our agricultural sector, in the former homeland areas the problem is especially severe. In effect, the long era of unequal development has not been corrected yet, meaning that large swathes of potentially productive land are not being used optimally, further contributing to rural unemployment and underemployment.
- While the **Extension Recovery Programme** can claim a number of successes—for instance by materially increasing the presence of extension officers on the ground—it is widely recognised that it is not adequate in either scale or scope. DAFF is embarking on a process of creating a national policy on extension and advisory services, which, among other things, will consider alternative extension methodologies, possible alternative institutional arrangements for providing extension services (including the “public-private partnerships” in the overall extension system), and the creation of a professional body to help advance the extension profession.
- While a **National Mechanisation Programme** was initiated in 2010/11, it is broadly recognised that it requires an overhaul. The key issues that require further elaboration are: what kind of institutional arrangements should be responsible for the operation and maintenance of such implements; how to ensure broader access to mechanisation services on a sustainable basis; and how to use the Mechanisation Programme as a means of advancing the shift towards agro-ecological agriculture.
- Following on the heels of DAFF’s promising launch of its Aquaculture Programme, in the coming year, DAFF anticipates creating a policy and programme on **inland fisheries**. The development of inland fisheries involves developing further economic opportunities around generally existing fish stock within freshwater bodies and rivers. In the South African context, the main target is storage dams, of which there are over 3 000 around the country. (Aquaculture by contrast usually involves more purpose-built earthworks and/or other infrastructure, as well as modification of the water environment to make it nutrient rich.) The job creation potential of such an initiative is in the tens of thousands, most likely without requiring massive investment. Another virtue of this development is that it has particular potential to promote job creation within the former homelands, where many storage dams have been built, and where their recreational and fish-harvesting potential have been especially neglected. Most dams in South Africa are under the jurisdiction of the Department of Water Affairs, while the fish in these dams are under the Department of Environmental Affairs. The development of an inland fisheries policy will, therefore, require close collaboration with these two departments.
- In the previous Strategic Plan, **agro-ecological agriculture** (roughly synonymous with “conservation agriculture”) was identified as an area for urgent attention, however, little progress has been made. DAFF has since entered into discussions with the Food and Agriculture Organization of the UN, for assistance in developing a comprehensive approach to agro-ecological agriculture.
- The loss of wage jobs on commercial farms is of increasing concern. DAFF therefore intends to develop a **policy for supporting labour-intensive commercial agriculture**, possibly as part of a broader policy to render greater targeted support to those commercial farms at the smaller end of the commercial spectrum; these farms account for a disproportionate share of employment, but are at particular risk of going out of business.

- While **urban agriculture** is supported by various levels of government and certainly by civil society organisations, there remains a need to create an encompassing strategy on urban and peri-urban agriculture. The purpose of such a strategy would be to promote best practice, enhance the role of agriculture in urban and peri-urban livelihoods and improve coordination and cooperation among role players in this field. A particular focus of such a strategy would possibly be on using agriculture to support residents of informal settlements at the fringes of towns and cities.

## SECTOR JOBS

### Expanded Public Works Programme jobs by Land Use and Soil Management

The LandCare Programme, resorting under the Expanded Public Works Programme (EPWP), participates within the land-based livelihoods category of the Environment and Culture sector. The programme deploys labour intensive mechanisms within its project implementation under the SoilCare, VeldCare and WaterCare themes. The labour intensiveness of the LandCare Programme is among the best in the country, being above 30% of the project allocations going to labour wages and other allocations used to advance the skills development of the beneficiaries. The programme remains the key driver in attaining green jobs within the framework of a green economy, thereby addressing the presidential outcome on job creation.

The programme is targeting to achieve 874 000 job opportunities, which is equal to 3 800 Full-time Equivalents (FTEs), over four years through LandCare. During the 2013/14 financial year, the programme is targeting 1 100 FTEs. The FTEs targeted by the programme reflect almost 299 000 man days of a person working for the entire year. This presents huge job opportunities for many unemployed people to have decent work for 230 days of the year and being paid in line with EPWP labour ministerial determination. The programme has a potential to create three times the number of jobs owing to its well-established community-based natural resource management and governance systems if additional funds could be added to this programme. The programme is currently among the best programmes in terms of EPWP, with an allocation of R115 million a year even outcompeting most of the multimillion rand programmes.

#### *DAFF's contribution to job creation over the MTSF*

##### **Key outcome 4: Decent employment through inclusive economic growth**

Strategic goal 5: Increased contribution of the sector to economic growth and development				
Strategic objective 1: Increased growth, income and sustainable job opportunities in the value chain				
Indicator	2013/14	2014/15	2015/16	2016/17
Number of LandCare jobs created (874 000 opportunities = 3 800 FTEs)	1 100 FTEs	900 FTEs	900 FTEs	900 FTEs
Number of jobs created through refurbishment of Category B and C plantations	2 725 jobs	2 200 jobs	2 400 jobs	2 400 jobs
Increased the number of job opportunities (Working for Fisheries Programme)	1 100 jobs	1 150 jobs	1 200 jobs	–

### Job creation through refurbishment of Category B and C plantations

Category B and C plantations comprise an estimated 64 000 ha of plantations managed by the department throughout the country and are mainly situated on state land or Ingonyama Trust land. These plantations remained the responsibility of the department after the majority of the most economically viable plantations categorised as A, were transferred to the private sector during the restructuring of state assets. These plantations are less productive owing to delayed maintenance regimes such as replanting, tending, delayed felling and lack of sound fire protection measures.

The activities or operations listed above are labour intensive in nature and, as demonstrated in the past, have the potential to create job opportunities for rural communities who reside in the vicinity of these plantations. Given their current state, a huge workforce would be sought to turn them around into viable entities.

The kind of intervention needed to turn around these plantations would, among others, require a considerable workforce to conduct the weeding, road maintenance, thinning, pruning and harvesting of matured stands. During winter most of the plantations are exposed to fire risk owing to dry seasons. To mitigate fire spread into plantations and surrounding properties, firebreaks must be cleaned or ploughed. In some cases, herbicides are used to spray weeds on these fire belts or breaks.

Owing to lack of funding, most of the plantations are not planted, which results in the decline of timber production in the long term. To plant these areas that are lying fallow, a huge number of workers would be needed. A hectare requires at least four workers a day. If an average 30 000 ha of land under plantation forestry are to be turned around over a period of time, an estimated 7 500 jobs would have to be created.

The EPWP also provides an opportunity for forestry through its credit system for the number of workers that the department employs. If an estimated 7 500 jobs are to be created by the department over a period of five years, the number of FTEs would increase to 3 750 over a period of five years.

### The Working for Fisheries Programme

The Working for Fisheries Programme (WFFP) of the DAFF is a product of the Social Responsibility, Policies and Programmes (SRPP) of the former Department of Environmental Affairs and Tourism (DEAT). The programme was established after the transfer of the former Marine and Coastal Management (MCM) Branch of DEAT to DAFF. The main objective of the programme is to contribute towards poverty alleviation through interventions that are public driven. The programme contributes to the following government-wide outcomes:

**Outcome 4:** Decent employment through inclusive economic growth.

**Outcome 7:** Vibrant, equitable and sustainable rural communities contributing towards food security for all.

**Outcome 10:** Protect and enhance our environmental assets and natural resources.

The vision of the programme is to have fishing communities and individuals adopt ecologically sustainable approaches to the management of South Africa's fisheries resources, while improving their livelihoods. This implies that cultivation (aquaculture) and harvesting of fisheries resources should be managed in such a manner that degradation of aquatic environments and overexploitation of fish stocks are curtailed. The programme also aims to provide alternative livelihood options for rural and coastal communities. The following are expected outcomes of the programme:

- Successful partnerships between communities, the private sector and government in the management of aquatic environments and fisheries resources;
- Strong institutional arrangements to develop and implement policies, programmes and practices that will encourage the sustainable use of fisheries resources;
- Skilled community members to promote sustainable development and livelihood options;
- EPWP jobs created in fishing communities, curtailing high unemployment rates;
- Established business enterprises with a sustainable fisheries management and related focus;
- Long-term productivity of fisheries resources.

## Situational analysis

### PERFORMANCE ENVIRONMENT—SECTOR PERFORMANCE

#### Economic setting

It is difficult to imagine that it is already five years since the start of the global financial crisis of 2007/08 and accompanying deep worldwide recession. Its effects are still being felt, and will continue to do so for a long while. With governments and households focused on paying off debt in the developed countries, the next five years will likely see modest growth in these markets. In contrast, emerging markets have performed reasonably well. Indeed, emerging markets—especially China—have largely been responsible for driving the global economy in recent years. With lower overall debt levels, emerging market economies have been more responsive to stimulus in the form of extra state spending and interest rate cuts. However, even in emerging markets, growth slowed in 2012, because in the globalised world, even dynamic emerging markets rely on the big developed markets as sources of demand.

During 2012, the local economy also showed signs of slowing down and grew at an average rate of about 2,5% compared to an expected growth rate of 3,0% in 2013. Sluggish growth in 2012 can mainly be ascribed to the recession in Europe and the economic slowdown elsewhere (most of our agricultural and manufacturing exports go to Europe, while most of our commodity exports go to China), and no country is immune to the impact of an American slowdown. Modest economic growth is expected in 2013, supported mainly by the depreciation of the rand, which theoretically makes local exports more competitive, the conclusion of strikes in the mining and transport sectors, although farm workers' strikes in the

Western Cape are a cause for concern, government's infrastructure capital investment programme, improved business confidence index and emphasis on the National Development Plan, are seen as a blueprint for accelerating economic growth and job creation. The Reserve Bank also faces an increasingly tricky balancing act with a slowing economy and inflation creeping up. Inflationary pressures are mainly in the form of rising food, fuel and electricity prices.

Agricultural commodity markets experienced significant volatility during 2012 as the balance between supply and demand tightened, while markets were also influenced by exogenous forces. Apart from the weather, stronger linkages between agricultural commodities and energy markets through inputs such as fuel and fertiliser, and through the demand for feedstock in the biofuels industry, have strengthened the transmission of volatility in the energy markets to agricultural markets. This implies that world economic growth and volatility not only direct agricultural markets through food demand, but also through energy demand. In this regard, projections by the OECD and IMF show a gradual decline in GDP growth rates for all major economies beyond 2013. These projections are based on the assumption that the major developing economies such as China and India will attempt to curb inflation, which is likely to result in energy prices remaining at reasonable levels. Therefore, with declining economic growth rates and stable energy prices, the long-term outlook on world prices is at a higher level than the past decade, but relatively flat for most of the agricultural commodities.

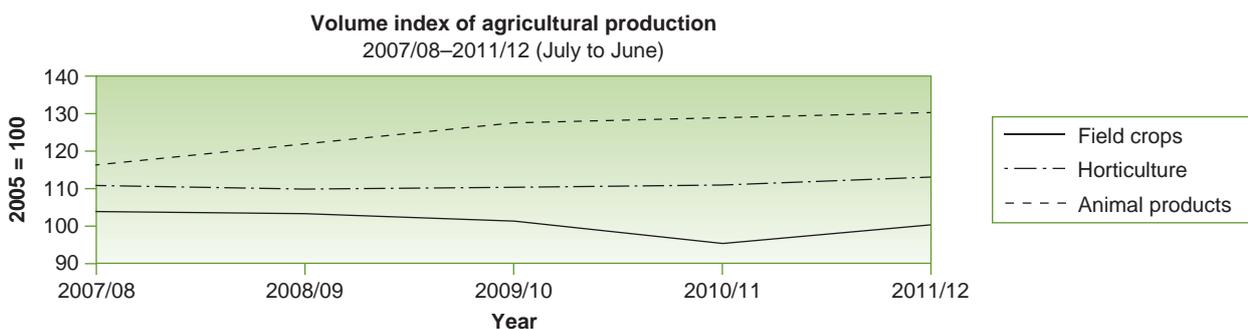
Regarding prospects for the local market during 2013, the production of field crops is expected to expand as product prices are currently at record levels, all livestock and dairy enterprises will come under great strain until grain and oil-seed prices decline owing to a major supply response under the assumption of normal weather conditions. Local meat and dairy prices should improve as production is expected to be relatively stagnant on the back of high feed prices. Therefore, in 2013 both the field crop and livestock industries are expected to grow. The real gross income of the agricultural sector is also projected to grow by 7% in 2013, following an increase of 6% in 2012. However, over the long term, growth rates are expected to decline in real terms as agricultural commodity prices trade sideways under the assumption of a slowing down of the world economic growth rate and the expansion and intensification of agricultural production practices.

The Quarterly Labour Force Survey of Statistics SA shows that for Q3 of 2012, there were an estimated 661 000 farm jobs in South Africa, indicating an increase of 23 000 from Q2 of 2012, and representing a year-on-year improvement of 37 000 jobs. From an all-time low of 598 000 jobs in Q2 of 2011, it represents an increase of 10,5%. Furthermore, estimates based on the General Household Survey of Statistics SA suggest that between 2009 and 2011, the number of smallholder households has increased by almost 87 000 from 109 000 to 195 000. This is relative to a targeted increase of 50 000 between 2009 and 2014, but with a recalculated baseline. In addition, the number of subsistence households has increased by 370 000.

## AGRICULTURAL SECTOR

### Production

The estimated volume of agricultural production in 2011/12 was 2,1% higher than in 2010/11. The volume of field crop production reflected a 5,2% increase, mainly as a result of an improvement in the production of winter cereals, maize and sugar cane. Wheat production increased by 577 554 tons or 40,2% and maize production increased by 551 000 tons or 5,0% from the previous season. Sugar cane showed an increase of 2,1 million tons or 12,5% from 2010/11. Horticultural production also showed an increase of 1,7%, which can mainly be attributed to an increase in the production of citrus and deciduous fruit. The production of oranges increased by 80 724 tons or 5,7% and that of grapefruit by 72 544 tons or 21,2%. Deciduous fruit, specifically wine grapes and table grapes, increased by 41 549 tons (2,5%) and 11 342 tons (4,3%), respectively. Furthermore, animal production increased by 1,0% as a result of increases in poultry meat (by 19 093 tons or 1,3%) and eggs (by 40 504 tons or 5,2%) from 2010/11.



Factors such as weather conditions, commodity prices, input costs, stock levels, consumption demand and exchange rates are once again expected to influence production. In 2013, the country is expected to reach its highest area under the production of field crops since 2004 by expanding production by almost 300 000 ha on the back of increases in commodity prices that are expected to exceed the increase in input costs by a significant margin in the 2012/13 production season. The impact of the drought in the US and other important grain producing countries has led to higher world and local maize and wheat prices, resulting in significant increases in local maize-meal and bread prices.

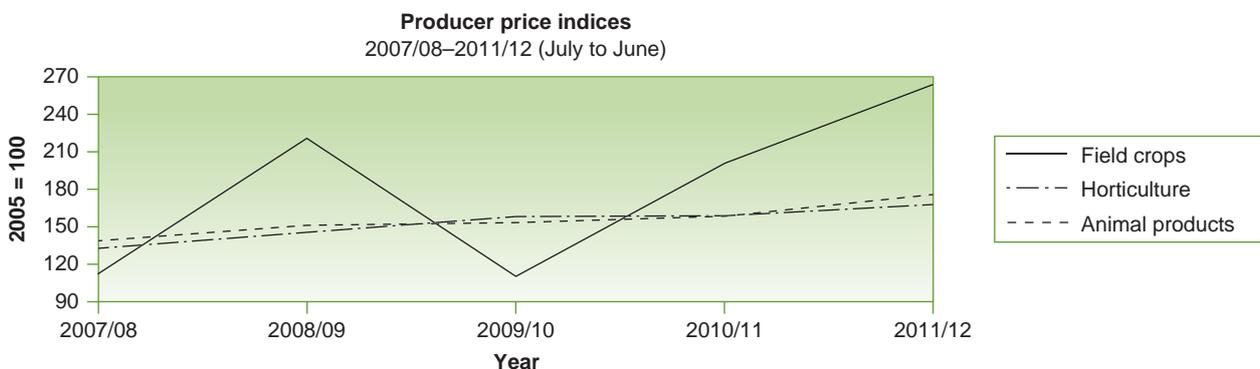
### Producer prices of agricultural products

Producer prices of agricultural products increased on average by 15,5% from 2010/11 to 2011/12.

The weighted average price of field crops increased by 31,7%. There were increases in the prices of summer grains (65,2%), dry beans (27,9%), hay (16,6%), cotton (14,0%), sugar cane (8,1%), winter cereals (3,7%), oilseeds (2,1%) and tobacco (1,1%).

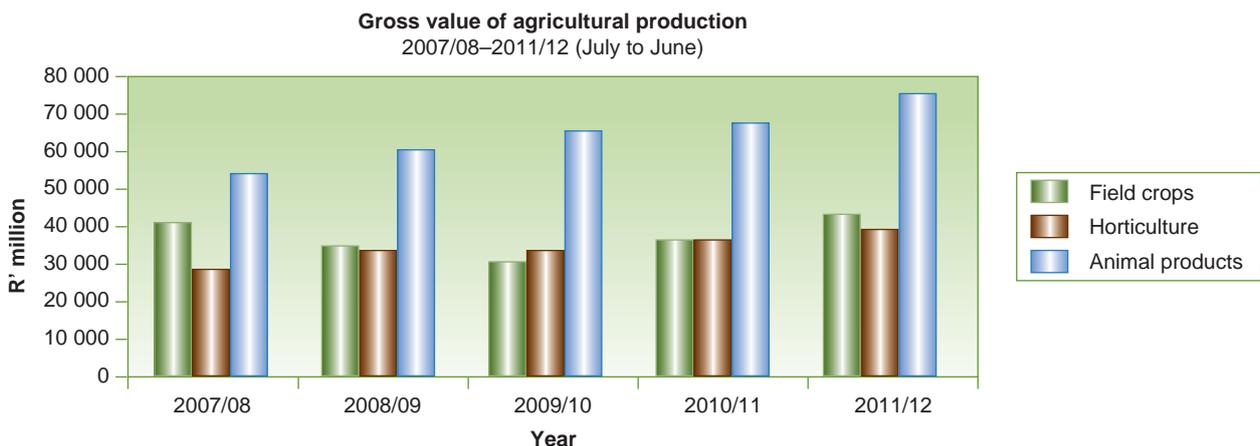
Producer prices of horticultural products rose by 5,9% from 2010/11 to 2011/12. Prices of vegetables and fruit increased by 9,1% and 4,6%, respectively, while the average price of viticulture products remained virtually unchanged.

Prices of animal products increased by 10,8%. The average prices of pastoral products, slaughtered stock, dairy products and poultry meat increased by 21,4%, 16,5%, 10,4% and 5,7%, respectively.



### Gross value of agricultural production

The *total gross value of agricultural production* (total production during the production season valued at the average basic prices received by producers) for 2011/12 is estimated at R158 557 million, compared to R140 433 million the previous year—an increase of 12,9%. This increase can be attributed mainly to an increase in the value of field crops.



The gross value of animal products, field crops and horticultural products contributed 47,7%, 27,3% and 25,0%, respectively, to the total gross value of agricultural production. The poultry meat industry made the largest contribution with 16,9%, followed by cattle and calves slaughtered with 15,9% and maize with 13,5%.

### Farm sector income

The *gross income of producers* (the value of sales and production for other uses, plus the value of changes in inventories) for 2011/12 amounted to R161 131 million, compared to R132 189 million the previous year, an increase of 21,9%. The

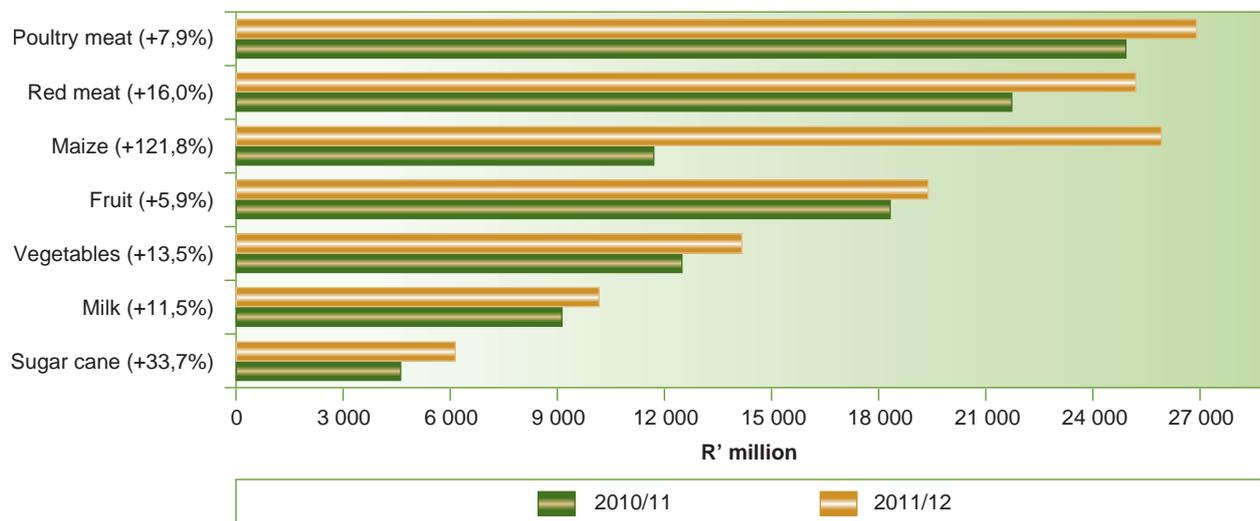
increase in income can be ascribed to a combination of increases in prices that farmers received for their products, better than expected production and earlier deliveries of maize in particular.

The *gross income from field crops* increased by 63,1% to R45 893 million for 2011/12. Income from maize at R25 872 million was R14 206 million or 121,8% higher than in the previous year. Income from sugar cane at R6 122 million was R1 545 million or 33,7% higher than the previous year. Income from groundnuts increased by 50,9% to R568 million. However, income from sunflower seed showed a decrease of 18,2% to R2 529 million.

The *gross income from horticultural products* increased by 9,2% to R39 623 million, from R36 278 million in 2010/11. Income from citrus and deciduous fruit increased by 5,2% and 7,6% and amounted to R6 934 million and R10 060 million, respectively. Income from subtropical fruit increased slightly by 0,8% to R2 367 million and viticulture by 0,8% to R3 630 million. Income from vegetable production increased by 13,5% to R14 138 million.

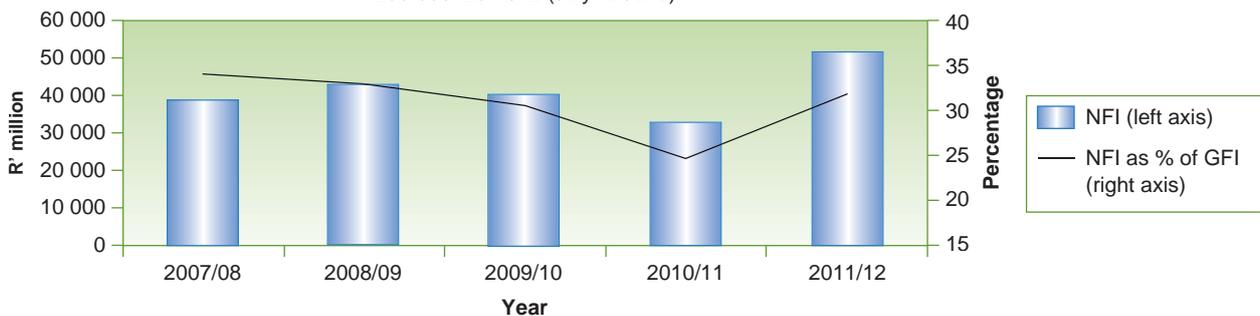
The *gross income from animal products* was 11,6% higher than in 2011/12 and amounted to R75 615 million, compared to R67 768 million for the previous year. Producers earned R17 643 million from slaughtered cattle and calves, as against the previous R15 089 million—an increase of 16,9%. Income from slaughtered sheep increased by 13,0% to R3 909 million. Income from poultry meat production rose by 7,9% to R26 874 million and income from egg production at R7 447 million was 8,3% higher than in the previous year. Producers earned R10 148 million from milk production, which is 11,5% more than in the previous year. However, income from ostrich products decreased by 26,0% to R295 million.

**Gross income from major products**  
2011/12 compared to 2010/11 (July to June)



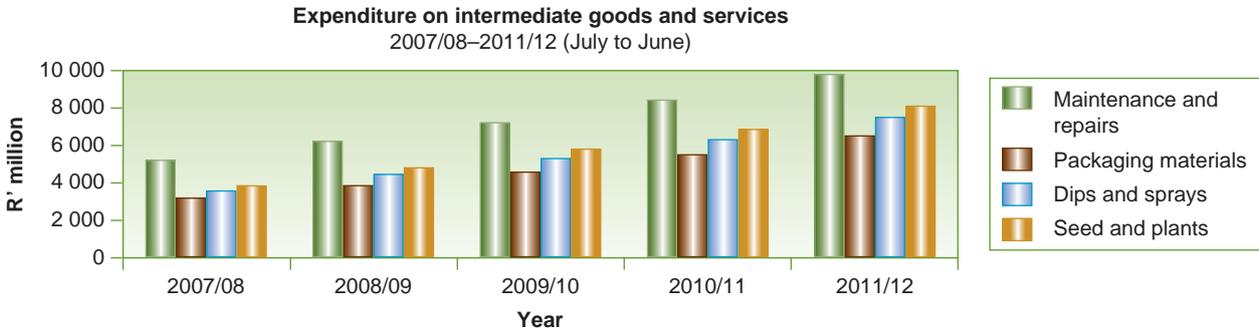
The *net farm income* (after the deduction of all production expenditure, excluding expenditure on fixed assets and capital goods) amounted to R51 547 million for 2011/12, which is 56,9% higher than in 2010/11. The increase in net farming income is the result of the increase of 21,9% in gross farming income as against an increase of 12,4% in expenditure on intermediate production inputs and services. Payments for salaries and wages, which represent 11,3% of the total farming costs, amounted to R12 941 million. Interest paid by producers to banks and other financiers during 2011/12 is estimated at R5 451 million, or 4,8% of the total farming costs.

**Net farm sector income (NFI)**  
2007/08–2011/12 (July to June)



## Expenditure on intermediate goods and services

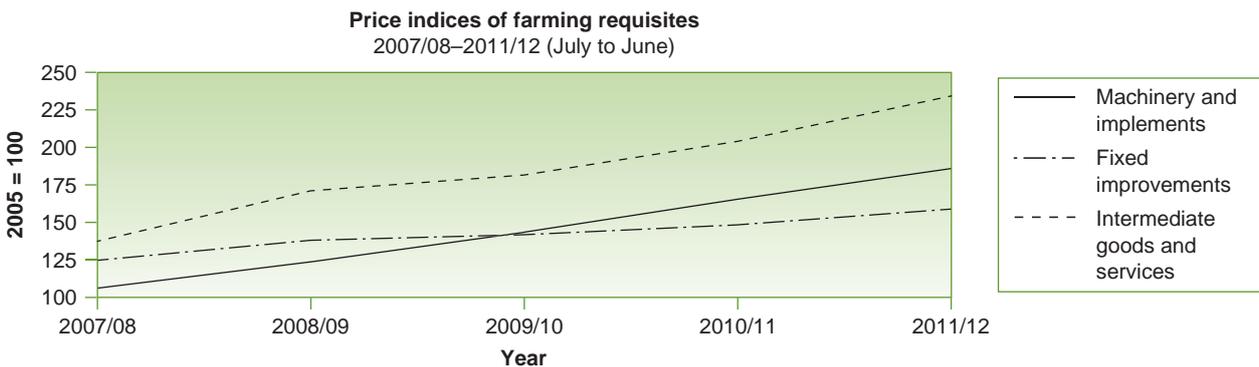
Intermediate expenditure refers to the value of goods and services that were purchased for consumption as inputs during the production process. Expenditure on intermediate goods and services during 2011/12 is estimated at R89 353 million, which represents a rise of 12,4% from R79 465 million in 2010/11. Large increases occurred in expenditure on packaging materials (18,4%), dips and sprays (18,2%), seed and plants (18,0%) as well as maintenance and repairs of machinery and implements (16,3%).



Expenditure on farm feeds remained the biggest expenditure item, accounting for 21,6% of total expenditure, followed by 13,9% for fuel, 13,1% for farm services and 10,9% for maintenance and repairs of machinery and implements.

## Prices of farming requisites

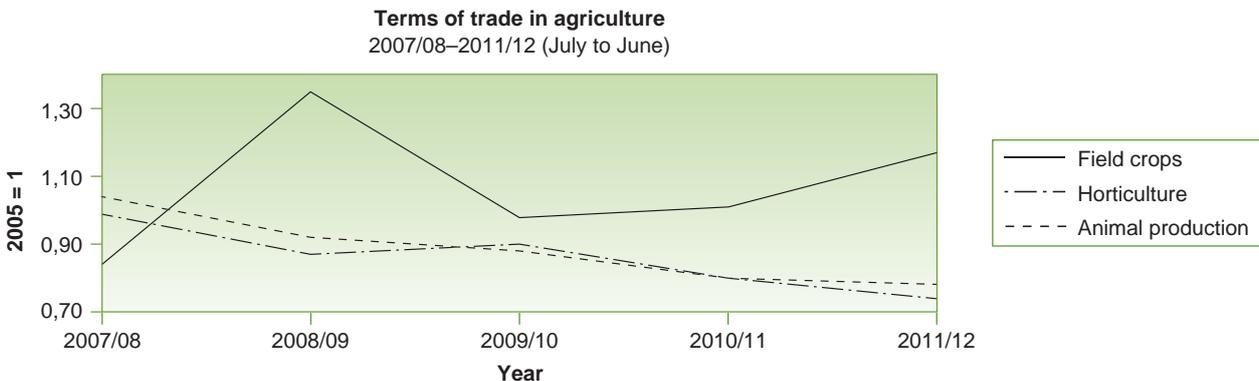
Prices of farming requisites rose by 13,8% in 2011/12, compared to an increase of 13,0% the previous year. The price index of machinery and implements showed an increase of 12,8% for 2011/12. The price index of materials for fixed improvements increased by 7,0% and the combined index of prices of intermediate production inputs and services by 14,2%.



The increase of 20,8% in the price of fertilisers made the most significant contribution to the increase in the prices of intermediate goods and services. The prices of packaging materials, seeds and farm feeds rose by 17,8%, 16,0% and 14,6%, respectively.

## Domestic terms of trade in agriculture (2005 = 1)

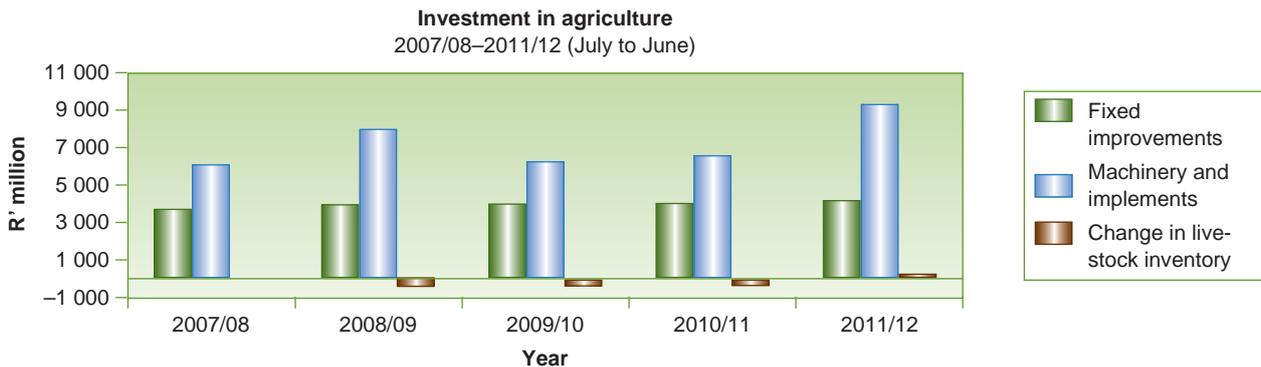
The terms of trade indicate the extent to which producer prices received by farmers kept pace with the prices paid for farming requisites. The terms of trade in agriculture strengthened by 1,2%, from 0,85 in 2010/11 to 0,86 in 2011/12.



The terms of trade for field crops increased by 16,0%, from 1,01 in 2010/11 to 1,17 in 2011/12. In the case of the horticultural industry, the terms of trade decreased by 7,0%, from 0,80 to 0,74. The terms of trade for the animal production industry declined by 2,5%, from 0,80 to 0,78.

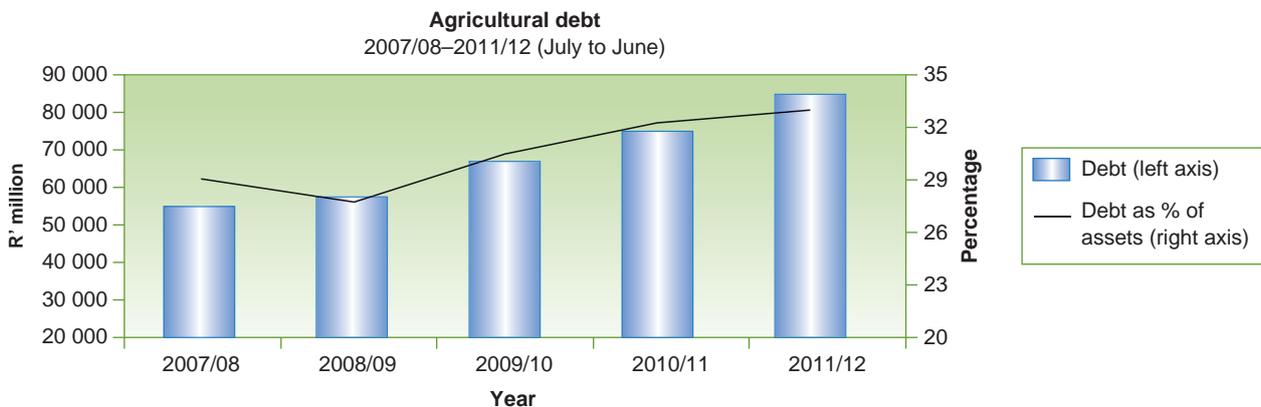
### Capital assets and investment in agriculture

The value of capital assets in agriculture as at 30 June 2012, is estimated at R257 417 million, as against R232 708 million at the end of June 2011—an increase of 10,6%. Land and fixed improvements constituted R152 247 million, machinery and implements R49 049 million and livestock R56 121 million of the total value of capital assets. The gross investment in respect of fixed improvements increased by 3,7% to R4 158 million. In the case of machinery, implements and vehicles, investment increased by 42,0% and amounted to R9 300 million. The livestock inventory rose by R214 million from the previous year.



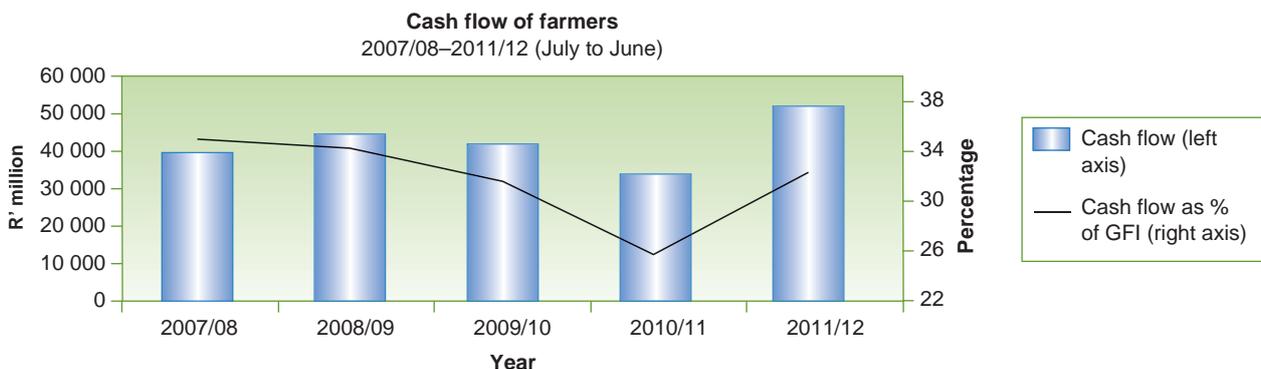
### Farming debt

The total farming debt as at the end of June 2012, is estimated at R85 130 million (R75 250 million), an increase of 13,1%.



### Cash flow of producers

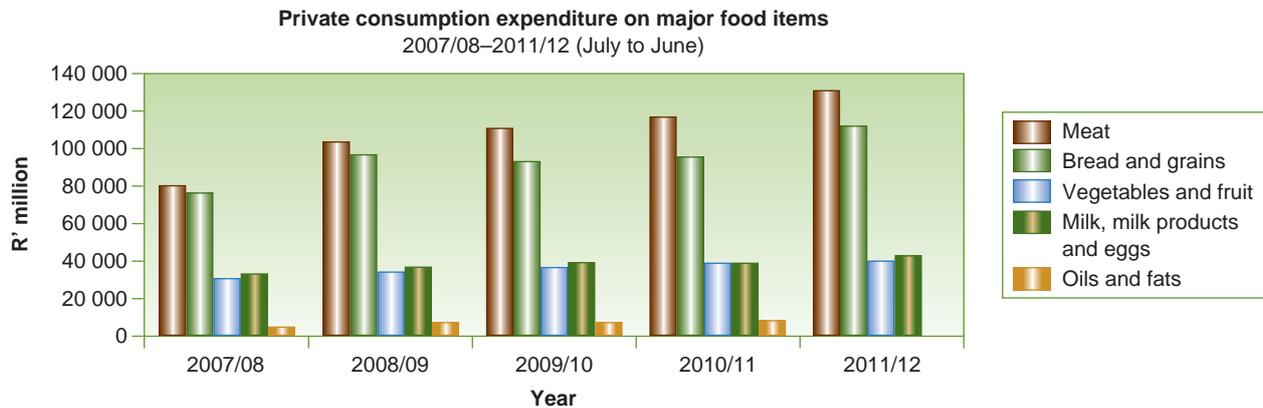
The cash flow of producers amounted to R52 017 million for 2011/12, compared to the previous R33 976 million, a significant increase of 53,1%. This was mainly the result of a significant increase in the gross income of producers.



## Consumption expenditure on food

The consumption expenditure on food for the year which ended 30 June 2012 increased by 12,4% and amounted to R401 300 million, as against the R356 970 million of the previous year. Expenditure on meat increased by 12,0% to R130 519 million, on bread and grain products by 16,4% to R111 379 million, on sugar by 16,5% to R6 578 million, on milk and milk products and eggs by 7,7% to R41 800 million. Fruit and vegetables (including potatoes) as well as oils and fats also showed increases of 6,3% to R54 966 million and 34,8% to R8 702 million, respectively.

Meat represented 33% of the expenditure on the food component; bread and grains 28%; fruit and vegetables (including potatoes) 14%; milk and milk products and eggs 10%; and sugar and oils and fats 2% each.



## Consumer prices

The Consumer Price Index (CPI) (with base year 2005 = 100) of all items increased by 5,8% during 2011/12. The CPI of food increased by 9,1% and that of non-food items by 5,0%. Meat prices rose by 11,6%, while the prices of grain products increased by 9,3%. The CPI of vegetables increased by 5,7%, and that of fruit by 5,9%. In the case of dairy products and eggs, prices rose by 5,0%, while an increase of 11,9% was recorded for sugar and related products.

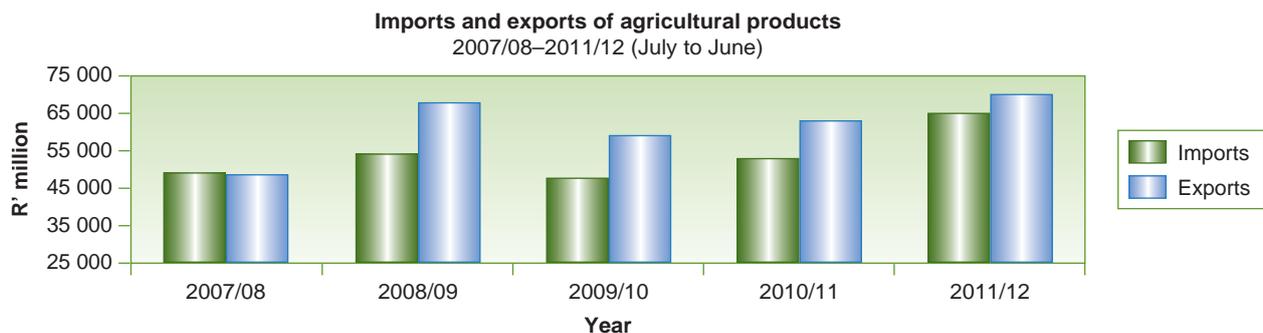
## Imports and exports of agriculture, forestry and fisheries products

The estimated value of imports for 2011/12 came to R64 924 million, an increase of 23,2% compared to R52 688 million for 2010/11. The value of exports increased by 11,4%, from R62 716 million in 2010/11 to R69 881 million in 2011/12.

According to the 2011/12 export values, citrus fruit (R7 032 million), wine (R5 743 million), chemical wood pulp, dissolving grades (R5 146 million), maize (R4 778 million) and grapes (R4 107 million) were the most important export products. Rice (R4 520 million), wheat and meslin (R3 650 million), poultry (R3 280 million), palm oil (R3 203 million) and un-denatured ethyl alcohol (R2 637 million) accounted for the highest imports in terms of value.

During 2011/12, the Netherlands, with exports to the value of R5 918 million, the United Kingdom (R5 394 million), Zimbabwe (R5 305 million), Mozambique (R3 212 million) and Japan (R2 984 million) were the five largest trading partners of South Africa in terms of export destinations. About 16,2% of the total value of agricultural exports during 2011/12 went to the Netherlands and the United Kingdom.

The five largest trading partners for imported products during 2011/12 were Argentina (R5 531 million), China (R5 075 million), Brazil (R4 931 million), Germany (R4 112 million) and the United States (R3 861 million).



## Forestry sector

Following two decades of shrinkage of the country's plantation resources and increasing pressure on natural forests and woodlands, forestry's goal is to ensure renewed growth, transformation and sustainability throughout the value chain, in economic, social and environmental terms, in ways which continue to improve the lives of the poor. Of increasing importance is the role which plantations and the timber processing and manufacturing industries which they support, can play in both South Africa's energy security and commitments to addressing climate change.

In general there are three categories of forests, namely, indigenous forests, woodlands and plantation forests. Forestry activities in indigenous forests and woodlands are not limited to the protection of the resource as a natural heritage, but include its development, use and management, as well as the management and processing of non-timber forest products. Plantation forestry practices include, among others, the establishment of vast areas of land with exotic species that are harvested and processed into pulp for the paper and packaging industries, sawn timber, furniture, shelving, flooring, etc.

In terms of land use, the area under forestry is about 1,28 million ha or approximately 1,0% of the total RSA land area of 122,3 million ha. The forestry sector (forestry and forest products) contributes about 1,2% to the GDP. In terms of regional GDP, forestry in KwaZulu-Natal contributes 4,5%; in Mpumalanga 4,7%; in the Eastern Cape 0,9% and in the Limpopo Province about 0,5%.

The South African plantations (planted forests) produced over 18,9 million m<sup>3</sup> (or 16,2 Mt) of commercial roundwood, worth R6,7 billion in 2009. The total industry turnover was about R20,4 billion, including R11,4 billion worth of wood pulp. Pulpwood intakes of about 12,9 million m<sup>3</sup>; mining timber of 759 000 m<sup>3</sup>; charcoal of 264 000 m<sup>3</sup>; saw logs of 4,1 million m<sup>3</sup> and veneer logs and poles of about 546 000 m<sup>3</sup> were transferred to processing plants in 2009.

## Industry and exports

The industry was a net exporter of almost R2,91 billion worth of goods in 2009, of which more than 99% took the form of converted value-added products. The export of forest products has increased from R9,5 billion in 2001 to R12,5 billion in 2009, reaching the all-time high of R14,8 billion in 2008. Imports totalled R9,6 billion in 2009. In 2009, paper products were the most important exports (R6 139 million or 42% of the total), followed by pulp (R4 643 million or 34%), solid wood products (R2 573 million or 21%) and other products (R330 million or 3%). Woodchip exports, which are exported mainly to Japan, accounted for 61% (R1 578 million) of total solid-wood product exports.

The forest sector employs around 201 025 workers. The forestry sector provides about 77 000 direct jobs and 30 000 indirect jobs. Forestry provides livelihood support to 2,3 million people of the country's rural population. The pulp and paper industry provides approximately 13 200 direct and 11 000 indirect employment opportunities. Some 20 000 workers are employed in sawmilling, 6 000 in the timber board and 2 200 in the mining timber industries, while a further 11 000 workers are employed in miscellaneous jobs in forestry.

In 2009, the total investment in the forestry industry amounted to R24,8 billion. This investment comprised 58,5% in trees; 19,4% in land; 13,0% in roads; 6,2% in fixed assets; and 2,8% in moveable assets. Regarding the investment in the forest product sector by type of processing plant for 2009, the total book value of investments amounted to R15,7 billion. This investment comprised 82,7% in pulp and board plants; 11,8% in sawmills and veneer plants; 1,0% in pole plants; 0,3% in mining timber; and 4,2% other plants. The forestry industry is one of the strategic economic sectors in South Africa with a significant contribution towards economic growth and job creation.

In view of the important role of the forestry sector in the economy of the country, and in line with the provisions of the Forestry Charter, steps have been taken by role players to ensure that there is continued and sustainable use of forestry land for timber production. Labour intensity in the forestry and forest product sector can change significantly over time. For example, if proportionately more land is used for pulpwood production, overall labour intensity will decline, both in the forests and in the processing plants. On the other hand, a move to higher value addition within South Africa, for example through high-value saw-log production, and processing and marketing of quality solid wood products from this resource, could contribute to higher and more rewarding employment.

Ownership in the forestry sector is skewed, with the majority of forestry plantations owned by a handful of grower processor multinational corporations. Ownership in forestry is similar to other parts of the world, where given the long-term nature of the investments required in growing timber and the highly capital intensive nature of large-scale processing and manufacturing, there is a fairly high concentration in ownership among the larger companies. The majority of forestry plantations are therefore owned by 11 large companies, some of which are multinationals.

There are two further cooperatives which control a significant percentage of the independent small and medium growers and this is a model regarded as useful for the more than 30 000 other small growers in the country. There is also a rapid development of black ownership and management in the form of out-grower timber schemes and increasing ownership of larger companies with a number of recent empowerment transactions concluded. Although the area under plantations has decreased over the past few years, from a peak of 1 518 138 ha in 1997 to about 1 274 869 ha in 2009, the volume of production has increased from 18,6 million m<sup>3</sup> to 18,9 million m<sup>3</sup> during the same period.

South Africa is approaching the limits of increasing productivity from a declining resource. As a result, government has prioritised the expansion of the plantation area in areas where it is economically, environmentally and socially appropriate to do so. This is not only important for the country's growth, but also for transformation as it is difficult to achieve meaningful change in any of the key transformation areas in a stagnant or declining sector. This is why the IPAP of the dti has prioritised growing the area under plantations and the Forestry Transformation Charter is both a transformation and growth strategy. South Africa is facing a looming shortage of both softwood sawn timber and hardwood pulpwood over the medium and long term. The estimated shortage of timber saw logs currently is approximately 14%.

Challenges facing forestry are as follows:

- Forest fires, pests and diseases
- Regulatory environment
- Limited forestry research and development
- Skills shortage
- Lack of funding to invest in forestry
- Shortage of timber in the country
- Forest degradation

Opportunities for action in forestry are as follows:

- Implementation of an Integrated Fire Management Programme
- Integrated Land Use Resource Assessment
- Expansion of the Afforestation Programme in the Eastern Cape and KwaZulu-Natal
- Rehabilitation of degraded natural forests and woodlands
- Implementation of forest conservation programmes
- Rehabilitation of existing plantations
- Expansion of the Wattle Jungle Conversion Programme
- Up-scaling of the Million Trees Programme
- Development of the Working for Forestry Programme
- Greening and maintenance of open spaces

## FISHERIES SECTOR

The mandate and core business of fisheries (marine and coastal management) is to manage the development and sustainable utilisation of marine and coastal resources; to utilise the economic potential of the fisheries sector; and to protect the integrity and quality of the country's marine and coastal ecosystems. The main challenge in fisheries is to create a balance between maximising the social and economic potential of the fisheries sector, while protecting the integrity and quality of the country's marine and coastal ecosystems and addressing transformation in the sector. Expansion of the fisheries sector's total activity is limited by the natural productive capacity of the living marine resources from which the activities derive, and the necessity to limit and control the harvesting pressure according to what the resources can sustain on a long-term basis.

South Africa has a well-established fishery sector, comprising two components, namely, wild capture fisheries and an aquaculture component, which is under development. Wild capture fisheries currently includes three distinct components (commercial, recreational and subsistence fisheries), each of which requires specific research and management interventions.

The commercial fishing sector can be further broken down into highly industrialised capital-intensive fisheries, which generally operate in deep water (e.g. hake trawl and pelagic purse seine fisheries) and near shore fisheries that are more easily accessible and use more traditional types of gear (line fishery and near shore rock lobster hoop net fishery).

Fishing contributes approximately 0,5% to the GDP and is regionally important, especially in the Western Cape where it contributes about 2% to the GDP. South Africa is a net exporter of fish and fish products and 55% of the commercial trawl catches are exported. In rock lobster, squid, tuna and commercial longline, almost the total production is exported.

On average, South Africa exports about 160 000 tons of fish a year and imports approximately 55 000 tons. The value of exports and imports during 2008 was approximately R3,1 billion and R1 billion, respectively. The commercial fishing industry currently employs approximately 27 000 people directly and approximately 100 000 indirectly, while aquaculture provides about 1 850 direct employment opportunities on farms. Regarding commercial fisheries, marine living resources are considered to be fully utilised and high-value species largely overexploited. However, some rebuilding strategies are underway, for example in hake, rock lobster and abalone. The annual production of commercial fisheries is more than 600 000 tons, valued at R5,8 billion.

Commercial fishing industries contribute about 70% of the total value of fishing. Large-scale capital investment (e.g. in vessels, factories) is generally a prerequisite for commercial participation. Long-term commercial rights have been allocated in 22 fishing industries, with just over 2 900 rights holders and about 1 788 vessels.

New fisheries introduced since 1994 include: Large pelagics longline, Patagonian toothfish and an experimental fishery for octopus. Certain other fisheries such as horse mackerel and round herring have potential for expansion. However, further research in the form of surveys is required to improve population estimates. There is potential for value addition and job creation in, for example, the pelagic fishery for anchovy, but an implementation strategy and incentives are needed to stimulate its development.

Participation in subsistence fisheries is broad—coastal communities have traditionally made use of intertidal and shallow-water resources as a source of food. Only surplus not consumed by fishers is sold locally. Some 147 fishing communities, 28 338 fisher households and about 29 233 people are considered as true subsistence fishers. A draft policy (for the recognition, allocation and management of small-scale fishing rights) is being developed for small-scale fishing.

Annual recreational fishing licences (all industries) total approximately 300 000 with income generated from these licenses amounting to R18 million. However, the number of licensed recreational anglers is estimated at around 186 000. The actual annual catch is about 17 000 tons of high-value species.

Aquaculture production is currently underdeveloped and focuses mainly on high-value products (abalone, oysters and mussels). The current aquaculture production level is 3 543 tons worth—about R218 million. Production can increase to over 90 000 tons worth (about R2,4 billion) over the next 10 to 20 years. Most marine aquaculture is capital and skills intensive. It also has limited potential because of the coastline—few protected areas, high energy coastline and high cost of land-based activities. Distance from the markets means the focus is on high-value products. There are also concerns about the genetic contamination and environmental impact on sensitive areas.

Challenges facing fisheries are as follows:

- Value of production is restricted by the size of the national resource and threatened by declining fish stocks in certain fisheries. The profitability of the fishing industry is largely determined by factors such as the international prices, exchange rates, fuel prices, quota allocations and the actual biomass of fish present.
- Growth in the industry is not only dependent on labour and capital inputs, but is determined by the stock of fish available.
- Currently there are over 2 900 rights holders utilising 1 788 vessels in 21 different fisheries. This has decreased since 2002, which is in line with the international trend to decrease the number of fishing vessels to reduce the pressure on the resources.

Opportunities for action in fisheries are as follows:

- Rehabilitation programmes such as rebuilding of depleted fish stocks that contribute to job creation and sustainable livelihoods.
- Investing in sustainable management and efficient use of marine living resources can make a significant contribution to job creation, while improving the environment.
- Enforcement programmes such as the Green Scorpions and environmental courts.
- The allocation of additional fishing rights in certain fishing industries can contribute to job creation and sustainable livelihoods.
- Infrastructure development and investment in the 12 fishing harbours can contribute to increased socio-economic and tourism opportunities.
- Aquaculture development programmes also have the potential to play an important role.

# Organisational environment

Following the restructuring of DAFF, refinement investigations were undertaken but could only be done within the current MTEF budget allocation, which resulted in critical functional areas that could not be capacitated efficiently to improve service delivery to the demanding agriculture, forestry and fisheries sectors, respectively. Challenges of alignment and optimal use of resources (human, facilities and financial) owing to the partially integrated organisation structure model, resulted in the desired impact not being achieved.

During this period the reconfiguration of the current approved organisational structure into an integrated model will be investigated with the aim to address the economic, efficient and effective performance of the department and to improve service delivery. The department will also be focusing on reducing its vacancy rate and strengthening its knowledge and information management systems.

## Details of approved establishment and personnel numbers according to salary level

Personnel post status as at 30 September 2012				Number of posts filled on funded establishment						
Level	Number of posts on approved establishment	Number of funded posts	Number of posts in addition to establishment	Actual			30 Sep. 2012	Medium-term estimate		
				2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Department	7 062	7 062	57	7 042	7 094	7 083	7 062	7 131	7 131	7 131
Salary levels 1–6	4 252	4 252	24	4 334	4 348	4 335	4 252	4 294	4 294	4 294
Salary levels 7–10	2 214	2 214	13	2 237	2 163	2 127	2 214	2 236	2 236	2 236
Salary levels 11–12	465	465	15	362	452	489	465	469	469	469
Salary levels 13–16	131	131	5	109	131	132	131	132	132	132

## The strategic planning process

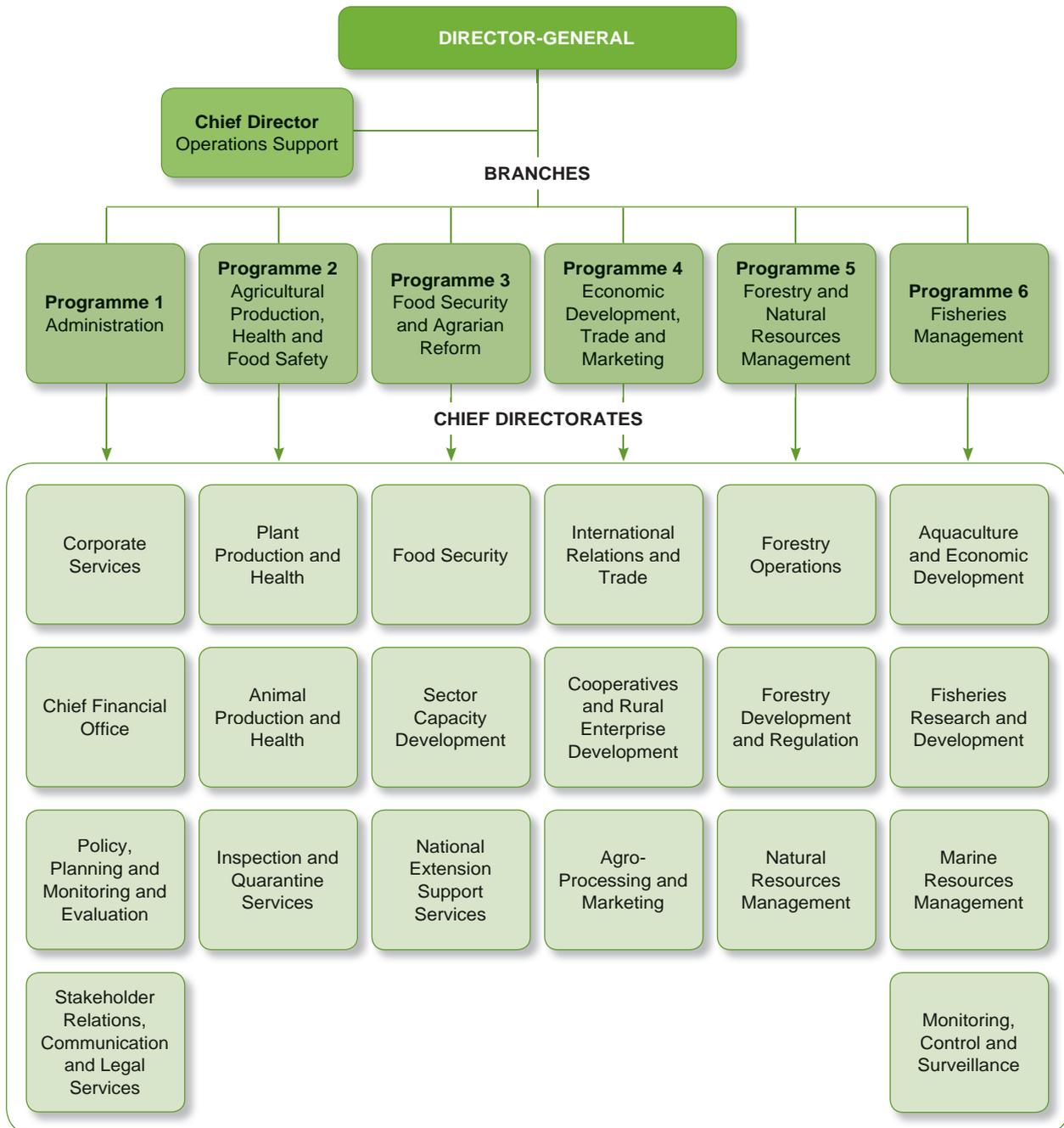
Government-wide planning and the MTSF inform and align the department's plans on three levels of planning, namely, the five-year Strategic Plan and Annual performance plans (APPs) which are broken down into quarterly targets and operational plans. The plans are cascaded respectively into the lowest level planning of branches, chief directorates and directorates. The individual performance agreements of SMS members are aligned to these plans.

DAFF identified the relevant focus on the basis of broader government priorities and the new policy mandates emanating from the Lekgotla, NDP and NGP. The review and reprioritisation of plans was facilitated on the basis of the latter policy mandates. Issues of alignment were addressed by demonstrating how DAFF's future plans would reflect alignment to the mandate of the department and the national outcomes 4, 7 and 10, the IPAP2, NGP and NDP with achievable targets.

DAFF integrated the IPAP2 and the NGP into the IGDP for Agriculture, Forestry and Fisheries. The goals of the IGDP include attaining equity and transformation, equitable growth and competitiveness, environmental sustainability and good governance. The IGDP seeks to provide a strong intellectual underpinning to DAFF's vision and programmes, taking cognisance of the dynamics of each of the three sectors, including their economic and social environmental dimensions.

For the planning period 2013/14–2016/17, as expected by statutory requirement for the MTEF, DAFF maintained strategic goals and objectives considering relevancy and appropriateness. The department-wide planning, which is informed by the mid-term performance review, was conducted at the Quarterly Review Meeting (QRM). The objectives of the strategic review process were to highlight critical areas of DAFF's performance, reprioritise current activities, performance targets and to define future targets that will align to the newly defined focus. All branches were facilitated

## Departmental structure



and interventions reviewed at strategic level to ensure the indicators and targets are responding to the national outcomes 4, 7 and 10, the IGDP and NDP. The current backlog was reviewed, reprioritisation for 2013/14 was done and indicators and targets refined, based on the criteria provided for the next four years.

At the level of operational plans, strategic outputs are broken down into clear milestones with implementable activities. Plans highlight various action steps to be undertaken in order to address the respective unit's priorities, the various deliverables and its associated performance indicators, responsible persons, target dates, etc. Individual workplans are at this level aligned to the operational plans. The plans and budgets are integrated and operational or line managers are held accountable for the inputs that are allocated to resource their strategic plans. Better budgeting, in terms of the PFMA, extends accountability not only to the expenditure of inputs, but more importantly, to the efficient and effective achievement of outputs in line with strategic priorities. The implementation strategy will reflect on the aspects of daily service delivery activities of DAFF to ensure that the DAFF business community is well informed.

The following steps outline the departmental planning process:

- Step 1:** In May, the department commences with the strategic planning process, undertakes an environmental scan and reviews strategic goals, objectives and key priorities.
- Step 2:** From the Lekgotla, the department identifies high-level priorities to inform department-wide planning.
- Step 3:** The department undertakes detailed planning to ensure that the priorities outlined in the July Lekgotla and SONA are considered. This process has to be completed by the end of August/September.
- Step 4:** The detailed facilitated consultations with branches to unpack high-level priorities into actionable plans, thereby determining interventions, setting targets and reviewing indicators takes place in October to November.
- Step 5:** During February and March, the priorities are communicated to the entire department. This is when detailed annual operational plans are developed at implementation levels.

### Monitoring and evaluation

The department uses an electronic system known as the knowledge bank for reporting purposes. The Strategic Plan deliverables together with the operational plans are loaded into the knowledge bank reporting system to be reported against on a monthly basis. The reports of operational plans are aligned to the status reported against strategic outputs in strengthening the authenticity and verifiability of the reported status. Key services are also reported against their service standards on the system. Underperforming services will be isolated through analysis of in-year reports for consideration in developing an SDIP. Reported performances are analysed and obstacles identified and this assists with the timeous implementation of corrective measures.

The department is placing greater emphasis on evidence-based monitoring in which evidence for reported statuses gets analysed to determine its admissibility. There are regular meetings between M&E and Strategic Planning to discuss performance status and mechanisms that can yield improved performance. Performance reports play a key role in guiding the process of strategic and performance reviews and are discussed at different levels of management meetings to guide decision-making processes.

## Strategic goals and objectives

DAFF's strategic goals and objectives were conceptualised from the priorities in the Medium Term Strategic Framework (MTSF). The MTSF was analysed and issues relevant to the department were identified and developed into six strategic goals and a number of strategic objectives to support each goal. The following strategic goals and objectives will be implemented over the medium term through strategic action programmes:

### SG 1: Increased profitable production of food, fibre and timber products by all categories of producers

#### *Strategic objectives*

- SO 1: Promote efficient production, handling and processing of food, fibre and timber
- SO 2: Coordinate government food security initiative
- SO 3: Improve production systems anchored in commodities with a competitive and comparative advantage in each province
- SO 4: Comprehensive support towards rural development

### SG 2: Sustained management of natural resources

#### *Strategic objectives*

- SO 1: Ensure the sustainable management and efficient use of natural resources
- SO 2: Ensure protection of indigenous genetic resources
- SO 3: Increase contribution to green jobs to improve livelihoods

### SG 3: Effective national regulatory services and risk management systems

#### Strategic objectives

- SO 1: Manage the level of risks associated with food, diseases, pests, natural disasters and trade
- SO 2: Establish and maintain effective early-warning and mitigation systems

### SG 4: A transformed and united sector

#### Strategic objectives

- SO 1: Increase equity, ownership and participation of PDIs
- SO 2: Enhance systems to support the effective utilisation of assets
- SO 3: Improve social working conditions in the sector
- SO 4: Provide leadership and support to research, training and extension in the sector

### SG 5: Increased contribution of the sector to economic growth and development

#### Strategic objectives

- SO 1: Increase growth, income and sustainable job opportunities in the value chain
- SO 2: Increase the level of public and private investment in the sector
- SO 3: Increase market access for South African and African agricultural, forestry and fish products, domestically and internationally
- SO 4: Increase production of feedstock to support the manufacturing sector

### SG 6: Effective and efficient governance

#### Strategic objectives

- SO 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders
- SO 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information
- SO 3: Provide effective audit, investigative and legal, human resources and financial risk management
- SO 4: Improve departmental service excellence through implementation of quality standards, Batho Pele principles and the general legislative mandate
- SO 5: Provide leadership and manage communication and information

#### Strategic outcomes oriented goals

MTSF priority area	Strategic goal	Outcome	Programme
1. Speed up economic growth and transform the economy to create decent work and sustainable livelihoods	1: Increased profitable production of food, fibre and timber products by all categories of producers	7: Vibrant, equitable, sustainable rural communities contributing towards food security for all	2, 3, 4, 5 and 6
2. Massive programmes to build economic and social infrastructure	2: Sustained management of natural resources	10: Protect and enhance our environmental assets and natural resources	5 and 6
3. A comprehensive rural development strategy linked to land and agrarian reform and food security	3: Effective national regulatory services and risk management systems	7: Vibrant, equitable, sustainable rural communities contributing towards food security for all	2 and 5
4. Strengthen the skills and human resource base	4: A transformed and united sector	12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	1
5. Improve the health profile of society	5: Increased contribution of the sector to economic growth and development	4: Decent employment through inclusive economic growth	1, 4, 5 and 6
6. Intensify the fight against crime and corruption	6: Effective and efficient governance	11: Create a better South Africa, a better Africa and better world	4 and 1
7. Build cohesive, caring and sustainable communities			
8. Pursuing regional development, African enhancement and enhanced international cooperation			
9. Sustainable resource management and use			
10. Build a developmental state, including improving of public services and strengthening democratic institutions			

# Risk management

Risk management is a systematic approach to setting the best course of action under uncertainty by identifying, assessing, understanding, acting on and communicating risk issues and opportunities, as well as the financing of the consequences of loss.

## RISK MANAGEMENT POLICY STATEMENT

The DAFF contributes to an enterprise risk management process that enables the entire organisation-wide perspective. It will ensure that all risks that could prevent the achieving of organisational objectives are identified and response plans are implemented, evaluated and managed on an organisation-wide basis. Reporting to the Audit and Risk Management Committee (ARMC) will take place on predefined criteria to ensure adequate monitoring of critical risks.

## ENTERPRISE-WIDE RISK MANAGEMENT

Enterprise-wide risk management is a continuous, proactive and systematic process to understand, manage, communicate and finance risk from an organisation-wide perspective. It is about optimising strategic risk decisions that contribute to the achievement of the MLRF's overall corporate objectives.

## ENTERPRISE RISK MANAGEMENT POLICY

### Organisation-wide vision

The department is committed to realising its vision. In achieving this vision, the department will face risks to its business strategy, operational risks and risks associated with the protection of its people, property and reputation. The Enterprise Risk Management (ERM) Policy covers the effective managing of the entire spectrum of these risks.

## ENTERPRISE RISK MANAGEMENT PLAN

The department defines a risk as any potential event, which could prevent the achievement of an objective. It is measured in terms of severity or potential impact, frequency and probability or likelihood. Risks arise as much from the likelihood that an opportunity will not happen, as it does from the threat or uncertainty that something bad will happen.

The department's responsibility is to identify, analyse and respond appropriately to all the risks. The risk responses selected are determined by the demand and tolerances of risks. These will vary over time according to the specific business objectives, for example, strategic operational and asset protection.

The effectiveness of risk management and control measures will be regularly reported on and acted upon by the ARMC that will, in turn, report to the Director-General. In addition, periodic independent review on the effectiveness will be conducted by an internal audit and reporting thereon done through their normal process.

This ERM Framework will be supported by a detailed procedure document, which will contain guidance on the process, roles and responsibilities.

## RESPONSIBILITIES

### Director-General

The Director-General is responsible for providing governance, guidance and oversight for the department in the following manner:

- to review the extent to which management has established an effective enterprise risk management process within the department;
- to review and concur with the risk appetite;
- to review the most significant risks and risk responses within the department.

### Management

The Deputy Director-General: Fisheries ultimately accounts to the Director-General for risk management and accepts ownership of the enterprise risk management processes. Executive management, in turn, assigns responsibility for the

establishment of more specific risk management policies and procedures to personnel responsible for each division. Staff functions such as Finance, Human Resources and Technology have responsibilities that are not limited to their functional area, but cut across the organisation.

### Other employees

Risk management is everybody's business. The ERM process involves all levels of employees within the organisation. Risk awareness is created and the importance of the contribution from everybody in the process of risk management is highlighted to ensure that the objectives of the department are being met ultimately.

### Internal Audit

Internal Audit plays an important role in the monitoring and evaluation of ERM and the quality of performance as part of their regular duties or upon special request from management or the ARMC. Internal Audit assists both the ARMC and the management through monitoring, examining, evaluating, reporting and recommending improvements to the adequacy and effectiveness of management's risk management processes.

### Risk owner

After the risks identification process, a risk owner will be assigned. The risk owner will be responsible for documenting the risk responses, including the detail of mitigation.

## KEY PRINCIPLES IN MANAGING RISK

- In order to achieve the department's business objectives, risks must be considered and managed on an enterprise-wide basis.
- Risk management is integral to the strategic planning process, business decision making and daily operations.
- Risks are identified, analysed, responded to, monitored and reported on, in accordance with the department's policy and procedures.
- Risk responses must be tailored to each particular business circumstance.
- Management must regularly assess the status of risk and risk responses.
- Compliance with the ERM Framework must be monitored and reported on.





**PART B**

# **Programme deliverables**

# Administration

## PURPOSE

Provide strategic leadership, management and support services to the department. The aim of the programme is to lead, support and promote agricultural, forestry and fisheries resource management through policies, strategies and programmes to enhance sustainable use, and to achieve economic growth, job creation, food security, rural development and transformation.

The programme comprises the Ministry, Office of the Director-General, Chief Financial Office, Internal Audit, Corporate Services, Stakeholder Relations and Legal Services, Policy Planning, Monitoring and Evaluation and Office Accommodation.

**Chief Financial Office:** Provides the department with sound financial services.

**Corporate Services:** Renders sound human resources management and development, security and information management services.

**Stakeholder Relations, Communication and Legal Services:** Provides the department with legal support services, establishes and strengthens intergovernmental and stakeholder relations, manages communication support services and fisheries partnership management services.

**Policy, Planning and Monitoring and Evaluation:** Directs the provision of policy analysis, formulation, planning and monitoring and evaluation in order to facilitate the improvements of the department's performance.

## PROGRAMME DELIVERABLES

### Corporate Services—strategic intervention

- Strengthen Human Resources Management and Development to support the core business towards the achievement of strategic objectives and improve organisational performance and culture
- Improve Knowledge Management and ICT capacity for optimal DAFF service delivery in support of SIP 11, NDP, NGP, IPAP2, MDG and IGDP
- Ensure a safe and secure environment

<b>Strategic outcome</b>	Effective and efficient governance
<b>Goal statement</b>	Improved business processes and systems

<b>Strategic objective</b>	Strengthen policy, planning, monitoring, evaluation, reporting and sector information
<b>Objective statement</b>	ICT Strategic Plan based on the approved Master Systems Plan
<b>Baseline</b>	90% of Master Systems Plan developed
<b>Justification</b>	This objective will contribute to the development and implementation of the Master Systems Plan to enable the effective use of technology within DAFF
<b>Links</b>	Improve ICT capacity for optimal DAFF service delivery in support of SIP 11, NDP, NGP, IPAP2, MDG and IGDP

<b>Strategic outcome</b>	Effective and efficient governance
<b>Goal statement</b>	Improved business processes and systems

<b>Strategic objective</b>	Strengthen policy, planning, monitoring, evaluation, reporting and sector information
<b>Objective statement</b>	KIM Strategy implemented through Electronic Document Management System (EDMS) change management plan

<b>Strategic objective</b>	Strengthen policy, planning, monitoring, evaluation, reporting and sector information ( <i>cont.</i> )
Baseline	KIM Strategy approved by DEXCO
Justification	This objective will contribute to the development and implementation of the KIM Strategy for preservation of institutional memory
Links	Improve knowledge and information management for optimal DAFF service delivery in support of SIP 11, NDP, NGP, IPAP2, MDG and IGDP

<b>Strategic outcome</b>	Effective and efficient governance
Goal statement	Improved human resource management and development support

<b>Strategic objective</b>	Provide effective audit, investigative and legal, human resources and financial risk management
Objective statement	HRMP approved by the Minister and submitted to DPSA
Baseline	Implemented the HRMP by adhering to the Performance Management Development System, 1% reduction to vacancy rate and HRD Strategy
Justification	This objective will contribute to integrated human resources practices
Links	Strengthen the skills and human resources base to attract, develop and retain professional and skilled officials in order to improve organisational performance and culture

### Chief Financial Office—strategic intervention

- Improve financial services

<b>Strategic outcome</b>	Improved sound financial management and accountability
Goal statement	Effective and efficient governance

<b>Strategic objective</b>	Provide effective audit, investigative and legal, human resources, financial management and risk management
Objective statement	To improve financial management controls
Baseline	Unqualified audit report
Justification	This objective will ensure effective and efficient use of financial resources in the department
Links	PFMA, Treasury guidelines

### Stakeholder Relations, Communication and Legal Services

<b>Strategic outcome</b>	Effective and efficient governance
Goal statement	Updated, effective and streamlined legislation aligned with the Constitution, reflecting the departmental mandate

<b>Strategic objective</b>	Improved departmental service excellence through implementation of quality standards, Batho Pele principles and the general legislative mandate
Objective statement	Review and/or amend legislations to ensure alignment to the Constitution
Baseline	Initiate a legislation review project and submit the project proposal to DEXCO/departamental committee
Justification	Strengthened coordination of legislation review processes
Links	This objective will contribute to reviewed legislation in the agriculture, forestry and fisheries sector

<b>Strategic outcome</b>	Effective and efficient governance
Goal statement	Well-informed internal and external publics



<b>Strategic objective</b>	Provide leadership and manage communication and information
<b>Objective statement</b>	DAFF Communication Strategy implemented
<b>Baseline</b>	Refined and implemented the DAFF Communication Strategy
<b>Justification</b>	This objective will contribute to increasing awareness of the DAFF mandate and services
<b>Links</b>	Align the DAFF Communication Strategy to the government's National Communication Strategy

### Policy, Planning and Monitoring and Evaluation—strategic intervention

- Improve and align M&E systems in DAFF, provincial departments of agriculture (PDAs), state-owned entities (SOEs) and monitor economic performance of the sector
- Develop and review DAFF policies and facilitate the alignment of policies and plans to the electoral mandate and the MTSF
- Guide and support research and development in the DAFF sectors

<b>Strategic outcome</b>	Aligned and coordinated policy and planning system(s) for improved strategies, programmes and plans in line with government
<b>Goal statement</b>	Effective and efficient governance

<b>Strategic objective</b>	Strengthen policy, monitoring, evaluation, reporting and sector information
<b>Objective statement</b>	To develop (design) a programme/project decision support management system
<b>Baseline</b>	Programme/project decision support management system implemented: programme planning and development support
<b>Justification</b>	Strengthening planning and policy formulation by updating and aligning policies and plans for national, provincial and local spheres to the electoral mandate and MTSF
<b>Links</b>	PFMA, MTEF, Treasury Regulations and government-wide planning, monitoring and evaluation

<b>Strategic outcome</b>	Aligned and coordinated policy and planning system(s) for improved strategies, programmes and plans in line with government
<b>Goal statement</b>	Effective and efficient governance

<b>Strategic objective</b>	Strengthen policy, monitoring, evaluation, reporting and sector information
<b>Objective statement</b>	To update and align policies
<b>Baseline</b>	Policy framework developed: Review existing policies
<b>Justification</b>	Strengthening planning and policy formulation by updating and aligning policies and plans for national, provincial and local spheres to the electoral mandate and MTSF
<b>Links</b>	PFMA, MTEF, Treasury Regulations and government-wide planning M&E

<b>Strategic outcome</b>	Aligned and coordinated policy and planning system(s) for improved strategies, programmes and plans in line with government
<b>Goal statement</b>	Effective and effective governance

<b>Strategic objective</b>	Strengthen policy, monitoring, evaluation, reporting and sector information
<b>Objective statement</b>	To monitor, coordinate and report on targeted R&D Programme
<b>Baseline</b>	Implement approved targeted R&D Programme
<b>Justification</b>	Service Level Agreements on R&D commissioned to the ARC and other service providers to develop relevant/appropriate technologies in support of DAFF mandate
<b>Links</b>	PFMA, MTEF, Treasury Regulations and government-wide planning M&E

## OVERVIEW

Within the Administration Programme, there are four branches, namely, Corporate Services; Stakeholder Relations, Communication and Legal Services; Chief Financial Office (CFO); Policy, Planning and Monitoring and Evaluation. Each branch is divided into chief directorates which are managed by the Deputy Directors-General, Chief Directors and Directors, respectively. All the branches are linked to the five strategic objectives which ultimately contribute and support strategic goal number six (6). Performance indicators will be used to measure the achievement of strategic objectives over the MTEF period. Each performance measure will be attached to the relevant branch's chief directorate.

## PROBLEM STATEMENT

Since the amalgamation of the Agriculture, Forestry and Fisheries functions into a new department in 2009, not all the functions in the department, with specific reference to the corporate services support functions, were integrated to alleviate duplication and ensure optimal utilisation of resources and optimal service delivery. As a result of financial constraints, sufficient Human Resources Management and Development and ICT capacity is not sufficient to provide an efficient service to the regional offices. The filling of vacant posts within the shortest time frames remains a challenge with the delays of the personnel suitability checks as is required in terms of the National Vetting Strategy by the State Security Agency (SSA) and the South African Qualifications Authority (SAQA). The implementation and application of the Performance Management and Development System still remains a challenge in the department whereby there is minimal correlation between employees' performance assessments and the organisational performance. ICT procurement is still obstructed by SITA procurement processes which, in some cases, run over a budget year period, resulting in resource surrender. Lack of comprehensive consultation with stakeholders, particularly the rural stakeholders and improper organisation of smallholder producers, fishers and foresters have led to poor access to markets for this group. Establishing proper communication channels and legal support to the department, and engaging these groups of stakeholders, will bring major improvements.

## IMPLEMENTATION STRATEGY

During 2013/14, the reconfiguration of the current approved organisational structure into an integrated model will be investigated with the aim to optimise the organisation's performance and ensure the efficient and effective use of the current resources. Additional capacity will be created to serve the regional offices. The department identified the importance of three strategies, namely, Stakeholder Engagement Strategy; Intergovernmental Strategy and the Communication Strategy to ensure the achievement of its objectives.

## EXPENDITURE TRENDS

The spending focus over the medium term will be on the acquisition of offices for the forestry and fisheries branches and provision of effective support services to the department. An amount of R8,4 million was transferred from the Department of Water Affairs in 2012/13 for lease accommodation for the forestry branch and over the medium term, the budget for office accommodation is expected to increase by R28,1 million to provide offices for the forestry branch.

Between 2009/10 to 2012/13, expenditure in the *Financial Administration subprogramme* decreased because of a one-off allocation of R367 million in 2009/10 for the Micro-agricultural Financial Institutions of South Africa (Mafisa) scheme, while expenditure in the *Corporate Services subprogramme* increased over the same period owing to the upgrading of IT systems (computer services). This accounts for the increase in expenditure on computer services over the period. Expenditure in the *Stakeholder Relations, Communication and Legal Services subprogramme* grew significantly between 2009/10 and 2012/13 when the department was restructured to include the fisheries function and the Marine Living Resources Fund.

As part of the cabinet approved budget reduction, the department reduced the allocation for spending on travel and subsistence in 2013/14 by R2,9 million. The reduction is not expected to have an adverse effect on service delivery, as personnel in the programme have been encouraged to use video conferencing instead of travelling to meetings and limits have been placed on the number of delegates going on foreign trips. The programme had a funded establishment of 1 115 posts and 7 posts additional to the establishment, of which 929 were filled as at 30 September 2012. There were 193 vacancies in this programme as a result of the extended recruitment procedure. These vacancies are to be filled in 2013/14. Consultants are mainly used for research, external audit services and task teams appointed by the Director-General. They are only used as and when the need arises. Spending on consultants is expected to decrease over the medium term, as the department is filling vacancies and becoming less reliant on consultants.

## RESOURCE ALLOCATION

Subprogramme	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16
	R thousand		
Ministry	30 444	31 887	33 364
Department Management	22 756	22 283	25 798
Financial Administration	145 517	152 718	158 603
Internal Audit	8 257	8 629	9 017
Corporate Services	151 695	157 090	164 369
Stakeholder Relations, Communication and Legal Services	62 981	66 514	65 853
Policy, Planning, Monitoring and Evaluation	77 676	85 393	89 797
Office Accommodation	164 623	190 643	203 141
<b>Total</b>	<b>663 949</b>	<b>715 157</b>	<b>749 942</b>

## HUMAN RESOURCES MANAGEMENT PLAN

The Human Resources Management Plan (HRMP) for the MTEF period 2011/12 to 2014/15 has been approved by the Minister. Key priority areas were identified and an action plan was developed that indicates the challenges, activities to address it, milestones and target dates, to give effect to the objectives of the HRMP. In developing the HRMP various skills and competencies were identified as necessary to achieve the strategic objectives of DAFF, analyses were conducted on the current and future supply and demand of our workforce and recommendations were proposed on how we plan to attract and develop employees, which will be responsive to delivering on our mandate.

Following from this, key priority areas were identified and an Action/Implementation Plan was developed that indicates the challenges, activities to address it, milestones and target dates, to give effect to the objectives of the HRMP. Biannual implementation reports are also drafted, as required by the DPSA, in order to monitor and evaluate the progress on the implementation of the HRMP. With the establishment of the HR Planning Steering Committee, chaired by the Director-General, in which the CFO will also play an integral role, it is believed that HR planning will be elevated to the strategic level that is required.

### Training, development and performance management

The established Performance and Development unit will work closely with line function through workshops and training to ensure that employees' performance outputs are aligned with the operational plans. The department will continue capacitating the performance management and development unit that will inculcate the promotion of the performance management culture in the department. A Skills Audit will be conducted to identify the skill gaps and the department will continue to address the challenges brought forth by the amalgamation of the new functions through training and development. HR will adopt an activist approach to improve organisational performance. To this end, the HR vision, mission and service charter will be developed and implemented. Underpinning this will be the application of business partnering principles where HR and business will be jointly committed to direct achievement of the identified strategic outcomes.

### Employee health and wellness

To provide effective and efficient services the DAFF will continue to render services and advocacy programmes in disease management, HIV counselling and testing, psychosocial services and access to health information through the Health Promotion and Employee Assistance Programme. The department will continue to ensure that employees deployed in high-risk areas attend safety-related training and that they are subjected to risk assessments and a medical surveillance exercise.

### ICT Strategy

Modernising information management to support prompt decision making, effective processing and storage of information will be done through the provision of the EDMS. In the implementation of the ICT Strategy (MSP), priority ICT investment projects will continue. These will mainly focus on completion of the technology refresh project at Pretoria and Foretrust Buildings.

Furthermore, in 2013, connections at all DAFF offices will continue, upgrading datalines in preparation for VOIP. In addition, the Remote Access System will be deployed, workstations will be migrated to a newer Microsoft software and end-users trained accordingly. Lastly, GIS will support spatial planning, as well as setting up DAFF regional data centres. The File Plan for the entire DAFF has been approved by the National Archives and Record Services of South Africa. For the 2013/14 financial year, the focus will be on initiating processes to deal with change management and awareness campaigns, as well as development of supportive policies.

# Agricultural Production, Health and Food Safety

## PURPOSE

Manage the risks associated with animal diseases, plant pests, genetically modified organisms (GMOs) and registration of products used in agriculture. Promote food safety and create an enabling environment for increased and sustainable agricultural production.

The programme comprises three subprogrammes, namely, Plant Production and Health; Animal Production and Health; and Inspection and Quarantine Services.

**Plant Production and Health:** Focuses on increasing agricultural productivity with the emphasis on a sustainable plant production system, efficient use of genetic resources and manages risks associated with plant pests, diseases and GMOs.

**Animal Production and Health:** Aims to improve livestock production through the implementation of animal production and health strategies, projects and programmes founded on sound animal health and production management principles, an informed extension service and sustainable natural resource management.

**Inspection and Quarantine Services:** Focuses on the provision of leadership, guidance and support in ensuring compliance with agricultural legislation and regulatory frameworks and overseeing the effective implementation of risk management strategies and plans for regulated agricultural products.

## PROGRAMME DELIVERABLES

<b>Strategic outcome</b>	Sustainable agrarian reform
<b>Goal statement</b>	Increased profitable production of food, fibre and timber products by all categories of producers

<b>Strategic objective</b>	Coordinate government food security initiative
<b>Objective statement</b>	1 300 producers benefiting in two animal improvement schemes to improve production efficiency of livestock and address the socio-economic needs of emerging livestock farmers and contribute to their socio-economic needs
<b>Baseline</b>	Number of new producers benefiting in two animal improvement schemes: 1 300
<b>Justification</b>	Increasing agricultural production requires maximum stakeholder participation; the department will work with all stakeholders within the sector on initiatives and interventions to increase production within the subsistence, smallholder and commercial environments.
<b>Links</b>	These objectives will contribute to improved livelihoods and sustainable agrarian reform

<b>Strategic outcome</b>	Sustained management of natural resources
<b>Goal statement</b>	Conserved indigenous agricultural biodiversity and sustained management of indigenous genetic resources

<b>Strategic objective</b>	Ensure protection of indigenous genetic resources
<b>Objective statement</b>	Conservation and sustainable use of genetic resources for food and agriculture will be improved through increased <i>ex situ</i> collections of indigenous and exotic plant species and farm animals, complemented by the establishment of community-based <i>in situ</i> or on-farm conservation projects
<b>Baseline</b>	Zulu sheep characterised in Zululand Municipality, <i>ex situ</i> conserved Afrikaner cattle material in the North West Province (Dr Ruth Segomotsi Mompati) and on-farm conservation projects established in Mpumalanga (plant).
<b>Justification</b>	This objective will contribute to the conservation of important agricultural genetic resources under threat and the need for increased food production to provide sufficient food for an increasing population
<b>Links</b>	This objective will contribute to the protection and conservation of natural and indigenous biological resources

<b>Strategic outcome</b>	Secured agricultural production systems
<b>Goal statement</b>	Effective national regulatory services and risk management systems

<b>Strategic objective</b>	Establish and maintain effective early-warning and mitigation systems
<b>Objective statement</b>	To conduct planned surveillance on animal and plant diseases and pests, as well as coordinate animal and plant disease control interventions
<b>Baseline</b>	Reports on animal and plant disease control interventions and surveillance conducted
<b>Justification</b>	Improved early detections and reaction time to outbreaks of plant and animal diseases and pests
<b>Links</b>	Improved response to food/feed safety incidents and outbreaks of animal and plant diseases and pests

<b>Strategic outcome</b>	Enhanced biosecurity and food safety
<b>Goal statement</b>	Effective national regulatory services and risk management systems

<b>Strategic objective</b>	Manage the level of risks associated with food, diseases, pests, natural disasters and trade
<b>Objective statement</b>	To implement regulatory interventions aimed at ensuring compliance to legislative requirements and monitoring certain quarantine pest and disease statuses in different areas
<b>Baseline</b>	Quarterly reports on regulatory and compliance monitoring intervention submitted and approved
<b>Justification</b>	This objective will contribute to the minimisation of pests and diseases entering the territory of SA at ports of entry by conducting regulatory compliance and monitoring interventions through quarantine, inspections, surveillance and testing
<b>Links</b>	Effective management of the risks associated with the introduction of pests and diseases into the territory of SA through disease and pest surveillance interventions and undertaking the required port of entry inspections

## OVERVIEW

Several obstacles lie in the path of achieving increased agricultural production in South Africa. These challenges are scattered across the entire spectrum of the agricultural production value chain. At the apex is climate change as it increases the risk of reducing our national and household food security. With the change in climatic patterns, yields are expected to decrease and the distribution of plant and animal pests and diseases is likely to change, adversely affecting both crop and livestock production (in the absence of any adaptive responses). Our crop and livestock production strategies, early-warning systems for quarantine pests and diseases and sustainable use of genetic resources will have to be responsive to the imminent threat posed by climate change to ensure sustainable food production.

The agricultural sector is facing serious competition for the use of land and water while the rising input costs globally and domestically seriously threaten the sustainability of the sector. The increase in production costs is unfortunately accompanied by slowing productivity within the sector. Further substantial investments in productivity enhancement are needed to ensure that the sector meets the rising demands of the future. Additionally, there is a need for high-value addition of agricultural produce to make farming economically viable while supplying good-quality and healthy food at affordable prices. The supply of food relies heavily on the provision of credible regulatory instruments which regulate the quality of inputs from fertilisers, new varieties of plants and adaptable breeds.

Globalisation and increased agricultural trade have led to a corresponding increase in the potential for the introduction and spread of animal and plant pests and diseases. The introduction and spread of pests and diseases of economic importance has a profound impact on food safety and security and the economic development of the country because the presence of certain pests and diseases prohibits South Africa from exporting affected agricultural commodities and therefore denies the country much needed foreign earnings. Globalisation has also led to the proliferation of international standards, especially relating to sanitary and phytosanitary measures, as well as technical requirements that may result in technical barriers to trade, with which South Africa must comply in order to trade internationally. In mitigation of these threats, South Africa will continue to improve its regulatory framework and ensure active participation in the relevant international standard-setting bodies.

## PROBLEM STATEMENT

According to the New Growth Path (NGP), agriculture has the potential to create close to one million jobs by 2030. In achieving this target, the NGP proposes, among other interventions, the expansion of irrigated agricultural production, the conversion of underutilised communal land into commercial production and the support of commercial agricultural sectors with the highest growth potential.

The world population is estimated to increase to 9 billion by the year 2050. This increase in the population numbers will require agricultural production to increase by 70%. The required increase in agricultural production will have to take place in a context of increasing competition for land resources, a decreasing natural resources base, variable and unpredictable weather patterns and disease and pest outbreaks. In response to these challenges, the branch Agricultural Production, Health and Food Safety will implement policies, programmes and strategies which support sustainable agricultural production while ensuring that the produced food is safe.

## IMPLEMENTATION STRATEGY

Increasing agricultural production requires maximum stakeholder participation across the full value chain. To this effect, the department will work with all stakeholders within the sector on initiatives and interventions to increase production within the subsistence, smallholder and commercial environments. The branch will also engage all spheres of government to support institutional capacity towards the comprehensive implementation of its programmes and strategies. Job and wealth creation lie at the epicentre of these programmes and strategies; coordinated implementation is therefore crucial in delivering the expected targets.

The strategic interventions for the programme will aim to support production and enable safe and fair trade through the implementation of plant and animal production policies and strategies and managing and maintaining risk management systems. This will be achieved by:

Maintaining and, where required, strengthening the regulatory and policy frameworks for agricultural production, health and veterinary public health; responding to the threat of quarantine pests and diseases of economic importance through periodic surveillance and maintenance of early-warning and response plans; contributing to the conservation of indigenous plant and animal genetic resources and increasing public sector contribution to agricultural production; invigorating participation at international standard-setting forums and promoting public awareness of national and international regulatory measures; improving compliance with legislation and international requirements through effective biosecurity and food safety frameworks and the effective implementation of risk management strategies.

The branch is also responsible for several pieces of legislation which aim to manage the risks associated with food, diseases, pests and trade, as well the safety and quality of agricultural inputs and remedies. In an effort to improve the administration of these pieces of legislation, a process of systematic amendments had been initiated under the department's legislative review process. In general, all amendments aim to bring about technical enhancements, alignment with other relevant legislation and the post-1996 constitutional framework. To this end, the branch has submitted the Feeds and Fertilizers Bill to Parliament in 2012/13; a final decision is still awaited. The branch will continue further work on the Liquor Products Amendment Bill, Plant Breeders' Rights Amendment Bill, Plant Health (Phytosanitary) Bill, National Pounds Bill, Agricultural Product Standards Amendment Bill, Onderstepoort Biological Products Amendment Bill, the Animal Diseases Amendment Bill, Animal Identification Amendment Bill, Animal Improvement Bill, Meat Safety Amendment Bill and the Animal Welfare and Protection Bill.

## EXPENDITURE TRENDS

The spending focus over the medium term will be on providing support to 3 900 smallholder producers participating in animal improvement schemes, improving support for food production through the Ilima/Letsema Programme and implementing the Primary Animal Health Care Programme.

Between 2009/10 and 2012/13, increased expenditure in the *Animal Production and Health subprogramme* was the result of an additional allocation of R50 million in 2011/12 and R120 million in 2012/13 to the ARC for the upgrading of the foot-and-mouth vaccine facility. This accounts for the increase in transfer to departmental agencies and accounts over the period. An additional R77 million was allocated in 2012/13 for the economic competitiveness support package. The increase in expenditure on machinery and equipment between 2009/10 and 2013 was the result of the procurement of veterinary toolkits and a mobile clinic in the *Animal Production and Health subprogramme*. Expenditure in this subprogramme goes towards recapitalising and revitalising veterinary infrastructure to create an enabling environment that will see 100 newly qualified veterinarians deployed to rural areas by 2015.

The significant increase over the medium term in expenditure in the *Animal Production and Health subprogramme* is the result of additional funding of R492,4 million for Onderstepoort Biological Products to build and modernise vaccine-production facilities and equipment, and R54,6 million to upgrade and maintain buildings and laboratories at the Stellenbosch Plant Quarantine Station.

The spending focus over the medium term will be on increasing support to smallholder farmers and producers through the Ilima/Letsema Programme, the sustainable plant production systems and the maintenance of effective systems to manage the risks associated with plant pests and diseases. Through the Ilima/Letsema Programme, which is allocated R1,4 billion over the medium term for poverty alleviation, food security and job creation, the department will develop plant-related commodity strategies in 2013/14, with the focus on indigenous food crops. This strategy will guide the monitoring of the trends of genetic resources in food and agriculture by collecting and characterising indigenous land-race plant genetic resources. In addition, over the medium term the department will conduct three plant disease and pest surveillance programmes and manage the risks associated with plant pests as part of its plant protection function.

The significant increase in expenditure in 2011/12 was the result of an additional allocation of R200 million in 2010/11 to further strengthen Ilima/Letsema projects for poverty alleviation, food safety and job creation in rural areas.

As a part of the cabinet approved budget reduction, the department reduced the allocation for spending on travel and subsistence in 2013/14 by R9,3 million. The reduction is not expected to have an adverse effect on service delivery, as personnel in the programme have been encouraged to use video conferencing instead of travelling to meetings and limits have been placed on the number of delegates going on foreign trips.

The programme had a funded establishment of 1 516 posts and eight posts additional to the establishment. A total of 1 344 posts were filled and 177 were vacant as at 30 September 2012. The vacancies were because of the scarcity of skilled personnel and the extended recruitment procedure. These posts will be filled in 2013/14. Consultants are used mainly for legal services; activities related to avian influenza, foot-and-mouth disease and classical swine fever; laboratory services and research. Expenditure on consultants decreased between 2010/11 and 2012/13 because of the conclusion of the avian influenza, foot-and-mouth disease and classical swine fever, laboratory services and research. Expenditure on consultants decreased between 2009/10, as the incidences of avian influenza, foot-and-mouth disease and classical swine fever had subsided.

## RESOURCE ALLOCATION

Subprogramme	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16
	R thousand		
Management	2 740	2 866	2 997
Inspection and Laboratory Services	303 152	315 702	332 263
Plant Production and Health	510 181	537 725	559 337
Animal Production and Health	299 818	340 673	488 390
Agricultural Research	950 254	1 069 151	920 767
<b>Total</b>	<b>2 066 145</b>	<b>2 266 117</b>	<b>2 303 754</b>

# Food Security and Agrarian Reform

## PURPOSE

The programme facilitates and promotes household food security and agrarian reform programmes and initiatives targeting subsistence and smallholder producers. It comprises three subprogrammes, namely, Food Security, Sector Capacity Development and Extension Support Services.

**Food Security:** Facilitates the development of smallholder producers; provides implements and infrastructure and provides national frameworks to promote the sustainable households and national food production programme by improving production systems of subsistence, smallholder and commercial producers in the agriculture, forestry and fishery sector to achieve food security livelihoods.

**Sector Capacity Development:** Provides support to sector education and training, as well as colleges; facilitates and coordinates key special programmes, such as the implementation of the resolutions on vulnerable workers in the sector and supports sustainable growth and equitable participation. This entails facilitating and supporting education and training skills; promoting the development of centres of excellence on skills training; and developing, managing and coordinating the sector transformation policy and strategy in line with government objectives.

**Extension Support Services:** Develops national extension policies, norms and standards, and strategic leadership and guidance for the planning, coordination and implementation of extension and advisory services in the sector. This entails ensuring that all extension officers are registered with professional bodies to improve their professionalism and accountability.

## PROGRAMME DELIVERABLES

<b>Strategic outcome</b>	Improved food security and sustained agrarian reform
<b>Goal statement</b>	Increase profitable production of food, fibre and timber products by all categories of producers to improve food security and enhance agrarian reform

<b>Strategic objective</b>	Coordinate government food security initiative
<b>Objective statement</b>	Coordinate and provide support mechanisms to subsistence and smallholder producers to improve production of food to ensure food security and agrarian reform
<b>Baseline</b>	121 000 subsistence farmers and 21 000 smallholder producers supported in 2012
<b>Justification</b>	This objective will reduce the number of people who are food insecure in the country
<b>Links</b>	The objective will lead to job creation, access to food, improve livelihoods and lead to vibrant and sustainable rural communities

<b>Strategic objective</b>	Provide leadership and support to research training and extension in the sector
<b>Objective statement</b>	Improve the quality of education in colleges of agriculture by transforming them into ATIs
<b>Baseline</b>	6 colleges were transformed into ATIs by accreditation with CHE
<b>Justification</b>	This objective will contribute to skills development in the agricultural field
<b>Links</b>	The objective will lead to improvement in the skills required by the farming, forestry and fisheries sector, thereby creating the competence level required

## OVERVIEW

The sector continues to experience a decline in employment in real terms because of the effects of the global economic recession and lack of investments on bulk infrastructure in rural areas in general and former homeland areas in particular. The sector is facing the challenge of stimulating the productivity of smallholder producers to fight household food insecurity and cost of food in the deep rural areas of the country.

A period of high price volatility in agricultural commodity markets has entered its fifth successive year. High and volatile commodity prices and their implications for food insecurity are clearly among the important issues facing our government today. The view of international bodies like the OECD is that agricultural commodity prices in real terms are likely to remain on a high plateau during the next ten years compared to the previous decade. We therefore need to promote and increase production.

In line with Outcome 7 and global challenges, targets have been set to increase the number of smallholder producers from 200 000 to 250 000 by 2014 and to 500 000 by 2020. The critical factor will be the number of smallholder producers who remain viable and contribute meaningfully to food security and job creation in the rural areas. The food security production programmes remain the main solution to boost productivity and sustainability among smallholder producers. These programmes will need strong integrated support services and guaranteed market access from all stakeholders in the next five years and beyond.

## PROBLEM STATEMENT

Previously black dominated areas remained underdeveloped because of a lack of investment. People living in these areas continue to struggle in spite of government efforts to boost food production and increase access to food for all. There is a need to coordinate and integrate all the support provided to smallholder and subsistence producers within the context of value-chain financing and the promotion of contract farming.

## IMPLEMENTATION STRATEGY

The Food Security Policy will be implemented to support food security production programmes. The success of this programme will depend on the creation of one-stop services at local municipality level and the establishment of service centres within the cluster of municipality wards and where the potential for production is high. Spatial planning should supersede all support to smallholder and subsistence producers. This will be followed by targeting specific commodities in line with the food and market demand within a given geographical area, in support of the programmes. Over the medium term, the focus will be on household food production and food security through targeted support to subsistence and smallholder farmers and producers and/or processors. This will include an enhanced mechanisation policy and the implementation thereof, improved public-private partnerships on food production; and improved planning and logistics on the handling, storage and distribution of food products, as well as the revitalisation of colleges of agriculture into agricultural training institutions.

## EXPENDITURE TRENDS

The spending focus over the medium term will be on providing comprehensive support to subsistence and smallholder producers through the *Food Security subprogramme*. The spending focus will also be on providing infrastructure development, production interventions and improved market access to attain food security. This will be achieved through the Comprehensive Agricultural Support Programme (CASP), which is allocated R2,9 billion over the medium term to provide for the infrastructure needs of 220 000 existing, 80 000 new smallholder producers and 380 000 subsistence producers. The support provided, includes a mechanisation support programme that targets the subsistence and smallholder producers in order to increase their production. Expenditure on consultants is projected to increase over the medium term as support is provided to a greater number of producers. The consultants provide engineering services, subsistence farming advice and demonstrations on the use of new and complicated farming machinery and equipment. They also provide advice on the infrastructure requirements of farmers in the CASP. This subprogramme had a funded establishment of 240 posts and 8 posts additional to the establishment. There were vacancies as at 30 September 2012, mainly owing to natural attrition. These posts will be filled in 2013/14.

Through the *Sector Capacity Development subprogramme* there will be upgrading and strengthening of 12 provincial and rural colleges of agriculture. Between 2009/10 and 2012/13, the significant increase in expenditure in the *Sector Capacity Development subprogramme* was the result of the allocation of an additional R152,2 million for the infrastructure of the provincial and rural colleges of agriculture component of the CASP conditional grant in 2011/12; and the subsequent allocation of R197 million earmarked for research, facilities and equipment, as well as the increasing student intake in these colleges. These additional allocations account for the increase in the transfers and subsidies over the period. The subprogramme had a staff complement of 217 in 2012/13.

Expenditure in the *National Extension Support Services subprogramme* increased over the same period owing to the introduction of CASP, the ERP and the training and recruitment of provincial extension officers. The significant increase

in expenditure on goods and services in 2012/13 was the result of the one-off reprioritisation of funds from transfers to provincial and rural colleges for goods and services. The subprogramme had a staff complement of 14 in 2012/13.

As part of the cabinet approved budget reductions, the department reduced the allocation for spending on travel and subsistence in 2013/14 by R5,5 million. The reduction is not expected to have an adverse effect on service delivery as personnel in the programme have been encouraged to use video conferencing instead of travelling to meetings and limits have been placed on the number of delegates on foreign trips. The programme has a funded establishment of 474 posts and 15 posts are additional to the establishment. There were 80 funded vacancies as at 30 September 2012. The vacancies were owing to the scarcity of skilled personnel and the extended recruitment procedure. These posts will be filled in 2013/14.

## RESOURCE ALLOCATION

Subprogramme	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16
	R thousand		
Management	2 666	2 796	2 922
Food Security	1 015 932	1 064 106	1 111 485
Sector Capacity Development	208 419	249 209	262 444
National Extension Support Services	370 718	392 594	410 620
<b>Total</b>	<b>1 597 735</b>	<b>1 708 705</b>	<b>1 787 471</b>

# Economic Development, Trade and Marketing

## PURPOSE

Promote economic development, trade and market access for agriculture, forestry and fisheries products and foster international relations for the sector. The programme comprises the following three subprogrammes: International Relations and Trade; Cooperatives and Rural Enterprise Development; and Agro-processing and Marketing.

**International Relations and Trade:** Facilitates and coordinates international relations and trade through negotiations, development and implementation of appropriate policies and programmes.

**Cooperatives and Rural Enterprise Development:** Facilitates and supports the development of businesses to ensure transformation of the agriculture, forestry and fisheries sectors.

**Agro-processing and Marketing:** Develops and implements support programmes to promote market access and value addition for agriculture, forestry and fisheries products.

## Strategic intervention

- Lead and monitor the promotion of economic development, trade and market access for agriculture, forestry and fisheries products and the transformation of the sector
- Development of commodity-based investment plans

## PROGRAMME DELIVERABLES

<b>Strategic outcome</b>	Rural job creation and sustainable economic livelihoods
<b>Goal statement</b>	Increase profitable production of food, fibre and timber products by all categories of producers

<b>Strategic objective</b>	Coordinate government food security initiative and provide comprehensive support towards rural development
<b>Objective statement</b>	To ensure the organisation of smallholder producers into commodity associations to give collective power in negotiations for inputs and marketing and increase jobs in agro-processing
<b>Baseline</b>	241 cooperatives established over the medium term
<b>Justification</b>	This objective will enhance the efficiency, effectiveness and economy of production and maximise the economic potential of the agriculture, forestry and fisheries sector
<b>Links</b>	IPAP2

<b>Strategic outcome</b>	More labour-absorbing growth
<b>Goal statement</b>	Increase contribution of the sector to economic growth and development

<b>Strategic objective</b>	Increase growth, income and sustainable job opportunities in the value chain; and increase market access for South African agricultural, forestry and fisheries products domestically and internationally
<b>Objective statement</b>	Enhance the ability of the sector to maximise job opportunities and wealth creation through implementation of sector charters, improvement of sector value chains and SMME support
<b>Baseline</b>	AgriBEE Act published in terms of section 9, Fisheries value chain
<b>Justification</b>	This objective will contribute towards the promotion of sustainable economic livelihoods for previously disadvantaged communities and rural job creation; and ensure market access for agriculture, forestry and fisheries products
<b>Links</b>	IGDP

<b>Strategic outcome</b>	Advancement of African agenda and sustainable development
<b>Goal statement</b>	Ensure effective and efficient governance

<b>Strategic objective</b>	Establish and strengthen cooperative governance and functional relations with local and international stakeholders
<b>Objective statement</b>	Coordinate the signing and implementation of cooperative agreements and strengthen regional, continental and global platforms and governance institutions
<b>Baseline</b>	18 agreements signed
<b>Justification</b>	This objective will ensure the promotion and protection of agriculture, forestry and fisheries interests regionally and internationally
<b>Links</b>	NDP, IGDP

## OVERVIEW

The DAFF will ensure facilitation of market access for agriculture, forestry and fisheries products domestically and internationally, through the agricultural, forestry and fisheries marketing support interventions, such as marketing information, training, facilitating the establishment of marketing infrastructure and the issuing of import and export permits in terms of trade agreements signed between South Africa and trading partners. Collaboration with the NAMC will be continued to implement shared projects such as the monitoring of food prices across the country. DAFF will empower and utilise its foreign representatives in the facilitation of market access for agriculture, forestry and fisheries products internationally, as well as building relations with countries.

Negotiations with developed and developing countries with the aim of broadening market access for South African agricultural products in various markets through bilateral trade initiatives such as with the European Union (EU), European Free Trade Association (EFTA), Southern African Customs Union (SACU), SADC, India and multilaterally through market access negotiations at the World Trade Organization (WTO), will be improved. The department will facilitate the development of viable and sustainable cooperatives to provide support for increased production on niche markets and products that offer a competitive advantage and integration of agrarian reform enterprises to the overall commercial export producers' infrastructure. In cooperation with the dti, the programme will enhance export promotion and marketing capacity.

New jobs will also be created through expanded sectoral export and access to the domestic market. The programme will engage and conclude agreements with domestic and international partners to provide support in scarce skills development. Through a Memorandum of Understanding (MoU) with other strategic countries, the programme will establish official exchange programmes for skills development purposes and develop relevant skills to support agrarian reform.

The other areas of importance will be to facilitate the functioning of the AgriBEE Charter Council towards the finalisation of the AgriBEE sector codes, increase the number of AgriBEE equity deals annually by 10%, facilitate the increase of the number of sustainable land and agrarian reform projects/beneficiaries, increase the number of farmers and/or entrepreneurs gaining access to financial services and the number of member-based financial institutions linked to financial markets.

## PROBLEM STATEMENT

Since the advent of deregulation of agricultural markets and liberalisation of international trade, the South African agricultural sector has become an integral part of the global economy. The re-entry and expansion of the South African agricultural sector into the global trade environment, necessitated the sector to adjust to the new environment so that it becomes relevant to the changed environment, as well as play a significant role in world trade on agriculture, forestry and fisheries products.

From the trade point of view, the challenge facing the sector is to diversify its export destinations as well as broaden the basket of commodities and value-added products that are destined for export markets. Market access by developing producers has also been identified as one of the key challenges noted by the department. In pursuit of addressing the challenge, the DAFF will implement the strategy aimed at unblocking market access barriers such as facilitating the

establishment of agricultural marketing infrastructure, providing marketing information to farmers, as well as providing capacity-building training programmes as part of increasing the knowledge base of farmers.

In the implementation of South Africa's foreign policy objectives, the DAFF will continue to interact with various agricultural sector stakeholders at national, regional and international level. Other than the structured interactions through bilateral and multilateral agreements, there are a number of engagements that the DAFF is expected to participate in. A need to expand to the new strategic partners in line with the consolidation of the African Agenda has been identified. A further need was identified to put systems into place to monitor engagements with international partners.

## IMPLEMENTATION STRATEGY

Strategies and interventions aimed at improving market access will continue to be implemented. The interventions will focus on training, providing marketing information and facilitating the establishment of agricultural marketing infrastructure for developing farmers and addressing trade barriers for all exports. The DAFF will participate in trade negotiation sessions aimed at improving the access of South African agricultural products on regional and international markets.

The DAFF will continue to work with other government departments to improve the efficiency of the agro-logistics system to promote an efficient and cost-effective flow of agriculture, forestry and fisheries commodities across the economy.

In an effort to strengthen international relations, a special focus will be placed on the implementation of agreements, through continuous engagements with bilateral and multilateral partners. A special focus will be put on the new strategic partners in line with the consolidation of the African Agenda. The implementation strategy will focus on putting systems in place to advance the efforts of South Africa to implement the Comprehensive African Agricultural Development Programme (CAADP), strengthen South-South cooperation (India, Brazil and South Africa) and North-South relations and contribute towards the UN reform process. The strategy is informed by foreign policy objectives and the International Trade and Security Cluster (ITSC) priorities.

In addition to the signing of agreements with different international partners, the subprogramme will focus on implementation and monitoring of agreements, which will take centre stage. Various funding options will be explored to assist with the implementation of the agreements. The success of this process will depend on collaboration and partnership with relevant stakeholders. In this context, there is the questionable ability of partners to implement the agreements because of capacity problems. It is therefore critical that partnerships with the SADC and IBSA should be prioritised. Furthermore, as recommended by the ITSC cluster, post-conflict reconstruction efforts will take preference.

## EXPENDITURE TRENDS

The spending focus over the medium term will be on enhancing market access and trade for agricultural, forestry and fisheries products by extending trade, marketing and enterprise development support measures to producers and entrepreneurs across the industries' value chains. The spending focus will also be on ensuring the establishment of and providing support to commodity groups and cooperatives by making transfers to the National Agricultural Marketing Council and the Land and Agricultural Development Bank of South Africa. The department expects the transfers will establish 27 (1 per province per annum) sustainable, commodity-based cooperatives over the medium term and support the establishment of 9 sustainable agribusiness deals (1 per province) over the medium term, in line with the AgriBEE Sector Charter.

In line with the objective to link farmers to market initiatives, 300 farmers over the medium term will receive training on the basics of marketing and will be provided with marketing information through specially designed website and mobile phones. In addition, over the medium term R83 million will be spent on the facilitation of bilateral and multilateral forums, in pursuit of the goal of negotiating market access for agricultural, forestry and fisheries products, and fostering and maintaining good international relations.

The increase in spending in the *Management subprogramme* between 2009 and 2012/13 was the result of the creation and filling of programme assistant positions, which accounts for the increase in spending on compensation of employees over the same period.

As part of the cabinet approved budget reductions, the department reduced the allocation for spending on travel and subsistence in 2013/14 by R1,9 million. The reduction is not expected to have an adverse effect on service delivery, as personnel in the programme have been encouraged to use video conferencing instead of travelling to meetings and limits have been placed on the number of delegates going on foreign trips.

As at 30 September 2012, there were 170 funded posts and one post additional to the establishment, of which 29 were vacant. The vacancies were the result of the scarcity of skilled personnel and the length of time it takes to finalise the recruitment process. The posts are to be filled in 2013/14. The increase in expenditure on consultants in this programme over the MTEF period is because of the appointment of the National Agricultural Marketing Council to conduct an economic study on the AgriBEE Sector Charter threshold.

## RESOURCE ALLOCATION

Subprogramme	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16
	R thousand		
Management	2 672	2 792	2 918
International Relations and Trade	106 353	104 586	107 128
Cooperatives and Rural Enterprise Development	72 418	75 524	78 031
Agro-processing and Marketing	50 205	53 131	55 808
<b>Total</b>	<b>231 648</b>	<b>236 033</b>	<b>243 885</b>

# Forestry and Natural Resources Management

## PURPOSE

To provide strategic direction and leadership to the department with regard to the promotion of the sustainable management, use and protection of forests and natural resources to achieve social and economic benefits and to promote development.

There are three subprogrammes in the Forestry and Natural Resources Management Programme, namely, Forestry Operations; Forestry Development and Regulation; and Natural Resources Management.

**Forestry Operations:** Ensures sustainable management of forestry operations through managing state forests and woodlands, as well as other state assets in the nine provinces.

**Forestry Development and Regulation:** Ensures effective development of policies for forestry development and regulation by promoting the optimum development of commercial forestry and greening and the development of small-scale forestry.

**Natural Resources Management:** Facilitates the development of infrastructure and the sustainable use of natural resources through an enabling framework for the sustainable management of woodlands and indigenous forests, the efficient development and revitalisation of irrigation schemes and water use. The subprogramme will facilitate climate change mitigation and adaptation, risk and disaster management as well as promote, regulate and coordinate the sustainable use of natural resources (land and water).

## PROGRAMME DELIVERABLES

<b>Strategic outcome</b>	Sustainable agrarian reform
<b>Goal statement</b>	Increased profitable production of food, fibre and timber products by all categories of producers

<b>Strategic objective</b>	Coordinate government food security initiative
<b>Objective statement</b>	To provide support to 1 300 small producers (growers) with capacity-building interventions, including technical advice, training and linking to potential funders to improve production efficiency of forestry and socio-economic livelihoods
<b>Baseline</b>	Number of small producers (growers) supported: 1 000
<b>Justification</b>	Increasing forestry production requires maximum stakeholder participation; the department will work with stakeholders within the sector on initiatives and interventions to increase production within the subsistence, smallholder and commercial environments
<b>Links</b>	Forestry Sector Charter, DAFF IGDP, NFAP, White Paper, NFP, Forestry 2030 Roadmap, NGP

<b>Strategic outcome</b>	Sustainable agrarian reform
<b>Goal statement</b>	Sustained management of natural resources

<b>Strategic objective</b>	Ensure the sustainable management and efficient use of natural resources
<b>Objective statement</b>	To revitalise 250 ha on irrigation schemes using CASP and Ilima/Letsema funding. Revitalisation work entails repairing of pump-houses, installation of electrical components, cleaning and construction of canals, including those for canals for drainage, repair of roads in the irrigation schemes, repair and erection of fences in the irrigation schemes, repair and installation of irrigation infrastructure
<b>Baseline</b>	Increased number of hectares on irrigation schemes revitalised: 250
<b>Justification</b>	The national programme to support the refurbishment and maintenance of smallholder government irrigation schemes
<b>Links</b>	DAFF IGDP, White Paper, NGP

<b>Strategic outcome</b>	Sustainable environmental management
<b>Goal statement</b>	Sustained management of natural resources

<b>Strategic objective</b>	Ensure the sustainable management and efficient use of natural resources
<b>Objective statement</b>	To rehabilitate 32 280 ha of rangeland, cultivated land, weeds and invader plants through implementation of protection and conservation measures
<b>Baseline</b>	Increased number of hectares of agricultural land, woodlands, indigenous forests and TUPs rehabilitated: 11 868
<b>Justification</b>	The national programme to coordinate rehabilitation of degraded indigenous forests, woodlands and agricultural land
<b>Links</b>	Conservation of Agricultural Resources Act (CARA), Forestry Sector Charter, DAFF IGDP, NFAP, White Paper, NFP, Forestry 2030 Roadmap, NGP

<b>Strategic outcome</b>	Reduced climate change (impact) and improved air/atmospheric quality
<b>Goal statement</b>	Sustained management of natural resources

<b>Strategic objective</b>	Ensure the sustainable management and efficient use of natural resources
<b>Objective statement</b>	To develop and submit climate change adaptation and mitigation programmes through monitoring and evaluating the sensitivity of crop suitability in South Africa to climate change and mitigation; and adaptation to climate variability and change (Biogas Production Integrated Crop-livestock System)
<b>Baseline</b>	Climate change adaptation and mitigation plan implemented
<b>Justification</b>	The national programme to coordinate the development, implementation and monitoring of climate change adaptation plans
<b>Links</b>	DAFF IGDP, White Paper, NGP

<b>Strategic outcome</b>	Sustainable environmental management
<b>Goal statement</b>	Increased contribution of the sector to economic growth and development

<b>Strategic objective</b>	Increase the level of public and private investment for agriculture, forestry and fisheries products
<b>Objective statement</b>	To implement Forestry Sector Charter undertakings through developing guidelines and toolkits to ensure Sustainable Forest Management (SFM)
<b>Baseline</b>	Implement DAFF Plantation Growth and SMME Strategies
<b>Justification</b>	The programme seeks to ensure renewed growth, transformation and sustainability throughout the value chain in economic, social and environmental terms, in ways which continue to improve the lives of the poor
<b>Links</b>	Forestry Sector Charter, DAFF IGDP, NFAP, White Paper, NFP, Forestry 2030 Roadmap, NGP

## PROBLEM STATEMENT

The sector has experienced a number of challenges which impeded it from realising its full potential for contribution to job and wealth creation as well as conservation of biological diversity. The challenges range from an inadequate supply of timber products; biased equity distribution in the value chain; contribution to poverty alleviation and economic development; slow afforestation uptake to cumbersome licensing processes within government; the impact of natural hazards and climate change which pose a threat to the production of food. Unsustainable land-use practices are also intensifying and this has contributed to increased acidification, reduction in organic matter and soil erosion, the collapse and reduced efficiency of small-farmer irrigation schemes. The sector's goal following two decades of shrinkage of the country's plantation resources and increasing pressure on natural forests and woodlands by development is to ensure renewed growth, transformation and sustainability throughout the value chain, in economic, social and environmental terms, in ways which continue to improve the lives of the poor. Of increasing importance, is the role that plantations and

the timber-processing and manufacturing industries which they support, can play in both South Africa's energy security and commitments to address climate change. South Africa is approaching the limits of increasing productivity from a declining resource. As a result, government has prioritised the expansion of the plantation area in South Africa in areas where it is economically, environmentally and socially appropriate to do so. This is not only important for the country's growth but also for transformation as it is difficult to achieve meaningful change in any of the key transformation areas in a stagnant or declining sector. The challenges the sector faces in terms of equity include skewed or insufficient levels of transformation in terms of BBBEE; equity in terms of access to markets, information and sufficient support provided at required scales and sufficient levels.

## IMPLEMENTATION STRATEGY

The DAFF IGDP identifies the challenges the sector faces and the interventions required to address the challenges. The NFAP was published in 1997 and had the expressed purpose of mobilising and organising national and international resources and catalysing action to implement programmes and plans in a coordinated manner. It set out the most important work to be done in the first three years of implementation, identified specific goals for each issue and provided a framework for implementing forest policy as set out in the White Paper, i.e. to promote a thriving, equitable and sustainable forest sector. A review of the NFAP in 2003, led to the development of the NFP, a globally adopted framework for national forest policy development, planning and implementation, which is applicable to all countries and all types of forests. It was designed to address forestry issues within the context of sustainable development, to link all government and non-government forestry plans and strategies, and maximise the contribution of forestry to poverty reduction. The process of developing a long-term strategy for the forestry sector was initiated in 2007, resulting in the Forestry 2030 Roadmap, which was finalised after a two-year period of consultation and deliberation between government and industry. This framework was designed to serve as a roadmap or blueprint for effective and sustainable development of all forestry resources and to assist the forestry sector in addressing its constraints and challenges and realising its full potential in terms of contribution to job and wealth creation as well as conservation of biological diversity.

## BUDGET CONSTRAINTS

Funding for forestry projects has for a very long time been a recurring constraint. The DAFF Sector IGDP acknowledges that there is a need for improved spending strategies, ensuring that government spending is a reflection of government policy and strategy, therefore requiring the Sector IGDP to also propose the development of a financial/spending strategy.

## EXPENDITURE TRENDS

The spending focus over the medium term will be on sustainable forestry management and implementing the LandCare Programme, rehabilitating flood-damaged infrastructure and preventing and mitigating disaster risks. The department projects that 2 900 full-time jobs will be created through the LandCare Programme's projects. The implementation of the flood assistance scheme has started in the six provinces affected by floods and R909 million will be spent over the medium term on repairing flood-damaged agricultural infrastructure.

The allocations to this programme over the medium term, will also be directed towards creating 7 325 jobs through the refurbishment of Category B and C plantations in Limpopo, KwaZulu-Natal, Mpumalanga and Eastern Cape, and replanting 5 340 ha of temporarily unplanted areas in all provinces.

Between 2009/10 and 2012/13, expenditure on goods and services decreased owing to budget reductions in expenditure on travel and subsistence, while the increase in expenditure on households over the same period was the result of the compensation paid to farmers for avian influenza. The increase in expenditure on machinery and equipment over the same period was the result of the procurement of fire trucks and weeding equipment. The increase in expenditure in the *Natural Resources Management subprogramme* in 2011/12 and 2013/14, amounted to a total cost of R105 million and additional funding of R1,3 billion for flood-damaged infrastructure.

As part of the cabinet approved budget reductions, the department reduced all allocations for spending on travel and subsistence over the medium term by R7,4 million. This reduction is not expected to have an adverse effect on service delivery, as personnel in the programme have been encouraged to use video conferencing instead of travelling to meetings and limits have been placed on the number of delegates going on foreign trips.

There were 3 184 posts and 17 additional posts, of which 395 were vacant as at 30 September 2012. This is mainly the result of the difficulty in recruiting skilled personnel and the extended recruitment. The posts are to be filled in 2013/14. Consultants are used where specialised skills in forestry management are required.

## RESOURCE ALLOCATION

Subprogramme	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16
	R thousand		
Management	3 007	3 270	3 542
Forestry Operations	466 324	493 932	520 239
Forestry Oversight and Regulation	56 094	58 501	62 849
Natural Resources Management	659 049	630 219	659 887
Total	1 184 474	1 185 922	1 246 517

# Fisheries Management

## PURPOSE

Promote the management, monitoring and sustainable use of marine living resources and the development of South Africa's fisheries sector. Sustainable livelihoods will be promoted through aquaculture growth and fisheries economic development. The programme comprises five subprogrammes, namely, Aquaculture Management; Fisheries Research and Development; Marine Resources Management; Monitoring, Control and Surveillance and Fisheries Operations Support.

**Aquaculture Management:** Ensures aquaculture growth by providing public support and an integrated platform for management of aquaculture.

**Fisheries Research and Development:** Ensures the promotion of the sustainable development of fisheries resources and ecosystems by conducting and supporting appropriate research.

**Marine Resources Management:** Ensures the sustainability, utilisation and equitable and orderly access to the marine living resources through improved management and regulation.

**Monitoring, Control and Surveillance:** Ensures the protection and promotion of sustainable use of marine living resources by intensifying enforcement and compliance.

**Fisheries Operations Support:** Provides operational support for fisheries and aquaculture economic development and livelihoods opportunities.

## PROGRAMME DELIVERABLES

<b>Strategic outcome</b>	Sustained agrarian reform
<b>Goal statement</b>	Increase profitable production of food, fibre and timber products by all categories of producers

<b>Strategic objective</b>	Coordinate government food security initiative
<b>Objective statement</b>	To promote sustainable agrarian reform initiatives through the support of fish farms, aquaculture development zones and hatcheries
<b>Baseline</b>	11 fish farms supported
<b>Justification</b>	This objective will enhance the efficiency, effectiveness and economy of production and maximise the economic potential of the agriculture, forestry and fisheries sector
<b>Links</b>	Marine Living Resources Act, 1998 (Act No. 18 of 1998)

<b>Strategic outcome</b>	Sustained management of natural resources
<b>Goal statement</b>	Protect and enhance our environmental assets and natural resources

<b>Strategic objective</b>	Ensure the sustainable management and efficient use of natural resources and the protection of indigenous genetic resources
<b>Objective statement</b>	To enforce compliance with marine and coastal legislation; ensure maintenance of optimal levels of fish and provide for the recovery of depleted fish stocks
<b>Baseline</b>	Recovery strategies implemented in four sectors (abalone, hake, linefish and West Coast rock lobster)
<b>Justification</b>	This objective will contribute towards the economic, efficient and effective use of natural resources
<b>Links</b>	Marine Living Resources Act, 1998 (Act No. 18 of 1998)

<b>Strategic outcome</b>	More labour-absorbing growth
<b>Goal statement</b>	Increase contribution of the sector to economic growth and development

<b>Strategic objective</b>	Increase growth, income and sustainable job opportunities in the value chain; and increase market access for South African agricultural, forestry and fisheries products domestically and internationally
<b>Objective statement</b>	To enhance the ability of the sector to maximise job opportunities and wealth creation; and minimise poverty levels and infrastructure dilapidation
<b>Baseline</b>	1 000 job opportunities created annually through the Working for Fisheries Programme
<b>Justification</b>	This objective will contribute towards the promotion of sustainable economic livelihoods for previously disadvantaged communities and rural job creation
<b>Links</b>	Marine Living Resources Act, 1998 (Act No. 18 of 1998)

## OVERVIEW

Fisheries and aquaculture will be conducting fishery specific research to inform the setting of TACs/TAEs in 22 fishing sectors. The programme will also focus on maintaining the productivity of fish stocks and ecosystems and rebuilding depleted fish stocks through the implementation of the Stock Recovery Strategy for Hake, Abalone, West Coast Rock Lobster and Linefish; supporting the development of the small-scale fisheries sector through the implementation of the Small-scale Fisheries Policy; facilitating investment in production and supporting infrastructure for aquaculture and fisheries; and making fisheries services more accessible to clients.

## PROBLEM STATEMENT

Although South Africa has a well-established fishery sector, the sector faces a number of challenges. The following challenges are highlighted and will therefore inform the key strategic areas that the branch will focus on:

- **Limited natural resources:** the sector is facing declining, and in some instances, collapsing fish stocks while at the same time the country is experiencing a growing reliance on the fish resources as a source of food security. The challenge for the department is to address recovery and rebuilding measures for depleted stocks, broadening the scope of aquaculture as well as supporting fishing communities to find alternative livelihood avenues in order to ensure sustainable food security.
- **Access to markets:** persistent changes in the global market conditions continue to pose challenges to the fishing sector's ability to access markets for the exportation of fishing products and economic growth.
- **Climate change:** this has resulted in the migration of natural resources from their original habitat, therefore leading to increasing levels of poverty, unemployment, infrastructure dilapidation owing to either closure and/or migration of fish-processing facilities to other areas.
- **Illegal fishing:** Fisheries generally is a highly contested industry, both locally and globally. It is plagued with syndicated crime, overexploitation of high-value species, corruption and poor compliance levels. Hence, the department must introduce comprehensive responses to this complex, highly technical and technologically advanced challenge of locally and internationally organised crime.
- **Capacity constraints:** the branch does not have the adequate human, financial and infrastructure resources required to deliver excellent services to its stakeholders and communities at large.

## IMPLEMENTATION STRATEGY

Fisheries and Aquaculture is guided by national and international obligations and legislations which have to be adhered to at all times. Regional Fisheries Management Organisations (RFMOs) and regional programmes such as the Benguela Current Commission (BCC) and other related programmes will be implemented. The Fisheries Implementation Strategy as aligned to the three national strategic outcomes 4, 7 and 10 will also consider the departmental key strategic thrusts, i.e. job creation, food security and smallholder development strategy. The Working for Fisheries Programme (WFFP) will remain one of our vehicles for economic growth and sustainable livelihoods. While implementing an ecosystem approach for fisheries management, MLRF will continue to embark on fishery specific research, which will inform the setting of TACs/TAEs in 22 fishing sectors and implement the Stock Recovery Strategy for Hake, Abalone, West Coast Rock Lobster and Linefish. The department will also focus on implementation of the Small-scale Fisheries Policy and broaden the scope of the aquaculture sector.

The Integrated Fisheries Security Strategy will be implemented in order to coordinate and improve enforcement efforts in the hake, abalone, squid, West Coast rock lobster and linefish sectors. The department will continue to grow the fisheries sector by broadening the scope of the aquaculture subsector through facilitation of investments in production and support infrastructure, provision of support to community-based projects and commercial freshwater and marine fish farms, and by expanding the production base through on-going pilot research projects on the commercial viability of new aquaculture species and full implementation of the Aquaculture Research and Technology Development Programme. Further opportunities and livelihood alternatives in the fishing communities will be created through the implementation of EPWP projects in coastal and rural communities under the WFFP.

## EXPENDITURE TRENDS

The spending focus over the medium term will be on the sustainable use of marine living resources and the Working for Fisheries Programme. A total of R202,8 million over the medium term have been allocated for the implementation of fisheries projects and 3 000 job opportunities are expected to be created in coastal and rural communities. The spending focus will also be on performing an annual fishery specific research to inform the process of setting the TACs in 22 fishing sectors a year until 2015/16. This includes continuing with the finalisation and implementation of the Small-scale Fisheries Policy in 2013/14, as well as improving compliance with and enforcement of the Marine Living Resources Act (1998) by finalising the development and implementation of the Integrated Fisheries Security Strategy from 2013/14 onwards.

The programme provides for personnel costs and a transfer payment to the Marine Living Resources Fund. The significant increase in expenditure between 2009/10 and 2012/13 was the result of the transfer of the Working for Fisheries Programme from the Department of Environmental Affairs to this programme, and a rollover of R67,3 million in 2012/13 to pay the Department of Public Works for the maintenance and repair of the 12 Western Cape harbours.

The programme has a funded establishment of 603 posts and 22 were additional to the establishment. There were 112 vacancies as at 30 September 2012 owing to the difficulty in recruiting skilled personnel and the extended recruitment procedure. The posts will be filled in 2013/14.

## RESOURCE ALLOCATION

Subprogramme	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16
	R thousand		
Management	1 967	2 065	2 168
Aquaculture	29 387	30 780	32 243
Monitoring Control and Surveillance	73 597	77 086	80 751
Marine Resources Management	17 634	18 471	19 350
Fisheries Research and Development	54 323	56 899	59 604
Marine Living Resources Fund	257 128	261 631	273 923
<b>Total</b>	<b>434 036</b>	<b>446 932</b>	<b>468 039</b>



**PART C**

# **Links with other plans**

# Acquisition and asset management

## FIXED CAPITAL ASSETS

The department normally plans for the construction of new buildings and repairs and maintenance of fixed capital assets in conjunction with the official programme of the DPW. Once needs have been identified, a certified needs assessment is submitted to the DPW as the custodian of all government buildings.

Project name	Type of infrastructure	Service delivery outputs	2013/14	2014/15	2015/16
Foot-and-mouth disease border fence	Fence and access roads and water control structures	20 km elephant control fence and 20 km normal fence	23 602	25 674	27 057
Drilling	Boreholes	120 boreholes a year	9 650	10 500	11 000
Durban	Quarantine station	Quarantine station	–	–	–
Stellenbosch	Office building	Additional administrative building	–	–	–
King Shaka International Airport	Kennels	Sniffer dog kennels	1 941	–	–
Upington	Office building and laboratory	Office and laboratory building	–	1 174	836
Upington	Store	Store at locust control depot	–	333	–
Upington	Fence	Perimeter fence at locust control site	–	600	–
Stellenbosch	Chemical store	Chemical store	–	480	–
Grootfontein Agricultural Development Institute	Building	New hostel accommodation for students	–	–	–
Cape Town	Kennels	Sniffer dog kennels	1 941	–	771
Pretoria, Roodeplaas	Laboratories	Diagnostic laboratories	1 000	1 174	6 000
Pretoria, Roodeplaas	Office building	Additional office space	1 000	7 000	2 700
Pretoria, Agriculture Place	Ablution facilities	Upgraded ablution facilities, Agriculture Place	2 500	1 100	–
Pretoria	Reception areas	Upgraded reception areas: Agriculture Place, Harvest House and Sefala Building	500	–	–
Pretoria	Power supply to Agriculture Place	Upgraded electrical power supply at Agriculture Place	200	400	200
Pretoria	Aircon system	Central air-conditioning system, Agriculture Place	–	600	1 500
Limpopo: Umthali Municipality District	Seed bank	New seed bank building	560	–	–
Eastern Cape: Sterkspruit	Seed bank	New seed bank building	600	40	–
Upington	Dam	Waste containment dam	400	–	–
Cape Town, Milnerton	Office building	Additional office space at Animal Quarantine Station	272	1 105	1 395
Stellenbosch: Plant Health Quarantine Station (all buildings)	Air-conditioning system	Air-conditioning system	–	554	1 000
Cape Town, Ministry	Refurbishments: Ministry, Cape Town	Refurbished offices for Ministry	100	–	–
Stellenbosch, Plant Health	Security system	Integrated security system	–	–	100
Stellenbosch, Plant Health	Mycology laboratory	Minor alterations	160	2 000	–
Stellenbosch, Plant Health	Offices/laboratories	Minor upgrading at Liquor Products Section	500	42	37

Project name	Type of infrastructure	Service delivery outputs	2013/14	2014/15	2015/16
Stellenbosch, Plant Health	Main entrance	Alterations to entrance, Polka Drive in terms of traffic regulations	400	50	90
Roodeplaat: Sniffer dog training facilities	Kennels	Sniffer dog kennels	1 941	100	771
Mpumalanga, Skukuza: Alterations to offices/ laboratories	Building	Upgrading of existing buildings	1 500	1 174	–
Stellenbosch	Electrical substation	Upgrading of electrical substation	200	–	200
Kempton Park	Kennels	Sniffer dog kennels		500	
Pretoria	Office building	Feasibility study on the installation of central air-conditioning system at Agriculture Place: WCS 051648	500	–	–
Buffelspoort	Office building	Various repairs and maintenance: WCS 052060	500	–	–
Durban	Quarantine station	Construction of Animal Quarantine Station: WCS 045521 (Project placed on hold pending completion of the site clearance)	29 721	500	–
Stellenbosch, Plant Health	Office building	Upgrade and maintenance of building and laboratory facility	3 500	22 500	28 600
<b>Total</b>			<b>83 188</b>	<b>77 600</b>	<b>82 257</b>

## MOVABLE ASSETS

The following is a summary of the anticipated acquisition of movable assets and related costs:

Asset type	2013/14	2014/15	2015/16
	R'000	R'000	R'000
Buildings and other fixed structures	38 432	42 364	45 257
Machinery and equipment	59 184	57 694	60 620
Biological assets	663	657	734
Software and other intangible assets	215	169	172
<b>Total</b>	<b>98 494</b>	<b>100 884</b>	<b>106 783</b>

## REHABILITATION AND MAINTENANCE OF PHYSICAL ASSETS

All departmental assets are being serviced as and when required or in terms of a maintenance plan. Assets which are not serviceable are normally auctioned off, the proceeds of which are deposited into the National Revenue Fund.

## CAPITAL TRANSFERS

The department plans to transfer the following capital funds:

Item	2013/14	2014/15	2015/16
	R'000	R'000	R'000
ARC: Renovations and upgrading	74 507	78 977	82 610
ARC: Agricultural research and infrastructure	14 615	15 492	16 205
CASP: Flood damaged infrastructure	298 959	298 244	311 963
OBP: Building and vaccine facility	96 500	127 500	268 400
<b>Total</b>	<b>484 581</b>	<b>520 213</b>	<b>679 178</b>

## MULTIYEAR PROJECTIONS AND PROJECTED RECEIPTS FROM THE SALE OF ASSETS

Departmental receipts	2013/14	2014/15	2015/16
	R'000	R'000	R'000
Sales of goods and services	118 545	124 472	130 696
Sales of scrap, waste and other used current goods	9	9	9
Transfers received	121	127	133
Fines, penalties and forfeits	28	29	30
Interest, dividends and rent on land	15 750	16 538	17 365
Sales of capital assets	1 050	1 103	1 158
Financial transactions in assets and liabilities	16 800	17 640	18 522
<b>Total</b>	<b>152 303</b>	<b>159 918</b>	<b>167 913</b>

## Public entities and other agencies

### AGRICULTURAL RESEARCH COUNCIL

#### Mandate and goals

The Agricultural Research Council (ARC) is a public entity established under the Agricultural Research Act, 1990 (Act No. 86 of 1990 as amended). The primary mandate of the ARC is to conduct research, development and transfer of technology in order to promote agricultural development; facilitate natural resource conservation; contribute to a better quality of life for all South Africans; and alleviate poverty.

To achieve its mandate, the ARC conducts fundamental and applied research with partners to generate knowledge, develop human capital and foster innovation in agriculture through technology development and dissemination, and commercialisation of research results.

The following six strategic goals form the basis of its strategic plan: undertake and promote research, development and transfer of technology; utilise the technological expertise in its possession and make it generally available; publish information concerning its objectives and function; establish and control facilities in those fields of research, development and transfer of technology; and promote cooperatives between the Republic and other countries with regard to research, development and transfer of technology.

### MARINE LIVING RESOURCES FUND

#### Mandate and goals

The Marine Living Resources Fund was established in terms of the Marine Living Resources Act, 1998 (Act No. 18 of 1998). The fund's mandate and core business is to manage the development and sustainable use of South Africa's marine resources, and protect the integrity and quality of the marine ecosystem.

The goals of the entity over the medium term include: conducting annual fishery specific research to inform the setting of TACs/TAEs in 22 fishing sectors; investigation on the feasibility of six potential new fisheries; implementing the Stock Recovery Strategy for Hake, Abalone, West Coast Rock Lobster and Linefish; finalising and implementing the Small-scale Fisheries Policy; broadening the scope of the aquaculture sector by launching 15 aquaculture pilot projects by 2015/16; developing and implementing a proactive stakeholder engagement strategy; setting transformation targets for the allocation of new fishing rights, developing and implementing the Integrated Fisheries Security Strategy to ensure better compliance, monitoring and enforcement efforts; and facilitating the creation of 3 450 job opportunities in the coastal and rural communities through the implementation of projects under the WFFP by 2015/16.

These priorities are aligned to the three national strategic outcomes 4, 7 and 10 and take into account the departmental key strategic thrusts, i.e., Job Creation, Zero Hunger Campaign and Smallholder Development Strategy.

## **NATIONAL AGRICULTURAL MARKETING COUNCIL**

### **Mandate and goals**

The National Agricultural Marketing Council (NAMC) was established in terms of the Marketing of Agricultural Products Act, 1996 (Act No. 47 of 1996), to provide strategic advice to the Minister of Agriculture, Forestry and Fisheries on all agricultural marketing issues, to improve market efficiency and market access by all participants, optimise export earnings and improve the viability of the agricultural sector.

The goals of the council over the medium term are to achieve the following: increased market access for all market participants; promotion of efficiency in the marketing of agricultural products; optimisation of export earnings from agricultural products and enhancement of the viability of the agricultural sector. The NAMC will achieve the above by providing quality research to key stakeholders in support of agricultural marketing decision making; providing statutory measures and recommendations in support of an effectual agricultural marketing system; providing advisory services relating to trusts to the Minister and by providing development programmes that will link smallholder farmers to markets.

## **NCERA FARMS (PTY) LTD**

### **Mandate and goals**

Ncera Farms (Pty) Ltd is a public company listed in schedule 3B of the Public Finance Management Act, 1999 (Act No. 1 of 1999), with the DAFF a sole shareholder. The mandate granted by the shareholders of the entity is to provide extension, mechanical services, and training and agricultural support services to the farmers settled on Ncera farmland, as well as the neighbouring communities.

The goals of the entity are to be a dynamic agricultural organisation, which focuses on livestock and crop production, with the view of supporting local farmers, communities and developing partnerships with other stakeholders/entities and institutions.

Over the medium term Ncera will provide computer and agriculture training to 75 students. The farm workshop will continue to provide mechanical services for the farm and surrounding communities as well as training in mechanical and preventative maintenance. The department is assessing the viability of Ncera Farms and shall finalise this assessment in the first half of 2013/14.

## **ONDERSTEPSPOORT BIOLOGICAL PRODUCTS LTD**

### **Mandate and goals**

Onderstepoort Biological Products (OBP) Limited was established by the Onderstepoort Biological Products Incorporation Act, 1999 (Act No. 19 of 1999). The company's mandate is to prevent and control animal diseases that impact on food security, human health and livelihoods.

Over the medium term the company will build a new good manufacturing practice (GMP) facility and increase production of and introduce new viral and bacterial vaccines, improve manufacturing efficiency, reduce the production input costs and ensure that vaccines remain affordable in the market.

For OBP to continue being a competitive player in the market and to deliver on its mandate, the company will invest in new product development to meet new market needs, new and emerging diseases and safer and affordable vaccines. OBP will invest in process development capacity as a value-add in the critical path of taking new products to markets (commercialisation) and strategic partnerships to leverage research, development, funding capacities within the national systems of innovation.

## **PERISHABLE PRODUCTS EXPORT CONTROL BOARD**

### **Mandate and goals**

The Perishable Products Export Control Board is mandated by the DAFF in terms of two acts: the Perishable Products Export Control Act, 1983 (Act No. 9 of 1983), which requires the board to ensure the orderly export of perishable agricultural products and monitor the proper maintenance of a continuous cold chain for exports; and the Agricultural Product Standards Act, 1990 (Act No. 119 of 1990), which requires the board to monitor minimum quality standards of perishable products for export.

The goals over the medium term are: enhancing the credibility of the South African Export Certificate; supporting of export competitiveness of South Africa's perishable product industries; strengthening the board's capacity as a credible

source of information; supporting government in ensuring confidence in quality assurance and food safety systems for local perishable product markets; supporting government in developing systems to ensure compliance with South African food safety and quality standards for imported perishable products.

Baseline activities emerging from the above goals have already been initiated, including the approval of the employment equity strategy with specific targets, supported by a training programme; the harmonisation programme for product quality inspections; creating standing committees between the DAFF and the board to deal with particular technical issues affecting statutory functions of the board and establishing a viable training academy aimed at assisting all stakeholders in the perishable products export industry.

The board will, over the MTEF focus on developing new and improved handling conditions for perishable products, improved processes and services that will ensure a competitive advantage of South African perishable products in export markets.

## RESOURCE ALLOCATION OF PUBLIC ENTITIES

Comprehensive coverage of the following public entities is provided with the more detailed information for the vote at [www.treasury.gov.za](http://www.treasury.gov.za) under the budget information link:

- The **National Agricultural Marketing Council** was established in terms of the Marketing of Agricultural Products Act (1996) to provide strategic agricultural marketing advice to the Minister of Agriculture, Forestry and Fisheries. The council's total budget for 2013/14 is R34,6 million.
- **Ncera Farms** is a schedule 3B company in terms of the Public Finance Management Act (1999). The company has a mandate to perform development functions on identified land administered by the DAFF. The company's total budget for 2013/14 is R3,4 million.
- **Onderstepoort Biological Products** is a state-owned company whose mandate is to prevent and control animal diseases that impact on food security, human health and livelihoods. The company's total budget for 2013/14 is R159,3 million.
- The **Perishable Products Export Control Board** is an official certification agency operating on behalf of government to control all perishable export products. The board's total budget for 2013/14 is R210,3 million.



# Annexures

# Annual performance plans

## Programme 1: Administration

### PURPOSE

Provide strategic leadership, management and support services to the department. The aim of the programme is to lead, support and promote agricultural, forestry and fisheries resources management through policies, strategies and programmes to enhance sustainable use and to achieve economic growth, job creation, food security, rural development and transformation.

The programme comprises the Ministry, Office of the Director-General, Chief Financial Office, Internal Audit, Corporate Services, Stakeholder Relations and Legal Services, Policy, Planning, Monitoring and Evaluation and Office Accommodation.

### PROGRAMME DELIVERABLES OVER MTEF

#### Key outcome 12: An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship

Strategic goal 6: Effective and efficient governance							
Strategic objective 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information							
Indicator	Audited/actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Programme/project decision support management system implemented	–	Continuous programme planning support	Programme planning and development support	Develop (design) a programme/project decision support management system	Institutionalisation of the design programme/project decision support management system	Institutionalisation and implementation of the design programme/project decision support management system	Monitor and evaluate DAFF's programme/project decision support management system
Policy analysis framework implemented	–	Current policy development framework (review existing policies)	Review existing policies	Update and align policies	Update and align policies	Update and align policies	Update and align policies
R&D Programme approved	–	National Sectoral R&D Agenda	Implement targeted R&D Programme	Monitor, coordinate and report on targeted R&D Programme	Monitor, coordinate and report on targeted R&D Programme	Monitor, coordinate and report on targeted R&D Programme	Monitor, coordinate and report on targeted R&D Programme
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management							
Integrated Human Resources Management Plan submitted to DPSA	Human Resources Plan submitted to DPSA after due date	Human Resources Plan submitted to DPSA after due date	Human Resources Plan submitted to DPSA after due date	Adjusted Human Resources Plan approved and submitted to DPSA by 30 June	Adjusted Human Resources Plan approved and submitted to DPSA by 30 June	Adjusted Human Resources Plan approved and submitted to DPSA by 30 June	Adjusted Human Resources Plan approved and submitted to DPSA by 30 June

Strategic goal 6: Effective and efficient governance (cont.)							
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management (cont.)							
Indicator	Audited/actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
				Human resource plan implementation report submitted to DPSA (September 2013 and March 2014)	Human resource plan implementation report submitted to DPSA (September 2014 and March 2015)	Human resource plan implementation report submitted to DPSA (September 2015 and March 2016)	Human resource plan implementation report submitted to DPSA (September 2016 and March 2017)
Improved financial management controls	Unqualified audit report on financial statements	Unqualified audit report on financial statements	Unqualified audit report on financial statements	Unqualified audit report on financial statements	Unqualified audit report on financial statements	Unqualified audit report on financial statements	Unqualified audit report on financial statements
Strategic objective 4: Improve departmental service excellence through implementation of quality standards, Batho Pele principles and the general legislative mandate							
Legislation review project completed	–	–	Initiate legislation review project and submit project proposal to DEXCO/departmental committee	24 Acts reviewed	Remainder of the Acts reviewed	–	–
Strategic objective 5: Provide leadership and manage communication and information							
DAFF Communication Strategy implemented	–	Refine and oversee the implementation of the DAFF Communication Strategy	Refine and oversee the implementation of the DAFF Communication Strategy	Refine and oversee the implementation of the DAFF Communication Strategy	Develop and review the Communication Strategy in line with new the priorities of government	Refine and oversee the implementation of the DAFF Communication Strategy	Refine and oversee the implementation of the DAFF Communication Strategy
MSP implemented	–	Approved MSP by DEXCO (integrate and review MSP)	Approved MSP by DEXCO (integrate and review MSP)	ICT implementation plan of priority projects of the MSP approved	Implementation of priority technology projects (technology architecture) specified by the MSP	Implementation of priority technology projects specified by the MSP	Implementation of priority technology projects specified by the MSP
KIM Strategy implemented	–	Draft KIM Strategy (implement phase 1 of KIM Strategy)	KIM Strategy approved Review and implement phase 1 of KIM Strategy	Implement stage 1 of the EDMS (testing and rollout of Change Management Plan)	Monitor EDMS implementation	Evaluate implementation and applicability of the DAFF EDMS	Maintenance and upgrades of EDMS

## Quarterly targets for programme performance indicators identified for 2013/14

DIRECTORATE: INFORMATION AND COMMUNICATION TECHNOLOGY

Strategic goal 6: Effective and efficient governance						
Strategic objective 5: Provide leadership and manage communication and information						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
MSP implemented	52% of directorate facilitated for development of MSP  SITA has surveyed the other 48% of DAFF and provided final workshopped MSP	ICT implementation plan of priority projects of the MSP approved	Secure DEXCO approval for MSP Phase 1 and 2 (Business articulation report and Current ICT assessment report)  ICT strategy context document (phase 3) developed and approved by CD	ICT strategy plan (phase 4) developed and approved by DDG: Corporate services	ICT strategy management framework (phase 5) developed and approved by DEXCO	Programme plan developed for prioritised projects and approved by CD  Procurement plan developed and approved DITC/Oversight

DIRECTORATE: KNOWLEDGE AND INFORMATION MANAGEMENT

Strategic goal 6: Effective and efficient governance						
Strategic objective 5: Provide leadership and manage communication and information						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
KIM Strategy implemented	Review and implement phase 1 of KIM Strategy	Implement stage 1 of the EDMS (testing and rollout of Change Management Plan)	EDMS software options testing phase	Implement Change Management Plan	Roll out awareness campaign	Tender for suitable EDMS product (SITA process)

DIRECTORATE: HUMAN RESOURCES MANAGEMENT

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrated Human Resource Management Plan submitted to DPSA and implemented	11% vacancy rate	Vacancy rate reduced to 11%	Identify units with a high vacancy rate and advise  Approved jobs evaluated  Improve turn-around times on verification processes	Identify units with a high vacancy rate and advise  Approved jobs evaluated  Improve turn-around times on verification processes	Identify units with a high vacancy rate and advise  Approved jobs evaluated  Improve turn-around times on verification processes	Identify units with a high vacancy rate and advise  Approved jobs evaluated  Improve turn-around times on verification processes

DIRECTORATE: EMPLOYEE DEVELOPMENT AND PERFORMANCE MANAGEMENT

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrated Human Resources Management Plan submitted to DPSA and implemented	60% of HRD Strategy implemented (5 main areas of skills requirements)	HRD Strategy implementation plan approved by DG	Work Place Skills Plan developed	Develop and approved training report submitted to PSETA, HRD Strategy and M&E report submitted to DPSA	Approved training report submitted to PSETA	Approved training report submitted to PSETA
	80% adherence to Performance Management and Development System	100% adherence to PMDS	100% submission of performance agreements 100% submission of moderated annual assessment reports monitored	Analysis report on alignment of performance agreement to APP	100% submission of mid-term performance review reports	Adherence gap analysed and reported

DIRECTORATE: EMPLOYEE RELATIONS

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrated Human Resource Management Plan submitted to DPSA and implemented	Disciplinary code and procedures; Code of conduct and grievance procedure	Conduct management interventions implemented in 4 regions Number of regions in which conduct management interventions have been implemented	Conduct management intervention implemented at Mpumalanga Region	Conduct management intervention implemented at KZN Region	Conduct management intervention implemented at Limpopo Region	Conduct management intervention implemented at EC Region
	Human Resource Management Plan (HRMP) submitted to DPSA after due date	Adjusted HRMP approved and submitted to DPSA by 30 June	Review the Strategic HRP Submission to the DPSA via the DG and the Minister	Communicate the approved plan to DEXCO Monitoring and evaluation of the approved plan	Monitoring and evaluation of the approved plan	Monitoring and evaluation of the approved plan
	HR report submitted to DPSA	HRMP implementation report submitted to DPSA (September 2013 and March 2014)	–	–	Submit the 6 months implementation report to DPSA	Submit the annual implementation report to DPSA

DIRECTORATE: FINANCIAL ACCOUNTING

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources, financial management and risk management						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Improved financial management controls	2011/12 Unqualified audit report	Unqualified audit report on financial statements	Submit unaudited annual financial statement to National Treasury (NT) and Auditor-General (AG) by 31 May 2013	Submit audited annual financial statement to NT and AG by 31 July 2013  Submit annual report to NT by 31 August 2013  Submit Q1 Interim Financial Statement (IFS) to NT by 31 July 2013  Submit the audit matrix to NT by 30 September 2013 to NT and AG	Submit mid-year IFS to NT by 31 October 2013	Submit Q3 IFS to NT by 31 January 2014

DIRECTORATE: LEGAL SERVICES

Strategic goal 6: Effective and efficient governance						
Strategic objective 4: Improve departmental service excellence through implementation of quality standards, Batho Pele principles and the general legislative mandate						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Legislation review project completed	Initiate legislation review project and submit project proposal to DEXCO/departmental committee	24 Acts reviewed	Advertisement of 9 bills for public comment and public consultations with stakeholders on legislations  NEDLAC and government cluster process followed and 11 bills forwarded to SLA for pre certification  Submit 7 bills to the relevant unit for submission to the Minister and Cabinet approval	NEDLAC and government cluster process followed and 5 bill forwarded to SLA for pre-certification  Submit 9 bills to the relevant unit for submission to the Minister and Cabinet approval	Parliamentary process managed by line functions  Legal Services offers support to the department when presenting the Bill	Parliamentary process managed by line functions  Legal Services offers support to the department when presenting the Bill

DIRECTORATE: COMMUNICATION SERVICES

Strategic goal 6: Effective and efficient governance						
Strategic objective 5: Provide leadership and manage communication and information						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
DAFF Communication Strategy implemented	Refined and implemented the DAFF Communication Strategy	Refine and oversee the implementation of the DAFF Communication Strategy	Media plans for National Assembly and National Council of Provinces budget votes implemented	Media plans for Female Entrepreneur and Arbor Week implemented	Media plans for World Food Day, Heritage Day and Human Rights Awareness Campaign implemented	Media plans for <i>ad hoc</i> campaigns implemented

DIRECTORATE: PROGRAMME DEVELOPMENT SUPPORT

Strategic goal 6: Effective and efficient governance						
Strategic objective 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme/project decision support management system implemented	Programme planning and development support	Develop (design) a programme/project decision support management system	Programme/project decision support management system approved by DEXCO	Implement programme/project decision support management system	Implement programme/project decision support management system	Implement programme/project decision support management system

DIRECTORATE: POLICY RESEARCH SUPPORT

Strategic goal 6: Effective and efficient governance						
Strategic objective 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Policy analysis framework implemented	Review existing policies	Review status of internal policies and procedures	Status report on internal policies and procedures	Review the status of sectoral policies	Status report on sectoral policies	Updating and analysing policy framework
R&D Programme approved	Implement targeted R&D Programme	Develop and finalise the targeted R&D Programme with service providers	Monitor the implementation of the targeted R&D Programme	Monitor the implementation of the targeted R&D Programme	Report on the targeted R&D Programme	Implement targeted R&D Programme

## Programme 2: Agricultural Production, Health and Food Safety

### PURPOSE

Manage the risks associated with animal diseases, plant pests, genetically modified organisms and the registration of products used in agriculture. Promote food safety and create an enabling environment for increased and sustainable agricultural production.

The programme comprises three subprogrammes, namely, Plant Production and Health; Animal Production and Health; and Inspection and Quarantine Services.

### STRATEGIC INTERVENTION

- Implement plant and animal production policies and strategies to increase production
- Improve risk management systems to support production and enable safe and fair trade

### PROGRAMME DELIVERABLES OVER MTEF

#### Key outcome 7: Vibrant and equitable sustainable rural communities contributing towards food security for all

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers							
Strategic objective 1: Promote efficient production, handling and processing of food, fibre and timber							
Indicator	Audited/actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of producers benefiting from animal improvement schemes	–	Animal production scheme (9 animal schemes implemented and monitored)	1 300	1 300	1 300	1 300	1 300
Strategic goal 2: Sustained management of natural resources							
Strategic objective 1: Ensure protection of indigenous genetic resources							
Number of indigenous agricultural genetic resources conserved	–		Zulu sheep characterised in the Zululand Municipality  <i>Ex situ</i> -conserved Afrikaner cattle material in North West Province (Dr Ruth Segomotse Mompoti)  On-farm conservation projects established in Mpumalanga (plant)	2 animal species conserved (Afrikaner cattle—FS and Zulu sheep—KZN)  5 landrace crops repatriated in Mpumalanga	Conserve 3 animal species (Namaqua sheep—NC, indigenous chickens—EC, indigenous goats—NC)  5 landrace crops repatriated in Mpumalanga	3 animal species conserved (chickens—WC, pigs—MP and goats—FS)  5 landrace crops repatriated in the North West	Conserve 3 species of animals (Pedi sheep—LIMP, indigenous chickens—FS, Pedi and Tswana cattle LIMP and NW)  5 landrace crops repatriated in the North West
Strategic goal 3: Effective national regulatory services and risk management systems							
Strategic objective 2: Establish and maintain effective early-warning and mitigation systems							
Planned surveillance conducted	–	6 (regulatory and technical support)	2	2	2	2	4

Strategic goal 3: Effective national regulatory services and risk management systems (cont.)							
Strategic objective 2: Establish and maintain effective early-warning and mitigation systems (cont.)							
Indicator	Audited/actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Planned surveillance conducted (cont.)	–	Regulatory support: phytosanitary measures, early-warning systems, legislative compliance Technical support: norms, standards and guidelines	1	1	1	1	1
Strategic objective 1: Manage the level of risks associated with food, diseases, pests, natural disasters and trade							
Number of regulatory compliance and monitoring interventions implemented	Q1–Q4 reports on regulatory compliance and monitoring interventions were compiled	4 reports	4 reports	4 interventions (quarantine, inspections, surveillance and testing)			

### Quarterly targets for programme performance indicators identified for 2013/14

DIRECTORATE: ANIMAL PRODUCTION

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 1: Promote efficient production, handling and processing of food, fibre and timber						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of producers benefiting from animal improvement schemes	1 300	1 300 (Kaonafatso ya Dikgomo—1 200; pig improvement schemes—100)	325	325	325	325

DIRECTORATE: GENETIC RESOURCES

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure protection of indigenous genetic resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of indigenous agricultural genetic resources conserved	Zulu sheep characterised in the Zululand Municipality	2 animal species conserved (Afrikaner cattle—NW and Zulu sheep—KZN)	Consult ARC, Breeders' Society and the universities	Select farmers, nucleolus flocks and herds of animals that will be conserved	Execution of the <i>In Situ</i> Conservation Programme (AI/natural service)	<i>In situ</i> Zulu sheep breed conserved in KZN (100 Zulu sheep progenies born)

DIRECTORATE: GENETIC RESOURCES (cont.)

Strategic goal 2: Sustained management of natural resources (cont.)						
Strategic objective 1: Ensure protection of indigenous genetic resources (cont.)						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of indigenous agricultural genetic resources conserved (cont.)	Ex situ conserved Afrikaner cattle material in North West Province (Dr Ruth Segomotse Mompoti)					In situ conserved Afrikaner cattle breed in the North West Province (50 Afrikaner cows pregnant)
	On-farm conservation of Plant Genetic Resources implemented in Mpumalanga	5 landrace crops repatriated in Mpumalanga	Initiate project with provincial department	Site visits to identify farmers and crops	Repatriate landrace crops	Monitor project progress

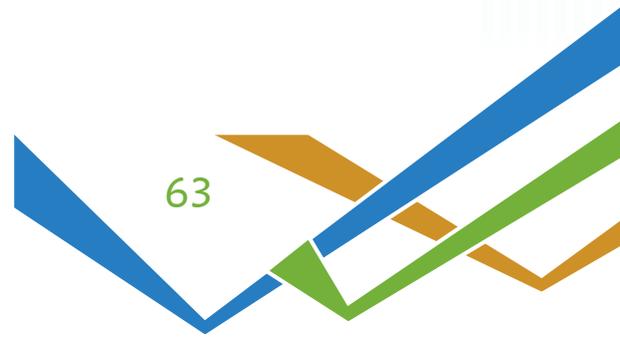
DIRECTORATE: ANIMAL HEALTH

Strategic goal 3: Effective national regulatory services and risk management systems						
Strategic objective 2: Establish and maintain effective early-warning and mitigation systems						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Planned surveillance conducted	6 (regulatory support: disease control)	2	Plan animal disease surveillance programmes as required Coordinate surveillance actions Collate and analyse surveillance information Compile surveillance reports	Plan animal disease surveillance programmes as required Coordinate surveillance actions Collate and analyse surveillance information Compile surveillance reports	Plan animal disease surveillance programmes as required Coordinate surveillance actions Collate and analyse surveillance information Compile surveillance reports	Plan animal disease surveillance programmes as required Coordinate surveillance actions Collate and analyse surveillance information Compile surveillance reports

DIRECTORATE: PLANT HEALTH

Strategic goal 3: Effective national regulatory services and risk management systems						
Strategic objective 2: Establish and maintain effective early-warning and mitigation systems						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Planned surveillance conducted	2 (regulatory support: phytosanitary measures, early-warning systems, legislative compliance)	1 surveillance	Document and analyse surveillance results	Document and analyse surveillance results; finalise first report	Document and analyse surveillance results	Document and analyse surveillance results and finalise second report

Strategic goal 3: Effective national regulatory services and risk management systems						
Strategic objective 1: Manage the level of risks associated with food, diseases, pests, natural disasters and trade						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of regulatory compliance and monitoring interventions implemented	4	4 interventions (quarantine, inspections, surveillance and testing)	Conduct inspections, surveys, investigations, take appropriate action and compile report	Conduct inspections, surveys, investigations, take appropriate action and compile report	Conduct inspections, surveys, investigations, take appropriate action and compile report	Conduct inspections, surveys, investigations, take appropriate action and compile report



## Programme 3: Food Security and Agrarian Reform

### PURPOSE

The programme facilitates and promotes household food security and agrarian reform programmes and initiatives targeting subsistence and smallholder producers. It comprises three subprogrammes, namely, Food Security, Sector Capacity Development and Extension Support Services.

### STRATEGIC INTERVENTION

- Coordinate the production of food to ensure food security
- Coordinate the support and involvement of smallholder producers within the sector

### PROGRAMME DELIVERABLES OVER MTEF

#### Key outcome 7: Vibrant and equitable sustainable rural communities contributing towards food security for all

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers							
Strategic objective 2: Coordinate government food security initiatives							
Indicator	Audited/actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13		2013/14	2014/15	2015/16
Number of subsistence farmers supported	75 207	212 467	121 000	130 000	140 000	145 000	150 000
Number of smallholder producers supported	–	21 192 identified for support and 10 298 supported	21 000 supported	16 000	16 500	18 000	20 000
Number of infrastructure anchor projects established	–	–	–	2 (Taung and Makhathini irrigation infrastructure projects)	4	5	7
Strategic goal 4: A transformed and united sector							
Strategic objective 4: Provide leadership and support to research, training and extension in the sector							
Number of colleges of agriculture accredited by CHE	–	–	2012/13 baseline is 7 colleges of agriculture accredited (transformed into ATIs)	2 (Tsolo: OR Tambo District; Potchefstroom: Dr Kenneth Kaunda District)	2	1	–

#### Quarterly targets for programme performance indicators identified for 2013/14

DIRECTORATE: SUBSISTENCE FARMING

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 2: Coordinate government food security initiatives						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of subsistence producers supported	121 000	130 000	20 000	35 000	35 000	40 000

DIRECTORATE: SMALLHOLDER DEVELOPMENT

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 2: Coordinate government food security initiatives						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of smallholder producers supported	21 000 supported	16 000	3 000	3 000	4 000	6 000

DIRECTORATE: INFRASTRUCTURE SUPPORT

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 2: Coordinate government food security initiatives						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of infrastructure anchor projects established	–	2 (Taung and Makhathini irrigation infrastructure projects)	Collecting existing planning criteria and compare to international best practices	Conduct feasibility study	Coordinate construction of anchor projects	Finalise construction of anchor projects

DIRECTORATE: SECTORAL COLLEGES

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 2: Coordinate government food security initiatives						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of colleges of agriculture accredited by CHE	6	2 (Tsolo: OR Tambo District; Potchefstroom: Dr Kenneth Kaunda District)	Conduct needs analysis for Tsolo and Potchefstroom colleges	Financially assist Tsolo College for the development of training programmes	Financially assist Potchefstroom College for the development of training programmes	Accreditation certificates

## Programme 4: Economic Development, Trade and Marketing

### PURPOSE

Promote economic development, trade and market access for agriculture, forestry and fisheries (AFF) products and foster international relations for the sector. The programme comprises the following three subprogrammes, namely, International Relations and Trade; Marketing and Agro-processing; and Cooperatives and Rural Enterprise Development.

### STRATEGIC INTERVENTION

- Lead and monitor the promotion of economic development, trade and market access for agriculture, forestry and fisheries products; and the transformation of the sector
- Development of commodity based investment plans

### PROGRAMME DELIVERABLES OVER MTEF

#### Key outcome 7: Vibrant and equitable sustainable rural communities contributing towards food security for all

Strategic goal 1: Increased profitable production of food, fibre and timbre products by all categories of producers							
Strategic objective 2: Coordinate government food security initiative							
Indicator	Audited/actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13		2013/14	2014/15	2015/16
Number of commodity-based cooperatives established and supported	90 primary cooperatives	91 primary cooperatives	60 primary cooperatives	9 (one per province)	18 (two per province)	18 (two per province)	18 (two per province)
Strategic goal 5: Increased contribution of the sector to economic growth and development							
Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain							
Marketing Strategy implemented	–	–	Implementation of the Marketing Strategy facilitated	Aquaculture value chain network institutionalised	Poultry value chain network institutionalised	Grain value chain network institutionalised	Horticulture value chain network institutionalised
Agro-processing Strategy implemented	–	–	Contribute to the implementation of intergovernmental agro-processing programmes	2 agro-processing enterprises supported	2 agro-processing enterprises supported	2 agro-processing enterprises supported	2 agro-processing enterprises supported
Strategic objective 3: Increase market access for South African agricultural, forestry and fisheries products, domestically and internationally							
Trade Development Strategy implemented	–	WTO commitment schedule Report on SADC/EU/EPA negotiations Review of SACU/EFTA bilateral agreements	Implementation of the Trade Development Strategy reviewed	Participate in Tripartite Free Trade Area (FTA) negotiations	Participate in Tripartite FTA negotiations	Participate in Tripartite FTA negotiations	Participate in Tripartite FTA negotiations

Strategic goal 5: Increased contribution of the sector to economic growth and development (cont.)							
Strategic objective 3: Increase market access for South African agricultural, forestry and fisheries products, domestically and internationally (cont.)							
Indicator	Audited/actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
International Relations Strategy implemented	–	SADC and AU engagements	International Relations Strategy implemented	Implement the South-South Co-operation Agreement with emphasis on BRICS	Implementation of CAADP	Implementation of CAADP	Implementation of CAADP

### Quarterly targets for programme performance indicators identified for 2013/14

DIRECTORATE: AGRO-PROCESSING SUPPORT

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Agro-processing Strategy implemented	4 agro-processing subsector profiles completed	2 agro-processing enterprises supported	Undertake feasibility studies for two agro-processing projects	Develop business cases	Implementation and support through the AgriBEE Fund	Implementation and support through the AgriBEE Fund

DIRECTORATE: MARKETING

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Marketing Strategy implemented	Fisheries value chain network	Aquaculture value chain roundtable/network institutionalised	Sittings of the network and its working groups; report on the outcomes of the network facilitated	Sittings of the network and its working groups; report on the outcomes of the network facilitated	Sittings of the network and its working groups; report on the outcomes of the network facilitated	Report to departmental management/Minister on outcomes of the network

DIRECTORATE: COOPERATIVES AND ENTERPRISE DEVELOPMENT

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 2: Coordinate government food security initiative						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of commodity-based cooperatives established to support smallholder producers	240 primary cooperatives	9 (one per province)	1	2	3	3

DIRECTORATE: INTERNATIONAL TRADE

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trade Development Strategy implemented	Progress report on Tripartite FTA negotiations	Participate in Tripartite FTA negotiations	Negotiating mandate approved	Progress report on negotiations	Progress report on negotiations	Progress report on negotiations

DIRECTORATE: AMERICAS, AUSTRALASIA, EUROPE AND MIDDLE EAST RELATIONS

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 3: Increase market access for South African agricultural, forestry and fisheries products, domestically and internationally						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
International Relations Strategy implemented	5 international (Thailand, Indonesia, Saudi Arabia, India, Russia and France) agreements signed	Implement the South-South Cooperation agreement with emphasis on BRICS  <b>Existing bilateral:</b> China and India  <b>Existing multilateral:</b> FAO World Forestry Congress, FAO Capacity Building  <b>New agreements:</b> Vietnam, Russia, Argentina, Cuba	Implementation of bilateral and multilateral engagements and new agreements facilitated (capacity building, market access and technical assistance)	Implementation of bilateral and multilateral engagements and new agreements facilitated (capacity building, market access and technical assistance)	Implementation of bilateral and multilateral engagements and new agreements facilitated (capacity building, market access and technical assistance)	Implementation of bilateral and multilateral engagements and new agreements facilitated (capacity building, market access and technical assistance)

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 3: Increase market access for South African agricultural, forestry and fisheries products, domestically and internationally						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
International Relations Strategy implemented	<p>Signed agreements (Botswana, Mozambique, Swaziland, Zambia, Lesotho, Namibia, DRC, Tanzania, Congo Brazzaville, Burundi, Kenya, Sudan and Egypt)</p> <p>Draft MoUs: (Malawi, Egypt Ethiopia, Zimbabwe, Botswana, Mozambique, Senegal and Nigeria)</p>	Implementation of CAADP	Alignment of MoUs to CAADP principles and alliance building facilitated	Alignment of MoUs to CAADP principles and alliance building facilitated	Alignment of MoUs to CAADP principles and alliance building facilitated	Alignment of MoUs to CAADP principles and alliance building facilitated

## Programme 5: Forestry and Natural Resources Management

### PURPOSE

To provide strategic direction and leadership to the department with regard to the promotion of the sustainable management, use and protection of forests and natural resources to achieve social and economic benefits and to promote development. There are three subprogrammes in the Forestry and Natural Resource Management Programme, namely, Forestry Operations; Forestry Development and Regulation; and Natural Resources Management.

### STRATEGIC INTERVENTION

- Refurbish and maintain smallholder government irrigation schemes
- Develop, implement and monitor disaster risk reduction strategies, climate change adaptation and mitigation plans
- Protect and rehabilitate indigenous forests, woodland and agricultural land
- Ensure sustainable management of forestry and natural resources

### PROGRAMME DELIVERABLES OVER MTEF

#### Key outcome 7: Vibrant and equitable sustainable rural communities contributing towards food security for all

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers							
Strategic objective 2: Coordinate government food security initiative							
Indicator	Audited/actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13		2013/14	2014/15	2015/16
Number of small producers (growers) supported	2 898 small growers were reportedly supported	257 (2 500)	1 000	1 300	1 300	1 300	1 300
Strategic goal 2: Sustained management of natural resources							
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources							
Increased number of hectares on irrigation schemes revitalised	At Makhathini Irrigation Scheme, 150 ha have been revitalised and 115 ha refurbished at the Taung Irrigation Scheme	250 ha revitalised (0,5%)	250 ha	250 ha	500 ha	750 ha	1 000 ha
Increased number of hectares (agricultural land, woodlands, indigenous forests and TUPs) rehabilitated	31 302 ha of land were rehabilitated	70% land degraded in SA (800 ha of indigenous forest under rehabilitation (800 000 ha)	11 868 ha	32 280 ha	37 280 ha	41 780 ha	46 780 ha

Strategic goal 2: Sustained management of natural resources (cont.)							
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources (cont.)							
Indicator	Audited/actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Climate change (CC) Adaptation and Mitigation Plan implemented	The draft CC Sector Plan has been developed	<ul style="list-style-type: none"> <li>• Draft CC Sector Plan</li> <li>• Atlas of CC and SA Agricultural Sector</li> <li>• GHG Inventory Report</li> </ul>	CC adaptation and mitigation plans approved	Develop and submit CC adaptation and mitigation programmes for approval	Monitor the implementation of the CC adaptation and mitigation programmes	Monitor the implementation of the CC adaptation and mitigation programmes	Review CC adaptation and mitigation plans
Strategic goal 5: Increased contribution of the sector to economic growth and development							
Strategic objective 2: Increase the level of public and private investment for agricultural, forestry and fisheries products							
Charter undertakings implemented	–	–	–	DAFF plantation growth and SMME strategies implemented	EIAs in KZN conducted	Grant funding for forestry enterprise established	4 Category B plantations (Hlokozi, Katberg, Hebron and Rossbach) certified

## Quarterly targets for programme performance indicators identified for 2013/14

DIRECTORATE: KWAZULU-NATAL FORESTRY MANAGEMENT

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 2: Coordinate government food security initiatives						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of small producers (growers) supported	600 small growers	600 small growers	125	125	125	125
Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Increased number of hectares (agricultural land, woodlands, indigenous forests and TUPs) rehabilitated	600 ha	32 280 ha 600 ha (TUPs)	125 ha	125 ha	125 ha	125 ha

DIRECTORATE: EASTERN CAPE FORESTRY MANAGEMENT

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 2: Coordinate government food security initiative						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of small producers (growers) supported	100 small growers	100 small growers	50	50	–	–
Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Increased number of hectares (agricultural land, woodlands, indigenous forests and TUPs) rehabilitated	1 000 ha	32 280 ha 1 000 ha (TUPs)	–	–	500 ha	500 ha

DIRECTORATE: LIMPOPO AND MPUMALANGA FORESTRY MANAGEMENT

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 2: Coordinate government food security initiative						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of small producers (growers) supported	200 small growers	200 small growers	50	50	50	50
Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Increased number of hectares (agricultural land, woodlands, indigenous forests and TUPs) rehabilitated	56 ha	32 280 ha 80 ha (TUPs)	–	–	40 ha	40 ha

DIRECTORATE: FORESTRY MANAGEMENT (OTHER REGIONS)

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producer						
Strategic objective 2: Coordinate government food security initiative						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of small producers (growers) supported	100 small growers	500 small growers	125	125	125	125

DIRECTORATE: FORESTRY MANAGEMENT (OTHER REGIONS) (cont.)

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Increased number of hectares (agricultural land, woodlands, indigenous forests and TUPs) rehabilitated	210 ha	32 280 ha 100 ha (TUPs)	25 ha	25 ha	25 ha	25 ha

DIRECTORATE: LAND USE AND SOIL MANAGEMENT

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of hectares (agricultural land, woodlands and indigenous forests) rehabilitated	30 000 ha	32 280 ha (30 000 ha agricultural land rehabilitated)	2 000	9 000	9 500	9 500

DIRECTORATE: WATER USE AND IRRIGATION DEVELOPMENT

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Increase the number of hectares on irrigation schemes revitalised	Revitalised 250 ha of smallholder government irrigation schemes	250 ha	10 ha	50 ha	90 ha	100 ha

DIRECTORATE: WOODLANDS AND INDIGENOUS FOREST MANAGEMENT

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of hectares (agricultural land, woodlands and indigenous forests) rehabilitated	10 000 ha 30 000 ha	32 280 ha (500 ha woodlands rehabilitated)	125	125	125	125

DIRECTORATE: CLIMATE CHANGE AND DISASTER MANAGEMENT

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
CC adaptation and mitigation plans implemented	CC adaptation and mitigation plans approved	Develop and submit CC adaptation and mitigation programmes for approval	Collate project proposals for the implementation of the plans	Appoint service providers for the approved projects	Monitor and evaluate the following: <ul style="list-style-type: none"> <li>• sensitivity of crop suitability in SA to climate change</li> <li>• mitigation and adaptation to climate variability and change (biogas production integrated crop livestock system)</li> </ul>	Develop and submit approved climate change programmes for approval

DIRECTORATE: SMALL-SCALE FORESTRY

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Charter undertakings implemented	Approved Forestry SMME Strategy	DAFF plantation growth and SMME strategies implemented	Appoint PSP	First draft: guidelines and toolkits	Consultation with regions	Final draft approved by DDG

DIRECTORATE: COMMERCIAL FORESTRY

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Charter undertakings implemented	Approved Growth Strategy	DAFF plantation growth and SMME strategies implemented	Develop implementation plan in consultation with regions	Training and mentoring of planners in the regions	Field visits in priority areas	Review progress on implementation plan

## Programme 6: Fisheries Management

### PURPOSE

Promote the management, monitoring and sustainable use of marine living resources and the development of South Africa's fisheries sector. Sustainable livelihoods will be promoted through aquaculture growth and fisheries economic development. The programme comprises four subprogrammes, namely, Aquaculture and Economic Development; Fisheries Research and Development; Marine Resources Management; and Monitoring, Control and Surveillance.

### STRATEGIC INTERVENTION

- Facilitate investment in production and support infrastructure for aquaculture and fisheries
- Support the development of small-scale fisheries
- Advance transformation of fisheries
- Maintain the productivity of fish stocks and ecosystems; and rebuild depleted fish stocks

### PROGRAMME DELIVERABLES OVER MTEF

#### Key outcome 7: Vibrant and equitable sustainable rural communities contributing towards food security for all

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers							
Strategic objective 2: Coordinate government food security initiative							
Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13		2013/14	2014/15	2015/16
Number of fish farms supported	3	3	5	10	15	20	–

#### Key outcome 10: Protect and enhance our environmental assets and natural resources

Strategic goal 2: Sustained management of natural resources							
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources							
Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13		2013/14	2014/15	2015/16
Depleted fish stocks rebuilt (abalone, hake, West Coast rock lobster and linefish)	4 sectors	4 sectors	4 sectors	4 sectors	4 sectors	4 sectors	4 sectors
Enforcement and compliance efforts to combat poaching increased	–	–	–	Facilitate approval and implementation of the Integrated Fisheries Security Strategy (IFSS)	Facilitate partnerships with law-enforcement agencies	Develop marine data monitoring system	–

## Key outcome 7: Vibrant and equitable sustainable rural communities contributing towards food security for all

Strategic goal 5: Increased contribution of the sector to economic growth and development							
Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain							
Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Increased support to SMMEs within the sector	–	–	Revised General Fishing Policy and 8 sector specific fishing policies; and establish rights allocation processes	Allocate 70% of fishing rights in 8 sectors to SMMEs	Allocate 70% of fishing rights in 9 sectors to SMMEs	–	–
	–	–	Small-scale Fisheries Implementation Plan developed	–	Allocate fishing rights to communities in 10 inshore fishing sectors	–	–

### Quarterly targets for programme performance indicators identified for 2013/14

DIRECTORATE: AQUACULTURE TECHNICAL SERVICES

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers						
Strategic objective 2: Coordinate government food security initiative						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of fish farms supported	11 fish farms	10 fish farms	Technical assessment of 5 business plans and compliance assessment conducted on 5 fish farms	Technical support and advisory provided to 5 fish farms	Technical assessment of 5 business plans and compliance assessment conducted on 5 fish farms	Technical support and advisory provided to 5 fish farms

DIRECTORATE: FISHERIES PROTECTION VESSELS

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Enforcement and compliance measures to combat poaching improved	–	IFSS implemented	160 sea-based inspections of vessels conducted in 4 priority fisheries	155 sea-based inspections of vessels conducted in 4 priority fisheries	115 sea-based inspections of vessels conducted in 4 priority fisheries	170 sea-based inspections of vessels conducted in 4 priority fisheries

DIRECTORATE: MONITORING AND SURVEILLANCE

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Enforcement and compliance measures to combat poaching improved	–	IFSS implemented	73 investigations conducted on rights holders in 4 key fisheries sectors	71 investigations conducted on rights holders in 4 key fisheries sectors	59 investigations conducted on rights holders in 4 key fisheries sectors	72 investigations conducted on rights holders in 4 key fisheries sectors

DIRECTORATE: COMPLIANCE

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Enforcement and compliance measures to combat poaching improved	–	IFSS implemented	Conduct 157 inspections on vessel landings in 4 key fisheries sectors	Conduct 168 inspections on vessel landings in 4 key fisheries sectors	Conduct 205 inspections on vessel landings in 4 key fisheries sectors	Conduct 270 inspections on vessel landings in 4 key fisheries sectors

DIRECTORATE: INSHORE FISHERIES MANAGEMENT

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Depleted fish stocks rebuilt (abalone, West Coast rock lobster and linefish)	–	3 sectors	Formulate TAE recommendations for linefish  Review permit conditions for linefish	–	Formulate TAC recommendations for abalone and West Coast rock lobster  Review permit conditions for abalone and West Coast rock lobster	Amend the recovery strategy
Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain						
Increased support to SMMEs within the sector	–	Allocate 70% of fishing rights in 8 sectors to SMMEs	Revise the general fishing policy and 8 sector specific fishing policies in the inshore and high seas fisheries sectors	Establish the rights allocation process in the inshore and high seas fisheries sectors	Allocate fishing rights in the inshore and high seas fisheries sectors	Coordinate the appeals process in respect of fishing rights allocated in the inshore and high seas fisheries sectors

Strategic goal 2: Sustained management of natural resources						
Strategic objective 1: Ensure the sustainable management and efficient use of natural resources						
Performance indicator	Baseline	Annual target 2013/14	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Depleted fish stocks rebuilt (hake)	–	1 sector	Reconciliation of allocations and landings  Update the capacity management models	Update the capacity management models	Update the capacity management models  Formulate management recommendation towards target set for recovery of hake stocks  Hake TAC submission sent to the DDG for approval  Formulate revised permit conditions	Reconciliation of landings and allocations  Update the capacity management models
Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 5.1: Increase growth, income and sustainable job opportunities in the value chain						
Increased support to SMMEs within the sector		Allocate 70% of fishing rights in 8 sectors to SMMEs	Revise the General Fishing Policy and 8 sector specific fishing policies in the offshore and high seas fisheries sectors	Establish the rights allocation process in the offshore and high seas fisheries sectors	Allocate fishing rights in the offshore and high seas fisheries sectors	Coordinate the appeals process in respect of fishing rights allocated in the offshore and high seas fisheries sectors

# Service Delivery Improvement Plan

## INTRODUCTION

The improvement of service delivery standards is a strategic imperative for government, especially in its drive to eradicate poverty and meet the other millennium development goals (MDGs) to which it is committed. In response to the challenges of service delivery, government has introduced the concept of Batho Pele—People First—which is aimed at changing attitudes and the culture of public service from a “*can’t do*” to a “*can do and will do*” mindset.

The SDIP is a value addition to service delivery as it is an action plan that outlines details on how the Batho Pele concept will be implemented. It is the “*how*” of Batho Pele. The SDIP will focus on bringing the Batho Pele principles to life, thereby making service delivery a reality for the citizens.

In terms of the Public Service Regulations, 2001, Part III.C.1, an executing authority must establish and sustain a service delivery improvement plan (according to Batho Pele principles) for his or her department. The DPSA also requires that the SDIP should be planned, developed and implemented in accordance with the MTEF. Departments are expected to select and improve key services which have a direct impact on beneficiaries. Progress reporting must be done quarterly and annually to the DPSA.

Over the MTEF 2012/13, DAFF has developed the SDIP in line with the Public Service Regulations, 2001, Part III.C.1. DAFF identified the issuing of licences/certificates/permits as a focus area of improvement. The following licences were identified as key services:

- Issuing of licences (for consumptive activities) to ensure sustainable forest management
- Issuing of registration certificates/approvals for stock and agricultural remedies to ensure effective and safe products.

The SDIP has clear targets outlined and these will be achieved within the current budget and further budget improvements will be considered when the unit costing process for each service has been done. The department will report the progress in monitoring and evaluation on a quarterly basis and review the SDIP annually.

## BACKGROUND AND CHALLENGES

Natural forests and woodlands form an important part of the environment and need to be conserved and developed according to the principles of sustainable management. Plantation forests play an important role in the economy. The National Forests Act, 1998 (Act No. 84 of 1998) allows the department to regulate the use of forests by issuing licences. There are three categories of licences, i.e. section 7 which regulates activities taking place in natural forests, section 15 which regulates cutting down of protected trees and section 23 which regulates activities in the state forest. The current challenges with the service is the time it takes to issue the licences because of incapacity to enforce the Act, inadequate technical assessment skills and difficulties in monitoring each licence.

Key services	Service beneficiary	Current standard		Desired standard		
		2011/12		2012/13	2013/14	2014/15
Issuing of licences (for consumptive activities) to ensure sustainable forest management	Forest industry, conservation agencies, municipalities, property developers, communities, telecommunication agencies, ESKOM, SANRAL, Transnet, landowners and individual members of the public	Quantity	150 days to issue licence	120 days to issue licence	110 days to issue licence	90 days to issue licence

Key services	Service beneficiary	Current standard		Desired standard		
		2011/12		2012/13	2013/14	2014/15
Issuing of licences (for consumptive activities) to ensure sustainable forest management (cont.)	Forest industry, conservation agencies, municipalities, property developers, communities, telecommunication agencies, ESKOM, SANRAL, Transnet, landowners and individual members of the public (cont.)	Quality	Issue according to provisions of the National Forests Act, 1998 (Act No. 84 of 1998)  Usage of correct forms and guidelines	Issue according to provisions of the National Forests Act, 1998 (Act No. 84 of 1998)  Usage of correct forms and guidelines	Issue according to provisions of the National Forests Act, 1998 (Act No. 84 of 1998)  Usage of correct forms and guidelines	Issue according to provisions of the National Forests Act, 1998 (Act No. 84 of 1998)  Usage of correct forms and guidelines
		Consultation	Gazette for public inputs Publish information in newspapers and radio presentation	Publish public notices on the website		
			Meetings with stakeholders Telephone, e-mail, site inspections and verification through DAFF regional offices		Maintain previous consultation mechanism	Maintain previous consultation mechanism
		Access	Client access forms from head office and regional offices, or through e-mail and fax	Clients to access forms on DAFF website  Maintain previous standard	Electronic submission of application forms  Maintain previous standard	Maintain previous standard
		Courtesy	Acknowledging applications within 10 days	Acknowledging applications within 7 days	Maintain previous standard	Maintain previous standard
		Openness and transparency	Contact details of units responsible for licence are available on the forms  Clients aware of appeal processes through licensing guidelines  Record of decisions kept and communicated to applicant	Availability of information (contact details) on the DAFF website  Maintain standard	Information (guidelines) available at regional offices and other departments (DEA website)  Maintain standard	Maintain standard

Key services	Service beneficiary	Current standard		Desired standard		
		2011/12		2012/13	2013/14	2014/15
Issuing of licences (for consumptive activities) to ensure sustainable forest management (cont.)	Forest industry, conservation agencies, municipalities, property developers, communities, telecommunication agencies, ESKOM, SANRAL, Transnet, landowners and individual members of the public (cont.)	Information	<p>Application forms and licensing guidelines (list of protected trees, champion tree list, electronic version of the NFA) available on-line</p> <p>Web-based FORLATS used as licensing tool</p> <p>Awareness campaign on radio (national and local)</p>	<p>Easy access of information on DAFF website</p> <p>Maintain standard</p>	Maintain standard	Maintain standard
		Redress	<p>Appeal committee to deal with declined licences</p> <p>Regional head to attend to queries/complaints (e-mail or telephone)</p>	Maintain standard	Maintain standard	Maintain standard
		Value for money	<p>Forest resources are sustainably managed for lasting benefit of society</p> <p>Licences enable traders in timber (and non-timber forest products) to trade and generate revenue/income</p> <p>Developers enabled to develop properties on licensed land and contribute towards the country's economic growth while communities are able to derive their livelihoods from the forests</p>	<p>Forest resources are sustainably managed for lasting benefit of society</p> <p>Licences enable traders in timber (and non-timber forest products) to trade and generate revenue/income</p> <p>Developers enabled to develop properties on licensed land and contribute towards the country's economic growth while communities are able to derive their livelihoods from the forests</p>	<p>Forest resources are sustainably managed for lasting benefit of society</p> <p>Licences enable traders in timber (and non-timber forest products) to trade and generate revenue/income</p> <p>Developers enabled to develop properties on licensed land and contribute towards the country's economic growth while communities are able to derive their livelihoods from the forests</p>	<p>Forest resources are sustainably managed for lasting benefit of society</p> <p>Licences enable traders in timber (and non-timber forest products) to trade and generate revenue/income</p> <p>Developers enabled to develop properties on licensed land and contribute towards the country's economic growth while communities are able to derive their livelihoods from the forests</p>

Key services	Service beneficiary	Current standard		Desired standard		
		2011/12		2012/13	2013/14	2014/15
Issuing of licences (for consumptive activities) to ensure sustainable forest management (cont.)	Forest industry, conservation agencies, municipalities, property developers, communities, telecommunication agencies, ESKOM, SANRAL, Transnet, landowners and individual members of the public (cont.)	Time	150 days to issue licence	120 days to issue licence	110 days to issue licence	90 days to issue licence
		Cost	R3 million (salaries, S&T and promotional materials for awareness raising)	R3,2 million (salaries, S&T and promotional materials for awareness raising)	R3,3 million (salaries, S&T and promotional materials for awareness raising)	R3,4 million (salaries, S&T and promotional materials for awareness raising)
		Human resources	3 officials at national office (NO) and regional offices in all provinces (varied)	4 officials at NO and regional offices in all provinces (varied)	5 officials at NO and regional offices in all provinces (varied)	6 officials at NO and regional offices in all provinces (varied)

## BACKGROUND AND CHALLENGES

In South Africa, before agrochemicals (agricultural and stock remedies) are imported, sold, used and advertised they have to be evaluated and registered by the DAFF through the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947). Currently there are delays in evaluating and finalising the registration of these products. A consultative forum was conducted with the industry and the outcome was the agreed turnaround standards. The outcome of the forum informed the improvement in this Service Delivery Improvement Plan.

Key services	Service beneficiary	Current standard		Desired standard		
		2011/12		2012/13	2013/14	2014/15
Issue registration certificates/ approvals for stock and agricultural remedies to ensure effective and safe products	Agrochemicals industry	Quantity	Evaluated, processed and finalised 2 400 registration applications	80% of agricultural and stock remedy evaluations for registration within stated processing times (see Appendix A)	85% of agricultural and stock remedy evaluations for registration within stated processing times (see Appendix A)  Pilot a technical screening 'completeness check' of application system to reduce turnaround time (see Appendix A)	Maintain the previous standards  Implement a technical screening 'completeness check' of applications system (see Appendix A)
		Quality	Registration certificates issued in line with the governing legislation (Act No. 36 of 1947) and international standards	Registration certificates issued in line with the governing legislation (Act No. 36 of 1947) and international standards	Registration certificates issued in line with the governing legislation (Act No. 36 of 1947) and international standards	Registration certificates issued in line with the governing legislation (Act No. 36 of 1947) and international standards
		Consultation	Quarterly liaison meetings held with stakeholders	Maintain the standard	Maintain the standard	Maintain the standard

Key services	Service beneficiary	Current standard		Desired standard		
		2011/12		2012/13	2013/14	2014/15
Issue registration certificates/ approvals for stock and agricultural remedies to ensure effective and safe products (cont.)	Agrochemicals industry (cont.)	Consultation (cont.)	Stakeholder's inputs into the development of guidelines/ regulations through e-mails, telephones and letters	Participate in multilateral meetings Gazette draft regulations/ polices for public comments		
		Access	Clients can request information through DAFF website, telephone, e-mail and letters or visit the office (Registrar's contact number is 012 319 7303)	Maintain the previous standard Avail brochures and pamphlets online	Maintain the previous standard	Maintain the previous standard Investigate online application submission methods to improve consultation process
		Courtesy	80% of written correspondence, including e-mail, acknowledged within 7 working days	80% of written correspondence, including e-mail, acknowledged within 3 working days	90% of written correspondence, including e-mail, acknowledged within 3 working days	100% of written correspondence, including e-mail, acknowledged within 3 working days
			80% of telephone calls returned within 3 working days	80% of telephone calls returned within 3 working days Registration applications acknowledged within 14 working days (see Appendix A) and inform client on turnaround time	90% of telephone calls returned within 3 working days Maintain the previous standard	90% of telephone calls returned within 3 working days Maintain the previous standard
		Openness and transparency	Departmental annual performance report published	Maintain the previous standards New or amendments of existing regulations gazetted	Maintain the previous standards Develop a regulatory communication strategy	Maintain the previous standards
Information	Some operational documents (regulations, guidelines, application forms, etc.) are readily available in the national office 40% of the operational documents are published on the website	60% operational documents (regulations, guidelines, application forms, etc.) will be readily available in the national office and also published on DAFF website	80% operational documents (regulations, guidelines, application forms, etc.) will be readily available in the national office and also published on DAFF website	100% operational documents (regulations, guidelines, application forms, etc.) will be readily available in the national office and also published on DAFF website		

Key services	Service beneficiary	Current standard		Desired standard		
		2011/12		2012/13	2013/14	2014/15
Issue registration certificates/ approvals for stock and agricultural remedies to ensure effective and safe products (cont.)	Agrochemicals industry (cont.)	Information (cont.)	Participate in 3 stakeholder workshops	Conduct/ participate in 4 stakeholder workshops	Conduct/ participate in 5 stakeholder workshops	Conduct/ participate in 6 stakeholder workshops
		Redress	Stakeholder's liaison meetings are used as platforms to address complaints and enquiries  There is an appeal process for unsatisfied clients	Develop a regulatory communication strategy	Pilot the strategy	Implement the strategy
		Value for money	Currently is unpredictable and it takes too long for products to be successfully registered, which impacts on the business of the client	Reducing the turnaround time allows clients to register products within reasonable time and enables them to do business legally and efficiently  Registration of stock and agricultural remedies products will contribute to a sustainable, secure and healthy food supply	Maintain the previous standards	Maintain the previous standards (see Appendix A)
		Time	Time-frame performance in place	80% of agricultural and stock remedy evaluations within stated processing times (see Appendix A)	85% of agricultural and stock remedy evaluations within stated processing times (see Appendix A)	Maintain the previous time-frame performance
		Cost	Expenditure <ul style="list-style-type: none"> <li>• R13,3 million for salaries</li> <li>• R1,7 million operational costs</li> </ul>	Estimated expenditure <ul style="list-style-type: none"> <li>• R22,8 million for salaries</li> <li>• R1,9 million operational costs</li> </ul> Review of application fees for value for money	Estimated expenditure <ul style="list-style-type: none"> <li>• R240 million for salaries</li> <li>• R2,6 million operational costs</li> </ul> Implement revised fees by 1 April 2013	Estimated expenditure <ul style="list-style-type: none"> <li>• R25,4 million for salaries</li> <li>• R3,2 million operational costs</li> </ul> Maintain the previous standards

Key services	Service beneficiary	Current standard		Desired standard		
		2011/12		2012/13	2013/14	2014/15
Issue registration certificates/ approvals for stock and agricultural remedies to ensure effective and safe products ( <i>cont.</i> )	Agrochemicals industry ( <i>cont.</i> )	Human resources	Staff numbers: 66 total employees (of which 25 officials provide technical and administrative functions)  Use external technical advisors to speed up service delivery	Sign MOUs and SLAs with external technical advisors (consultant and other government departments) and to speed up service delivery	Recruit 6 more technical officials	Recruit 4 more technical officials

#### APPENDIX A: STANDARD TIME FRAMES AGREED TO BETWEEN THE DAFF AND THE INDUSTRY

Type of application	Acknowledgement (days)	Technical screening (days)	Target
Applications containing new molecule	14	30	18 months
Generic applications	14	30	12 months
Label amendments	14	30	12 months
Formulation change	14	30	6–12 months
Additional source/manufacture	7	30	3 months (stock remedies) 6 months (agricultural remedies)
Administrative applications	7	30	3 months
Packaging	7	30	3 months
Change of shelf life	7	14	3 months
Import permits	7	7	1 month
Advertisement	7	7	1 month





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