

# Strategic Plan

Department of Agriculture

2025–2030



agriculture, land reform  
& rural development

Department:  
Agriculture, Land Reform and Rural Development  
REPUBLIC OF SOUTH AFRICA



**RP128/2025**

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**Department of Agriculture**

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## MINISTER'S FOREWORD



South Africa's agricultural sector is at a turning point. It has shown incredible resilience amid economic uncertainty, climate challenges, and shifting global trade conditions, yet deep-seated structural issues remain. The separation of Agriculture from Land Reform and Rural Development signals a fresh start, enabling a sharper focus on growth, sustainability, and market competitiveness. This Strategic Plan for 2025–2029/30 lays out a vision for the future, with food security, increased production, expanded market access, and agricultural transformation as its core priorities.

While progress has been made in recent years, especially in agricultural exports and technological advancements, many farmers still face serious obstacles. Climate change, weak infrastructure, rising input costs, and biosecurity risks continue to pose challenges, while long-standing disparities in land ownership and market participation remain unresolved. As Wandile Sihlobo highlights in *A Country of Two Agricultures*, South Africa has a world-class commercial farming sector alongside a struggling subsistence-based economy. Bridging this divide is crucial to building an inclusive and competitive agricultural future.

In response, the department has mapped out clear strategic priorities, supported by a comprehensive risk analysis and practical solutions. Our focus for the next five years will centre around seven key areas:

### **1. Strengthening Partnerships for Growth**

No sector can thrive in isolation. It is only through effective partnerships with other government departments, commodity groups, agribusinesses, and international partners that the department will be able to gather the expertise, skills and resources required for achieving the objectives set out in the Agriculture and Agro-Processing Master Plan.

### **2. Modernising Legislation and Reducing Red Tape**

A fast-changing sector requires a progressive regulatory environment that enables rather than hinders growth. The focus is on reviewing outdated legislation, cutting red tape, and ensuring policies reflect modern agricultural realities. An example is the Fertilisers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947). While this legislation has played a crucial role in the past in regulating agricultural inputs, it no longer aligns with modern agricultural advancements as farmers and agribusinesses face long delays in registering new agricultural chemicals, fertilisers, and animal health products due to outdated regulatory processes.

### **3. Expanding Market Access and Trade Opportunities**

Without access to new export markets, as well as securing existing markets, the agricultural sector cannot grow. Our strategy is focused on expanding export opportunities, reducing trade barriers, and improving biosecurity measures to strengthen South Africa's position in regional and global markets.

#### **4. Supporting Farmers with Resources and Infrastructure**

South Africa's agricultural landscape includes both large-scale commercial operations and emerging black farmers. Ensuring equal access to finance, infrastructure, and land security is essential and will require mechanisation programmes, blended finance models, and targeted support initiatives to improve agricultural expansion and sustainability.

#### **5. Strengthening Biosecurity and Disease Prevention**

South Africa's agricultural products are recognised for their quality, but disease outbreaks threaten both local food production and international trade. Proactive measures will include the establishment of a Biosecurity Council, the improvement of disease tracking systems, and strengthening rapid-response protocols to protect animal and plant health.

#### **6. Advocacy for Rural Development and Agricultural Growth**

Challenges such as transport bottlenecks, water licensing, and rural crime, as well as service delivery in general, have a direct impact on the sector's success. This requires a more active role from the department in terms of pushing for logistical improvements, collaborating with SAPS on rural security initiatives, and fighting for better municipal service delivery so as to create an enabling environment for farmers.

#### **7. Strengthening Food Security and Reducing Food Waste**

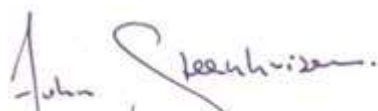
Food security is not just about production, it is about ensuring affordable, accessible, and nutritious food for all South Africans. Our plan includes community-driven food programmes, national food security strategies, and reducing post-harvest losses to make nutritious food more available.

#### **Building a Resilient Agricultural Sector**

The next five years will demand proactive risk management, with a strong emphasis on climate adaptation, digital innovation, and private-sector collaboration. By investing in climate-smart agriculture, modernised infrastructure, and streamlined policies, we will ensure that the sector remains competitive, sustainable, and increasingly profitable.

As a newly independent department, this is a moment to reset, refocus, and deliver on our vision. With clear priorities, decisive leadership, and meaningful partnerships, we can build an agricultural sector that is above all, inclusive, resilient, and globally competitive.

This Strategic Plan for 2025–2029/30 is not just a vision, it is a commitment to action. I look forward to working with all stakeholders to turn these priorities into reality and ensure that agriculture remains a pillar of economic growth, food security, job creation and opportunity for all South Africans.



**JOHN STEENHUISEN**  
**MINISTER OF AGRICULTURE**

## DEPUTY MINISTER'S STATEMENT



The newly configured Department of Agriculture (DoA) separated from the Department of Agriculture, Land Reform and Rural Development as of 1 April 2025 by Proclamation 199 of 2024. It follows the reconfiguration of Government for the Seventh Administration, announced by President Ramaphosa after the 2024 general elections. The DoA Strategic Plan is premised on the Statement of Intent agreed upon by the Government of National Unity (GNU).

The National Development Plan (NDP), Vision 2030 remains our long-term country plan and is aligned to our commitments on the continent and globally. The NDP will be implemented through the Medium Term Development Plan (MTDP) with three strategic priorities to drive inclusive growth and job creation; reduce poverty and tackle the high cost of living; and build a capable, ethical and developmental state. The strategic priorities are interlinked and interrelated and will be measured against the outcomes and interventions of the MTDP Result Framework.

DoA undertook a rigorous strategic planning session with its stakeholders to scan the environment and identified strengths, weaknesses, opportunities, and threats. Stakeholders raised strategic issues relating to intergovernmental coordination, policy reform and sector support, supporting diverse producers financially, collaboration with other departments, focused support for Black smallholder producers, addressing climate adaptation, as well as innovation and digitalisation, among others.

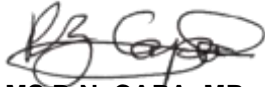
Over the medium term, DoA in its Strategic Plan, has responded to the stakeholders' issues by prioritising relevant economic interventions that influence the agricultural sector. The department identified seven priorities for achievement in the agricultural sector over the next five years. The seven priorities will focus on partnerships for growth, a modern and progressive legislative and regulatory environment, improving market access for South African agriculture, providing effective support to farmers, biosecurity is everybody's responsibility, advocacy for a growing sector and improving food security. Food security is paramount, as it directly addresses issues of poverty and hunger, enabling communities to thrive. While ensuring environmental sustainability to guide practices that protect natural resources for future generations.

The drive for inclusive growth in the agricultural sector is key and emphasises the importance of empowering women, youth and other vulnerable groups to dismantling barriers to their full economic participation. The department developed the Agriculture and Agro-processing Master Plan (AAMP) and is collaborating with the stakeholders in its implementation to enhance growth, attract investment, and promote transformation and job opportunities.

Regarding market access, the department A will prioritise strengthening trade relationships with major and potential partners, particularly through the implementation of the African Continental Free Trade Area (AfCFTA) to boost exports across the continent. An export-driven approach enhances economic income, providing vital revenue streams. Market access plays a pivotal role in this context, as it involves

not only the ability to sell products in domestic and international markets but also the ease of doing business.

Further, South Africa has taken over the G20 Presidency for 2025 under the theme of *Solidarity, Equality, Sustainability*. Several group engagements have taken place. The department leads the G20 Agricultural Working Group meetings launched in March 2025. The meeting set the stage for transformative agricultural policies, promoting global cooperation, increasing investment in sustainable farming, and ensuring a more resilient, food-secure future for all. The foundation has been laid for a future where farmers thrive, communities prosper, and no one goes hungry. We are optimistic that things are going to be well as South Africa takes over G20 2025.

A handwritten signature in black ink, appearing to read 'R.N. Capa', written over a horizontal line.

**MS R.N. CAPA, MP**  
**DEPUTY MINISTER OF AGRICULTURE**

## ACCOUNTING OFFICER'S STATEMENT



The 2025–2030 Strategic Plan is the first to be implemented by the newly restructured Department of Agriculture (DoA). It also falls in the backdrop of the Medium-Term Development Plan 2024–2025, which replaces the Medium-Term Strategic Framework approach towards planning. This follows two Proclamations, 188 of 2024, which split the Department of Agriculture, Land Reform and Rural Development into the DoA and the Department of Land reform and Rural Development (DLRRD) and Proclamation 199 of 2024, which necessitates that each department undertakes its own strategic planning to define its strategic and operational directions. The structural change allows the department to focus fully on the agricultural sector and continue the firm foundation of building a productive, competitive, and inclusive sector. This Strategic Plan is crafted during South Africa's Presidency of the G20, which puts agriculture at the centre through two critical interfaces, firstly through the Food Security Task Force and the Agricultural Working Group.

This plan aligns with the Medium-Term Development Plan (MTDP) priorities, namely: Driving inclusive growth and job creation; reducing poverty and tackling the high cost of living; and building a capable, ethical and developmental state. The DoA Strategic Plan sets out pathways for supporting producers, improving food security, strengthening trade performance, and promoting growth. Our work is guided by the vision of a dynamic and sustainable agricultural sector for a food-secure South Africa.

To achieve the MTDP strategic priorities, the sector identified seven priority interventions, namely: Partnerships for growth; a modern and progressive legislative and regulatory environment; improving market access for South African agriculture; providing effective support to farmers; biosecurity; advocacy for a growing sector; and improving food security.

The strategic planning process involved consultations with provincial departments of agriculture, agriculture stakeholders, and public entities. Through this process, we identified six key outcomes: Improved governance and modernised service delivery; increased production in the agricultural sector; improved food and nutrition security; increased production share of Black producers in overall production to stimulate meaningful transformation; increased market access and strengthened biosecurity; and effective disaster risk reduction. These are supported by specific targets and indicators that form the basis for monitoring and evaluation processes.

The department acknowledges the risks that continue to affect the sector. These include biosecurity threats, extreme weather patterns, high input costs, and underinvestment in infrastructure. The plan responds by scaling up veterinary services, improving disease surveillance, increasing coordination in emergency response, and strengthening traceability and quality assurance systems. Our focus on export driven agricultural growth is reasserted. In 2023, South Africa was ranked thirty-second among the world's leading agricultural exporters—the only African country in the top 40. In 2024, agricultural exports reached a remarkable \$13,7 billion, a 3,3% increase compared to the previous year. This success must be sustained by improving regulatory systems and increasing the number of Black producers who can access local and export markets.

Improving food and nutrition security is another priority. The department will implement the National Food and Nutrition Security Plan and establish a National Council to coordinate government-wide efforts. The plan supports small-scale production, urban agriculture, and the use of indigenous crops to reduce food costs and address hunger. This strategy also responds to the 2024 National Food Security and Nutrition Survey and targets agricultural support at the most vulnerable nodes of our country. In responding to climate change, the strategy deepens our work on building local resilience, particularly in low-income households and vulnerable communities.

The duality of the South African economy has been the subject of scholarly articles and to this effect, through the Agriculture and Agro-processing Master Plan, the plan focuses on commercialising Black producers by addressing gaps in finance, inputs, infrastructure, and support services. The reconfiguration of the Blended Funding Scheme, MAFISA, and extension services will better match the needs of smallholder and medium-scale producers. The department will also develop digital platforms to improve information sharing, coordination, and market access.

The DoA launched the first G20 Agricultural Working Group Meeting in March 2025 in Pretoria as build-up to the upcoming G20 Agriculture Ministers' Meeting. The meeting set the stage for transformative agricultural policies, promoting global cooperation, increasing investment in sustainable farming, and ensuring a more resilient, food-secure future for all.

In completing the re-organisation of the new DoA, and pushing through with institutional realignment, the department will complete its macrostructure, improve human resource (HR) systems, and invest in performance management, ethics, and leadership development. Business processes will be modernised, and automation we will increase and address archaic systems to have efficiency gains over the medium term. In creating a more capable, ethical, and responsive institution, we will address outstanding weaknesses such as staff shortages, inconsistent compliance, and slow service delivery.

This plan is practical, targeted, and based on real challenges. It reflects clear choices, action points, monitoring and evaluation and matching of resources, capabilities and the operational environment. The department will use its performance indicators, budget allocations, and risk mitigation strategies to stay accountable and focused throughout the five-year period.

I thank the honourable minister and deputy minister for their guidance, I take this opportunity to also thank the departmental management team and all members of staff in the department, the leadership of all public entities, provincial departments of agriculture, partner institutions and captains of our various industries, and entities who contributed to this plan. Agriculture remains one of South Africa's most important tools for reducing poverty, growing the economy, and creating meaningful livelihoods for all South Africans.



**MR M RAMASODI**  
**DIRECTOR-GENERAL: DEPARTMENT OF AGRICULTURE**

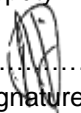
## OFFICIAL SIGN-OFF

It is hereby certified that this 2025-2030 Strategic Plan:

- was developed by the management of the Department of Agriculture;
- takes into account all the relevant policies, legislation and other mandates for which the Department of Agriculture is responsible; and
- accurately reflects the outcomes and outputs which the Department of Agriculture will endeavour to achieve over the 2025-2030 MTDP period.


Mr N Mehlomakulu

Deputy Director-General: Food Security and Agrarian Reform

  
.....  
Signature      Date: 27/03/2025


Ms K Komape

Deputy Director-General: Economic Development, Trade and Marketing

  
.....  
Signature      Date: 28/03/2025

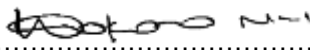
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Deputy Director-General: Agricultural Production, Biosecurity and Natural Resources Management

  
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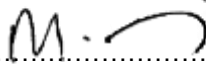
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(Acting) Chief Financial Officer

  
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Ms K Kgang

(Acting) Deputy Director-General: Corporate Support Services

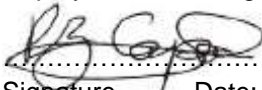
  
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Mr M Ramasodi

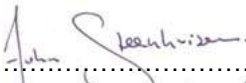
Director-General

  
.....  
Signature      Date: 04/04/2025

Honourable RN Capa  
Deputy Minister of Agriculture

  
.....  
Signature Date: 04/04/2025

Honourable JH Steenhuisen  
Minister of Agriculture

  
.....  
Signature Date: 04/04/2025

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## ACRONYMS

<b>AAMP</b>	Agriculture and Agro-processing Master Plan
<b>AfCFTA</b>	African Continental Free Trade Area
<b>Agbiz</b>	Agricultural Business Chamber
<b>AgriBEE</b>	Agriculture Black Economic Empowerment
<b>AGSA</b>	Auditor-General of South Africa
<b>APP</b>	Annual Performance Plan
<b>ARC</b>	Agricultural Research Council
<b>BFAP</b>	Bureau for Food and Agricultural Policy
<b>BOP</b>	Balance of Payments
<b>CARA</b>	Conservation of Agricultural Resources Act
<b>CASP</b>	Comprehensive Agricultural Support Programme
<b>cspB</b>	Cold Shock Protein Bacillus
<b>COVID-19</b>	Coronavirus Disease of 2019
<b>CPI</b>	Consumer Price Index
<b>DALRRD</b>	Department of Agriculture, Land Reform and Rural Development
<b>DBC</b>	Departmental Bargaining Council
<b>DDG</b>	Deputy Director-General
<b>DG</b>	Director-General
<b>DIGIGOV</b>	Digital Government Forum
<b>DoA</b>	Department of Agriculture
<b>DPSA</b>	Department of Public Service and Administration
<b>DPWI</b>	Department of Public Works and Infrastructure
<b>EC</b>	Eastern Cape
<b>EDTM</b>	Economic Development, Trade and Marketing
<b>EU</b>	European Union
<b>EXCO</b>	Executive and Strategic Management Committee
<b>FMD</b>	Foot-and-Mouth Disease
<b>FOB</b>	Free on Board
<b>FSAR</b>	Food Security and Agrarian Reform
<b>GDP</b>	Gross Domestic Product
<b>GMOs</b>	Genetically Modified Organisms
<b>GNU</b>	Government of National Unity
<b>GP</b>	Gauteng
<b>GPSSBC</b>	General Public Service Sector Bargaining Council
<b>GTA</b>	Global Trade Atlas
<b>GVA</b>	Gross Value Added
<b>HLB</b>	Huanglongbing
<b>HPAI</b>	Highly Pathogenic Avian Influenza
<b>HR</b>	Human Resource
<b>IBSA</b>	India-Brazil-South Africa Dialogue Forum
<b>ICT</b>	Information and Communication Technology
<b>IDC</b>	Industrial Development Corporation

<b>IoT</b>	Internet of Things
<b>IMF</b>	International Monetary Fund
<b>KPI</b>	Key Performance Indicators
<b>KZN</b>	KwaZulu-Natal
<b>LP</b>	Limpopo
<b>MP</b>	Mpumalanga
<b>MTDP</b>	Medium-Term Development Plan
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NAMC</b>	National Agricultural Marketing Council
<b>NC</b>	Northern Cape
<b>NDP</b>	National Development Plan
<b>NFNSS</b>	National Food and Nutrition Security Survey
<b>NMOG</b>	National Macro-Organising of Government
<b>NSG</b>	National School of Government
<b>NUS</b>	Neglected and Underutilized Species
<b>OBP</b>	Onderstepoort Biological Products
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PDA</b>	Provincial Department of Agriculture
<b>PDALB</b>	Preservation of Development of Agricultural Land Bill
<b>PFMA</b>	Public Finance Management Act
<b>PPECB</b>	Perishable Products Export Control Board
<b>PPP</b>	Public-Private Partnership
<b>R</b>	Rand
<b>SA</b>	South Africa
<b>SABS</b>	South African Bureau of Standards
<b>SACU</b>	Southern African Customs Union
<b>SARS</b>	South African Revenue Service
<b>SITA</b>	State Information Technology Agency
<b>SOI</b>	Statement of Intent
<b>SoNA</b>	State of the Nation Address
<b>SPS</b>	Sanitary and Phytosanitary Standards
<b>ITC</b>	International Trade Centre
<b>TFP</b>	Total Factor Productivity
<b>UK</b>	United Kingdom
<b>UN</b>	United Nations
<b>WC</b>	Western Cape
<b>WHO</b>	World Health Organization
<b>WTO</b>	World Trade Organization

# Part A

## Our Mandate



## 1. CONSTITUTIONAL MANDATE

The core mandate of the department is derived from Section 27 1 (b) of the Constitution of South Africa. Underpinning the scope of the mandate of the Department of Agriculture (DoA), is to lead, support and promote the management of agricultural resources through policies, strategies and programmes to enhance sustainable use and achieve economic growth, job creation, food security, rural development and transformation. The mandate addresses production and consumption in the agricultural sector. The main statutes include the Agricultural Product Standards Act, 1990 (Act No. 119 of 1990) and the Conservation of Agricultural Resources Act (CARA),1993 (Act No. 43 of 1993), among others.

## 2. LEGISLATIVE AND POLICY MANDATES

The department's legislative and policy mandates are informed by national, provincial and local legislation and policies. The legislation and policies can be concurrent or apply to one level.

### 2.1. Legislative mandates

The legislative mandate is drawn from various pieces of legislation, which in turn inform the operations of the department. Currently, the department is responsible for about 27 pieces of legislation. Underpinning the scope of the mandate of the Department of Agriculture is the reality that the agricultural sector is continuously subjected to changes in the production and marketing environment; the policy and legislative environment that governs the sector must be adjusted continuously through amendments and the replacement of some pieces of legislation. DoA is primarily responsible for all agriculture-related legislation. The following list of Acts reflects the legislative mandate of the department:

Table 1: Legislative mandate

Act no. and year	Purpose
Agricultural Debt Management Act, 2001 (Act No. 45 of 2001)	Provides for the establishment of the Agricultural Debt Account and the use of the account as a mechanism to manage agricultural debt repayment.
Agriculture Laws Extension Act, 1996 (Act No. 87 of 1996)	Provides for the extension of the application of certain laws relating to agricultural matters to certain territories that form part of the national territory of the Republic of South Africa; the repeal of certain laws that apply to those territories; and for matters connected therewith.
Agricultural Law Rationalisation Act, 1998 (Act No. 72 of 1998)	Provides for the rationalisation of certain laws relating to agricultural affairs that remained in force in various areas of the national territory of the Republic prior the commencement of the Constitution of the Republic of South Africa.
Agricultural Pests Act, 1983 (Act No. 36 of 1983)	Provides for measures by which agricultural pests may be prevented and combated.
Agricultural Produce Agents Act, 1992 (Act No. 12 of 1992)	Provides for the establishment of an Agricultural Produce Agents Council and fidelity funds in respect of agricultural produce agents and for the control of certain activities of agricultural produce agents.
Agricultural Product Standards Act, 1990 (Act No.119 of 1990)	Provides for the control over the sale and export of certain agricultural products; control over the sale of certain imported agricultural products; and control over other related products.
Agricultural Research Act, 1990 (Act No. 86 of 1990)	Provides for the establishment of a juristic person to deal with agricultural research and the determination of its objectives, functions, powers and duties.
Animal Diseases Act, 1984 (Act No. 35 of 1984)	Provides for the control of animal diseases and parasites, and for measures to promote animal health.

Animal Identification Act, 2002 (Act No. 6 of 2002)	Provides for the consolidation of the law relating to the identification of animals and incidental matters.
Animal Improvement Act, 1998 (Act No. 62 of 1998)	Provides for the breeding identification and utilisation of genetically superior animals to improve the production and performance of animals.
Animals Protection Act, 1962 (Act No. 71 of 1962)	Provides the consolidation and amendment of the law relating to the prevention of cruelty to animals.
Conservation of Agricultural Resources Act, 1983 (Act No. 43 of 1983)	Provides for control over the utilisation of the natural agricultural resources of the Republic in order to promote the conservation of the soil, water sources and vegetation and the combating of weeds and invader plants.
Fencing Act, 1963 (Act No. 31 of 1963)	Provides for the consolidation of the laws relating to fences and the fencing of farms and other holdings and matters incidental thereto.
Fertilizers, Farm Feeds Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947)	Provides for the appointment of a Registrar of Fertilisers, Farm Feeds, Agricultural Remedies and Stock Remedies; the registration of fertilisers, farm feeds, agricultural remedies, stock remedies, sterilising plants and pest control operators; the regulation or prohibition of the importation, sale, acquisition, disposal or use of fertilisers, farm feeds, agricultural remedies and stock remedies; and the designation of technical advisers and analysts.
Genetically Modified Organisms Act, 1997 (Act No. 15 of 1997)	Provides for measures to promote the responsible development, production, use and application of genetically modified organisms; to provide for an adequate level of protection during all activities involving genetically modified organisms that may have an adverse impact on the conservation and sustainable use of biological diversity, human and animal health.
Groot Constantia Trust Act, 1993 (Act No. 58 of 1993)	Provides for the provision of the incorporation of the Groot Constantia Control Board as an association not for gain; for the transfer of the Groot Constantia Estate to the said association; and for matters connected therewith.
Liquor Products Act, 1989 (Act No. 60 of 1989)	Provides for control over the sale and production for sale of certain alcoholic products, the composition and properties of such products and the use of certain particulars in connection with the sale of such products; for the establishment of schemes; and for control over the import and export of certain alcoholic products.
Marketing of Agricultural Products Act, 1996 (Act No. 47 of 1996)	Provides for the authorisation of the establishment and enforcement of regulatory measures to intervene in the marketing of agricultural products, including the introduction of levies on agricultural products; and for the establishment of a National Agricultural Marketing Council (NAMC).
Meat Safety Act, 2000 (Act No. 40 of 2000)	Provides for measures promoting meat safety and the safety of animal products; establishment and maintenance of essential national standards in respect of abattoirs; regulation of the importation and exportation of meat; establishment of meat safety schemes; and for matters connected therewith.
Onderstepoort Biological Products Incorporation Act, 1999 (Act No. 19 of 1999)	Provides for the establishment of a company to manage the institution known as the Onderstepoort Biological Products (OBP).

Performing Animals Protection Act, 1935 (Act No. 24 of 1935)	Provides for the regulation of the exhibition and training of performing animals and the use of dogs for safeguarding.
Perishable Products Export Control Act, 1983 (Act No. 9 of 1983)	Provides for the control of perishable products intended for export from the Republic of South Africa.
Plant Breeders' Rights Act, 1976 (Act No. 15 of 1976)	Provides for a system under which plant breeders' rights relating to varieties of certain kinds of plants may be granted and registered; for the requirements which must be complied with for the granting of such rights; for the protection of such rights; and the granting of licences in respect of the exercise thereof.
Plant Improvement Act, 1976 (Act No. 53 of 1976)	Provides for the registration of premises from which the sale of certain plants or the cleansing, packing and sale of certain propagating material may be undertaken; and prescribes the conditions subject to which such plants or propagating material may be sold for the purposes of cultivation.
Societies for the Prevention of Cruelty to Animals Act, 1993 (Act No. 169 of 1993)	Provides for control of societies for the prevention of cruelty to animals and for matters connected therewith.
Subdivision of Agricultural Land Act, 1970 (Act No. 70 of 1970)	Provides the subdivision and, in connection therewith, the use of agricultural land.
Veterinary and Para-Veterinary Act, 1982 (Act No. 19 of 1982)	Provides for the establishment, powers and functions of the South African Veterinary Council (SAVC).

## 2.2 Policy Mandate

The department is currently implementing the following policies:

Table 2: Departmental approved policies

Name of policy	Aim/purpose
National Policy on Extension and Advisory Services	To facilitate the establishment of effective and efficient extension and advisory services.
Pesticides Management Policy	To improve the legislative framework for protecting the health and environment to promote economic growth and sector competitiveness.
Plant Health (Phytosanitary) Policy	To ensure that the national phytosanitary regulatory system operates in compliance with relevant international and national obligations.
Plant Breeders' Rights Policy	To stimulate economic growth by ensuring the availability of plant varieties for South African agriculture.
Food and Nutrition Security Policy	To ensure the availability, accessibility and affordability of safe and nutritious food at national and household levels.
International Training Policy	To provide guidelines for the coordination and management of international training programmes.
Experiential Training, Internship, Professional Development Policy (2004)	To provide guidelines for the implementation and management of the Experiential Training, Internship and Professional Development Programme.
DAFF External Bursary Scheme Policy (2004)	To provide guidelines for the implementation and management of the External Bursary Scheme.
Marketing Policy	To promote and facilitate an efficient and effective agricultural marketing system.
Agro-processing Policy	To support entry and growth of competitive, rural-based, small and medium-scale agro-processors in the local and global agriculture, forestry and fisheries value chains.

Name of policy	Aim/purpose
Micro-Agricultural Financial Institutions of South Africa (MAFISA) Credit Policy Framework	To guide the sector in the provision of production loans to support the smallholder farmer development.
Comprehensive Producer Support Policy	To regulate the design and provision of development support measures to the various categories of producers for sustainability and competitiveness.
Agriculture Black Economic Empowerment (AgriBEE) Sector Code	To facilitate the implementation of Broad-Based Black Economic Empowerment Act in the agricultural sector

In the medium term, the DoA anticipates developing and reviewing the following policies:

Table 3: Planned Policies

Name of policy	Aim/purpose
Animal Identification and Traceability Policy	To establish an effective individual animal identification and full value chain traceability system in South Africa
Agricultural Insurance Policy Framework	To facilitate the development of an innovative, demand-orientated and economically sustainable insurance product against systemic climate perils for producers in the sector
National Research and Development Policy	To promote research and innovation for the agriculture, rural development and land reform sub-sectors
Crop Production Policy	To position the plant production subsector to respond to emerging challenges, while at the same time increasing its contribution to food security, job creation, rural development, poverty alleviation and economic development
Bio-safety Policy	To establish common measures, requirements and criteria for risk assessments, environmental impact assessments and assessment of the socio-economic impact to ensure that genetically modified organisms (GMOs) are appropriate and do not present a hazard to the environment, human, animal or plant health
SMME Development Strategy	To facilitate the implementation of National Small Enterprise Act and National Integrated Small Enterprise Development (NISED) Masterplan in the agricultural sector.

### 3. RELEVANT COURT RULINGS

The following court rulings that could negatively impact the operation of the department:

African Centre for Biodiversity (ACB) laid a charge against Monsanto/Bayer (Pty) Ltd regarding authorisation by the Executive Council to issue a permit for general release application of genetically modified (GM) maize event MON87460. The African Centre for Biodiversity (ACB) lodged an appeal against the decision of the Council with the Minister.

The Minister appointed the Appeal Board to analyse the application by ACB which recommended the following:

- Detailed analyses of MON87460 shows that, as per scientifically accepted guidelines, there is no apparent or measurable risk posed by MON87460 to human, animal and environmental health;

- There is sufficient evidence to show that MON87460 is equivalent to conventional maize, except for its resistance to the selection marker kanamycin and its ability to produce the cold shock protein Bacillus (cspB) that affords it some degree of tolerance to drought.

After the analysis by the Appeal Board, the Minister made a final decision in terms of Regulation 11(12) of the GMO Act and confirmed the Appeal board's decision to grant Monsanto/Bayer (Pty) Ltd a permit for general release application of genetically modified (GM) maize event MON87460. In response to the Minister's final decision, the ACB applied to the High Court to seek relief and the Appeal Board and the Minister's decision were set aside by the High Court and granted ACD leave to appeal..

The matter was taken to the Supreme Court of Appeal (SCA) and the SCA found that at the time that the Executive Council assessed the application for a permit for the general release of MON87460, it failed to consider or determine whether an environmental impact study in terms of NEMA was necessary. The SCA upheld the appeal and order of the High Court was set aside.

Further, the department sought legal opinion on the prospects of success on appeal to the Constitutional Court which was lodged in November 2024.

# Part B

## Our Strategic Focus



## 4. VISION, MISSION AND VALUES

### 4.1. Vision

A dynamic and sustainable agricultural sector for a food-secure South Africa.

### 4.2. Mission

Enabling inclusive economic growth, competitiveness and market access through collaborative partnerships, agricultural and digital innovation, research and transformed legislation.

### 4.3. Values

- Adapt
- Grow
- Respect
- Innovate
- Collaborate

## 5. SITUATIONAL ANALYSIS

### 5.1. External environmental analysis

#### 5.1.1 The macroeconomic environment

Agriculture's prominent indirect role in the economy is a function of backward and forward linkages to other sectors. Purchases of goods such as fertilisers, chemicals and implements form backward linkages with the manufacturing sector, while forward linkages are established through supplying raw materials to the manufacturing industry. About 70% of the agricultural output is used as intermediate products in the sector. Agriculture is, therefore, a crucial sector and an important engine of growth for the rest of the economy. Over the past five years, the value of primary agricultural production in South Africa increased by 5,3% and is estimated at R448 billion in 2023/24, compared to R425 billion in 2022/23. Primary agriculture grew in nominal terms by 8,3% per annum since 2009, while South Africa's economy showed an increase of 6,5% over the same period, which resulted in the increase of agriculture's share to the gross domestic product (GDP) by 2,5% in 2023.

The primary challenge of South Africa's agriculture in 2024 was the mid-summer drought that weighed on field crop production. The volume of field crop production decreased by 15,1% during 2023/24, mainly because of a decrease in the production of summer crops (maize), as well as oilseeds (sunflower seed and soya beans). Furthermore, the production of other non-food crops (cotton, tobacco, wattle bark and lucerne seed) also decreased as compared to 2022/23. However, 2024 production conditions of the field crops already pointed to a recovery. The latest Crop Estimates Committee forecasts show a favourable 2024/25 overall summer field crops and oilseeds harvest at 17,2 million tons, up 11% from the previous season. This estimate comprises maize, sunflower seed, soya beans, groundnuts, sorghum, and dry beans. Moreover, better production conditions in other field crops, such as sugar cane, will continue.

Over the past five years, horticultural production decreased by 0,2%, which can mainly be attributed to a decrease in the production of deciduous fruit (apricots, peaches, plums and apples), citrus fruit (oranges, grapefruits and naartjies) and subtropical fruit (paw-paws, granadillas, bananas, litchis, pineapples and mangoes). Furthermore, the production of dried fruits and nuts also contributed to a decrease in horticultural products as compared to the previous season. Even though the horticultural subsector performed well in 2024, it was insufficient to change its fortunes more meaningfully;

contributing factors were port inefficiencies, poor rail and road infrastructure, crime and stock theft, and municipal service delivery, which remain significant risks to agriculture's long-term growth prospects.

Livestock production decreased by 1,3%, mainly because of the decreases in the production of eggs and poultry meat, as well as the number of stocks slaughtered (calves and pork) as compared to 2022/23. The 2024/2025 seasonal forecast shows that the livestock subsector will also benefit from favourable weather conditions, a potential decline in feed costs, and better grazing veld. In the first few quarters of 2024, the livestock subsector was hit hard by livestock disease outbreaks such as foot-and-mouth disease (FMD) and highly pathogenic avian influenza (HPAI). The recovery in the livestock subsector was only seen in the last quarter of 2024 when the country finally managed to control the disease outbreaks.

The total gross value of agricultural production (total production during the production season valued at the average basic prices received by producers) for 2023/24 is estimated at R448 billion, compared to R426 billion the previous year—an increase of 5,3%. This increase can mainly be attributed to the increase in the value of horticultural and animal products by 12,4% and 6,1%, respectively. The fruit and wine industry will continue to gain from better dam levels, which are key for irrigation. Ultimately, these encouraging production conditions and base effects point to a better agricultural season in 2025, and a potentially better recovery of the gross value added.

Despite the agricultural sector's relatively small share of 2,5% of the total GDP, primary agriculture is an important sector in the South African economy. Annually the agricultural sector contracted by 8% in 2024 (from a decline of 4,8% in 2023). This annual contraction is broadly in line with market expectations. Overall, the South African economy grew by 0,8% in 2024 (from 0,7% in 2023) and is forecasted to increase by 1,9 % in 2025, according to the National Treasury (NT). The South African economy remains in a troubling low-growth trap.

Table 4: Economic growth in selected countries

Region/country	2023	2024	2025	2026
	Actual	Estimate	Forecast	
<b>World</b>	3.3	3.2	3.3	3.3
<b>Advanced economies</b>	1.7	1.7	1.9	1.8
United States	2.9	2.8	2.7	2.1
Euro area	0.4	0.8	1.0	1.4
United Kingdom	0.3	0.9	1.6	1.5
Japan	1.5	-0.2	1.1	0.8
<b>Emerging and developing countries</b>	4.4	4.2	4.2	4.3
Brazil	3.2	3.7	2.2	2.2
Russia	3.6	3.6	1.4	1.2
India	8.2	6.5	6.5	6.5
China	5.2	4.8	4.6	4.5
<b>Sub-Saharan Africa</b>	3.6	3.8	4.2	4.2
Nigeria	2.9	3.1	3.2	3.0
South Africa	0.7	0.8	1.9	1.7
<b>World trade volumes</b>	0.7	3.4	3.2	3.3

Source: NT

Forecast and IMF World Economic Outlook, January 2025

According to the International Monetary Fund (IMF) and NT World Economic Outlook Report (January 2025), global growth is expected to come in at a pace of 3,2% in 2024, slightly lower than 2023, and below the pre-pandemic norm of 3,6% from 2000 to 2019. In 2025, the expectation is for growth to accelerate to 3,3% before post-election policies in the USA dampen global growth to 3,3% in 2026. The pace of inflation is forecast to continue cooling between now and mid-2025. The forecast thereafter depends heavily on the pace of tariffs and whether a full-blown trade war is seen erupting.

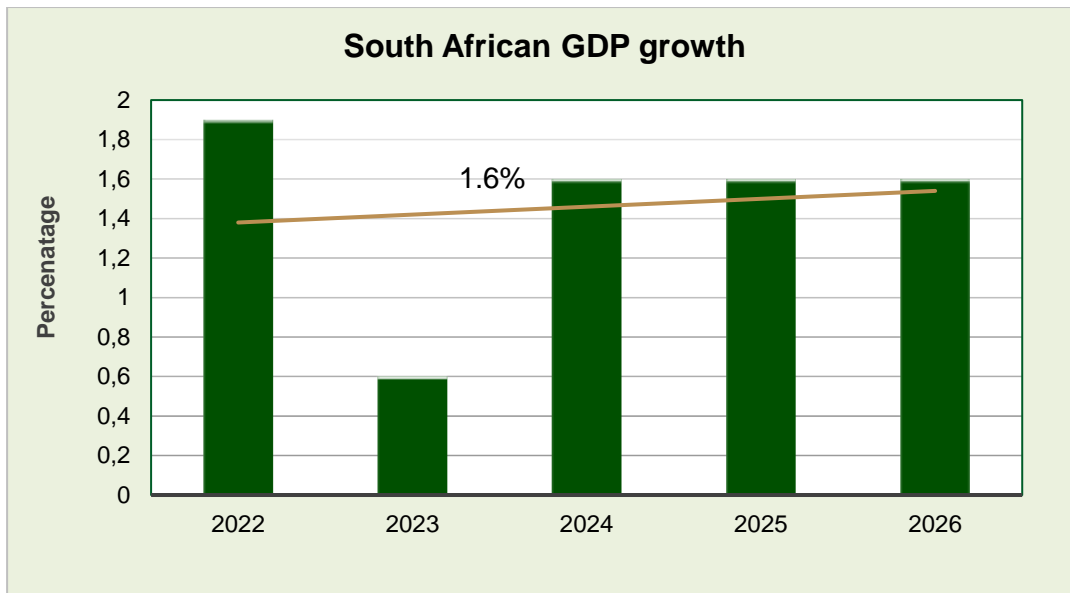


Figure 1: GDP for South Africa over a five-year period, 2025 to 2026 Forecast  
Source: NT

According to NT, despite an improved global outlook, South Africa's growth prospects remain limited by subdued prices for key export commodities and domestic supply-side constraints. Downside risks remain from potential spikes in the global oil price if the conflict in the Middle East escalates and if growth falters in China—the country's largest trading partner. The GDP growth is projected to be flat and an average 1,6% from 2024 to 2026 as the frequency of power cuts declines, lower inflation supports households, as well as employment and credit extension recover gradually. New energy projects will improve fixed investment and business sentiment.

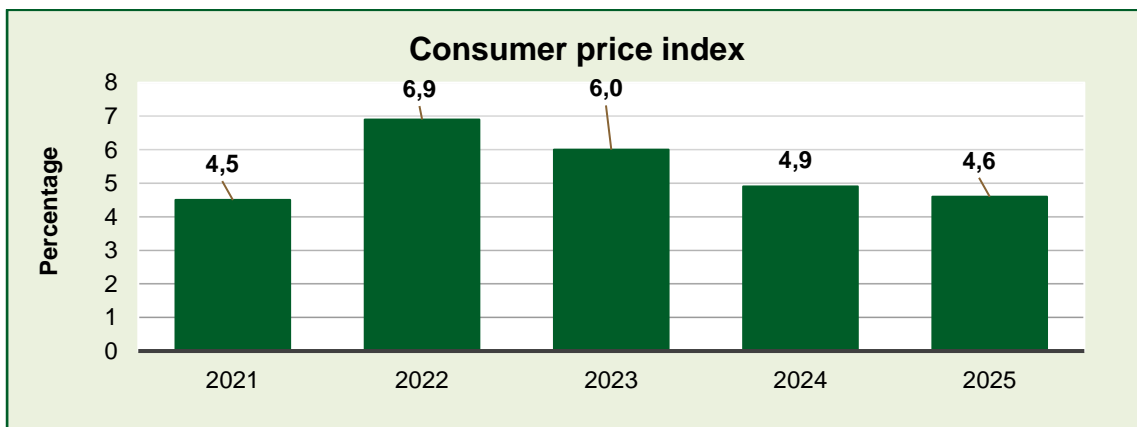


Figure 2: Consumer price index (CPI) for South Africa over a five-year period, to 2025  
Source: Stats SA

Annual consumer price inflation was projected to moderate from 5,9% in 2023 to 4,6% in 2024 and further down to 4,5% in 2027 as food and fuel prices continue to decline. In 2023, food inflation slowed less than expected owing to power cuts and the rand depreciation, keeping imported food costs high. The outbreak of HPAI also increased prices for poultry and eggs, these factors are not expected in the medium term. As crude oil prices continue to normalise after an increase as a result of the conflict between Russia and Ukraine, the upward pressure on domestic fuel prices is expected to subside. High vehicle and insurance prices that contributed to core inflation pressure are easing slowly. Near-term inflation may increase if global crude oil prices start to rise owing to an escalation in the Middle East conflict and a weaker rand exchange rate. Elevated administered prices, including water and electricity, also pose an upside risk to the medium-term outlook.

Changes in water availability have severe consequences for most sectors of the economy and conversely, some of these sectors have a profound impact on water resources and availability.

Sectors such as agriculture, energy and forestry are among the most demanding water-use activities, along with domestic demand. Activities that depend on high water abstraction, such as irrigation agriculture and electricity generation (for the steam turbine processes used in most power plants) also put pressure on our water resources. South Africa's economy is one that is largely centred on these significant economic activities, making it a water-consumptive economy.

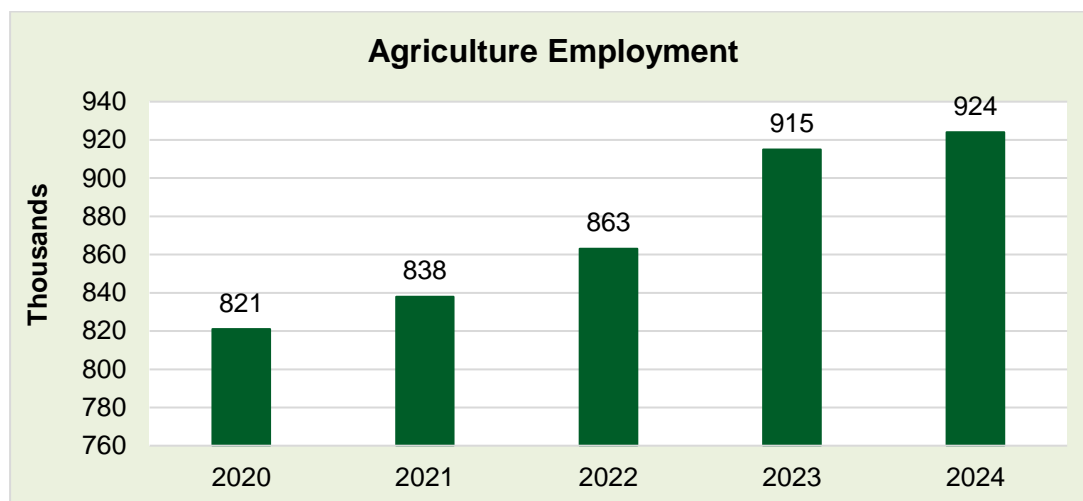


Figure 3: South Africa's Agriculture employment over five years  
Source: Stats SA

According to the quarterly labour survey, South Africa's unemployment rate fell for the second successive quarter to 31.9% in Q4 2024, from 32.1% in the previous three-month period. 2024 (Q4) marked the lowest jobless rate since Q3 2023, and the number of unemployed individuals decreased by 20 thousand to 7.991 million. Concurrently employment rose by 132 thousand to 17.078 million, and the labour force increased by 112 thousand to 25.069 million. Stats SA indicated that youth unemployment rate, "which measures job-seekers between 15 and 24 years old, eased further to hit a one-year low of 59.6% in Q4 2024, compared to 60.2% in the previous period". Although the agriculture sector saw a slight annual increase of 0.01% looking at the current year from 2023 to 2024, agricultural employment remained well above the long-term average of 799,000 jobs, respectively over the 5-year annual review. This reflects South Africa's agriculture is on a recovery path, supported by favourable rainfall and improvement in controlling the spread of animal diseases the country experienced. Other agriculture subsectors which showed a decline in employment include field crops, game and hunting and forestry. Figure 3 above illustrates an increase in agriculture employment between 2020 to 2024. The total number of people employed in the agricultural sector over five years period illustrate an increase from 821,000 in 2020 to 924,000 jobs in 2024. The previous 2023-24 production season was challenging, characterised by the mid-summer drought and animal diseases that added immense pressure to the sector.

### 5.1.2 Agricultural commodities

The value of primary agricultural production in South Africa increased by 5,3% and is estimated at R448 billion in 2023/24, compared to R426bin 2022/23. Primary agriculture grew in nominal terms by 8,3% per annum since 2009, while South Africa's economy showed an increase of 6,5% over the same period, which resulted in the increase of agriculture's share to the GDP from 2,0% in 2009 to 2,5% in 2023.

Despite its relatively small share of the total GDP, primary agriculture is an important sector in the South African economy. Agriculture remains a significant provider of employment, especially in the rural areas, and a major earner of foreign exchange.

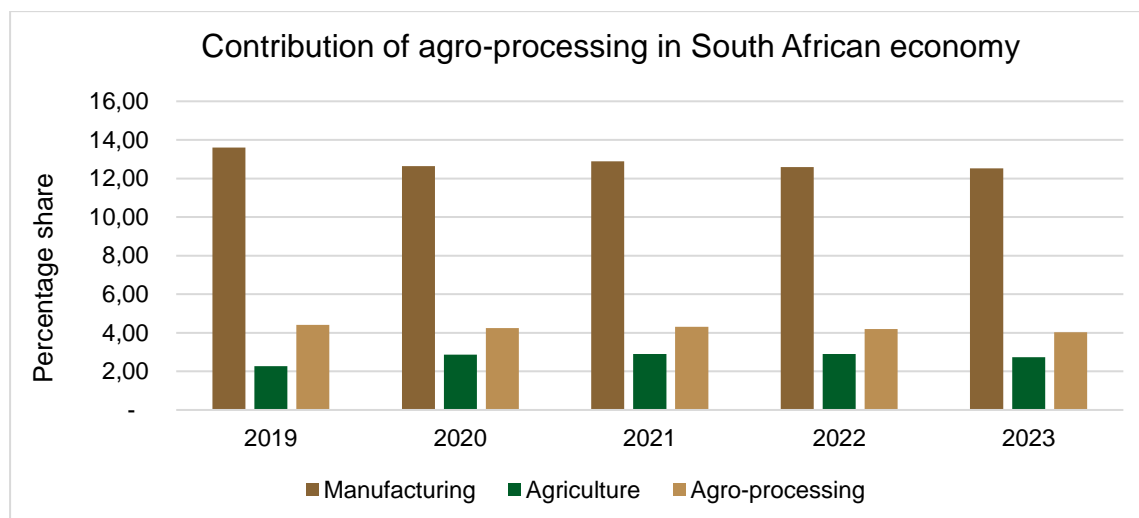


Figure 4: Contribution of agro-processing in South African economy, 2019-2025  
Source: Quantec, 2024

Over the past five years, the share of the agro-processing sector in the South African economy has averaged slightly above 4%. During 2023, the manufacturing, agriculture and agro-processing sectors contributed 12,53%, 2,74% and 4,02%, respectively, to South Africa's GDP. The combined share of agriculture and agro processing was around 6,76% in 2023. Agriculture's prominent, indirect role in the economy is a function of backward and forward linkages to other sectors. Purchases of goods such as fertilisers, chemicals and implements form backward linkages with the manufacturing sector, while forward linkages are established through supplying raw materials to the manufacturing industry. About 70% of the agricultural output is used as intermediate products in the sector. Agriculture is, therefore, a crucial sector and an important engine of growth for the rest of the economy.

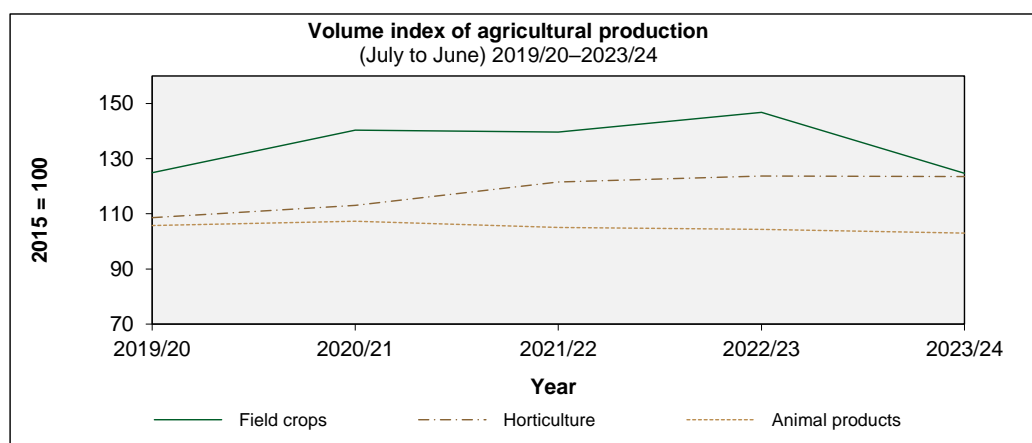


Figure 5: Volume of agricultural production over a five-year period  
Source: DALRRD

The volume of field crop production decreased by 15,1% during 2023/24, mainly because of a decrease in the production of summer crops (maize), as well as oilseeds (sunflower seed and soya beans). Furthermore, the production of other non-food crops (cotton, tobacco, wattle bark and lucerne seed) also decreased as compared to 2022/23.

Horticultural production decreased by 0,2% for the abovementioned period, which can mainly be attributed to a decrease in the production of deciduous fruit (apricots, peaches, plums and apples), citrus fruit (oranges, grapefruits and naartjies) and subtropical fruit (paw-paws, granadillas, bananas, litchis, pineapples and mangoes).

Adverse weather conditions impacted several citrus-producing regions during a crucial time of the season. In Limpopo (LP), frost inflicted damage in certain areas, while Citrusdal faced severe flooding resulting from unprecedented rainfall in Western Cape (WC). Furthermore, growers in Eastern Cape (EC) encountered considerable losses owing to strong winds that devastated a significant portion of their harvest. Additionally, the production of dried fruits and nuts also contributed to a decrease in horticultural products compared to the previous season.

Animal production decreased by 1,3%, mainly owing to the decrease in the production of eggs and poultry meat, as well as the number of livestock slaughtered (calves and pigs) compared to 2022/23.

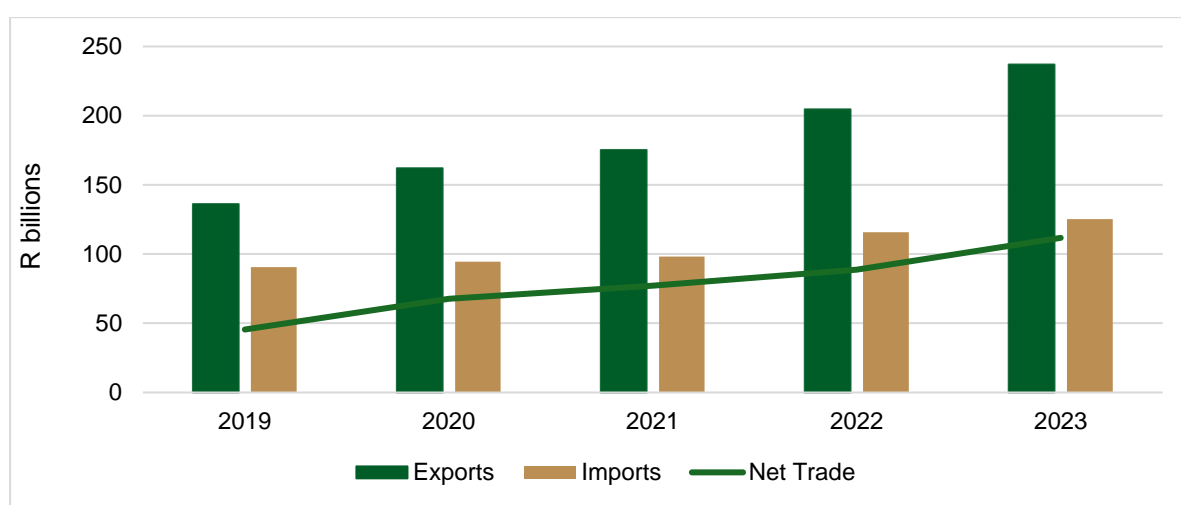


Figure 6: South African agricultural trade

Source: ITC, 2024

The agricultural sector's net trade balance has more than doubled in the last five years, increasing from R45,5 billion in 2019 to R111,7 billion in 2023. In 2023, South Africa ranked thirty-second among the world's leading agricultural exporters and was the sole African country to feature in the top 40, as reported by Trade Map, with exports totalling R237 billion. As noted by *Agbiz (2024)*, this achievement can be attributed to a variety of trade agreements that South Africa has established over the years. The primary destinations for its exports remain within the African continent, alongside select countries in Europe, America and Asia.

In recent years, there has been a significant push to expand export markets in the Middle East and Asia. While exports to these regions have generally been increasing at a rapid rate compared to traditional markets in Africa and Europe, South Africa is urged to reinforce its focus on agricultural trade by not only sustaining existing export markets but through exploring new opportunities as well. This approach necessitates ongoing engagement with key trading partners, not solely during times of difficulty. Additionally, periodic information sessions involving the technical staff of various embassies and their departments of agriculture could help sustain positive relations.

## Fruit

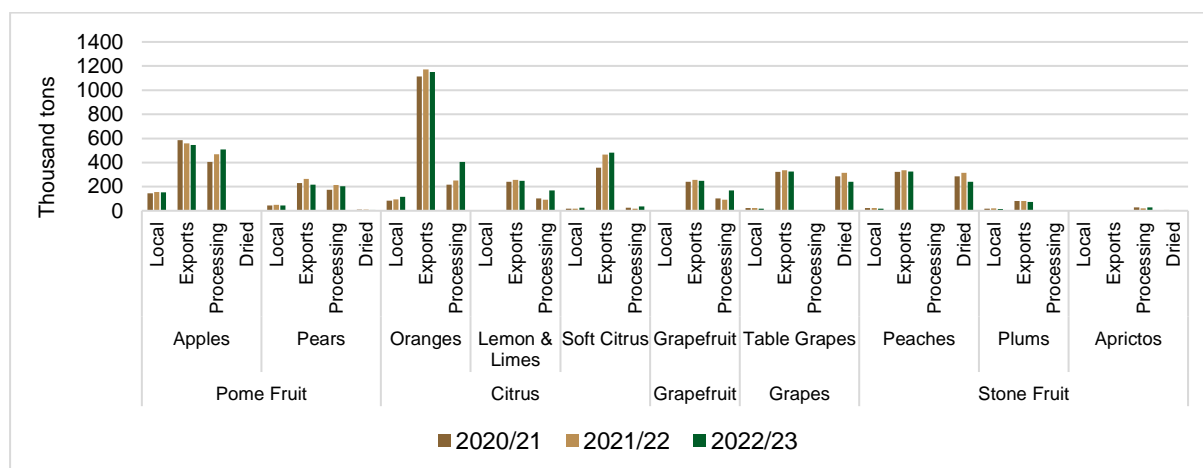


Figure 7: South African fruit sector

Source: DALRRD, 2024

The fruit sector in South Africa is predominantly composed of citrus, table grapes, pome fruit, and stone fruit, with a significant focus on export activities. As reported by the Bureau for Food and Agricultural Policy (2024), the citrus industry represented 48% of the gross production value in 2023, followed by pome fruit at 23%, table grapes at 18%, and stone fruit at 6%. Despite facing numerous challenges at ports and in various export markets, the South African agricultural sector has managed to achieve remarkable export performance. This success can be attributed to increases in both volume and pricing. According to *Agbiz* (2024), in 2023, Africa became the leading market for South Africa's agricultural exports, representing 38% of the total export value. Asia followed as the second largest market, making up 28%, while the European Union (EU) secured the third position with 19%. The Americas ranked fourth, contributing 6%, and the remaining 9% was allocated to various other global regions. It is important to highlight that the United Kingdom (UK) played a crucial role in international trade, accounting for 7% of the overall exports.

Significant export revenues were attained despite facing numerous challenges associated with port operations, electricity supply, and essential export markets. Several global developments favourably impacted South Africa's ability to secure considerable export revenues, even in the face of various challenges, resulting in enhanced financial returns. As reported by the Bureau for Food and Agricultural Policy (BFAP) (2024), there was a significant reduction in reefer container freight rates towards the end of 2022, alleviating some of the pressure on returns at the Free on Board (FOB) level. Additionally, below-average production levels in Europe, which were largely counter-seasonal to the Southern Hemisphere supply season, coupled with a resurgence in consumer demand, resulted in elevated equilibrium prices during the Northern Hemisphere supply season. These higher prices subsequently extended into the beginning of the Southern Hemisphere supply season. Furthermore, supply constraints from South America reduced competition during South Africa's export season. Adverse weather conditions, particularly the severe effects of El Niño on Peru, along with the effects of huanglongbing (HLB) (citrus greening caused by the Asian citrus psyllid) on Brazil's citrus production, the world's leading supplier of orange juice, contributed to reduced volumes from South America.

In terms of processing, there has been minimal growth regarding the development or utilisation of new opportunities to enhance the value of products unsuitable for the fresh market. However, this does not imply that the overall volume of fruit designated for processing has not risen.

In summary, BFAP (2024) highlights that there has been considerable growth over the last 10 years in the production of lemons, soft citrus, table grapes and fruit like blueberries. Additionally, positive trends

have been observed for oranges, apples, pears, and plums. As we look towards 2033, it is anticipated that these trends will largely persist, although at a more gradual rate as industries evolve and implement new production techniques aimed at enhancing yields over time.

In response to these difficulties, the South African agricultural sector has established forums to foster continuous communication with Transnet, with the objective of enhancing dialogue concerning port-related issues to ensure a swift response for the export of high-value and perishable products. Nevertheless, despite these initiatives, additional efforts are required, as the success of exports has resulted in substantial costs for producers and other participants in the value chain.

## Potatoes

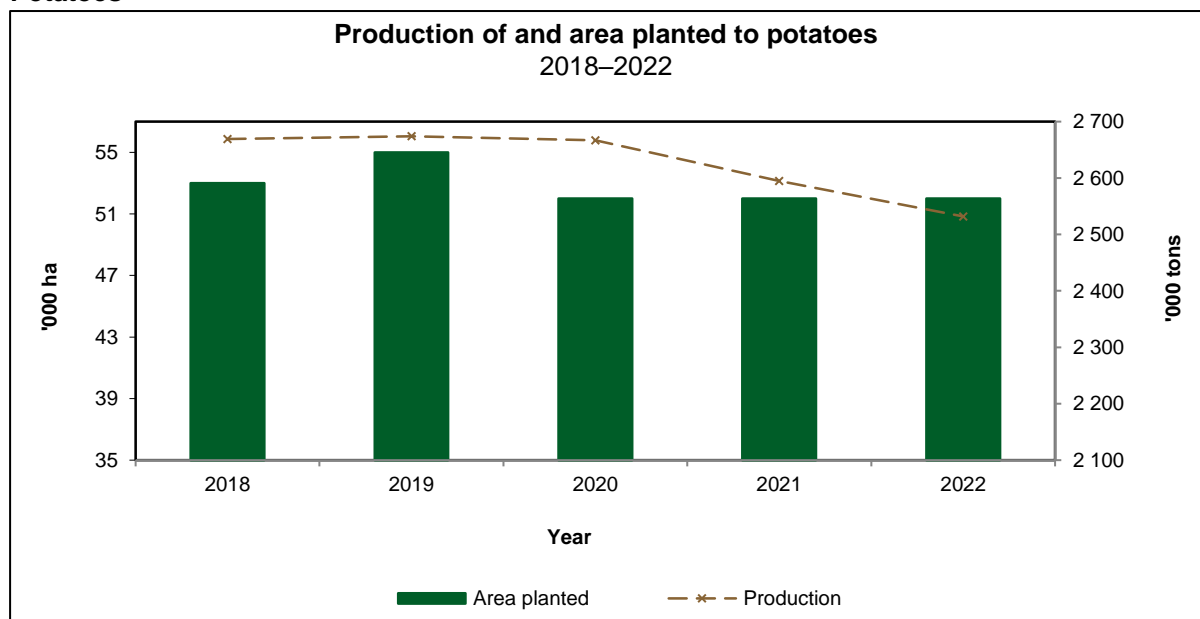


Figure 8: Potato production and area harvested: 2018 - 2022

Source: DALRRD

The South African potato industry exhibits a dynamic structure, with production generally trending upwards despite its inherent volatility. However, between 2020 and 2022, the sector encountered significant challenges that resulted in a decline in production. As reported by BFAP (2024), this downturn can be largely attributed to the effects of loadshedding, which disrupted irrigation schedules and consequently hindered crop growth. Additionally, the perceived risks associated with loadshedding led to a reduction in the area planted with potatoes. The relative profitability of alternative crops, such as maize and wheat, influenced by international commodity price trends, further exacerbated the situation, causing domestic prices to rise sharply. Input costs have remained significantly elevated compared to pre-COVID-19 levels, and the expenses associated with potato cultivation are particularly high in relation to those for alternative crops. Collectively, these factors have contributed to a notable decrease in supply and a rise in potato prices. According to BFAP (2024), by the end of 2023, the average price of potatoes reached R72,92 per 10 kg.

In the long term, it is expected that weather conditions will improve, and should market prices remain favourable, production in other regions may rise, potentially offsetting any declines in specific areas. Nevertheless, this adjustment is likely to take place at higher price levels that consumers will need to adapt to for an extended duration. Additionally, potato production has risen by 140,000 tons over the last 10 years, despite a 3% decrease in the total area planted and a 9,3% increase in yields. According to BFAP (2024), the area dedicated to potato cultivation is anticipated to remain relatively stable over the next decade, with an average annual growth of 0,4%, reaching 52,550 hectares (ha) by 2033. Increases in production are primarily attributed to yield improvements throughout the forecast period.

## Milk

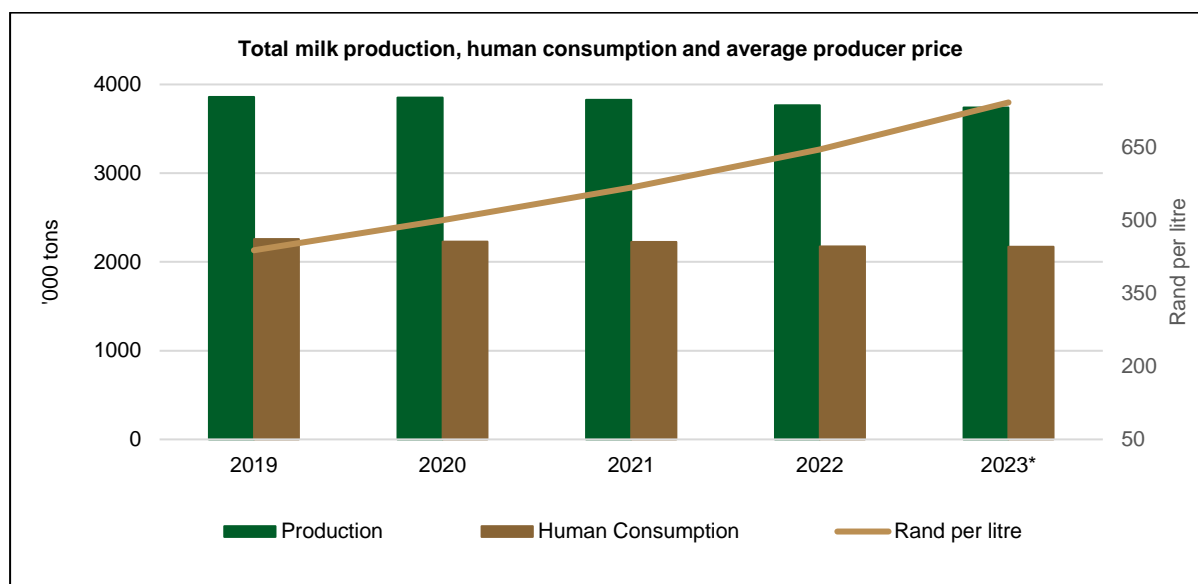


Figure 9: Total milk production, human consumption, and average producer prices: 2018 - 2023

Source: DALRRD

The dairy sector in South Africa is characterised by significant volatility, largely owing to unpredictable weather patterns that can affect both feed production and the health of herds. This sector is also vulnerable to macroeconomic fluctuations and the risk of sudden outbreaks of contagious diseases that may negatively impact livestock. In 2023, the local production of raw (unprocessed) milk saw a slight decrease of 2,3%, falling from 3,83 million tons in 2021 to 3,74 million tons. This decline is primarily linked to inadequate electricity supply and a diminished demand for essential dairy products. Additionally, economic challenges on farms were evident in various regions of South Africa. The economic pressures facing farmers were exacerbated by high prices of grains (such as yellow maize and soya), lucerne, and fertilisers, which intensified the negative economic conditions on farms.

Since 2019, there has been a decline in human milk consumption, primarily owing to decreased consumer demand. This reduction has been influenced by rising prices, the emergence of imitation and adulterated dairy products, and the promotion of non-animal alternatives by retailers. As of 2023, the production of unprocessed milk in South Africa remains stagnant, impeded by an economy grappling with several structural challenges and ideological miscalculations.

Furthermore, dairy prices are significantly affected by global market trends and the intricate relationships of supply and demand throughout various phases of the local value chain. As we move beyond 2023, an increase in raw milk consumption is anticipated. Nevertheless, it is crucial to recognise that the industry functions within a highly unpredictable context concerning weather conditions, infrastructure, service provision, and the purchasing power of consumers, all of which are shaped by the broader macroeconomic landscape.

### 5.1.3 Capital assets and investment in agriculture

The value of capital assets in agriculture showed an increase of R54,132 million (8,2%) to R716,468 million for the period ended June 2024, compared to R662,336 million the previous corresponding period. The proportion of land and fixed improvements to the total value of capital assets was R450,980 million (62,9%), livestock (R132,812 million or 18,5%) and machinery and implements (R132,677 million or 18,5%).

The gross investment in machinery and implements and vehicles decreased by 8,8% (R18,074 million) for the period ended June 2024. Transport vehicles increased by 6,8% (R2,276) and machinery and implements decreased by 10,7% (R15,799). Fixed improvements increased by 5,1% (R10,475). The livestock inventory was estimated at 22,3% (R78 million) more than in the previous period.

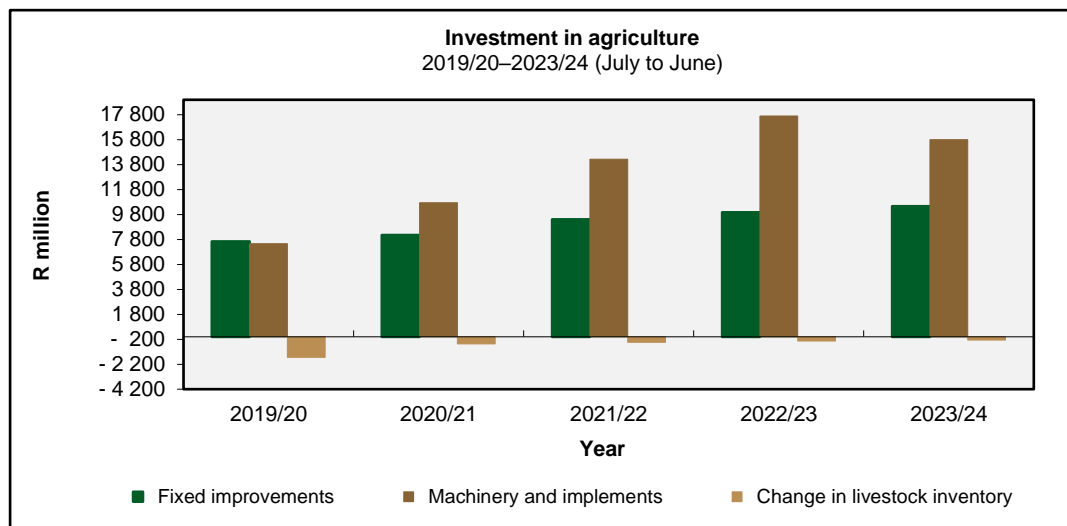


Figure 10: South African Investment in agriculture  
Source: DALRRD, 2024

#### 5.1.4 Farming debt

The total farming debt has increased by 8,0% and is estimated at R216,653 million for the year ended June 2024, compared to R200,555 million at the end of June 2023.

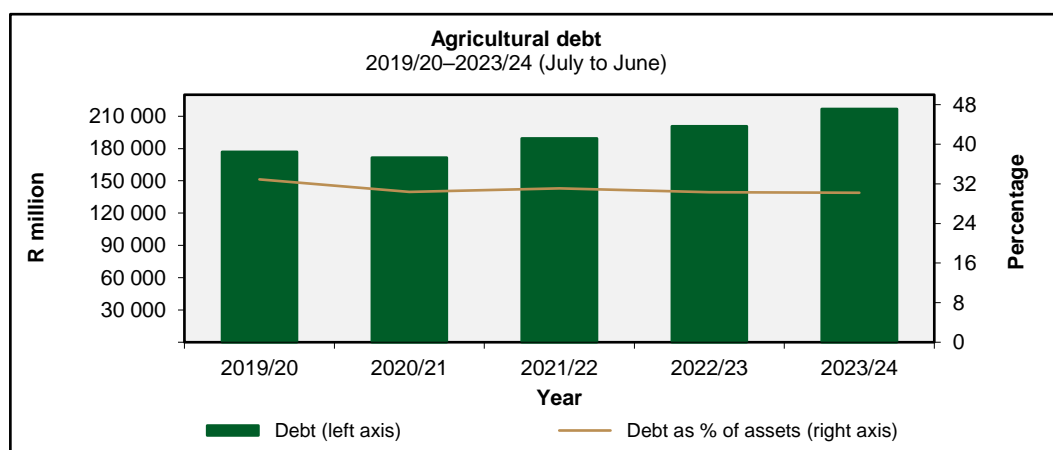


Figure 11: South African agricultural debt  
Source: DALRRD, 2024

#### 5.1.5 Threats and opportunities

Agricultural output growth over the past decade has predominantly been driven by increased use of intermediate inputs, while total factor productivity (TFP) growth has lagged the world average. In addition to electricity shortages, transport infrastructure and logistical barriers, environmental factors are an important constraint to sustainable productivity growth. Nutrient balances are very low and even negative in the case of nitrogen, suggesting that low soil fertility is a challenge across South Africa.

According to the Organisation for Economic Co-operation and Development (OECD), 2024, the government should focus on improving soil fertility through conservation practices and other measures to strengthen sustainable productivity growth.

The initiative to boost exports and cultivate relationships is crucial to creating a market for the potential development of over two million hectares of underutilised government land that has yet to be assigned title deeds. Promoting exports is also critical for the long-term viability of various South African agricultural enterprises and, ultimately, for job creation. In addition to maintaining current trade relationships, the South African agricultural sector is encouraged to remain proactive in expanding its export markets.

Recent outbreaks of foot-and-mouth disease (FMD) and highly HPAI underscore the need to strengthen the country's biosecurity system. Temporary closures of export markets are costly for the agricultural sector, and the government should work closely with the private sector to address weaknesses in surveillance, strengthen livestock health, and build local capacity for animal disease control. This will be essential to achieving South Africa's ambition of expanding its livestock exports and establishing itself as a reliable supplier in world markets.

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4. Economic Review of the South African Agriculture, 2023/24, DALRRD
5. International Trade Centre (ITC): <https://www.trademap.org/Index.aspx?nvpm>
6. Statistics South Africa: <https://www.statssa.gov.za/>

### 5.1.6 Animal diseases in South Africa

An unprecedented number of foot-and-mouth disease (FMD) outbreaks have occurred in areas of the country that were not previously affected. This has negatively affected the development of new export markets and resulted in bans on the export of live animals, especially cattle and other cloven-hoofed animals and their products, including beef and wool to some of our trading partners such as China. Some of the control measures the country employed to control this disease included quarantine, vaccination and identification of vaccinated animals.

Unfortunately, South Africa has plenty of buffaloes in the wild that are permanent carriers of FMD. The State has to spend financial and human resources to keep buffaloes separated from domestic cloven-hoofed animals as the contact between the two undoubtedly result in spill over of the disease. Decline in the implementation of control measures in the FMD control zones should not be permitted. Special efforts need to be employed to ensure that livestock owners are aware of possibilities of the disease spreading and that they should do everything possible to comply with control measures as determined by the government.

FMD occurred in seven of the nine provinces in South Africa. All provinces and industry cooperated to bring an end to the disease in at least five of the seven provinces. Cooperation between DALRRD and other government departments, as well as the private sector, was strengthened with an objective of bringing the outbreaks under control. This collaboration between all stakeholders needs to be strengthened.

The opening of new markets, in particular the Saudi Arabian and Iranian markets, and the maintenance of the Chinese market for the export of beef and other cloven-hoofed animal products, means that the FMD occurrence should be avoided to enable trade.

The occurrence of HPAI throughout the world continues to increase significantly. So far, HPAI occurs in countries that are major suppliers of poultry products, including mechanically derived meats used to make affordable foods like polonies and sausages. The decreased supply of these products often adversely affects food security and job creation. This disease mainly affects poultry, is trade sensitive and its occurrence results in trade bans on poultry and poultry products. South Africa has experienced several outbreaks in important production areas.

The outbreaks adversely affected poultry exports to traditional markets. Most importantly, food security was threatened to an extent that Government ended up assisting importers to bring in more chicken products. Outbreaks of HPAI mainly affected exports of ostrich meat to the EU.

A different strain of HPAI, H7, devastated the poultry industry significantly in the past year and has resulted in the industry pushing hard for a policy on vaccination. Vaccination of poultry against this disease and similar diseases may complicate early disease detection and will require the ability of Government to differentiate between infected birds from those that have been vaccinated. Employing a vaccination strategy may ease the spread of disease. In addition, several trading partners have categorically indicated that they would not trade with our country should this country go the route of vaccination. In addition to this challenge, the employment of this strategy may limit availability of spent hens to the communities that normally purchase this product for consumption. Discussions on the vaccination strategy between the department and industry continues.

South Africa continued to experience outbreaks of African swine fever. All nine provinces have to date experienced outbreaks. Even though outbreaks were sporadically experienced, these unusually serious outbreaks started as far back as 2019, affecting Free State (FS), Gauteng (GP), Mpumalanga (MP) and North West (NW). The second spate of outbreaks started in 2020 and was located in EC. Although never scientifically proven, the outbreak was believed to have been caused by people moving pigs just before the COVID-19 lockdown. The third outbreak event started in 2021 and was in WC. KwaZulu-Natal (KZN) was later also affected.

Control measures are based on quarantine and movement controls. Awareness drives have been ongoing, highlighting essential biosecurity measures to empower pig owners to prevent infection of their pigs, with emphasis on preventing the free roaming of pigs and to only feed safe feed to pigs. For all diseases, Government encourages to adopt a compartment approach, which assists significantly in animal disease control.

South Africa is experienced a massive outbreak of rabies that predominantly occurs in Eastern Cape and KZN. These outbreaks in EC are mainly in Gqeberha and East London. Rabies is a fatal disease in animals and humans but can be prevented by vaccination. Dog and cat vaccinations are therefore the key factor in effectively preventing the disease.

The COVID-19 pandemic contributed significantly to the reduction in animal vaccinations and vigilance in the country. Another huge concern in South Africa is the fact that officials who go out to vaccinate dogs and cats are being persecuted by criminals who either murder them, hijack their vehicles, or steal other equipment, or rob them off their valuable belongings.

Vaccination campaigns are once again underway and veterinary officials are tirelessly working to ensure that the dog and cat population are sufficiently vaccinated to prevent disease and spread to humans.

Lately, there has been concerning detections of rabies in seals which is a serious risk to bathers at beaches. To date, rabies in seals has been detected in both Northern Cape (NC) and Western Cape

(WC). South Africa subscribes to the international objective of ensuring that there are zero human deaths owing to dog rabies.

### 5.1.7 Stakeholder Analysis

It is important to understand the various external stakeholders in the agriculture sector and identify their needs, interests and expectations. Some of these important stakeholders in the agricultural sector include input companies, retailers, farmers, research institutions, commodity groups, etc. These stakeholders are key players across the agricultural value chain as illustrated in the diagram below. The agricultural value chain is mainly dominated by large companies, especially in terms of distribution and retail, with limited participation from rural communities.

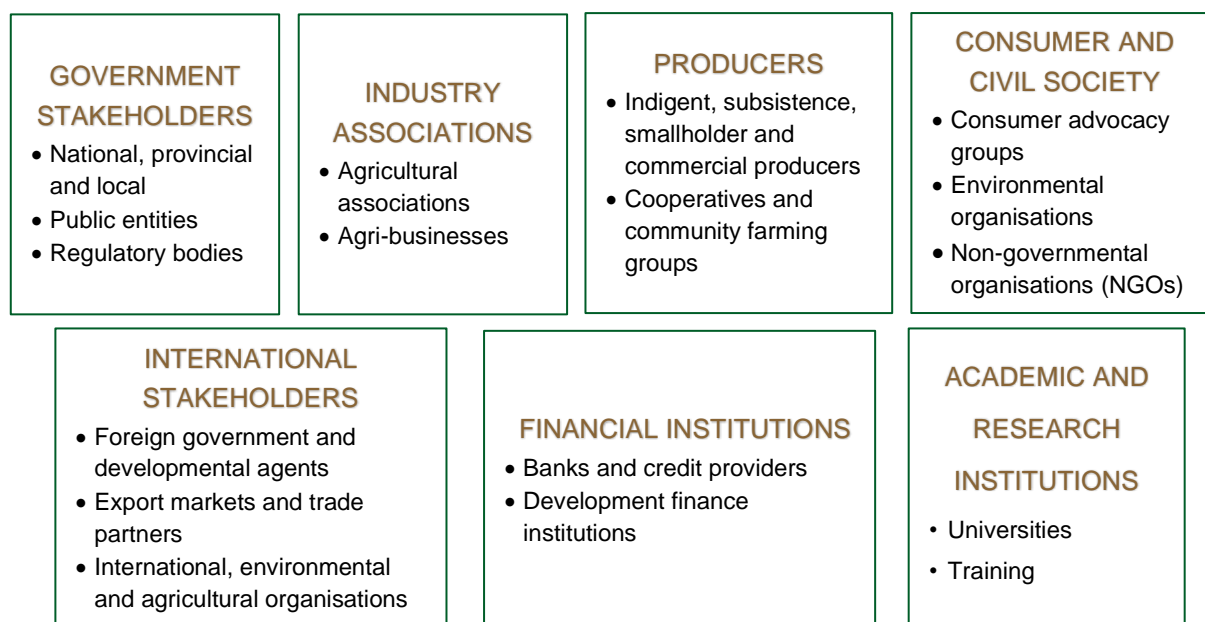


Figure 12: Stakeholder analysis

Key stakeholders in the agriculture sector comprise of a network of participants across the agricultural value chain. The agricultural value chain is a complex network that involves various stakeholders, each contributing uniquely to the production, processing and distribution of agricultural products. Stakeholders in the agricultural value chain are mostly dominated by large companies, especially in terms of distribution and retail, with limited participation from rural communities.

Understanding these stakeholders and their roles is crucial for optimising value chain activities, enhancing efficiency and ensuring the successful delivery of agricultural products to the market. These stakeholders in the agricultural value chains have specific roles and interactions to play as indicated below.

#### 5.1.7.1 Government stakeholders

- **National government:** Provides funding, policy direction and regulatory services for rules prescribed by government or an international organisation or treaty pertaining to the cultivation of land, raising crops, or feeding, breeding and raising livestock.
- **Provincial and local governments:** Play a role in implementing policies and programmes at regional levels and work on local agricultural needs.
- **Regulatory bodies:** Include the South African Bureau of Standards (SABS), South African Revenue Service (SARS) (for export/import tariffs), and health inspectors.

#### 5.1.7.2 Industry associations

- **Agricultural associations:** Represent the interests of commercial and smallholder farmers, pushing for favourable policies.
- **Commercial farmers:** Large-scale producers of crops and livestock who are directly affected by regulations, subsidies, and export opportunities.
- **Agri-business:** Input suppliers, such as seed, fertiliser, and equipment suppliers, as well as agro-processing companies involved in packaging, distributing, and selling agricultural goods.

#### 5.1.7.3 Producers

Producers are primary farmers responsible for cultivating crops and raising livestock, which form the foundation of the entire chain. The producers' role is to ensure supply of agricultural produce by implementing environmentally friendly farming practices for sustainability.

- **Emerging farmers:** Farmers entering the commercial space but often need support, training, and market access.
- **Cooperative and community farming groups:** Act as local organisations that provide support to small-scale farmers.
- **Women and youth in agriculture:** Represent demographic groups often targeted for specific government initiatives, including training and resource allocation.

#### 5.1.7.4 Consumers and civil society

- **Consumer advocacy groups:** Represent consumers' interests in food quality, safety and pricing.
- **Environmental organisations:** Engage on issues relating to sustainable farming practices, conservation, and climate resilience.
- **NGOs:** Support sustainable agriculture, food security, and rural development.

#### 5.1.7.5 Academic and research institutions

- **Universities and research institutions:** Conduct agricultural research, influence policy, and collaborate with the department on innovation and sustainability projects. They also focus on technical production issues, with a linear delivery process in which technologies are developed by researchers, and then passed on to farmers through extension agencies.
- **Training institutions:** Provide skills development and technical training for farmers and agricultural workers.

#### 5.1.7.6 International stakeholders

- **Foreign governments and development agencies:** Fund or collaborate on agricultural projects and technology transfer.
- **Export markets and trade partners:** Countries that import South African agricultural products are affected by the production quality, safety, and policies.
- **International environmental and agricultural organisations:** Provide global standards and frameworks (e.g., the World Health Organization (WHO) for food safety standards, World Trade Organization (WTO) for trade rules).

#### 5.1.7.7 Financial Institutions

- **Banks and credit providers:** Offer financing options and insurance to farmers.
- **Development finance:** The Land Bank and Industrial Development Cooperation (IDC) support agricultural projects and emerging farmers.

## 5.2 Survey conducted to analyse the external environment

A survey instrument was designed to analyse the external environment. The questionnaire was distributed to the public entities (PE) reporting to the Minister of Agriculture and the Provincial Departments of Agriculture (PDAs) with a concurrent mandate on agriculture. Responses were

received, reflecting a wide spectrum of concerns and recommendations within the agriculture sector. These responses focused heavily on policy reform, support for smallholder producers, intergovernmental coordination and infrastructure development. The analysis of the survey conducted generated a summary of the key issues reflected in themes.

### Key issues and recurring themes:

- **Policy reform and sector support:** Multiple respondents emphasised the need for stable and effective policy implementation, such as the Agricultural and Agro-processing Master Plan (AAMP), which is currently hindered by delays and inefficiencies.
- **Intergovernmental coordination:** Respondents proposed creating formal intergovernmental working groups to enhance communication between local, provincial and national levels and improve coordination with industry bodies.
- **Unified and transparent communication:** The sector's effectiveness is often hindered by poor alignment between governmental and industry entities. Improved communication channels and shared information platforms are recommended to streamline policy-making and intervention efforts.
- **Prioritising representation and access to high-level decision makers:** Respondents highlight limited access to top government officials, particularly for Black farmer unions, who suggested a need for more direct dialogue with the minister and the president.
- **Collaboration with the Department of Basic Education:** Some responses suggest incorporating agriculture in the curriculum of early education to ensure younger generations understand its economic and environmental importance. A collaboration between the Department of Basic Education and the Department of Agriculture was highlighted.
- **Focused support for Black and emerging farmers:** There is a strong call for tailored support targeting previously disadvantaged farmers, especially concerning land access, micro-financing and capacity-building initiatives.
- **Supporting diverse producer types:** A common theme is the necessity of addressing the diverse needs within the sector, which includes smallholder, medium-scale and commercial producers. Respondents suggest different support levels tailored to each group to foster inclusivity.
- **Indigenous breed improvement:** It was indicated that specific attention should be given to promote indigenous breeds that are more adaptable to local conditions to enhance both productivity and environmental resilience.
- **Infrastructure needs:** Many responses highlight urgent infrastructure improvements, including roads, irrigation systems, abattoirs and cold storage in rural and underserved areas to help farmers access markets more efficiently.
- **Financial support and access to resources:** The lack of accessible financing and timely provision of government subsidies was frequently mentioned, with respondents pointing out the inefficiencies of existing systems like the Land Bank and trusts that have not adequately supported emerging producers.
- **Insurance and risk management:** There is a call for affordable insurance schemes for livestock, crops and assets to mitigate losses due to drought, disease and other risks.
- **Innovation and digitalisation support:** Respondents recommend expanding support for data-driven agriculture, such as introducing digital platforms for market access, real-time disease monitoring and weather adaptation tools, especially for rural and smallholder producers.
- **Addressing climate adaptation and sustainability:** Climate change remains a significant challenge, with respondents advocating for sustainable farming techniques, including rotational grazing and drought-resistant crops.
- **Transformation of the sector:** The agricultural sector remains one of the most untransformed sectors in the South African Economy. Inclusion of the previously disadvantaged farmers into mainstream economy remains one of the critical success factors in the growth of the sector and ensuring food security.

Respondents also reflected on the challenges of corruption, mismanagement and inefficiencies within certain Provincial Departments of Agricultural, which prompted calls for enhanced transparency and accountability. These issues are exacerbated by delayed and inconsistent programme delivery, which negatively impacts productivity in the agricultural sector. Furthermore, there is dissatisfaction regarding the current resource allocation within the Land Bank and various subsidy and grant programmes. This discontent reflects a need for re-evaluation and restructuring of these support programmes to better serve the agricultural community. Repeated calls for reforms highlight the urgency to address these systemic problems to ensure effective support for the sector's growth and sustainability.

### 5.2.1 Detailed external environmental analysis

The stakeholders responded to the survey questions related to the necessary actions required in the agriculture sector to advance the sector progress, intergovernmental relations, the need to improve support for the sector, and priorities that the stakeholders will focus on in the Medium-Term Development Plan (MTDP) period. In response to the survey questionnaires, various stakeholders made the following submissions:

#### **Actions necessary within the agricultural sector to advance the sector progress**

The stakeholders indicated that Government should show commitment in the implementation of existing plans such as the Agriculture and Agro-processing Master Plan (AAMP) to realise sector growth. Implementation of the AAMP is important, especially the implementation of the prioritised commodities. Cotton and fibre were identified as example commodities requiring funding for the producers' skills development, in addition to extension support to ensure sustainability of the programme and to establish a research centre, respectively. Provision of funding for introduction of new technologies into cotton varieties will facilitate access to seed.

It was also mentioned that the department should expedite the effective implementation of the Comprehensive Agricultural Support Programme (CASP) and build the capacity of the previously disadvantaged farmers' organisations. Access to agricultural micro-finance should be expanded by redirecting some of the Blended Funding Scheme funds to the recapitalisation of the Micro-Agricultural Finance Institution of SA (MAFISA), therefore providing support to the effective implementation of the scheme for the benefit of subsistence households and survivalist farmers to transition into commercial production. Stakeholders highlighted the need for a conducive operational environment for constructive sector engagement regarding policy, infrastructure, capacity, investment and support from all sector players. The department is encouraged to focus on creating an enabling environment for internationally competitive value chains and invest in technology to enable competitive and sustainable production.

The department should ensure identification and development of available water and land resources for transformation and expand irrigation activities. Given the country's water scarcity, water management systems should be improved on farms by implementing water-efficient technologies, such as rainwater harvesting and smart irrigation systems, especially in drier regions. Smallholder producer support was identified as crucial to ensure that they have access to land with secured tenure, enabling them to invest in long-term production and to make sustainable land management decisions.

The stakeholders have indicated that the Farmer Unions should regularly communicate with the department to ensure that the department provides information, workshops, training and signing of Memorandums of Understanding (MoUs) with farmer unions. It was further mentioned that a combination of actions focused on improving agricultural production, sustainability and market competitiveness is essential, even though there are challenges such as climate variability, market access and sustainability concerns. Adaptation to climate variability is important to promote climate-resilient livestock management practices such as drought-tolerant feed crops, improved water management, and the use of drought-resilient livestock breeds.

Stakeholders indicated that the department should continue working on meeting international health and safety standards to gain access to lucrative export markets such as the Middle East, Asia and the EU. This includes improving traceability systems and complying with international standards on animal welfare and product quality. It is important for the department to strengthen domestic market linkages by improving infrastructure and strengthening biosecurity measures and surveillance systems to prevent and control outbreaks of diseases in rural areas and the informal sector.

It was also highlighted that the necessary key actions to advance livestock production requires enhancing breeding programmes and herd management and genetic improvement programmes to improve livestock genetics for traits such as higher growth rates, disease resistance and meat quality. Rotational grazing systems should be implemented to prevent overgrazing, which will improve soil health and increase pasture productivity to enhance livestock production.

### **Ways to improve intergovernmental relations within the sector**

Stakeholders emphasised that the department should develop clear policies and regulatory frameworks by harmonising legislation and standards. The department was encouraged to align national, provincial and local regulations affecting the sector such as animal health regulations, veterinary services, land use policies and environmental regulations. The alignment of regulations across the government spheres could prevent conflicting mandates and could streamline enforcement efforts. Also, the department was advised to simplify regulatory compliance requirements by reducing unnecessary bureaucratic steps and ensuring consistency across different provinces and municipalities. The stakeholders highlighted that the department needs to focus on economic policy and create a fair opportunity for every new entry producer according to market forces.

It was also suggested that the Minister of Planning, Monitoring and Evaluation (DPME) and the National School of Government (NSG) should work together and introduce interactive training for members within the economic cluster. Furthermore, the department should ensure that the collaborating departments within the economic cluster create formal working groups to agree on the implementation protocols as guided by the Intergovernmental Relations Frameworks Act, 2003 (Act No. 13 of 2005). The working groups should comprise of representatives from the Department of Agriculture, the Department of Land Reform and Rural Development, Provincial Departments of Agriculture, municipalities and relevant industry bodies that will meet regularly to coordinate policies, strategies and programmes.

In response to the abovementioned questionnaire, the stakeholders mentioned the importance of developing a digital platform which will serve as a central hub for sharing sector-related information, including policies, regulations, market data and research findings. The department was requested to establish a data-driven decision-making system for sharing real-time data on livestock production, disease outbreaks, market trends and environmental challenges across government levels to enable more coordinated and timely interventions. Stakeholders acknowledge the different categories of producers in South Africa and their representative bodies that must be supported accordingly. To improve interrelations among the different categories of producers and their representative bodies, the department should equally recognise and engage all representative bodies, including financial and non-financial support.

Stakeholders indicated that DoA should actively coordinate the AAMP activities and share monitoring reports of execution and engage industry to ensure regulatory implementation that supports international competitiveness to enable growth and build inclusivity.

### **What the national department should improve to support the sector**

In response to what the department should improve to support the sector, the stakeholders focused on the need for the department to speed up service delivery for the producers to ensure they remain in the

production process. The service delivery issues highlighted by the stakeholders are related to speedy registration of requests in support of producers to mitigate disasters. Stakeholders also mentioned the challenge with regards to the productivity gap between previously disadvantaged farmers (PDFs) and their commercial counterparts which should be effectively reduced through the intervention with the necessary resources. It was highlighted that the department should support the previously disadvantaged farmers' organisations institutionally (governance, management, administration and digitalisation capacities) and economically.

Stakeholders suggested that agriculture should be re-introduced as a subject in schools and practised as a life skill from as early as the primary schooling phase of education. This will require the inter-governmental collaboration with the Department of Basic Education as mentioned above. To support the sector, the department should change the types of support packages for the producers. The support should be tailored interventions that address the unique challenges facing smallholder producers, which includes improving access to land, resources, and markets, while also building capacity and fostering inclusivity in the sector. The department should ensure that national policies and sector strategies explicitly include provisions for supporting smallholders with measurable targets and dedicated resources. Another important aspect for the department is to provide affordable insurance schemes to protect smallholders from losses due to disease, drought, or theft.

Stakeholders mentioned that the department should improve investment in essential infrastructure such as rural roads that are in bad conditions, abattoirs, cold storage facilities and transport networks in rural areas where smallholders operate. Improving infrastructure will help farmers access markets more easily. Another crucial area the department should invest in is water infrastructure such as boreholes, dams and rainwater harvesting systems for smallholder producers to have access to reliable water, particularly in regions affected by drought. Similarly, the department should invest in research that specifically addresses the challenges faced by smallholder producers, such as in the development of disease-resistant livestock breeds, climate-resilient grazing systems, and to support smallholders in diversifying into value-added products to improve profitability.

### **Priorities the sector will focus on, for the next Medium Term Development Plan period**

Sector has identified seven strategic priorities for achievement over the next five-year period.

- Partnerships for growth.
- A modern and progressive legislative and regulatory environment.
- Improving market access for South African agriculture.
- Providing effective support for farmers to ensure inclusive, viable, sustainable and profitable farming operations.
- Biosecurity is everybody's responsibility.
- Advocacy for a growing sector.
- Improving food security.

The following reflects the interventions that will be implemented for the sector to achieve the above identified priorities:

- Avail state land to smallholder producers for production to realise the AAMP targets and land ownership security in a safe environment.
- Infrastructure improvement for the commercialisation of smallholder producers with potential and those who have bought their farms, and access to funds and provision of production inputs.
- Total overhaul of the Marketing of Agricultural Produce Act, 1996 (Act No. 47 of 1996) to effectively support the development of smallholder producers.
- Establishment and effective participation of smallholder producers in agricultural commodity organisations in the Just Energy Transition.

- The advancement of urban and rural community agriculture to realise food sovereignty, including the building of fresh produce market infrastructure in previously disadvantaged communities.
- Review of statutory levies and trusts to create a once off transformation levy.
- Support with planning and commodities to those institutions representing smallholder producers and access to value chain integration.
- Access to best production technology by harmonising the SA new breeding technology regulation with the rest of the world.
- Facilitate smallholder producers' access to formal markets, both locally and internationally, while promoting value-added opportunities and solving the logistical challenges plaguing the sector.
- Opening markets such as hospitals, schools and correctional services.
- Establishment of abattoirs and access to abattoirs for smallholder producers.
- Establishment of a goat value chain, starting with production input at primary level and processing.
- Effective government service delivery in regulatory implementation, licence, and other administrative application processing, etc.
- Varieties that were submitted for approval must be granted for commercialisation in the coming season.

### 5.3 Internal environmental analysis

#### 5.3.1 Background to the formation of the new DoA

Following the 2024 national and provincial elections, President Cyril Ramaphosa decided to make certain changes to the national government portfolios to ensure that there is sufficient focus on key issues. The president appointed a new Cabinet, resulting in the division of the former Ministry of Agriculture, Land Reform and Rural Development into two distinct ministries: (i) Agriculture and (ii) Land Reform and Rural Development. Considering the challenges that the country faces and the electoral mandate the government must implement, some ministries were changed. The change was formalised through Proclamation 188 of 2024, which necessitates that each department undertakes its own strategic planning to define its strategic and operational directions. The strategic and operational directions for the new DoA will be premised on the new mandate and the Statement of Intent (SOI) that lay the foundational principles in line with the 2024-2029 MTDP agreed upon by the GNU.

The key priorities of the seventh administration as highlighted in the Opening of Parliament Address (OPA) by the president are as follows:

**Strategic Priority 1:** Drive inclusive growth and job creation;

**Strategic Priority 2:** Reduce poverty and tackle the high cost of living; and

**Strategic Priority 3:** Build a capable, ethical and developmental state.

DoA conducted its strategic planning workshop in October 2024 to review its 2020-2024/25 strategic plan to develop a new strategic plan for 2025-2029/30 and the session was a facilitated process. The approach to facilitating the workshop was to reflect and frame the challenges and current state of delivery in driving economic growth and ensuring sustainable agricultural management. Furthermore, it was to contextualise the department's work and the external environment, including a deeper understanding of partnerships and collaborations, and agree on the strategic direction for the next five years. The primary objectives of the workshop were to engage on the department's priorities in relation to the seventh administration's MTDP, which would lead to the development of a five-year Strategic Plan (2025–2029/30) and an Annual Performance Plan (2025/26) aligned to the Department of Planning, Monitoring and Evaluation (DPME) Framework.

#### 5.3.2 The National Macro Organisation of Government

The formation of the GNU necessitated the president to announce the reconfiguration of the national departments. Some departments were merged and some separated to ensure that there is sufficient focus on key issues. The Department of Agriculture, Land Reform and Rural Development (DALRRD) was affected by the reconfiguration of the national government. The Ministry of Agriculture was separated from the Ministry of Land Reform and Rural Development, which led to the creation of two new departments. In that regard, DPSA led the National Macro-organising of Government (NMOG) process to assist the departments to separate Agriculture from Land Reform and Rural Development with identification of functions, resources and budget that need to be transferred to the Department of Agriculture.

The NMOG programme was established in July 2024 and is expected to complete its work in March 2025. The purpose of the NMOG was to:

- Establish ministries and departments;
- Transfer of the administration of legislation by the president to ministers (proclamation);
- Renaming, splitting, establishment and disestablishment of departments; and
- Establishment of work-stream members.

Five work-streams were established, namely:

Work-stream 1	Work-stream 2	Work-stream 3	Work-stream 4	Work-stream 5
Macro Organisation support and HRM	Finance and Planning	Infrastructure and Information and Communication Technology (ICT)	Legal Administrative Support	Change Management and Transversal Projects (Communication, PSCBC Coordination, etc.)
Convener: DPSA	Convener: NT and DPME	Convener: Department of Public Works and Infrastructure (DPWI) and DPSA	Convener: DPSA and Presidency	Convener: Presidency, G Government Communication and Information System CIS and DPSA

The DALRRD developed its internal departmental NMOG process and identified members for each work-stream and their responsibilities as indicated below:

**Departmental Workstream 1:** Human Resource Management, Organisational Design, and Labour Relations: The analysis of functions and content to be transferred in terms of their mandates has been conducted and the proposed start-up macro-structure is compiled and is currently under discussion at Executive Management Committee (EXCO) and awaiting collective agreement from the Departmental Bargaining Council (DBC). The Human Resources (HR) Workstream Project Plan was finalised and submitted, back-end work is ongoing, and the two departments will be fully functional by 1 April 2025. The draft Resolution on placement of staff was discussed in General Public Service Sector Bargaining Council (GPSSBC).

**Departmental Workstream 2:** Information gathering on finance and planning on the approved budget of the affected departments as it pertains to the functions to be transferred, including accommodation requirements was analysed. The back-end work continues while the finalisation of the start-up organisational structure is underway. DoA conducted its strategic planning session in October 2024 where industry stakeholders, departmental management team led by the minister and deputy minister

crafted the five-year departmental Strategic Plan. The five-year departmental Strategic Plan will inform the budgeting process.

**Departmental Workstream 3:** The asset register and building and accommodation needs of the new departments were analysed, including auditing of ICT systems and those that should be ring-fenced for transfer. A detailed desktop analysis was successfully conducted for Infrastructure and ICT while awaiting the finalisation of the structure of the two departments and placing of officials.

**Departmental Workstream 4:** The workstream on legal has audited legal instruments guiding service delivery and investigated and completed about 60% of those policies and 20% is in progress while 20% is still to be investigated. While regarding the subdivision of agricultural land, after thorough consideration, the matter was removed from the workstream's activities. The matter will be dealt with in future as an area for possible cooperation between the two departments, after the Preservation of Development of Agricultural Land Bill (PDALB) is signed into law.

**Departmental Workstream 5:** Organised labour at the level of the PSCBC was engaged to establish a national implementation task team to oversee the NMOG process, which will be followed by the engagement of the affected employees. The department has appointed change champions and awaiting the date for training of the champions from the DPME and the meeting with change champions will be convened.

## SWOT ANALYSIS

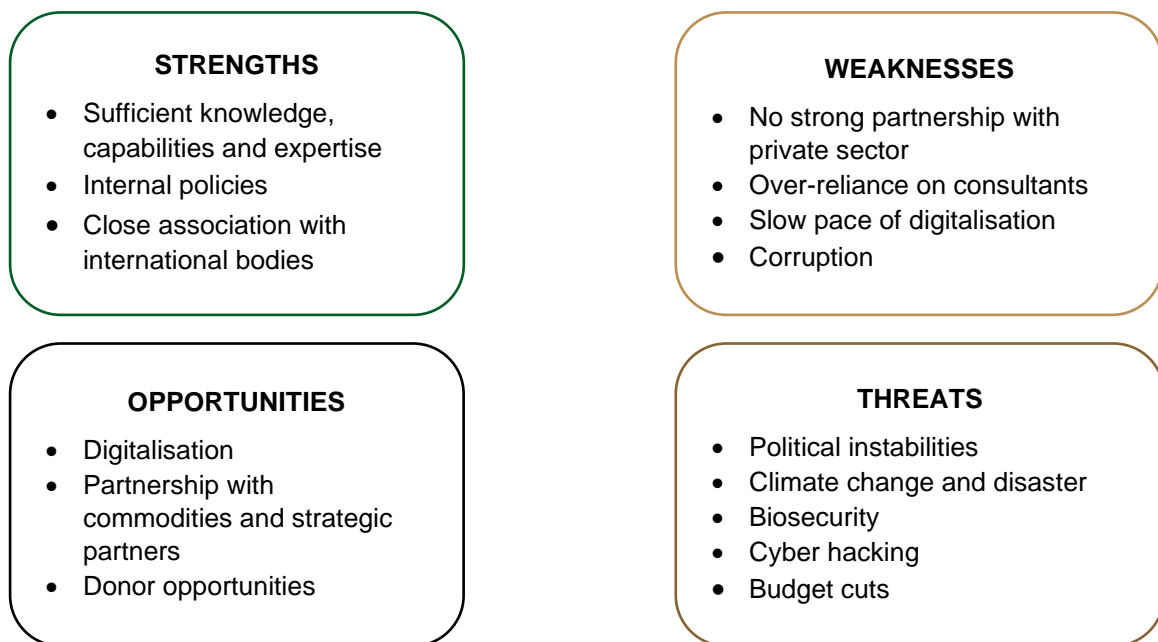
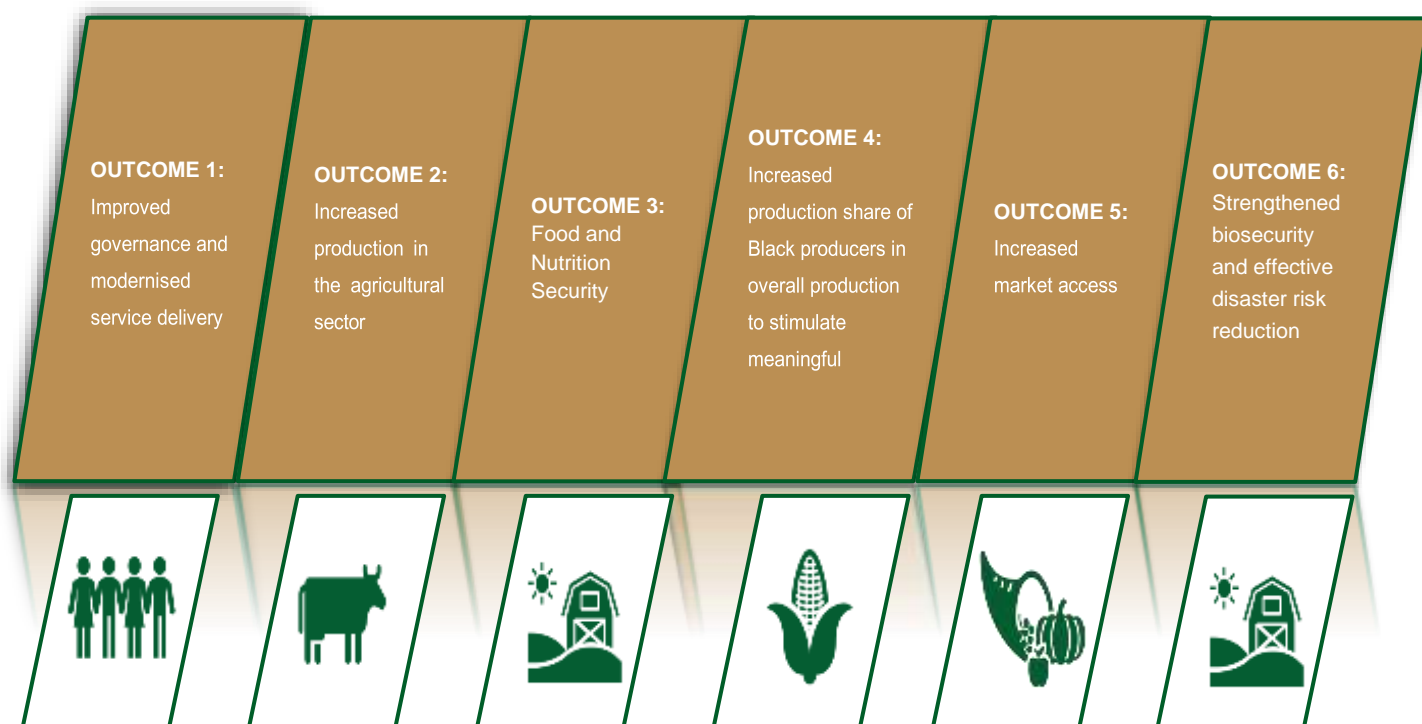


Figure 13: SWOT analysis

Based on the above strategic focus, the DoA developed the following outcomes:



### Theory of Change

The Theory of Change outlines the pathway to achieving the department's intended impact: "Improved food security and market access through a sustained and responsive agricultural sector".

This impact will be realised through the following outcomes:

- Increased production in the agricultural sector;
- Enhanced Food and Nutrition Security;
- Increased production share of Black producers in overall production to stimulate meaningful transformation; and
- Improved market access, as guided by the three MTDP priorities.

To attain these outcomes, the department has identified key outputs. To achieve increased production in the agricultural sector, the DoA will, among other things:

- Support producers through a blended funding scheme;
- Create an environment for skilled and employable youth in the agricultural sector by enrolling students in agricultural colleges;
- Declare cannabis as an agricultural crop; and
- Ensure the promotion of sustainable land management practices.

To ensure Food and Nutrition Security, the department will, among other things:

- Establish a National Food and Nutrition Security Council;
- Develop the 2024-2029 National Food and Nutrition Security Plan; and
- Ensure the accelerated sustainable use of Neglected and Underutilized Species (NUS).

To achieve Outcome 5: Increased market access, the department will ensure that smallholder producers are able to access markets. Furthermore, for the global market, the department will ensure the implementation of the International Relations Strategy.

The Theory of Change is illustrated in the results-based chain below.

**High Level Theory of Change**

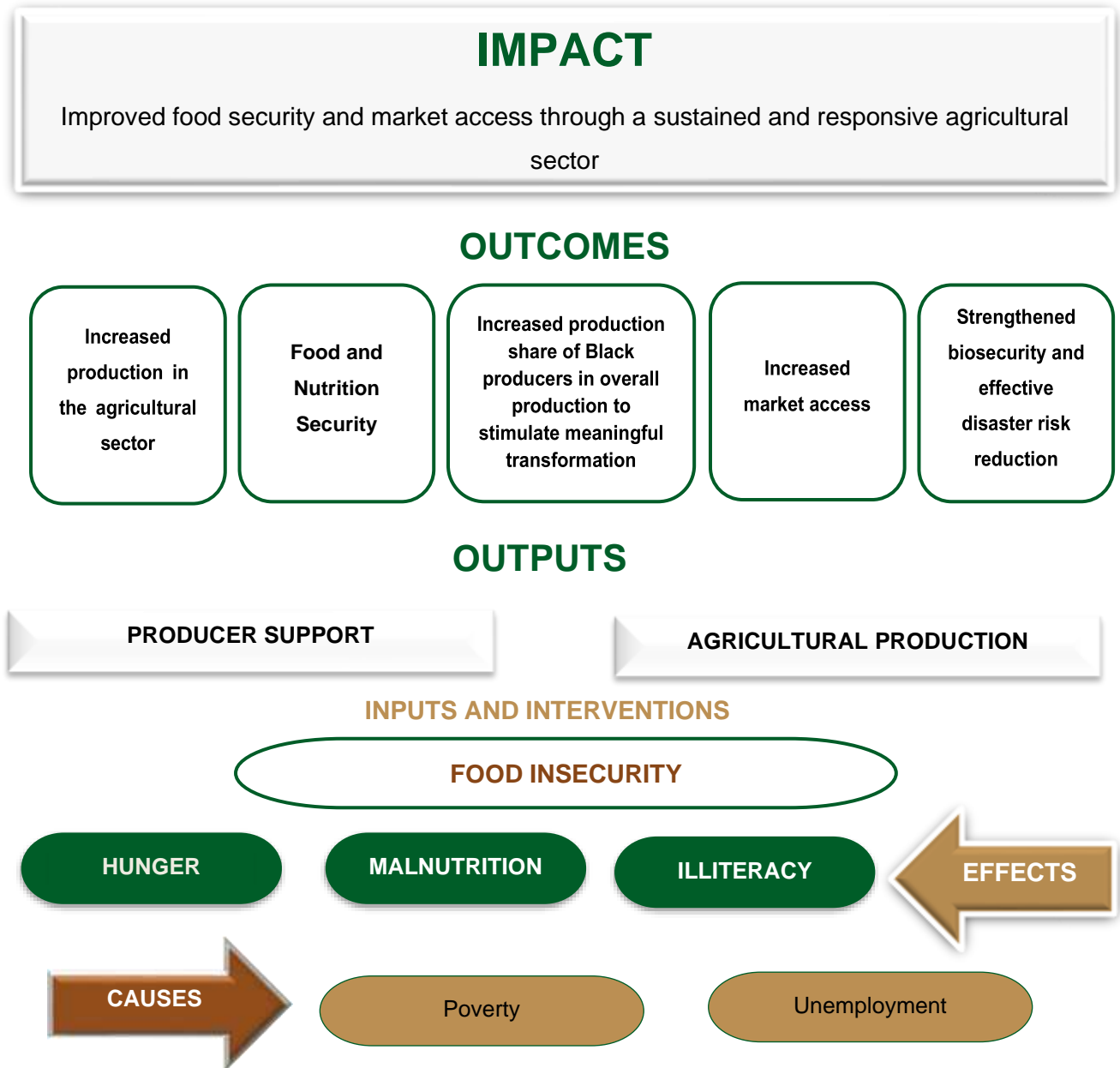


Figure 14: High level Theory of Change

# Part C

# Measuring Our Performance



## 6. PERFORMANCE INFORMATION

DoA is committed in building a system that contributes to a food secure society, improving agricultural production and creating jobs, as well as increasing market access for both new and existing markets.

The department aims to achieve its mandate in line with key national, provincial and municipal plans and policies. It will contribute towards the achievement of the NDP, the MTDP, priorities of women, children, youth and people with disabilities, provincial priorities, and the mandate of the department and the AAMP.

To effectively deliver on its mandate, the department will focus its efforts on activities that will ensure that it achieves the following impact and outcomes.

### 6.1 Desired impact

<b>Impact statement</b>	Improved food security and market access through a sustained and responsive agricultural sector
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Food security refers to a state where all people, always, have physical, social and economic access to sufficient, safe and nutritious food that meets their food preferences and dietary needs for an active and healthy life. Market access refers to ability of agribusinesses to penetrate and participate in mainstream value chains. Market access also refers to the existence of the legal environment and the physical, technical and the financial ability of traders to sell agricultural products domestically and across borders. Market access is facilitated through the Agri-park system in terms of the second leg of Agri-hubs and third leg of establishing Rural Urban Market Centres, ensuring investment, rural industry development, agro-processing, markets and credit facilities, while also ensuring diverse and inclusive participation in the rural economy and key value chains.

### 6.2 Measuring outcomes

#### 6.2.1 Outcome 1: Improved governance and modernised service delivery

This outcome seeks to promote ethical governance in the department premised on the constitutional values of accountability and transparency. The department will strive towards modernising governance, building the requisite capacity to ensure strong leadership, focusing on people and improved implementation capability.

Table 5: Improved governance and modernised service delivery

<b>MTDP Strategic Priority 3: Capable, ethical and developmental State</b>			
<b>Outcome</b>	<b>Outcome indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Improved governance and modernised service delivery	Percentage compliance with legislative frameworks	New indicator	100% compliance
	Percentage achievement of KPIs	New Indicator	90%
	Departmental systems modernised and digitalised	18% of automation	30% of automation

## Explanation of planned performance over the five-year planning period

### Related priority areas

Improved governance and modernised service delivery is related to a workforce that subscribes to integrity and good governance principles when executing service delivery to the clients. The workforce should at all times adhere to the values of the department of ethics, accountability and transparency. The priority areas are related to modernisation of the operational system, digitisation, innovation to ensure transformation of the department while conforming to ethics, accountability and transparency.

### How this contributes to the impact statement

These four indicators selected for this outcome are compliant with legislative frameworks and the fundamental foundation for corporate governance, namely:

- Percentage compliance with legislative frameworks;
- Percentage achievement of KPIs;
- Audit outcome opinion; and
- Departmental systems modernised and digitalised.

### Outcome indicator rationale

The department will implement innovative strategies geared towards the modernisation of the operational system to ensure transformation of the department. Modernisation and digitisation will serve as enablers to improve efficiency and effectiveness in the implementation of the outcome, which will serve as a contribution to the achievement of the impact statement.

### Explanation of enablers to achieve five-year targets

Improved governance and modernised service delivery is a crucial enabler for the effective implementation of the priorities of government and the achievement of the NDP 2030 goals. An enabling environment requires technology and digitisation of systems, and a capable, ethical, accountable and transparent department improves efficiency and effectiveness in the implementation of the outcome, which will serve as a contribution to the achievement of the impact statement.

Innovation in service delivery, strong internal controls and full compliance with policies, will enable the organisation to achieve its five-year targets. This should be supported by effective change management and capability development to create a high-performance culture. The development of skills in the organisation should be aligned to the development needs in the business to support the execution of the strategy.

### 6.2.2 Outcome 2: Increased production in the agricultural sector

After a promising start to 2024, South Africa's agricultural sector experienced some challenges in the second quarter. Following an impressive 13,5% quarter-on-quarter expansion in the first quarter, the sector's gross value added (GVA) took a sharp downturn, contracting by 2,1% in the subsequent months. This decline, while concerning, was not entirely unexpected given the confluence of adverse factors that had beset the industry.

One of the most significant culprits behind this downturn was the El Niño-induced drought that struck in early 2024. February and March saw a severe dry spell that decimated crop yields across the country. The impact on the summer crop harvest has been particularly stark, with the 2024–25 season's production plummeting by 22% compared to the previous year. The estimated harvest now stands at 15,69 million tons, down from earlier projections. This reduction underscores the fragile nature of agricultural output in the face of extreme weather conditions.

The livestock sector, which constitutes nearly 50% of the agricultural industry's total value, also struggled during this quarter. Rising feed costs have placed an additional financial burden on farmers,

aggravated by ongoing animal health issues such as foot-and-mouth disease. These challenges have decreased production and contributed to the sector's underperformance. Despite these setbacks, it is important to view this period as a temporary downturn rather than a long-term trend.

Historical data suggests that South Africa's agricultural sector has shown resilience and adaptability in the past. For instance, after the severe droughts of 2015-2016, the sector experienced a robust recovery in subsequent years. A similar pattern could emerge following the current difficulties. The combination of historical resilience and forward-looking strategies offers a glimmer of hope for a brighter future.

Table 6: Increased production in the agricultural sector

<b>MTDP Strategic Priority 1: Inclusive growth and job creation</b>			
<b>Outcome</b>	<b>Outcome indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Increased production in the agricultural sector	Average growth rate increased in agricultural productivity	New indicator	2.6 MT Field crops 0.6 MT Horticulture 0.6 MT Livestock

### **Explanation of planned performance over the five-year planning period**

#### **Related priority areas**

The outcome, "Increased production in the agricultural sector", is related to Strategic Priority 1: Economic growth and job creation and also contributes to Strategic Priority 2: Reduce poverty and tackle high cost of living. Agricultural production aims to provide national leadership for sustainable agricultural production to ensure food security.

The increase in population numbers will require that South African producers produce enough agricultural produce for the domestic and export markets. Increase in production in the sector will be in line with the Agriculture and Agro-processing Master Plan Pillar 4: Improving food security, increasing production and employment and ensuring decency and inclusivity.

The achievement of this outcome will increase the economy of the country and create more jobs in the agricultural sector.

#### **How this contributes to the impact statement**

The outcome, "Increased production in the agricultural sector", contributes to the impact statement, "growing the economy", which will create more jobs for the people in South Africa. Increased production contributes to the Food and Nutrition Security. Increased production will enable producers to access domestic and export markets.

#### **Outcome indicator rationale**

Agricultural production remains a key contributor to the South African economy and a means for the livelihoods of the majority of the country's rural population. Therefore, sustained agricultural growth is crucial for uplifting the living standards of all South Africans. According to the NDP, agriculture has the potential to create close to one million jobs by 2030.

#### **Explanation of enablers to achieve five-year targets**

The implementation of the sector priorities will enable the department to achieve the set five-year target. The Department of Agriculture needs to position itself as the nexus of partnership creation across the agricultural sector. It is only through effective partnerships that the department will be able to marshal the expertise, skills and resources in the sector towards achieving the common objectives. Many pieces of legislation are outdated, out of step, and have become a hindrance to the rapid absorption of new technologies, remedies, practices and innovations. Outdated legislation that is impeding the growth of the agricultural sector should be reviewed with new legislation that is more modern and progressive.

Effective producer support interventions will result in improved agricultural production in both livestock and crops, therefore contributing to economic growth, job creation and improved food security status in the country and households. The department will develop early warning monitoring systems for both plant and animal pests and diseases to insure early detection of any pest and disease outbreak.

### 6.2.3 Outcome 3: Improved food and nutrition security

Food security refers to a state where all people, always, have physical, social and economic access to sufficient, safe and nutritious food that meets their food preferences and dietary needs for an active and healthy life. According to Statistics South Africa (Stats SA), 80% (14,2 million) of nearly 17,9 million households in SA in 2021 reported adequate access to food, while 15% (2,6 million) and 6% (1,1 million) reported inadequate and severely inadequate access to food, respectively. These numbers highlight the significant disparities in food security within the country. Rural areas, in particular, face challenges such as limited access to resources and infrastructure, which contribute to higher levels of household food insecurity. Unemployment, poverty and the effects of climate change, which disproportionately affect rural regions, increase these disparities. Furthermore, the COVID-19 pandemic has exacerbated the issue as lockdowns and the economic crisis resulted in job losses and higher food prices. DoA will lead the implementation of the 2024–2029 National Food and Nutrition Security Plan aimed at improving food security in the sector.

Table 7: Improved food and nutrition security

<b>MTDP Strategic Priority 2: Reduce poverty and tackle the high cost of living</b>			
<b>Outcome</b>	<b>Outcome indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Improved food and nutrition security	Percentage of households with severe food insecurity reduced	17,5%	12,5%

### Explanation of planned performance over the five-year planning period

#### Related priority areas

This outcome relates to Strategic Priority 2: Reduce poverty and tackle the high cost of living. The outcome intends to achieve well-nourished individuals who are more productive. Well-nourished people in food secure households will improve labour efficiency and will have disposable income for investment and consumption. Food secure households lower the incidents of hunger-related illness and that reduces the healthcare expenditure.

#### How this contributes to the impact statement

Reduction of households that have severely inadequate access to food will improve the food security in the country. An increase in production will contribute to the producers being able to access the market.

#### Outcome indicator rationale

These outcome indicators will assist the government to measure the reduction of households that have severely inadequate access to food. In line with the National Food and Nutrition Security Survey (NFNSS) report, government intervention should be planned to the targeted beneficiaries, the most vulnerable in the country as outlined in the NFNSS report. Improving food security will require an increase in production which will then increase job creation.

#### Explanation of enablers to achieve five-year targets

Establishment of partnerships and a multi-sectoral Food and Nutrition Security Council to oversee alignment of policies, coordination and implementation of programmes and services which address food and nutrition security.

#### 6.2.4 Outcome 4: Increased production share of Black producers in overall production to stimulate meaningful transformation

Recent studies show that Black South African farmers produce less than 10% of the country's total agricultural output. Smallholder farmers can play an important role in livelihoods creation amongst the rural poor. Even though Black producers' production is important for household food security, the productivity of this sub-sector is quite low. Poor yields may be one of the reasons why urban and rural households either abandon or are uninterested in agricultural production. There is therefore a need to significantly increase the productivity of smallholder farmers to ensure long-term food security. This can be achieved by, among others, encouraging Black producers to pursue sustainable intensification of production through improved inputs. Lack of reliable markets has also been found to be one of the main constraints faced by smallholder farmers. Many of these farmers receive low prices for their products by selling them at their farm gate or local markets. Focusing on policy reform, supportive programmes, training and capacity building, access to markets and financing will increase the production share of Black farmers and promote a more equitable agricultural sector.

Table 8: Increased production share of Black producers in overall production to stimulate meaningful transformation

<b>MTDP Strategic Priority 1: Inclusive growth and job creation</b>			
<b>Outcome</b>	<b>Outcome indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Increased production share of Black producers in overall production to stimulate meaningful transformation	Increased percentage in the share of black farmers in overall production	8	20%

#### **Explanation of planned performance over the five-year planning period**

##### Related priority areas

The outcome, "Increased production share of Black producers in overall production to stimulate meaningful transformation", is related to Strategic Priority 1: Inclusive growth and job creation and Strategic Priority 2: Reduce poverty and tackle high cost of living. The increase in population numbers will require Black producers' share in overall production to increase to at least 20% to meet the people's dietary requirements to achieve food security at the national and household level. Achieving this outcome will stimulate meaningful transformation in the sector.

##### How this contributes to the impact statement

The outcome, "Increased production share of Black producers in overall production to stimulate meaningful transformation", contributes to the impact statement through the implementation of targeted specific interventions and strategies focused on the Black producers. "Increased production share of Black producers in overall production to stimulate meaningful transformation will contribute towards growth in the economy and provide the opportunity for job creation, which will contribute to the improvement of food security in the country".

##### Outcome indicator rationale

Increasing the Black producers' agricultural production share will increase the contribution of Black farmers to the GDP of the country. This will lead to job creation and the stimulation of the local economies. The indicator will improve food security as Black producers produce food for local and international markets.

##### Explanation of enablers to achieve five-year targets

For the department to contribute to increased production share of Black producers in overall production to stimulate meaningful transformation, it is necessary to address all the historical disparities in land ownership and access to finance, improve access to markets, advance technology and training,

enhance policy support and regulatory frameworks, and promote youth involvement and succession planning in Black farming communities.

### 6.2.5 Outcome 5: Increased market access

The outcome, “Increased market access”, is in pursuit of our vision which aims to increase market access and food security through a sustained and responsive agricultural sector. DoA aims to achieve its target to increase the value of agricultural exports by 5% over a period of five years. The department is committed to enhancing market access for South African agricultural products to stimulate economic growth and job creation across the sector. To achieve these objectives, a multi-faceted approach will be implemented, focusing on strengthening partnerships, improving trade processes and expanding market opportunities.

Through focused implementation of the AAMP, the department will create an opportunity for the expansion of market access, domestically and internationally. A cornerstone of this strategy involves strengthening existing partnerships while actively identifying new ones. A key focus of our strategy is to expand access to key markets through the review of trade agreements. The department will prioritise the implementation of the African Continental Free Trade Area (AfCFTA), which presents a significant opportunity to increase our exports to the rest of the continent.

Table 9: Increased market access

<b>MTDP Strategic Priority 1: Inclusive growth and job creation</b>			
<b>Outcome</b>	<b>Outcome indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Increased market access	Percentage increase in the value of agricultural exports	6% average over the past five years	5%

### Explanation of planned performance over the five-year planning period

#### Related priority areas

#### Planned performance over 5 years

Targeted support provided to farmers will ensure improved/increased productivity and thus lead to better opportunities to access lucrative markets both local and internationally.

#### How this contributes to the impact statement

Increased market access and maintenance of existing export markets will among others contribute to competitiveness in the sector as the farmers will have to compete with products on the international markets. The outcome will be an impact on economic growth, economic development, food security and the balance of payments (BOP), among others. Opening of new markets allow farmers to diversify their risks and expand on production, thus contributing to employment opportunities along the agriculture value chain and associated industries such as logistics, packaging, processing etc. Competitiveness of the farming e

#### Outcome indicator rational

In assessing growth, competitiveness and contribution in the economy, the department will be able to understand international competitiveness, how the sector is performing and what impact does it make to the communities, especially those who are solely dependent on agriculture. This makes the department to have strategies and policies that sustain growth and enhance food security in the country.

#### Explanation of enablers to achieve five-year targets

- Enabling acts and regulations
- Enabling environment and strategies

- Competent workforce
- Public, Private partnerships

### 6.2.6 Outcome 6: Enhanced biosecurity and effective disaster risk reduction

Biosecurity is a strategic and integrated approach that encompasses the policy and regulatory frameworks (including instruments and activities) that analyse and manage risks in food safety, animal life and health, and plant life and health sectors, including associated environmental risk. Biosecurity covers the introduction of plant pests, animal pests and diseases and zoonoses, the introduction and release of genetically modified organisms (GMOs) and their products, and the introduction and management of invasive alien species and genotypes. Biosecurity is a holistic concept of direct relevance to the sustainability of agriculture, food safety and the protection of the environment, including biodiversity.

Risk reduction refers to measures to reduce the frequency or severity of losses, also known as loss control. Disaster management can be defined as the organisation and management of resources and responsibilities for dealing with all humanitarian aspects of emergencies preparedness, response and recovery to lessen the impact of disasters. The purpose of this outcome is to manage risks associated with animal and plant pests and diseases, genetically modified organisms (GMOs), and registration of products used in the agricultural field as well as agricultural and liquor products sold in and exported from South Africa. This includes risks associated with safety of exported products in terms of residue testing and monitoring (meat safety and composition of products).

This is done through developing and monitoring risk management strategies, implementation of policies and legislation aimed at protecting human, animal and plant life as well as ensuring fair and consistent trade. It also develops the agricultural risk and disaster management plans to reduce risks associated with natural disasters and climate change.

Table 10: Enhanced biosecurity and effective disaster risk reduction

<b>MTDP Strategic Priority 1: Inclusive growth and job creation</b>			
<b>Outcome</b>	<b>Outcome indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Enhanced biosecurity and effective disaster risk reduction	Percentage of compliance and enforcement with biosecurity policies and measures	New indicator	100%

### Explanation of planned performance over the five-year planning period

#### Related priority areas

The outcome, “Enhanced biosecurity and effective disaster risk reduction”, responds to Strategic Priority 1: Inclusive growth and job creation. Interventions in this outcome has the potential to stimulate food security, economic development and contribution to the GDP, job creation and transformation.

#### How this contributes to the impact statement

This outcome contributes to the impact statement through various interventions, regulations and strategies. The rationale for the department’s interventions towards enhancing biosecurity and effective risk reduction relates to issues of market access, food security and rural development. The loss of existing export markets and inability to access new exports due to pest and disease outbreaks has negative consequences for producers, exporters, small-scale farmers and society in general. The resultant loss of income from export earnings negatively affects agriculture’s contribution to the economic growth of South Africa. Maintaining effective systems to ensure animal and plant health in the country is therefore necessary to mitigate the negative impacts of regulated plant pests and animal diseases in the agricultural sector.

### Outcome indicator rationale

The rationale for the outcome indicator is to ensure a sound bio-security and effective disaster risk reduction regulatory framework. The supply of food heavily relies on credible regulatory instruments to regulate the quality of inputs from fertilisers, new varieties of plants and adaptable breeds. Increased agricultural trade have led to the potential in the spread of animal and plant pests and diseases. The spread of pests and diseases of economic importance impact food safety and security and prohibits South Africa from exporting affected agricultural commodities. The effective implementation of the climate change adaptation and mitigation programmes will reduce negative impact of climate change.

### Explanation of enablers to achieve five-year targets

Enforce a regulatory framework to reduce level of disease outbreaks in production areas and keep interception at export channels to a minimum by implementing regulatory compliance and monitoring interventions to prevent plant and animal pest/disease outbreaks (quarantine inspections, surveillance and testing).

- Legislation;
- Policies;
- Compliance to international obligations;
- Compliance;
- Compliance monitoring;
- Status monitoring; and
- Awareness creation.

This is attainable through amendments of relevant legislation and policies and enhancing compliance by setting standards for monitoring and compliance with international standards. Improving awareness of bio-security measures may also assist in managing disaster and risks that affect agricultural and rural spaces.

These proposed interventions aim to reduce and prevent, as appropriate, the incidence of animal and plant pests and diseases towards supporting sustainable agricultural production which would contribute to increased safe trade in agricultural products. More specifically, the interventions will strengthen the implementation of the existing policy and regulatory framework; improving the capacities (technical and physical infrastructure) and governance to ensure pests and disease control and improve early warning systems.

Taking into account the domestic, regional and international context with regards to management of the incidence of pests and diseases, the department will ensure its consistent engagement with international standard-setting bodies, collaborate with relevant local and international focal points that are important for disease, pest control and risk reduction, strengthen collaboration with other spheres of governments (including at local level), exploit existing public-private partnerships (PPPs) or establish new partnerships and ensure clear role assignment in instances where mandates might overlap.

## 6.3 Key risks

### UPDATED KEY RISKS

Table 11: Key risks and mitigations to each outcome

Outcome	Key risks	Root cause	Risk mitigation
<b>Outcome 1:</b> Improved governance and modernised service delivery	Unethical conduct and non-compliance to public sector	(a) Lack of a strong ethical foundation; (b) Inadequate training and awareness;	(a) Improve labour relations capacity to increase adherence to regulatory timeframes (train internal

	regulatory frameworks	(c) Conflict of interest and corruption	personnel and outsource); b) Finalise the remaining HR policies; c) Enforce policies and procedures for non-compliance; d) Create awareness on HR policies; (e) Strengthen monitoring and auditing mechanisms.
	Poor IT infrastructure	a) Aged IT infrastructure; b) Lack of internal capacity to handle IT insourced and outsourced systems; c) Lack of key human expertise, e.g., Database Administrator; d) Poor investment on IT expertise thus inability to retain the needed skills; e) Silo development of IT systems.	a) Develop IT Strategy based on comprehensive needs analysis of the department; b) Make deliberate investment in IT infrastructure.
<b>Outcome 2:</b> Increased production in the agricultural sector	Inability to achieve the targeted agricultural yields	a) Limited access to credit; b) Limited extension services; c) Inadequate support in terms of subsidies, insurance and price regulation.	a) Maintain effective regulatory compliance and monitoring interventions; b) Implement the Food and Nutrition Security Survey to assess the state of food insecurity at the district level (using the National General Household Survey) c) Support the targeted smallholder and subsistence producers.
<b>Outcome 3:</b> Improved food and nutrition security	Climate change, droughts, floods and heatwaves	Climate change	Climate change mitigation and adaptability
	Water scarcity	Old and dilapidated infrastructure	Revamp infrastructure
	Soil degradation	Poor natural resource management	Strengthen natural resource management
	Pest and disease outbreak	Not complying to biosecurity measures Transshipment of products in Africa	Strengthen biosecurity measures Border agency and laboratory capacities
<b>Outcome 4:</b> Increased production share of Black producers in overall production	Limited land access	Historical land dispossession	a) Strengthen blended funding scheme (on purchasing land for producers); b) Support the land reform programme.

to stimulate meaningful transformation	Limited access to capital	Systematic financial barriers and lack of collateral	Strengthen the PPP
	Infrastructure gaps	a) Lack of maintenance b) Theft and vandalism	a) Provide on and off farm infrastructure; b) Maintain existing infrastructure; c) Hire security to guard the infrastructure.
	Technical skills gaps	Lack of access to training, research, and extension service	Maintain farmer to extension officer ratio
<b>Outcome 5:</b> Increased market access	Inability of the farmers and agricultural businesses to access the markets	<ul style="list-style-type: none"> <li>a) Hostile trading partners from developed economies;</li> <li>b) Lack/low volumes of production by small businesses;</li> <li>c) Changes in local politics leading to change of direction and reconfiguration of strategies;</li> <li>d) Competing interests during the SACU block trade negotiations;</li> <li>e) Unethical competitive behaviour by the well-established businesses;</li> <li>f) Small businesses with challenges of inadequate trade infrastructure, e.g. financial inability, etc.</li> <li>g) Uneven policies that are not synchronised for ease of trade;</li> <li>h) Inability to meet market access requirements.</li> </ul>	<ul style="list-style-type: none"> <li>a) Implement/facilitate trade measures and agricultural marketing support programmes to improve smallholder farmers and agribusiness' readiness to access markets;</li> <li>b) Consistent implementation and management of technical cooperation agreements and monitor compliance by development and trading partners;</li> <li>c) Participate in SACU senior officials and ministers' meetings to defend South Africa's interests and inform and consult industry positions through the Agricultural Trade Forum;</li> <li>d) Consider and implement recommendations of the 2015 policy analysis outcomes. Conduct a Joint Sector Review (JSR) every five years. Consider and Incorporate recommendations of the JSR and the CAADP Biennial Review (BR) in the sector and departmental planning processes. (i.e., Align the master plan with the JSR and the BR);</li> <li>e) To support black producers through the Blended Finance Scheme. Beneficiary Selection and Land Allocation Policy (FSAR and LR&amp;TR).</li> </ul>

<p><b>Outcome 6:</b> Enhanced biosecurity and effective disaster risk reduction</p>	<p>Compromised biosafety and biosecurity</p>	<p>a) Poor handling of livestock and wildlife; b) Poor disease monitoring and reporting system delay outbreak detection and response; c) Inconsistent enforcement of biosecurity and biosecurity laws allows gaps in protection.</p>	<p>a) Implement both Climate Change Adaptation and Mitigation Plan and Climate-smart Agriculture Strategic Framework; b) Effective surveillance and control of all regulated pests and diseases (To design effective surveillance plans so it increases the level of certainty); c) Maintain effective regulatory compliance and monitoring interventions.</p>
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## 6.4 Public entities

Table 12: Public entities

Name of public entity	Mandate	Outcomes	Current annual budget (R million)
The Agricultural Research Council (ARC)	The ARC was established in terms of the Agricultural Research Act (1990) and is the main agricultural research institution in South Africa. In terms of the Act, the council's primary mandate is to conduct research and development and effect the transfer of technology to promote agriculture and industry, contribute to a better quality of life, and facilitate and ensure conservation of natural resources.	<ul style="list-style-type: none"> <li>• Increased agricultural production and productivity;</li> <li>• Sustainable ecosystems and natural resources;</li> <li>• Improved nutritional value, quality and safety of agricultural products;</li> <li>• A skilled and capable agriculture sector;</li> <li>• Enhanced resilience of agriculture; and</li> <li>• A high performing and sustainable organisation.</li> </ul>	1,236,922
National Agricultural Marketing Council (NAMC)	The NAMC was established in terms of Section 3 and Section 4 of the Marketing of Agricultural Products Act (1996). The council is mandated to investigate the establishment, continuation, amendment or revocation of statutory measures affecting the marketing of agricultural products; and evaluate the desirability, necessity or efficiency of these statutory measures. It is also mandated to, if necessary, propose alternatives to the establishment, continuation, amendment or repeal of a statutory measure, and report to and advise the minister accordingly.	<ul style="list-style-type: none"> <li>• To ensure business excellence in the delivery of the NAMC mandate;</li> <li>• Quality advisory services derived from trade policy investigations to the minister and directly affected groups in order to strengthen policy development and informed policy decision;</li> <li>• Efficiency of the marketing of agricultural products through statutory measure advisory services;</li> <li>• Advisory services to the minister and Ministerial Trustees relating to trusts and agricultural transformation;</li> </ul>	47,816

		<ul style="list-style-type: none"> <li>Promote market access for smallholder farmers</li> </ul>	
OBP	<p>OBP was established as a public entity in terms of the Onderstepoort Biological Products Incorporation Act (1999), with Government as its sole shareholder. The entity's mandate is to prevent and control animal diseases that affect food security, human health and livelihoods through the continued development and efficient manufacturing of innovative animal-related pharmaceuticals (including vaccines) and related products.</p>	<ul style="list-style-type: none"> <li>Improve income and probability;</li> <li>Expand product portfolio and access new markets;</li> <li>Supplier of choice optimised business processes;</li> <li>Improved product availability; and</li> <li>Inspired staff striving for excellence – preferred employer.</li> </ul>	1
Perishable Products Export Control Board (PPECB)	<p>The PPECB is an independent service provider of quality assurance, food safety, and cold chain management services for producers and exporters of perishable food products. It is mandated by Government in terms of the Perishable Products Export Control Act (1983), which broadly requires the board to ensure the orderly export of perishables and monitor the proper maintenance of a continuous cold chain for exports. It also derives its mandate from the Agricultural Products Standards Act (1990), which broadly requires the board to monitor the minimum quality standards of perishable exports, as required by Government and bilateral agreements with importing countries.</p>	<ul style="list-style-type: none"> <li>Contribute to the socioeconomic transformation of the agricultural sector;</li> <li>Support the export competitiveness of South African perishable products industries;</li> <li>Strengthen the PPECB's capacity to provide a professional suite of services for its clients; and</li> <li>Enhance the credibility of the South African Export certificate.</li> </ul>	-

Part D

# Technical Indicator Descriptions



## Outcome 1:

### Technical indicator descriptions: Outcome indicator 1.1

Indicator title	Percentage compliance with legislative frameworks
<b>Definition</b>	This indicator tracks compliance with the Public Finance Management Act (PFMA) and the Public Service Act with all regulations that are applicable to them and the department. Normally, there are issues raised on non-compliance with legislation by oversight like AGSA, NT and DPME. Findings relating to non-compliance with legal prescripts are raised annually during audits by AGSA. Recommendations will be tracked to ensure that compliance is in place and adequate controls are implemented. This is an independent assessment done by external bodies to ensure that the department complies. All audit findings will be compared against those dealing with compliance with legislation. This indicator goes beyond the audit opinion raised by checking specific issues of compliance with legislation, specifically PFMA and PSA.
<b>Source of data</b>	Audit findings on non-compliance with legislation Audit management letter Audit Management Action Plan
<b>Method of calculation/assessment</b>	<u>Number of samples on non-compliance with legislation</u> Total samples tested X 100
<b>Assumptions</b>	The department as a public institution is expected to comply 100% with government prescripts like the PFMA and PSA.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: Not applicable (N/A)</li> <li>• Target for youth: N/A</li> <li>• Target for persons with disabilities: N/A</li> </ul>
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	100%
<b>Indicator responsibility</b>	Office of the Director-General and Chief Financial Officer

## Outcome 2:

### Technical indicator descriptions: Outcome indicator 1.2

Indicator title	Percentage achievement of key performance indicators (KPIs)
<b>Definition</b>	This indicator refers to achievement of planned KPIs included in the Strategic Plan and APP over the Medium-Term Strategic Framework (MTSF) period. This indicator will contribute to service excellence based on the premise that if indicators are achieved, service excellence is achieved.
<b>Source of data</b>	Annual reports for the years: 2020/21 to 2024/25
<b>Method of calculation/assessment</b>	$\frac{\text{KPIs achieved} \times 100}{\text{Total of KPIs}}$
<b>Assumptions</b>	Departments are expected to achieve all planned targets to ensure that service delivery occurs.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	90%
<b>Indicator responsibility</b>	Office of the Director-General and Deputy Director-General: Policy, Planning, Monitoring and Evaluation

Indicator title	% of departmental systems modernised and digitalised
<b>Definition</b>	<p>This indicator measures the percentage increase of overall estimation of processes/systems/technologies deployed in the department which directly affects digitalisation or automation of processes/activities.</p> <p><b>Departmental systems</b> refer to systems, applications, modules, or technologies developed internally by staff, as well as systems, applications, modules, or technologies (including Internet of Things (IoT), e.g., sensors, Artificial Intelligence (AI), Machine Learning (ML), big data, or precision farming tools) that are used or procured to meet business needs.</p> <p><b>The ICT environment</b> is a complex system of interconnected systems and must be viewed holistically to ensure its success.</p> <p><b>"Modernised"</b> refers to the procurement or development of new technology, systems, solutions, or services.</p> <p><b>"Digitalised"</b> refers to the transformation of manual processes (such as paper-based files) into a digital, computerised environment.</p>
<b>Source of data</b>	DALRRD Digital Transformation Strategy, departmental Strategic Plan and the ICT (strategic) Plan that are aligned to the departmental strategic plan.
<b>Method of calculation/assessment</b>	Simple count of new systems/applications/modules/services or Internet of Things (sensors/technologies)/Artificial Intelligence

	(AI) or Machine Learning (ML) or big data or precision farming technologies deployed.
<b>Assumptions</b>	<p>EXCO fully supports this initiative by providing all necessary information, resources and buy-in, along with an EXCO member who will sponsor and drive the project.</p> <p>Comprehensive change management is implemented from the top down to facilitate the transition to a fully digitalised environment. Extensive training for both ICT and non-ICT staff is driven to achieving successful digitisation.</p> <p>The OCIO, alongside line functions and branches, will supply all resources required for the project. The OCIO is prepared and well-equipped to lead this initiative, with support from an EXCO (DDG) member to help drive its success.</p> <p>The OCIO and service/solution providers will deliver training for staff who volunteer to participate in the project.</p> <p>Necessary skills required for executing the work that is aligned with the DPSA Cloud Directive that will be in line with the upcoming DPSA Digitalisation Directive.</p> <p>Each branch will fund their share of the project costs, including the procurement of systems, technologies, services and required training, to ensure a conducive environment for digitisation.</p> <p>The programme will be utilised internally within the department and externally for rural communities, trading partners, local, regional and international stakeholders, as well as relevant government agencies.</p> <p>In line with the MTDP, the AAMP and the digitalisation initiatives announced by the president in the State of the Nation Address (SoNA), all stakeholders at DALRRD, along with external partners, will actively participate in the project.</p> <p>Branch representatives and staff affected by the various digitalisation initiatives are directly involved in the project, participating in governance structures such as the DIGGOV Board.</p> <p>The necessary budget should be secured from each branch to ensure their participation and involvement in developing business solutions that meet departmental needs. This approach is required due to cost containment measures.</p> <p>Internal Supply Chain and SITA (State Information Technology Agency) procurement processes is expedited, with turnaround times reduced from months to weeks, to ensure the timely success of this initiative.</p>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	30% of automation
<b>Indicator responsibility</b>	Deputy Director-General: Corporate Support Services

### Outcome 3:

Indicator title	Percentage of households with severe food insecurity reduced.
<b>Definition</b>	Severe food insecurity refers to a critical circumstance where individuals or households lack reliable access to sufficient, safe and nutritious food, leading to serious consequences for health and wellbeing.
<b>Source of data</b>	National Food and Nutrition Security Survey South African vulnerability assessment reports (SAVAC) Stats SA General Household Survey
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Sources of data reports will have funding to be conducted, and reports will be released timeously.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	Improved Food and Nutrition Security status quo
<b>Indicator Responsibility</b>	Deputy Director-General: Food Security and Agrarian Reform (FSAR)

Indicator title	Increased percentage in the share of Black farmers in overall production.
<b>Definition</b>	This indicator refers to the proportion of agricultural output, land ownership or farm operations controlled by Black farmers within the country. Share can be measured through percentage of Black-owned contribution of agricultural output, land ownership and access and participation in agricultural markets.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Stats SA reports</li> <li>• DoA reports</li> </ul>
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Funds will be available to conduct the study.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	Increase in share of Black farmers in production.
<b>Indicator responsibility</b>	Deputy Director-General: Food Security and Agrarian Reform

## Outcome 4:

### Technical indicator descriptions: Outcome indicator 4.1

Indicator title	Average growth rate increased in agricultural productivity.
<b>Definition</b>	Increased agricultural productivity means increasing the yields, volumes and efficiencies through the sustainable use of natural resources, technologies and management of risks. This will give a view of the level of the value unlocking productivity through the sustainable use of natural resources, technologies and management of risks.
<b>Source of data</b>	Data is obtained from the gross value of animal products, horticultural products and field crops and their contribution to the total gross value of agricultural production.
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Pests and diseases outbreaks, maintenance of biosecurity measures, climate change, drought and natural disasters.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	Increased yields in the agricultural production.
<b>Indicator responsibility</b>	Deputy Director-General: Agricultural Production, Biosecurity and Natural Resources Management

## Outcome 5:

### Technical indicator descriptions: Outcome Indicator 5.1

Indicator title	Percentage increase in the value of agricultural exports
<b>Definition</b>	This indicator refers to the calculation of the five-year average increase in the value of the agricultural products exported by the country during the period.
<b>Source of data</b>	Database from Global Trade Atlas (GTA)
<b>Method of calculation/assessment</b>	Trade statistics as per GTA
<b>Assumptions</b>	On the assumption that a conducive environment is created, e.g., farmer readiness and SPS, and Non-Tariff Barriers are reduced or eliminated, etc.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	Increase value of agricultural exports
<b>Indicator responsibility</b>	Deputy Director-General: Economic Development Trade and Marketing (EDTM)

## Outcome 6:

Technical indicator description: Outcome indicator 6.1

Indicator title	Percentage compliance and enforcement with biosecurity policies and measures.
<b>Definition</b>	Measure of compliance with biosecurity policies and measures through the management of risks posed by pests, diseases, weeds and invasive species to the economy, environment and public health and safety.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Veterinary procedural notices</li> <li>• Animal diseases regulations</li> <li>• Plant health regulations</li> <li>• Quarterly reports</li> </ul>
<b>Method of calculation/ assessment</b>	Basic count on compliance to bio-security policies
<b>Assumptions</b>	Provision of information by provinces
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	100% compliance
<b>Indicator responsibility</b>	Deputy Director-General: Agricultural Production, Biosecurity and Natural Resources Management