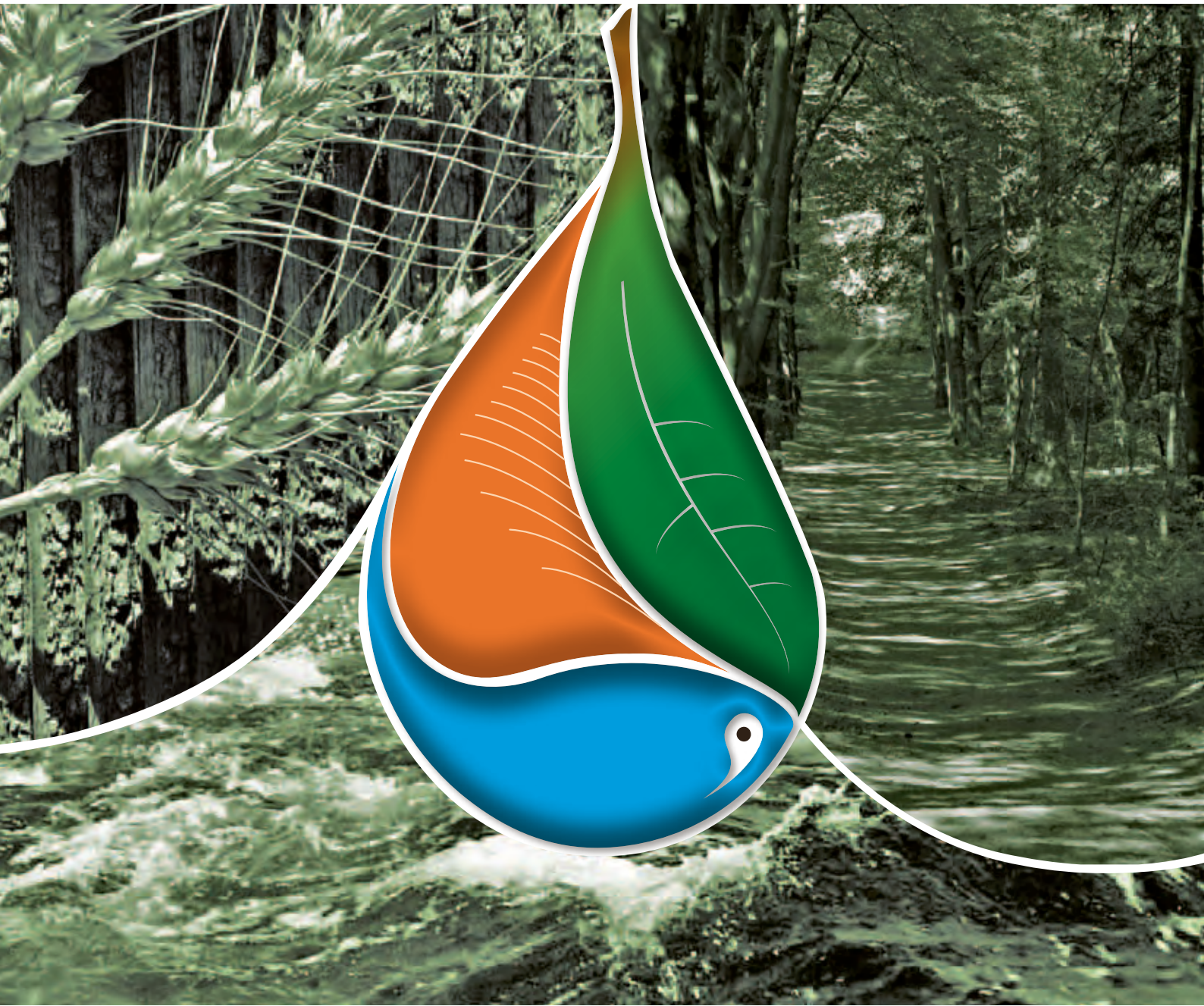


# Strategic Plan

for the

2012/13–2016/17

DEPARTMENT OF AGRICULTURE, FORESTRY AND FISHERIES



agriculture,  
forestry & fisheries

Department:  
Agriculture, Forestry and Fisheries  
REPUBLIC OF SOUTH AFRICA

# Strategic Plan

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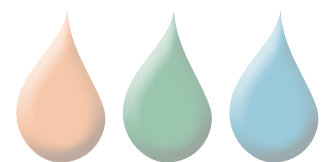
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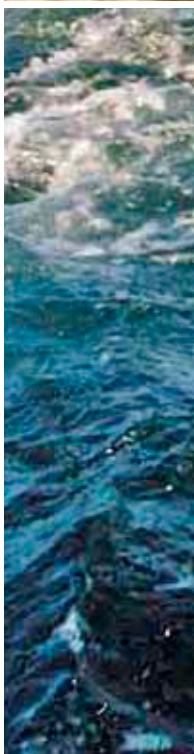
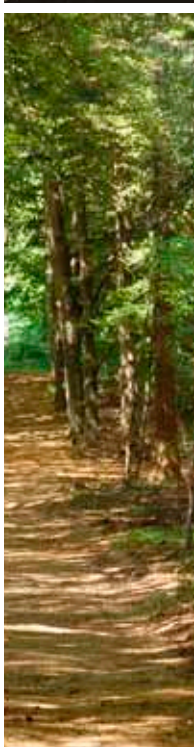
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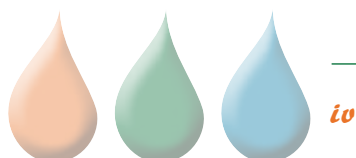
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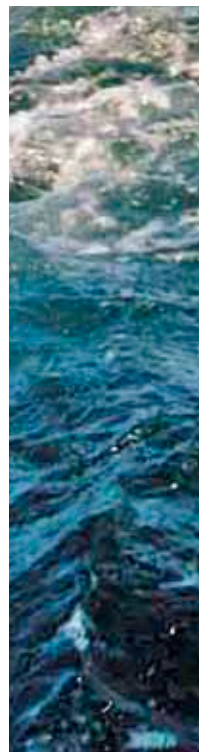
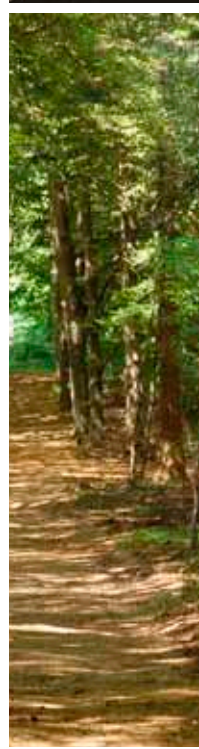
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# Acronyms

|         |  |          |   |
|---------|--|----------|---|
| AAEME   | Americas, Australias, Europe and Middle East Countries   | FAnGR    | Farm Animal Genetic Resources                                     |
| ABP     | Annual Business Plan                                     | FAO      | Food and Agriculture Organization                                 |
| AC      | Annual Consultations                                     | FARM     | Framework for Aquaculture Research and Management                 |
| ACP     | African, Caribbean and Pacific countries                 | FDR      | Financial Disclosure Report                                       |
| AET     | Agricultural Education and Training                      | FET      | Further Education and Training                                    |
| AgriBEE | Agricultural Broad-Based Black Economic Empowerment      | FIVIMS   | Food Insecurity and Vulnerability Information Mapping System      |
| AIDP    | Agri-industry Development Programme                      | FKZN     | Forestry of KwaZulu-Natal   |
| AIDS    | Acquired Immune Deficiency Syndrome                      | FMD      | Foot-and-mouth disease  |
| APME    | Agricultural Planning, Monitoring and Evaluation         | FMOR     | Forestry Management and Other Regions                             |
| APP     | Annual Performance Plan                                  | FPE      | Fish Processing Establishment                                     |
| APS     | Annual Performance Strategy                              | FRO      | Forestry Regulations Oversight                                    |
| ARC     | Agricultural Research Council                            | FTA      | Free Trade Agreement/Free Trade Area                              |
| AT      | Aquaculture Technology                                   | GADI     | Grootfontein Agricultural Development Institute                   |
| ATF     | Agricultural Trade Forum                                 | GDP      | Gross Domestic Product  |
| ATI     | Agricultural Training Institute                          | GIS      | Geographic Information system                                     |
| ATS     | Aquaculture Technical Services                           | GMO      | Genetically modified organism                                     |
| AU      | African Union  | HASAFFS  | HIV and AIDS Strategy for the Agriculture, Forestry and Fisheries |
| BCC     | Benguela Current Commission                              | HE       | higher education  |
| BEE     | Black Economic Empowerment                               | HIV/AIDS | Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome  |
| BRICS   | Brazil, India, China and South Africa                    | HoD      | Head of Department  |
| BSE     | bovine spongiform encephalopathy (mad-cow disease)       | HR       | Human Resources   |
| BTOR    | Back to Office Report                                    | HRM      | Human Resources Management  |
| CAADP   | Comprehensive African Agricultural Development Programme | IBSA     | India, Brazil and South Africa\                                   |
| CAGR    | Compound Annual Growth Rate                              | ICT      | Information and Communication Technology                          |
| CASP    | Comprehensive Agricultural Support Programme             | IFMS     | Inshore Fisheries Management Strategy                             |
| CDIQ    | Comprehensive Digital Information Query                  | IFSNP    | Integrated Food Security and Nutrition Programme                  |
| COMESA  | Common Market for Eastern and Southern Africa            | IFSS     | Integrated Fisheries Security Strategy                            |
| CPI     | Consumer Price Index                                     | IGDP     | Integrated Growth Development Plan                                |
| CRDP    | Comprehensive Rural Development Programme                | IPAP     | Industrial Policy Action Plan                                     |
| CSIR    | Council for Scientific and Industrial Research           | IRT      | International Relations and Trade                                 |
| DAFF    | Department of Agriculture, Forestry and Fisheries        | ITC      | International Trade Centre  |
| DEA     | Department of Environmental Affairs                      | ITSC     | International Trade and Security Cluster                          |
| DEXCO   | Departmental Executive Committee                         | KIMS     | Knowledge and Information Management Systems                      |
| DoH     | Department of Health                                     | KPI      | key performance indicator   |
| DPSA    | Department of Public Service and Administration          | KRA      | key result area   |
| DPW     | Department of Public Works                               | LAN      | local area network  |
| DRDLR   | Department of Rural Development and Land Reform          | LUSM     | Land Use and Soil Management                                      |
| dti     | Department of trade and industry                         | M&E      | Monitoring and evaluation   |
| EAC     | East African Cooperation                                 | Mafisa   | Micro-agricultural Financial Institutions of South Africa         |
| EAP     | Employee Assistance Programme                            | MER      | Monitoring, Evaluation and Reporting                              |
| EC      | Eastern Cape   | MLRF     | Marine Living Resources Fund                                      |
| EC      | Eastern Cape   | MLRF     | Marine Living Resources Fund                                      |
| EFTA    | European Free Trade Association                          | MoU      | Memorandum of Understanding                                       |
| EH&W    | Employee Health & Wellness                               | MP       | Mpumalanga  |
| EMDP    | Emerging Management Development Programme                | MSC      | Monitoring, Surveillance and Control                              |
| ENE     | Estimates of National Expenditure                        | MSP      | Master Systems Plan   |
| EPWP    | Extended Public Works Programme                          | MTEF     | Medium Term Expenditure Framework                                 |
| ERA     | Economic Research and Analysis                           | MTSF     | Medium Term Strategic Framework                                   |
| ERP     | Enterprise Resource Planning/Extensions Recovery Plan    | NAMC     | National Agricultural Marketing Council                           |
| EU      | European Union   | NARMCO   | National Agricultural Risk Management Committee                   |
| FALA    | Financial Assistance and Land Administration             | NFAP     | National Forestry Action Programme                                |
|         |  | NFI      | Net Farm Income   |
|         |  | NGP      | New Growth Path   |
|         |  | NIA      | National Intelligence Agency                                      |
|         |  | NPoA     | National Programme of Action/National Plan of Action              |





|       |  |      |  |
|-------|--|------|--|
| NRM   | National Resources Management  | SADC | Southern African Development Community     |
| NRMTC | Natural Resources Management Working Group or Technical Committee        | SAQA | South African Qualifications Authority     |
| OBP   | Onderstepoort Biological Products  | SDIP | Service Delivery Improvement Plan          |
| OECD  | Organisation for Economic Cooperation and Development                    | SHG  | self-help groups                           |
| OIE   | Office of International Epizootics (Office International des Epizooties) | SMME | small, medium and micro enterprises        |
| OIV   | International Organisation of Vine and Wine                              | SMS  | Senior Management Services                 |
| PABX  | Private Automated Branch Exchange  | SO   | strategic objective                        |
| PDA   | provincial department of agriculture                                     | SoE  | State of the Environment                   |
| PDI   | previously disadvantaged individual                                      | SOE  | state-owned enterprise                     |
| PFMA  | Public Finance Management Act  | SPS  | sanitary and phytosanitary                 |
| PGRFA | Plant Genetic Resources for Food and Agriculture                         | TA   | Total Allowable Effort                     |
| PMDS  | Performance Management and Development System                            | TAC  | Total Allowable Catch                      |
| PPECB | Perishable Products Export Control Board                                 | TBT  | Technical Barriers to Trade                |
| PSM   | Public Service Management  | UN   | United Nations                             |
| R&D   | Research and Development   | VoIP | Voice over Internet Protocol               |
| RFMO  | Regional Fisheries Management Organisation                               | WCRL | West Coast rock lobster                    |
| RSA   | Republic of South Africa   | WFFP | Working for Fisheries Programme            |
| SA    | South Africa   | WFFP | World Forum of Fisher Peoples              |
| SACU  | Southern African Customs Union   | WG   | Working Group                              |
|       |  | WIFM | Woodlands and Indigenous Forest Management |
|       |  | WTO  | World Trade Organization                   |
|       |  | WWTG | World Wide Trade Group                     |
|       |  | YARD | Youth in Agriculture and Rural Development |

## ACRONYMS RELATING TO THE DAFF STRUCTURE

|     |                         |            |  |
|-----|-------------------------|------------|--|
| DG  | Director-General        | CD: FMFish | Financial Management (Fisheries)       |
| DDG | Deputy Director-General | D: SCFac   | Supply Chain Management and Facilities |
| CD  | Chief Director          | D: RM      | Revenue Management                     |
| D   | Director                | D: FM      | Financial Management                   |

### Office of Director-General

|         |                                    |
|---------|------------------------------------|
| CD: OS  | Operations Support                 |
| D: DGOS | DG Office Support                  |
| D: IA   | Internal Audit                     |
| D: RMI  | Risk Management and Investigations |
| D: PLS  | Public Liaison Services            |

### Branch: Corporate Services

|          |   |
|----------|---|
| DDG: CS  | Corporate Services                              |
| CD: HRMD | Human Resources Management and Development      |
| D: HRM   | Human Resources Management                      |
| D: ER    | Employee Relations                              |
| D: EDPM  | Employee Development and Performance Management |

|            |  |
|------------|--|
| CIO        | Chief Information Office                             |
| D: KIM     | Knowledge and Information Management                 |
| D: ICT     | Information and Communication Technology             |
| D: ICTFish | Information and Communication Technology (Fisheries) |

|         |                                       |
|---------|---------------------------------------|
| CD: FOS | Fisheries Operations Support          |
| D: IHRM | Integrated Human Resources Management |
| D: SS   | Security Services                     |

### Branch: Chief Financial Office

|         |  |
|---------|--|
| CFO     | Chief Financial Office                       |
| CD: FM  | Financial Management                         |
| D: BR   | Budgets and Reporting                        |
| D: FacM | Facilities Management                        |
| D: SCM  | Supply Chain Management                      |
| D: FA   | Financial Administration                     |
| CD: DF  | Development Finance                          |
| D: SDRF | Sector Development Reform Funding Management |
| D: DFC  | Development Finance Coordination             |

### Branch: Stakeholder Relations, Communication and Legal Services

|              |   |
|--------------|---|
| DDG: SRCLS   | Stakeholder Relations, Communication and Legal Services |
| CD: LS       | Legal Services  |
| D: AFLS      | Agricultural and Forestry Legal Support                 |
| D: FLS       | Fisheries Legal Support                                 |
| CD: SRC      | Stakeholder Relations and Communications                |
| D: Comms     | Communication Services                                  |
| D: SR        | Stakeholder Relations                                   |
| D: IGR       | Intergovernmental Relations                             |
| CD: FPM      | Fisheries Partnerships Management                       |
| D: SE        | Stakeholder Engagement                                  |
| D: IIRFish   | Intergovernmental and International Relations           |
| D: CommsFish | Communication Services (Fisheries)                      |

### Branch: Policy Planning and Monitoring and Evaluation

|           |  |
|-----------|--|
| DDG: PPME | Policy, Planning and Monitoring and Evaluation |
| CD: ME    | Monitoring and Evaluation                      |
| D: OP     | Organisation Performance                       |
| D: PSPM   | Provincial and SOEs Performance Monitoring     |
| D: SEA    | Statistics and Economic Analysis               |
| CD: PDP   | Policy Development and Planning                |
| D: SP     | Strategic Planning                             |
| D: PDS    | Programme Development Support                  |
| D: PRS    | Policy Research Support                        |

### Branch: Economic Development, Trade and Marketing

|           |   |
|-----------|---|
| DDG: EDTM | Economic Development, Trade and Marketing |
|-----------|---|

CD: IRT International Relations and Trade  
 D: SAR Southern Africa and Africa Relations  
 D: ITR International Trade  
 D: AEMR Americas, Australasia, Europe and Middle East Relations  
 CD: CRED Cooperatives and Rural Enterprise Development  
 D: CED Cooperatives and Enterprise Development  
 D: BCC BBBEE Charters Compliance  
 CD: APM Agro-processing and Marketing  
 D: M Marketing  
 D: APS Agro-processing Support

**Branch: Food Security and Agrarian Reform**

DDG: FSAR Food Security and Agrarian Reform  
 CD: FS Food Security  
 D: SF Subsistence Farming  
 D: SHD Smallholder Development  
 D: InSS Infrastructure Support  
 CD: SCD Sector Capacity Development  
 D: SET Sector Education and Training  
 D: SCol Sectoral Colleges  
 D: STGM Sector Transformation and Gender Mainstreaming  
 CD: NEXSS National Extension Support Services  
 D: NEXR National Extension Reform  
 D: NEXS National Extension Support  
 D: GADI Grootfontein Agricultural Development Institute

**Branch: Agricultural Production, Health and Food Safety**

DDG: PHFS Agricultural Production, Health and Food Safety  
 CD: IQS Inspection and Quarantine Services  
 D: IS Inspection Services  
 D: FSQA Food Safety and Quality Assurance  
 D: AIC Agriculture Inputs Control  
 D: FIES Food Import and Export Standards  
 CD: PPH Plant Production and Health  
 D: PP Plant Production  
 D: PH Plant Health  
 D: GR Genetic Resources  
 CD: APH Animal Production and Health

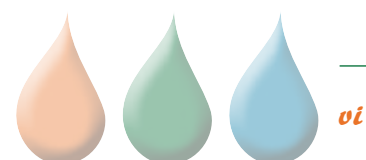
D: AP Animal Production  
 D: VPH Veterinary Public Health  
 D: AH Animal Health

**Branch: Forestry and Natural Resources Management**

DDG: FNRM Forestry and Natural Resources Management  
 CD: FO Forestry Operations  
 D: FMEC Forestry Management (Eastern Cape)  
 D: FMKZN Forestry Management (KwaZulu-Natal)  
 D: FMMpuLim Forestry Management (Mpumalanga and Limpopo)  
 D: FMOR Forestry Management (Other Regions)  
 CD: FDR Forestry Development and Regulations  
 D: CF Commercial Forestry  
 D: SSFor Small-scale Forestry  
 D: FRO Forestry Regulation and Oversight  
 CD: NRM Natural Resources Management  
 D: WIFM Woodlands and Indigenous Forest Management  
 D: WUID Water Use and Irrigation Development  
 D: CDM Climate Change and Disaster Management  
 D: LUSM Land Use and Soil Management

**Branch: Fisheries Management**

DDG: FM Fisheries Management  
 CD: AED Aquaculture and Economic Development  
 D: ATS Aquaculture Technical Services  
 D: SAM Sustainable Aquaculture Management  
 D: SED Socio-economic Development  
 CD: MCS Monitoring, Control and Surveillance Compliance  
 D: C Compliance  
 D: FPV Fisheries Protection Vessels  
 D: MS Monitoring and Surveillance  
 CD: MRM Marine Resources Management  
 D: OHSF Offshore and High Seas Fisheries  
 D: SSFish Small-scale Fisheries  
 D: IFM Inshore Fisheries Management  
 CD: FRD Fisheries Research and Development  
 D: RS Research Support  
 D: AquR Aquaculture Research  
 D: EcoR Ecosystem Research  
 D: ResR Resources Research



# Foreword by the Minister of Agriculture, Forestry and Fisheries



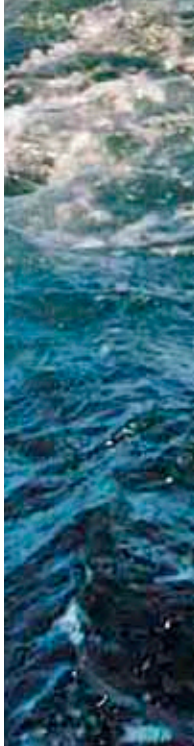
*Ms Tina Joemat-Pettersson*

I am pleased to present to parliament this *Strategic Plan for the Department of Agriculture, Forestry and Fisheries 2012/13 to 2016/17*. The plan covers the Medium Term Expenditure Framework (MTEF) period. It seeks to address challenges facing the agriculture, forestry and fisheries sectors and sets new targets for continued service delivery for the next five years.

Our primary goal is to improve the lives of the majority of our people, which requires that our programmes are directed towards unemployment, food security and the reduction of poverty. We aim to address rural and economic growth, food security and inequality through increased productivity and job creation in the sector. Cognisant of the impact of climate change on the sector, the plan also deals with the sustainable use and management of our limited natural resources through the promotion of LandCare, the expansion of the Forest Estate and the conservation of fisheries. In response to all of these challenges, our strategic goals and objectives have been realigned to ensure maximum performance on the key outcomes of government.

## **JOB CREATION**

Over the past four decades the agricultural sector has experienced job losses. However, recent data has indicated that we are overcoming the challenges of an increasingly concentrated sector and a competitive global market by improving competitiveness of the commercial sector, supporting smallholder farmers to become commercially viable, and improving our trade position. In support of the New Growth Path (NGP) and the Industrial Policy Action Plan (IPAP2), we aim to create employment and promote economic growth in rural areas. The agriculture, forestry and fisheries sub-sectors have the greatest potential to make an immediate contribution towards job creation in rural



areas. Jobs will be created in the medium-term through the provincial job creation projects, utilising opportunities throughout the production and processing value chain, and within the services sector.

## **FOOD SECURITY**

A Food Security Policy for South Africa will be adopted during the year, with the strategic goal to improve South Africa's adequacy and stability of access to safe and nutritious food at both a national and household level. South Africa has about 11.5 million individuals that are experiencing inadequate to severely inadequate access to food (Stats SA, GHS 2009). The emphasis of this policy will be to reduce this number, thereby contributing towards overall poverty alleviation in South Africa. This policy calls for increased and better targeted public spending in social programmes, education and health services, and public works programmes, as well as a re-prioritisation of government procurement on food to provide markets for community food production initiatives.

In our attempt to achieve the objectives of the Food Security Policy, a Zero Hunger Programme has been initiated and the process for adoption will be finalized during the year.

## **CLIMATE CHANGE**

Ensuring food security for all South Africans and simultaneously reducing Greenhouse Gas (GHG) emissions are major challenges for the sector. Extensive action will be undertaken to adjust and adapt to climate change—a comprehensive programme on adaptation is required to provide access to finance, technology and capacity building. Implementing climate-smart agriculture, using proven techniques and approaches such as increasing the organic content of the soil, can help us to increase productivity in a sustainable manner and maintain yields despite extreme weather conditions and increasing carbon storage on farmland.

Although agriculture was not on the negotiations programme of the Conference of the Parties (COP17) of the United Nations Framework Convention on Climate Change (UNFCCC) held in Durban in December 2011, it will feature in future climate change negotiations. An official decision on agriculture could be taken at the COP18 summit scheduled for Qatar in 2012. We will direct our efforts to ensure that this will indeed happen.

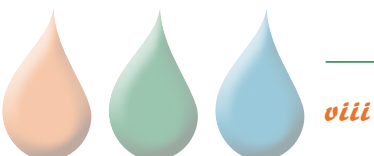
## **CONCLUSION**

I wish to thank the Deputy Minister, Dr Pieter Mulder, for his commitment towards attaining the goals for the sector. Secondly, I would like to extend my appreciation to the chairpersons and members of the Portfolio and Select Committees on Agriculture, Forestry and Fisheries in the National Assembly and the National Council of Provinces for their leadership and oversight. I would also like to thank the agricultural industry, organised agriculture and our agribusiness partners for their continued contribution. Finally, I want to thank the Director-General and officials of the department, as well as provincial departments and state-owned entities, for their support and spirit of cooperation. By working together, we will achieve agricultural and economic prosperity for all South Africans.



**Ms Tina Joemat-Pettersson**

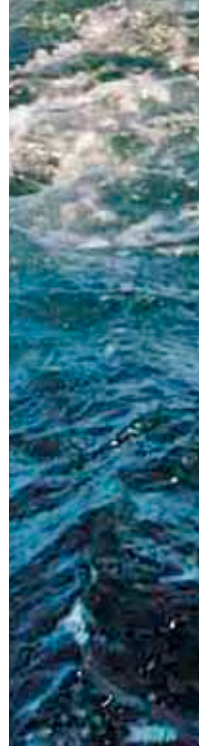
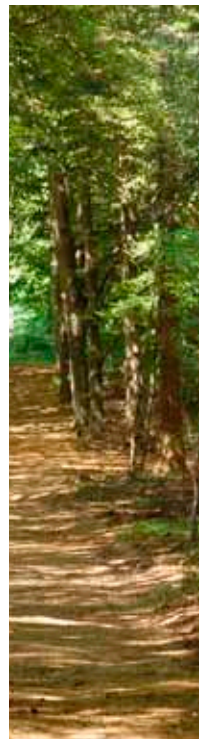
MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES



# Statement by the Deputy Minister



*Dr Pieter Mulder*



This strategic plan is aimed at providing an effective framework to address the challenges facing the agriculture, forestry and fisheries sectors and to set the delivery targets for departmental programmes for the next five years.

The key priorities still remain food security, job creation and rural and economic development.

Against the background of an increasing global population, the gradual decrease of natural resources and the effects of climate change, food security is a vital focus area for the department.

Both commercial and emerging farmers are important role players to make a success of agriculture in South Africa and in so doing, ensure food security and contribute to rural development and job creation. The great challenge in the next number of years will be to find the right balance between these role players. For government it is important to create and maintain a conducive environment for these role players to develop, increase productivity and achieve these ideals.

The agriculture, forestry and fisheries sectors face many challenges and have not shown the same growth over the last decade as other sectors. I believe that we can be successful if we build strong productive partnerships between the department, SOEs, the relevant organisations and the private sector. It is of key importance that we base our decisions and policy making on facts and do so in the best interest of South Africa. This approach will ensure the successful execution of all the plans developed by the department and yield the much needed job creation within the sectors.

I wish to thank the Minister, the Director-General, the department, organised agriculture and the industry for their cooperation. We do not have any other option but to make agriculture, forestry and fisheries succeed.

A handwritten signature in black ink, appearing to read 'P. W. G. Mulder'.

**Dr Pieter Mulder, MP**

DEPUTY MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES

# Overview by the Director-General



*Mr Langa Zita*

I am pleased to submit the *Strategic plan for the Department of Agriculture, Forestry and Fisheries 2012/13 to 2016/17* to the Minister of Agriculture, Forestry and Fisheries for approval and tabling in Parliament. The Strategic Plan has been compiled within the guidelines provided by National Treasury and the Department of Public Service and Administration (DPSA).

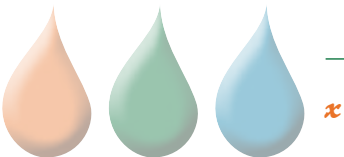
Our service delivery targets for the Medium Term Expenditure Framework (MTEF) period are guided by government's broad national challenges in terms of the Medium Term Strategic Framework (MTSF) priorities. Government identified twelve key outcomes to be implemented through intergovernmental cooperation over the MTEF period. The DAFF contributes directly into three of the 12 outcomes to achieve related outputs. These three key outcomes are:

- Outcome 4:** Decent employment through inclusive economic growth
- Outcome 7:** Vibrant, equitable and sustainable rural communities contributing towards food security for all
- Outcome 10:** Protect and enhance our environmental assets and natural resources.

Our planning for 2012/13 to 2016/17 was also guided by government's key policies, namely the New Growth Path (NGP), the Industrial Policy Action Plan 2 (IPAP2), the Comprehensive Rural Development Programme (CRDP) and the Integrated Growth and Development Plan (IGDP) for agriculture, forestry and fisheries.

Through the NGP agriculture was identified as a key sector with the potential for large-scale job creation. The agriculture value chain is one of the priority sectors in government's IPAP2 for economic growth and job creation. The focus will be on agro-processing as a long-term growth strategy to create employment.

In this Strategic Plan we will focus on major social and economic challenges facing the agriculture, forestry and fisheries sectors by means of actions to accelerate service delivery regarding employment creation, food security, rural development and skills development.



Our strategic priorities are to:

- Create employment by increasing the number of participants in the agricultural, forestry and fisheries sectors through support for smallholders and processors
- Improve the food security initiative by coordinating production systems to increase the profitable production, handling and processing of food, fibre and timber products by all categories of producers
- Improve the income and conditions of farm workers, foresters and fishers
- Enhance exports by facilitating market access for agricultural, forestry and fisheries products
- Ensure the sustainable use of natural resources by means of promoting environmentally sustainable production systems and the efficient use of natural resources.

The DAFF will continue to work towards clear, measurable targets and objectives, assessing our performance on a quarterly basis to ensure maximum performance on the deliverables in terms of the MTSF priorities. Budgets have also been aligned to address government's national challenges and our output will be determined by clear outcomes to increase the pace of service delivery over the next five years.

During 2011 global food prices increased sharply. Macroeconomic issues, such as the global economic recession, climate change-induced natural disasters, the deteriorating exchange rate of the Rand and rising of crude oil prices had a negative impact on the domestic economy, threatening food security of poor households and subsistence and smallholder producers in rural areas. Through the Zero Hunger Programme, based on a similar campaign in Brazil, we intend to eradicate food insecurity to a large degree. Government will become the main buyer of food from smallholder producers, thereby ensuring access to food for the poor and vulnerable in society. This will contribute towards eradicating poverty, rejuvenating and stimulating the rural economy and creating jobs.

There has been considerable commercial growth in the agricultural sector, but the smallholder sector still needs to be expanded. For the DAFF, the challenge is to develop climate-smart agriculture by introducing "conservation methods" into farming, reducing the carbon footprint of the industry and ensuring that systems are sustainable.

The department has adopted a strategic shift that attaches more focus to the development of smallholder producers, implementation of the Zero Hunger Programme and creation of jobs and broader levels of economic participation. Key to these will be the objectives on technical support, education, the smallholder producer and market development needs to be elevated to complement the efforts of rallying stakeholders around the strategic shift, while ensuring alignment to the mandate of the department and the national outcomes 4, 7 and 10.

This Strategic Plan is structured in three parts. *Part A* provides a strategic overview of the DAFF, including the mission statement, legislative and other mandates, a situational analysis of the agriculture, forestry and fisheries sectors and the organisational environment, as well as strategic goals and objectives. *Part B* focuses on deliverables for the MTEF cycle and provides an overview, a problem statement, implementation strategy and planned expenditure for the six budgetary programmes for 2012/13 to 2016/17, as allocated by National Treasury. *Part C* contains information on the public entities, i.e. the ARI, the Marine Living Resources Fund, the NAMI, Ncera Farms (Pty) Ltd, Onderstepoort Biological Products Ltd and the Perishable Products Export Control Board.

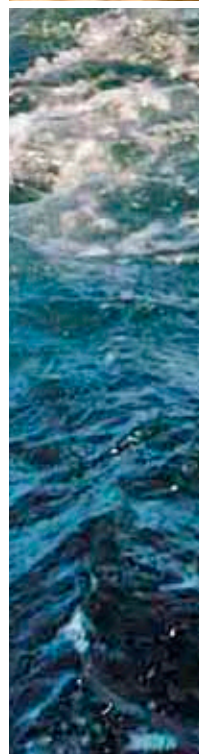
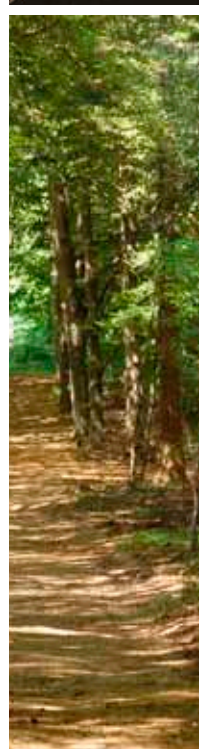
Lastly, the Annual Performance Plan (APP) of the six departmental programmes is reflected in *Annexure 1* and contains outputs, output indicators and targets, presented in relation to the strategic goals and objectives. *Annexure 2* contains the department's Service Delivery Improvement Plan (SDIP),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

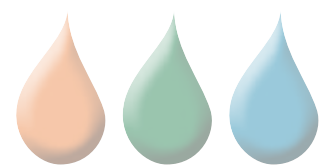
I wish to express my appreciation to the Minister, the Deputy Minister and the Chairpersons of the Parliamentary Committees for their leadership, oversight and support. Secondly, I would like to extend my gratitude to the agricultural state-owned entities, the agribusiness community and producer organisations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



Mr Langa Zita

DIRECTOR-GENERAL: AGRICULTURE, FORESTRY AND FISHERIES







PART A

# *Strategic overview*

# Mission statement

## VISION

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

## MISSION

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

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

## VALUES

**Drive:** driven to deliver excellent service

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

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

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

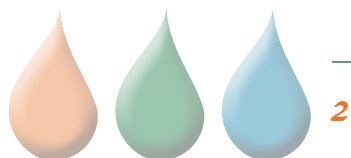
# Legislative and other mandates

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

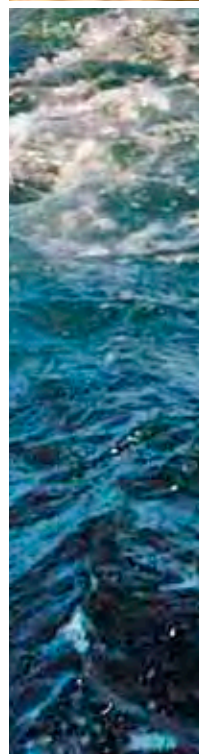
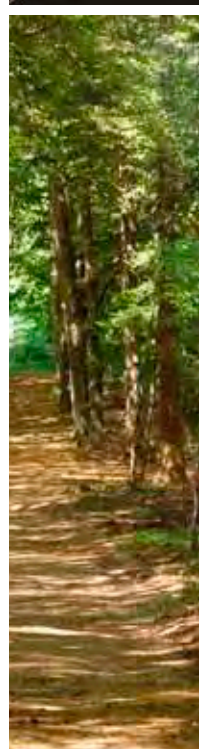
## LEGISLATIVE MANDATE

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

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



- Agricultural Product Standards Act, 1990 (Act No. 119 of 1990)
- Animal Diseases Amendment Act, 1991 (Act No. 18 of 1991)
- Agricultural Produce Agents Act, 1992 (Act No. 12 of 1992)
- Groot Constantia Trust Act, 1993 (Act No. 58 of 1993)
- Societies for the Prevention of Cruelty to Animals Act, 1993 (Act No. 169 of 1993)
- Marketing of Agricultural Products Act, 1996 (Act No. 47 of 1996)
- Agriculture Laws Extension Act, 1996 (Act No. 87 of 1996)
- Genetically Modified Organisms Act, 1997 (Act No. 15 of 1997)
- Marine Living Resources Act, 1998 (Act No. 18 of 1998) [certain sections, namely (i) sections 5 to 7, 10 to 15, 17, 18 to 27 and 29 to 41, 44 to 50; (ii) sections 1 to 4, 8,9,13, 16, 28, 42 and 51 to 83 insofar as they relate to the powers and functions transferred under item (i) above]
- Subdivision of Agricultural Land Act Repeal Act, 1998 (Act No. 64 of 1998)
- Agricultural Laws Rationalisation Act, 1998 (Act No. 72 of 1998)
- National Forests Act, 1998 (Act No. 84 of 1998)
- National Veld and Forest Fire Act, 1998 (Act No. 101 of 1998)
- Onderstepoort Biological Products Incorporation Act, 1999 (Act No. 19 of 1999)
- Meat Safety Act, 2000 (Act No. 40 of 2000)
- Agricultural Debt Management Act, 2001 (Act No. 45 of 2001)
- Animal Identification Act, 2002 (Act No. 6 of 2002)
- Animal Health Act, 2002 (Act No. 7 of 2002)
- KwaZulu Cane Growers' Association Act Repeal Act, 2002 (Act No. 24 of 2002)



## POLICY MANDATES

### Key policy developments

DAFF began to work on the Integrated Growth and Development Plan (IGDP) for Agriculture, Forestry and Fisheries, in 2009/10.

Over the past year, DAFF has integrated the IPAP2 and the New Growth Path to the Integrated Growth and Development Plan (IGDP) for Agriculture, Forestry and Fisheries which will be finalised in 2012 and released in mid-2012. The IGDP seeks to provide a strong intellectual underpinning to DAFF's vision and programmes, taking cognisance of the dynamics of each of the three sectors, including their economic, social, and environmental dimensions. The IGDP will be released in mid-2012.

Otherwise, most of the new policy initiatives at DAFF in the past year have been focused on fulfilling the requirements of Outcome 4 and Outcome 7, relating respectively to job creation, and rural development and food security. The following are highlighted:

- **The Zero Hunger Programme** seeks to link subsistence producers and smallholder producers/producers to government institutions such as government schools (i.e. to supply the School Nutrition Programme), public hospitals and prisons, and in the medium term also be a conduit through which food produced by smallholders can be used to meet the nutritional needs of low-income individuals and households in communities at large. As such, the Zero Hunger Programme seeks to provide a boost to existing smallholder producers/producers, and an opportunity through which subsistence producers can start generating a sustainable income through farming, and thereby become smallholder producers in their own right. While Zero Hunger has not been adopted yet as a formal policy, its implementation is already being tested and refined through the collaboration of DAFF and the provincial departments of agriculture and by means of linking it to the Comprehensive Agricultural Support Programme (CASP).
- The **Strategic Plan for Smallholder Producers** is a broader initiative that seeks to improve support to smallholder producers and in doing so increase the number of smallholder producers. It will do this by means of better aligning—and where necessary adjusting – what are in effect a large number of distinct functions, e.g. extension, cooperatives development, marketing, mechanisation, financial services, spatial planning, etc. The plan also seeks to identify innovative means by which the environment can be made more conducive to smallholder development, for instance by promoting land rental markets, and by using land acquired via land redistribution. The plan is closely related to Zero Hunger, in that the latter is an important means of addressing the marketing challenges that smallholders face. Work on the Strategic Plan for Smallholder Producers began in 2011/12 and will be completed and formalised in 2012/13. As a complementary measure, in order to fast-track the shift towards a more efficacious way of supporting the smallholder sector, DAFF has initiated the Smallholder Development Working Group, which comprises representatives from provincial departments of agriculture, the Agricultural

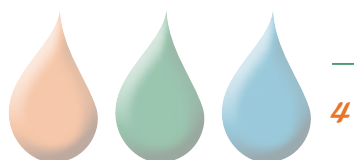
Research Council, the Department of Rural Development and Land Reform, the Economic Development Department, and DAFF.

- The **Aquaculture Programme** is presently being implemented by means of fish production projects around the country, in partnership with the Department of Trade and Industry. The programme is guided by the National Aquaculture Strategic Framework, which is undergoing final consultation. While presently focusing on primary production, the programme is attentive to the upstream and downstream parts of the value chain. DAFF has established an Aquaculture Development Zone in the Eastern Cape, through a partnership with the East London Industrial Development Zone. Two further identified zones are undergoing EIA processes. DAFF has completed the establishment of an Aquaculture Demonstration Centre in partnership with Free State Agriculture and the Chinese government. To date, DAFF has facilitated the establishment of at least 10 fish farms.
- DAFF has initiated the elaboration of its **Agro-processing Strategic Framework**, covering the period 2012 to 2016. Agro-processing is one of the sectors identified in both the IPAPs and NGP as potentially capable of creating jobs on a large scale. This is validated by the fact that agro-processing—and in particular food processing—is one of the sectors with the highest employment multipliers in the economy. The NGP forecasts the creation of 145 000 jobs in agro-processing by 2020. The central challenge that remains is how the potential that has been identified can be realised in practice. The Strategic Framework, which will be finalised in the first half of 2012, is a contribution towards the efforts of the rest of the economic cluster departments in terms of how the agriculture, forestry and fisheries sectors could be supported to achieve the agro-processing job creation and related government priority targets.
- DAFF has initiated a process of elevating **Spatial Analysis of Agriculture, Forestry and Fisheries** as a key planning tool for both DAFF and the provincial departments of agriculture. The purpose of the spatial analysis is to help identify high-impact interventions at a national, provincial and local level, further guiding both the conceptualisation and implementation of initiatives such as Zero Hunger and the Strategic Plan for Smallholder Producers. The initiative is in partnership with the Department of Rural Development and Land Reform, the Department of Science and Technology, and the CSIR.

## PLANNED POLICY INITIATIVES

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

- While the Extension Recovery Programme can claim a number of successes—for instance by materially increasing the presence of extension officers on the ground—it is widely recognised that it is not adequate in either scale or scope. DAFF is embarking on a process of creating a **national policy on extension and advisory services**, which among other things, will consider alternative extension methodologies, possible alternative institutional arrangements for providing extension services (including the ‘public/private mix’ in the overall extension system), and the creation of a professional body to help advance the extension profession.
- In the previous strategic plan, **agro-ecological agriculture** (roughly synonymous with ‘conservation agriculture’) was identified as an area for urgent attention; however, little progress was made. DAFF has since entered into discussions with the Food and Agriculture Organization of the UN, for assistance in developing a comprehensive approach to **agro-ecological agriculture**.
- While a **National Mechanisation Programme** was initiated in 2010/11, it is broadly recognised that it requires an overhaul. The key issues that require further elaboration are: what kind of institutional arrangements should be responsible with the operation and maintenance of such implements; how to ensure broader access to mechanisation services on a sustainable basis; and how to use the Mechanisation Programme as a means of advancing the shift towards agro-ecological agriculture.
- Following on the heels of DAFF’s promising launch of its Aquaculture Programme, in the coming year DAFF anticipates creating a policy and programme on **inland fisheries**. The development of inland fisheries involves developing more economic opportunities around generally existing fish stock within freshwater bodies and rivers; in the South African context, the main target is storage dams, of which there are over 3 000 around the country. (Aquaculture by contrast usually involves more purpose-built earthworks and/or other infrastructure, as well as modification of the water environment to make it nutrient rich.) The job creation potential of such an initiative is in the tens of thousands, most likely without requiring massive investment. Another virtue of this development is that it has particular potential to promote job creation within the former homelands, where many storage dams have been built, and where their recreational and fish-harvesting potentials have been especially neglected. Most dams in South Africa are under the jurisdiction of the Department of Water Affairs, while the fish in these dams are under the Department of Environmental Affairs; the development of an inland fisheries policy will therefore require close collaboration with these two departments.



- The loss of wage jobs on commercial farms is of increasing concern. DAFF therefore intends to develop a **policy for supporting labour-intensive commercial agriculture**, possibly as part of a broader policy to render more targeted support to those commercial farms at the smaller end of the commercial spectrum; these farms account for a disproportionate share of employment, but are at particular risk of going out of business.
- While urban agriculture is supported by various levels of government and certainly by civil society organisations, there remains a need to create an encompassing **strategy on urban and peri-urban agriculture**. The purpose of such a strategy would be to promote best practice, enhance the role of agriculture in urban and peri-urban livelihoods, and improve coordination and cooperation among role players in this field. A particular focus of such a strategy would possibly be on using agriculture to support residents of informal settlements at the fringes of towns and cities.



## *Situational analysis*

### SECTOR PERFORMANCE

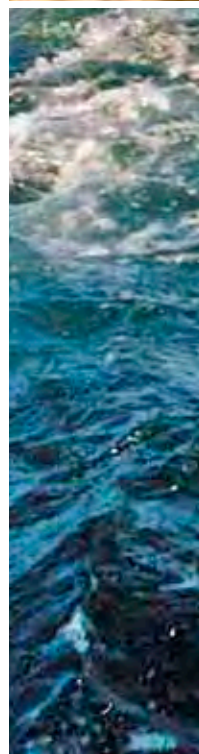
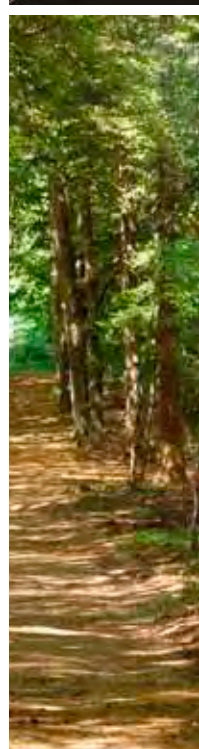
#### Economic setting

The recent downgrading of America's credit rating resulted in a meltdown of the global markets. The US has always been regarded as the world's political and economic powerhouse. The downgrade triggered alarm about America's ability to pay its huge debt and raised questions about whether it is on the road to bankruptcy. The global markets, already jittery after turmoil in Europe that has seen Greece, Ireland, Portugal, Spain and Italy facing economic collapse, responded by going into freefall with more than \$3 trillion (about R22,5 trillion) losses on global stock exchanges.

The US's public debt (the money it owes to external sources, mainly China) is more than \$14 trillion (R105 trillion) which translates to about 99% of its GDP. The world is currently waiting to see whether another global recession is looming. One of the biggest problems for South Africa would be the slowdown in exports—especially as Europe is one of our major trading partners. This, in turn, would mean we would not be able to create a meaningful number of jobs. However, if there is a global recession, South Africa is well positioned to weather the storm. Our banks are secure and the country is not overloaded with loans—right now our public debt stands at 42% of the GDP.

During the past year, agricultural commodity markets experienced significant volatility as the balance between supply and demand tightened, while markets were also significantly influenced by a wide range of exogenous forces. The sharp rise and renewed volatility in agricultural commodity prices since August 2010 was sparked by a chain of adverse weather conditions in the main production areas, such as the drought in Russia, and with exceptionally low stock levels, especially for coarse grains, world supplies of grain were reduced. The general shortfall in grain available for usage was exacerbated by stronger economic growth in Eastern Europe, Asia and Latin America, which boosted the demand for energy and food. Apart from the weather, stronger linkages between agricultural commodities and energy markets through inputs such as fuel and fertiliser, and through the demand for feedstock in the biofuels industry, have increased the transmission of volatility in energy markets to agricultural markets. This implies that world economic growth and volatility not only direct agricultural markets through food demand, but also through energy demand. In this regard, the OECD-FAO Agricultural Outlook 2011–2020 projects a gradual decline in GDP growth rates for all major economies beyond 2013. These projections are based on the assumption that major developing economies, such as India and China, will attempt to curb inflation, which is likely to result in energy prices remaining at reasonable levels.

On the basis of a more cautious outlook of world economic growth over the next decade, the demand for food in general is expected to grow consistently mainly because of population growth, while in real terms world commodity prices are likely to remain fairly stagnant, albeit at a higher plateau compared to the previous ten-year period from 2000 to 2010. The projected higher price plateau is not only supported by the growth in demand, but also by resource constraints, particularly those relating to water and land. The cost, risks and barriers of breaking new land and producing on a sustainable, but globally competitive basis, are rising as production has to expand beyond the traditional well-developed production areas.



Increasing job losses within the local sector, with an average decrease of between 4% and 5% per quarter in employment, leaving a total of 624 000 jobs in agriculture, remains a challenge. By improving the competitiveness of the commercial sector and supporting smallholders to become commercially viable, South Africa will be able to overcome the challenges of fewer farmers with bigger commercial farming enterprises, and an increasingly competitive global market. To achieve these objectives, DAFF has put into place the provincial job creation projects, as a medium-term strategy, aimed at identifying the low-hanging fruits for job creation. The Smallholder Development Support Programme and the Zero Hunger Campaign are longer-term programmes, aimed at developing markets, and comprehensive farmer support planned spatially and at a commodity level. Regarding trade, DAFF is developing an Import Substitution Strategy, with the aim of providing incentives that will encourage local processing of both agricultural and forestry products. With these four primary interventions, DAFF feels confident that on average about 90 000 jobs will be created per annum.

Although headline CPI increased by 6,0% between October 2010 and October 2011, food and non-alcoholic beverages inflation rose by 10,6% over this period, the highest level since May 2009. Since October 2010, food and non-alcoholic beverages inflation has shown a strong increasing trend, from 1% to 10,6% in the past year. The annual increase in the food and non-alcoholic beverages inflation was largely the result of the annual increases in oils and fats (22,6%), sugar (14,9%), meat (14,6%) and vegetables (11,8%). The prices of processed food products increased by 10,3% from October 2010 and the price of unprocessed food products increased by 11,5% over the same period. When comparing selected countries, China and Botswana experienced the highest overall inflation. The international real food price index decreased by 4% on a month-to-month basis in October 2011. On an annual basis, the food price index showed an increase of 8,7%

From October 2010 to October 2011, the cost of a basic food basket increased by about R44,53 (+12,1%) in nominal terms (compared to 6,7% from July 2010 to July 2011). The cost of this food basket expressed as a share of the average monthly income of the poorest 30% of the population increased from 32,4% in October 2010 to 36,4% in October 2011, representing the highest share during the period under review. When comparing the costs associated with the typical portion sizes of very poor consumers for the five most widely consumed food items in South Africa, based on October 2011 *versus* October 2010 prices, the results indicate an inflation rate of about 15,1%.

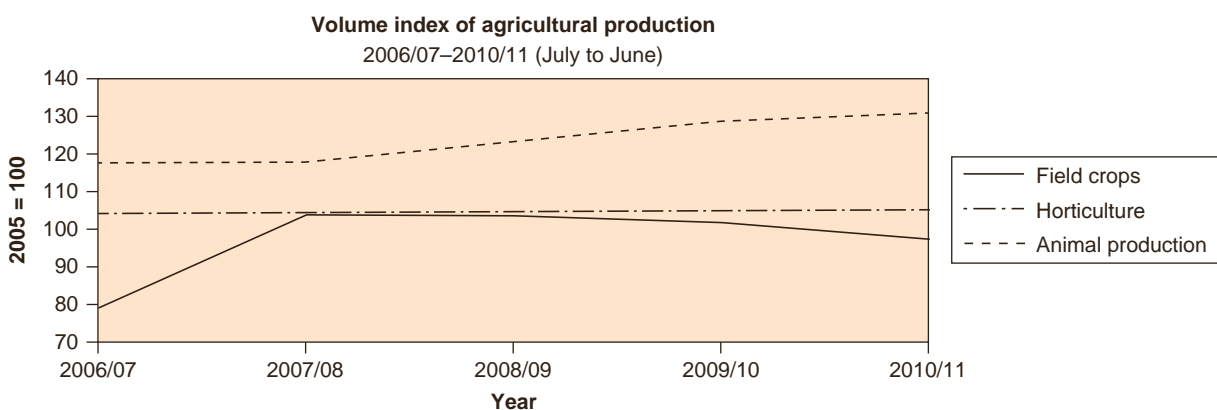
## AGRICULTURAL SECTOR

### Production

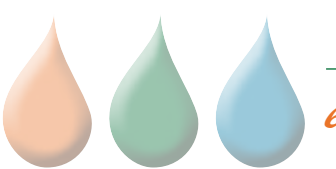
The estimated volume of agricultural production in 2010/11 was basically the same as in 2009/10. The volume of field-crop production reflected a 4,5% decrease as a result of a decline in the production of summer grains. Maize production decreased by 2,0 million tons or 15,0% against the previous season, followed by wheat with 530 000 tons or 27,0%. Sugar cane, on the other hand, showed an increase of 3,3%.

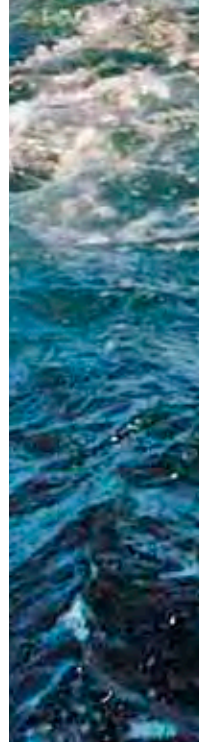
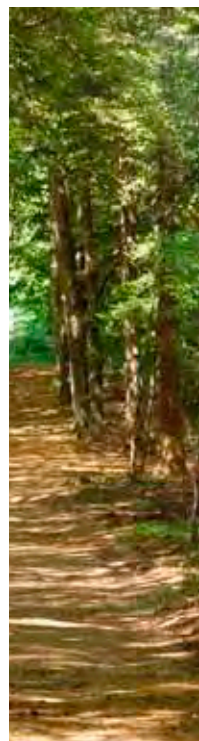
Horticultural production increased slightly by 0,2%, mainly because of increases in the production of vegetables and citrus fruit. The production of potatoes increased by 134 834 tons or 6,8% and that of onions by 71 214 tons or 14,6%. Citrus fruit, specifically grapefruit and lemons, increased by 31 744 tons or 5,9%.

Animal production also increased slightly by 1,8% as a result of increases of 3,6% (24 698 tons) in cattle and calves slaughtered and 3,3% (47 000 tons) in poultry slaughtered. However, sheep and goats slaughtered showed a decrease in production of 16,7% or 20 293 tons.



Factors such as weather conditions, commodity prices, input costs, stock levels, consumption demand as well as exchange rates will continue as never before to influence agricultural production in the country. The total area under field crops is projected to increase by more than 400 000 ha in 2012 on the back of significant improvements in





profit margins in 2011 that boosted the cash flow positions of many farmers, as well as higher expected commodity prices at the time of planting. Whereas the area planted to white maize is projected to increase by 5%, the area planted to yellow maize is expected to increase by 14% to more than 1,1 million ha in 2012. Sunflower plantings are anticipated to contract marginally in 2012 and the area under soya beans is expected to expand by an additional 22 000 ha to reach 440 000 ha. Following the expansion of maize plantings in the summer production region, slightly less wheat will be planted in 2012 because of rotational cropping systems and lower wheat prices. Over the long run the area under wheat, barley and canola is expected to remain constant as farmers remain in a fixed rotational system, and, in some cases, expand their livestock enterprises in order to diversify income and thereby reduce risk. It is anticipated that under the current biofuel industrial strategy, the demand for feedstock for the production of biofuels within South Africa will be negligible.

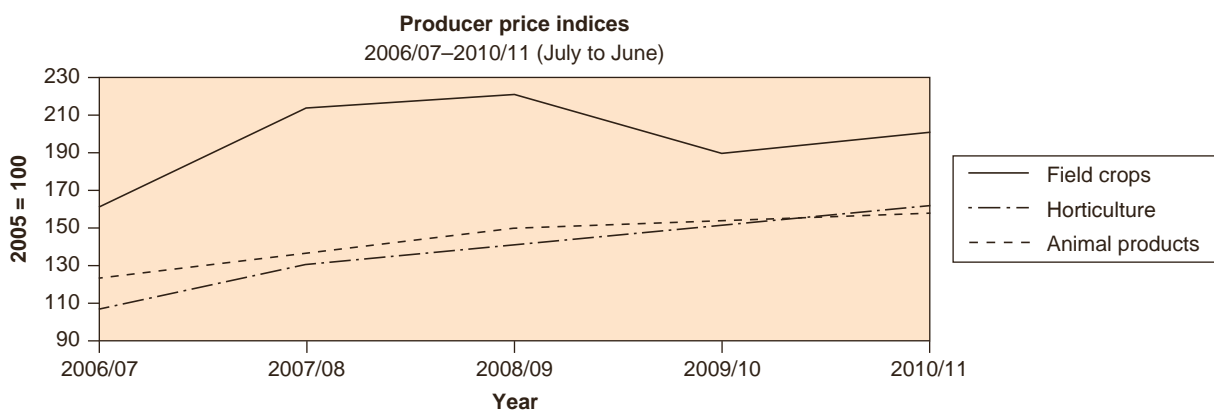
## Producer prices of agricultural products

Producer prices of agricultural products decreased on average by 4,3% from 2009/10 to 2010/11.

The weighted average price of field crops increased by 6,7%. The prices of winter grains, oilseeds, cotton, sugar cane, tobacco and summer grains increased by 38,3%, 25,6%, 18,2%, 14,8%, 3,2% and 2,3%, respectively, while prices for hay and dry beans decreased by 18,6% and 14,1%, respectively.

Producer prices of horticultural products rose by 3,1% from 2009/10. Prices of vegetables decreased by 7,2%, while prices of fruit increased by 13,3%. Prices for viticultural products remained unchanged.

Prices of animal products increased by 3,6%. The average prices of pastoral products, slaughtered stock and poultry increased by 23,6%, 11,1% and 0,8%, respectively, while the prices of dairy products decreased by 6,5%.



Risk and probability analysis in terms of price levels indicate that the probability of prices increasing is significantly higher than for prices to decrease. With current tight stock-to-use levels, increasing input costs (that limit the rapid expansion of production), significantly stronger linkages between agricultural commodities and energy prices and potential adverse weather conditions likely to occur at a higher frequency compared to the past 10 years, prices could be significantly higher. This year's harvests in the Northern Hemisphere are critical and markets will respond bullishly to any indication that production might not reach the projected levels. Surplus maize stocks in South Africa are currently being exported as maize is competitively priced on deep sea export markets. Although the export market for white maize into neighbouring countries has declined considerably over the past two seasons because of maize surpluses produced in a number of countries within Africa, the sustainability of surplus production in Southern Africa remains uncertain.

## Gross value of agricultural production

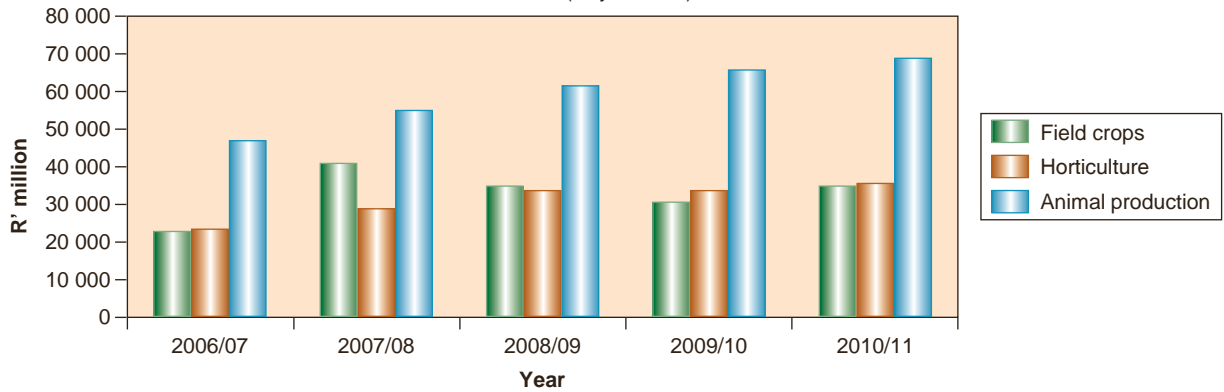
The *total gross value of agricultural production* (total production during the production season valued at the average basic prices received by producers) for 2010/11 is estimated at R138 904 million, compared to R129 883 million the previous year—an increase of 6,9%. This increase can be attributed mainly to a rise in the value of field crops.

The gross value of animal products, horticultural products and field crops contributed 49,4%, 25,5% and 25,1%, respectively, to the total gross value of agricultural production. The poultry meat industry made the largest contribution with 18,0%, followed by cattle and calves slaughtered with 11,4% and maize with 10,9%.

## Farm sector income

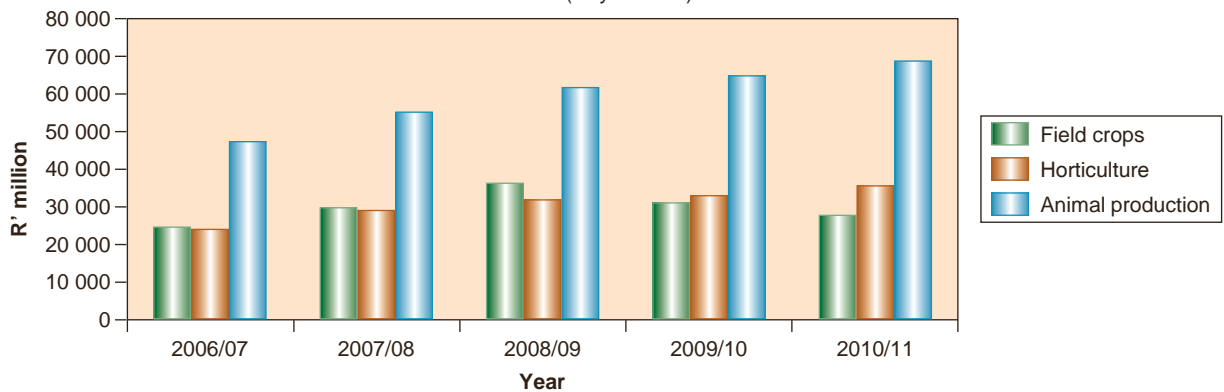
The *gross income of producers* (the value of sales and production for other uses, plus the value of changes in inventories) for the year ended 30 June 2011 amounted to R131 699 million, compared with R132 199 million the

**Gross value of agricultural production**  
2006/07–2010/11 (July to June)



previous year, a decrease of 0,4%. The decrease in income can be ascribed mainly to a combination of small increases in prices that farmers received for their products, and lower than expected production and slow deliveries of maize in particular.

**Gross farm sector income (GFI)**  
2006/07–2010/11 (July to June)

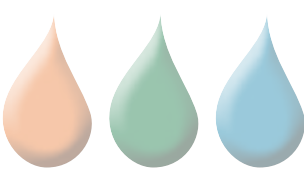


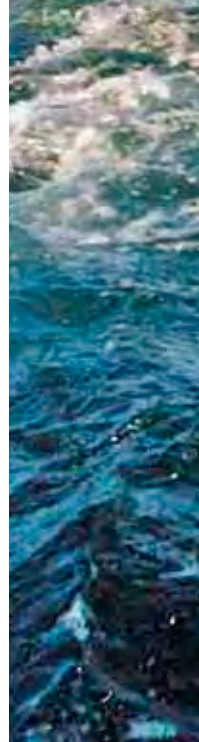
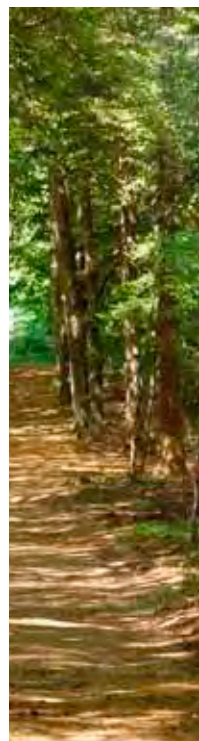
The *gross income from field crops* decreased by 12,0% to R27 610 million for the year ended 30 June 2011. Income from maize at R11 360 million was R4 814 million or 29,8% less than in the previous 12 months. Income from sugar cane at R4 578 million was R530 million or 10,4% lower than that of the previous 12 months. Income from groundnuts decreased by 51,9% to R361 million. Income from sunflower seed and soya beans, however, showed substantial increases of 91,9% to R3 102 million and 57,0% to R2 238 million, respectively.

The *gross income from horticultural products* increased by only 0,7% to R35 490 million, from R35 261 million in 2009/10. Income from citrus and deciduous fruit increased by 8,9% and 2,1% and amounted to R6 529 million and R8 932 million, respectively. Income from viticulture increased by 0,7% to R3 654 million. Income from subtropical fruit, however, decreased by 6,8% to R1 953 million. Income from vegetable production also decreased by 0,4% to R12 690 million.

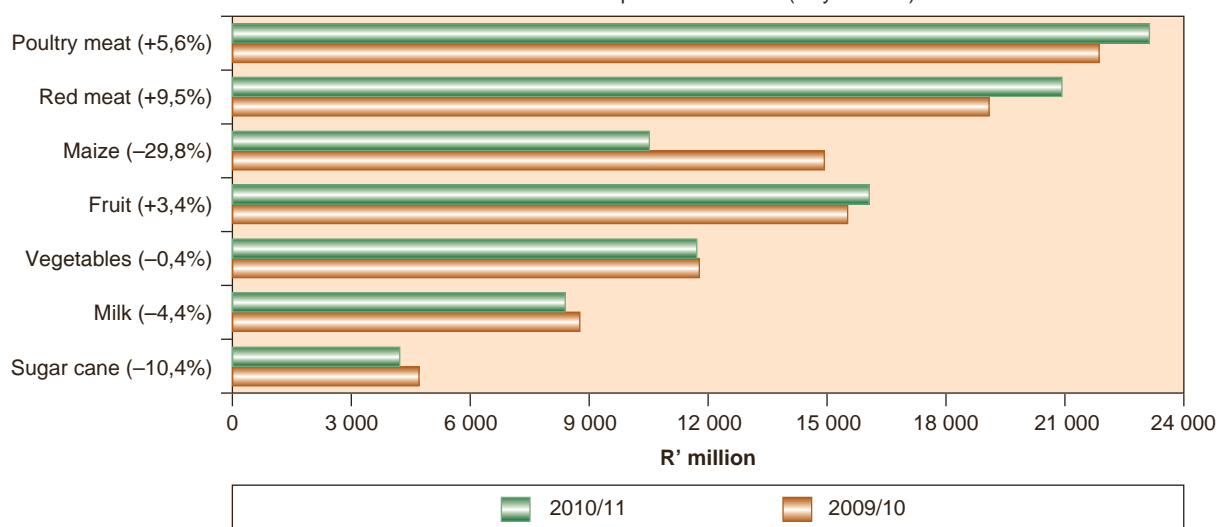
The *gross income from animal products* was 4,7% higher than in 2009/10 and amounted to R68 599 million, compared to R65 550 million for the previous year. Producers earned R15 775 million from slaughtered cattle and calves, as against the previous R14 185 million—an increase of 11,2%. Income from slaughtered sheep increased by 5,5% to R3 707 million. Income from poultry meat production rose by 5,7% to R25 031 million. Income from egg production, at R6 676 million, however, was 2,2% lower than in the previous year. Producers earned R9 103 million from milk production, which is 4,4% less than in the previous year. Income from ostrich products also decreased by 25,2% to R363 million.

The *net farm income* (after the deduction of all production expenditure, excluding expenditure on fixed assets and capital goods) amounted to R33 161 million for the 12 months that ended on 30 June 2011, which is 18,3% lower than in the previous 12 months. The decline in net farming income is the result of the decrease of 0,4% in gross farming income and the increase of 10,4% in the expenditure on intermediate production inputs and services. Payments for salaries and wages, which represent 12,1% of the total farming costs, amounted to R12 443 million. Interest paid by farmers to banks and other financiers during the 12 months up to 30 June 2011 is estimated at R5 001 million, or 4,9% of the total farming cost.

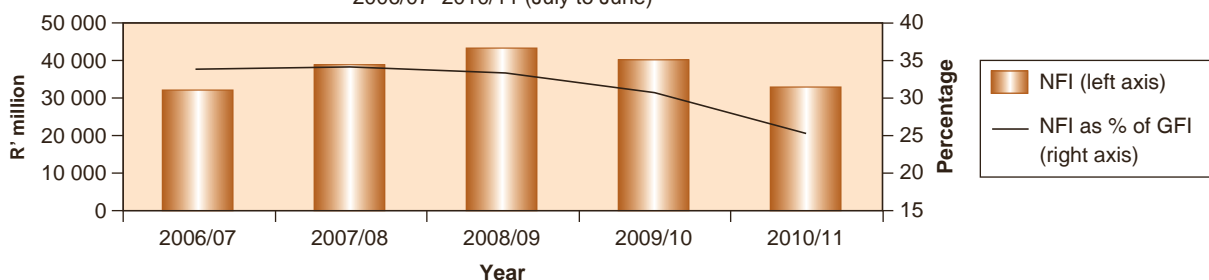




**Gross income from major products**  
2010/11 compared to 2009/10 (July to June)



**Net farm sector income (NFI)**  
2006/07–2010/11 (July to June)

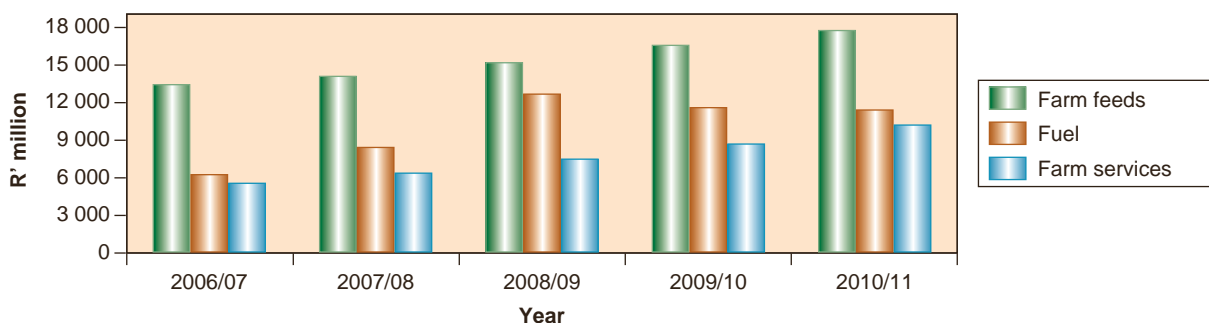


### Production costs

Intermediate expenditure refers to the value of goods and services that were purchased for consumption as inputs during the production process. Expenditure on intermediate goods and services during 2010/11 is estimated at R79 416 million, which represents a rise of 10,4% from R71 955 million in 2009/10. Large increases occurred in expenditure on dips and sprays (20,5%), packing material (20,2%), farm services (18,5%) and seed and plants (18,0%).

Expenditure on farm feeds remained the biggest expenditure item, accounting for 22,5% of total expenditure, followed by 14,4% for fuel, 12,9% for farm services and 10,6% for maintenance and repairs of machinery and implements.

**Expenditure on intermediate goods and services**  
2006/07–2010/11 (July to June)

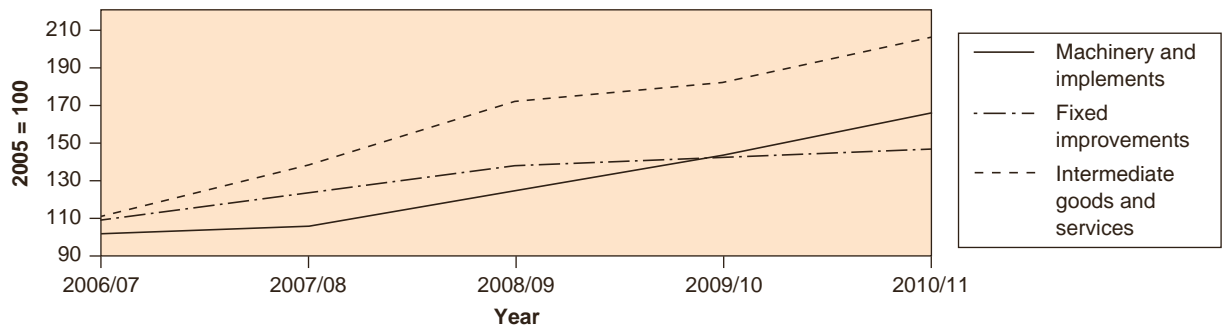


### Prices of farming requisites

Prices of farming requisites rose by 13,3% in 2010/11, compared to an increase of 6,7% the previous year.

The price index of machinery and implements showed an increase of 15,0% for 2010/11. The price index of materials for fixed improvements increased by 4,0% and the combined index of prices of intermediate production inputs and services by 13,5%.

**Price indices of farming requisites**  
2006/07–2010/11 (July to June)

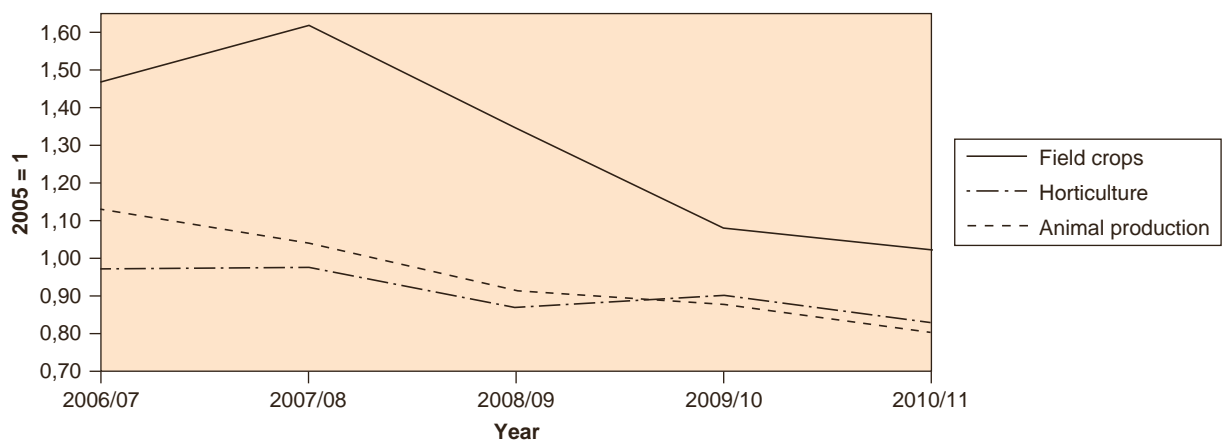


The increase of 22,5% in the price of fertilisers made the most significant contribution to the increase in the prices of intermediate goods and services. The prices of tractors, trucks, seeds and maintenance and repairs increased by 17,6%, 17,4%, 16,2% and 14,2%, respectively.

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

The terms of trade indicate the extent to which producer prices received by farmers kept pace with the prices paid for farming requisites. The terms of trade in agriculture weakened by 7,9%, from 0,93 in 2009/10 to 0,86 in 2010/11. The terms of trade for field crops decreased by 5,6%, from 1,08 in 2009/10 to 1,02 in 2010/11. In the case of the horticultural industry, the terms of trade decreased by 8,9%, from 0,90 to 0,82. The terms of trade for the animal production industry dropped by 9,1%, from 0,88 to 0,80.

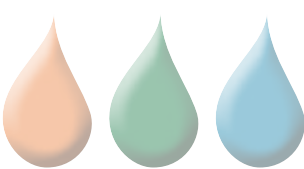
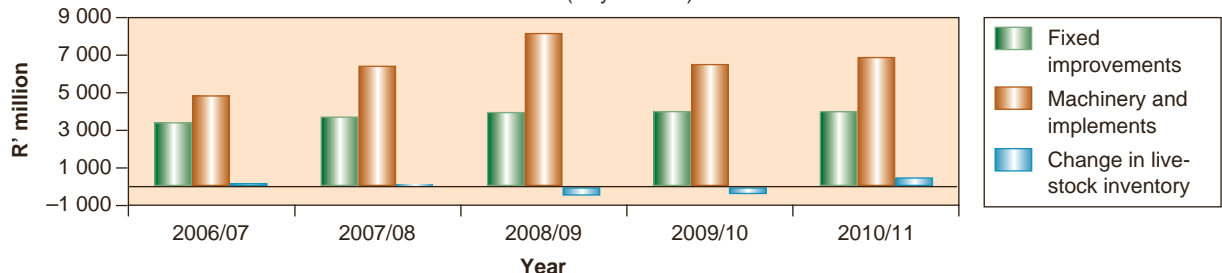
**Terms of trade in agriculture**  
2006/07–2010/11 (July to June)



### Investment

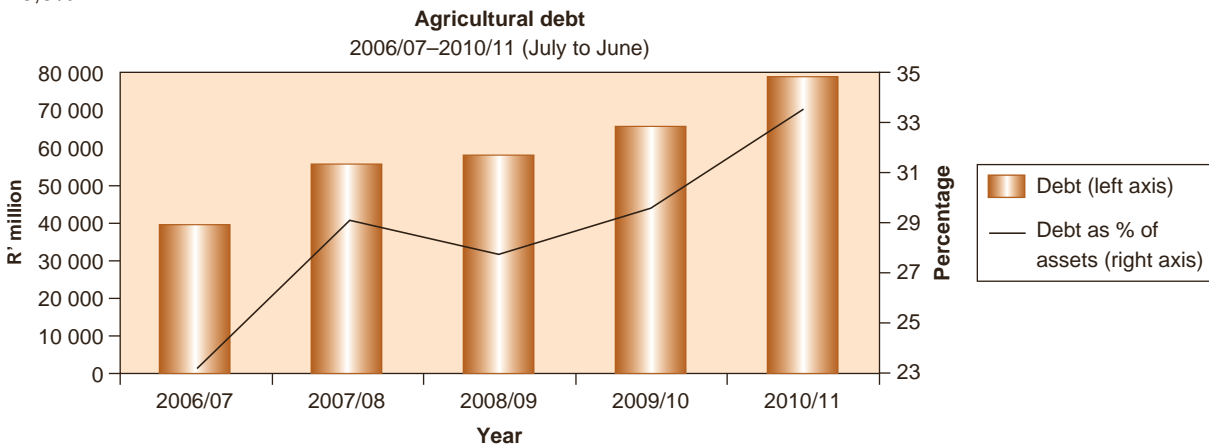
The value of capital assets in agriculture as at 30 June 2011 is estimated at R234 132 million, as against R220 908 million at the end of June 2010—an increase of 6,0%. Land and fixed improvements constituted R138 088 million, machinery and implements R42 783 million and livestock R53 261 million of the total value of capital assets. The gross investment in respect of fixed improvements for the year ended 30 June 2011 increased by 0,9% to R4 009 million. In the case of machinery, implements and vehicles, investment increased by 5,5% and amounted to R6 858 million. The livestock inventory rose by R468,0 million compared to the previous year.

**Investment in agriculture**  
2006/07–2010/11 (July to June)



## Farming sector debt

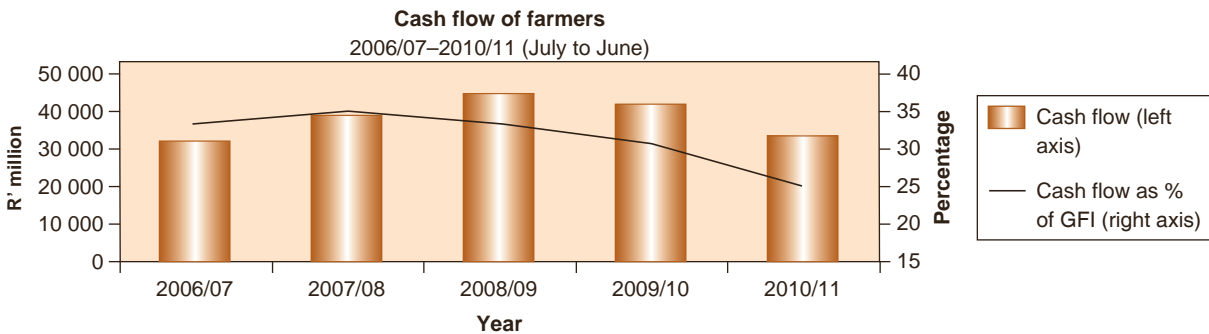
The total farming debt as at the end of June 2011 is estimated at R78 463 million (R65 392 million), an increase of 20,0%.



The real agricultural debt increased by 5% in 2010 following the decline net farming income. It is also projected to increase by a 3,5% annual average growth rate from 2011 to 2020 because of a projected growth in gross capital formation and an increasing interest rate. Moreover, sluggish to negative growth in real net farming income contributes to the rise in the debt of the sector. Therefore, the debt burden (which is the percentage of the total debt to the total asset value) is projected to increase slowly and reach 29% in 2020.

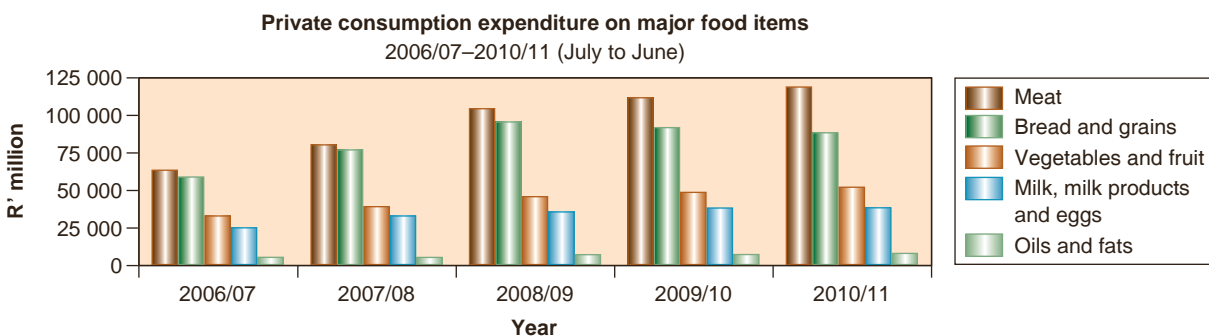
## Cash flow of farmers

The cash flow of farmers amounted to R33 536 million for the year ended 30 June 2011, compared to the previous R41 921 million, a decrease of 20,0%. This was the result of a drop in the gross income of producers.



## Consumption expenditure on food

The consumption expenditure on food for the year ended 30 June 2011 increased slightly by 2,7% and amounted to R353 105 million, as against the R343 892 million of the previous year. Expenditure on meat increased by 6,5% to R118 799 million, on sugar by 7,7% to R5 616 million, on fruit and vegetables (including potatoes) by 7,0% to R51 811 million, on oils and fats by 9,6% to R7 942 million and on milk, milk products and eggs by 0,2% to R38 612 million. Expenditure on bread and grain products decreased by 4,0% to R88 658 million.



Meat represented 34% of the expenditure on the food component, bread and grains 25%, milk, milk products and eggs 11%, fruit and vegetables (including potatoes) 15% and oils and fats only 2%.

The demand for potatoes and wheat-based products is projected to grow by 18% and 20% respectively, while the consumption of maize meal is projected to remain stagnant beyond 2013. The increase in the demand for beef over the next decade is expected to match that of the past decade, averaging an annual growth rate of 3%. Although the consumption of chicken meat is projected to maintain a rapid rate of expansion at approximately 4% per annum, it will not match the sharp rise of 70% that occurred during the past decade; the reason being the projected lower rate of increase in real *per capita* income for the period 2011 to 2020. Some 2,3 million tons of chicken meat will be consumed by 2020. Chicken meat production is anticipated to grow by 38% from 1,4 million tons to 1,9 million tons over the next decade, implying that South Africa will remain a net importer of chicken meat. The production of eggs will expand at a slightly slower pace of 29%, which will be sufficient to meet the total demand for eggs (498 000 tons) by 2020. The negative trend in mutton production is likely to be converted into a positive trend as production is expected to increase because of profit margins exceeding those of grain farming. However, the expected turnaround in production is only likely to occur in areas where stock theft is limited, namely the Western and Northern Cape. The demand for fresh milk and dairy products is expected to increase by 23% and 31%, respectively.

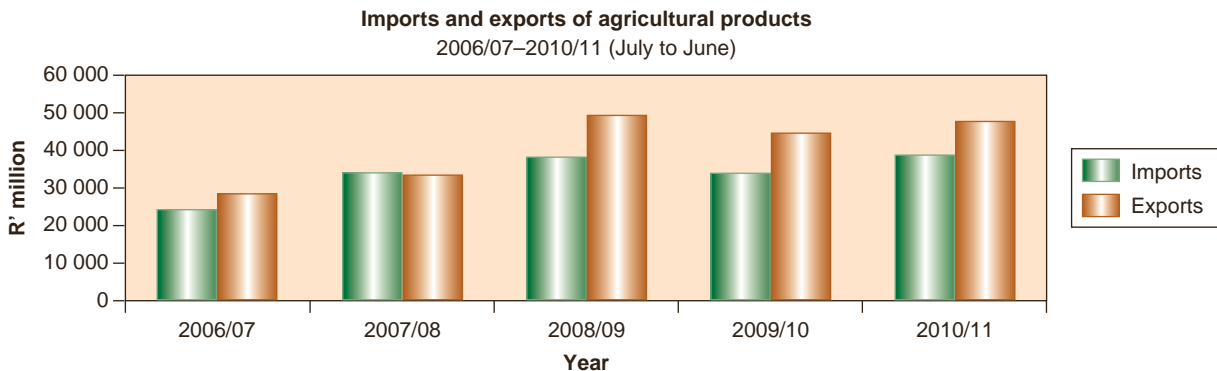
### Consumer prices

The consumer price index (with base year 2005 = 100) of all items increased by 3,8%, from 137,5 to 142,8, during the year ended 30 June 2011 as the CPI of food increased by 3,2%, from 151,4 to 156,2; and that of non-food items increased by 2,0%, from 127,3 to 129,8.

The consumer price index of vegetables increased by 2,9%, from 154,9 to 159,4, and that of fruit increased by 3,3%, from 141,4 to 146,1. In the case of dairy products and eggs, prices dropped by 0,9 % from an index of 158,2 to 156,8, while an increase of 5,9% was recorded for sugar and related products, from 143,5 to 151,9.

### Imports and exports of agricultural products

The estimated value of imports for 2010/11 came to R38 815 million, an increase of 14,3% compared to R33 946 million for 2009/10. The value of exports increased by 6,9%, from R44 469 million in 2009/10 to R47 561 million in 2010/11.

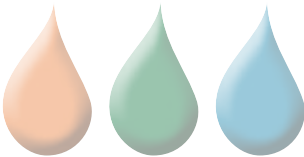


According to the 2010/11 export values, citrus fruit (R6 976 million), wine (R5 385 million), maize (R4 054 million), grapes (R3 530 million) and apples, pears and quinces (R3 223 million) were the most important agricultural export products. Wheat and meslin (R3 188 million), rice (R2 986 million), oil cake (R2 966 million), palm oil (R2 705 million) and undenatured ethyl alcohol (R2 449 million) accounted for the highest imports in terms of value.

During 2010/11, the Netherlands, the United Kingdom, Zimbabwe, Mozambique and Germany were the five largest trading partners of South Africa in terms of export destinations for agricultural products, with export values of R5 295 million, R4 358 million, R3 465 million, R2 429 million and R1 816 million, respectively. About 20,3% of total agricultural export value for the period July 2010 to June 2011 went to the Netherlands and the United Kingdom.

The five largest trading partners for South Africa's imported agricultural products during 2010/11 were Argentina, Thailand, United States, Brazil and the United Kingdom, with import values of R5 760 million, R2 767 million, R2 652 million, R2 545 million and R2 343 million, respectively.

In terms of the balance of trade it is expected that the imports of most of the basic food staples, meat and dairy products will increase and exports will decrease. For example, whereas the total value of exports of maize and sugar exceeded the total value of imports of wheat and rice in 2010, this relationship is expected to be the opposite by 2020 when the value of imports of wheat and rice will exceed the value of exports of sugar and maize by a significant margin. The opposite trend is expected for wine, fruit and some of the oilseeds where the increase in the value of exports should outpace the increase in the value of imports.



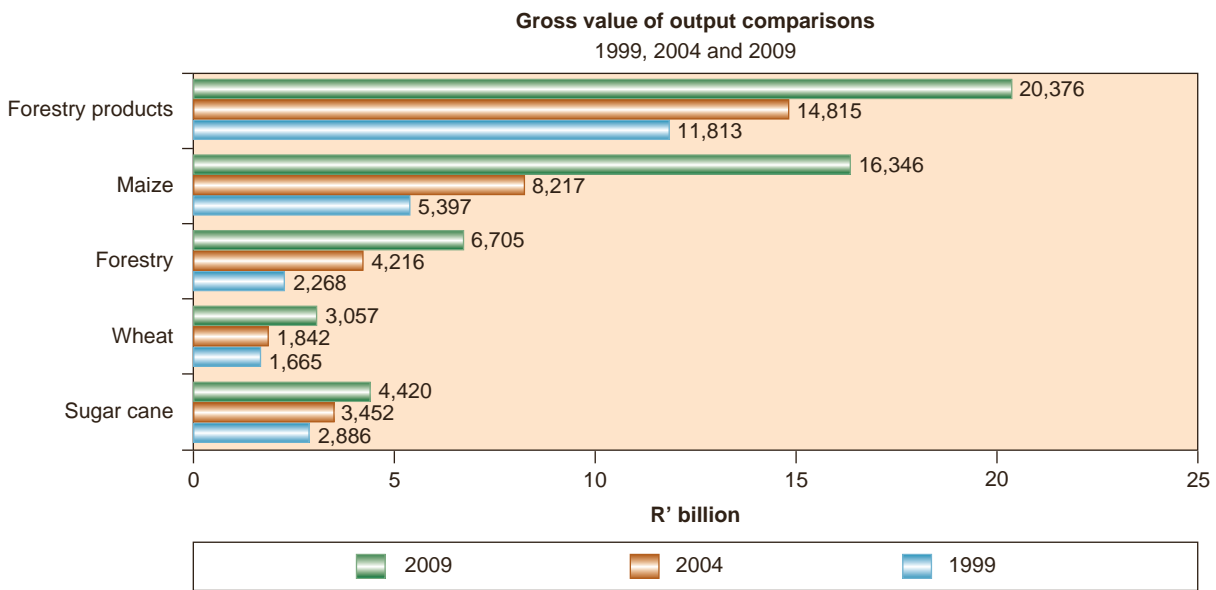
Global trading will continue to present its own unique challenges, with heightened sanitary and phytosanitary barriers, increased concerns regarding food safety and the accompanying need for traceability and good agricultural practices. There are new requirements in terms of corporate social responsibility and worker welfare, as well as concerns about climate change and the associated buzzwords of “food miles” and “carbon footprints”. A huge challenge is to increase the share of processed agricultural products within the country’s total agricultural exports.

## FORESTRY SECTOR

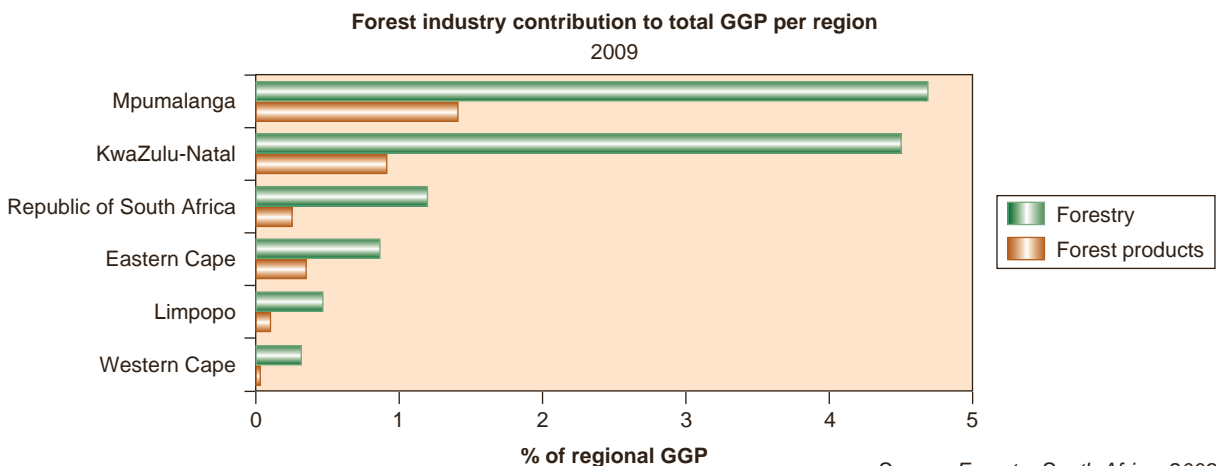
Following two decades of shrinkage of the country’s plantation resources and increasing pressure on natural forests and woodlands, forestry’s goal is to ensure renewed growth, transformation and sustainability throughout the value chain, in economic, social and environmental terms, in ways which continue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

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

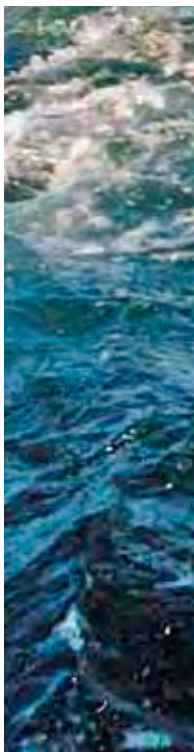
In terms of land use, the area under forestry is about 1,28 million ha or approximately 1,0% of the total RSA land area of 122,3 million ha. The forestry sector (forestry and forest products) contributes about 1,20% to the GDP. In terms of regional GDP, forestry in KwaZulu-Natal contributes 4,5%; in Mpumalanga 4,7%; in the Eastern Cape 0,9%; and about 0,5% in the Limpopo Province.



Source: Forestry South Africa, 2009



Source: Forestry South Africa, 2009



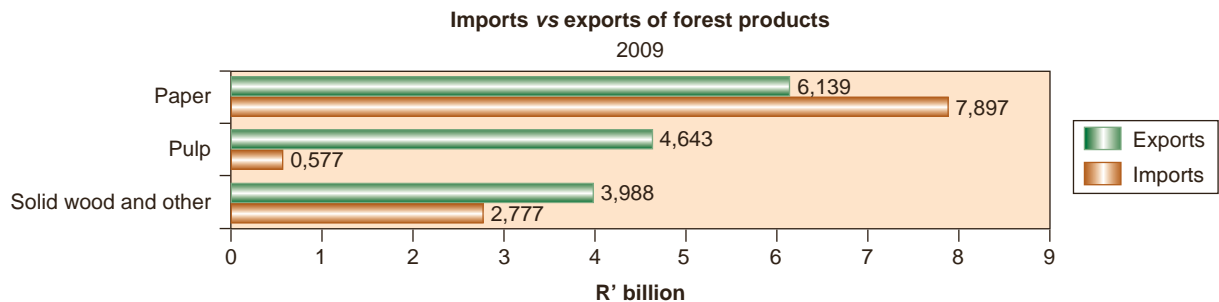
The South African plantations (planted forests) produced over 18,9 million m<sup>3</sup> (or 16,2 Mt) of commercial roundwood, worth R6,7 billion in 2009. The total industry turnover was about R20,4 billion in 2009, including R11,4 billion worth of wood pulp.

Pulpwood intakes of about 12,9 million m<sup>3</sup>; mining timber of 759 000 m<sup>3</sup>; charcoal of 264 000 m<sup>3</sup>; 4,1 million m<sup>3</sup> of sawlogs; and veneer logs and poles of about 546 000 m<sup>3</sup> were transferred to processing plants in 2009.

### Industry and exports

The industry was a net exporter of almost R2,91 billion worth of goods in 2009, of which more than 99% took the form of converted value-added products. The export of forest products has increased from R9,5 billion in 2001 to R12,5 billion in 2009, reaching the all-time high of R14,8 billion in 2008. Imports totalled R9,6 billion in 2009.

In 2009, paper products were the most important exports (R6,139 billion or 42% of the total), followed by pulp (R4,643 billion or 34%), solid wood products (R2,573 billion or 21%) and other products (R330 million or 3%). Woodchip exports, which are exported mainly to Japan, accounted for 61% (R1,578 billion) of total solid-wood product exports.



*Source: Forestry South Africa, 2009*

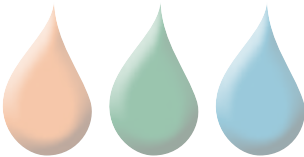
The forest sector employs around 201 025 workers. The forestry sector provides about 77 000 direct jobs and 30 000 indirect jobs. Forestry provides livelihood support to 2,3 million people of the country's rural population. The pulp and paper industry provides approximately 13 200 direct and 11 000 indirect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

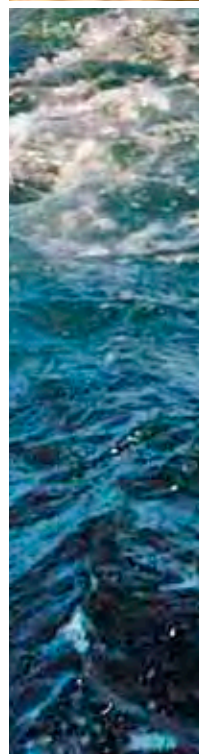
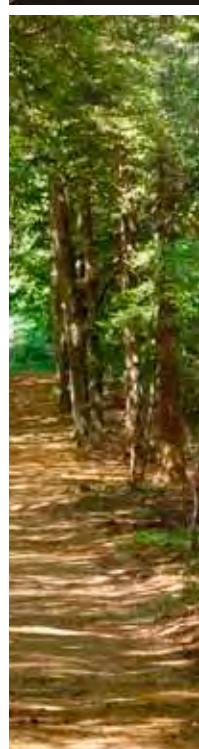
In 2009, the total investment in the forestry industry amounted to R24,8 billion. This investment comprised 58,5% in trees; 19,4% in land; 13,0% in roads; 6,2% in fixed assets; and 2,8% in moveable assets. Regarding the investment in the forest product sector by type of processing plant for 2009, the total book value of investments amounted to R15,7 billion. This investment comprised 82,7% in pulp and board plants; 11,8% in sawmills and veneer plants; 1,0% in pole plants; 0,3% in mining timber; and 4,2% other plants. The forestry industry is one of the strategic economic sectors in South Africa with a significant contribution towards economic growth and job creation. In recognising the important role of the forestry sector in the economy of the country, and in line with the provisions of the Forestry Charter, steps have been taken by role players to ensure that there is continued and sustainable use of forestry land for timber production.

Labour intensity in the forestry and forest product sector can change significantly over time. For example, if proportionately more land is used for pulpwood production, overall labour intensity will decline, both in the forests and in the processing plants. On the other hand, a move to higher value addition within South Africa, for example through high-value sawlog production, and processing and marketing of quality solid wood products from this resource, could contribute to higher and more rewarding employment.

Ownership in the forestry sector is skewed, with the majority of forestry plantations owned by a handful of grower-processor multinational corporations. Ownership in forestry is similar to other parts of the world, where given the long-term nature of the investments required in growing timber and the highly capital intensive nature of large-scale processing and manufacturing, there is a fairly high concentration in ownership among larger companies. The majority of forestry plantations are therefore owned by 11 large companies, some of whom are multinationals. There are two more cooperatives which control a significant percentage of the independent small and medium growers and this is a model thought to be useful for the more than 30 000 other small growers in the country. There is also a rapid development of black ownership and management in the form of outgrower timber schemes and increasing ownership of larger companies with a recent empowerment transaction worth over R800 million.

Although the area under plantations has decreased over the past few years from a peak of 1 518 138 ha in 1997 to about 1 274 869 ha in 2009, the volume of production has increased from 18,6 million m<sup>3</sup> to 18,9 million m<sup>3</sup> during the same period. South Africa is approaching the limits of increasing productivity from a declining resource. As a





result government has prioritised the expansion of the plantation area in areas where it is economically, environmentally and socially appropriate to do so. This is not just important for the country's growth, but also for transformation as it is difficult to achieve meaningful change in any of the key transformation areas in a stagnant or declining sector. This is why the IPAP of the dti has prioritised growing the area under plantations and the Forestry Transformation Charter is both a transformation and growth strategy.

South Africa is facing a looming shortage of both softwood sawn timber and hardwood pulpwood over the medium and long term. The estimated shortage of timber sawlogs currently is approximately 13%.

Challenges facing forestry are as follows:

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

Opportunities for action in forestry are as follows:

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

## FISHERIES SECTOR

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

South Africa has a well-established fishery sector, comprising two components, namely wild capture fisheries and an aquaculture component, which is under development. Wild capture fisheries currently includes three distinct components (commercial, recreational, and subsistence fisheries), each of which requires specific research and management interventions. The commercial fishing sector can be further broken down into highly industrialised capital intensive fisheries, which generally operate in deep water (e.g. hake trawl and pelagic purse seine fisheries) and near shore fisheries that are more easily accessible and use more traditional types of gear (line fishery and near shore rock lobster hoop net fishery).

Fishing contributes approximately 0,5% to the GDP and is regionally important, especially in the Western Cape where it contributes about 2% to the GDP. South Africa is a net exporter of fish and fish products and 55% of the demersal trawl catches are exported. In rock lobster, squid, tuna and demersal longline almost the total production is exported. On average, South Africa exports about 160 000 tons of fish a year, and imports approximately 55 000 tons. The value of exports and imports during 2008 was approximately R3,1 billion and R1 billion, respectively. The commercial fishing industry currently employs approximately 27 000 people directly and approximately 100 000 indirectly, while aquaculture provides about 1 850 direct employment opportunities on farms.

Regarding commercial fisheries, marine living resources are considered to be fully utilised and high-value species largely overexploited. However, some rebuilding strategies are underway, for example in hake, rock lobster and abalone. The annual production of commercial fisheries is more than 600 000 tons, valued at R5,8 billion. Demersal fishing industries contribute about 70% of the total value of fishing. Large-scale capital investment (e.g. in vessels,

factories) is generally a prerequisite for commercial participation. Long-term commercial rights have been allocated in 22 fishing industries, with just over 2 900 rights holders and about 1 788 vessels.

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

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

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

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

Challenges facing fisheries are as follows:

- Value of production is restricted by the size of the national resource and threatened by declining fish stocks in certain fisheries. The profitability of the fishing industry is largely determined by factors such as the international prices, exchange rates, fuel prices, quota allocations and the actual biomass of fish present.
- Growth in the industry is not only dependent on labour and capital inputs, but is determined by the stock of fish available.

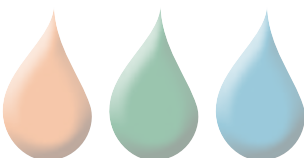
Currently there are over 2900 rights holders utilising 1 788 vessels in 21 different fisheries. This has decreased since 2002, which is in line with the international trend to decrease the number of fishing vessels to reduce the pressure on the resources.

Opportunities for action in fisheries are as follows:

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

## *Organisational overview*

During this period the refinement of the approved departmental organisation and post establishment will be subjected to refinement investigations of the subordinate structures focusing on the strategic priority areas of the



department. This will also address the capacity building of the newly created directorates while staying within the allocated MTEF budget.

A service delivery model for the support services (corporate and financial services) will also be investigated to demarcate the roles between the national department's head office and regional offices, with strategic objectives and policy design frameworks being set at the head office level, and delivery being undertaken by the regional offices. The department will also be focusing on reducing its vacancy rate and strengthening its knowledge and information management systems.

## Personnel information

### Detail of approved establishment and personnel numbers according to salary levels

| Level               | Personnel post status as at 30 September 2011 |                     |   | No. of personnel posts filled / planned for on funded establishment |         |         |              |                      |         |         |
|---------------------|---|---------------------|---|---|---------|---------|--------------|----------------------|---------|---------|
|                     | No. of posts on approved establishment        | No. of funded posts | No. of posts in addition to establishment | Actual  |         |         | 30 Sep. 2011 | Medium-term estimate |         |         |
|                     |   |                     |   | 2008/09   | 2009/10 | 2010/11 | 2011/12      | 2012/13              | 2013/14 | 2014/15 |
| Department          | 7 094   | 7 094               | 185                                       | 2 796   | 7 042   | 7 094   | 7 083        | 7 256                | 7 509   | 7 764   |
| Salary levels 1–6   | 4 348   | 4 348               | 134                                       | 1 410   | 4 334   | 4 348   | 4 335        | 4 409                | 4 509   | 4 609   |
| Salary levels 7–10  | 2 134   | 2 134               | 28  | 1 168   | 2 237   | 2 163   | 2 127        | 2 197                | 2 297   | 2 397   |
| Salary levels 11–12 | 481   | 481                 | 15  | 163   | 362     | 452     | 489          | 518                  | 568     | 618     |
| Salary levels 13–16 | 131   | 131                 | 8   | 55  | 109     | 131     | 132          | 132                  | 135     | 140     |

## Human Resources Management Plan 2012/13

The demands of the internal and external environments necessitate the human resources management support function to move from a predominantly administrative environment to a strategic advisory level.

During 2012 the current approved human resources management policies will be communicated to all employees through information sessions. The implementation and impact of the HRM policies will be monitored and assessed continuously in order to ensure that these are aligned with the organisation's requirement. The refinement of the approved macro-organisation structure will continue to ensure that the department is able to deliver on its mandate within the available budget. Priority areas will be identified and human resources will be created through a needs analysis. All newly created posts will be subjected to a job evaluation process in order to ensure that the posts are on the correct salary levels. A challenge that is currently experienced is the feedback from SAQA and NIA regarding the personnel suitability verification process, prior to appointments, with specific reference to qualification verifications (SAQA) and criminal and citizenship checks (NIA) that delays the filling of vacancies within the shortest time frame. This matter will be addressed on the highest appropriate levels with the relevant institutions to ensure that vacancies are filled within the shortest time frames.

The Directorate: Employee Relations will focus on the promotion of sound labour relations in the department through the strengthening of investigation capacity by facilitating the presentation of labour relations training capacity. A Human Resource Plan, as mandated by the Public Service Regulations, (PSRs) 2001, will also be updated and monitored, in order to assist the department to consistently achieve its organisational objectives, by addressing its human resources need, gaps and potential challenges. In order to achieve this, an integrated approach will be followed by establishing an operational link between the strategic objectives of the department and an action-orientated implementation of the HR Plan. HR Policies and practices will also be monitored to review their impact in promoting the objectives and strategies of the HR Plan. Where necessary, these policies and practices will be revised and/or refined in consultation with organised labour.

With the reconfiguration of the new Department of Agriculture, Forestry and Fisheries and the implementation of the new structure on 1 April 2011 the current establishment as on 30 September 2011 totals 7 094 funded posts of which 6 171 are filled. Filled posts are expected to increase to 6 634 over the medium term as a result of the moratorium that was lifted. Currently there are 926 vacancies within the department, of which 356 are in salary levels 7 to 9. Most of these vacancies are in the Forestry Programme (399 posts). The ratio of support staff to line staff is 1:7.

Alignment of the strategy with government key outcomes was done.

For the planning period 2012/13–2016/17 as expected by statutory requirement for the Medium Term Expenditure Framework, DAFF maintained strategic goals and objectives considering relevancy and appropriateness. High-level discussion and robust engagement was undertaken and agreement reached to review Strategic Objective 1 of Strategic Goal 3. The department placed achievable goals and realistic target setting at the centre of the review process. Departmental plans, key challenges and strengths were reviewed with the primary intention to build consensus on the strategic priorities and identify effective ways of tackling the key challenges. The current backlog was reviewed, reprioritisation for 2011/12 was done and indicators and targets refined, based on the criteria provided for the next 5 years.

The objectives of the strategic review process were to reprioritise current activities and performance targets and to define future targets that align to the newly defined focus. The context of strategic planning was placed within that of the strategic shift, which attaches more focus to zero hunger, smallholder producers, job creation and broader levels of economic participation. Branches reviewed and reprioritised their plans on the basis of the strategic shift and the reality of resource limitation. Issues of alignment were addressed by demonstrating how their future plans would reflect the new areas of focus. A “role play” of a performance evaluation panel was demonstrated to immediately engender the discipline of setting realistic and achievable targets, while ensuring alignment to the mandate of the department and the national outcomes 4, 7 and 10.

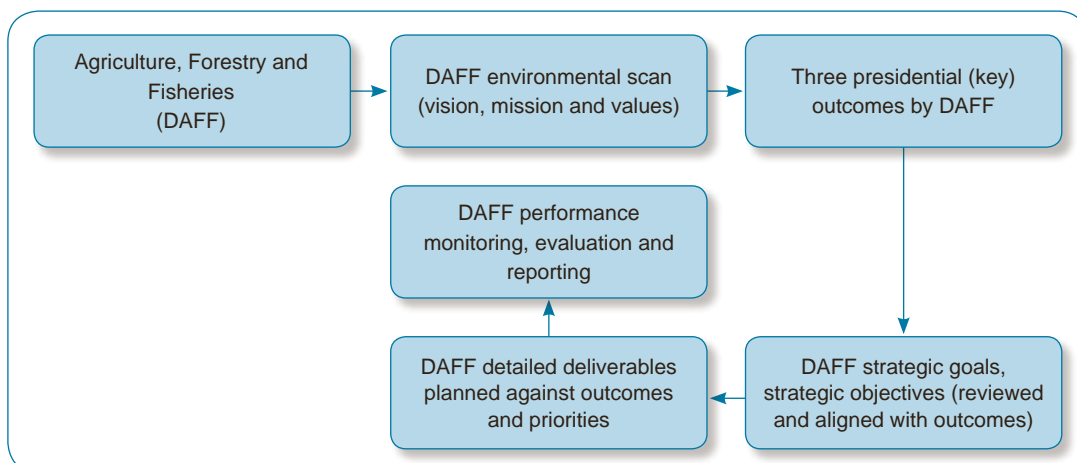
Strategic dependencies were acknowledged on the Department of Environmental Affairs, (DEA), Department of Rural Development and Land Reform (DRDLR), Department of Economic Development (DED) and provincial departments of agriculture. A consensus was generated on key issues facing the department, the key elements of the strategic shift and interventions were set in motion to improve the quality of the performance management system such as the project management approach.

### Cascading and implementing the strategy

The Government Wide Planning and the MTSF inform and align the department’s plans on three levels of planning, namely: the 5-year strategic plan, chief directorate annual business plans (ABPs), directorate annual performance plans (APPs) and operational plans. The plans are cascaded respectively into branches, chief directorates and directorates’ lowest level of planning. Individual performance agreements of SMS members are aligned to these plans.

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

### Overview of the departmental planning process



## Monitoring and evaluation

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

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

# Strategic goals and objectives

The DAFF's strategic goals and objectives were conceptualised from the priorities in the MTSF. The MTSF was analysed and issues relevant to the department identified and developed into six strategic goals and a number of strategic objectives to support each goal.

The following strategic goals and objectives will be implemented over the medium term through strategic action programmes:

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

#### **Strategic objectives**

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

### SG 2: Sustained management of natural resources

#### **Strategic objectives**

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

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

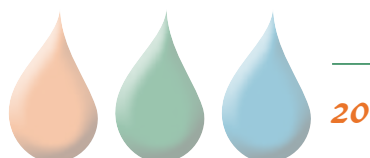
#### **Strategic objectives**

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

### SG 4: A transformed and united sector

#### **Strategic objectives**

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



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

### Strategic objectives

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

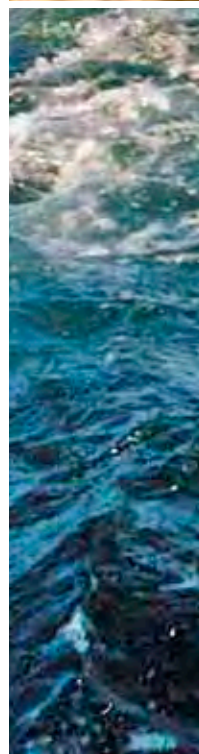
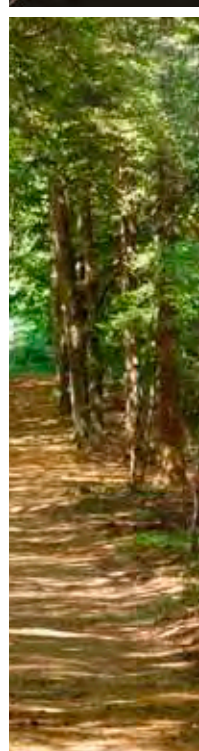
## SG 6: Effective and efficient governance

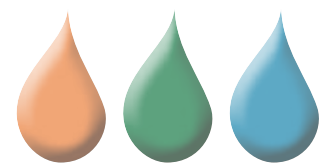
### Strategic objectives

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

## STRATEGIC OUTCOME ORIENTED GOALS

| MTSF priority areas  | Strategic goals   | Outcomes   | Programmes       |
|--|---|--|------------------|
| 1. Speed up economic growth and transform the economy to create decent work and sustainable livelihoods        | SG 1: Increased profitable production of food, fibre and timber products by all categories of producers | 7. Vibrant, equitable, sustainable rural communities contributing towards food security for all                      | 2, 3, 4, 5 and 6 |
| 2. Massive programmes to build economic and social infrastructure  | SG 2: Sustained management of natural resources   | 10. Protect and enhance our environmental assets and natural resources   | 5 and 6          |
| 3. A comprehensive rural development strategy linked to land and agrarian reform and food security             |   |  |                  |
| 4. Strengthen the skills and human resource base   | SG3: Effective national regulatory services and risk management systems                                 | 7. Vibrant, equitable, sustainable rural communities contributing towards food security for all                      | 2 and 5          |
| 5. Improve the health profile of society   |   |  |                  |
| 6. Intensify the fight against crime and corruption  | SG 4: A transformed and united sector   | 12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship | 1                |
| 7. Build cohesive, caring and sustainable communities  |   |  |                  |
| 8. Pursuing regional development, African enhancement and enhanced international cooperation                   | SG 5: Increased contribution of the sector to economic growth and development                           | 4. Decent employment through inclusive economic growth   | 1, 4, 5 and 6    |
| 9. Sustainable resource management and use   |   |  |                  |
| 10. Build a developmental state, including improving public services and strengthening democratic institutions | SG 6: Effective and efficient governance  | 11. Create a better South Africa, a better Africa and better world   | 1 and 4          |







**PART B**

# *Programme deliverables*

## PROGRAMME I

# Administration

### PURPOSE

Provide strategic leadership, management and support services to the department.

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

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

**Corporate Services:** Render sound human resource management and development, security and information management.

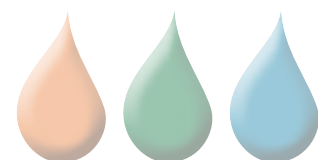
**Chief Financial Office:** Provide the department with sound financial services.

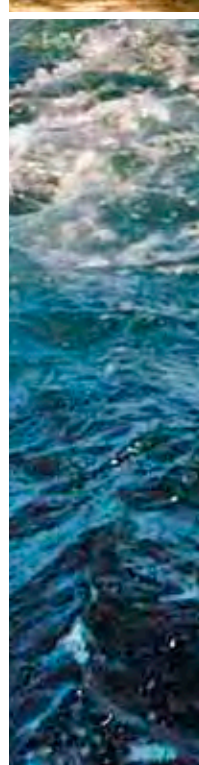
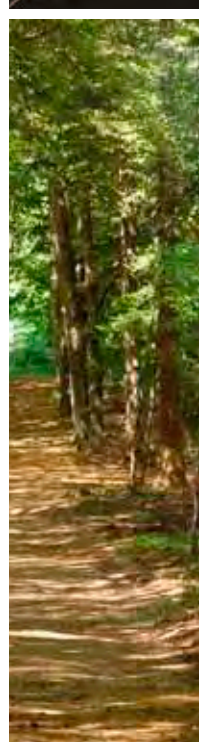
**Policy, Planning and Monitoring and Evaluation:** Direct the provision of policy analysis, formulation, planning and monitoring and evaluation in order to facilitate the improvements of the department's performance.

**Stakeholder Relations, Communication and Legal Services:** Provide legal support services, establish and strengthen intergovernmental and stakeholder relations, manage communication support services as well as fisheries partnership management services to the department.

### PROGRAMME DELIVERABLES

| Key outcome 7: Vibrant, equitable, sustainable rural communities contributing towards security for all  |   |   |   |
|---|---|---|---|
| Strategic goal 4: A transformed and a united sector   |   |   |   |
| Strategic objective   | Strategic outcome                                     | Outcome indicators                              | Strategic interventions 2012/13–2016/17   |
| SO 1: Increase equity, ownership and participation of previously disadvantaged individuals (PDIs)   | Integrated functional development funding facility    | Increased access to development finance funding | Implement comprehensive funding facility<br><br>Increase access to development financial services by smallholder and subsistence farmers through comprehensive funding facility |
| Key outcome 12: An efficient, effective and development-oriented public service and empowered, fair and inclusive citizenship                       |   |   |   |
| Strategic objective 6: Effective and efficient governance   |   |   |   |
| SO 4: To improve departmental service excellence through implementation of quality standards, Batho Pele principles and general legislative mandate | Improve sound financial management and accountability | Unqualified audit report                        | Improve financial systems and practices   |





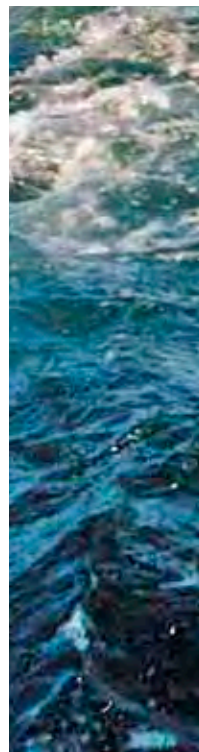
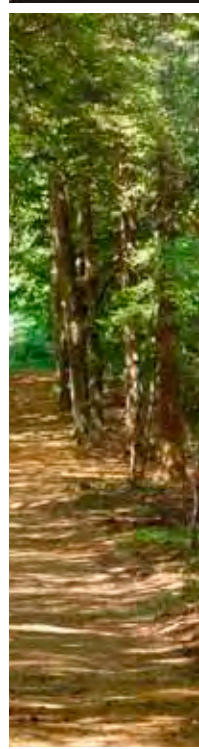
| <b>Key outcome 11: Create a better South Africa, a better Africa and better world</b>  |  |  |   |
|--|--|--|---|
| Strategic goal 6: Effective and efficient governance   |  |  |   |
| <i>Strategic objective</i>   | <i>Strategic outcome</i>   | <i>Outcome indicators</i>  | <i>Strategic interventions 2012/13–2016/17</i>  |
| SO 1: To establish and strengthen cooperative governance and functional relations with local and international stakeholders                      | Enhanced cooperation with stakeholders and three spheres of government   | Sustainable relations with stakeholders and the three spheres of government                                  | Oversee the development and implementation of Stakeholder Engagement Strategy and Intergovernmental Strategy                                    |
| <b>Key outcome 12: An efficient, effective and development-oriented public service and empowered, fair and inclusive citizenship</b>             |  |  |   |
| Strategic goal 6: Effective and efficient governance   |  |  |   |
| SO 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information  | Effective monitoring, evaluation and reporting system(s) for improved service delivery   | Integrated monitoring and evaluation (M&E) system for the sector   | Align and improve M&E systems in DAFF, provincial departments of agriculture (PDAs) and state-owned entities (SOEs)                             |
|  | Comprehensive economic and statistical information for the sector (agriculture, forestry and fisheries)                                | Adequate information available for decision-making purposes  | Economic performance monitoring and provision of national sector statistics   |
|  | Aligned and coordinated policy and planning system(s) for improved strategies, programmes and plans in line with government priorities | Strengthened planning and policy formulation processes   | Update and align policies and plans for national, provincial and local spheres to the electoral mandate and the Medium Term Strategic Framework |
| SO 3: Provide effective audit, investigative and legal, human resources and financial risk management  | Improved human resource management and development support   | Improved adherence to performance management and development system  | Implement performance management and development systems to improve organisational performance and culture                                      |
|  |  | Integrated human resource practices  | Ensure implementation of the Departmental Human Resource Plan   |
|  | Safe, secure, healthy and conducive work environment   | Health and security risk areas addressed   | Coordinate the implementation of departmental health, safety and security strategies  |
| SO 4: Improve departmental service excellence through implementation of quality standards, Batho Pele principles and general legislative mandate | Improve financial and procurement management and accountability  | Unqualified audit report   | Improve financial systems and practices   |
|  | Reviewed legislation in agriculture, forestry and fisheries sector   | Updated, effective and streamlined legislation aligned with Constitution reflecting the departmental mandate | Coordinate the review of legislation in the department  |
|  | Efficient service delivery   | Improved stakeholder satisfaction  | Oversee the implementation of the deployment of SMS members framework to commodity groups and district municipalities                           |
| Ensure customer service improvement and satisfaction   |  |  |   |

| Key outcome 12: An efficient, effective and development-oriented public service and empowered, fair and inclusive citizenship (cont.)         |   |  |   |
|---|---|--|---|
| Strategic goal 6: Effective and efficient governance (cont.)  |   |  |   |
| Strategic objective   | Strategic outcome                           | Outcome indicators                               | Strategic interventions 2012/13–2016/17   |
| SO 5: Provide leadership and manage communication and information   | Well-informed internal and external publics | Increased awareness of DAFF mandate and services | Align the DAFF Communication Strategy to the government's National Communication Strategy                                   |
|   | Improved business processes and systems     | Improved knowledge and information management    | Oversee the development and implementation of the Master Systems Plan to enable the effective use of technology within DAFF |
| Facilitate the development and implementation of Knowledge and Information Management (KIM) Strategy for preservation of institutional memory |   |  |   |

## SUBPROGRAMME DELIVERABLES

| Strategic goal 4: A transformed and united sector   |  |   |   |   |   |                     |
|---|--|---|---|---|---|---------------------|
| Strategic objective 4.1: Increase equity, ownership and participation of previously disadvantaged individuals (PDIs)                        |  |   |   |   |   |                     |
| Indicator   | Target   |   |   |   |   | Responsibility      |
|   | 2012/13  | 2013/14   | 2014/15   | 2015/16   | 2016/17   |                     |
| Comprehensive funding facility  | Implement and review comprehensive funding facility              | Implement and review comprehensive funding facility                                 | Implement and review comprehensive funding facility                   | Implement and review comprehensive funding facility                                 | Implement and review comprehensive funding facility                                 | CD: DF              |
| Number of smallholder and subsistence producers accessing financial services (including grants)   | 5 000 smallholder producers supported through Mafisa             | 6 000 smallholder producers supported through Mafisa                                | 7 000 smallholder producers supported through Mafisa                  | 8 000 smallholder producers supported through Mafisa                                | 9 000 smallholder producers supported through Mafisa                                | CD: DF              |
|   | 15 000 smallholder producers supported through CASP              | 16 000 smallholder producers supported through CASP                                 | 17 000 smallholder producers supported through CASP                   | 18 000 smallholder producers supported through CASP                                 | 19 000 smallholder producers supported through CASP                                 | CD: DF              |
|   | 30 000 subsistence producers (Ilima)                             | 33 000 subsistence producers (Ilima)  | 36 000 subsistence producers (Ilima)                                  | 39 000 subsistence producers (Ilima)  | 42 000 subsistence producers (Ilima)  | CD: DF              |
| Strategic goal 6: Effective and efficient governance  |  |   |   |   |   |                     |
| Strategic objective 6.1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders |  |   |   |   |   |                     |
| Enhanced stakeholder participation with national departments and other two spheres of government and relevant stakeholders                  | Develop a format of engagement and identify areas of engagements | Review the format of engagement and identify new areas of engagements               | Review the format of engagement and identify new areas of engagements | Review the format of engagement and identify new areas of engagements               | Review the format of engagement and identify new areas of engagements               | CD: SR&C<br>CD: FPM |
|   | Ensure the development of Intergovernmental Strategy             | Ensure the implementation of outputs and outcomes of the Intergovernmental Strategy | Review the Intergovernmental Strategy                                 | Ensure the implementation of outputs and outcomes of the Intergovernmental Strategy | Ensure the implementation of outputs and outcomes of the Intergovernmental Strategy | CD: SR&C<br>CD: FPM |

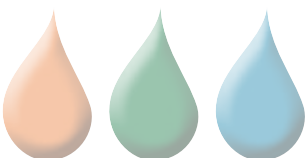
| Strategic goal 6: Effective and efficient governance (cont.)   |  |  |  |  |  |                |
|--|--|--|--|--|--|----------------|
| Strategic objective 6.2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information           |  |  |  |  |  |                |
| Indicator  | Target   |  |  |  |  | Responsibility |
|  | 2012/13  | 2013/14  | 2014/15  | 2015/16  | 2016/17  |                |
| Plans aligned to the MTSF  | Align national and provincial plans with Presidential Outcomes and Targets                                       | Update plans in alignment with Medium Term Strategic Framework   | Update plans in alignment with Medium Term Strategic Framework   | Update plans in alignment with Medium Term Strategic Framework   | Update plans in alignment with Medium Term Strategic Framework   | CD: PDP        |
| Programme and project management system developed  | Programme planning and development support   | Programme planning and development support                       | Programme planning and development support                       | Programme planning and development support                       | Programme planning and development support                       | CD: PDP        |
| Existing policies reviewed   | Review existing policies   | Update and align policies  | Update and align policies  | Update and align policies  | Update and align policies  | CD: PDP        |
| Targeted R&D Programme developed   | Implement targeted R&D Programme   | Monitor, coordinate and report on targeted R&D Programme         | Monitor, coordinate and report on targeted R&D Programme         | Monitor, coordinate and report on targeted R&D Programme         | Monitor, coordinate and report on targeted R&D Programme         | CD: PDP        |
| Approved monitoring, evaluation and reporting guidelines   | Develop PDAs monitoring, evaluation and reporting guideline and review DAFF monitoring, evaluation and reporting | Review and update monitoring, evaluation and reporting guideline | Review and update monitoring, evaluation and reporting guideline | Review and update monitoring, evaluation and reporting guideline | Review and update monitoring, evaluation and reporting guideline | CD: M&E        |
| Comprehensive economic reports for the sector  | Reports on economic indicators and trends for the sector   | Reports on economic indicators and trends for the sector         | Reports on economic indicators and trends for the sector         | Reports on economic indicators and trends for the sector         | Reports on economic indicators and trends for the sector         | CD: M&E        |
| Comprehensive statistical database for the sector  | National, statistical information and reports  | National, statistical information and reports                    | National, statistical information and reports                    | National, statistical information and reports                    | National, statistical information and reports                    | CD: M&E        |
| Strategic objective 6.3: Provide effective audit, investigative and legal, human resources and financial risk management |  |  |  |  |  |                |
| Percentage of performance management and development system adhered to   | 80% adherence to Performance Management Development System   | 80% adherence to Performance Management Development System       | 100% adherence to Performance Management Development System      | 100% adherence to Performance Management Development System      | 100% adherence to Performance Management Development System      | CD: HRM        |
| Percentage reduction in vacancy rate   | 11%  | 10%  | 10%  | 10%  | 10%  | CD: HRM        |
| Percentage of implementation of HRD Strategy   | 60% of HRD Strategy implemented  | 80% of HRD Strategy implemented                                  | 90% of HRD Strategy implemented                                  | 100% of HRD Strategy implemented                                 | 100% of HRD Strategy implemented                                 | CD: HRM        |
| Health and Wellness Strategy implemented and monitored   | Facilitate implementation of Health and Wellness Strategy in prioritised regions                                 | Service points in prioritised regions capacitated                | Service points in prioritised regions capacitated                | Service points in prioritised regions capacitated                | Service points in prioritised regions capacitated                | CD: HRM        |



| Strategic goal 6: Effective and efficient governance (cont.)  |   |   |   |  |   |                     |
|---|---|---|---|--|---|---------------------|
| Strategic objective 6.4: Improve departmental service excellence through implementation of quality standards, Batho Pele principles and general legislative mandate |   |   |   |  |   |                     |
| Indicator   | Target  |   |   |  |   | Responsibility      |
|   | 2012/13   | 2013/14   | 2014/15   | 2015/16  | 2016/17   |                     |
| Oversee the implementation of the Deployment Framework to commodity groups and municipalities   | Efficient stakeholder service delivery  | Facilitate the deployment of SMS members to all 22 District Municipalities, 8 Metros and commodity groups | Review and facilitate the deployment of SMS members to District Municipalities, Metros and commodity groups | Review and facilitate the deployment of SMS members to all 22 District Municipalities, 8 Metros and commodity groups | Review and facilitate the deployment of SMS members to District Municipalities, Metros and commodity groups | CD: SR&C<br>CD: FPM |
| Legislation aligned to the Constitution   | Initiate the project, to review legislation and submit proposals for Ministerial approval | Submit to Cabinet and initiate parliamentary process  | Finalise parliamentary process  | Review legislation   | Review legislation  | CD: LS              |
| Ensure customer service improvement and satisfaction  | Improved customer satisfaction index  | Develop and implement client service improvement strategies/projects                                      | Implement client service improvement strategies/projects  | Implement client service improvement strategies/projects   | Implement client service improvement strategies/projects  | CD: SR&C<br>CD: FPM |
| Compliance to legislation, prescripts, procedures and guidelines  | Unqualified audit report on financial statements  | Unqualified audit report on financial statements  | Unqualified audit report on financial statements  | Unqualified audit report on financial statements   | Unqualified audit report on financial statements  | CD:FM               |
| Strategic objective 6.5: Provide leadership and manage communication and information  |   |   |   |  |   |                     |
| Master Systems Plan approved and implemented  | Implement phase 1 of Master Systems Plan  | Implement phase 2 of Master Systems Plan  | Implement phase 3 of Master Systems Plan  | Implement phase 4 of Master Systems Plan   | Review and evaluate Master Systems Plan   | CIO                 |
| Knowledge and Information Management Strategy approved and implemented  | Review and implement phase 1 of Knowledge and Information Management Strategy             | Implement phase 2 of Knowledge and Information Management Strategy  | Implement phase 3 of Knowledge and Information Management Strategy  | Implement phase 4 of Knowledge and Information Management Strategy   | Review and evaluate Knowledge and Information Management Strategy   | CIO                 |
| Aligned DAFF Communication Strategy   | Refine and oversee the implementation of the DAFF Communication Strategy                  | Refine and oversee the implementation of the DAFF Communication Strategy                                  | Develop and review the Communication Strategy in line with new priorities of government                     | Refine and oversee the implementation of the DAFF Communication Strategy   | Refine and oversee the implementation of the DAFF Communication Strategy                                    | CD: SR&C            |

## OVERVIEW

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



## PROBLEM STATEMENT

Lack of comprehensive consultation with stakeholders, particularly the rural stakeholders, improper organisation of smallholder producers, fishers and foresters has led to poor access to markets for this group. By establishing proper communication channels and legal support to the department, and engaging these groups of stakeholders, will bring major improvements. Inadequate capacity to support human resource development and financial resources is another challenge which hampers the department to achieve its objectives. Potential risk management, occupational risks, health complexities and psychosocial problems also have a greater impact on employees' productivity level. Safety and security of employees will minimise the potential for loss.

The amalgamation of the agriculture, forestry and fisheries functions placed an additional burden on the existing human resources management support capacity as insufficient resources were transferred from the relinquishing departments to render the required services. Recruitment and selection of staff needs to be fast-tracked and adequate recruitment and selection specialists on the appropriate salary levels are required to advise the line managers. A dedicated performance management and development unit is also required for the size of the department to monitor compliance on the implementation and application of the performance management and development systems.

## IMPLEMENTATION STRATEGY

The department identified the importance of three strategies, namely Stakeholder Engagement Strategy; Inter-governmental Strategy and the Communication Strategy to ensure achievement of its objectives. Human resource development will be improved in support of weaknesses in agrarian reform beneficiaries. The DAFF will prioritise resources to accelerate the implementation of scarce skills development programmes. The required capacity will ensure efficient and effective implementation of the development agenda of government which contributes to household food security and creates decent and sustainable livelihoods in rural areas.

The Recruitment and Selection unit must function as a separate functional entity on directorate level in order to address the demands of the organisation and to give expert technical advice on recruitment and selection challenges. In order to serve a department of such a large size, with a post establishment of more than 7 000 posts, the HR Administration function must be equipped with an adequate staff complement to handle the number of transactions in accordance within the service delivery standards and to ensure compliance with the relevant prescripts. A dedicated performance management and development unit must be established with adequate resources to facilitate a performance management culture in the organisation. The current HRM delegations which emanate from the Public Service Act and Public Service Regulations have to be reviewed in order to shorten the decision-making processes and relating time delays.

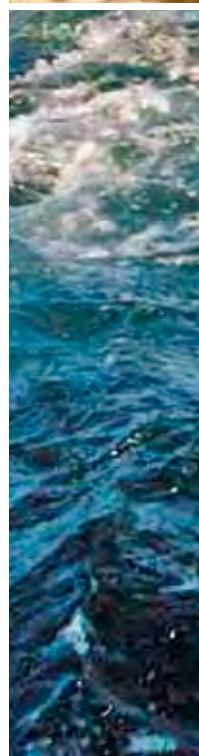
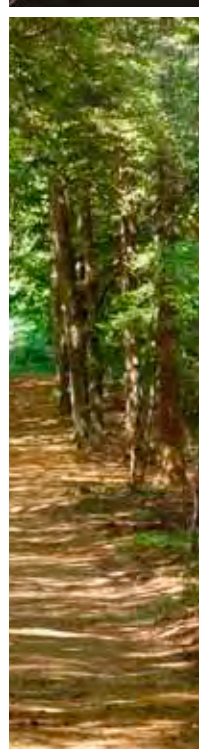
### Training and development

To provide effective and efficient services, the department will continue to address the challenges brought forth by the amalgamation of the new functions through training and development. To ensure a continuous supply of junior, middle and senior managers the DAFF will continue to implement a Management Development Programme and a Mentorship Programme to enhance leadership. Employees at levels 1–5 will continue to be enrolled on ABET programmes and computer programs to reduce the level of illiteracy. Identified skills gaps will be addressed through various interventions such as learnerships and bursary schemes. An estimated 350 new bursaries will be processed for the employees in the department for 2012/13.

### Employee health and wellness

The department will align with the approved Employee Health and Wellness (EH&W) Framework for the public service led by the DPSA. The DAFF will continue to render services and advocacy programmes in disease management, HIV counselling and testing, psychosocial services and access to health information through the Health Promotion and Employee Assistance Programme (EAP). All the employees of the department will access the services as per the Batho Pele principles. The HIV and AIDS Strategy for the Agriculture, Forestry and Fisheries Sector (HASAFFS) will be implemented to ensure accessibility to care and support, the importance of adherence to treatment and disclosure, and good nutrition for employees in the department and the sector.

Professional safety and security services will be provided to people, state property and information against security risks and threats in line with minimum information security standards and minimum physical security standards. The department will ensure that 33% of the employees deployed in high-risk areas, attend safety-related generic training and fitness testing, and are subjected to risk assessments and medical surveillance exercises according to the provisions of the Occupational Health and Safety Act. This will be coupled with administrative services in terms of Compensation for Occupational Injuries and Diseases Act.



Management of sick leave has been identified as an area of importance that will equip managers with sound people management and relations, policies and practices. Training will continue to be conducted in terms of the policy and procedures on incapacity and ill-health retirement.

### Implementation of ICT Strategy

In this financial year, the department intends to centralise funding for all information and communication technology (ICT) services. The systems that ICT will be working on are as follows: Pro-Quote system; Forlats; Astat; Trade Permit System and Farmer Finance Scheme reporting system.

Other projects that the directorate intends doing that are network related are: cleaning of hub cabinets and doing an inventory of ICT equipment in Computer/PABX rooms; installing WAN connections to all DAFF offices not connected yet and upgrading of datalines to prepare for IFMS and VOIP.

Deployment of the Remote Access System—the system will be used by technicians to remotely connect to desktops of users in regional offices; this will be used to resolve minor calls and calls that have no connection problems. Addition of LAN support for the branch Fisheries—workstation support and server support to fisheries branch, including their regional sites (harbours in EC, WC and KZN). Migration of workstation operating system from Win XP to Windows 7 and Migration of Microsoft office 2003 to Microsoft office 2010.

With regard to the infrastructure; the directorate intends to upgrade the DAFF mailing system; implement Fax to Mail system; set up DAFF regional data centres and Fisheries Technology refresh.

The GIS section of ICT will support the spatial plan of the department by various means (maps, data, advice, analysis and personnel) in the department's endeavour to comply to its mandate.

Deployment of the Remote Access System—The system will be used by Technicians to remotely connect to desktops of users in regional offices; this will be used to resolve minor calls and calls that have no connection problems. Addition of LAN support for the branch Fisheries—workstation support and server support to fisheries branch, including their regional sites (harbours in EC, WC and KZN). Migration of workstation operating system from Win XP to Windows 7 and Migration of Microsoft Office 2003 to Microsoft Office 2010.

### EXPENDITURE TRENDS

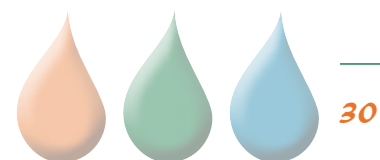
Expenditure increased from R430,4 million in 2008/09 to R547,5 million in 2011/12, at an average annual rate of 10,1%, as a result of one-off allocations of R22,1 million in 2008/09 and R367 million in 2009/10 for the Micro-agricultural Financial Institutions of South Africa Scheme. Over the medium term, spending is projected to increase to R688,6 million, at an average annual rate of 6,2%, because of the incorporation role of the Micro-agricultural Financial Institution and forestry function into the department. Furthermore, the oversight role of the Micro-agricultural Financial Institutions of South Africa, which was previously in the Food Security and Agrarian Reform Programme, is now included in this programme.

Spending in the *Office Accommodation* subprogramme increased from R66,3 million in 2008/09 to R109,4 million in 2011/12, at an average annual rate of 18,2%, because of the acquisition of offices for forestry personnel and as a result of consolidating offices in other centres. In addition, R2,7 million was transferred from the Department of Water Affairs in 2011/12 for lease accommodation, as a result of the reorganisation. Over the medium term, expenditure in this subprogramme is projected to increase to R158,7 million, at an average annual rate of 13,2%.

Expenditure on consultants decreased from R14,7 million in 2008/09 to R12,3 million in 2011/12, at an average annual rate of 5,9% and is expected to increase to R20,1 million over the medium term at an average annual rate of 18%. Consultants are mainly used for research, external audit services and task teams are appointed by the Director-General.

### Resource allocation

| R million   | Medium-term expenditure estimate |              |              |
|---|----------------------------------|--------------|--------------|
|   | 2012/13                          | 2013/14      | 2014/15      |
| Ministry  | 27,2                             | 28,6         | 30,0         |
| Departmental Management                                 | 29,1                             | 33,3         | 35,8         |
| Financial Administration                                | 139,9                            | 148,2        | 155,0        |
| Internal Audit  | 7,8                              | 8,3          | 8,6          |
| Corporate Services                                      | 133,1                            | 151,4        | 159,4        |
| Stakeholder Relations, Communication and Legal Services | 43,7                             | 46,1         | 48,2         |
| Policy, Planning, Monitoring and Evaluation             | 87,2                             | 89,1         | 92,8         |
| Office Accommodation                                    | 144,8                            | 151,7        | 158,7        |
| <b>Total</b>  | <b>612,9</b>                     | <b>656,7</b> | <b>688,6</b> |



## PROGRAMME 2

# Agricultural Production, Health and Food Safety

## PURPOSE

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

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

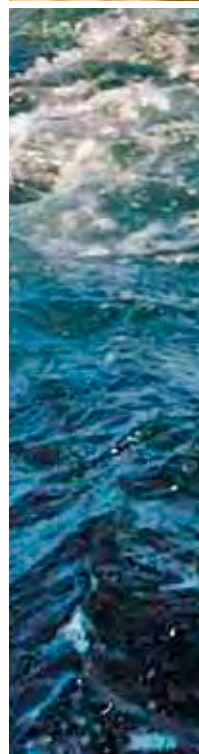
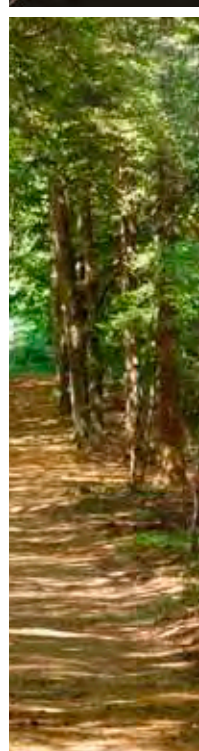
**Plant Production and Health:** Focuses on increasing agricultural productivity with the emphasis on a sustainable plant production system, efficient use of genetic resources and manages risks associated with plant pests, diseases and GMOs.

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

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

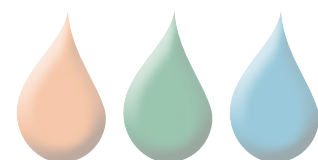
## PROGRAMME DELIVERABLES

| Key outcome 7: Vibrant, equitable, sustainable rural communities contributing towards security for all              |  |   |   |
|---|--|---|---|
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |  |   |   |
| Strategic objective   | Strategic outcome                                      | Outcome indicators  | Strategic interventions 2012/13–2016/17   |
| SO 1: Promote efficient production, handling and processing of food, fibre and timber                               | Sustainable agrarian reform                            | Contribute to the increase of production efficiency of all categories of farmers                      | Implement plant and animal production strategies to increase production   |
| Strategic goal 2: Sustained management of natural resources   |  |   |   |
| SO2: Ensure protection of indigenous genetic resources  | Sustainable management of indigenous genetic resources | Conserved indigenous agricultural biodiversity  | Facilitate the access to diverse indigenous genetic resources for increased agricultural production             |
| Strategic goal 3: Effective national regulatory services and risk management systems                                |  |   |   |
| SO 1: Manage the level of risks associated with food, diseases, pests and natural disasters                         | Enhanced biosecurity and food safety                   | Strategies, policies and regulations developed and implemented  | Facilitate the development and implementation of strategies, policies, quality standards and other SPS measures |
| SO 2: Establish and maintain effective early-warning and mitigation systems   | Secured agricultural production systems                | Improved response to food/feed safety incidences and outbreaks of animal and plant diseases and pests | Improve early detections and reaction time to outbreaks of animal and plant diseases and pests                  |



## SUBPROGRAMME DELIVERABLES

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |  |  |  |  |  |               |
|---|--|--|--|--|--|---------------|
| Strategic objective 1: Promote efficient production, handling and processing of food, fibre and timber              |  |  |  |  |  |               |
| Indicator   | Target   |  |  |  |  | Sub-programme |
|   | 2012/13  | 2013/14  | 2014/15  | 2015/16  | 2016/17  |               |
| Number of new producers participating in animal production schemes (cumulative)                                     | 1 300  | 350  | 400  | 450  | 600  | CD: AP&H      |
| Number of beneficiaries benefiting from commodity strategies  | 200 beneficiaries benefiting from pig commodity strategy | 500 beneficiaries benefiting from milk commodity strategy  | 500 beneficiaries benefiting from small stock commodity strategy   | 500 beneficiaries benefiting from egg commodity strategy                               | 500 beneficiaries benefiting from broiler commodity strategy         | CD: AP&H      |
| Regulatory frameworks approved by Parliament  | Approve Compulsory Community Service Framework (CCS)     | Implement compulsory community service framework (100 veterinarians)   | Implement compulsory community service framework (100 veterinarians)   | Implement compulsory community service framework (100 veterinarians)                   | Implement compulsory community service framework (100 veterinarians) | CD: AP&H      |
| Number of primary animal health care awareness campaigns  | 4  | 4  | 4  | 4  | 4  | CD: AP&H      |
| Number of plant production support and health interventions   | 4  | 4  | 4  | 4  | 4  | CD: PP&H      |
| Number of plant-related commodity strategies implemented  | 1 key commodity strategy implemented                     | 1 key commodity strategy implemented   | Evaluation and review of the national production strategy  | Evaluation and review of the national production strategy                              | Evaluation and review of the national production strategy            | CD: PP&H      |
| Strategic objective 2: Ensure protection of indigenous genetic resources  |  |  |  |  |  |               |
| Number of monitoring reports of genetic resources for food and agriculture  | 2  | 2  | 2  | 2  | 2  | CD: PP&H      |
| Strategic goal 3: Effective national regulatory services and risk management systems                                |  |  |  |  |  |               |
| Strategic objective 1: Manage the level of risks associated with food, diseases, pests, natural disasters and trade |  |  |  |  |  |               |
| Number of reports on regulatory compliance and monitoring interventions   | 4  | 4  | 4  | 4  | 4  | CD: I&QS      |
| Number of regulatory framework instruments approved   | 1 Liquor Products Bill                                   | 4 Farm feeds and fertilisers Act (stock remedies policy; Agricultural Products Standards (APS) Amendment Bill) | 3 Liquor Products Act; pesticides and animal medicines Bill, Agricultural Production Standard Amendment Bill | 2 Pesticides and animal medicines Bill, Agricultural Production Standard Amendment Act | 1 Pesticides and animal medicines Act                                | CD: I&QS      |



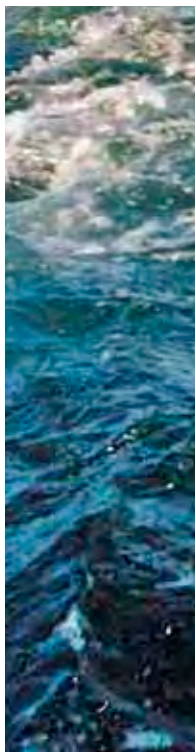
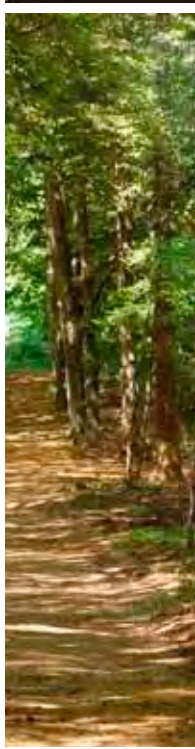
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |   |                         |                          |                           |                           |               |
|---|---|-------------------------|--------------------------|---------------------------|---------------------------|---------------|
| Strategic objective 1: Promote efficient production, handling and processing of food, fibre and timber              |   |                         |                          |                           |                           |               |
| Indicator   | Target  |                         |                          |                           |                           | Sub-programme |
|   | 2012/13   | 2013/14                 | 2014/15                  | 2015/16                   | 2016/17                   |               |
| Sanitary and Phyto Sanitary (SPS) Strategy developed  | 2 Plant Health (Phytosanitary) Policy Plant Protection Bill | 1 Plant Protection Bill | 1 Plant Protection Act   | Implementation of the Act | Implementation of the Act | CD: PP&H      |
| SPS Strategy developed  | Draft SPS Strategy  | SPS Strategy approved   | SPS Strategy implemented | SPS Strategy implemented  | SPS Strategy implemented  | CD: I&QS      |
| Strategic objective 2: Establish and maintain effective early-warning and mitigation systems                        |   |                         |                          |                           |                           |               |
| Number of reports on early detections and reaction time to outbreaks of plant diseases and pests                    | 2   | 2                       | 2                        | 2                         | 2                         | CD: PP&H      |
| Number of reports on early detections and reaction time to outbreaks of animal diseases and pests                   | 6   | 6                       | 6                        | 6                         | 6                         | CD: AP&H      |

## OVERVIEW

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

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

Globalisation and increased agricultural trade have led to a corresponding increase in the potential for the introduction and spread of animal and plant pests and diseases. The introduction and spread of pests and diseases of economic importance has a profound impact on food safety and security and the economic development of the country as the presence of certain pests and diseases prohibits South Africa from exporting affected agricultural commodities and therefore denies the country much needed foreign earnings. Globalisation has also led to the proliferation of international standards, especially relating to sanitary and phytosanitary measures as well as technical requirements that may result in technical barriers to trade, with which South Africa must comply in order to trade



internationally. In mitigation of these threats, South Africa will continue to improve its regulatory framework and ensure active participation in the relevant international standard-setting bodies.

### Problem statement

The New Growth Path identifies agriculture as a significant sector for the creation of jobs. This endorsement of the sector as a role player of economic importance happens at a time when experts estimate that the world population will grow to an estimated nine billion by the year 2050. This increase in the world population will require agricultural production to increase by 70%. The required increase in agricultural production is bound to be negatively affected by droughts, floods and disease and pest outbreaks, therefore demanding an even higher production level.

In response to these challenges, agriculture has to implement policies, programmes and strategies that encourage greater, sustainable agricultural activity and introduce business models that increase productivity.

### Implementation strategy

Increasing agricultural production requires maximum stakeholder participation. To this effect, the department will work with all stakeholders within the sector on initiatives and interventions to increase production within the subsistence, smallholder and commercial environments. The department will engage with other government departments to ensure the comprehensive implementation of agricultural production strategies. Job and wealth creation lie at the epicentre of these production strategies and coordinated implementation is crucial to the delivery of the expected targets.

Key activities will focus on new and existing farmers through strengthening the implementation of comprehensive support programmes in all provinces and implementation of production strategies and related services. The focus will be on:

- Maintaining and, where required, strengthening the regulatory framework for agricultural production, health and veterinary public health through the implementation of agricultural production and health schemes, projects and programmes;
- Responding to climate change through drafting and developing of early warning and early response plans for quarantine pests and diseases of economic importance; and
- Increasing public sector participation in intensifying agricultural production.

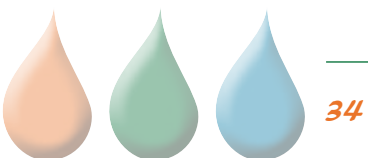
In support of trade and international market access, the branch will continue to clear impediments associated with international standards and export market requirements, and will work towards:

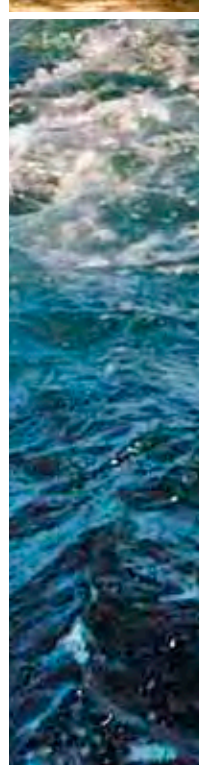
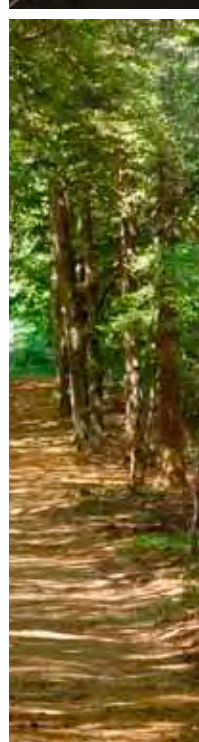
- Improving compliance with legislation and international requirements through effective biosecurity and food safety frameworks and the effective implementation of risk management strategies;
- Continuing with major surveillance programmes to detect, delimit or monitor incidences of animal and plant pests and diseases;
- Invigorating participation at international standard-setting forums; and
- Promoting public awareness of national and international regulatory measures.

### Expenditure trends

Expenditure increased from R1,2 billion in 2008/09 to R1,7 billion in 2011/12, at an average annual rate of 13,1% and it is projected to increase to R2,1 billion over the medium term, at an average annual rate of 7,8%. The increase in both period is the result of additional allocations of R200 million in 2010/11, R400 million in 2011/12 and R420 million in 2012/13 to further strengthen Ilima/Letsema projects and a new allocation of R314.6 million over the term for the implementation of compulsory community service for veterinarians in the primary animal healthcare programme. The oversight role of the transfer of payment to the Agricultural Research Council, which was previously the Administration subprogramme, now resides with the Agricultural Research subprogramme, furthermore, additional allocations to the ARC of R8,3 million in 2012/13, R134,3 million in 2013/14 and R201,6 million in 2014/15. Altogether 3 473 subsistence farmers were reported through the Ilima/Letsema project. Altogether 1 415 emerging beef farmers with a total herd size of 15 113 animals were served under the Kaonofatso ya Dikgomo national animal improvement scheme in 2011/12. In total 591 farmers with 729 herds of dairy cattle and 17 goats herds were in milk recording under the national milk recording and improvement scheme. Two feedlot facilities were established in cooperation with the Limpopo and Eastern Cape departments of agriculture, at a cost of R1,5 million.

The cotton strategy, developed in conjunction with industry, was finalised and endorsed by stakeholders in the cotton industry in 2011/12. Considerable progress was achieved in 2011/12 in reviewing the grain and fruit strategies.





These three strategies constitute the pillars of the production strategy. A set of regulations for plums, prunes, nectarines and peaches was submitted to the World Trade Organization for notification. Research solutions on wheat production and cultivation were completed in 2011/12, and included clear recommendations on the appropriate cultivars to be used in the northern and southern production areas. Over the medium term, 9 animal schemes per year will be implemented and monitored, 1 commodity strategy (red meat, milk, poultry and pigs) will be implemented each year, 20 export facilities will be inspected per annum and 24 laboratories will be approved each year.

Expenditure on consultants increased from R4,7 million in 2008/09 to R5,2 million in 2011/12, at an average annual rate of 3,5% and is expected to decrease to R4,5 million over the medium term, at an average annual rate of 5,1%. Consultants are used mainly for legal services, activities related to aviation influenza, foot-and-mouth disease, and classical swine fever; laboratory services and research.

### Resource allocation

| R million                          | Medium-term expenditure estimate |                |                |
|------------------------------------|----------------------------------|----------------|----------------|
|                                    | 2012/13                          | 2013/14        | 2014/15        |
| Management                         | 2,0                              | 2,1            | 2,2            |
| Inspection and Laboratory Services | 282,6                            | 301,2          | 315,7          |
| Plant Production and Health        | 483,1                            | 507,1          | 532,1          |
| Animal Production and Health       | 188,4                            | 206,4          | 223,0          |
| Agricultural Research              | 935,5                            | 931,7          | 1 044,2        |
| <b>Total</b>                       | <b>1 891,6</b>                   | <b>1 948,5</b> | <b>2 117,2</b> |

## PROGRAMME 3

# Food Security and Agrarian Reform

### PURPOSE

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

**Food Security:** The subprogramme provides national frameworks to promote the Sustainable Household Food Security Programme through improving the production systems of subsistence and smallholder producers in the agriculture, forestry and fishery sector to achieve food security livelihoods and facilitate the provision of inputs, implements and infrastructure support.

**Sector Capacity Development:** Facilitates the provision of agriculture, forestry and fisheries and training in support of sustainable growth and equitable participation in the sector. This will be achieved by facilitating and supporting education and training skills, promoting the development of centres of excellence on skills training and developing, managing and coordinating the sector transformation policy and strategy in line with the government objectives for the departments.

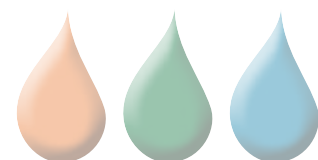
**National Extension Support Services:** Provides national extension policies, norms and standards on the transfer of technology. The subprogramme will provide strategic leadership and guidance for the planning, coordination and implementation of extension and advisory services in the sector. It will also provide leadership and strategic support in the implementation of norms and standards for extension.

## PROGRAMME DELIVERABLES

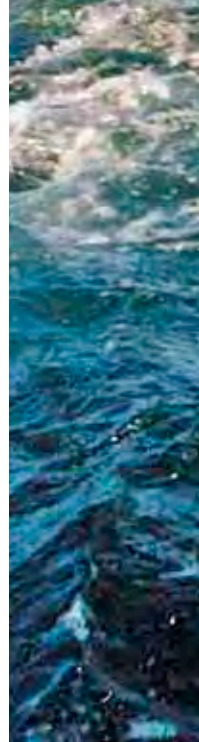
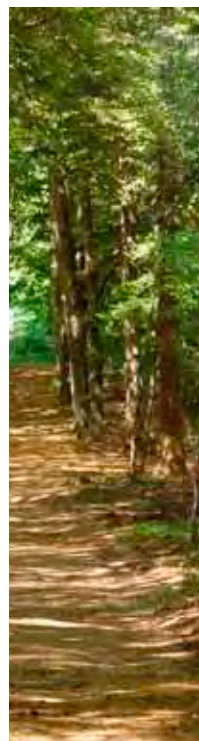
| Key outcome 7: Vibrant, equitable, sustainable rural communities contributing towards security for all             |   |  |  |
|--|---|--|--|
| Strategic goal 1: Increase profitable production of food, fibre and timber products by all categories of producers |   |  |  |
| Strategic objective  | Strategic outcome   | Outcome indicators   | Strategic interventions 2012/13–2016/17  |
| SO 2: Coordinate government food security initiative   | Sustained agrarian reform   | Improved support mechanisms for food security production for subsistence and smallholder producers | Coordinate the generation of the Food Security Bill  |
|  |   | 220 000 existing and 80 000 new smallholder producers receiving comprehensive support              | Coordinate comprehensive support to smallholder producers                                  |
| Strategic goal 4: A transformed and united sector  |   |  |  |
| SO 3: Improve social working conditions in the sector  | Improved standard of living of the previously disadvantaged individuals | Improved livelihoods of vulnerable groups  | Coordinate government support to vulnerable workers in agriculture, forestry and fisheries |
| SO 4: Provide leadership and support to research, training and extension in the sector                             | Enhanced agrarian reform  | Increased number of extension personnel receiving targeted training and capacity-building support  | Coordinate the provision of comprehensive training and extension support                   |
|  |   | Increase in number of producers accessing training programmes                                      |  |

## SUBPROGRAMME DELIVERABLES

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |   |   |   |   |   |                |
|---|---|---|---|---|---|----------------|
| Strategic objective 1.2: To coordinate government food security initiative  |   |   |   |   |   |                |
| Indicator   | Target  |   |   |   |   | Responsibility |
|   | 2012/13   | 2013/14   | 2014/15   | 2015/16   | 2016/17   |                |
| Green Paper gazetted  | Gazette Green Paper on Food Security  | Develop Draft Food Security Bill                                | Facilitate legislative process                                  | Facilitate legislative process                                  | Facilitate legislative process                                  | CD: FS         |
| Zero Hunger Campaign implemented  | Develop business case and coordinate implementation of Zero Hunger Campaign | Coordinate the implementation of Zero Hunger Campaign           | Develop Zero Hunger mid-term implementation plan                | Coordinate the implementation of Zero Hunger Campaign           | Coordinate the implementation of Zero Hunger Campaign           | CD: FS         |
| Number of smallholder producers supported through smallholder strategy  | 15 000  | 15 000  | 15 000  | 15 000  | 20 000  | CD: FS         |
| Mechanisation policy implemented  | Develop comprehensive mechanisation policy and implement tractor scheme     | Implement comprehensive mechanisation policy and tractor scheme | Implement comprehensive mechanisation policy and tractor scheme | Implement comprehensive mechanisation policy and tractor scheme | Implement comprehensive mechanisation policy and tractor scheme | CD: FS         |



| Strategic goal 4: A transformed and united sector  |   |   |   |  |  |                |
|--|---|---|---|--|--|----------------|
| Strategic objective 4.3: Improve social working conditions in the sector                                     |   |   |   |  |  |                |
| Indicator  | Target  |   |   |  |  | Responsibility |
|  | 2012/13   | 2013/14   | 2014/15   | 2015/16  | 2016/17  |                |
| Approved sector audit report by Social and Protection Cluster  | Audit sector processes and deliverables                         | Implement sector audit recommendations                                  | Implement sector audit recommendations                                | Implement sector audit recommendations                           | Implement sector audit recommendations                           | CD: SC         |
| Provincial vulnerable delivery units established   | 5 provinces   | 4 provinces   | Monitor and report  | Monitor and report   | Monitor and report   | CD: SC         |
| Strategic objective 4.4: To provide leadership and support to research, training and extension in the sector |   |   |   |  |  |                |
| Producers completing training programmes   | Coordinate training programmes for 15 000 smallholder producers | Coordinate training programmes for 15 000 smallholder producers         | Coordinate training programmes for 15 000 smallholder producers       | Coordinate training programmes for 15 000 smallholder producers  | Coordinate training programmes for 15 000 smallholder producers  | CD: SC         |
| Approved Agricultural Training Institutions (ATIs) Green Paper   | 7 of agricultural colleges transformed into ATIs                | 10 of agricultural colleges transformed into ATIs                       | 12 of agricultural colleges (ATIs) operating as centres of excellence | 3 of ATIs establish a community outreach centre                  | 6 of ATIs establish community outreach centre                    | CD: SC         |
| Coordinate the provision of comprehensive training and extension support                                     | Evaluate Extension Recovery Plan                                | Develop the extension recovery annual plans                             | Coordinate the implementation of extension recovery annual plans      | Coordinate the implementation of extension recovery annual plans | Coordinate the implementation of extension recovery annual plans | CD: NESS       |
|  | Develop national extension policy                               | Coordinate the approval and implementation of national extension policy | Draft a National Extension Bill                                       | Facilitate the legislative process                               | Establish a national council for extension                       | CD: NESS       |



## OVERVIEW

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

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

In line with outcome 7 and global challenges, targets have been set to increase the number of smallholder producers from 200 000 to 250 000 by 2014 and to 500 000 by 2020. The critical factor will be the number of smallholder producers who remain viable and contribute meaningfully to food security and job creation in the rural areas.

The Zero Hunger Campaign remains the main solution to boost productivity and sustainability among smallholder producers. This programme will need strong integrated support services and guaranteed market access from all state funded institutions in the next 5 years and beyond.

## Problem statement

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

## Implementation Strategy

The Food Security Policy will be implemented to support the Zero Hunger Campaign. The success of this campaign will depend on the creation of one-stop services at local municipality level and the establishment of service centres within the cluster of municipality wards and where the potential for production is high. Spatial planning should supersede all support to smallholder and subsistence producers. This will be followed by targeting specific commodities in line with the food and market demand within a given geographical area in support of the Zero Hunger Campaign. In the next 5 years the programme will focus on integrating all the support services within and outside DAFF by developing a regulatory framework in the form of an agrarian beneficiary assistance policy.

## Expenditure trends

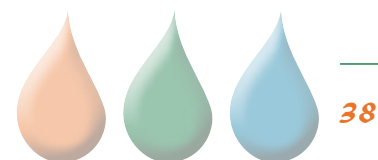
Expenditure increased from R797,9 million in 2008/09 to R1,3 billion in 2011/12, at an average annual rate of 16,3% , because of an increase in spending in the National Extension Support Services subprogramme as a result of the Extension Recovery Plan component of the Comprehensive Agricultural Support Programme conditional grant introduced in 2008/09. Expenditure on consultants was 2,2% of the total compensation of the employees in 2011/12.

Over the medium term, expenditure is projected to increase to R1,7 billion, at an average annual rate of 11%. This is because of an increase of R267,3 million on allocations to the CASP conditional grant. Furthermore the department received additional allocations of R3 million in 2012/13, R41 million in 2013/14 and R75 million in 2014/15 for provincial and agricultural colleges. The department drafted the Zero Hunger Strategy and implementation plan and the draft food security policy implemented 14 proposals on TeleFood programmes, at a cost of US\$128 004. The department partnership model (sustainable farming model) pilot project provides comprehensive support to targeted smallholders to enable them to produce crops, in collaboration with agribusiness. The project is run in conjunction with Grain South Africa, Agri South Africa, Noord-Wes Koöperasie Beperk. The project assisted 15 farmers in the North West and Free State provinces to grow bitter sorghum, maize , sunflower and beans. The market of these grains was secured through Grain South Africa and Noord-Wes Koöperasie. Altogether 650 ha of grain crops were planted, Over the medium term, the focus will be on implementing the approved Zero Hunger Campaign and implementing the policy on mechanisation support. Altogether 15 000 producers will receive comprehensive production support.

Expenditure on consultants decreased from 13,5 million in 2008/09 to R2,3 million in 2011/12, at an average annual rate of 44,9% and is expected to increase to R4,6 million over the medium term, at an average annual rate of 26,6%. Consultants are used mainly for engineering services and subsistence farming.

## Resource allocation

| R million                           | Medium-term expenditure estimate |                |                |
|-------------------------------------|----------------------------------|----------------|----------------|
|                                     | 2012/13                          | 2013/14        | 2014/15        |
| Management                          | 2,3                              | 2,5            | 2,6            |
| Food Security                       | 868,8                            | 1 021,1        | 1 069,5        |
| Sector Capacity Development         | 188,3                            | 208,4          | 250,9          |
| National Extension Support Services | 349,2                            | 368,4          | 390,1          |
| <b>Total</b>                        | <b>1 408,6</b>                   | <b>1 600,3</b> | <b>1 713,0</b> |



## PROGRAMME 4

# Economic Development, Trade and Marketing

### PURPOSE

Promote economic development, trade and market access for agriculture, forestry and fisheries (AFF) products and foster international relations for the sector.

The programme comprises the following three subprogrammes, namely International Relations and Trade; Marketing and Agro-Processing; and Cooperatives and Rural Enterprise Development.

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

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

**Agro-Processing and Marketing:** Develop and implement support programmes to promote market access and value addition for AFF products.

### PROGRAMME DELIVERABLES

| Key outcome 7: Vibrant, equitable, sustainable rural communities contributing towards security for all  |   |   |   |
|---|---|---|---|
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial) |   |   |   |
| Strategic objective   | Strategic outcome   | Outcome indicators  | Strategic interventions 2012/13–2016/17   |
| SO 2: Coordinate government food security initiative  | Enabling institutional environment for sustainable and inclusive growth | 30% of smallholder producers to be organised into producers' associations or marketing co-ops to give collective power in negotiations for inputs and marketing | Ensure the establishment and support of commodity groups and associations             |
| SO 4: Provide comprehensive support towards rural development   | Rural job creation and promoting economic livelihoods                   | Increase jobs in agro-processing in rural areas, including small towns  | Ensure the implementation of the Agro-Processing Strategy and support measures        |
|   |   | Percentage of small producers producing for sale rises from 4,07% to 10%  | Ensure the implementation of the Marketing Strategy                                   |
| Key outcome 4: Decent employment through inclusive economic growth  |   |   |   |
| Strategic goal 5: Increased contribution of the agriculture, forestry and fisheries sector to economic growth and development                                 |   |   |   |
| SO 1: Increase growth, income and sustainable job opportunities in the value chain  | More labour absorbing growth support                                    | Sector strategies to support growth of labour-intensive industries  | Ensure the development and implementation of sector charters and strategies           |
|   | Improved cost structure in the economy                                  | Interventions to promote appropriate cost structure   | Facilitate the improvement of the efficiency of value chains within the sector (AFF)  |
| SO 2: Increase the level of public and private investment for agricultural, forestry and fisheries products   | Improved support to small businesses and cooperatives                   | Improved integration of second economy activities into the mainstream economy   | Facilitate the creation of an enabling environment to support SMMEs within the sector |

| <b>Key outcome 4: Decent employment through inclusive economic growth (cont.)</b>   |  |  |   |
|---|--|--|---|
| Strategic goal 5: Increased contribution of the agriculture, forestry and fisheries sector to economic growth and development (cont.) |  |  |   |
| Strategic objective   | Strategic outcome  | Outcome indicators   | Strategic interventions 2012/13–2016/17   |
| SO 3: Increase market access for South African and African agricultural, forestry and fish products domestically and internationally  | Increased competitiveness to raise net exports, grow trade as a share of world trade and improve its composition | Interventions to support increased international and regional market access  | Facilitate the enhancement of intra-Africa and international trade in AFF products                |
| <b>Key outcome 11: Create a better South Africa, a better Africa and a better world</b>   |  |  |   |
| Strategic goal 6: Effective and efficient governance  |  |  |   |
| SO 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders              | Advancement of the African agenda and sustainable development  | Contribution to regional, continental security and stability   | Ensure the coordination and implementation of signed agreements and development of new agreements |
|   | Advancement of South Africa's participation in regional, continental and global institutions                     | Enhanced representation in and strengthened regional, continental and global platforms and governance institutions | Ensure promotion and protection of DAFF strategic interests regionally and internationally        |

## SUBPROGRAMME DELIVERABLES

| <b>Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers</b> |   |   |   |   |   |                |
|--|---|---|---|---|---|----------------|
| Strategic objective 1.2: Coordinate government food security initiative  |   |   |   |   |   |                |
| Indicator  | Target  |   |   |   |   | Responsibility |
|  | 2012/13   | 2013/14   | 2014/15   | 2015/16   | 2016/17   |                |
| 30% of smallholder producers organised into commodity associations and cooperatives  | Facilitate the implementation of the sector business policy in advancing commodity groups | Facilitate the implementation of the sector business policy in advancing commodity groups | Facilitate the implementation of the sector business policy in advancing commodity groups | Facilitate the implementation of the sector business policy in advancing commodity groups | Facilitate the implementation of the sector business policy in advancing commodity groups | CD: C&RED      |
|  | 108 cooperatives established  | 126 cooperatives established  | 144 cooperatives established  | 153 cooperatives established  | 162 cooperatives established  | CD: C&RED      |
| <b>Strategic goal 5: Increased contribution of the sector to economic growth and development</b>                           |   |   |   |   |   |                |
| Strategic objective 5.1: Increase growth, income and sustainable job opportunities in the value chain                      |   |   |   |   |   |                |
| Value chain networks established and institutionalised   | Fisheries value chain network established   | Grains value chain network established  | Horticulture value chain network established  | Forestry value chain network established  | Livestock value chain network established   | CD: AP&M       |
| Sector charters implemented  | Implementation of AFF charters  | Implementation of AFF charters  | Implementation of AFF charters  | Implementation of AFF charters  | Implementation of AFF charters  | CD: C&RED      |
| Sector strategies developed and implemented  | Integrated SMME Strategy developed  | Integrated SMME Strategy implemented (25 small businesses supported)                      | Integrated SMME Strategy implemented (25 small businesses supported)                      | Integrated SMME Strategy implemented (35 small businesses supported)                      | Integrated SMME Strategy implemented (45 small businesses supported)                      | CD: C&RED      |

| <b>Strategic goal 5: Increased contribution of the sector to economic growth and development (cont.)</b>   |  |  |  |  |  |                |
|--|--|--|--|--|--|----------------|
| Strategic objective 5.1: Increase growth, income and sustainable job opportunities in the value chain (cont.)  |  |  |  |  |  |                |
| Indicator  | Target   |  |  |  |  | Responsibility |
|  | 2012/13  | 2013/14  | 2014/15  | 2015/16  | 2016/17  |                |
| Sector strategies developed and implemented (cont.)  | Facilitate the implementation of Marketing Strategy                              | Facilitate the implementation of Marketing Strategy                              | Facilitate the implementation of Marketing Strategy                              | Facilitate the implementation of Marketing Strategy                              | Facilitate the implementation of Marketing Strategy                              | CD: AP&M       |
|  | Contribute to the implementation of intergovernmental agro-processing programmes | Contribute to the implementation of intergovernmental agro-processing programmes | Contribute to the implementation of intergovernmental agro-processing programmes | Contribute to the implementation of intergovernmental agro-processing programmes | Contribute to the implementation of intergovernmental agro-processing programmes | CD: AP&M       |
|  | Oversee the review and implementation of the Trade Strategy                      | Oversee the review and implementation of the Trade Strategy                      | Oversee the review and implementation of the Trade Strategy                      | Oversee the review and implementation of the Trade Strategy                      | Oversee the review and implementation of the Trade Strategy                      | CD: IR&T       |
| Strategic objective 5.3: Increase domestic and international market access for South African and African agricultural, forestry and fishery products |  |  |  |  |  |                |
| Increased intra-African trade  | Oversee participation in the tripartite FTA negotiations                         | Oversee participation in the tripartite FTA negotiations                         | Oversee participation in the tripartite FTA negotiations                         | Oversee participation in the tripartite FTA negotiations                         | Oversee participation in the tripartite FTA negotiations                         | CD: IR&T       |
| <b>Strategic goal 6: Effective and efficient governance</b>  |  |  |  |  |  |                |
| Strategic objective 6.1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders          |  |  |  |  |  |                |
| Cooperation agreements developed and signed  | Oversee the negotiation and signing of inter-Africa and international agreements | Oversee the negotiation and signing of inter-Africa and international agreements | Oversee the negotiation and signing of inter-Africa and international agreements | Oversee the negotiation and signing of inter-Africa and international agreements | Oversee the negotiation and signing of inter-Africa and international agreements | CD: IR&T       |
| Improved DAFF participation in international and regional forums   | Oversee DAFF participation in regional and international forums                  | Oversee DAFF participation in regional and international forums                  | Oversee DAFF participation in regional and international forums                  | Oversee DAFF participation in regional and international forums                  | Oversee DAFF participation in regional and international forums                  | CD: IR&T       |

## OVERVIEW

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

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

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

The areas of importance will be to facilitate the functioning of the AgriBEE Charter Council towards the finalisation of the AgriBEE sector codes; increase the number of AgriBEE equity deals annually by 10%, facilitate the increase of the number of sustainable land and agrarian reform projects/beneficiaries; increase the number of farmers and/or entrepreneurs gaining access to financial services; and the number of member-based financial institutions linked to financial markets. The Forestry Sector Transformation Charter will develop the monitoring and reporting system that will enable the Charter Council to report on the state of transformation in the sector.

## **PROBLEM STATEMENT**

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

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

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

## **IMPLEMENTATION STRATEGY**

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

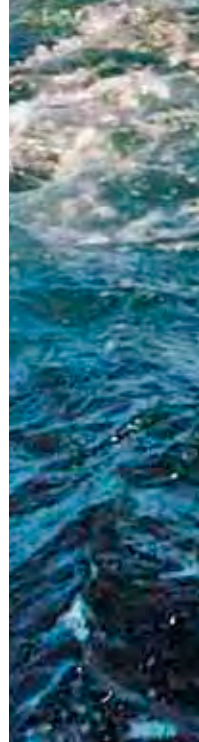
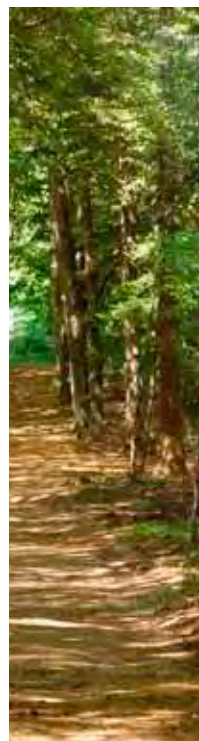
The DAFF will continue to work with other government departments to improve the efficiency of the agro-logistics system to promote an efficient and cost-effective flow of agriculture, forestry and fisheries commodities across the economy.

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

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

## **EXPENDITURE TRENDS**

Expenditure increased from R186,6 million in 2008/09 to R205,4 million in 2011/12, at an average annual rate of 3,2%. Over the medium term, expenditure is projected to increase to R243,6 million at an average annual rate of



5,9%. The increase over the MTEF is mainly to adjust for inflation. In 2009/10, 12 crop estimate reports and four livestock estimates were released and seven reports on business intelligence and trade opportunities were developed and published. In 2010/11, a feasibility report on the establishment of fresh produce collation and storage facilities for the Industrial Development Corporation, the Land Bank and the Department of Trade and Industry for possible funding was completed. Based on the preliminary data for the year 2010, some 43% for agricultural export was destined for markets other than the European Union and the Southern African Development Community.

Over the medium term, the focus will be on establishing 12 commodity associations a year and 378 sustainable rural cooperatives in the agriculture, forestry and fisheries sectors (108,126 and 144). In 2012/13, a horticulture value chain network will be established, a livestock value chain network will be established in 2013/14, and a forestry and fisheries value chain network will be established in 2014/15. Spending will also focus on the continuation of the agribusiness programme.

Expenditure on consultants increased from R4,3 million in 2008/09 to R23,8 million in 2011/12, at an average annual rate of 76,5% and is expected to increase to R26,5 million over the medium term, at an average annual rate of 3,7%. Consultants are used mainly for the African Agricultural Development Programme and the training of cooperatives.

### Resource allocation

| R million                                      | Medium-term expenditure estimate |              |              |
|--|----------------------------------|--------------|--------------|
|  | 2012/13                          | 2013/14      | 2014/15      |
| Management                                     | 2,5                              | 2,7          | 2,8          |
| International Relations and Trade              | 89,1                             | 93,8         | 103,1        |
| Co-operatives and Rural Enterprise Development | 74,1                             | 78,3         | 86,0         |
| Agro-processing and Marketing                  | 46,3                             | 49,1         | 51,7         |
| <b>Total</b>                                   | <b>212,0</b>                     | <b>223,8</b> | <b>243,6</b> |

## PROGRAMME 5

# Forestry and Natural Resources Management

### PURPOSE

Develop and facilitate the implementation of policies and targeted programmes to ensure management of forests, sustainable use and protection of land and water as well as managing related agricultural, forestry and fisheries risks and disasters.

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

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

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

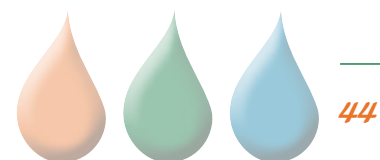
**Natural Resources Management:** Facilitate the development of infrastructure and the sustainable use of natural resources through an enabling framework for the sustainable management of woodlands and indigenous forests, the efficient development and revitalisation of irrigation schemes and water use.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

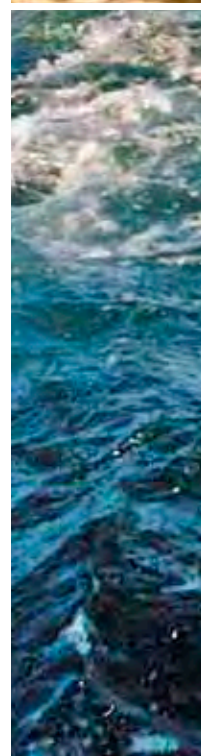
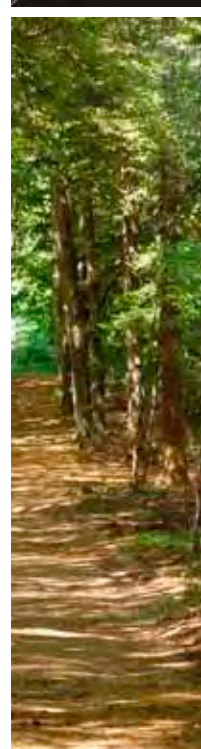
## PROGRAMME DELIVERABLES

| <b>Key outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</b>        |   |   |   |
|---|---|---|---|
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers       |   |   |   |
| <i>Strategic objective</i>  | <i>Strategic outcome</i>  | <i>Outcome indicators</i>   | <i>Strategic interventions 2012/13–2016/17</i>  |
| SO 2: Coordinate government food security initiative  | Sustainable agrarian reform   | Number of small producers supported (small growers)   | Provide support to 5 000 small producers (small growers)  |
|   |   | The efficiency of water use improved (50 000 ha)  | Support refurbishment and maintenance of 1 250 ha of smallholder government irrigation schemes                |
|   |   | Jobs through community works and Expanded Public Works Programme in rural areas created                       | Facilitate the creation of 105 300 job opportunities through the LandCare Programme and state land management |
| Strategic goal 3: Effective national regulatory services and risk management systems                                      |   |   |   |
| SO2: Establish and maintain effective early-warning and mitigation systems  | Enabling institutional environment for sustainable and inclusive growth | Disaster management and mitigation systems to facilitate a rapid response established in rural municipalities | Coordinate the development, implementation and monitoring of disaster risk reduction strategies               |
| <b>Key outcome 10: Protect and enhance our environmental assets and natural resources</b>                                 |   |   |   |
| Strategic goal 2: Sustainable management of natural resources   |   |   |   |
| SO 1: Ensure the sustainable management and efficient use of natural resources  | Reduced climate change (impact) and improved air/atmospheric quality    | Climate change impact identified and adaptation plans developed   | Coordinate the development, implementation and monitoring of Climate Change Adaptation Plans                  |
|   | Sustainable environmental management                                    | Number of ha of degraded indigenous forests, woodlands and agriculture rehabilitated by 2017                  | Coordinate rehabilitation of 50 000 ha indigenous forests, woodlands and agricultural land                    |
| <b>Key outcome 4: Decent employment through inclusive economic growth</b>   |   |   |   |
| Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development |   |   |   |
| SO 2: Increase the level of public and private investment for agricultural, forestry and fisheries products               | More labour-absorbing growth  | Sector strategies to support growth of labour-intensive industries  | Facilitate the implementation of the Forestry Sector Charter  |
|   |   |   | Facilitate the creation of 12 000 jobs through refurbishment of Category B&C plantations                      |

## SUBPROGRAMME DELIVERABLES

| <b>Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers</b> |                |                |                |                |                |                       |
|--|----------------|----------------|----------------|----------------|----------------|-----------------------|
| Strategic objective 1.2: Coordinate government food security initiative  |                |                |                |                |                |                       |
| <i>Indicator</i>   | <i>Target</i>  |                |                |                |                | <i>Responsibility</i> |
|  | <i>2012/13</i> | <i>2013/14</i> | <i>2014/15</i> | <i>2015/16</i> | <i>2016/17</i> |                       |
| Number of small producers supported with training and linked to potential funders  | 1 000          | 1 000          | 1 000          | 1 000          | 1 000          | CD: FO                |





**Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (cont.)**

Strategic objective 1.2: Coordinate government food security initiative (cont.)

| Indicator   | Target                   |                          |                         |                         |                         | Responsibility |
|---|--------------------------|--------------------------|-------------------------|-------------------------|-------------------------|----------------|
|   | 2012/13                  | 2013/14                  | 2014/15                 | 2015/16                 | 2016/17                 |                |
| Number of Land-Care jobs created (105 000 opportunities = 454 Full Time Equivalent) | 130 Full Time Equivalent | 108 Full Time Equivalent | 65 Full Time Equivalent | 73 Full Time Equivalent | 78 Full Time Equivalent | CD: NRM        |
| Number of state land jobs created (300 opportunities)                               | 60 job opportunities     | 60 job opportunities     | 60 job opportunities    | 60 job opportunities    | 60 job opportunities    | CD: NRM        |

**Strategic goal 2: Sustained management of natural resources**

Strategic objective 2.1: Ensure the sustainable management and efficient use of natural resources

|   |   |  |  |  |  |         |
|---|---|--|--|--|--|---------|
| 1 250 ha of irrigation schemes revitalised                                      | Revitalised 250 ha of smallholder irrigation schemes    | Revitalised 250 ha of smallholder irrigation schemes | Revitalised 250 ha of smallholder irrigation schemes                   | Revitalised 250 ha of smallholder irrigation schemes                   | Revitalised 250 ha of smallholder irrigation schemes | CD: NRM |
| Number of ha (agricultural land, woodlands and indigenous forest) rehabilitated | 10 000 ha   | 10 000 ha  | 10 000 ha  | 10 000 ha  | 10 000 ha  | CD: NRM |
| Number of ha planted/afforested   | Facilitate afforestation of 10 000 ha                   | Facilitate afforestation of 10 000 ha                | Facilitate afforestation of 10 000 ha                                  | Facilitate afforestation of 10 000 ha                                  | Facilitate afforestation of 10 000 ha                | CD: FO  |
| Climate change adaptation and mitigation plans implemented                      | Climate change adaptation and mitigation plans approved | Climate change adaptation programmes implemented     | Monitor the implementation of the climate change adaptation programmes | Monitor the implementation of the climate change adaptation programmes | Climate change adaptation plans reviewed             | CD: NRM |
| Forestry adaptation plans developed and implemented                             | Develop forestry adaptation plans                       | Implement forestry adaptation plans                  | Implement forestry adaptation plans                                    | Implement forestry adaptation plans                                    | Implement forestry adaptation plans                  | CD: FDR |

**Strategic goal 3: Effective national regulatory services and risk management systems**

Strategic objective 3.2: Establish and maintain effective early-warning and mitigation systems

|   |   |   |  |   |  |         |
|---|---|---|--|---|--|---------|
| Disaster risk mitigation strategies implemented | Disaster risk management system implemented | Disaster risk management system implemented | Disaster risk management system reviewed | Disaster risk management system implemented | Disaster risk management system reviewed | CD: NRM |
|---|---|---|--|---|--|---------|

**Strategic goal 5: Increased contribution of the sector to economic growth and development**

Strategic objective 5.2: Increase the level of public and private investment for agricultural, forestry and fisheries products

| Indicator                                     | Target                         |                             |                                |                                |                                | Responsibility |
|---|--------------------------------|-----------------------------|--------------------------------|--------------------------------|--------------------------------|----------------|
|   | 2012/13                        | 2013/14                     | 2014/15                        | 2015/16                        | 2016/17                        |                |
| Forestry protocols and strategies implemented | Implement charter undertakings | Review charter undertakings | Implement charter undertakings | Implement charter undertakings | Implement charter undertakings | CD: FDR        |

| Strategic goal 5: Increased contribution of the sector to economic growth and development (cont.)                                      |            |            |            |            |            |                |
|--|------------|------------|------------|------------|------------|----------------|
| Strategic objective 5.2: Increase the level of public and private investment for agricultural, forestry and fisheries products (cont.) |            |            |            |            |            |                |
| Indicator  | Target     |            |            |            |            | Responsibility |
|  | 2012/13    | 2013/14    | 2014/15    | 2015/16    | 2016/17    |                |
| Number of jobs created (refurbishment of Category B&C plantations)   | 2 300 jobs | 2 700 jobs | 2 200 jobs | 2 400 jobs | 2 400 jobs | CD: FO         |

## PROBLEM STATEMENT

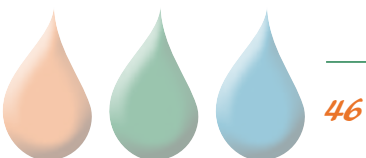
The sector has experienced a number of challenges which impeded the sector from realising its full potential for contribution to job and wealth creation as well as conservation of biological diversity. The challenges range from inadequate supply of timber products; biased equity distribution in the value chain; contribution to poverty alleviation and economic development; slow afforestation uptake to cumbersome licensing processes within government, impact of natural hazards and climate change which threaten the production to food, unsustainable land-use practices are intensifying and this has contributed to increased acidification, reduction in organic matter and soil erosion, the collapse and reduced efficiency of small-farmer irrigation schemes. The sector's goal following two decades of shrinkage of the country's plantation resources and increasing pressure on natural forests and woodlands by development is to ensure renewed growth, transformation and sustainability throughout the value chain, in economic, social and environmental terms, in ways which continue to improve the lives of the poor. Of increasing importance, is the role that plantations and the timber processing and manufacturing industries which they support, can play in both South Africa's energy security and commitments to addressing climate change. South Africa is approaching the limits of increasing productivity from a declining resource. As a result government has prioritised the expansion of the plantation area in South Africa in areas where it is economically, environmentally and socially appropriate to do so. This is not just important for the country's growth but also for transformation as it is difficult to achieve meaningful change in any of the key transformation areas in a stagnant or declining sector. The challenge the sector faces in terms of equity includes skewed or insufficient levels of transformation in terms of broad-based black economic empowerment; equity in terms of access to markets, information, and sufficient support provided at required scales and sufficient levels.

## IMPLEMENTATION STRATEGY

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

### Budget constraints

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



## Expenditure trends

Expenditure Increased from R804,1 million in 2008 to R895,4 million in 2011/12, at an average annual rate of 3,6% and is expected to increase to R1,2 billion over the medium term, at an average rate of 10,1%. The increase between 2011/12 and 2014/15 is the result of allocations of R55 million in 2013/14 for the LandCare fencing project and R34 million in 2011/12, R57 million in 2012/13 and R60 million in 2013/14 to provide funding for forestry operations in Mpumalanga. Additional funds for disaster relief and the rehabilitation of flood damaged infrastructure will be provided through the CASP.

Over the medium term, 32 million ha of degraded indigenous forests and woodland would be rehabilitated. About 2 500 small growers will be supported per annum over the medium term.

Altogether 12 213 green jobs were created through the forestry livelihoods strategy and the LandCare Programme in 2010/11. Altogether 1 000 ha were afforested in the Eastern Cape and 10 962 ha in KwaZulu-Natal in 2010/11. In 2011/12, fire protection associations were registered in terms of the National Forests Act (1998), and 571 commercial farmers, 2 024 smallholders and 2 134 subsistence farmers adopted land-use best practices. A disaster vulnerability assessment was conducted in 2010/11 in terms of the department's LandCare Programme and the three vulnerable areas were identified in the south-western parts of the Free State. Weather and climate capacity building workshops were conducted in the North West and Limpopo provinces.

## Resource allocation

| R million                         | Medium-term expenditure estimate |                |                |
|-----------------------------------|----------------------------------|----------------|----------------|
|                                   | 2012/13                          | 2013/14        | 2014/15        |
| Management                        | 4,3                              | 4,5            | 4,7            |
| Forestry Operations               | 451,2                            | 472,5          | 502,9          |
| Forestry Oversight and Regulation | 48,2                             | 54,2           | 54,7           |
| Natural Resources Management      | 758,2                            | 662,3          | 631,9          |
| <b>Total</b>                      | <b>1 261,8</b>                   | <b>1 193,5</b> | <b>1 194,2</b> |

## PROGRAMME 6

# Fisheries Management

### PURPOSE

Promote the management, monitoring and sustainable use of marine living resources and the development of South Africa's fisheries sector. Sustainable livelihoods will be promoted through aquaculture growth and fisheries economic development.

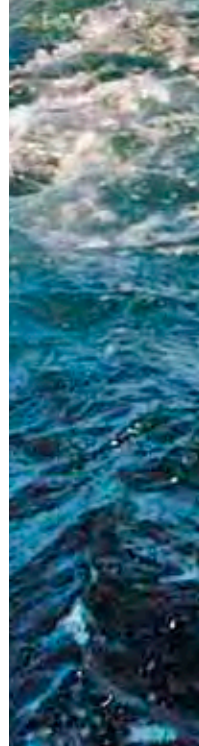
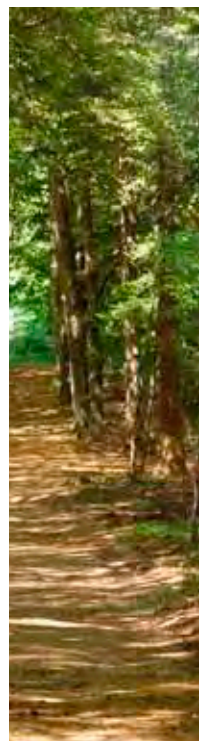
The programme comprises four subprogrammes, namely: Aquaculture and Economic Development; Fisheries Research and Development; Marine Resource Management; and Monitoring, Control and Surveillance.

**Aquaculture and Economic Development:** Ensure aquaculture growth and fisheries economic development for sustainable livelihoods by providing public support and an integrated platform for management of aquaculture.

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

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

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

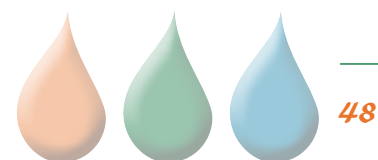


## PROGRAMME DELIVERABLES

| <b>Key outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</b>        |   |  |  |
|---|---|--|--|
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers       |   |  |  |
| <i>Strategic objective</i>  | <i>Strategic outcome</i>  | <i>Outcome indicators</i>  | <i>Strategic interventions 2012/13–2016/17</i>   |
| SO 2: Coordinate government food security initiative  | Sustainable agrarian reform   | Number of aquaculture farms, development zones and hatcheries established through aquaculture sector programmes  | Coordinate and provide support to the establishment and revitalisation of farms, zones and hatcheries  |
|   |   | The number of producers supported  | Provide support to small-scale fishers   |
|   | Rural job creation and promoting economic livelihoods                   | Jobs created through community works and Expanded Public Works Programme in rural areas (including value-added services)   | Facilitate and support the creation of 5 000 of job opportunities through Working for Fisheries Programme  |
|   | Enabling institutional environment for sustainable and inclusive growth | Number of commodity groups, cooperatives, associations and co-management committees established  | Provide support to 5 fisheries sector groups established   |
| <b>Outcome 10: Protect and enhance our environmental assets and natural resources</b>                                     |   |  |  |
| Strategic goal 2: Sustained management of natural resources   |   |  |  |
| SO 1: Ensure the sustainable management and efficient use of natural resources  | Rebuild depleted fish stocks  | Stock recovery on key fisheries (abalone, hake, West Coast rock lobster and linefish)  | Facilitate and coordinate stock recovery on key fisheries through the implementation of stock enhancement guidelines   |
|   | Compliance with and enforcement of marine and coastal legislation       | Increased number of enforcement efforts in five key fisheries (hake; abalone; squid; linefish and rock lobster) inspected and spot checks conducted in other sectors | Coordinate and improve enforcement efforts on hake, abalone, squid, West coast rock lobster and line fish sectors inspected through Integrated Fisheries Security Strategy initiatives |
| <b>Key outcome 4: Decent employment through inclusive economic growth</b>   |   |  |  |
| Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development |   |  |  |
| SO 1: Increase growth, income and sustainable job opportunities in the value chain  | More labour-absorbing growth  | Sector strategies to support the growth of labour-intensive initiatives to create 8 343 jobs   | Broaden access through empowerment of small producers, improving competitiveness and investment in fisheries infrastructure  |

## SUBPROGRAMME DELIVERABLES

| <b>Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers</b> |                |                |                |                |                |                       |
|--|----------------|----------------|----------------|----------------|----------------|-----------------------|
| Strategic objective 1.2: Coordinate government food security initiative  |                |                |                |                |                |                       |
| <i>Indicator</i>   | <i>Target</i>  |                |                |                |                | <i>Responsibility</i> |
|  | <i>2012/13</i> | <i>2013/14</i> | <i>2014/15</i> | <i>2015/16</i> | <i>2016/17</i> |                       |
| Number of fish farms, aquaculture development zones and hatcheries revitalised/established                                 | 5 fish farms   | 5 fish farms   | 10 fish farms  | 15 fish farms  | 15 fish farms  | CD: A&ED              |



**Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (cont.)**

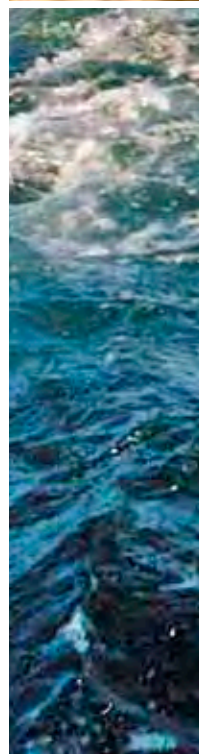
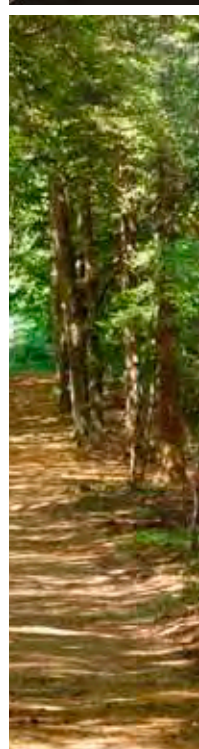
Strategic objective 1.2: Coordinate government food security initiative (cont.)

| Indicator  | Target  |  |  |  |  | Responsibility |
|--|---|--|--|--|--|----------------|
|  | 2012/13   | 2013/14  | 2014/15  | 2015/16  | 2016/17  |                |
| Number of fish farms, aquaculture development zones and hatcheries revitalised/ established (cont.)  | 1 Aquaculture Development Zone  | 1 Aquaculture Development Zone   | 1 Aquaculture Development Zone                                       | 1 Aquaculture Development Zone   | 1 Aquaculture Development Zone   | CD: A&ED       |
|  | 1 hatchery  | 1 hatchery   | 1 hatchery   | 1 hatchery   | 1 hatchery   | CD: A&ED       |
| Number of aquaculture management programmes established  | 1 Aquaculture Management Programme  | 1 Aquaculture Management Programme   | 1 Aquaculture Management Programme                                   | 1 Aquaculture Management Programme   | 1 Aquaculture Management Programme   | CD: A&ED       |
| Number of Working for Fisheries Programme jobs created   | 1 000 Working for Fisheries Programme jobs  | 1 000 Working for Fisheries Programme jobs                                   | 1 000 Working for Fisheries Programme jobs                           | 1 000 Working for Fisheries Programme jobs                                   | 1 000 Working for Fisheries Programme jobs                                   | CD: A&ED       |
| Implement and review Integrated Fisheries Security Strategy (IFSS) through inspection of fishing vessels at sea, landings and random review of rights holders in the 5 key fisheries sectors | Inspections of vessels at sea: 600  | Inspections of vessels at sea: 620   | Inspections of vessels at sea: 640                                   | Inspections of vessels at sea: 660   | Inspections of vessels at sea: 680   | CD: MCS        |
|  | Inspections of vessels at landings: 800 fishing vessels   | Inspections of vessels at landings: 1 600 inspections on 800 fishing vessels | Inspections of vessels at landings: 2 000 inspections on 800 vessels | Inspections of vessels at landings: 2 400 inspections on 800 fishing vessels | Inspections of vessels at landings: 3 000 inspections on 800 fishing vessels | CD: MCS        |
|  | Review of permit and rights holders compliance with policies and prescripts: 276 of 2 304 right holders | Review of rights holders: 345 of 2 304 rights holders                        | Review of rights holders: 414 of 2 304 rights holders                | Review of rights holders: 460 of 2 304 rights holders                        | Review of rights holders: 506 of 2 304 rights holders                        | CD: MCS        |
| Promote utilisation of anchovy for human consumption   | Pilot study conducted on different uses of anchovy for human consumption                                | Implement Anchovy for Human Consumption Strategy                             | Implement Anchovy for Human Consumption Strategy                     | Implement Anchovy for Human Consumption Strategy                             | Review and recommend on alternative use of anchovy resources                 | CD: MRM        |

**Strategic goal 2: Sustained management of natural resources**

Strategic objective 2.1: To ensure the sustainable management and efficient use of natural resources

|   |   |   |   |   |   |         |
|---|---|---|---|---|---|---------|
| Extent of the recovery in terms of spawning biomass of abalone, hake, West Coast rock lobster, and linefish from current levels | Implementation of recovery strategy and management recommendations towards targets set for abalone, hake, West Coast rock lobster, and linefish | Implementation of recovery strategy and management recommendations towards targets set for abalone, hake, West Coast rock lobster, and linefish | Implementation of recovery strategy and management recommendations towards targets set for abalone, hake, West Coast rock lobster, and linefish | Implementation of recovery strategy and management recommendations towards targets set for abalone, hake, West Coast rock lobster, and linefish | Implementation of recovery strategy and management recommendations towards targets set for abalone, hake, West Coast rock lobster, and linefish | CD: MRM |
|---|---|---|---|---|---|---------|

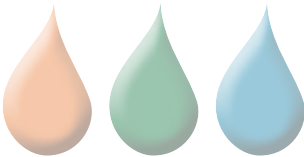


| Strategic goal 2: Sustained management of natural resources (cont.)  |   |  |  |  |  |                |
|--|---|--|--|--|--|----------------|
| Strategic objective 2.1: To ensure the sustainable management and efficient use of natural resources (cont.) |   |  |  |  |  |                |
| Indicator  | Target  |  |  |  |  | Responsibility |
|  | 2012/13   | 2013/14  | 2014/15  | 2015/16  | 2016/17  |                |
| Commercial fishing rights allocated in 17 fishing sectors  | Revised General Fishing Policy and 8 sector specific fishing policies and establish rights allocation process | Allocate and manage fishing rights in 8 fishing sectors<br><br>Revise rights allocation policies and establish rights allocation process for 9 fishing sectors | Allocate rights in a further 9 fishing sectors                               | Allocate rights in a further 9 fishing sectors                               | Allocate rights in a further 9 fishing sectors                               | CD: MRM        |
| Framework for the management of the fish-processing establishments   | Develop a framework for the management of the fish-processing establishments                                  | Implement framework for the management of the fish-processing establishments   | Implement framework for the management of the fish-processing establishments | Implement framework for the management of the fish-processing establishments | Implement framework for the management of the fish-processing establishments | CD: MRM        |
| Strategic objective 2.2: Ensure the sustainable management and efficient use of natural resources            |   |  |  |  |  |                |
| Feasibility reports on new fisheries   | Investigation of feasibility of two potential new fisheries   | Investigation of feasibility of two potential new fisheries  | Investigation of feasibility of two potential new fisheries                  | Investigation of feasibility of two potential new fisheries                  | Investigation of feasibility of two potential new fisheries                  | CD: FR&D       |
| Implement ARTDP  | Implement ARTDP   | Implement ARTDP  | Implement ARTDP  | Implement ARTDP  | Implement ARTDP  | CD: FR&D       |
| Aquaculture research and capacity development programme implemented  | Finalised MoU's with two universities   | Implement 4 aquaculture research projects  | Implement proof of concept for two new aquaculture species                   | Stats report on abalone ranching in SA                                       | Commercialise two new aquaculture species                                    | CD: FR&D       |
| Strategic goal 5: Increased contribution of the sector to economic growth and development                    |   |  |  |  |  |                |
| Strategic objective 5.1: Increase growth, income and sustainable job opportunities in the value chain        |   |  |  |  |  |                |
| Number of fishing harbours established and revitalised   | 2 fishing harbours  | 2 fishing harbours   | 2 fishing harbours   | 3 fishing harbours   | 3 fishing harbours   | CD: A&ED       |

## OVERVIEW

Fisheries Management will conduct fishery specific research to inform the setting of total allowable catches and effort in 22 fishing sectors; implementing the stock recovery strategy for hake, abalone, West Coast rock lobster, and linefish; finalising and implementing the small-scale subsistence fisheries policy; broadening the scope of the aquaculture sector; developing and implementing a proactive stakeholder engagement strategy; developing and finalising a fisheries charter to meet transformation targets within the fishing sector; developing and implementing the Integrated Fisheries Security Strategy to ensure better compliance, monitoring and enforcement efforts; and promoting job creation and sustainable economic livelihoods. The research fleet is nearing the end of its lifespan and must be replaced to minimise the risk of high maintenance cost and sea days available for surveys.

The budget remains a challenge.



## PROBLEM STATEMENT

Although South Africa has a well-established fishery sector, conversely; the sector faces a number of challenges which limit it in realising its ability to contribute to key government imperatives of sustainable use of marine living resources and ensuring food security for all. The following challenges are highlighted and will therefore inform the key strategic areas the branch will focus on:

- **Limited natural resources:** On the one hand the sector has over the years experienced depletion and collapse of some fisheries, while on the other there is a growing reliance on the resources as a source of food security for many communities. This in turn poses challenges to the department to consider recovery measures for depleted stocks, broadening the scope of aquaculture as well as empowering fishing communities on alternative livelihoods avenues in order to ensure sustainable food security.
- **Access to markets:** persistent changes in the global market conditions continue to pose challenges to the fishing sector's ability to access markets for the exportation of fishing products and economic growth.
- **Climate change:** this has resulted in the migration of natural resources from their original habitat, therefore leading to increasing levels of poverty, unemployment, infrastructure dilapidation because of either closure and/or migration of fish processing facilities to other areas.
- **Illegal fishing:** Fisheries generally is a highly contested industry, both locally and globally. It is plagued with syndicated crime, overexploitation of high-value species, corruption and poor compliance levels. Hence, the Department must introduce comprehensive responses to this complex, highly technical and technologically advanced challenge of local and international organised crime.
- **Capacity constraints:** the branch does not have adequate human, financial and infrastructure resources required to deliver excellent services to its stakeholders and communities at large.

## IMPLEMENTATION STRATEGY

Fisheries management is guided by national and international obligations and legislations which have to be adhered to at all times. Regional Fisheries Management Organisations (RFMOs) and regional programmes such as the Benguela Current Commission (BCC) and other related programmes will be implemented. The fisheries implementation strategy as aligned to the three national strategic outcomes 4, 7 and 10 will also consider the departmental key strategic thrusts i.e. Job Creation, Zero Hunger Campaign and Smallholder Development Strategy. The Working for Fisheries Programme will remain one of our vehicles for economic growth and sustainable livelihoods.

While implementing an ecosystem approach for fisheries management, MLRF will continue embarking on Fishery specific research, which will inform the setting of Total Allowable Catches and Effort (TACs/TAEs) in 22 fishing sectors and implement the Stock Recovery Strategy for Hake, Abalone, West Coast Rock Lobster and Linefish. The department will also focus on implementation of the Small-scale/Subsistence Fisheries Policy and broaden the scope of the aquaculture sector.

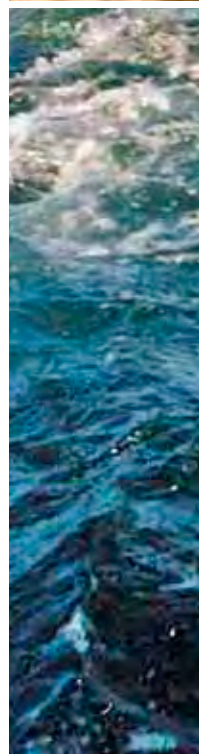
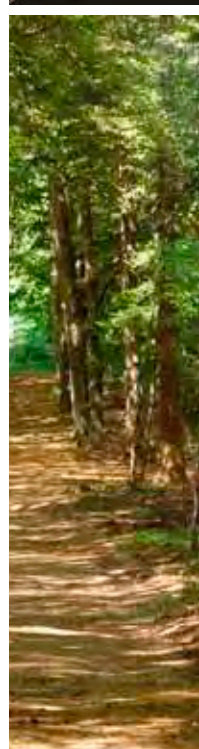
The integrated Fisheries Security Strategy will be implemented in order to coordinate and improve enforcement efforts on hake, abalone, squid, West Coast rock lobster and linefish sectors, hence strengthening monitoring, compliance and surveillance.

## EXPENDITURE TRENDS

Expenditure increased from R178,2 million in 2008/09 to R345,5 million in 2011/12, at an average annual rate of 24,7%, and is expected to increase to R372,4 million over the medium term, at an average annual rate of 2,5%. The increase in both periods is the result of increased allocation for vessel operations and function shifts from the Department of Environmental Affairs. The transfer of rights policy, the small-scale fisheries policy and the policy on the transfer of commercial fishing rights were gazetted in 2010/11.

Over the medium term, the focus will be on establishing 80 aquaculture farms and implementing the small-scale fisheries policy.

Altogether 38 921 units of abalone and 926 units of West Coast rock lobster were seized by the department and 1 vessel was seized. The hake recovery strategy yielded good results and there is clear evidence that stocks are increasing. The inspection of the targeted 74 fish-processing establishments was completed in 2010/11. An additional 35 establishments were inspected by departmental inspectors and the owners of those that did not meet the requirements were warned to acquire the necessary documentation to carry on doing business. An abalone diving survey was completed with the industry in 2010/11 and the stock assessment report on Eastern Cape abalone was reviewed by the department in 2011/12 to sample commercial catches of abalone.



## Resource allocation

| R million                           | Medium-term expenditure estimate |              |              |
|-------------------------------------|----------------------------------|--------------|--------------|
|                                     | 2012/13                          | 2013/14      | 2014/15      |
| Management                          | 1,9                              | 2,0          | 2,1          |
| Aquaculture                         | 25,5                             | 26,7         | 28,1         |
| Monitoring Control and Surveillance | 66,5                             | 69,8         | 73,3         |
| Marine Resources Management         | 15,9                             | 16,7         | 17,6         |
| Fisheries Research and Development  | 49,1                             | 51,5         | 54,1         |
| Marine Living Resources Fund        | 253,0                            | 186,1        | 197,3        |
| <b>Total</b>                        | <b>411,8</b>                     | <b>352,9</b> | <b>372,4</b> |

## RISK MANAGEMENT

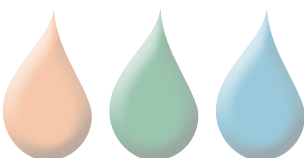
The department has completed the Strategic Risk Assessment. The exercise was conducted by officials from National Treasury. The performance of the Operational Risk Assessment was conducted by Deloitte and final risk assessment reports have been issued to all branches for implementation. Management should consider the following in maintaining an effective and sustainable risk management process:

### Role of management

**Mandate:** Individual management members are responsible for the identification, assessment and management of risk. The responsibility is not limited to Executive Managers, but includes the total management structure within the branch. The responsibility of risk management in specific key areas should be incorporated in the performance management process.

Management should identify critical risks on a strategic, business and process level and should implement adequate internal controls to ensure that critical risks are managed to an acceptable level. Feedback and input should be provided by Management and Internal Audit should evaluate the controls implemented and report to Management as well as the Audit Committee on the results of these evaluations. Where the necessary action plans should be developed, implemented and progression monitored to ensure that risks are mitigated or maintained to/at an acceptable level.

Management should be aware of risk, identify risk and subsequently take appropriate action to mitigate risks. Ongoing training and communication of the threats to the business, together with business and task-orientated skills training, are essential components of risk mitigation measures. This awareness level of management and the wider organisation facilitates the implementation of sustainable risk awareness and an improved internal control environment.





PART C

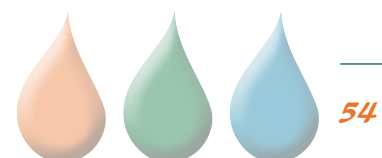
# *Links with other plans*

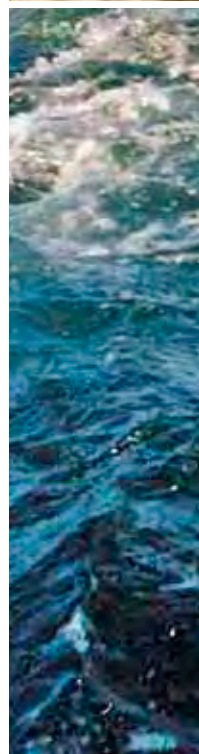
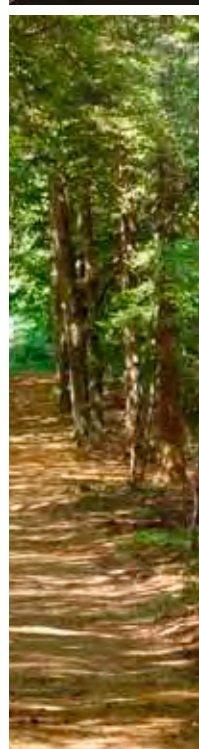
# Acquisition and asset management

## FIXED CAPITAL ASSETS

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

| Project name                                    | Type of infrastructure                              | Service delivery outputs   | 2012/13 | 2013/14 | 2014/15 |
|---|---|--|---------|---------|---------|
| Foot-and-mouth disease border fence             | Fence and access roads and water-control structures | 20 km elephant control fence and 20 km normal fence  | 24 000  | 25 324  | 26 633  |
| Drilling  | Boreholes   | 120 boreholes a year   | 7 500   | 8 500   | 8 936   |
| Lesotho   | Border fence  | 500 km border fence erected and maintained by producers, and compensated, as per court order | 9 000   | 10 000  | 3 000   |
| Durban  | Quarantine station                                  | Quarantine station   | –       | –       | –       |
| Stellenbosch                                    | Office building                                     | Additional administrative building   | –       | –       | –       |
| King Shaka International Airport                | Kennels   | Sniffer dog kennels  | 1 941   | 1 174   | –       |
| Upington  | Office building and laboratory                      | Office and laboratory building   | –       | –       | 333     |
| Upington  | Store   | Store at locust control depot  | –       | 600     | 1 110   |
| Upington  | Fence   | Perimeter fence at locust control site   | –       | 480     | –       |
| Stellenbosch                                    | Chemical store                                      | Chemical store   | –       | –       | –       |
| Grootfontein Agricultural Development Institute | Building  | New hostel accommodation for students  | –       | –       | –       |
| Cape Town                                       | Kennels   | Sniffer dog kennels  | 1 941   | 1 174   | 771     |
| Pretoria, Roodeplaas                            | Laboratories  | Diagnostic laboratories  | 1 000   | 7 000   | 6 000   |
| Pretoria, Roodeplaas                            | Office building                                     | Additional office space  | 1 000   | 1 100   | 2 700   |
| Pretoria, Agriculture Place                     | Ablution facilities                                 | Upgraded ablution facilities, Agriculture Place  | 2 500   | –       | –       |
| Pretoria  | Reception areas                                     | Upgraded reception areas: Agriculture Place, Harvest House and Sefala                        | 1 500   | –       | –       |
| Pretoria  | Power supply to Agriculture Place                   | Upgraded electrical power supply at Agriculture Place  | –       | 1 500   | 5 500   |
| Pretoria  | Air-conditioning system                             | Central air-conditioning system, Agriculture Place   | –       | –       | 1 500   |
| Limpopo, Umthali Municipality District          | Seed bank   | New seed bank building   | 600     | –       | –       |
| Eastern Cape, Sterkspruit                       | Seed bank   | New seed bank building   | 600     | –       | –       |
| Upington  | Dam   | Waste containment dam  | 272     | –       | –       |





| Project name  | Type of infrastructure              | Service delivery outputs   | 2012/13       | 2013/14       | 2014/15       |
|---|-------------------------------------|--|---------------|---------------|---------------|
| Cape Town, Milnerton  | Office building                     | Additional office space at Animal Quarantine Station                 | –             | 554           | 1 395         |
| Stellenbosch, Plant Health Quarantine Station (all buildings) | Air-conditioning system             | Air-conditioning system  | –             | –             | 1 000         |
| Cape Town, Ministry   | Refurbishments: Ministry, Cape Town | Refurbished offices for Ministry                                     | 4 000         | –             | –             |
| Stellenbosch, Plant Health                                    | Security system                     | Integrated security system   | 160           | 2 000         | 100           |
| Stellenbosch, Plant Health                                    | Mycology laboratory                 | Minor alterations  | 500           | 42            | –             |
| Stellenbosch, Plant Health                                    | Offices/laboratories                | Minor upgrading at Liquor Products Section                           | –             | 50            | 37            |
| Stellenbosch, Plant Health                                    | Main entrance                       | Alterations to entrance, Polka Drive in terms of traffic regulations | 450           | 50            | –             |
| Roodeplaat  | Kennels                             | Sniffer dog training facilities—sniffer dog kennels                  | 1 941         | 1 174         | 771           |
| Mpumalanga, Skukuza   | Building                            | Alterations/upgrading to offices/laboratories                        | 1 500         | –             | –             |
| <b>Total</b>  |                                     |  | <b>60 405</b> | <b>60 722</b> | <b>59 786</b> |

## MOVABLE ASSETS

The table below summarises the anticipated acquisition of movable assets and related costs.

| Asset type                           | 2012/13        | 2013/14        | 2014/15        |
|--------------------------------------|----------------|----------------|----------------|
|                                      | R'000          | R'000          | R'000          |
| Buildings and other fixed structures | 36 860         | 38 441         | 40 138         |
| Machinery and equipment              | 91 837         | 94 430         | 93 054         |
| Biological assets                    | 310            | 319            | 327            |
| Software and other intangible assets | 78             | 120            | 147            |
| <b>Total</b>                         | <b>129 085</b> | <b>133 310</b> | <b>133 666</b> |

## REHABILITATION AND MAINTENANCE OF PHYSICAL ASSETS

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

## CAPITAL TRANSFERS

The department plans to transfer the following capital funds to the Agriculture Research Council (ARC):

| Item                                     | 2012/13        | 2013/14       | 2014/15       |
|--|----------------|---------------|---------------|
|  | R'000          | R'000         | R'000         |
| Renovations and upgrading                | 70 623         | 74 507        | 78 977        |
| Agricultural research and infrastructure | 13 853         | 14 615        | 15 492        |
| FMD facility                             | 105 263        | –             | –             |
| <b>Total</b>                             | <b>189 739</b> | <b>89 122</b> | <b>94 469</b> |

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

| Departmental receipts                             | 2012/13        | 2013/14        | 2014/15        |
|---|----------------|----------------|----------------|
|   | R'000          | R'000          | R'000          |
| Sales of goods and services                       | 98 356         | 103 273        | 108 438        |
| Sale of scrap, waste and other used current goods | 9              | 10             | 11             |
| Transfers received                                | 3              | 3              | 3              |
| Fines, penalties and forfeits                     | 4              | 4              | 4              |
| Interest, dividends and rent on land              | 13 300         | 13 965         | 14 664         |
| Sales of capital assets                           | 1 000          | 1 050          | 1 103          |
| Financial transactions in assets and liabilities  | 15 440         | 16 275         | 17 022         |
| <b>Total</b>                                      | <b>128 112</b> | <b>134 580</b> | <b>141 245</b> |

# *Public entities and other agencies*

## AGRICULTURAL RESEARCH COUNCIL

### Overview: 2008/09–2014/15

The Agricultural Research Council (ARC) is a science institution, established by the Agricultural Research Act, 1990 (Act No. 86 of 1990, as amended by Act No. 27 of 2001) and is the principal agricultural research institution in South Africa. It is a schedule 3A public entity in terms of the Public Finance Management Act, Act No. 1 of 1999 (as amended).

The ARC conducts fundamental and applied research with partners to generate knowledge, develop human capital and foster innovation in agriculture through technology development and dissemination, and commercialisation of research results. It therefore plays a pivotal role in the economy of South Africa by promoting agriculture and industry, contributing to a better quality of life, ensuring natural resource conservation and poverty alleviation.

Through its strategic objectives, the ARC will drive the transfer of technology and commercialisation, ensure sustainable use and management of natural resources, enhance nutrition, food security and safety and manage and mitigate agricultural risks.

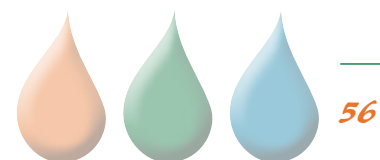
## NATIONAL AGRICULTURAL MARKETING COUNCIL

### Overview: 2008/09–2014/15

The National Agricultural Marketing Council (NAMC) was established in terms of the Marketing of Agricultural Products Act (1996). The aim is to provide strategic advice to the Minister of Agriculture, Forestry and Fisheries on all agricultural marketing issues, to improve market efficiency and market access by all participants, optimise export earnings and improve the viability of the agricultural sector.

In the MTEF period, the NAMC will put greater focus to address high food prices, high input costs, trade and collaboration within the context of challenges and opportunities in the agricultural sector. This vision implies sustained profitable participation in the agricultural economy by all stakeholders, recognising the need to maintain and increase commercial production to build international competitiveness and address the historical legacies and biases that resulted in skewed access and representation.

The dualistic nature of South African agriculture means that particular efforts should be made to allow new entrants into agriculture to gain access to markets. Greater emphasis will be put on NAMC transformation activities for direct support to new producers. The NAMC, in collaboration with the DAFF, will provide marketing support measures and marketing incentives which will be executed by the private sector with state assistance. Black producers and producer groups will be assisted to lower the transaction costs associated with private standards certification. The



statutory measure in the Marketing Act has been utilised to set hard transformation targets for every industry (e.g. percentage exports, procurement, employment, trade, as well as participation in the value chain, etc.), as envisaged in AgriBEE.

## **ONDERSTEEPOORT BIOLOGICAL PRODUCTS**

### **Overview: 2008/09–2014/15**

OBP Ltd was established by the Onderstepoort Biological Products Incorporation Act, 1999, as a company with the government as the initial shareholder. The sole purpose of corporatisation is to ensure financial viability that would sustain the strategic capabilities in veterinary vaccine manufacturing for future generations with the objective to prevent and control animal diseases that impact on food security, human health and livelihoods.

The vision of the company is to become a global biotech manufacturer of animal health products, underpinned by a skilled, innovative and dedicated staff.

Globally the animal health industry is estimated to be worth \$18.5 billion and is directed by the continued growth of the human population, urbanisation and an increase in disposable income, which presents an opportunity to grow the livestock sector in the developing world as projected by the FAO. In South Africa vaccines and related animal health products are projected to grow at a CAGR of 5% until 2015. Livestock production has been identified as a critical component to achieve rural economic development and food security (Outcome 7).

OBP Ltd is still strategically positioned to ensure food security by continuing to support the commercial and emerging livestock sectors, especially in important diseases with a huge economic impact that are not covered by multinational companies. Because of the age of the facility, there is a need of funding for recapitalisation of the manufacturing plant to ensure that the business is competitive, profitable and sustainable. In 2009, an extensive process was followed to develop a strategic document: OBP Ltd Strategic Plan 2009–2013, which has been approved by the Board of Directors and adopted in Parliament following a presentation to the Portfolio Committee in March 2010.

## **PERISHABLE PRODUCTS EXPORT CONTROL BOARD**

### **Overview: 2008/09–2014/15**

The Perishable Products Export Control Board (PPECB) mandate is to determine which shipping companies would be used for export and which perishable products would enjoy priority when assigning space aboard vessels. With its objectives, the PPECB intends to strengthen its capacity as a credible source of information, support export competitiveness of perishable product industries in South Africa and enhance the credibility of the South African Export Certificate. PPECB will also support the government to ensure confidence in quality assurance and food safety systems, to ensure markets for local perishable products and develop systems to ensure compliance with South African food safety and quality standards for imported perishable products.

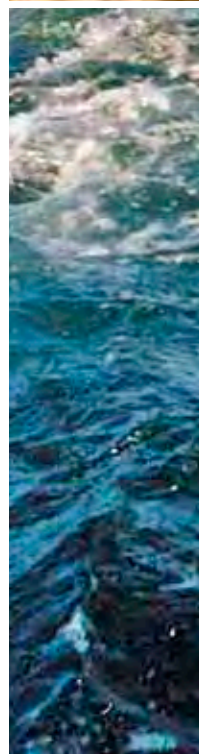
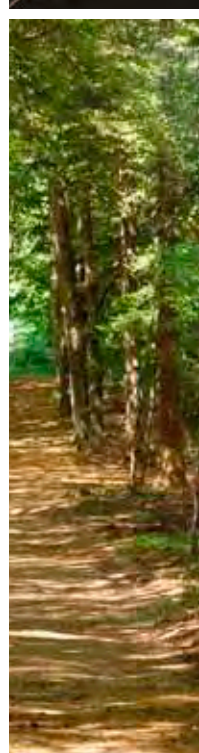
Strategies have been initiated already to address the priorities mentioned above by harmonising the programme for product quality inspections and approval of the Employment Equity Strategy with specific targets, supported by a training programme. A viable training academy has been established to assist all stakeholders in the perishable export industry. Standing committees have been created between the DAFF and PPECB to deal with particular technical issues affecting the statutory functions of the PPECB.

## **MARINE LIVING RESOURCES FUND**

### **Overview: 2008/09–2014/15**

The Marine Living Resources Fund was established in terms of the Marine Living Resources Act (1998). The MLRF is the main source of funding for Fisheries Management, which is a branch of the national DAFF. In terms of the Government Proclamation No 32945 of 10 February 2010, fisheries related functions had been transferred to the DAFF while environmental/conservation functions remained within the DEA. As part of this transfer of functions, the MLRF has been transferred to the DAFF with effect from 1 April 2010 to support the operational activities related to the management of South Africa's marine wild capture fisheries as well as aquaculture.

The mandate and core business of the fund is to manage the development and sustainable use of South Africa's marine resources, as well as to protect the integrity and quality of the marine ecosystem. The MLRF objective is to conduct annual fishery specific research to inform the setting of TACs/TAEs in 22 fishing sectors, investigate the feasibility of two potential new fisheries; implementing the stock recovery strategy for hake, abalone, West Coast



rock lobster and linefish. To broaden the scope of the aquaculture sector 12 aquaculture pilot projects by 2014/15 will be launched in order to promote job creation and sustainable economic livelihoods by implementing 50 community projects through the Working for Fisheries Programme by 2014/15. In the current MTEF the small-scale subsistence fisheries policy will be finalised and implemented and a proactive stakeholder engagement strategy implemented.

The MLRF covers the operational costs of an administrative and support component with four delivery subprogrammes. Marine Resource Management ensures sustainable utilisation and equitable and orderly access to the marine living resources through improved management and regulation. Aquaculture and Economic Development is responsible for aquaculture growth and Fisheries Economic Development for sustainable livelihoods by providing public support and an integrated platform for management of aquaculture. Marine Resources Research is responsible to ensure the promotion of sustainable development of fisheries resources and ecosystems by conducting and supporting appropriate research. Monitoring, Control and Surveillance is responsible for ensuring the protection and promotion of sustainable use of marine living resources by intensifying enforcement and compliance.

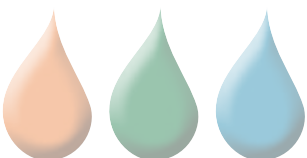
## **NCERA FARMS (PTY) LTD**

### **Overview: 2008/09–2014/15**

Ncera Farms is a schedule 3B company in terms of the Public Finance Management Act (1999). The company has a mandate to perform development functions on identified land administered by the DAFF. The service centre at Ncera provides the following services to producers on Ncera land and neighbouring communities: agricultural extension and advisory services; land layout and use, including LandCare; land preparation, including contract ploughing; suitable crop maintenance; animal husbandry, including stock improvement; agricultural mechanical services; preparation of business plans and record keeping; and free training in life skills to the community at large. Since 2008/09, the focus has been on providing a service and training centre for producers.

### **Service delivery focus**

Upliftment of agriculture, food production, adult education and training among the rural community will be provided on an ongoing basis. Over the medium term Ncera will provide training to 75 students in computer and agriculture training. The farm workshop will continue to provide mechanical services for the farm and surrounding communities as well as training in mechanical and preventative maintenance.





ANNEXURE I

*Annual performance plans*

## PROGRAMME I



### DIRECTORATE: STRATEGIC PLANNING

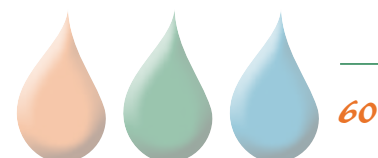
| Strategic goal 6: Effective and efficient governance  |  |  |                               |        |            |                |
|---|--|--|-------------------------------|--------|------------|----------------|
| Strategic objective 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information |  |  |                               |        |            |                |
| Key objective   | Baseline   | Output                                 | Output indicator              | Target | Time-frame | Responsibility |
| Align national and provincial plans with Presidential Outcomes and Targets                                      | Departmental Strategic Plan 2012/13                  | Departmental Strategic Plan 2013/14    | Strategic Plan 2013/14 tabled | 1      | Q4         | D: SP          |
|   | Provincial customised performance indicators 2012/13 | DAFF – PDA outcomes integrated 2013/14 | Outputs aligned to outcomes   | 1      | Q4         |                |

### DIRECTORATE: PROGRAMME DEVELOPMENT SUPPORT

| Strategic goal 6: Effective and efficient governance  |          |  |   |                 |            |                |
|---|----------|--|---|-----------------|------------|----------------|
| Strategic objective 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information |          |  |   |                 |            |                |
| Key objective   | Baseline | Output   | Output indicator  | Target          | Time-frame | Responsibility |
| Programme development and planning support  | –        | Institutionalisation of a programme/project decision support management system | Approved programme/project management methodology by DEXCO  | 1               | Q1         | D: PDS         |
|   |          |  | Completed design, purchase and merging of the programme management methodology with an ICT system and DAFF; and provincial management trained on the operations of the system | 1 status report | Q4         |                |
|   | –        | Assessment of DAFF programmes (LandCare; Ilima/Letsema; Mafisa, etc.)          | Approved framework for assessment of DAFF-funded programmes   | 1               | Q3         |                |
|   |          |  | Assessment report with recommendations  | 1               | Q4         |                |

### DIRECTORATE: POLICY RESEARCH SUPPORT

| Strategic goal 6: Effective and efficient governance  |                      |                                    |   |                   |            |                |
|---|----------------------|------------------------------------|---|-------------------|------------|----------------|
| Strategic objective 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information |                      |                                    |   |                   |            |                |
| Key objective   | Baseline             | Output                             | Output indicator                              | Target            | Time-frame | Responsibility |
| Conduct research to support Zero Hunger Strategy  | Zero Hunger Strategy | Research report on agro-processing | Research findings on appropriate technologies | 1 research report | Q4         | D: PRS         |



## DIRECTORATE: POLICY RESEARCH SUPPORT (cont.)

| Strategic goal 6: Effective and efficient governance (cont.)  |                                      |                                   |   |                   |            |                |
|---|--------------------------------------|-----------------------------------|---|-------------------|------------|----------------|
| Strategic objective 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information (cont.) |                                      |                                   |   |                   |            |                |
| Key objective   | Baseline                             | Output                            | Output indicator                              | Target            | Time-frame | Responsibility |
| Conduct research to support Zero Hunger Strategy  | National Sectoral R&D Agenda         | Research report on climate change | Research findings on appropriate technologies | 1 research report | Q4         | D: PRS         |
| Policy Development Framework  | Current Policy Development Framework | Policy Framework                  | Finalised Policy Framework                    | 1                 | Q4         |                |

## DIRECTORATE: ORGANISATIONAL PERFORMANCE

| Strategic goal 6: Effective and efficient governance  |                                       |   |   |        |            |                |
|---|---------------------------------------|---|---|--------|------------|----------------|
| Strategic objective 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information |                                       |   |   |        |            |                |
| Key objective   | Baseline                              | Output  | Output indicator                                | Target | Time-frame | Responsibility |
| To monitor and assess the performance of DAFF   | Strategic Plan 2011/12                | 2011/12 Q4 quarterly performance report                       | Approved report by DEXCO                        | 1      | Q1         | D: OP          |
|   | Strategic Plan 2012/13                | 2012/13 Q1–Q3 quarterly performance reports                   | Quarterly performance reports approved by DEXCO | 3      | Q2–Q4      |                |
|   | Quarterly performance reports 2011/12 | Annual Report (non-financial performance information) 2011/12 | Approved Annual Report by DEXCO                 | 1      | Q1         |                |
|   | Service Delivery Improvement Plan     | 2011/12 SDIP report   | Approved SDIP report by CD: M&E                 | 1      | Q1         |                |

## DIRECTORATE: PROVINCIAL AND SOE PERFORMANCE MONITORING

| Strategic goal 6: Effective and efficient governance  |   |   |  |        |            |                |
|---|---|---|--|--------|------------|----------------|
| Strategic objective 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information |   |   |  |        |            |                |
| Key objective   | Baseline  | Output  | Output indicator                                     | Target | Time-frame | Responsibility |
| Ensure alignment of PDAs and DAFF programmes  | 2012/13 PDAs performance indicators                   | 2013/14 PDAs performance indicators                 | Gazetted performance indicators                      | 1      | Q4         | D: PSPM        |
|   | –   | Compile SOEs M&E status report                      | Approved status report by PP M&E DDG                 | 1      | Q3         |                |
|   | National Treasury general and performance information | PDAs Monitoring, Evaluation and Reporting Framework | Approved framework by DEXCO                          | 1      | Q4         |                |
| Monitor and assess the performance of PDAs and SOEs   | QPR model   | 2011/12 Q4 Quarterly performance report             | Approved report by APME forum                        | 1      | Q1         |                |
|   | QPR model   | 2012/13 Q1–Q3 Quarterly performance reports         | Quarterly performance reports approved by APME forum | 3      | Q2–Q4      |                |

## DIRECTORATE: STATISTICS AND ECONOMIC ANALYSIS

| Strategic goal 6: Effective and efficient governance  |            |  |                   |            |            |                |
|---|------------|--|-------------------|------------|------------|----------------|
| Strategic objective 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information |            |  |                   |            |            |                |
| Key objective   | Baseline   | Output   | Output indicator  | Target     | Time-frame | Responsibility |
| Reports on economic indicators and trends for the sector  | 8 reports  | Reports on key AFF economic variables and contemporary economic issues   | Published reports | 12 reports | Q1–Q4      | D: SEA         |
| National; statistical information and reports   | 20 reports | Reports on Trends in the Agricultural Sector; Economic Review of SA Agriculture; Crops and Markets; Abstract of Agricultural Statistics; Statistics of Sales on Fresh Produce Markets; Food Security Bulletin; Monthly Crop Estimates; and Quarterly Livestock Estimates | Published reports | 20 reports | Q1–Q4      |                |

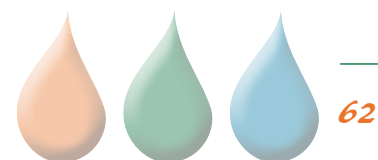
## Stakeholder Relations, Communication and Legal Services

### DIRECTORATE: INTERGOVERNMENTAL RELATIONS

| Strategic goal 6: Effective and efficient governance  |  |                                       |                            |        |            |                |
|---|--|---------------------------------------|----------------------------|--------|------------|----------------|
| Strategic objective 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders |  |                                       |                            |        |            |                |
| Key objective   | Baseline   | Output                                | Output indicator           | Target | Time-frame | Responsibility |
| Ensure the development of intergovernmental strategy  | Intergovernmental strategy aligned to the departmental mandate | Accredited intergovernmental strategy | Approved strategy by DEXCO | 1      | Q4         | D: IGR         |

### DIRECTORATE: STAKEHOLDER RELATIONS/ENGAGEMENTS

| Strategic goal 6: Effective and efficient governance   |   |  |                    |        |            |                |
|--|---|--|--------------------|--------|------------|----------------|
| Strategic objective 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders  |   |  |                    |        |            |                |
| Key objective  | Baseline  | Output   | Output indicator   | Target | Time-frame | Responsibility |
| Develop a format of engagement and identify areas of engagements   | Existing structures of engagement and Stakeholder Engagement Strategy   | Signed MoUs with commodity groups  | Implemented MoUs   | 5      | Q4         | D: SR          |
| Strategic objective 4: Improve departmental service excellence through the implementation of quality standards, Batho Pele (People First) principles and the general legislative mandate |   |  |                    |        |            |                |
| Facilitate the deployment of SMS members to all 22 District Municipalities, 8 Metros and commodity groups  | There are 22 District Municipalities, 8 Metros which have been identified by the Presidency for visitation and the commodity groups | Framework of engagement with 22 District Municipalities, 8 Metros and commodity groups | Approved framework | 1      | Q2         | D: SR          |



## DIRECTORATE: STAKEHOLDER RELATIONS/ENGAGEMENTS (cont.)

| Strategic goal 6: Effective and efficient governance (cont.)   |                          |                                       |   |        |            |                |
|--|--------------------------|---------------------------------------|---|--------|------------|----------------|
| Strategic objective 4: Improve departmental service excellence through the implementation of quality standards, Batho Pele (People First) principles and the general legislative mandate (cont.) |                          |                                       |   |        |            |                |
| Key objective  | Baseline                 | Output                                | Output indicator                                | Target | Time-frame | Responsibility |
| Develop and implement client service improvement strategies  | Public perception survey | Implement 3 service delivery projects | Service delivery improvement projects completed | 1      | Q4         | D: SE          |

## DIRECTORATE: COMMUNICATION SERVICES

| Strategic goal 6: Effective and efficient governance                               |   |   |                            |                |            |                |
|--|---|---|----------------------------|----------------|------------|----------------|
| Strategic objective 5: Provide leadership and manage communication and information |   |   |                            |                |            |                |
| Key objective  | Baseline  | Output                                    | Output indicator           | Target         | Time-frame | Responsibility |
| Refine and oversee the implementation of the DAFF Communication Strategy           | Communication Strategy communicating the deliverables as captured under the Annual performance plans reflected in the DAFF Strategic plan | Media plan developed per project/campaign | Media plans approved by CD | 10 media plans | Q1–Q4      | D: CS          |

## DIRECTORATE: LEGAL SERVICES

| Strategic goal 6: Effective and efficient governance   |  |                                 |   |        |            |                   |
|--|--|---------------------------------|---|--------|------------|-------------------|
| Strategic objective 4: Improve departmental service excellence through the implementation of quality standards, Batho Pele (People First) principles and the general legislative mandate |  |                                 |   |        |            |                   |
| Key objective  | Baseline   | Output                          | Output indicator                                    | Target | Time-frame | Responsibility    |
| Initiate the project, to review legislation and submit proposals for Ministerial approval  | Consider existing legislation administered by DAFF | Project Plan                    | Implemented Project Plan                            | 1      | Q2         | D: LS and D: LS F |
|  |  | Project proposal                | Project proposal submitted for Ministerial approval | 1      | Q4         |                   |
|  |  | Draft Transfer of Rights policy | Draft policy finalised                              | 1      | Q4         | D: LS F           |

## Corporate Services

## DIRECTORATE: KNOWLEDGE AND INFORMATION MANAGEMENT

| Strategic goal 6: Effective and efficient governance                               |                    |  |                                       |        |            |                |
|--|--------------------|--|---------------------------------------|--------|------------|----------------|
| Strategic objective 5: Provide leadership and manage communication and information |                    |  |                                       |        |            |                |
| Key objective  | Baseline           | Output                                       | Output indicator                      | Target | Time-frame | Responsibility |
| Review and implement phase 1 of KIM Strategy                                       | Draft KIM Strategy | Review and implement phase 1 of KIM Strategy | Report on phase 1 KIM Strategy by DDG | 1      | Q4         | D: KIM         |

## DIRECTORATE: HUMAN RESOURCES MANAGEMENT

| Strategic goal 6: Effective and efficient governance   |          |                     |                               |        |            |                    |
|--|----------|---------------------|-------------------------------|--------|------------|--------------------|
| Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management |          |                     |                               |        |            |                    |
| Key objective  | Baseline | Output              | Output indicator              | Target | Time-frame | Responsibility     |
| Reduction in vacancy rate  | 12%      | Filled vacant posts | Reduction in the vacancy rate | 11%    | Q4         | D: HRM and D: IHRM |

## DIRECTORATE: EMPLOYEE RELATIONS

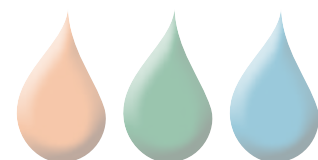
| Strategic goal 6: Effective and efficient governance   |                        |  |  |        |            |                   |
|--|------------------------|--|--|--------|------------|-------------------|
| Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management |                        |  |  |        |            |                   |
| Key objective  | Baseline               | Output   | Output indicator   | Target | Time-frame | Responsibility    |
| Have SMS members trained on disciplinary procedures  | 67 SMS members trained | Trained SMS members on disciplinary procedures | Number of SMS members trained on disciplinary procedures | 90     | Q4         | D: ER and D: IHRM |

## DIRECTORATE: EMPLOYEE DEVELOPMENT AND PERFORMANCE MANAGEMENT

| Strategic goal 6: Effective and efficient governance   |                           |  |  |          |            |                     |
|--|---------------------------|--|--|----------|------------|---------------------|
| Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management |                           |  |  |          |            |                     |
| Key objective  | Baseline                  | Output   | Output indicator   | Target   | Time-frame | Responsibility      |
| Ensure adherence to PMDS   | 60% PMDS adherence        | Report on adherence to PMDS  | Approved report on 80% adherence by CD                   | 1        | Q4         | D: EDPM and D: IHRM |
| Implement HRD Strategy   | Approved HRD Strategy     | Report on 60% implementation   | Approved report by CD                                    | 1        | Q4         |                     |
| Baseline study to determine disease burden conducted   | 0                         | Disease burden study report  | Approved report by CD                                    | 1        | Q1         |                     |
| Facilitate implementation of Health and Wellness Strategy in prioritised regions                                       | Approved assessment study | EH&W Plan implementation report  | Report approved by CD                                    | 1 report | Q4         | D: IHRM             |
|  | EH&W Plan                 | Health and Wellness Strategy implemented in prioritised regions (service points) | Number of health and wellness service points established | 8        | Q4         | D: EDPM             |

## DIRECTORATE: INFORMATION AND COMMUNICATION TECHNOLOGY

| Strategic goal 6: Effective and efficient governance                               |                       |                           |                                   |        |            |                     |
|--|-----------------------|---------------------------|-----------------------------------|--------|------------|---------------------|
| Strategic objective 5: Provide leadership and manage communication and information |                       |                           |                                   |        |            |                     |
| Key objective  | Baseline              | Output                    | Output indicator                  | Target | Time-frame | Responsibility      |
| To implement phase1 of MSP   | Approved MSP by DEXCO | Phase1 implemented of MSP | Report on phase 1 of MSP approved | 1      | Q4         | D: ICT and D: ICT F |



## DIRECTORATE: SECURITY SERVICES

| Strategic goal 6: Effective and efficient governance   |                                   |   |  |        |            |                |
|--|-----------------------------------|---|--|--------|------------|----------------|
| Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management |                                   |   |  |        |            |                |
| Key objective  | Baseline                          | Output  | Output indicator   | Target | Time-frame | Responsibility |
| Develop and implement Integrated Departmental Security Strategy  | Approved security policy by DEXCO | Integrated Departmental Security Strategy       | Approved Integrated Departmental Security Strategy approved by DEXCO | 1      | Q4         | D: SS          |
|  |                                   | Report on the implementation of security policy | Approved report by DDG   | 1      | Q4         |                |

## DEVELOPMENT FINANCE COORDINATION

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |                                |  |                                 |        |            |                |
|---|--------------------------------|--|---------------------------------|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |                                |  |                                 |        |            |                |
| Key objective   | Baseline                       | Output   | Output indicator                | Target | Time-frame | Responsibility |
| Implement comprehensive funding facility  | Comprehensive funding facility | Progress report on implementation                  | Approved report                 | 1      | Q4         | D: DFC         |
| Support smallholder producers through Mafisa  | 8 000 smallholder producers    | Smallholder producers accessing financial services | Number of smallholder producers | 5 000  | Q4         |                |
| Support smallholder producers through CASP  |                                | Smallholder producers accessing financial services | Number of smallholder producers | 15 000 | Q4         |                |
| Increase access to financial services by subsistence producers (Ilema)  | 27 000                         | Subsistence producers accessing financial services | Number of subsistence producers | 30 000 | Q4         |                |

## DIRECTORATE: BUDGETS AND REPORTING

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |  |                                      |   |        |                                |                |
|---|--|--------------------------------------|---|--------|--------------------------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |  |                                      |   |        |                                |                |
| Key objective   | Baseline   | Output                               | Output indicator  | Target | Timeframe                      | Responsibility |
| To achieve unqualified audit report on DAFF financial statements  | 2010/11 Unqualified audit report on financial statements | Audit report on financial statements | 2011/12 Unqualified audit report  | 1      | Q2                             | D: BR          |
|   | 2011/12 ENE, AENE and MTEF                               | ENE, AENE and MTEF                   | Approved 2012 ENE, AENE and 2013 MTEF inputs submitted to National Treasury | 1      | Set dates by National Treasury |                |

## PROGRAMME 2

# Agricultural Production, Health and Food Safety

### DIRECTORATE: INSPECTION SERVICES

| Strategic goal 3: Effective national regulatory services and risk management systems                                |           |                               |   |        |                |                |
|---|-----------|-------------------------------|---|--------|----------------|----------------|
| Strategic objective 1: Manage the level of risks associated with food, diseases, pests, natural disasters and trade |           |                               |   |        |                |                |
| Key objective   | Baseline  | Output                        | Output indicator  | Target | Time-frame     | Responsibility |
| To submit reports on regulatory compliance and monitoring interventions   | 4 reports | Compliance monitoring reports | Number of compliance reports submitted to the Comprehensive Digital Information Query | 4      | Q1, Q2, Q3, Q4 | D: IS          |

### DIRECTORATE: FOOD SAFETY AND QUALITY ASSURANCE

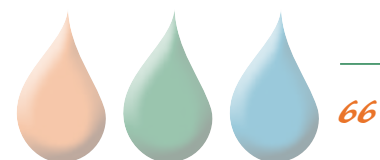
| Strategic goal 3: Effective national regulatory services and risk management systems                                |                     |                                |                               |        |            |                |
|---|---------------------|--------------------------------|-------------------------------|--------|------------|----------------|
| Strategic objective 1: Manage the level of risks associated with food, diseases, pests, natural disasters and trade |                     |                                |                               |        |            |                |
| Key objective   | Baseline            | Output                         | Output indicator              | Target | Time-frame | Responsibility |
| To approve regulatory framework instruments   | Liquor Products Act | Liquor Products Amendment Bill | Liquor Products Bill—gazetted | 1      | Q4         | D: FSQA        |

### DIRECTORATE: FOOD IMPORT AND EXPORT STANDARDS

| Strategic goal 3: Effective national regulatory services and risk management systems                                |          |                    |                          |        |            |                |
|---|----------|--------------------|--------------------------|--------|------------|----------------|
| Strategic objective 1: Manage the level of risks associated with food, diseases, pests, natural disasters and trade |          |                    |                          |        |            |                |
| Key objective   | Baseline | Output             | Output indicator         | Target | Time-frame | Responsibility |
| Development of Sanitary and Phytosanitary Strategy  | –        | Draft SPS Strategy | Draft strategy developed | 1      | Q4         | D: FIES        |

### DIRECTORATE: ANIMAL PRODUCTION

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |                           |   |   |        |            |                |
|---|---------------------------|---|---|--------|------------|----------------|
| Strategic objective 1: Promote efficient production, handling and processing of food, fibre and timber              |                           |   |   |        |            |                |
| Key objective   | Baseline                  | Output  | Output indicator  | Target | Time-frame | Responsibility |
| Implement production improvement schemes in 9 provinces   | Animal production schemes | Kaonafatso ya dikgomo scheme implemented (animal recording and improvement) | Number of new producers participating in Kaonafatso ya dikgomo scheme | 900    | Q4         | D: AP          |



## DIRECTORATE: ANIMAL PRODUCTION (cont.)

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (cont.) |   |   |   |                              |            |                |
|---|---|---|---|------------------------------|------------|----------------|
| Strategic objective 1: Promote efficient production, handling and processing of food, fibre and timber (cont.)              |   |   |   |                              |            |                |
| Key objective   | Baseline  | Output  | Output indicator  | Target                       | Time-frame | Responsibility |
| Implement production improvement schemes in 9 provinces (cont.)   | Animal production schemes (cont.)                   | Milk recoding scheme implemented (milk recording and improvement) | Number of farmers supported on milk recording and improvement | 400                          | Q4         | D: AP          |
| Implement commodity strategies  | Livestock Development Strategy commodity strategies | Pig commodity strategy implemented                                | Number of farmers benefiting from pig commodity strategy      | 200                          | Q4         |                |
| Provide regulatory support  | 2009 Declaration of breeds                          | Declaration of animal breeds                                      | Declaration of animal breeds approved                         | 1 poultry<br>2 cattle breeds | Q3         |                |

## DIRECTORATE: ANIMAL HEALTH

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |          |   |  |        |            |                |
|---|----------|---|--|--------|------------|----------------|
| Strategic objective 1: Promote efficient production, handling and processing of food, fibre and timber              |          |   |  |        |            |                |
| Key objective   | Baseline | Output  | Output indicator                                       | Target | Time-frame | Responsibility |
| Coordinate animal disease control interventions (avian flu, swine fever, African horse sickness, Rift Valley fever) | 6        | Reports on coordinated interventions          | Number of interventions implemented                    | 6      | Q4         | D: AH          |
| Conduct surveillance  | 2        | Surveillance report on animal diseases        | Approved surveillance report on diseases by DEXCO      | 2      | Q4         |                |
| Conduct primary animal health care awareness campaigns  | 4        | Primary animal health care awareness          | Number of awareness campaigns                          | 4      | Q4         |                |
| Approve Compulsory Community Service Framework (CCSF)   | –        | Compulsory Community Service Framework (CCSF) | Approved Compulsory Community Service Framework (CCSF) | 1      | Q4         |                |

## DIRECTORATE: VETERINARY PUBLIC HEALTH

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |          |                                       |   |        |            |                |
|---|----------|---------------------------------------|---|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |          |                                       |   |        |            |                |
| Key objective   | Baseline | Output                                | Output indicator                            | Target | Time-frame | Responsibility |
| Finalised independent meat inspection system  | 0        | Independent meat inspection system    | Approved independent meat inspection system | 1      | Q4         | D: VPH         |
| 32 000 farmers registering marks  | 32 000   | Livestock identification certificates | Number of certificates issued               | 32 000 | Q4         |                |

## DIRECTORATE: PLANT HEALTH

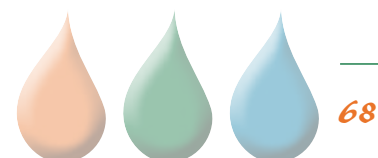
| Strategic goal 3: Effective national regulatory services and risk management systems                                |  |  |  |        |            |                |
|---|--|--|--|--------|------------|----------------|
| Strategic objective 1: Manage the level of risks associated with food, diseases, pests, natural disasters and trade |  |  |  |        |            |                |
| Key objectives  | Baseline   | Output   | Output indicator                         | Target | Time-frame | Responsibility |
| Provide regulatory support services/ systems  | 1 (Agricultural Pests Act, 1983) Plant Protection Bill | Plant Health policy  | Policy submitted to Cabinet for approval | 1      | Q4         | D: PH          |
|   |  | Plant Protection Bill  | Bill submitted to Cabinet for approval   | 1      | Q4         |                |
| Improve early detections and response to outbreaks of plant diseases and pests                                      | 0  | Emergency Plant Pest Response Plan   | Plan approved by DEXCO                   | 1      | Q4         |                |
|   |  | Surveillance reports on detection and control of quarantine plant pests and diseases | Number of surveillance reports           | 2      | Q2, Q4     |                |

## DIRECTORATE: PLANT PRODUCTION

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |          |  |                                       |        |                |                |
|---|----------|--|---------------------------------------|--------|----------------|----------------|
| Strategic objective 1: Promote efficient production, handling and processing of food, fibre and timber              |          |  |                                       |        |                |                |
| Key objectives  | Baseline | Output   | Output indicator                      | Target | Time-frame     | Responsibility |
| Implement commodity strategies  | –        | National Strategy for Vegetables implemented                                 | Number of vegetable farmers supported | 2 000  | Q4             | D: PP          |
| Implement intervention measures to support production   | –        | Technical support to national priority programmes and provincial initiatives | Number of farmers supported           | 5 000  | Q1, Q2, Q3, Q4 |                |

## DIRECTORATE: GENETIC RESOURCES

| Strategic goal 2: Sustained management of natural resources              |          |  |  |          |            |                |
|--|----------|--|--|----------|------------|----------------|
| Strategic objective 2: Ensure protection of indigenous genetic resources |          |  |  |          |            |                |
| Key objectives   | Baseline | Output   | Output indicator   | Target   | Time-frame | Responsibility |
| Genetic Resources for Food and Agriculture Management Reports            | 0        | <i>In situ</i> conservation programme (Plant Genetic Resources for food and Agriculture) | On-farm conservation projects established in Mpumalanga  | 1 report | Q 3        | D: GR          |
|  | 1        | Farm animal genetic resources repatriation/ restocking programme                         | Zulu sheep characterised in Zululand municipality, KZN   | 1 report | Q3         |                |
|  |          |  | <i>Ex situ</i> conserved Afrikaner cattle material in North-west Province (Dr. Ruth Segomotse Mompoti) | 1 report | Q4         |                |
|  | 0        | Overview of farmer's privilege (in the context of Plant Breeders' Rights Act)            | Draft norms and standards on the application of farmer's privilege                                     | 1        | Q4         |                |



## PROGRAMME 3

# Food Security and Agrarian Reform

### DIRECTORATE: SUBSISTENCE FARMING

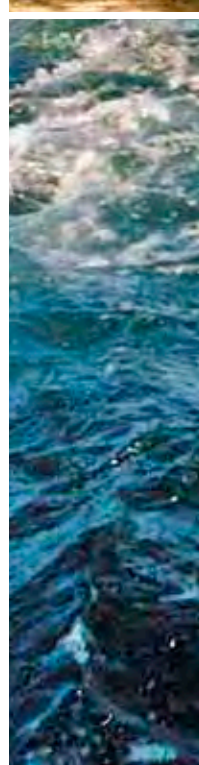
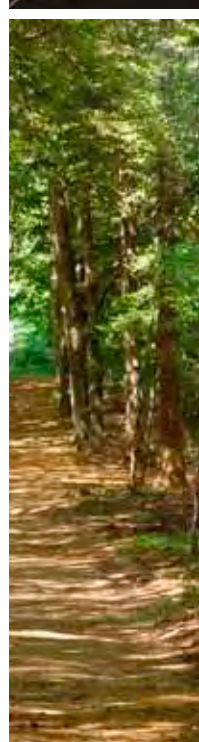
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |                                   |                               |   |        |            |                |
|---|-----------------------------------|-------------------------------|---|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |                                   |                               |   |        |            |                |
| Key objectives  | Baseline                          | Output                        | Output indicator                              | Target | Time-frame | Responsibility |
| Gazette Green Paper on Food Security  | Green Paper                       | National Food Security Policy | Gazetted Green Paper                          | 1      | Q4         | D: SF          |
| Develop business case and coordinate implementation of Zero Hunger Campaign   | Integrated Food Security Strategy | Zero Hunger Campaign          | Report on Zero Hunger Campaign implementation | 1      | Q4         |                |
|   |                                   | Business Case on Zero Hunger  | Approved Business Case on Zero Hunger         | 1      | Q4         |                |

### DIRECTORATE: SMALLHOLDER DEVELOPMENT

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |   |                                       |   |        |            |                |
|---|---|---------------------------------------|---|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |   |                                       |   |        |            |                |
| Key objectives  | Baseline                                | Output                                | Output indicator                                | Target | Time-frame | Responsibility |
| Coordinate support to 15 000 smallholder producers  | 220 000 smallholder producers supported | Smallholder Strategy                  | Approved Smallholder Strategy by DEXCO          | 1      | Q4         | D: SHD         |
|   |   | New smallholder producers established | Number of new smallholder producers established | 15 000 | Q4         |                |
|   |   | Smallholder producers supported       | Number of smallholder producers supported       | 15 000 | Q4         |                |

### DIRECTORATE: INFRASTRUCTURE INPUTS

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |                              |   |  |        |            |                |
|---|------------------------------|---|--|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |                              |   |  |        |            |                |
| Key objectives  | Baseline                     | Output  | Output indicator                                     | Target | Time-frame | Responsibility |
| Develop comprehensive mechanisation policy and implement tractor scheme   | Approved mechanisation model | Mechanisation policy  | Report on implementation of the mechanisation policy | 1      | Q4         | D: IS          |
|   |                              | Tractor scheme  | Report on implementation of the tractor scheme       | 1      | Q4         |                |
| Develop and monitor engineering norms and standards on production technologies                                      | 33 Norms and standards exist | Engineering norms and standards for agricultural infrastructure development | Norms and standards developed and monitored          | 3      | Q4         |                |



## DIRECTORATE: SECTOR EDUCATION AND TRAINING

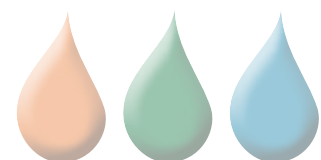
| Strategic goal 4: A transformed and united sector  |          |  |                               |        |            |                |
|--|----------|--|-------------------------------|--------|------------|----------------|
| Strategic objective 4: To provide leadership and support to research, training and extension in the sector |          |  |                               |        |            |                |
| Key objectives   | Baseline | Output                                     | Output indicator              | Target | Time-frame | Responsibility |
| Coordinate training programmes for smallholder producers   | 3 735    | Report on number of producers trained      | Number of producers trained   | 15 000 | Q4         | D: SET         |
|  | 15       | Targeted training programmes for producers | Number of training programmes | 20     | Q4         |                |

## DIRECTORATE: SECTORAL COLLEGES

| Strategic goal 4: A transformed and united sector                          |   |   |   |        |            |                |
|--|---|---|---|--------|------------|----------------|
| Strategic objective 3: Improve social working conditions in the sector     |   |   |   |        |            |                |
| Key objectives   | Baseline  | Output  | Output indicator  | Target | Time-frame | Responsibility |
| To transform colleges of agriculture into agricultural training institutes | Green Paper on Agricultural Training Institutes | Agricultural colleges transformed into agricultural training institutes                                     | Number of agricultural colleges transformed into agricultural training institutes | 7      | Q4         | D: SC          |
|  |   | Report on policies reviewed to be aligned with the ATI Bill, accreditation criteria and norms and standards | Number of policies reviewed and published on the DAFF website                     | 10     | Q4         |                |

## DIRECTORATE: GADI

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |          |  |  |        |            |                |
|---|----------|--|--|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |          |  |  |        |            |                |
| Key objectives  | Baseline | Output   | Output indicator   | Target | Time-frame | Responsibility |
| Coordinate training programmes for smallholder producers  | 500      | Report on trained subsistence and smallholder producers          | Number of subsistence and smallholder producers trained on industry focused farmer training programmes | 1 000  | Q4         | D: GADI        |
|   | 185      | Report on trained agriculture students at higher education level | Number of higher education students trained  | 200    | Q4         |                |



## DIRECTORATE: SECTOR TRANSFORMATION

| Strategic goal 4: A transformed and united sector  |  |  |  |                         |            |                |
|--|--|--|--|-------------------------|------------|----------------|
| Strategic objective 4: To provide leadership and support to research, training and extension in the sector |  |  |  |                         |            |                |
| Key objectives   | Baseline   | Output   | Output indicator   | Target                  | Time-frame | Responsibility |
| To conduct an audit of the sector processes and deliverables   | Resolutions of the national vulnerable workers' summit | Report on coordination of compliance to vulnerable workers' summit resolutions   | Approved report by DEXCO                                   | 1                       | Q4         | D: STGM        |
| To facilitate the establishment of vulnerable delivery units in 5 provinces                                | –  | Report on number of provinces with functional vulnerable workers' delivery units | Number of provinces with vulnerable workers delivery units | 5 (FS, WC, LP, MP, KZN) | Q4         |                |

## DIRECTORATE: NATIONAL EXTENSION SUPPORT

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |  |   |  |        |            |                |
|---|--|---|--|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |  |   |  |        |            |                |
| Key objectives  | Baseline   | Output  | Output indicator   | Target | Time-frame | Responsibility |
| Evaluate Extension Recovery Plan  | ERP implementation framework, 16 00 extension officers trained on extension suite online | Extension Recovery Plan Evaluation report                                   | Approved evaluation report by DEXCO                              | 1      | Q4         | D: NES         |
|   |  |   | Number of extension officers upgrading qualifications            | 700    | Q4         |                |
|   |  |   | Number of extension officers trained on extension suite online   | 900    | Q4         |                |
| Facilitate the adoption of commodity and municipality focused extension approach (alignment)                        | None   | Report on adoption of commodity and municipality focused extension approach | Number of extension officers placed with commodity organisations | 5      | Q4         |                |

## DIRECTORATE: NATIONAL EXTENSION REFORM

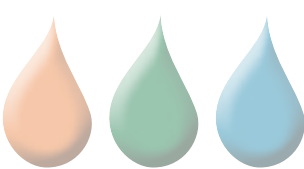
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |  |                           |                          |        |            |                |
|---|--|---------------------------|--------------------------|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |  |                           |                          |        |            |                |
| Key objectives  | Baseline   | Output                    | Output indicator         | Target | Time-frame | Responsibility |
| Develop national extension policy   | Draft national extension and establishment of extension council policies | National extension policy | Approved policy by DEXCO | 1      | Q4         | D: NER         |

PROGRAMME 4

# Economic Development, Trade and Marketing

**DIRECTORATE: INTERNATIONAL TRADE**

| Strategic goal 5: Increased contribution of the sector to economic growth and development                 |  |   |   |        |            |                |
|---|--|---|---|--------|------------|----------------|
| Strategic objective 5.1: Increase growth, income and sustainable job opportunities in the value chain     |  |   |   |        |            |                |
| Key objectives  | Baseline   | Output  | Output indicator  | Target | Time-frame | Responsibility |
| Review and implement the trade strategy   | Approved Agricultural Trade Development Strategy, 2008                 | South Africa's WTO commitments implemented  | Notifications for 2010/11 in line with South Africa's WTO notification obligation submitted to WTO. Progress report approved by CD: IRT on comments and developments relating to the Doha mandate | 7      | Q3         | D: ITR         |
|   |  | Active participation in the WTO, including implementation of commitments and the continuation/ review of the Doha mandate |   |        |            |                |
|   |  | Participate in the finalisation of the WWTG Second Phase Labelling Agreement  | Progress report approved by CD: IRT on the WWTG negotiations  | 7      | Q4         |                |
|   |  | 2008 Trade Strategy reviewed  | Amended trade strategy with forestry and fisheries trade elements   | 1      | Q4         |                |
|   |  | Participate in the finalisation of the SADC-EPA agreement   | Agriculture, forestry and fisheries elements included in the finalised agreement  | 1      | Q4         |                |
|   |  | MoU with the ITC for the training programme renewed   | Report on MoU projects implemented  | 1      | Q4         |                |
| Participate in the COMESA-EAC-SADC tripartite FTA negotiations on market access and trade related matters | Progress report approved by CD: IRT on the tripartite FTA negotiations | 4   | Q1, Q2, Q3, Q4  |        |            |                |

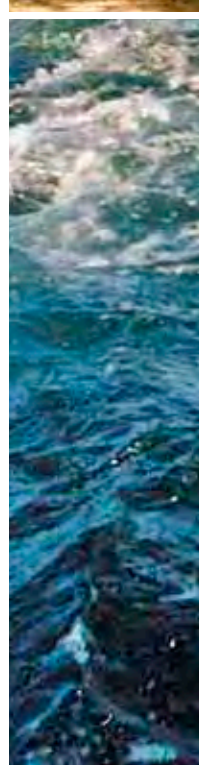
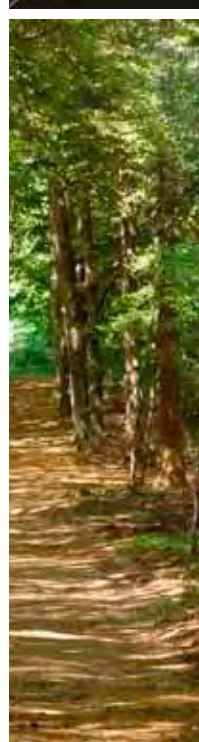


## DIRECTORATE: SOUTHERN AFRICA & AFRICA RELATIONS

| Strategic goal 6: Effective and efficient governance  |                         |  |   |        |            |                |
|---|-------------------------|--|---|--------|------------|----------------|
| Strategic objective 6.1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders |                         |  |   |        |            |                |
| Key objectives  | Baseline                | Output   | Output indicator  | Target | Time-frame | Responsibility |
| Facilitate the process of preparation of agreements   | –                       | Draft agreements   | Number of draft agreements  | 3      | Q4         | D: SAAR        |
|   | –                       | Finalised agreements   | Number of finalised agreements                                    | 3      | Q4         |                |
|   | –                       | Coordinate the implementation of signed agreements. DRC, Lesotho, Mozambique, Angola, Zambia, Congo Brazzaville, Kenya, Namibia, Uganda, Egypt, Botswana | Reports on implementation of signed agreements                    | 1      | Q4         |                |
| Oversee and provide support for the promotion and protection of DAFF interests regionally and internationally                               | SADC and AU engagements | Scheduled SADC and AU engagements  | Approved report of DAFF's engagements with SADC and AU by CD: IRT | 1      | Q4         |                |
|   |                         | CAADP compact consultations  | Signed CAADP compact  | 1      | Q4         |                |

## DIRECTORATE: AMERICAS, AUSTRALASIA, EUROPE & MIDDLE EAST RELATIONS

| Strategic goal 6: Effective and efficient governance  |          |   |  |        |            |                |
|---|----------|---|--|--------|------------|----------------|
| Strategic objective 6.1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders                                 |          |   |  |        |            |                |
| Key objective   | Baseline | Output  | Output indicator                       | Target | Time-frame | Responsibility |
| Coordinate and facilitate the strengthening of the sector interest in Americas, Australasia, Europe, and Middle East (AAEME)  | –        | Active engagement of bilateral partners in AAEME  | Quarterly status report approved by CD | 4      | Q4         | D: AAEMER      |
| Oversee and provide strategic support for the promotion and protection of DAFF interests in multilateral agencies, (FAO, OECD, OIE, OIV, G20, etc.) and the foreign offices | –        | Coordinate and facilitate the participation/ representation of DAFF at scheduled international forums | Quarterly status report approved by CD | 4      | Q4         |                |

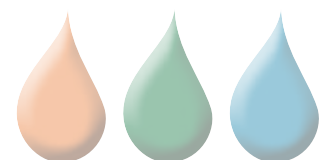


## DIRECTORATE: MARKETING

| Strategic goal 5: Increased contribution of the sector to economic growth and development             |   |  |   |        |            |                |
|---|---|--|---|--------|------------|----------------|
| Strategic objective 5.1: Increase growth, income and sustainable job opportunities in the value chain |   |  |   |        |            |                |
| Key objective   | Baseline  | Output   | Output indicator  | Target | Time-frame | Responsibility |
| Implementation of the marketing strategy  | Agricultural marketing strategy for South Africa              | Fresh produce marketing infrastructure support programme                 | Fresh produce marketing infrastructure support business case developed                | 1      | Q4         | D: M           |
|   |   |  | Report on linking producers to markets  | 1      | Q4         |                |
|   | Concept document on the establishment of value chain networks | Fisheries value chain network  | Fisheries value chain network established   | 1      | Q4         |                |
| Legislative and strategy reviews  | Agricultural marketing review report                          | Marketing of Agricultural Products Amendment Bill                        | Amendment Bill approved by parliamentary committees and published for public comments | 1      | Q4         | D: M           |
|   | NAMC's section 7 reports on the fresh produce markets         | Agricultural Produce Agents Amendment Bill                               | Amendment Bill approved by parliamentary committees and published for public comments | 1      | Q4         |                |
|   | Agricultural marketing Strategy for South Africa              | An integrated marketing strategy for agriculture, forestry and fisheries | An approved integrated marketing strategy   | 1      | Q4         |                |

## DIRECTORATE: AGRO-PROCESSING SUPPORT

| Strategic goal 5: Increased contribution of the sector to economic growth and development             |                                       |  |  |        |            |                |
|---|---------------------------------------|--|--|--------|------------|----------------|
| Strategic objective 5.1: Increase growth, income and sustainable job opportunities in the value chain |                                       |  |  |        |            |                |
| Key objective   | Baseline                              | Output   | Output indicator   | Target | Time-frame | Responsibility |
| Implementation of intergovernmental agro-processing programmes  | Agro-processing strategy for DAFF     | Agro-processing public-private (PPP) initiatives | Agro-processing public-private (PPP) initiatives implemented | 4      | Q4         | D: APS         |
|   | Agro-processing industry profile      | Agro-processing subsector profiles               | Agro-processing subsector profiles completed                 | 4      | Q4         |                |
| Implementation of the agro-logistics aspects of the National Freight Logistics Strategy               | Status of the agro-logistics document | Implementation plan on agro-logistics            | Implementation plan on agro-logistics developed              | 1      | Q4         |                |



## DIRECTORATE: BBBEE CHARTERS COMPLIANCE

| Strategic goal 5: Increased contribution of the sector to economic growth and development             |          |   |   |        |            |                |
|---|----------|---|---|--------|------------|----------------|
| Strategic objective 5.1: Increase growth, income and sustainable job opportunities in the value chain |          |   |   |        |            |                |
| Key objective   | Baseline | Output                                      | Output indicator  | Target | Time-frame | Responsibility |
| Implementation of AFF charters  | –        | Implementation of the AgriBEE Sector Codes  | Gazetting of AgriBEE Sector Code (section 9)              | 1      | Q4         | D: BCC         |
|   | –        | Implementation of the forestry sector codes | Report on the implementation of the forestry sector codes | 1      | Q4         |                |
|   | –        | Development of the Fisheries Charter        | Report on the development of the Fisheries Charter        | 1      | Q4         |                |

## DIRECTORATE: COOPERATIVES AND ENTERPRISE DEVELOPMENT

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |   |  |   |        |            |                |
|---|---|--|---|--------|------------|----------------|
| Strategic objective 1.2: Coordinate government food security initiative   |   |  |   |        |            |                |
| Key objective   | Baseline  | Output   | Output indicator  | Target | Time-frame | Responsibility |
| Establishment and support of commodity structures and cooperatives  | –   | Cooperatives established   | Number of cooperatives established                                | 108    | Q1–Q4      | D: CED         |
|   | –   | Report on the implementation of the Farm-Together Training Programme | Number of cooperatives trained                                    | 90     | Q1–Q4      |                |
|   | –   | Implementation of the sector business policy                         | Status report on the implementation of the sector business policy | 4      | Q1–Q4      |                |
|   | Annual report on the implementation of the sector business policy |  | 1   | Q4     |            |                |
| Sector strategies implemented   | –   | Integrated SMMEs strategy  | Approved integrated SMME strategy                                 | 1      | Q3         |                |
|   | –   | AgriBEE Fund   | Number of deals facilitated                                       | 9      | Q1–Q4      |                |

**PROGRAMME 5**

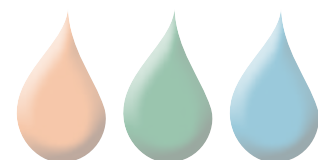
# Forestry and Natural Resources Management

**DIRECTORATE: CLIMATE CHANGE AND DISASTER MANAGEMENT**

| Strategic goal 3: Effective national regulatory and risk management systems                     |  |   |                            |        |            |                |
|---|--|---|----------------------------|--------|------------|----------------|
| Strategic objective 2: Establish and maintain effective early-warning and mitigation systems    |  |   |                            |        |            |                |
| Key objectives  | Baseline   | Output  | Output indicator           | Target | Time-frame | Responsibility |
| To develop a disaster risk management system  | Report on disaster risk management units   | Feasibility study on disaster risk management institutions  | Approved report by NARMCO  | 1      | Q4         | D: CCDM        |
|   | Report on uptake of early warning information  | Seminars on weather and climate to the agricultural sector  | Approved reports by NARMCO | 2      | Q2 & Q4    |                |
|   | Disaster Assistance Framework  | Report on the implementation of the Flood Assistance Scheme | Approved reports by NARMCO | 2      | Q2 & Q4    |                |
| Strategic goal 2: Sustained management of natural resources                                     |  |   |                            |        |            |                |
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |  |   |                            |        |            |                |
| To develop Climate Change Adaptation and Mitigation Plan  | Draft CC Sector Plan<br>Atlas of CC and SA Agricultural Sector<br>GHG Inventory Report | Climate Change Adaptation and Mitigation Plan               | Approved plan by DEXCO     | 1      | Q4         | D: CCDM        |

**DIRECTORATE: WATER USE AND IRRIGATION DEVELOPMENT**

| Strategic goal 2: Sustained management of natural resources                                     |                    |   |                               |        |            |                |
|---|--------------------|---|-------------------------------|--------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |                    |   |                               |        |            |                |
| Key objectives  | Baseline           | Output  | Output indicator              | Target | Time-frame | Responsibility |
| To refurbish 250 ha smallholder government irrigation schemes                                   | 250 ha revitalised | Irrigation schemes revitalised (Taung and Makhathini)             | Approved report by NRM TC     | 250 ha | Q4         | D: WUID        |
|   |                    | Guidelines of sustainable on-farm and on-scheme water measurement | Approved guidelines by NRM TC | 1      | Q4         |                |
|   |                    | Report on water use for drought tolerant crops                    | Approved report by NRM TC     | 1      | Q4         |                |



## DIRECTORATE: LAND USE AND SOIL MANAGEMENT

| Strategic goal 2: Sustained management of natural resources  |   |   |   |                                       |            |                |
|--|---|---|---|---------------------------------------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources            |   |   |   |                                       |            |                |
| Key objectives   | Baseline  | Output  | Output indicator                                      | Target                                | Time-frame | Responsibility |
| Increase number of ha of agricultural land under rehabilitation  | 70% land degraded in RSA  | ha of degraded land rehabilitated   | Approved report by NRM WG on ha of land rehabilitated | 9 500 ha                              | Q4         | D: LUSM        |
| Resource conservation and management   | No integrated local municipality community-based natural resource management strategies | Pilot study to develop a natural agricultural resource management (NRM) strategy for 1 local Municipality within Limpopo Province | Approved report by NRM WG                             | 1                                     | Q4         |                |
| Strategic goal 1: Increased profitable production of food, fibre and timber by all categories of producers |   |   |   |                                       |            |                |
| Strategic objective 2: Coordinate government food security initiative                                      |   |   |   |                                       |            |                |
| Create 130 FTE (equivalent to 32 000 job opportunities) through LandCare                                   | 60 FTE equivalent (13 800 job opportunities)  | Report on job opportunities created   | Number of job created                                 | 1 30 FTE (= 30 000 job opportunities) | Q4         | D: LUSM        |
| Create 60 job opportunities through state land management (FALA properties)                                | 60 job opportunities  | Report on job opportunities created   | Number of job created                                 | 60 job opportunities                  | Q4         |                |

## DIRECTORATE: WOODLANDS AND INDIGENOUS FOREST MANAGEMENT

| Strategic goal 2: Sustained management of natural resources                                     |   |  |  |                             |            |                |
|---|---|--|--|-----------------------------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |   |  |  |                             |            |                |
| Key objectives  | Baseline  | Output   | Output indicator   | Target                      | Time-frame | Responsibility |
| To increase number of ha of agricultural land, and indigenous forest under rehabilitation       | 800 ha  | Report on ha of indigenous forests rehabilitated                             | Number of ha rehabilitated   | 500 ha                      | Q4         | D: WIFM        |
| To conduct an assessment of indigenous forests and woodlands                                    | Forest maps, NFI datasets and landcover datasets  | Limpopo geo-database   | Revised geo-database   | 1 province                  | Q4         |                |
|   |   | Threatened and endangered species (fauna and flora) identified and protected | Reports on threatened and endangered species                         | 20 forest patches monitored | Q4         |                |
| Systematic conservation planning for indigenous forests   | National Forest Classification for Natural Forests, and Vegetation Map for Woodlands and Thickets | Report on refined conservation targets for indigenous forests                | Report on conservation targets. Number of indigenous forest subtypes | 3 forests in 1 province     | Q4         |                |

## DIRECTORATE: FORESTRY REGULATION AND OVERSIGHT

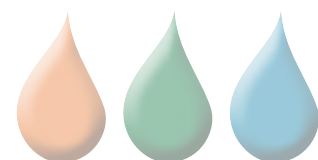
| Strategic goal 2: Sustained management of natural resources                                     |  |   |  |        |            |                |
|---|--|---|--|--------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |  |   |  |        |            |                |
| Key objectives  | Baseline   | Output  | Output indicator   | Target | Time-frame | Responsibility |
| Amendment Bill approved by Cabinet  | DEXCO approval to amend the National Forests Act and the National Veld and Forest Fire Act | Amendment Bill signed                                 | Bill signed by the Minister<br><br>Proposed amendments tabled for discussion with stakeholders | 1      | Q4         | D: FRO         |
| Implement NFDR system   | MoU between DAFF and SA Weather Service  | Fully operational NFDR system tested as pilot project | Report approved by DDG<br><br>Record of feedback sessions on the performance of the system     | 1      | Q4         |                |

## DIRECTORATE: COMMERCIAL FORESTRY

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers   |                                  |  |   |        |            |                |
|---|----------------------------------|--|---|--------|------------|----------------|
| Strategic objective 4: Comprehensive support towards rural development  |                                  |  |   |        |            |                |
| Key objectives  | Baseline                         | Output   | Output indicator  | Target | Time-frame | Responsibility |
| Develop the State Forest Plantation Growth Strategy   | DAFF Growth and Development Plan | State Forest Plantation Growth Strategy                            | Strategy approved by DDG  | 1      | Q 4        | D: CF          |
| Facilitate transfer of MMM plantation to communities  | 0                                | Transfer agreement for the transfer in place                       | Transfer agreement signed by Minister and community representatives | 1      | Q4         |                |
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial) |                                  |  |   |        |            |                |
| Strategic objective 2: To coordinate government food security initiative  |                                  |  |   |        |            |                |
| Facilitate re-commissioning of Lowveld plantation exit areas  | Lowveld Exit Study Report        | Cabinet memo for re-commissioning of Lowveld plantation exit areas | Cabinet memo approved by Cabinet                                    | 1      | Q3         | D: CF          |

## DIRECTORATE: SMALL-SCALE FORESTRY

| Strategic goal 2: Sustained management of natural resources                                     |                   |   |   |        |            |                |
|---|-------------------|---|---|--------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |                   |   |   |        |            |                |
| Key objectives  | Baseline          | Output                                  | Output indicator                                      | Target | Time-frame | Responsibility |
| To coordinate greening through the planting of 70 000 trees                                     | Greening strategy | Greening strategy implementation report | Approved National Plan for Greening (trees) Programme | 1      | Q1         | D: SSF         |



## DIRECTORATE: SMALL-SCALE FORESTRY (cont.)

| Strategic goal 2: Sustained management of natural resources (cont.)                                     |                        |  |   |        |            |                |
|---|------------------------|--|---|--------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources (cont.) |                        |  |   |        |            |                |
| Key objectives  | Baseline               | Output   | Output indicator                          | Target | Time-frame | Responsibility |
| To coordinate support to small producers in the forestry sector   | Forestry SMME strategy | Eastern Cape Afforestation Environmental Impact Assessment Report                    | Record of decision issued by DEA          | 1      | Q4         | D: SSF         |
|   |                        | National transport infrastructure study  | Infrastructure report approved by the DDG | 1      | Q4         |                |
|   |                        | Guidelines on four subsectors (growers, honey production, nurseries and contractors) | Guidelines approved by DDG                | 4      | Q4         |                |

## DIRECTORATE: KZN FORESTRY REGION

| Strategic goal 2: Sustained management of natural resources   |                               |   |                                     |          |            |                |
|---|-------------------------------|---|-------------------------------------|----------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources                 |                               |   |                                     |          |            |                |
| Key objectives  | Baseline                      | Output  | Output indicator                    | Target   | Time-frame | Responsibility |
| Provide technical support to new small producers (2000)   | 120 small producers supported | Report on small producers supported                         | Number of small producers supported | 500      | Q4         | D: FKZN        |
| To create jobs through silvicultural operations and fire protection (refurbishment of category B&C plantations) | 800 jobs                      | Report on number of jobs created (Category B&C plantations) | Number of jobs created              | 1 000    | Q4         |                |
| Plant 100 000 trees (implement charter undertakings)  | 10 000 trees                  | Report on number of trees planted                           | Number trees planted                | 10 000   | Q4         |                |
| Facilitate the afforestation of communal land   | 5 000 ha                      | Report on the number of ha planted                          | Number of ha planted/ afforested    | 5 000 ha | Q4         |                |

## DIRECTORATE: FORESTRY MANAGEMENT LIMPOPO AND MPUMALANGA

| Strategic goal 2: Sustained management of natural resources                                     |                               |                                     |                                     |        |            |                 |
|---|-------------------------------|-------------------------------------|-------------------------------------|--------|------------|-----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |                               |                                     |                                     |        |            |                 |
| Key objectives  | Baseline                      | Output                              | Output indicator                    | Target | Time-frame | Responsibility  |
| Provide technical support to new small producers (2 000)  | 100 small producers supported | Report on small producers supported | Number of small producers supported | 200    | Q4         | D: LP and D: MP |

## DIRECTORATE: FORESTRY MANAGEMENT LIMPOPO AND MPUMALANGA (cont.)

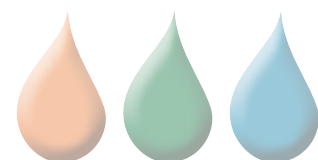
| Strategic goal 2: Sustained management of natural resources (cont.)   |              |   |                         |        |            |                 |
|---|--------------|---|-------------------------|--------|------------|-----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources (cont.)         |              |   |                         |        |            |                 |
| Key objectives  | Baseline     | Output  | Output indicator        | Target | Time-frame | Responsibility  |
| To create jobs through silvicultural operations and fire protection (refurbishment of Category B&C plantations) | 300 jobs     | Report on number of jobs created (Category B&C plantations) | Number of jobs created  | 500    | Q4         | D: LP and D: MP |
| Plant indigenous trees and fruit trees (100 000) (implement charter undertakings)                               | 10 000 trees | Report on number of trees planted                           | Number of trees planted | 10 000 | Q4         |                 |

## DIRECTORATE: FORESTRY MANAGEMENT EASTERN CAPE

| Strategic goal 2: Sustained management of natural resources   |                             |   |                                     |        |            |                |
|---|-----------------------------|---|-------------------------------------|--------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources                 |                             |   |                                     |        |            |                |
| Key objectives  | Baseline                    | Output  | Output indicator                    | Target | Time-frame | Responsibility |
| Provide technical support to new small producers (1 000)  | 8 small producers supported | Report on small producers supported                         | Number of small producers supported | 100    | Q4         | D: EC          |
| To create jobs through silvicultural operations and fire protection (refurbishment of Category B&C plantations) | 350 jobs                    | Report on number of jobs created (Category B&C plantations) | Number of jobs created              | 300    | Q4         |                |
| Plant indigenous trees and fruit trees (100 000) (implement charter undertakings)                               | 2 000 trees planted         | Report on number of trees planted                           | Number of trees planted             | 3 000  | Q4         |                |

## DIRECTORATE: FORESTRY MANAGEMENT (OTHER REGIONS)

| Strategic goal 2: Sustained management of natural resources                                     |          |  |   |        |            |                |
|---|----------|--|---|--------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |          |  |   |        |            |                |
| Key objectives  | Baseline | Output   | Output indicator  | Target | Time-frame | Responsibility |
| Provide technical support to small producers  | 29       | Facilitate and support community-based livelihood projects   | Number of community-based livelihood projects supported | 90     | Q4         | D: FMOR        |
|   |          | Report on small producers supported                          | Number of small producers supported                     | 200    | Q4         |                |
| To create jobs through refurbishment of Category C plantation                                   | 25       | Report on number of jobs created (Category C plantation)     | Number of jobs created                                  | 25     | Q4         |                |
| To coordinate the planting of 70 000 trees on 10 000 ha   | 16 000   | Report on the number of trees (indigenous and fruit) planted | Number of trees planted                                 | 41 000 | Q4         |                |



## PROGRAMME 6

# Fisheries Management

### DIRECTORATE: SUSTAINABLE AQUACULTURE MANAGEMENT

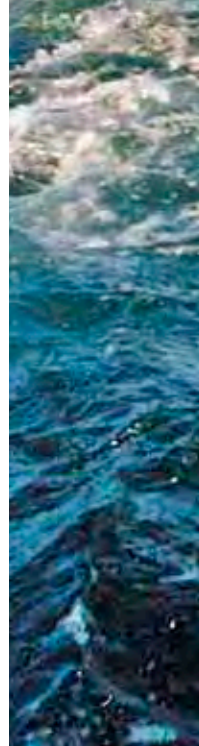
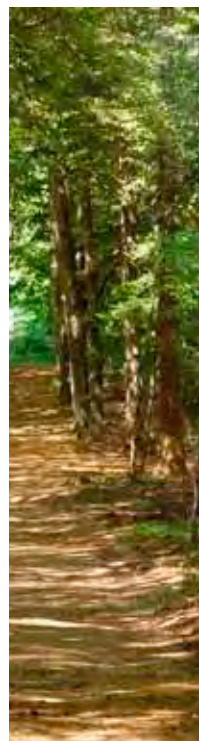
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |          |  |   |         |            |                |
|---|----------|--|---|---------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |          |  |   |         |            |                |
| Key objectives  | Baseline | Output                                   | Output indicator  | Target  | Time-frame | Responsibility |
| Establish sustainable aquaculture management programmes   | 0        | Finfish Monitoring Programme established | Number of farms participating in the Finfish Monitoring Programme | 5 farms | Q4         | D: SAM         |

### DIRECTORATE: AQUACULTURE TECHNICAL SERVICES

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |          |  |   |        |            |                |
|---|----------|--|---|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |          |  |   |        |            |                |
| Key objectives  | Baseline | Output                                   | Output indicator  | Target | Time-frame | Responsibility |
| Facilitate establishment and revitalisation of fish farms   | 90       | Operational fish farms                   | Number of farms established and revitalised                         | 5      | Q4         | D: ATS         |
| Facilitate establishment and revitalisation of aquaculture development zones (ADZs)                                 | 1        | Established aquaculture development zone | Number of aquaculture development zones established and revitalised | 1      | Q4         |                |
| Facilitate establishment and revitalisation of state owned hatcheries   | 1        | Established hatcheries                   | Number of hatcheries established and revitalised                    | 1      | Q4         |                |

### DIRECTORATE: SOCIO-ECONOMIC DEVELOPMENT

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |          |  |   |        |            |                |
|---|----------|--|---|--------|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |          |  |   |        |            |                |
| Key objectives  | Baseline | Output   | Output indicator  | Target | Time-frame | Responsibility |
| Implement Working for Fisheries Programme projects to create jobs in coastal and rural communities                  | 1 200    | Working for Fisheries Programme projects implemented | Number of jobs created through implementation of projects | 1 000  | Q4         | D: SED         |
| Strategic goal 5: Increased contribution of the sector to economic growth and development                           |          |  |   |        |            |                |
| Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain                 |          |  |   |        |            |                |
| Implement projects under the Harbour Management and Development Programme   | 0        | Harbour projects implemented                         | Number of harbour projects implemented                    | 2      | Q4         | D: SED         |

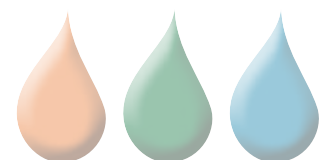


## DIRECTORATE: COMPLIANCE

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |          |  |  |  |                      |                |
|---|----------|--|--|--|----------------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |          |  |  |  |                      |                |
| Key objectives  | Baseline | Output   | Output indicator   | Target   | Time-frame           | Responsibility |
| Intensify compliance and enforcement efforts  | 800      | 800 vessel landings inspected in 5 key fisheries                         | Number of vessel landings inspected in 5 key fisheries (hake, abalone, pelagics, linefish and rock lobster) inspected and spot checks conducted in other sectors | Hake = 45<br>Abalone = 44<br>Rock lobster = 30<br>Pelagics = 25<br>Linefish = 57 | Q1                   | D: C           |
|   |          |  |  | Hake = 45<br>Abalone = 0<br>Rock lobster = 30<br>Pelagics = 25<br>Linefish = 56  | Q2                   |                |
|   |          |  |  | Hake = 45<br>Abalone = 48<br>Rock lobster = 20<br>Pelagics = 25<br>Linefish = 57 | Q3                   |                |
|   |          |  |  | Hake = 45<br>Abalone = 48<br>Rock lobster = 13<br>Pelagics = 25<br>Linefish = 57 | Q4                   |                |
|   | 104      | 104 Land-based fish-processing establishment (FPE) inspections conducted | Number of inspections conducted  | 26<br>26<br>26<br>26   | Q1<br>Q2<br>Q3<br>Q4 |                |

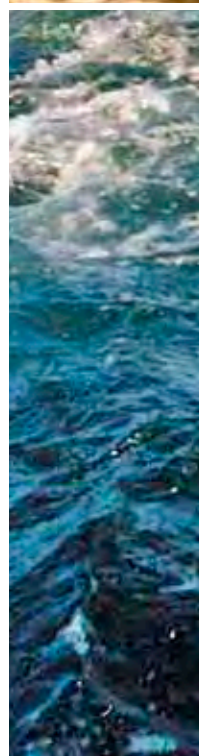
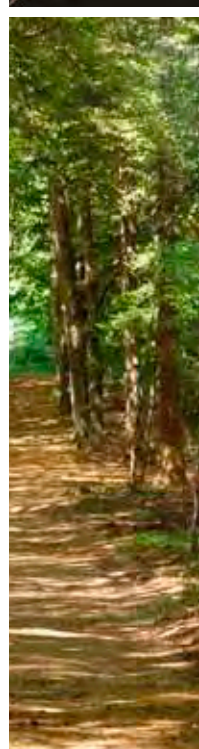
## DIRECTORATE: MONITORING AND SURVEILLANCE

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |   |  |  |  |            |                |
|---|---|--|--|--|------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |   |  |  |  |            |                |
| Key objectives  | Baseline  | Output   | Output indicator   | Target   | Time-frame | Responsibility |
| Enhance compliance and enforcement of marine living resource legislation  | Review of 12% of 2 304 rights holders investigated in the 5 key fishery sectors | Rights holders investigated in 5 key fisheries sectors, namely hake, abalone, rock lobster, squid and linefish | Number of rights holders investigated in key fisheries sectors, namely hake, abalone, rock lobster, squid and linefish | Hake long-line = 5<br>Hake deep sea trawl = 2<br>Hake hand line = 3<br>Hake inshore trawl = 4<br>West Coast rock lobster near shore = 26<br>West Coast rock lobster off-shore = 8<br>Traditional linefish = 12<br>Abalone = 9<br>Squid = 4 | Q1         | D: MS          |



## DIRECTORATE: MONITORING AND SURVEILLANCE (cont.)

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (cont.) |   |  |  |   |                      |                |
|---|---|--|--|---|----------------------|----------------|
| Strategic objective 2: To coordinate government food security initiative (cont.)  |   |  |  |   |                      |                |
| Key objectives  | Baseline  | Output   | Output indicator   | Target  | Time-frame           | Responsibility |
| Enhance compliance and enforcement of marine living resource legislation (cont.)  | Review of 12% of 2 304 rights holders investigated in the 5 key fishery sectors (cont.) | Rights holders investigated in 5 key fisheries sectors, namely hake, abalone, rock lobster, squid and linefish (cont.) | Number of rights holders investigated in key fisheries sectors, namely hake, abalone, rock lobster, squid and linefish (cont.) | Hake long-line = 5<br>Hake deep sea trawl = 2<br>Hake hand line = 2<br>Hake inshore trawl = 4<br>West Coast rock lobster near shore = 25<br>West Coast rock lobster off-shore = 8<br>Traditional linefish = 12<br>Abalone = 9<br>Squid = 4  | Q2                   | D: MS          |
|   |   |  |  | Hake long-line = 5<br>Hake deep sea trawl = 4<br>Hake hand line = 2<br>Hake inshore trawl = 4<br>West Coast rock lobster near shore = 25<br>West Coast rock lobster off-shore = 8<br>Traditional linefish = 11<br>Abalone = 10<br>Squid = 4 | Q3                   |                |
|   |   |  |  | Hake long-line = 5<br>Hake deep sea trawl = 2<br>Hake hand line = 3<br>Hake inshore trawl = 3<br>West Coast rock lobster near shore = 25<br>West Coast rock lobster off-shore = 10<br>Traditional linefish = 12<br>Abalone = 9<br>Squid = 3 | Q4                   |                |
|   |   |  |  | 12<br>12<br>12<br>14  | Q1<br>Q2<br>Q3<br>Q4 |                |

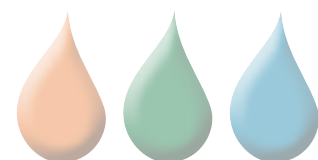


## DIRECTORATE: FISHERIES PROTECTION VESSELS

| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |   |  |   |   |                      |                |
|---|---|--|---|---|----------------------|----------------|
| Strategic objective 2: To coordinate government food security initiative  |   |  |   |   |                      |                |
| Key objectives  | Baseline  | Output   | Output indicator  | Target  | Time-frame           | Responsibility |
| Intensify compliance and enforcement efforts at sea   | 175 sea days per vessel per annum, (i.e. about 15 days per month per vessel) to inspect and/or process 10 vessels at sea per month per sector in the 5 key priority fisheries, i.e. hake; rock lobster; squid; linefish and abalone | Sea-based inspection of vessels in 5 priority fisheries, i.e. hake, abalone, squid, linefish and rock lobster, and other random sea inspection of vessels in other sectors | Number of sea-based inspections of vessels in 5 priority fisheries, i.e. hake, abalone, squid, linefish and rock lobster, and other random sea inspection of vessels in other sectors | Rock lobster = 30<br>Squid = 40<br>Hake = 30<br>Abalone = 30<br>Linefish = 30 | Q1                   | D: FPV         |
|   |   |  |   | Rock lobster = 30<br>Squid = 40<br>Hake = 30<br>Abalone = 15<br>Linefish = 40 | Q2                   |                |
|   |   |  |   | Rock lobster = 15<br>Squid = 40<br>Hake = 30<br>Abalone = 0<br>Linefish = 30  | Q3                   |                |
|   |   |  |   | Rock lobster = 30<br>Squid = 40<br>Hake = 30<br>Abalone = 30<br>Linefish = 40 | Q4                   |                |
|   | 100   | 100 fishing Vessel Processing Establishments (FPEs) inspections conducted at sea   | Compliance with FPE permit conditions   | 25<br>25<br>25<br>25  | Q1<br>Q2<br>Q3<br>Q4 |                |
|   | 1000  | 1 000 fishing vessels monitored by Vessel Monitoring System (VMS)  | Compliance with permit conditions   | 250<br>250<br>250<br>250  | Q1<br>Q2<br>Q3<br>Q4 |                |

## DIRECTORATE: SMALL-SCALE FISHERIES

| Strategic goal 2: Sustained management of natural resources                                     |                       |  |  |                                 |            |                |
|---|-----------------------|--|--|---------------------------------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |                       |  |  |                                 |            |                |
| Key objectives  | Baseline              | Output   | Output indicator                         | Target                          | Time-frame | Responsibility |
| Implementation of small-scale fisheries policy  | Draft policy in place | Rights allocated in the small-scale fisheries sector | Small-scale fisheries policy implemented | 127 fishing coastal communities | Q4         | D: SSFM        |



## DIRECTORATE: INSHORE FISHERIES MANAGEMENT

| Strategic goal 2: Sustained management of natural resources                                     |   |  |   |        |            |                |
|---|---|--|---|--------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |   |  |   |        |            |                |
| Key objectives  | Baseline  | Output   | Output indicator  | Target | Time-frame | Responsibility |
| Rebuilding of depleted stocks   | Current levels of abalone, WCRL and linefish TAC/ TAE (150 t, 2 400 t, and 455 vessels and 3 450 crew respectively) | Improved stocks  | Improvement in biomass from current level                             | 1      | Q3         | D: IFM         |
| Review performance of rights holders in certain fishing sectors                                 | 2009 performance review process   | Assessed rights holders                                | Revised rights registers, sector policies and permit conditions       | 1      | Q1–Q4      |                |
| To manage and regulate fish-processing establishments   | Rights allocated and exemptions for new entrants  | Fish-processing rights allocated.                      | Amended rights register   | 1      | Q4         |                |
| Manage EAF for Inshore Fisheries  | ERA reports for squid, linefish, WCRL and abalone   | Review of South Coast rock lobster and KZN prawn trawl | ERA reports reviewed and implemented through sector permit conditions | 2      | Q2–Q4      |                |
| To establish fisheries management plans (FMPs) for key fishing sectors                          | Framework for FMPs  | Draft FMP for West Coast rock lobster sector           | Draft FMP for West Coast rock lobster fishing sector                  | 1      | Q4         |                |

## DIRECTORATE: OFFSHORE AND HIGH SEAS FISHERIES

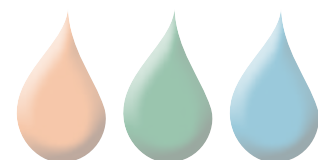
| Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers |   |   |  |        |            |                |
|---|---|---|--|--------|------------|----------------|
| Strategic objective 2: Coordinate government food security initiatives  |   |   |  |        |            |                |
| Key objectives  | Baseline  | Output                                    | Output indicator   | Target | Time-frame | Responsibility |
| To increase the use of anchovy for human consumption to address food security                                       | Anchovy feasibility study                       | Pilot project on different anchovy uses   | Approved project report by DDG: Fisheries Management                         | 1      | Q4         | D: O&HSFM      |
| Strategic goal 2: Sustained management of natural resources   |   |   |  |        |            |                |
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources                     |   |   |  |        |            |                |
| Rebuilding of depleted stocks   | Current levels of hake TAC/TAE                  | Improved stocks                           | Improvement in biomass from current level                                    | 1      | Q3         | D: O&HSFM      |
| Review performance of rights holders in certain fishing sectors   | 2009 Performance Review Report                  | Review performance of rights holders      | Revised rights registers, sector policies, rights holders and sector reports | 4      | Q1–Q4      |                |
| To manage and regulate the recreational fishing sector (including charter fishing)                                  | Recreational Fisheries Management Working Group | Engagement with charter boat stakeholders | Framework for licensing charter boat operators implemented                   | 1      | Q4         |                |

## DIRECTORATE: OFFSHORE AND HIGH SEAS FISHERIES (cont.)

| Strategic goal 2: Sustained management of natural resources (cont.)                                     |  |                                  |                                    |        |            |                |
|---|--|----------------------------------|------------------------------------|--------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources (cont.) |  |                                  |                                    |        |            |                |
| Key objectives  | Baseline   | Output                           | Output indicator                   | Target | Time-frame | Responsibility |
| To manage and regulate fish-processing establishments   | Rights allocated and exemptions for new entrants   | Fish-processing rights allocated | Amended rights register            | 1      | Q4         | D: O&HSFM      |
| To finalise National Programme of Action (NPOA) for Fishing Capacity                                    | Established capacity management regime in hake sectors                                       | NPOA for fishing capacity        | Approved NPOA for fishing capacity | 1      | Q4         |                |
| Manage ecosystem approach to fishing (EAF) for offshore fisheries                                       | Ecological Risk Assessment (ERA) reports for small and large pelagics, Patagonian tooth fish | Small pelagics ERA reviewed      | ERA report                         | 1      | Q2–Q4      |                |

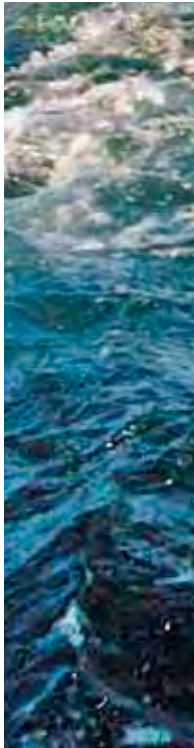
## DIRECTORATE: AQUACULTURE RESEARCH

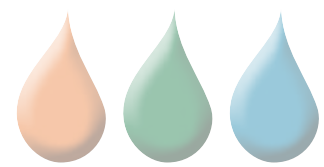
| Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development |  |   |  |        |            |                |
|---|--|---|--|--------|------------|----------------|
| Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain                       |  |   |  |        |            |                |
| Key objective   | Baseline   | Output  | Output indicator   | Target | Time-frame | Responsibility |
| Implement the Aquaculture Research and Technology Development Programme (ARTDP)   | No official report exists on status of aquaculture diseases in the country | Research on aquatic animal health and diseases for aquaculture                      | Published scientific papers (submitted, accepted and in press) | 5      | Q4         | D: AR          |
|   |  |   | Conference abstract  | 1      |            |                |
|   |  |   | Technical report   | 1      |            |                |
|   |  |   | Dissertations  | 3      |            |                |
|   | Currently 6 marine fish species are farmed with in the RSA                 | Research and development of culture technology for finfish and invertebrate species | Published scientific papers (submitted, accepted and in press) | 3      | Q4         |                |
|   |  |   | Conference abstract  | 1      |            |                |
|   |  |   | Technical report   | 1      |            |                |
|   |  |   | Dissertations  | 2      |            |                |
|   | No official report exists on the effects of aquaculture on the environment | Research on the interaction between the environment and aquaculture                 | Published scientific papers (submitted, accepted and in press) | 5      | Q4         |                |
| Conference abstract   |  |   | 2  |        |            |                |
| Technical report  |  |   | 1  |        |            |                |
| Dissertation  |  |   | 1  |        |            |                |



## DIRECTORATE: RESOURCES RESEARCH

| Strategic goal 2: Sustained management of natural resources                                     |  |  |  |        |            |                |
|---|--|--|--|--------|------------|----------------|
| Strategic objective 1: Ensure the sustainable management and efficient use of natural resources |  |  |  |        |            |                |
| Key objective   | Baseline   | Output   | Output indicator   | Target | Time-frame | Responsibility |
| Investigate the feasibility of two potential new fisheries                                      | Investigation into feasibility of two potential new fisheries annually | Feasibility or progress reports on two potential new fisheries | Reports approved by CD: Fisheries Research and Development | 1      | Q4         | D: RR          |







**ANNEXURE 2**

*Service Delivery  
Improvement Plan*

## INTRODUCTION

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

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

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

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

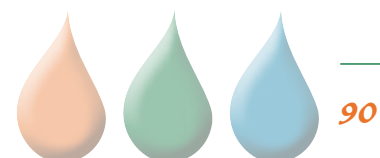
- Issuing of licences (for consumptive activities) to ensure sustainable forest management
- Issuing of registration certificates/approvals for stock and agricultural remedies to ensure effective and safe products.

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

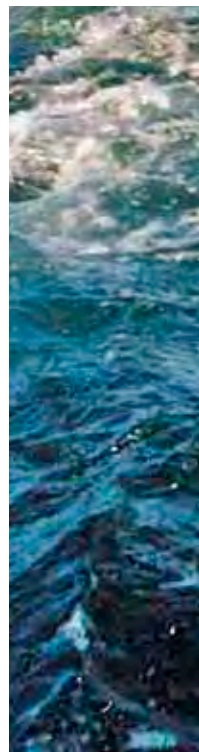
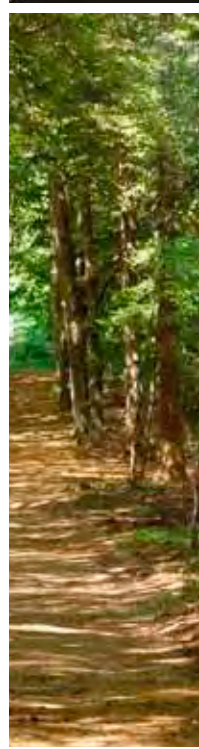
## BACKGROUND AND CHALLENGES

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

| Key services   | Service beneficiary  | Current standard |   | Desired standard  |   |   |
|--|--|------------------|---|---|---|---|
|  |  | 2011/12          |   | 2012/13   | 2013/14   | 2014/15   |
| Issuing of licences (for consumptive activities) to ensure sustainable forest management | Forest industry, conservation agencies, municipalities, property developers, communities, telecommunication agencies, ESKOM, SANRAL, Transnet, landowners and individual members of the public | <b>Quantity</b>  | 150 days to issue licence   | 120 days to issue licence   | 110 days to issue licence   | 90 days to issue licence  |
|  |  | <b>Quality</b>   | Issue according to provisions of the National Forests Act, 1998 (Act No. 84 of 1998)<br><br>Usage of correct forms and guidelines | Issue according to provisions of the National Forests Act, 1998 (Act No. 84 of 1998)<br><br>Usage of correct forms and guidelines | Issue according to provisions of the National Forests Act, 1998 (Act No. 84 of 1998)<br><br>Usage of correct forms and guidelines | Issue according to provisions of the National Forests Act, 1998 (Act No. 84 of 1998)<br><br>Usage of correct forms and guidelines |



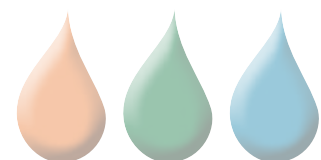
| Key services | Service beneficiary | Current standard          |   | Desired standard   |   |  |
|--------------|---------------------|---------------------------|---|--|---|--|
|              |                     | 2011/12                   |   | 2012/13  | 2013/14   | 2014/15                                  |
|              |                     | Consultation              | Gazette for public inputs<br>Publish information in newspapers and radio presentation<br><br>Meetings with stakeholders<br>Telephone, e-mail, site inspections and verification through DAFF regional offices                                     | Publish public notices on the website  | Maintain previous consultation mechanism  | Maintain previous consultation mechanism |
|              |                     | Access                    | Client access forms from head office and regional offices, or through e-mail and fax  | Clients to access forms on DAFF website<br><br>Maintain previous standard                  | Electronic submission of application forms<br><br>Maintain previous standard  | Maintain previous standard               |
|              |                     | Courtesy                  | Acknowledging applications within 10 days   | Acknowledging applications within 7 days   | Maintain previous standard  | Maintain previous standard               |
|              |                     | Openness and transparency | Contact details of units responsible for licence are available on the forms<br><br>Clients aware of appeal processes through licensing guidelines<br><br>Record of decisions kept and communicated to applicant                                   | Availability of information (contact details) on the DAFF website<br><br>Maintain standard | Information (guidelines) available at regional offices and other departments (DEA website)<br><br>Maintain standard | Maintain standard                        |
|              |                     | Information               | Application forms and licensing guidelines (list of protected trees, champion tree list, electronic version of the NFA) available on-line<br><br>Web-based FORLATS used as licensing tool<br><br>Awareness campaign on radio (national and local) | Easy access of information on DAFF website<br><br>Maintain standard                        | Maintain standard   | Maintain standard                        |



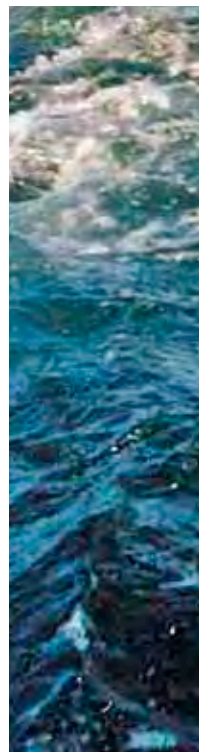
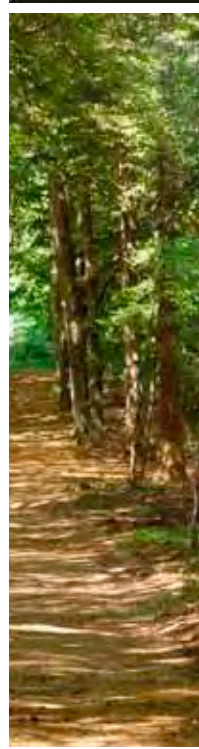
| Key services | Service beneficiary | Current standard       |  | Desired standard   |  |  |
|--------------|---------------------|------------------------|--|--|--|--|
|              |                     | 2011/12                |  | 2012/13  | 2013/14  | 2014/15  |
|              |                     | Redress                | Appeal committee to deal with declined licences<br><br>Regional head to attend to queries/ complaints (e-mail or telephone)  | Maintain standard  | Maintain standard  | Maintain standard  |
|              |                     | Value for money        | Forest resources are sustainably managed for lasting benefit of society<br><br>Licences enable traders in timber (and non-timber forest products) to trade and generate revenue/income<br><br>Developers enabled to develop properties on licensed land and contribute towards the country's economic growth while communities are able to derive their livelihoods from the forests | Forest resources are sustainably managed for lasting benefit of society<br><br>Licences enable traders in timber (and non-timber forest products) to trade and generate revenue/income<br><br>Developers enabled to develop properties on licensed land and contribute towards the country's economic growth while communities are able to derive their livelihoods from the forests | Forest resources are sustainably managed for lasting benefit of society<br><br>Licences enable traders in timber (and non-timber forest products) to trade and generate revenue/income<br><br>Developers enabled to develop properties on licensed land and contribute towards the country's economic growth while communities are able to derive their livelihoods from the forests | Forest resources are sustainably managed for lasting benefit of society<br><br>Licences enable traders in timber (and non-timber forest products) to trade and generate revenue/income<br><br>Developers enabled to develop properties on licensed land and contribute towards the country's economic growth while communities are able to derive their livelihoods from the forests |
|              |                     | <b>Time</b>            | 150 days to issue licence  | 120 days to issue licence  | 110 days to issue licence  | 90 days to issue licence   |
|              |                     | <b>Cost</b>            | R3 million (salaries, S&T and promotional materials for awareness raising)   | R3,2 million (salaries, S&T and promotional materials for awareness raising)   | R3,3 million (salaries, S&T and promotional materials for awareness raising)   | R3,4 million (salaries, S&T and promotional materials for awareness raising)   |
|              |                     | <b>Human resources</b> | 3 officials at national office (NO) and regional offices in all provinces (varied)   | 4 officials at NO and regional offices in all provinces (varied)   | 5 officials at NO and regional offices in all provinces (varied)   | 6 officials at NO and regional offices in all provinces (varied)   |

## BACKGROUND AND CHALLENGES

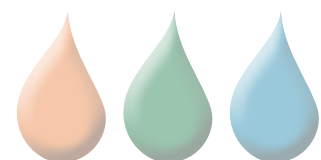
In South Africa, before agrochemicals (agricultural and stock remedies) are imported, sold, used and advertised they have to be evaluated and registered by the DAFF through the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947). Currently there are delays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



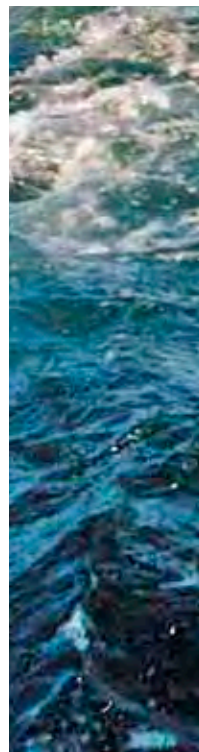
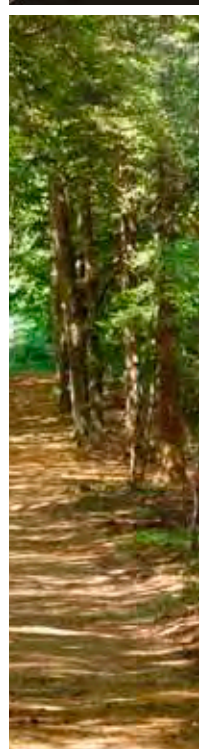
| Key services   | Service beneficiary    | Current standard  |   | Desired standard  |   |  |   |
|--|------------------------|---|---|---|---|--|---|
|  |                        | 2010/11   |   | 2012/13   | 2013/14   | 2014/15  |   |
| Issue registration certificates/ approvals for stock and agricultural remedies to ensure effective and safe products | Agrochemicals industry | <b>Quantity</b>   | Evaluated, processed and finalised 2 400 registration applications  | 80% of agricultural and stock remedy evaluations for registration within stated processing times (see <i>Appendix A</i> )       | 85% of agricultural and stock remedy evaluations for registration within stated processing times (see <i>Appendix A</i> ) | Maintain the previous standards  |   |
|  |                        |   |   |   | Pilot a technical screening 'completeness check' of application system to reduce turnaround time (see <i>Appendix A</i> ) | Implement a technical screening 'completeness check' of applications system (see <i>Appendix A</i> )                     |   |
|  |                        | <b>Quality</b>  | Registration certificates issued in line with the governing legislation (Act No. 36 of 1947) and international standards  | Registration certificates issued in line with the governing legislation (Act No. 36 of 1947) and international standards        | Registration certificates issued in line with the governing legislation (Act No. 36 of 1947) and international standards  | Registration certificates issued in line with the governing legislation (Act No. 36 of 1947) and international standards |   |
|  |                        | <b>Consultation</b>   | Quarterly liaison meetings held with stakeholders<br><br>Stakeholder's inputs into the development of guidelines/ regulations through e-mails, telephones and letters | Maintain the standard<br><br>Participate in multilateral meetings<br><br>Gazette draft regulations/ polices for public comments | Maintain the standard   | Maintain the standard  | Maintain the standard   |
|  |                        | <b>Access</b>   | Clients can request information through DAFF website, telephone, e-mail and letters or visit the office (Registrar's contact number is 012 319 7303)                  | Maintain the previous standard<br><br>Avail brochures and pamphlets online  | Maintain the previous standard  | Maintain the previous standard   | Maintain the previous standard<br><br>Investigate online application submission methods to improve consultation process |
|  | <b>Courtesy</b>        | 80% of written correspondence, including e-mail, acknowledged within 7 working days | 80% of written correspondence, including e-mail, acknowledged within 3 working days   | 90% of written correspondence, including e-mail, acknowledged within 3 working days   | 100% of written correspondence, including e-mail, acknowledged within 3 working days                                      |  |   |



| Key services | Service beneficiary | Current standard          |  | Desired standard   |  |   |
|--------------|---------------------|---------------------------|--|--|--|---|
|              |                     | 2010/11                   |  | 2012/13  | 2013/14  | 2014/15   |
|              |                     |                           | 80% of telephone calls returned within 3 working days  | 80% of telephone calls returned within 3 working days  | 90% of telephone calls returned within 3 working days  | 90% of telephone calls returned within 3 working days   |
|              |                     |                           |  | Registration applications acknowledged within 14 working days (see Appendix A) and inform client on turnaround time  | Maintain the previous standard   | Maintain the previous standard  |
|              |                     | Openness and transparency | Departmental annual performance report published   | Maintain the previous standards  | Maintain the previous standards  | Maintain the previous standards   |
|              |                     |                           |  | New or amendments of existing regulations gazetted   | Develop a regulatory communication strategy  |   |
|              |                     | Information               | Some operational documents (regulations, guidelines, application forms, etc.) are readily available in the national office | 60% operational documents (regulations, guidelines, application forms, etc.) will be readily available in the national office and also published on DAFF website | 80% operational documents (regulations, guidelines, application forms, etc.) will be readily available in the national office and also published on DAFF website | 100% operational documents (regulations, guidelines, application forms, etc.) will be readily available in the national office and also published on DAFF website |
|              |                     |                           | 40% of the operational documents are published on the website  |  |  |   |
|              |                     |                           | Participate in 3 stakeholder workshops   | Conduct/ participate in 4 stakeholder workshops  | Conduct/ participate in 5 stakeholder workshops  | Conduct/ participate in 6 stakeholder workshops   |
|              |                     | Redress                   | Stakeholder's liaison meetings are used as platforms to address complaints and enquiries                                   | Develop a regulatory communication strategy  | Pilot the strategy   | Implement the strategy  |
|              |                     |                           | There is an appeal process for unsatisfied clients   |  |  |   |



| Key services | Service beneficiary | Current standard       |  | Desired standard  |  |  |
|--------------|---------------------|------------------------|--|---|--|--|
|              |                     | 2010/11                |  | 2012/13   | 2013/14  | 2014/15  |
|              |                     | Value for money        | Currently is unpredictable and it takes too long for products to be successfully registered, which impacts on the business of the client                                     | By reducing the turnaround time allows clients to register products within reasonable time and enables them to do business legally and efficiently<br><br>Registration of stock and agricultural remedies products will contribute to a sustainable, secure and healthy food supply | Maintain the previous standards  | Maintain the previous standards (see <i>Appendix A</i> )   |
|              |                     | <b>Time</b>            | Timeframe performance in place   | 80% of agricultural and stock remedy evaluations within stated processing times (see <i>Appendix A</i> )  | 85% of agricultural and stock remedy evaluations within stated processing times (see <i>Appendix A</i> )   | Maintain the previous time frame performance   |
|              |                     | <b>Cost</b>            | Expenditure <ul style="list-style-type: none"> <li>• R13,3 million for salaries</li> <li>• R1,7 million operational costs</li> </ul>   | Estimated expenditure <ul style="list-style-type: none"> <li>• R22,8 million for salaries</li> <li>• R1,9 million operational costs</li> </ul> Review of application fees for value for money   | Estimated Expenditure <ul style="list-style-type: none"> <li>• R240 million for salaries</li> <li>• R2,6 million operational costs</li> </ul> Implement revised fees by 1 April 2013 | Estimated Expenditure <ul style="list-style-type: none"> <li>• R25,4 million for salaries</li> <li>• R3,2 million operational costs</li> </ul> Maintain the previous standards |
|              |                     | <b>Human resources</b> | Staff numbers: 66 total employees (of which 25 officials provide technical and administrative functions)<br><br>Use external technical advisors to speed up service delivery | Sign MOUs and SLAs with external technical advisors (consultant and other government departments) and to speed up service delivery  | Recruit 6 more technical officials   | Recruit 4 more technical officials   |



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

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

