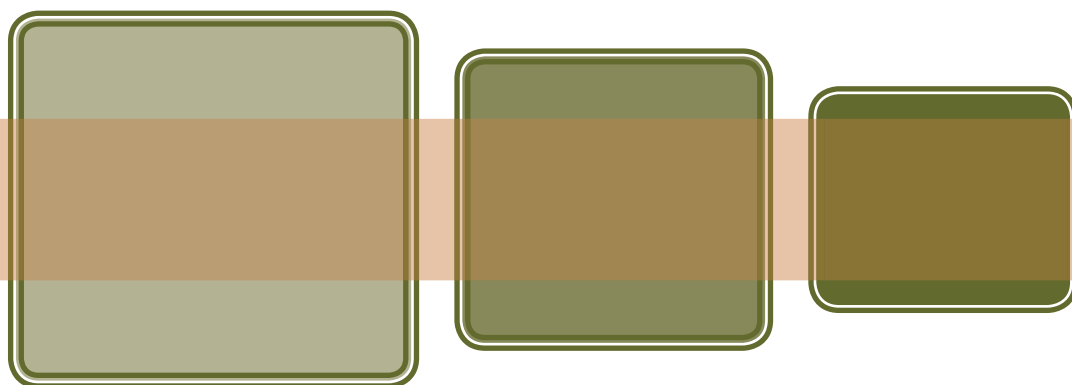


Strategic plan

for the Department of Agriculture

2007



2007

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Acronyms

AADP	African Agricultural Development Programme	DoE	Department of Education
AAP	Animal and Aqua Production	DPSA	Department of Public Service and Administration
ABET	Adult Basic Education and Training	dti	Department of Trade and Industry
ACP	African, Caribbean and Pacific	DWAF	Department of Water Affairs and Forestry
ADF	Agricultural Development Finance	EAP	Employee Assistance Programme
AE	Agricultural Economics	EFTAT	European Free Trade Association
AET	Agricultural Education and Training	EPA	Economic Partnership Agreement
AGIS	Agricultural Geo-referenced Information System	EPMS	Employee Performance Management System
AgriBEE	Agricultural Broad-Based Agricultural Black Economic Empowerment	ET	Education and Training
AgriSETA	Agricultural Sector and Training	EU	European Union
ALS	Agricultural Information Services	Fan GR	Farm Animal Genetic Resources
APAC	Association of Principals of Agricultural Colleges	FAO	Food and Agriculture Organization
APoA	Agricultural Programme of Action	FINREC	Financial Records (farm level, computerised)
ARC	Agricultural Research Council	FIVIMS	Food Insecurity and Vulnerability Information Mapping System
ASGISA	Accelerated and Shared Growth Initiative of South Africa	FMD	foot-and-mouth disease
ATF	Agricultural Trade Forum	FoodBEV	Food and Beverages
BCOCC	Border Control Operational Co-ordinating Committee	FOSAD	Forum of South African Directors-General
BDM	Biosecurity and Disaster Management	FS	Food Security
BED	Business and Entrepreneurial Development	FTA	Free Trade Agreement
BEE	Black Economic Empowerment	GADI	Grootfontein Agricultural Development Institute
BLNS	Botswana, Lesotho, Namibia and Swaziland	GCIS	Government Communication and Information System
CAADP	Comprehensive African Agricultural Development Programme	GG	Government Garage
CASP	Comprehensive Agricultural Support Programme	GIS	Geographic Information System
CBD	Convention for Biological Diversity	GM	genetically modified
CCD	Convention to Combat Desertification	GMO	genetically modified organism
CEO	Chief Executive Officer	GOPC	Governance and Operational Policy Committee
CFO	Chief Financial Officer	HHFP	Household Food Production
COMBUD	Computerised Enterprise Budget	HE	higher education
COO	Chief Operations Officer	HESA	Higher Education in South Africa
CPO	Chief Programmes Officer	HR	Human Resources
CSIR	Council for Scientific and Industrial Research	HRM	Human Resource Management
DBC	Departmental Bargaining Council	IBSA	India, Brazil and South Africa co-operation
DDG	Deputy Director-General	ICC	International Chamber of Commerce
DEAF	Department of Environmental Affairs and Forestry	ICC	International Co-operation Committee (DEXCO subcommittee)
DEAT	Department of Environmental Affairs and Tourism	ICT	Information and Communication Technology
DEXCO	Departmental Executive Committee	IDP	Integrated Development Programme
D:FS	Directorate Financial Services	IFSNP	Integrated Food Security and Nutrition Programme
DG	Director-General	IGFR	Intergovernmental Fiscal Review
DITC	Departmental Information Technology Committee	IKM	Information Knowledge Management
D:ICT	Directorate Information and Communication Technology	IOD	injuries on duty
DLA	Department of Land Affairs	IR	International Relations
DMC	Departmental Management Committee	ISR	Integrated Sustainable Rural Development Programme
DoA	Department of Agriculture	ISTA	International Seed Testing Association
		ITCA	Intergovernmental Technical Committee for Agriculture
		ITCAL	Intergovernmental Technical Committee

ITIL	Information Technology Infrastructure Library	PERSAL	Personnel and Salary Administration System
JE	job evaluation	PFMA	Public Finance Management Act, 1999
JIPSA	Joint Initiative on Priority Skills Acquisition	PGR	Plant Genetic Resources
KIMS	Knowledge and Information Management Systems	PGRFA	Plant Genetic Resources for Food and Agriculture
KRA	key result area	PILIR	Policy and Procedures on Incapacity and Ill-health Retirement
KZN	KwaZulu-Natal	PIMSA	Programme Management Office System
LADA	land degradation assessment in dryland areas	PI	plant improvement
LEBD	Livelihoods, Economics and Business Development	PIT	Public Internet Terminal
LOGIS	logistical information system	PMDS	Performance Management Development System
LRAD	Land Redistribution for Agricultural Development	PMIF	project management implementation framework
LUSM	Land Use and Soil Management	PP	Plant Production
Mafisa	Micro-agricultural Financial Institutions of South Africa	PPECB	Perishable Products Export Control Board
MEC	Member of the Executive Council	PRM	Production and Resources Management
MERCOSUR	Mercado Común del Sur	PSCBC	Public Service Co-ordinating Bargaining Council
MinMec	Minister and Members of Executive Council (now NIFAL)	PSETA	Public Service's Sector Education and Training Authority
MIOS	Minimum information interoperability standard	QRM	Quarterly Review Meeting
MISP	Master Information System Plan	R&D	research and development
MoU	Memorandum of Understanding	SAATA	South African Agricultural Teachers' Association
MPCC	Multipurpose community centre	SACU	Southern African Customs Union
MTEF/ENE	Medium Term Economic Forum/Medium Term Expenditure Framework Estimate of National Expenditure	SADC	Southern African Development Community
MTSF	Medium Term Strategic Framework	SADCPGR	Southern African Development Community Plant Genetic Resources
NAC	National Agrometeorological Committee	SAEM	South African Excellence Model
NAET	National Agricultural Education and Training Forum	SAMDI	South African Management and Development Institute
Nafu	National African Farmers' Union	SAPIP	South African Pesticide Initiative Programme
NAMC	National Agricultural Marketing Council	SDIP	Service Delivery Improvement Plan
NARF	National Agricultural Research Forum	SEDA	Small Enterprise Development Agency
NARMS	National Agricultural Resource Monitoring System	SHG	Self-help Groups
NEDLAC	National Economic Development and Labour Advisory Council	SITA	State Information Technology Agency
NEPAD	New Partnership for Africa's Development	SLA	Service Level Agreement
NFSMS	National Fixed Site Monitoring System	SLAG	Settlement Land Acquisition Grant
NGO	Nongovernmental organisation	SMME	small, medium and micro enterprises
NIFAL	National Intergovernmental Forum on Agriculture and Land	SMS	Senior Management Services
NMTIP	National Medium Term Investment Programme	SMTA	standard material transfer agreement
NRF	National Research Foundation	SoE	State of the Environment
NRM	Natural Resource Management	SONA	State of the Nation Address
NRS	National Regulatory Services	SOP	standard operating procedure
NTB	nontariff barrier	SPS	Sanitary and Phytosanitary
NYC	National Youth Commission	SSP	Sector Services and Partnership
OBP	Onderstepoort Biological Products	STC	Sectoral Training Committee
ODC	Organisation Development Committee	TAP	Technical Assistance Programme
OECD	Organisation for Economic Co-operation and Development	TAU SA	(formerly the Transvaal Agricultural Union)
OLA	Operations Level Agreement	TDCA	Trade, Development and Co-operation Agreement (SA/EU)
PAJA	Promotion of Administrative Justice Act	UNCCD	United Nations Convention for Combating Desertification
PBR	plant breeders' rights	UPOV	International Union for the Protection of New Varieties
PDA	provincial department of agriculture	URP	Urban Renewal Programme
PDI	previously disadvantaged individuals	UNEP	United Nations Environment Programme
PDP	Professional Development Programme	VCT	Voluntary Counselling and Testing
		WIPO	World Intellectual Property Organisation
		WRC	Water Research Commission
		WTO	World Trade Organisation

1

Introduction



Statement by the Minister



As we enter the year 2007, we take the opportunity in presenting the *Strategic plan for the Department of Agriculture 2007*, to assess the challenges we faced in the previous year, the successes we achieved in overcoming these and how we intend to meet present and future challenges. We continue under the theme, “Renewing our pledge—a national partnership to build a better life for all”.

For this financial year, our focus will be on further improving food security through household food production, especially among the most food insecure and vulnerable communities. The strategy will further focus on developing financing requirements for emerging farmer support programmes through the Micro-agricultural Financial Institutions of South Africa (Mafisa) and reviving agricultural, state and state-supported community schemes.

We also aim to focus on our strategic performance areas and ways on how to accelerate service delivery in the department in 2007, especially in the empowerment of women. In this regard, we launched the Women in Agriculture and Rural Development (WARD) initiative in October 2006. This will culminate in the 4th World Congress of Rural Women, which will be held at the International Convention Centre in Durban, from 23 to 26 April 2007. The congress will be preceded by an African Consultation of Rural Women that will be held at the same venue from 19 to 21 April 2007. Good progress has already been made in organising the congress in order to ensure its success.

To further accelerate service delivery, we adopted a strategy called Operation Gijima in November 2006, which is aimed at fast-tracking delivery of the departmental programmes. This strategy was adopted following a three-day Lekgotla, which I chaired, including the nine provincial Members of the Executive Council (MECs), their Heads of Departments (HODs), Chief Executive Officers (CEOs) and top management of state-owned enterprises. The decision for the strategy was the result of concerns voiced from many quarters about an apparent lack of visible service delivery, including the slow pace of implementing the 2005 Land Summit resolutions and the unfolding of AgriBEE.

During the Lekgotla I also launched Letsema/Ilima to assist in popularising departmental programmes already in existence, i.e. the Comprehensive Agricultural Support Programme (CASP), Mafisa and Land Redistribution for Agricultural Development (LRAD), which offer support to small-scale farmers. Another objective of the campaign is to encourage people, especially in rural communities, to utilise fallow-lying land to plant food for their own households. The fast-tracking of the key areas identified above, will assist in the transformation of the agricultural industry and empowerment of women, the youth and the urban and rural poor. We believe, that through Operation Gijima, we will be able to deliver on our objectives.

Through CASP, post-settlement support was provided to targeted beneficiaries of land reform and other farmers who acquired land through private means. An amount of R300 million was allocated to CASP for the 2006/07 financial year, focusing mainly on the provision of on and off-farm infrastructure. Although implementation was hampered by a number of challenges facing the provincial departments of agriculture, such as a lack of capacity, a lack of proper planning and a lack of alignment with other programmes, significant improvement was made during 2006. In 2007, delivery on CASP projects will be one of our main focus areas.

Various strategic performance areas have been prioritised for speedy implementation in 2007. In addition, we will use a one-stop-shop approach to package and present accessible services and support for the sector. In this case, we will focus on implementing an integrated service, including Mafisa, CASP, LRAD, Land Bank development finance and other development finance assistance aimed at supporting emerging agricultural entrepreneurs.

Financial services are extended to economically active poor rural households, small farmers and agribusinesses through Mafisa. This credit scheme is administered by the Land Bank and provincial departments assist potential clients to access the scheme. By means of the scheme loans are provided to emerging farmers who were served neither by the Land Bank nor other financial institutions. The disbursement of loans commenced in January 2006 and progress is monitored continuously in order to accelerate the implementation of the scheme.

Knowledge and skills development in the agricultural sector are critical factors to promote the growth and transformation of the sector. Following the launch of the Agricultural Education and Training (AET) Strategy in 2005, we established a National Agricultural Education and Training Forum as well as Provincial Agricultural Education and Training Forums in 2006 as part of the implementation of the strategy. These forums will address issues of skills shortage in certain agricultural fields, as well as unemployed graduates. Through strengthened agricultural education and training we hope to enable Government to achieve its broader poverty alleviation and job creation goals.

As part of the Accelerated and Shared Growth Initiative of South Africa (ASGISA), the Household Food Security Programme was expanded to all nine provinces to promote the Millennium Development Goals of reducing poverty and food insecurity by half by the year 2015. Detailed business plans have now been developed for identified ASGISA projects in five key areas such as livestock development, establishment and rehabilitation of new and existing irrigation schemes, biofuels, land rehabilitation and the development of agricultural development corridors.

One of the initiatives, project Gweb'indlala in KwaZulu-Natal, focuses on food security through infrastructure development, provision of key production inputs, facilitating access to markets, job creation and poverty alleviation. Livestock development, and particularly goats, has also been identified as a focus area in the emerging farming sector. We aim to increase the percentage of commercially traded goats from the current 10 to 30 % in five years.

As part of the national goat development programme, successful projects have been implemented in Umzimvubu and Kgalagadi, which serve as models for a national roll-out. The programmes are targeted at benefiting resource-poor black farmers, especially in Eastern Cape, Northern Cape, North West, KwaZulu-Natal and Limpopo provinces.

We will continue our engagement with emerging farmers to determine to what extent they will benefit from the bio-fuel programme. An interdepartmental task team on biofuel is directing the strategy on biofuel and a submission will be made to Cabinet with specific recommendations on biodiesel and ethanol blending. The roll-out plan will ensure the participation of emerging black farmers and, therefore, national and provincial departments of agriculture are in the process of mobilising emerging farmers.

With globalisation, the opening of markets and trade in regulated agricultural products has increased the possibility of illegal importation of agricultural products, as well as the risk of various diseases and pests. During 2006 we focused on the improvement of continuous surveillance systems for effective monitoring of animal and plant diseases to minimise risks associated with disease outbreaks. Outbreaks of avian influenza in ostriches, African horsesickness and Classical Swine fever in pigs were contained successfully, largely because of quick action taken by the department and the high level of co-operation with provincial departments and stakeholders in the areas affected.

Regarding the agenda of the International Relations, Peace and Security Cluster, the DoA's role in the AU is in skills transfer and information sharing as well as research and development to fulfil the aims of NEPAD; leading and facilitating trade agreements among emerging economies, especially concerning India, Brazil and South Africa co-operation (IBSA); follow-through of the trade agreement with the People's Republic of China in pursuance of the Africa-China Forum Protocol to implement skills transfer and agrarian development to benefit South Africa and the African continent; and facilitating the reviving of the WTO talks.

Every year presents its own challenges and opportunities for our strategic planning. Our aim is to renew our pledge—a national partnership to build a better life for all. I look forward to working with all stakeholders in agriculture to achieve this goal.



Ms Lulu Xingwana (MP)

MINISTER FOR AGRICULTURE AND LAND AFFAIRS

Director-General's overview



The *Strategic plan* for the 2007/08 financial year was prepared within the prescribed guidelines of National Treasury and the Department of Public Service and Administration.

OVERVIEW OF THE STRATEGIC PLAN

The *Strategic plan* is presented in five parts. The introduction and the political and organisational overviews are presented in **Part 1**. In **Part 2** we reflect on the sectoral overview and performance as well as existing governance systems. **Part 3** provides information on the department's mission statement, gives insight into the organisational structure, approved key result areas (KRAs) and objectives, its legislative mandate and programme for 2007, the departmental planning process and other processes. **Part 4** focuses on the programme of work and budgets for the 2007/08 financial year, and **Part 5** contains the annual performance plans of the five departmental programmes and can be regarded as a department-wide business plan per quarter, extracted from the operational plans at programme level and presented in relation to each of our strategic priorities. In this section we also attempt to reflect on the manner in which the programmes contribute to the strategic priorities.

A set of annexures has been included as additional information to the *Strategic plan*. These include internal service delivery standards, the information

management plan, the communication strategy and a list of relevant reference documents.

In this *Strategic plan* we aim to review the challenges we faced in meeting targets we had set for ourselves in 2006, our achievements, and focus on the steps to be taken in 2007 to realise our vision and its objectives as set out in *The strategic plan for South African agriculture* of November 2001. In the coming year we will focus on the fast-tracking of service delivery in the eight departmental priority areas, especially in the key areas identified in Operation Gijima.

AFRICAN AGRICULTURAL DEVELOPMENT PROGRAMME (AADP)

South Africa experienced an increased demand by African countries for technical assistance support in the field of agriculture. A technical assistance programme (TAP) called the African Agricultural Development Programme (AADP) was established as a contribution towards regional stability and the sustainable development of the economies of African countries. The TAP is considered to be an important enabler for Southern African Development Countries' (SADC) regional development with potential long-term benefits for South Africa.

A report on intra-African agricultural trade to promote trade as part of the AADP is being finalised. The department has completed desktop studies for selected countries, which will be visited in order to supplement the information for compiling the report. Negotiation positions for ongoing negotiations within the SADC, World Trade Organisation (WTO), Southern African Customs Union (SACU), Mercosur and the TDCA review are being developed as the negotiations proceed.

Through the assistance of the Food and Agriculture Organization's (FAO) technical co-operation support, the department has co-ordinated the development of a national medium-term investment programme (NMTIP) as a frame-

work for implementation of the Comprehensive African Agricultural Development Programme (CAADP) at national level. Bankable investment project profiles have been developed to focus national efforts and actions onto specific areas of project development and funding.

During 2007 we will continue our close relationship with the FAO and the FAO Africa Regional Office to ensure our contribution to a prosperous Africa and a better world.

AGRICULTURAL BROAD-BASED BLACK ECONOMIC EMPOWERMENT (AgriBEE)

The draft AgriBEE Charter was completed and submitted to the Minister for consideration and approval. In November 2006 the charter was discussed with the Portfolio Committee on Agriculture and Land Affairs. Proposed changes were incorporated in the charter and it was handed over to the Minister of Trade and Industry for gazetting.

Good progress was made during 2006 with the testing of business models with selected commodity groups and local development organisations working on the best way to integrate emerging participants into mainstream agriculture. Evaluation and monitoring systems for AgriBEE activities are being set up and implementation and monitoring interactions will be conducted at national, provincial, regional and local levels. Selected service providers will conduct training workshops on the impact and relevance of AgriBEE on local municipality delivery levels and the agricultural sector during 2007.

Implementation of AgriBEE is based on the commodity/product value chain approach and diversified through ASGISA. This approach is integral to creating linkages, partnerships and networks for balanced, mutually benefiting results for all concerned. It will ensure enhanced competitiveness and sustainable development with improvement/expansion of the existing businesses, rehabilitation of ailing agricultural business concerns and expanded entry for new businesses in the sector.

As part of the process to unlock the full entrepreneurial potential in the sector, we have also been encouraging partnerships between established agricultural enterprises and emerging farmers and entrepreneurs. The grain strategy's implementation plan is nearing completion and the fruit industry's commodity action plan is in the process of being developed.

To empower youth and women to contribute towards the transformation and growth of the sector, the external bursary scheme and the experiential and internship programme were established. Since the introduction of the bursary scheme in 2003, a total of R18,9 million has been invested in students studying for various degrees within the identified scarce skills categories within the agricultural sector. A total of 383 bursaries have been awarded in the past four years and a further 100 bursaries are planned for 2007/08. About 160 graduates were placed as interns within the department and agricultural commodity organisations in 2006/07. Our aim is to inspire and support the entry of youth into the agricultural sector.

COMPREHENSIVE AGRICULTURAL SUPPORT PROGRAMME (CASP)

During the past two years agricultural support has been provided to land and agrarian reform projects, which contributes towards food security, job creation and poverty alleviation. Since the implementation of CASP in 2004/05, a total amount of R750 million has been allocated to this programme. Because delivery of agricultural support services is dependent on the capacity of provincial departments, we continued to direct the process of empowering the provinces with regard to planning, implementation, information dissemination and reporting.

The Micro-agricultural Financial Institutions of South Africa (Mafisa) provides access to finance for farmers, especially beneficiaries of the land restitution, redistribution and land tenure reform programmes. The Land Bank administers the credit scheme on behalf of the department and provincial departments provide assistance to access the scheme. Four development finance institutions are currently participating in the disbursement of Mafisa funds in the provinces.

Challenges experienced in implementing the scheme mainly included a lack of capacity and a lack of economic and/or financial experience at provincial departments. Intervention measures were instituted and provinces have now assigned Agricultural Economists to assist applicants with their operational plans. The process of training Credit Committees in collaboration with AgriSETA is also continuing.

During 2005/06 and 2006/07 amounts of R144 million and R196 million, respectively, were transferred from the department's budget to the Land Bank. To date good progress has been made with providing loans and a total of 900 loans to the value of R24 million were approved by end of September 2006. Loans have been issued since January 2006 and progress is monitored on a continuous basis to fast-track implementation of the scheme.

A total of 84 agricultural farmer co-operatives have been established. These co-operatives are fully registered and linked to financial services and businesses. We facilitated the training and capacity building of all established co-operatives through accredited training institutions and colleges of agriculture.

To ensure the commercial viability of emerging farmers from a household food security level to commercial level, a farmer-to-farmer mentorship policy was approved. This policy will be piloted in four provinces on 36 projects. During 2007 a total of 36 extension officers will be trained in providing mentoring to farmers.

The agricultural marketing environment was reviewed and a report with specific recommendations to revisit the Agricultural Marketing Act will be submitted to the Minister. Good progress was also made with reviewing the agricultural trade strategy and the first draft, incorporating industry inputs, has been developed. The strategy will also incorporate the outcome of the marketing review process.

To develop a comprehensive agro-logistics strategy and an investment plan, a report on the status of agro-logistics in South Africa has been completed. The report is at present being discussed with other government departments such as Transport, Trade and Industry and public entities such as the National Agricultural Marketing Council (NAMC), Spoornet and the industry.

A total of 17 commodity-based agricultural marketing value chain profiles were produced and published. Farmers use these profiles to gain insight into the agricultural marketing structures of the different industries.

In July 2006 the EFTA-Southern African Customs Union (SACU) agreements were signed for implementation in 2007. This will, however, also depend on the ratification procedures followed by the SACU partners. The trade negotiating position for free trade agreement between SACU and India has not been finalised yet because of a delay in negotiations as a result of the new government in India.

The department regards skills development as one of the critical areas for the success of ASGISA. About 800 emerging farmers received hands-on training in various fields of farm management at the Grootfontein Agricultural Development Institute (GADI). Commodity-directed mentorship programmes were presented to a total of 10 000 farmers, while 2 251 farmworkers received adult basic education and training in line with the objectives of the draft transformation charter. All the participants in the programme are beneficiaries of the Agrarian and Land Reform Programme.

During 2006 several policies and strategies were developed to promote sustainable agricultural production. These include policies on animal improvement, aquaculture, wildlife ranching, range and forage, grain, vegetables, industrial and indigenous crops, ornamental plants, as well as biosafety.

Livestock farming by black emerging farmers is often characterised by overstocking and poor productivity, leading to overgrazing. The livestock development strategy was developed and is currently being implemented to address this challenge.

Production guidelines aimed at providing information to farmers, extension officers and other clients were also developed. These included guidelines for small-scale egg production, household broiler production, a management programme for a small-farm piggery, rabbit production for household use, animal traction, urban and peri-urban animal agriculture, milch goats, weaning of calves, beef cattle, veld management, fruit production, grain crops, vegetable production, industrial crops, ornamental plants and indigenous crop production.

Early warning climate advisories were issued to the agricultural sector on a monthly basis to assist farmers in managing climatic risks. An awareness campaign on broad risk and disaster management issues was also launched to create awareness on how to manage risks. A total of 62 470 farmers participated in the drought relief scheme. Altogether 52 259 of these were small-scale farmers and 10 211 commercial farmers.

INTEGRATED FOOD SECURITY AND NUTRITION PROGRAMME (IFSNP)

The department took an active role in arranging the World Food Day celebrations that were held in Pietermaritzburg, KwaZulu-Natal on 16 October 2006. In celebrating this initiative of the FAO, more than 186 countries joined hands with our country on World Food Day. This was also symbolic in the sense that it was on this day that the FAO was founded in 1945. The theme for 2006, *“Investing in agriculture for food security”*, highlighted the vital role of agriculture in ensuring that all people have access to sufficient food of a wide variety to lead healthy, active lives.

The event also marked the midway point of the 20-year period between the 1996 World Food Summit when the world's leaders pledged to reduce poverty and food insecurity by half by 2015. The World Food Summit plan of action and the South African Constitution (which was enacted in the same year) recognise access to food and clean water as part of basic social rights. To take further steps toward achieving this objective, the Special Programme for

Food Security (SPFS) will be expanded to all nine provinces. Altogether 10% of the total CASP budget will also be aligned to projects that contribute directly towards food security. In line with the strategic goal of reducing food insecurity, a total of 66 364 households were provided with agricultural production packages in all the nine provinces during the third quarter of 2006/07.

The Food Insecurity and Vulnerability Information Mapping System (FIVIMS) project was piloted in Ga-Sekhukhune district, Limpopo Province and launched during October 2006. As part of the national roll-out, food security profiles for the 13 rural nodes will be developed and baseline surveys conducted in three rural nodes.

In the light of the importance of food security in the nation's development and the overall goal of improved welfare of the population, Government places high priority on several national policies and programmes, which outline the coherent goal to raise the nutritional levels, especially the more vulnerable sections of the population. Some of these initiatives include:

- Ziyazondla in the Eastern Cape Province
- Siyavuna in KwaZulu-Natal
- Asibuyele Masimini in Mpumalanga and a number of other Household Food Production Programmes country-wide.

Within the Social Sector Cluster we are challenged to take the lead regarding the implementation of the IFSNP. For this purpose, we collaborated with relevant stakeholders, including nongovernmental organisations, schools and communities in general, to assist in the development and dissemination of suitable technologies, information and training modules to provide assistance in increasing the levels of household food production.

Through ASGISA, a number of initiatives were embarked upon to address its objectives and this includes Project Gweb'indlala, which focuses on food security through infrastructure development, provision of key production inputs, facilitating market access, job creation and poverty alleviation. As part of popularising of ASGISA and to relieve poverty and alleviate food insecurity in the country, the department expanded the Household Food Security Programme to all nine provinces. This programme was first piloted in KwaZulu-Natal, the Eastern Cape and Limpopo provinces.

KNOWLEDGE AND INFORMATION MANAGEMENT SYSTEM (KIMS)

To improve the accuracy of crop estimates, a new producer independent crop estimate system was developed and implemented in the Free State, North West, Mpumalanga and Gauteng provinces. This new system, which is partially funded by the Maize Trust, will complement the existing point frame sampling system. Preliminary results from the new system are very promising.

The department co-operated with the Organisation for Economic Cooperation and Development (OECD) in a study to review South Africa's agricultural policies. After a peer review process at the OECD, which, from a developing country perspective, proved to be a resounding success, the report was finalised, published and officially launched in 2006. The outcome of this study will be used as a measure of Government's intervention in the sector.

As the official source of agricultural statistics in South Africa, we focused on providing reliable, up-to-date information on the performance of the agricultural sector on a monthly and quarterly basis. This included monthly forecasts on the production of field crops on provincial level and quarterly monitoring of the economic performance of the sector. Overviews of economic changes and the impact on the sector were published on a regular basis.

Commodity-based agricultural marketing training materials for grain, livestock, horticulture and industrial products have been produced. In addition, a facilitators' training guide for implementing the training programme has also been developed. The material will mainly be used as a basis for training farmers in agricultural marketing.

A national Agricultural Education and Training Forum executive committee (NEAT) was established in 2006 as part of the implementation of the AET strategy. The forum will operate along the lines of the National Agricultural Research Forum (NARF) and will deal with matters pertaining to agricultural education and training. The forum's executive committee will advise the Minister for Agriculture and Land Affairs on skills development issues.

NATURAL RESOURCES MANAGEMENT (NRM)

A natural resources atlas was developed to provide access to a comprehensive set of data and a framework for strategic planning at national and provincial levels for the implementation of programmes such as land redistribution, LandCare as well as international conventions focusing on biodiversity, climate change and land assessment for long-term sustainability. This electronic atlas provides access to 63 national spatial layers of information on soil,

climate, vegetation, terrain, land capability, as well as high-resolution satellite data. This will be implemented in the next five to ten years in co-operation with other national departments, provinces and municipalities.

A groundwater development atlas has been created to provide information on the nature of groundwater potential. Databases for agriculture infrastructure, mechanisation and energy will be developed to inform appropriate decision-making processes. A draft strategy on irrigation development has also been developed to enable and guide the development of irrigation as well as improving the irrigation water use efficiency in South Africa.

The LandCare programme was established to promote productivity through the sustainable use of natural resources, to improve food security and create employment, therefore encouraging South Africans to use sustainable methods of cultivation, livestock grazing and harvesting of natural resources in order to limit land degradation. Using various degradation indices, including soil and rangeland degradation, the level of degradation can be determined. The department identified five provinces, namely KwaZulu-Natal, North West, Northern Cape, Mpumalanga and the Eastern Cape as the most degraded parts of South Africa.

Although LandCare is a community-based programme, the emphasis of the extension approach in the provinces has now shifted to a greater emphasis on participatory planning, development and an implementation approach to projects. Doing development for the communities has been replaced by working with the communities in order to ensure the rehabilitation and sustainable management of natural resources.

Because of LandCare awareness activities, rural communities in the provinces have a greater awareness of the value of conserving the natural resources. Through the use of conservation farming methods and in-field water harvesting, certain projects have led to a significant increase in production on high-potential land. Grazing lands have been brought into a sustainable management system through correct fencing into camps and suitable water reticulation systems and through the removal of alien invader vegetation. Wetlands used for agricultural purposes have been protected by improved management practices.

NATIONAL REGULATORY SERVICES (NRS)

As a result of an increase in trade in regulated agricultural products, illegal import or export of products poses the risk of introducing a range of diseases and pests. The department's participation at the three tiers Border Control Operations Co-ordinating Committee (BCOCC) was fortified and we are currently a prominent player in developments within this structure. We managed to reduce the numbers of interceptions on noncompliant exports while the interceptions for noncompliant imports increased by 20% owing to the employment of additional staff at strategic locations and the deployment of the Sedupe K9 (snifferdogs) inspections at OR Tambo International Airport. Inspection and auditing services increased by 25% during 2006 with special emphasis on programmes for the exporting of fruit and liquor, trade control for compliance of a variety of agricultural products and border control inspections.

During 2006 the department once again managed to control the outbreak of animal diseases effectively. An intensive campaign was launched to combat the outbreak of Classical Swine fever in the Eastern Cape Province by culling large numbers of infected pigs and compensating the owners. The further spreading of the disease was effectively contained by the high level of co-operation and strict control measures that were enforced by the department and provincial departments of agriculture.

The suspension on horse exports from South Africa was repealed in October 2006. Although a few reports of African horsesickness were received outside the controlled area, South Africa's export status for horses was not affected negatively. A call was made on owners to vaccinate their horses annually.

The EU lifted the ban on the importation of South African ostrich meat in November 2006 after the successful eradication of the outbreak of avian influenza (H5N2 virus) in ostriches in the Western Cape Province in July 2006. We will continue with extensive surveillance of all ostriches and chickens throughout the country. Chickens have remained negative for the H5N2 virus at all times. An avian influenza contingency plan was drafted and implemented in co-operation with the Department of Health. We also embarked on a national media awareness campaign on avian influenza, which included radio advertisements, which were broadcast on 11 SABC radio stations and television advertisements on SABC 1,2,3 and eTV.

To promote the international trade of agricultural products, engagements with trading partners were enhanced with the aim of maintaining existing markets and accessing new ones. These engagements included bilateral negotiations with the People's Republic of China and the United States of America on citrus exports. Control measures to promulgate new ports of entry and regulate the movement of citrus within South Africa were published. An intensive promotion and awareness campaign on plant health matters was conducted at the ports of entry.

The South African Pesticide Initiative Programme (SAPiP) was set up to assist the horticultural sector to continue to comply with new European Union (EU) legislation on pesticide use and maximum residue levels of pesticides. The programme is currently in its third year and progressing well. Five out of twelve applicants have been selected as part of the capacity-building arm of the programme for emerging farmers. The aim is to strengthen capacity with regard to good agricultural practices in order to maintain and improve the export potential of participants to the EU. More than 4 000 participants will benefit from this project, which will be launched in 2007.

A joint programme between the department and the Perishable Products Export Control Board (PPECB), the agri-export technologists sponsorship programme was initiated to address export requirements among emerging farmers. To date, 25 of the 100 students who will go through the programme have been trained. All students are from previously disadvantaged backgrounds and will be required to mentor emerging farmers.

A database of emerging horticulture farmers is being developed with the assistance of the Citrus Growers' Association and other stakeholders. Training in responsible pesticide use as well as the integration of emerging farmers into existing grower associations has now started.

RESEARCH AND DEVELOPMENT (R&D)

A consultation process was followed with all major stakeholders within the national agricultural research system in formulating the draft R&D strategy. Inputs from the consultations will be consolidated in the strategy and will be endorsed by the National Agricultural Research Forum (NARF) in June 2007. *Ad hoc* short-term research projects were co-ordinated and managed through service level agreements with the Agricultural Research Council (ARC). A total of 41 research and development projects to an amount of R42 million were commissioned by the department in the 2006/07 financial year.

CONCLUSION

As a result of the restructuring of the department and the consequent implementation of the new structure on 1 April 2006, the normal operations of the department were affected. Some business units were subjected to greater management changes as some functions were relocated to other line functions while some had to be incorporated into new programmes. The purpose of the restructuring was to enhance organisational performance and to strengthen the department's capacity to improve service delivery and the implementation of national programmes.

In the year ahead there are many challenges facing us. However, we are convinced that within our new enabling environment we will be able to contribute towards the development of the sector and provide the necessary services to resource-poor farmers. We further believe that, in the spirit of Operation Gijima and with the policies, strategies and programmes that we have in place, we will succeed in pushing back the frontiers of poverty in our country.

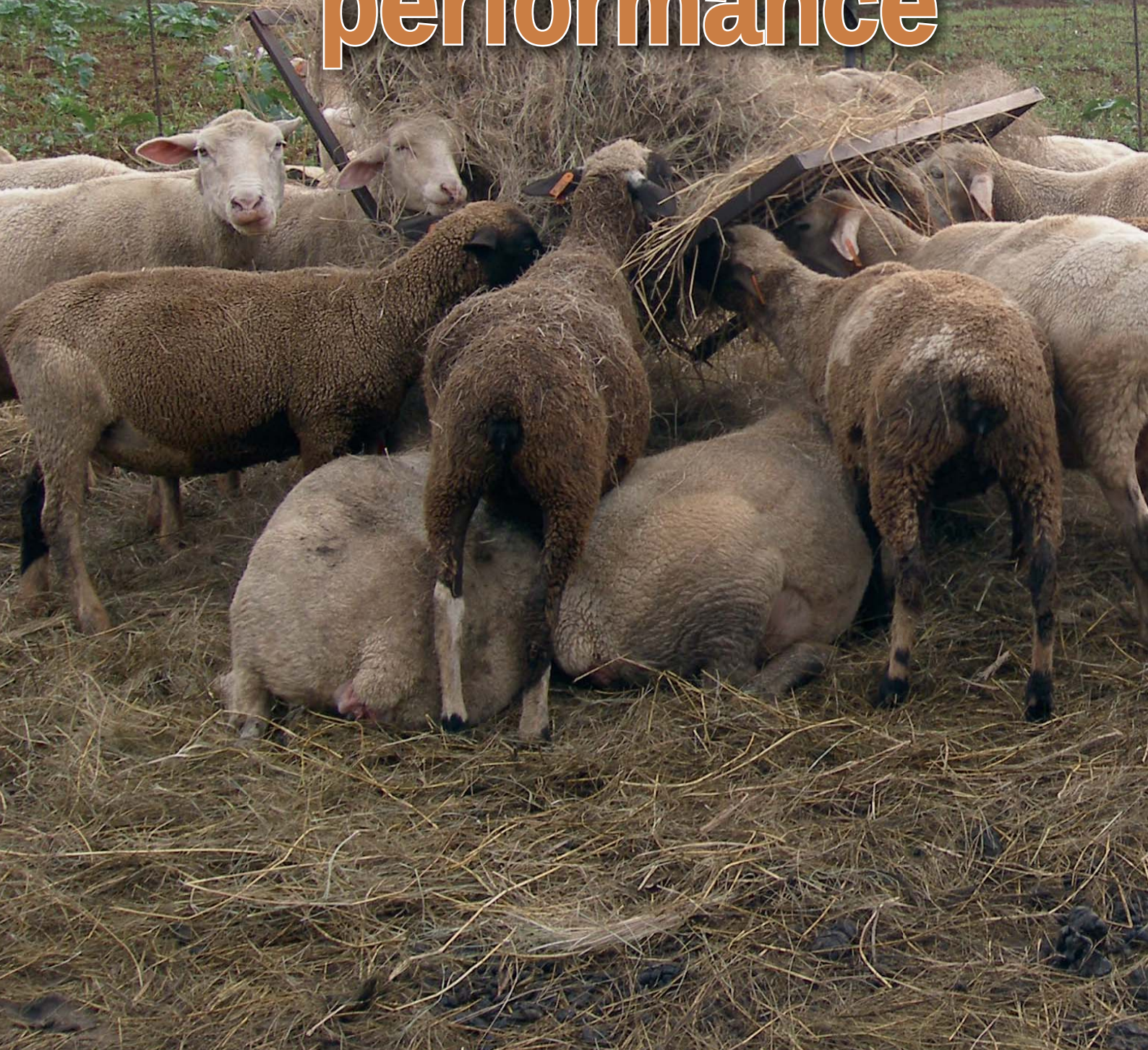
May I take this opportunity to thank the Minister and Deputy Minister for their political leadership and support, and the Chairpersons of the Parliamentary Committees for their expertise and guidance. I also want to extend my appreciation to the leadership and staff of all the agriculture state-owned enterprises, the agribusiness community and farmer organisations who contribute in ensuring that we meet our commitments to the South African agricultural public. I would also like to thank my management team and all the staff members in the department for their hard work involved in the development and implementation of the *Strategic plan*.



Mr Masiphula Mbongwa

DIRECTOR-GENERAL: AGRICULTURE

2 Sectoral overview and performance



Economic performance of the sector

NATURAL RESOURCES

The Republic of South Africa covers 121,9 million ha, and has a total population of about 46,6 million people. About 13% of South Africa's surface area can be used for crop production. High-potential arable land comprises only 22% of the total arable land. Slightly more than 1,3 million ha of land is under irrigation.

The most important factor that limits agricultural production is the non-availability of water. Rainfall is distributed unevenly across the country, with humid, subtropical conditions occurring in the east, and dry desert conditions in the west. Almost 50% of South Africa's water is used for agricultural purposes.

LAND USE PATTERNS

Land used for agriculture comprises 81% of the country's total area, while natural areas account for about 9%. Approximately 83% of agricultural land in South Africa is used for grazing, while 17% is cultivated for cash crops. Forestry comprises less than 2% of the land and approximately 12% is reserved for conservation purposes.

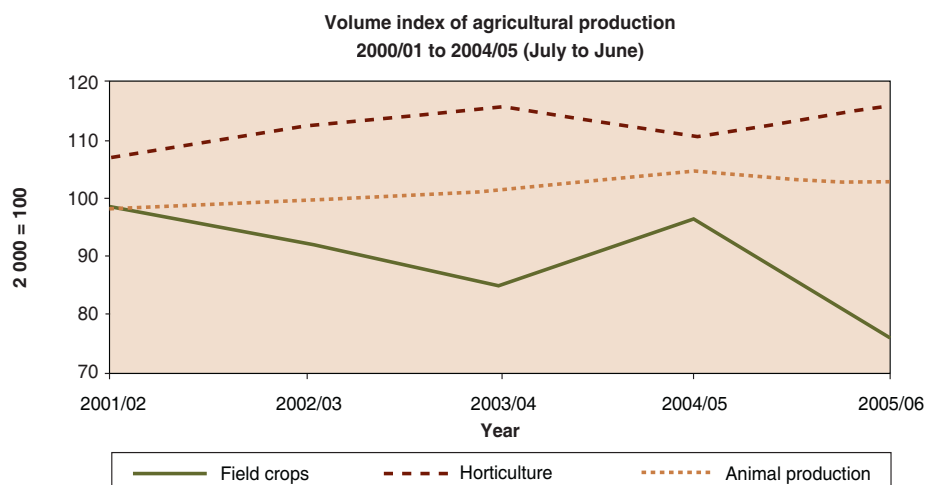
ECONOMIC SIGNIFICANCE OF THE SECTOR

Although agriculture contributed only 2,2% (R30 577 million) to the total gross domestic product in 2005, it is important to note its backward and forward linkages to the national economy. Purchases of goods such as fertilisers, chemicals and implements form backward linkages with the manufacturing sector, while forward linkages are established through the supply of raw materials to industry. About 70% of agricultural output is used as intermediate products in the manufacturing sector.

Formal agriculture provides employment to about 930 000 farm workers. This includes seasonal and contract workers. In addition, the smallholder sector provides full or part-time employment for at least 1,3 million households. It is further estimated that about 6 million people depend on agriculture for a livelihood. Generally, the number of jobs created per unit of investment is higher in agriculture than in other sectors. This implies that growth in agricultural output has a significant impact on job creation.

PRODUCTION

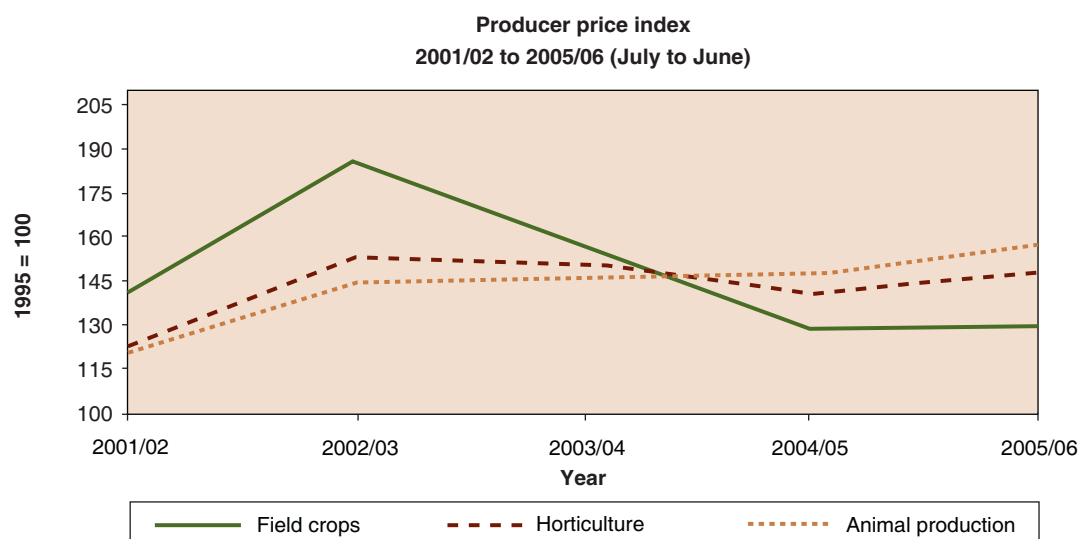
During 2005/06 the estimated volume of agricultural production was 6,4% lower than in 2004/05. The volume of field-crop production decreased by 21,1% compared to the previous year as a result of the decrease in maize, sorghum and dry bean production. Horticultural production increased by 4,6%, while animal production decreased by 2,3%.



PRODUCER PRICES OF AGRICULTURAL PRODUCTS

Producer prices of agricultural products increased on average, by 4,4 % from 2004/05 to 2005/06. The combined producer prices of field crops rose by 0,6 % from last season, with prices for winter grains, sugar cane, and dry beans increasing by 16,1; 10,3 and 13,7 %, respectively. Although the combined producer prices of summer crops decreased by 9,8 %, there was a significant increase in the producer prices of maize and sorghum in the second quarter of 2006.

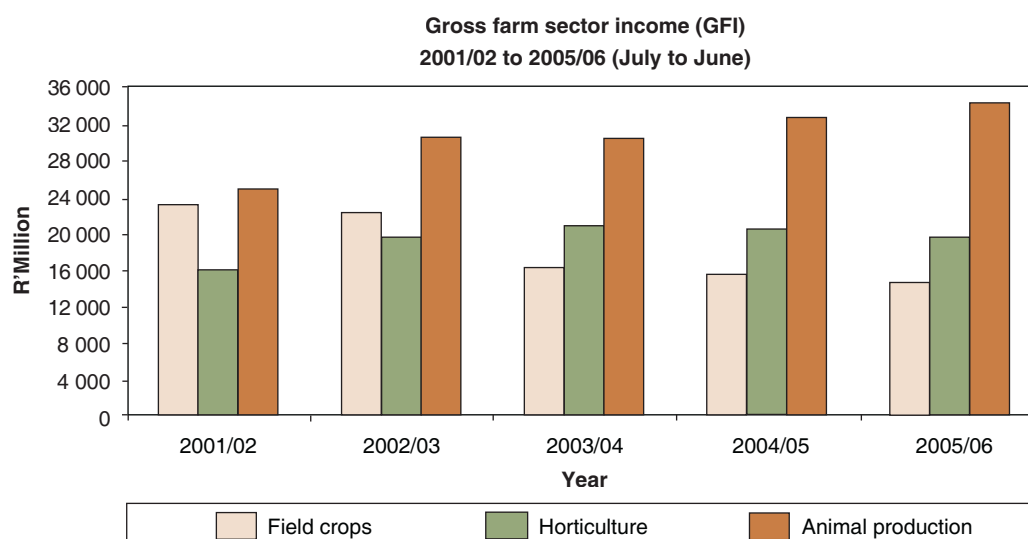
Producer prices of horticultural products increased by 5,4 % compared with those of 2004/05. Prices of fresh vegetables increased by 17,2 %, while the prices of fruit decreased by 2,4 %.



In 2005/06, the producer prices of animal products were 6,5 % higher than in 2004/05. Prices received for pastoral products, slaughtered stock and poultry increased by 20,2; 11,8 and 4,1 %, respectively. The price farmers received for dairy products was on average 0,2 % lower.

FARM SECTOR INCOME

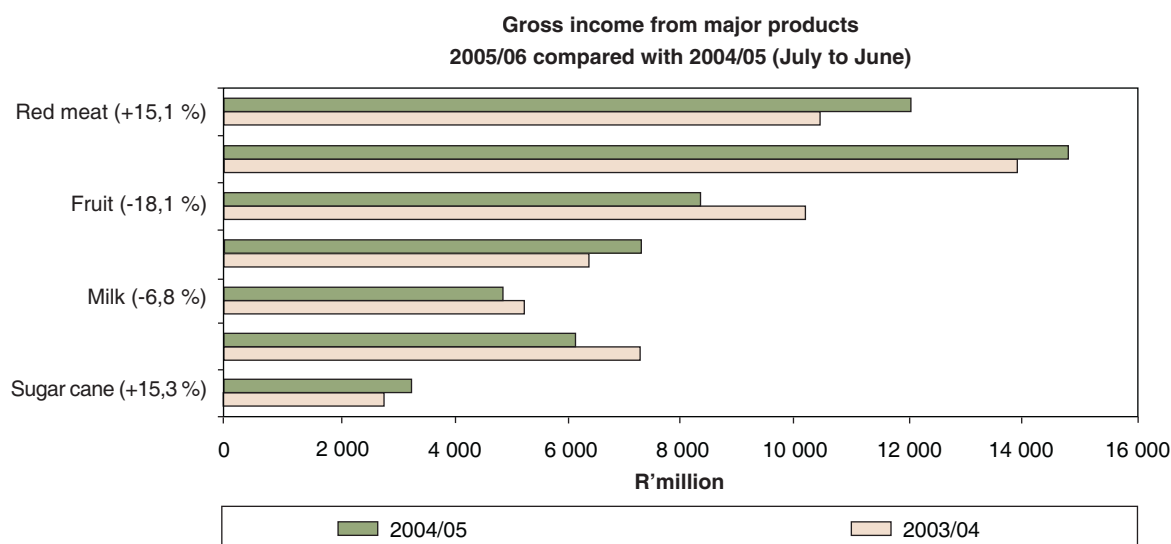
The gross income of producers (the value of sales and production for other uses, plus the value of changes in inventories) for the year ended 30 June 2006, amounted to R68 645 million compared to the previous R67 806 million—an increase of 1,2 %.



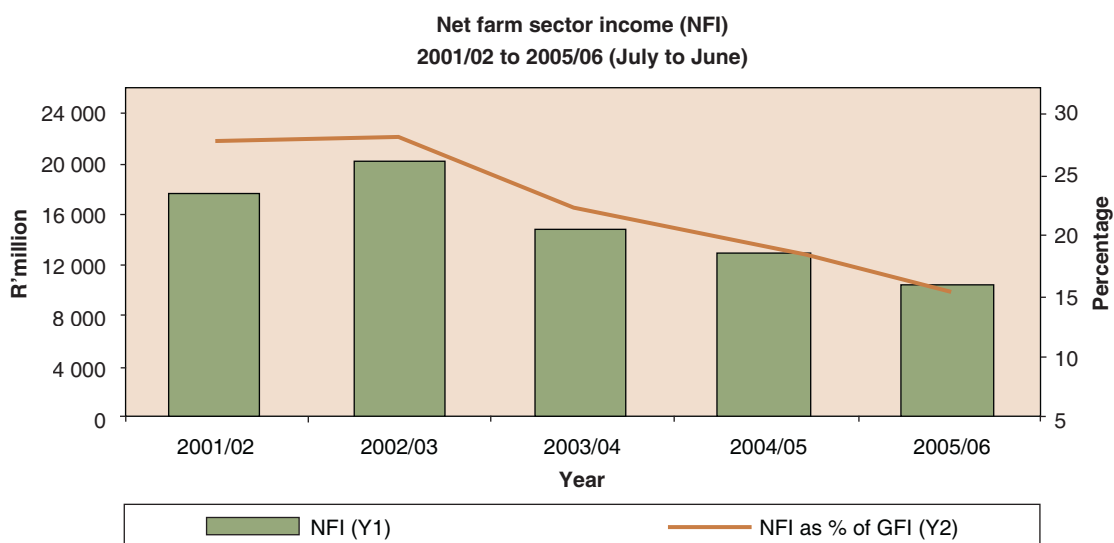
The gross income from field crops decreased by 4,9% to R14 436 million for the year ended 30 June 2006. The reason for the decrease was owing to the smaller maize crop.

The gross income from horticultural products decreased by 3,9% to R19 600 million, compared to last year's figure of R20 400 million.

The income from deciduous fruit and citrus fruit decreased by 20,1 and 24,0%, respectively. However, income from vegetable production increased by 14,6% to R7, 313 million and income from subtropical production increased by 3,0%, while income from viticulture showed a small increase of 2%.



The gross income from animal products was 7,4% higher, and amounted to R34 608 million, compared to the previous R32 229 million during 2004/05. Producers earned R8 776 million from slaughtered cattle and calves, compared to the previous R7 329 million, an increase of 19,7%. The income from slaughtered sheep increased by 12,1% and amounted to R1 916 million. The carcass prices of cattle and sheep increased by 14,7 and 11,3%, respectively. Income from poultry meat production increased by 6,7% to R11 278 million. Income from egg production increased by 6,2% compared to the previous year. Income from wool decreased by 12,6% to R691,5 million.

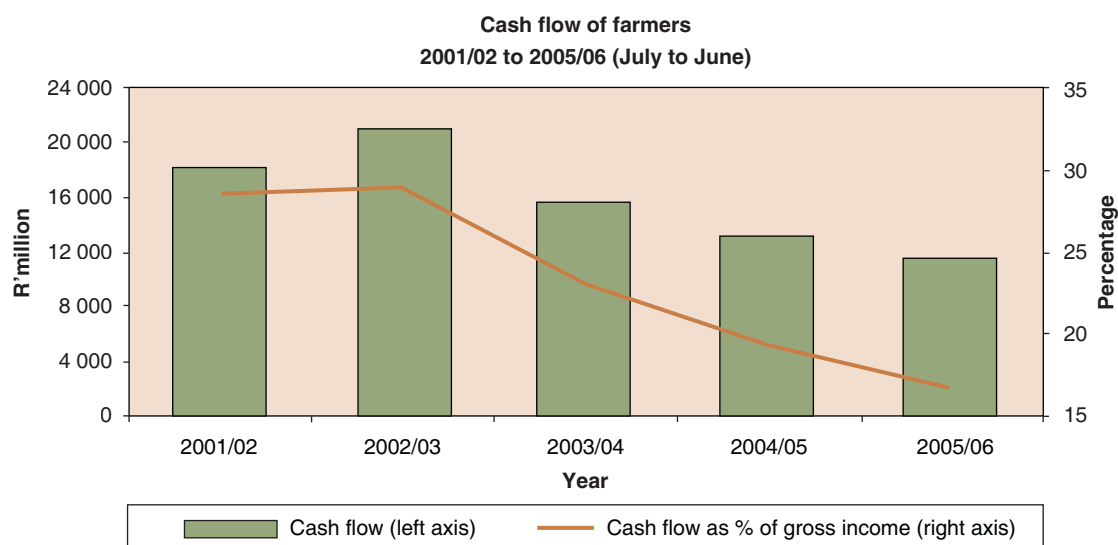


The net farm income (after the deduction of all production expenditures, excluding expenditure on fixed assets and capital goods) decreased by 19% during 2005/06, and amounted to R10 584 million. Payments for salaries and

wages, which represent 16,5% of the total farm costs, amounted to R9 923 million. Interest paid by farmers to banks and other financiers during the 12 months up to 30 June 2006, is estimated at R3 898 million or 6,5% of the total farm cost.

CASH FLOW OF FARMERS

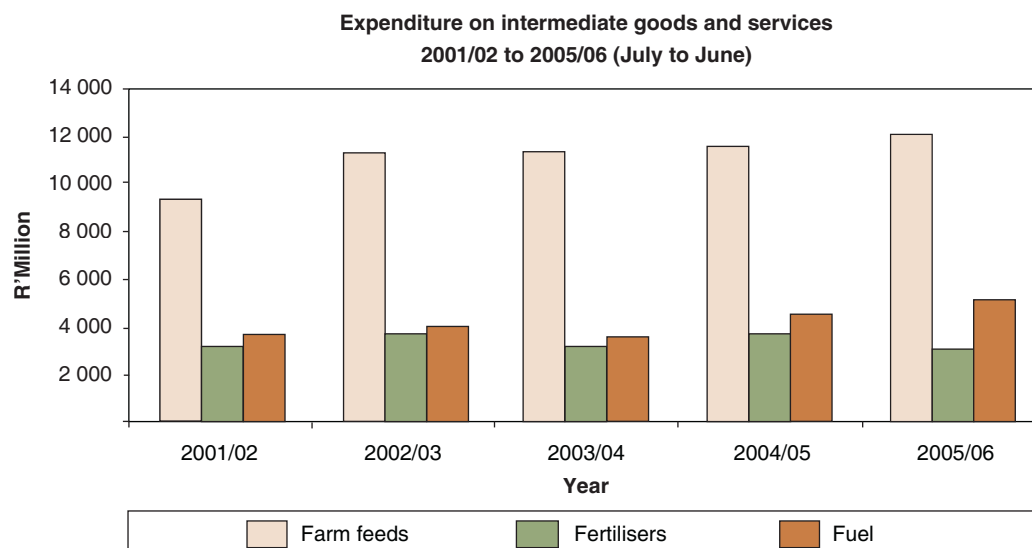
The cash flow of farmers amounted to R11 435 million, compared to the previous R13 068 million for the year ended 30 June 2006—a decrease of 12,5%. This was the result of a decrease in the gross income from field crops and horticultural products.



PRODUCTION COSTS

Expenditure on intermediate goods and services refers to the value of goods and services that were purchased for consumption as inputs during the process of production.

Expenditure on intermediate goods and services during 2005/06 is estimated at R42 576 million, which represents an increase of 5,3% from R40 438 million in 2004/05. Expenditure on fuel and on building and fencing materials showed remarkable increases of 18,4 and 10,5%, respectively.



Expenditure on farm feeds remained the biggest intermediate expenditure item, accounting for 28,2% of total expenditure even though it showed a small increase (4,4%) for the previous 12 months. Farm services, maintenance and repairs, fuel, and fertilisers contributed 11,9; 10,5; 12,5; and 7,2%, respectively, to the total intermediate expenditure.

Expenditure on dips and sprays increased by 3,3%, from R2 839 million to R2 933 million, and expenditure on packing material increased by 2,7% to R2 651 million. Generally, there was an increase in the prices of goods and services purchased for use during the production process.

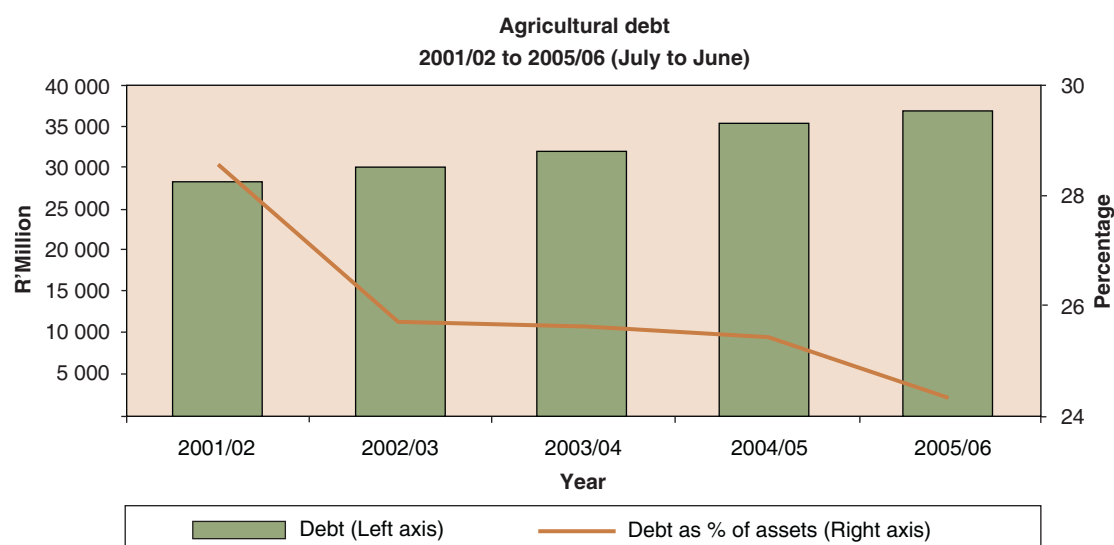
INVESTMENT

The value of capital assets in agriculture as at 30 June 2006 was estimated at R151 076 million compared to the R140 317 million of the previous year. Land and fixed improvements constituted R91 069 million, machinery and implements R26 314 million, while livestock constituted R33 690 million of the total value of capital assets.

The gross investment, in respect of fixed improvements for the year ended 30 June 2006, increased by 5,1% to R3 118 million. In the case of machinery, implements and vehicles, investment decreased by 2,4% and amounted to R4 031 million. The change in the livestock inventory is expected to remain steady given the fact that animal numbers will not change significantly compared to the previous year.

FARMING SECTOR DEBT

The total farming debt at the end of June 2006 was estimated at R36 686 million compared to the R35 592 million of the previous year—an increase of 3,1%.



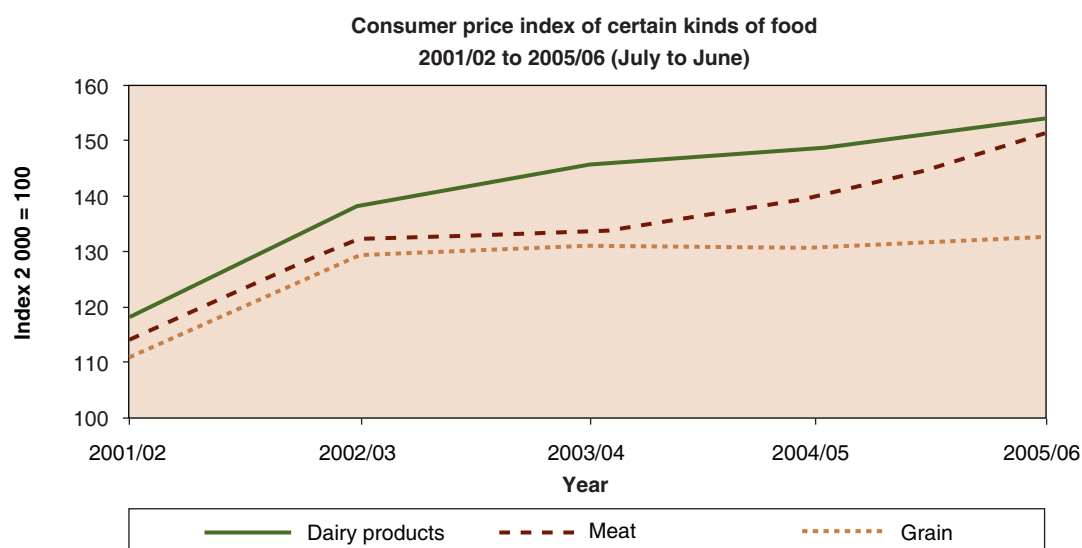
CONSUMER PRICES

The consumer price index of all items increased by 3,8% for the year ended 30 June 2006, while that of food and non-food items increased by 4,5% and 3,2%, respectively.

Meat prices increased by 8,3%, while the prices of grain products reflected a decrease of 1,6%. The consumer price of vegetables increased by 12,4% and fruit prices increased by 0,5%. In the case of dairy products and eggs, prices increased by 3,6%, and an increase of 8,7% was recorded for sugar and related products.

CONSUMPTION EXPENDITURE ON FOOD

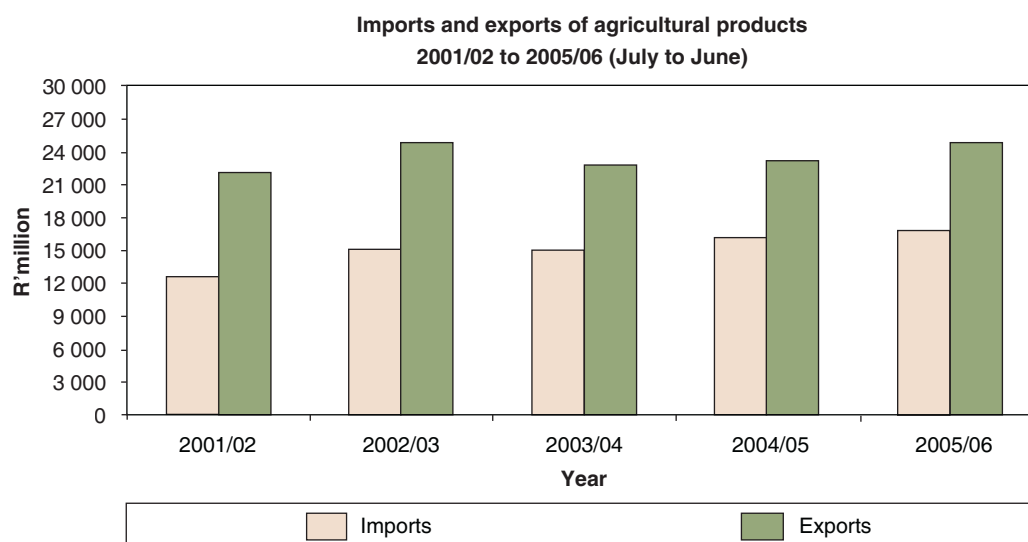
The consumption expenditure on food for the year ended 30 June 2006 increased by 5,6%, and amounted to R178 971 million, compared to the R169 403 million of the previous year. Expenditure on meat increased by 9,4% to R50 312 million, on fruit and vegetables (including potatoes) by 8,0% to R28 870 million, on milk, milk products and eggs by 3,4% to R16 510 million, and on bread and grains by 3,4% to R55 706 million. Expenditure on sugar decreased by 6,3% to R3 513 million, and on oils and fats by 4,9% to R2 941 million.



Meat accounts for 28% of the expenditure on the food component, bread and grains 31%, fruit and vegetables 16% and milk, milk products and eggs 9%.

IMPORTS AND EXPORTS OF AGRICULTURAL PRODUCTS

The value of imports for 2005/06 came to R17 193 million—an increase of 5,9% compared to R16 232 million for 2004/05. The value of exports increased by 5,1% from R23 551 million for 2004/05 to R24 754 million for 2005/06.



According to the 2005/06 export values, wine (R3 564 million), citrus fruit (R2 979 million), sugar (R2 347 million), grapes (R2 103 million) and maize (corn) (R1 996 million) were the main export products.

Rice (R1 318 million), undenatured ethyl alcohol (R1 211 million), wheat (R1 063 million), meat and edible offal of poultry (R1 050 million), and oil cake (R923 million) were the main import products.

During 2005/06, the United Kingdom, The Netherlands, Zimbabwe, United States and Japan were the five largest trading partners of South Africa in terms of export destinations, with export values of R2 943 million, R2 560 million, R1 383 million, R1 291 million and R1 154 million, respectively. About 22,6% of total agricultural exports for the period July 2005 to June 2006 went to the United Kingdom and The Netherlands.

The five largest trading partners from whom South Africa imported agricultural products during 2005/06 were Argentina, Brazil, United States, United Kingdom and Thailand, with import values of R2678 million, R1955 million, R1235 million, R1139 million and R1021 million, respectively.

State of natural agricultural resources in South Africa

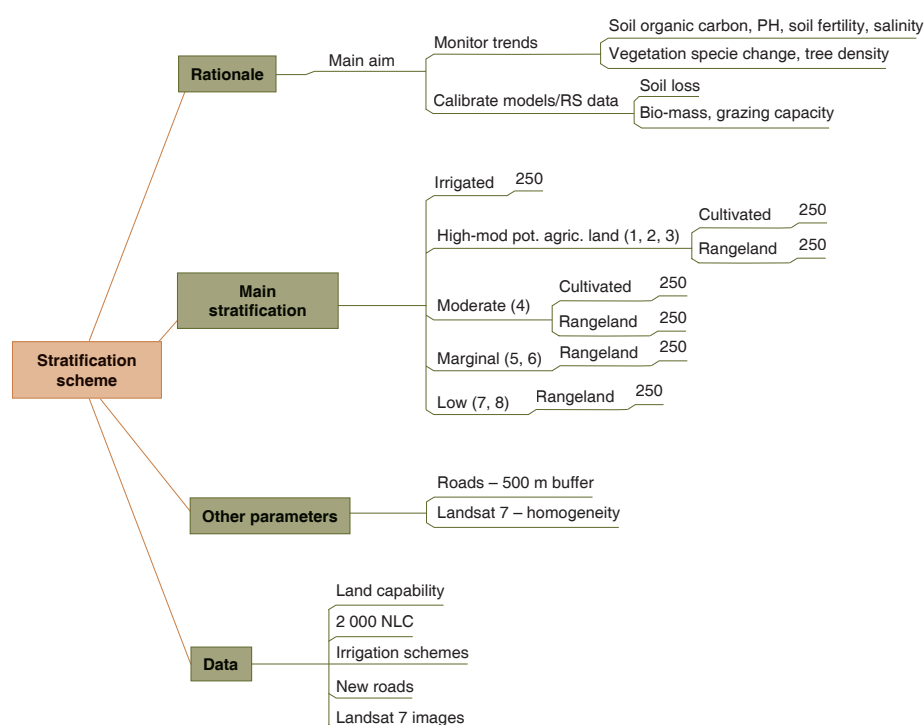
During 2005, the DoA embarked on the development of a programme called the National Fixed Site Monitoring System (NFSMS) for South Africa, aimed at providing reliable quantitative information regarding the status of the natural agricultural resources, at national level.

The objectives of the programme are to:

- Monitor trends regarding the status of the natural agricultural resources at specific sites.
- Provide information suitable for the calibration and verification of products resulting from satellite data processing or model outputs.
- Allow for the development of norms and standards and the implementation of best practices.

The NFSMS will eventually form part of the Natural Agricultural Resource Monitoring System (NARMS) (various scales of application) that will include the utilisation of various other datasets including satellite data, field observations and products derived from prediction models.

The placement and number of monitoring sites are the main issues that can influence the successful implementation and maintenance of the system. A total of 2000 sites were selected by means of random sampling, within a 500 m buffer around major roads in South Africa. The stratification scheme, issues and indicators to be monitored are indicated in the fig. below. The stratification was based on accessibility, land capability and land-cover (see diagram below). Land-cover classes were grouped into three main categories namely; cultivated, rangeland and irrigated. Non-agricultural land was excluded from the stratification process.



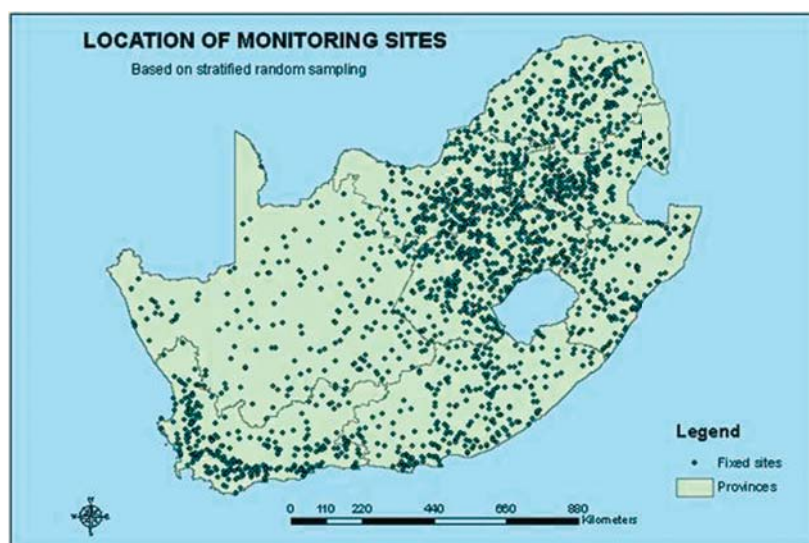
Stratification scheme, issues and indicators to be monitored

The table below contains the issues/resources and indicators to be monitored at various frequencies. Information on soil indicators, species composition and tree density should be collected on a 5-year basis, while biomass information should be collected annually.

Issues/resources and indicators to be monitored

Issue/resource	Indicators	Frequency (years)
Biomass	1	
	Species composition	5
	Tree density	5
Soil	Water erosion	5
	Organic carbon	5
	Soil fertility	5
	pH (acidification)	5
	Salinity	5

The location of fixed sites in South Africa is indicated in the map below. It is obvious that there is a higher concentration of sites in the higher production potential areas. All sites are currently being evaluated to determine their suitability to be included as permanent monitoring sites.



The number of provisional sites per province is indicated in the following table. These figures may change after the selection of new sites (replacing sites found unsuitable).

Number of provisional sites to be monitored in each province

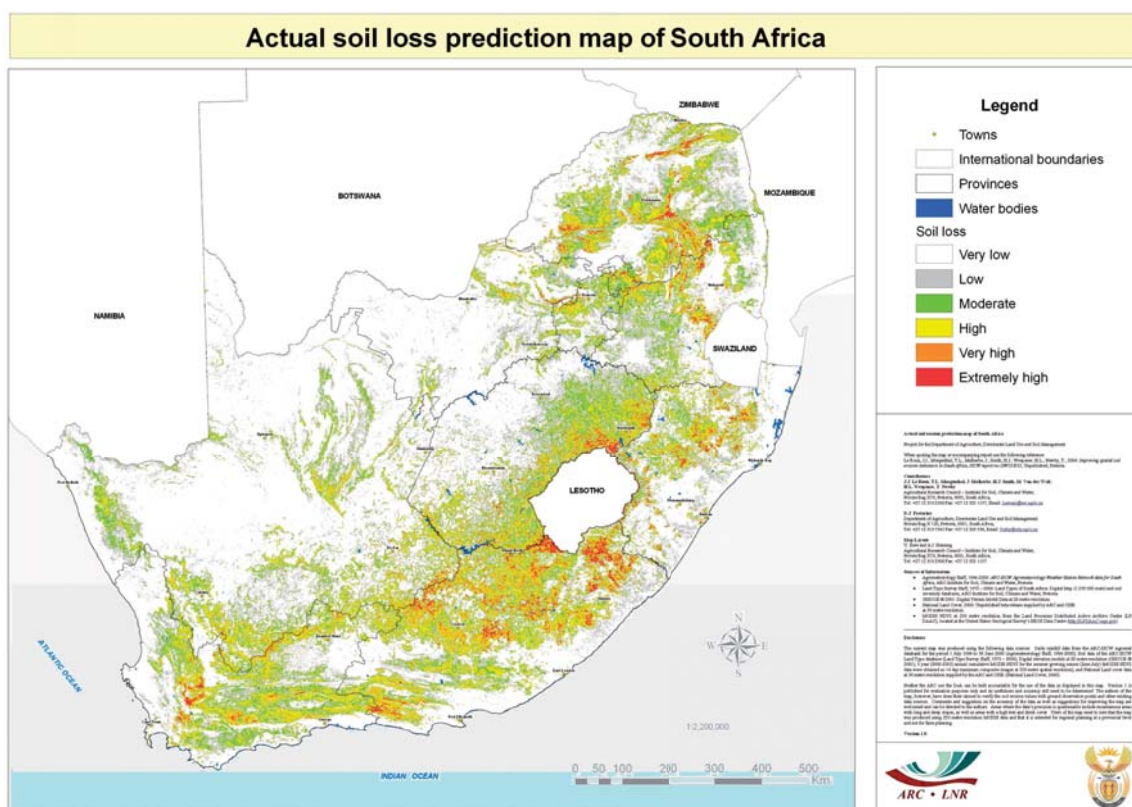
Province	Number
Eastern Cape	238
Free State	388
Gauteng	53
KwaZulu-Natal	146
Mpumalanga	200
Northern Cape	180
Limpopo	251
North West	270
Western Cape	274

The field surveys at the fixed sites will commence in 2007. One of the main logistical issues that still needs attention is arranging access to the sites with landowners. This can be a very time consuming and is currently being addressed through dedicated awareness campaigns.

NEW PREDICTED SOIL EROSION MAP FOR SOUTH AFRICA

The new predicted water erosion map for South Africa (period: 2000 to 2005) is shown in the map below. The map is expressed in quantitative terms, and defined into soil loss classes in tons/hectare/year: very low (0 to 5); low (5 to 12); moderate (12 to 25); high (25 to 60); very high (60 to 150); and extremely high (>150). The map and figures quoted from the report are in the process of being verified by officials of the DoA.

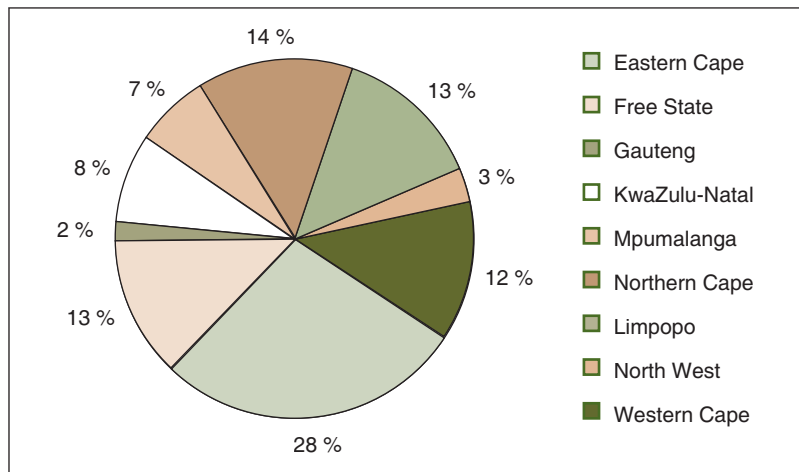
According to the map below, the average soil loss rate for South Africa is 13 tons/hectare/year. According to Lu *et al.* (2003), the average predicted soil loss rate for South Africa is at least three times higher than that estimated for Australia (4,1 tons/hectare/year). South Africa has a higher soil loss rate than Australia, presumably, owing to extensive cultivation and overgrazing. The effects of soil erosion are expected to get worse with agricultural intensification. It is predicted that the eastern part of the country has considerably more erosion than the western part of the country. From the data (see Fig. 1), it was calculated that the area of land with a high to extremely high erosion risk totals 1,5 million ha (around 1% of the land surface). Over 11 million ha (9%) are classified as having a moderate erosion risk, and 17% are classified as very low to low risk. Overall, 20% of land is eroded at a rate greater than the national average rate, showing the potential to target erosion control to problem areas.



Predicted water erosion map for South Africa (period: 2000 to 2005)

In quantitative terms, the largest area of high risk land occurs in the Eastern Cape, mainly in the north. Compared to the whole country, the Eastern Cape makes the largest (28%) contribution to soil loss (Fig. 4) and the mean soil loss is excessive at 25 tons/hectare/year. Almost 60% of the province is classified as "very low to low", and approximately 12% of the province seems to experience moderate soil loss. Almost one third (26% or 3,7 million ha) of the province is predicted as having high to extremely high soil loss. These results support the conclusions drawn in the Eastern Cape State of the Environment (SoE) report by the CSIR (2004). The SoE report affirms that the province has some of the highest provincial indices of soil degradation, particularly within the commercial and subsistence farming areas. The areas predicted to be greatly affected by soil loss appear to be the degraded unimproved grasslands. Unimproved grasslands are associated with subsistence agriculture where overgrazing by live-

stock has been excessive. The erosion rate could be overestimated in some of the steep arid mountain ranges (e.g. Sneeuberg), which are predicted to have extremely high erosion rates (>150 tons/hectare/year).



Predicted soil loss per province presented as a percentage of the total soil loss in South Africa

In addition to the Eastern Cape, there is a high erosion hazard in certain parts of Limpopo, KwaZulu-Natal, Mpumalanga, Free State and Western Cape. The data in Fig. 4 indicate that these provinces also contribute approximately half as much as the Eastern Cape (12 to 14%) to the soil loss in South Africa. It was also estimated that the average soil loss in these provinces does not differ much from each other, and it ranges between 13 to 16 tons/hectare/year.

The southern part of the Northern Cape also shows signs of high soil loss, but when compared to national land cover data, this soil loss occurs in areas of poor vegetation cover or barren rock. Therefore, high soil loss in some areas remains speculative since patches of bare soil may not necessarily be experiencing high levels of erosion. Furthermore, it is postulated that erosion features in some of these areas are of considerable age and may not be contributing to current sediment yields (e.g. north of Graaff-Reinet). Needless to say, erosion in these areas is as yet poorly understood and needs further investigation.

Soil loss tolerance defines the maximum rate of soil erosion that can occur and still permit crop productivity to be sustained economically. If computed soil loss is greater than the soil loss tolerance value assigned to the particular soil, erosion is considered excessive. Tolerable soil loss can be determined with bulk density, the rate of soil loss, and the soil formation rate. McPhee and Smithen (1984) proposed a range of soil loss tolerances between 3 tons/hectare/year for shallow soils and 10 tons/hectare/year for deep alluvial soils. However, the permitted soil loss calculated in that method, does not take into account the loss of valuable nutrients and good structure in the topsoil, the off-site effects of soil loss, and the exponential character of soil loss. Even low rates of soil loss cannot be interpreted as realistic permissible losses. Nevertheless, the new data from this study (2006) indicate that 24% (30 million ha) of land exceeds the proposed soil loss tolerances.

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DoA involvement in climate change in South Africa

BACKGROUND

South Africa has developed a number of disaster management plans according to the National Disaster Management Framework. Against the increasing awareness of the dramatic social, economic and environmental effects of climate change, a Climate change sector plan is under development to address institutional arrangements, vulnerability assessment, mitigation and adaptation. Four key performance areas (KPAs) are identified and addressed, with appropriate imperatives and key performance indicators: Institutional Arrangements for Climate Change, Vulnerability Assessment to Climate Change, Mitigation and Adaptation as well as Response and Recovery.

The Climate change sector plan for agriculture is being developed to be in line with the National Disaster Management Framework for the South Africa. In order to increase awareness of and actions relating to anthropogenic activities that impact on agriculture, a Climate Change-related Plan of Action has been developed. Because agriculture is one of the sectors most affected by the impact of climate change, the DoA has emphasised adaptation and mitigation strategies such as supporting risk management initiatives, research on large-scale epidemics and identifying hazards in the implementation of the National Climate Change Response Strategy for South Africa of the Department of Environmental Affairs and Tourism (DEAT).

PROPOSED PLAN OF ACTION/CURRENT INVOLVEMENT IN CLIMATE CHANGE

The DoA is currently preparing, developing and co-ordinating plans/research programmes to address the pertinent climate change issues affecting agriculture. Identified research areas of importance related to climate change and agriculture (not exhaustive) are as follows:

- Vulnerabilities—Comprehensive audit on vulnerabilities that would identify adaptation priorities
- Contribution of agriculture to greenhouse gas generation—improved estimates and measurements
- Understanding thresholds of crops (and varieties) relating to maximum/minimum temperatures, frost dates, rainfall and soils
- Carbon dynamics and conservation agriculture
- Scenario planning on climate using modelling techniques
- Renewable energy/biofuel—Sustainability for energy vs food security
- New, alternative and appropriate technologies to reduce greenhouse gas production
- Socio-economic aspects of different scenarios
- Awareness raising, capacity building and transfer of technology

There are further research projects in collaboration with other stakeholders and partners. Two projects are currently running with limited funds and additional resources are needed for the identified research projects.

DROUGHT—SCALE OF DROUGHT AND INTERVENTION

Background

Drought originates from precipitation deficiency resulting in water shortage for some activity such as plant growth or water for livestock and grazing. It is a natural hazard that differs from other hazards in that it has a slow onset and evolves over several months or years.

The country has been in drought since the end of the excessive rains of the 1999/00 summer rainfall season. A spike of bumper rains during the latter part of the 2005/06 summer rainfall season brought many under the false impression that the drought had been broken. The poor rainfall performance during the current summer rainfall season proved them wrong, as drought conditions with their concomitant impact are still evident in most provinces.

The analysis of provincial reports of the agricultural status in the provinces for the past six months, which were confirmed by telephonic conversations with the NAC members in the provinces, revealed that drought conditions were developing with crops failing, declining dam levels and deteriorating veld and livestock conditions. Drought-related livestock mortalities have been reported in most provinces. To date, the total amount of R468 million has been allocated for purchasing and transportation of fodder as well as the repair of old and drilling of new boreholes in eight provinces, namely: Limpopo, North West, Mpumalanga, Free State, KwaZulu-Natal and the Eastern, Northern and Western Cape.

It is also not easy to determine both its onset and cessation. Although seasonal forecasts provide probability forecasts on the expected rainfall deficiency prior to the start of the season, possible drought can be predicted to a certain extent using a variety of impact-orientated indices, e.g. the Palmer Drought Severity Index.

In terms of the Drought Management Strategy the major climatic criteria for determining drought condition is rainfall. With respect to livestock other factors either extend the duration or exacerbate the shortage of forage and grazing associated with a drought. Specific factors in this regard are plagues such as locusts, Karoo caterpillars, millipedes, severe hailstorms, etc.

Procedure

The DoA keeps constant contact with the provinces to for a follow-up on both receipt and utilisation of the early warning information. In the event of drought, the following are carried out:

- Contacting the affected province to request a preliminary report, indicating the extent of damages to agriculture and the measures in place from the province
- Conducting disaster assessment in the province in collaboration with provincial officials, and sometimes with the relevant directorates in the department.

Prepare a detailed report with recommendations to the DoA management for the establishment of the scheme, where necessary. After the establishment of the assistance scheme, a framework is drawn up.

Monitoring and evaluation

The DoA visits the provinces for implementation as well as regular monitoring and evaluation of the established schemes.

Drought Management Plan

The department is currently developing the Drought Management Plan based on the National Disaster Management Framework and the Disaster Management Act, 2002 (Act No. 57 of 2002) in collaboration with stakeholders whose roles and responsibilities are outlined, because drought management is a collective effort.

FLOODS—PRE-EMPTIVE ACTION/INTERVENTION

In 1999, the DoA drafted the Drought Management Strategy in a bid to increase efforts to address drought management. Drought remains by far the biggest challenge ever, with the impact escalating each year.

Following the 2000 floods, the Limpopo Basin National Baseline study for South Africa was commissioned by the Global Environmental Facility/United Nations Environmental Programme Medium-Size Subregional Project in partnership with the Governments of Mozambique, Zimbabwe, South Africa and Botswana to introduce land-use planning projects along the Limpopo River to mitigate the impact of floods.

Floods, especially in the coastal areas of the Eastern and Western Cape have become a thorn in the recent past with farming communities continuing to receive the shorter end of the stick. The DoA will develop a draft Flood Management Strategy to deal with floods during the 2007/08 financial year. In drafting this plan, a platform of collaboration with DWAF would be a vital ingredient. Institutional arrangements plague disaster management in South Africa. The DoA is geared to establishing a agricultural disaster risk management system comprising agricultural disaster risk management units in the provinces. The units will serve as communication channels used by the DoA.

The Disaster Management Act of 2002, advocates a continuous and integrated multisectoral, multidisciplinary process of planning and implementing of measures aimed at preventing or reducing the risk of disasters, mitigating the severity or consequences of disasters, emergency preparedness and post-disaster recovery and rehabilitation.

The new approach is a shift away from a perception that disasters are rare occurrences managed by emergency rescue and support services. A shared awareness, early warning and responsibility have to be created to reduce the negative impact of agricultural risks and hazards.

EARLY WARNING

The National Agrometeorological Committee (NAC) advises the agricultural sector on the impending elements and hazards that may affect farming negatively. This committee compiles the monthly NAC advisories which inform the farming community on the current status of farming activities, the expected weather conditions and steps to prevent, minimise and instill a constant state of preparedness with respect to the impact of expected hazards. In addition to the monthly advisories, the directorate is also issuing daily extreme weather warnings for droughts and floods.

To be effective and efficient, an Early Warning System must be multihazard, people-centred and must integrate four elements:

- **Risk knowledge**—Knowledge of the relevant hazards, and of the vulnerabilities of people and society to these hazards
- **Monitoring and warning service**—A technical capacity to monitor hazard precursors, to forecast the hazard evolution, and to issue warnings
- **Dissemination and communication**—The dissemination of understandable warnings, and prior preparedness information, to those at risk
- **Response capability**—Knowledge, plans and capacities for timely and appropriate action by authorities and those at risk.

Intervention

The DoA keeps constant contact with the provinces as a follow-up on both receipt and utilisation of the early warning information. In the event of floods, the directorate carries out the following:

- Contacting the affected province to request a preliminary report indicating the extent of damages to agriculture and the measures in place from the province
- Conducting disaster assessment in the province in collaboration with provincial officials, and sometimes with the relevant directorates in the department.
- Preparing a detailed report with recommendations to the DoA management.

Monitoring and evaluation

The DoA visits the provinces for implementation as well as regular monitoring and evaluation of the established schemes.

3 Organisational overview



Mission statement

VISION

The vision of the Department of Agriculture is that of *a united and prosperous agricultural sector*.

MISSION

The Department of Agriculture aims to lead and support sustainable agriculture and promote rural development through:

- Ensuring access to sufficient, safe and nutritious food
- Eliminating skewed participation and inequity in the sector
- Maximising growth, employment and income in agriculture
- Enhancing the sustainable management of natural agricultural resources and ecological systems
- Ensuring effective and efficient governance
- Ensuring knowledge and information management

OBJECTIVES

To fulfil its mandate and meet its commitment to the national strategy for agricultural development, the department has set the following as its medium-term strategic objectives:

- Guide and support equitable access to resources for agricultural development
- Enhance the economic performance of the sector
- Ensure sustainable natural resource management and use
- Promote and support the participation of black people, women, youth and the disabled in agriculture
- Ensure consumer confidence in agricultural products and services
- Achieve departmental service excellence

DEPARTMENTAL VALUES

The departmental values are underpinned by the ethos of “Vuk’uzenzele”. This concept builds on the meaning of the word through its direct interpretation of “selfreliance” in capturing the spirit of South Africans at home and in foreign countries, expressed by President Mbeki in his State of the Nation Address in 2002, as people who want to “lend a hand in the national effort to build a better life”.

Recognising that being in the public service is indeed already a privilege (to be able to serve the nation and having adopted the principles of Batho Pele)—the challenge is now to respond comprehensively to the call for action. The departmental values that support the above context are therefore:

Bambanani	We believe that the sum of our collective efforts will and should be greater than the total of our individual efforts.
Drive	We are purposeful and energised in all that we do.
Excellence	We are committed to exceeding our customers’ expectations for quality, responsiveness and professional excellence.
Innovation	We motivate and reward creativity, innovation and new knowledge generation that support outstanding performance.
Integrity	We maintain the highest standards of ethical behaviour, honesty and professional integrity.
Maak ’n plan	We always will find a way to make it happen.

The departmental management is committed to ensuring the creation of an environment within which all the staff members can live by these values.

KEY CLIENTS

The key clients of the department are:

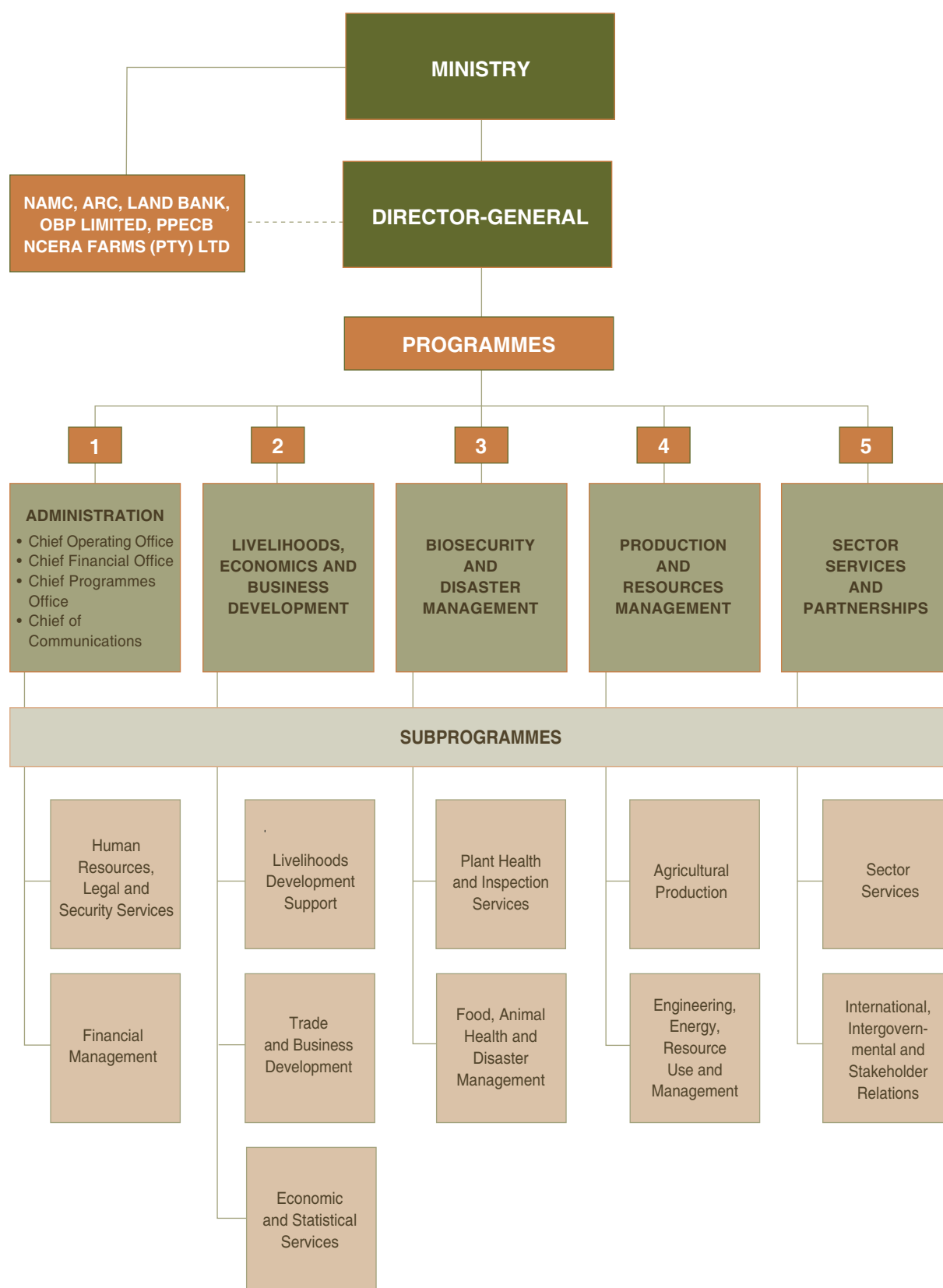
- Provincial departments of agriculture
- Public entities working in the agricultural sector
- Consumers of agricultural products
- Processors, traders and exporters of agricultural products
- Producers of agricultural products
- Agricultural services providers
- International organisations working in agriculture

KEY PRODUCTS AND SERVICES

The key products and services of the department are:

National leadership	In terms of policy, legislation, setting strategic priorities, advice, norms and standards, information, monitoring and evaluation, supervision and reporting
National regulatory services	With respect to national legislation, regulations, controls, auditing and inspection services
National co-ordination services	Facilitate provincial and public entities co-ordination, international agreements, professional networks, public, private, community partnerships and agricultural human resource development
National agricultural risk management	Manage early warning systems, disaster management policy, response, recovery, mitigation and preparedness, pest control and plant and diseases control

Organisational structure



Legislative mandate

The department derives its core mandate from Section 27(1)(b) of the Constitution. It is currently responsible for more than 30 pieces of legislation. Underpinning this definition of the scope of the mandate of the Department of Agriculture is the understanding of agriculture, as being inclusive of all economic activities, from the provision of farming inputs, farming, to adding value. In view of the reality that the agricultural sector is continuously subjected to changes in the production and marketing environment, the policy and legislative environment that governs the sector has to adjust continuously through amendments and sometimes replacement of legislation.

The following list of Acts reflects and further elaborates the legislative mandate of the DoA:

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 Diseases Act, 1984	(Act No. 35 of 1984)
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)
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)
Animal Improvement Act, 1998	(Act No. 62 of 1998)
Agricultural Laws Rationalisation Act, 1998	(Act No. 72 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)
Land and Agricultural Development Bank Act, 2002	(Act No. 15 of 2002)
KwaZulu Cane Growers' Association Act Repeal Act, 2002	(Act No. 24 of 2002)
South African Abattoir Corporation Repeal Act, 2005	(Act No. 17 of 2005)

LEGISLATIVE PROGRAMME FOR 2007

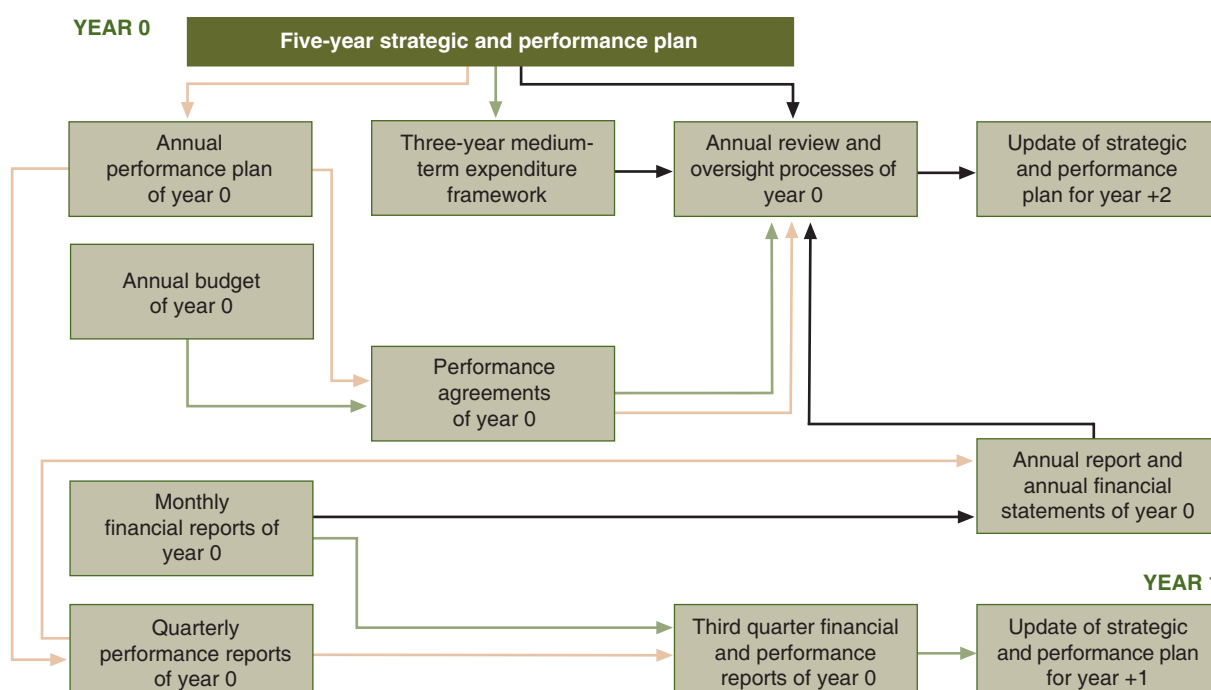
Name of the Bill	Strategic focus of the Bill	Date for submission of Bill to Cabinet	Date of submission of Bill to Parliament	Financial implications	Impact
<i>(Will the Bill require the drafting of new regulations or amending existing ones?)</i>	<i>(As it relates to government policy priorities and programmes or any policy objective the aim is to align legislation)</i>				<i>(The envisaged impact of the Bill on broader society, e.g. the economy, vulnerable groups, i.e. people with disability, women, children, etc.)</i>

Name of the Bill	Strategic focus of the Bill	Date for submission of Bill to Cabinet	Date of submission of Bill to Parliament	Financial implications	Impact
Liquor Products Amendment Bill The existing regulations will be amended	The objective of this Bill is to provide for the reconstitution and renaming of the Wine and Spirit Board and to limit its area of responsibility, to provide for traceability requirements such as the compulsory particulars on containers of liquor products and to comply with the Republic's international obligations on Wine and Spirit Agreement between the European Union and South Africa to provide authority to outsource export control, and to ensure compatibility with the Constitution	February 2007	May 2007	The DoA has the budget to implement the Bill	None
Sustainable Utilisation and Protection of Agricultural Resources Bill New regulations will be drafted	The objective of this Bill is to provide for the sustainable utilisation and protection of natural agricultural resources, the designation and functions of a registrar, the establishment of local and provincial agricultural resource use committees, a Council and an Agricultural Resource Use Advisory Committee, the prescribing of standards and control measures, the establishment of schemes and programmes,	April 2007	July 2007	The DoA has the budget to implement the Bill	None

Name of the Bill	Strategic focus of the Bill	Date for submission of Bill to Cabinet	Date of submission of Bill to Parliament	Financial implications	Impact
Sustainable Utilisation and Protection of Agricultural Resources Bill (cont.)	control over invasive alien plants and bush encroachers, and protection and control over the use of agricultural land				
Agricultural Debt Management Amendment Bill No regulations	The objective of this Bill is to amend the Agricultural Debt Management Act, 2001 (Act No. 45 of 2001), so as to cease the existence of the Agricultural Debt Account	August 2007	November 2007	The DoA has the budget to implement the Bill	None

Overview of the departmental planning process

The department follows a government-wide system of planning, budgeting and reporting as illustrated below.



LINKING PLANNING, BUDGETING AND REPORTING

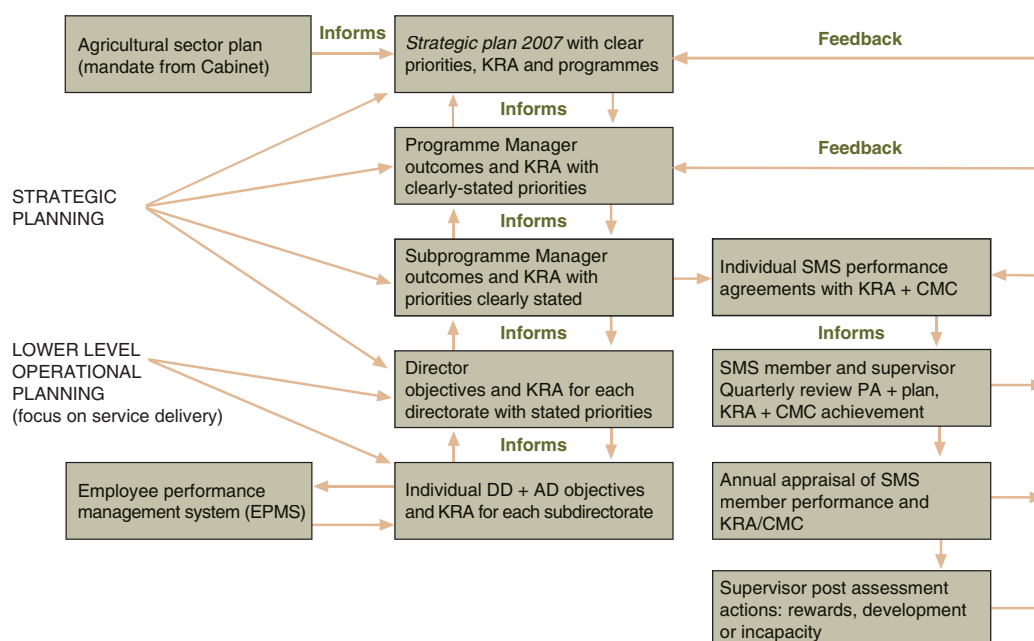
The department participates actively in all government cluster programmes to ensure that departmental programmes are aligned to broad government policies. The department participates in strategy formulation and priority setting for the entire government within the following Directors-General clusters:

- Economic and employment
- International relations, peace and security
- Governance
- Social

The following steps outline the departmental planning process:

- Step 1** In August, the department commences with its strategic planning process, undertakes an environmental scan and reviews its KRAs, key objectives and key priorities. These are submitted to the relevant clusters.
- Step 2** The cluster committee assesses departmental submissions and develops cluster relevant objectives and indicators that emphasise integration and co-ordination. These are then assessed, prioritised and presented in a revised set of cluster level objectives and indicators by the DGs. The priorities are then sent to the Forum of South African Directors-General (FOSAD) Manco.
- Step 3** The FOSAD completes a draft Medium-term Strategic Framework (MTSF) by 15 December 2007.
- Step 4** During the Cabinet Lekgotla of January the draft MTSF is tabled and discussed. The framework serves as a guide for DGs in individual government departments for reviewing plans.
- Step 5** In February the entire medium to long-term priorities are communicated to the nation through the State of the Nation Address (SONA).
- Steps 6 and 7** During February and March the priorities are communicated to all spheres of government. The Minister and the DG also ensure that these priorities are cascaded to, and understood by all departmental staff.
- Step 8** The department now undertakes detailed planning and budgeting to ensure that resources are allocated to the priorities outlined in the SONA. This process has to be completed by the end of March.
- Step 9** At the July Lekgotla, current needs are identified and reviewed, making possible planning for the next phase of the MTSF period.

Once the strategic priorities have been communicated, the DoA commences with its internal planning process using the forms available for planning and reporting. (Framework for strategic and operational planning below.)



KEY RESULT AREAS AND KEY OBJECTIVES

Through its strategic planning processes, the department has developed the following KRAs and key objectives for the 2007 to 2010 MTEF aligned to the electoral cycle.

KRA 1: Ensuring access to sufficient, safe and nutritious food

Key objectives

- Establish and maintain effective early warning and mitigation systems in agriculture
- Promote production, processing and consumption of nutritious alternative foods
- Promote and support household income generation and food production
- Provide leadership in the implementation of the IFSNP

KRA 2: Eliminating skewed participation and inequity in the sector

Key objectives

- Increase access to existing resources and opportunities within the agricultural sector for historically disadvantaged groups and individuals
- Ensure equitable access and sustained participation in the sector
- Ensure increased black economic empowerment
- Improve social and working conditions in the sector

KRA 3: Optimising growth, remunerative job opportunities and income in agriculture

Key objectives

- Increase agricultural productivity and profitability in South Africa, the SADC and Africa
- Increase market access for South Africa and African agricultural products, domestically and internationally
- Increase remunerative opportunities in the agricultural supply chain
- Increase the level of public investment for agricultural development
- Reduce the levels of risks associated with diseases, pests and natural disasters

KRA 4: Enhancing the sustainable management of natural agricultural resources and ecological systems

Key objectives

- Alignment of policy and legislation with the principles (economic, social and environmental sustainability) of sustainable development
- Ensure the management of agricultural indigenous genetic resources, land and water

KRA 5: Ensuring efficient and effective governance

Key objectives

- Implement the South African Excellence Model (SAEM) and other quality standards in the department
- Inculcate a culture of ownership, compliance and accountability to government policies and principles
- Effectively manage risks
- Promote and protect South African agricultural interests internationally

KRA 6: Ensuring knowledge and information management

Key objectives

- Develop a strategy and a structured plan for internal and external communication, as well as information management
- Provide a national framework for agricultural research, transfer of technology and education and training in the sector

- Improve knowledge management in the department
- Ensure consumer confidence in agricultural products and services

The priority-setting process is further influenced by the annual SONA by the President, as well as the Minister's Annual Budget Speech. The following are the sector's priority programmes for the period 2007 to 2010 as approved by both ITCA and MinMec, and confirmed by the department at its strategic planning sessions.

PRIORITY PROGRAMMES FOR 2007 TO 2010

Comprehensive Agricultural Support Programme (CASP)

During its initial stages it was decided that the provincial departments of agriculture (PDAs), as implementing agents, would focus on the provision of infrastructure. It became clear, however, that in order to achieve visible intended results it was necessary that a full roll-out of the programme be undertaken. It also became evident that the PDAs were facing capacity constraints. As the delivery of agricultural support is dependent on the capacity of PDAs, the lack thereof retarded the programme's progress, resulting in significant underspending and rolling over of funds. A set of recommendations was made in order to improve service delivery. This set includes the review of grant conditions, business processes relating to the identification of projects, business plans and time-frames for reporting and approval of projects.

Micro-agricultural Financial Institutions of South Africa (Mafisa)

The scheme was launched in the Limpopo, Eastern Cape and KwaZulu-Natal provinces and will be rolled out to the other provinces. Within the provinces, there will be steering committees that will be responsible for facilitating implementation.

The core products for Mafisa are short-term production inputs. It also incorporates an element of facilitation of savings mobilisation that will be offered through the Post Bank and Financial Services Co-operatives. Other institutions that will be participating in the scheme as financial intermediaries include the Land Bank branches, uVimba Finance in the Eastern Cape, Ithala Development Finance Corporation in KwaZulu-Natal, LimDev in Limpopo and Mpumalanga Agricultural Development Co-operation. These institutions will first undergo an accreditation process to determine their outreach capacity.

Broad-based Black Economic Empowerment Framework for Agriculture (AgriBEE)

The AgriBEE framework is the department's response to improving equitable access to and participation in agricultural opportunities, deracialising land and enterprise ownership and unlocking the full entrepreneurial potential in the sector. The framework was developed in collaboration with agricultural stakeholders. Upon signing of the Agricultural Sector Charter, all the initiatives will become fully operational and the proposed AgriBEE systems will be implemented.

Testing of business models is in progress with selected commodity groups and local development organisations working on how best to integrate emerging participants into the mainstream agriculture by exploring linkages with the established agricultural agents.

A process is in place for the implementation of evaluation and monitoring systems for benchmarking and reviewing of broad-based BEE activities within the sector.

Several national, provincial, regional and local municipal level workshops will take place to address issues relating to the implementation and monitoring of AgriBEE. Training workshops that are aimed at promoting awareness, understanding and contextualisation of the impact and relevance of broad-based BEE on local municipality delivery levels and how these will contribute to an inclusive agricultural sector will be undertaken by the selected service providers.

African Agricultural Development Programme (AADP)

The underlying principle for engagement in Africa is that regional stability and the sustainable development of the economies of the African countries are in the interests of the entire continent. Given the increased and overwhelming demand by individual African countries for technical assistance support in the field of agriculture from South Africa, it has been decided that these requests can no longer be managed through the normal bilateral arrangements, but rather through a dedicated Technical Assistance Programme (TAP), namely the AADP. An investment

by South Africa in the form of a TAP is seen as an important enabler for regional development, which has potential long-term benefits for South Africa and implementation of the international priorities determined by Cabinet.

Accelerated and Shared Growth Initiative of South Africa (ASGISA)

In October 2005, it was decided that the department would, as a contribution towards the ASGI, develop detailed business plans for identified ASGI projects. Five key areas, in which its contribution can be maximised have been identified, and these include livestock development, establishment of new and rehabilitation of existing irrigation schemes, biofuels, land rehabilitation and the development of agricultural development corridors.

SERVICE DELIVERY PERFORMANCE

The DoA, in collaboration with the PDAs, has identified strategic objectives and performance measures against the key priorities for the 2007 to 2010 medium term period as outlined in the table on the following pages. These should be viewed as work in progress as they are subject to refinement with application.

SPECIAL DELIVERY CAMPAIGN

Letsema/llima

Letsema/llima means working together to liberate ourselves from the oppression of poverty, working together to produce food, building houses, thereby providing shelter for the family; working together to gather firewood for energy; working together to discipline and guide our children as they grow; working together to defend our freedom and to build this nation.

The ethos of Letsema/llima emanates from the fact that great areas of land that have been handed over to communities and individuals, land in tribal hands and land that has been under cultivation for decades, is now lying fallow or underutilised. This campaign will therefore serve to encourage our people to use land productively during the current and coming planting seasons.

Through Operation Gijima (Operation Accelerated Production), this Letsema/llima period must be deliberately and effectively exploited for optimum returns. The programme is supported by:

- Mafisa
- CASP
- Marketing
- Mechanisation
- AgriBEE
- IFSNP
- Co-operative development
- LandCare

Key result area	Objective	Priority area	Goal	Goal element (What has to be measured to establish whether or not a contribution is towards achieving the goal)	Measure/Indicator
KRA 1: Ensuring access to sufficient, safe and nutritious food	To provide leadership in the implementation of the IFSNP	IFSNP	To support production of sufficient, nutritious and safe food for insecure households	Change in production capacity of subsistence and household food producers	Number of households supported in food production and kind of support given
				Availability of baseline information	Production support programmes and schemes developed for household and subsistence producers
				Integration of black agri-businesses into mainstream agriculture	Number of food insecure households identified through FIVIMS per province
KRA 2: Eliminating skewed participation and inequity in the sector	To ensure increased BEE	AgriBEE	To stimulate growth, enterprise and entrepreneurial development in the agricultural sector by black participants and, in particular, the youth, women and disabled	Establishing partnerships	Increased number of black agri-businesses accessing international and national markets
				Implementation of the commodity plans to advance black participants in the sector	Number of black agri-businesses assisted with mentorships
				Implementation of AgriBEE scorecard targets as per scorecard	Number of black agri-businesses assisted with AgriBEE transactions
KRA 3: Optimising growth, remunerative job opportunities and income in agriculture	To increase agricultural productivity and profitability in South Africa, the SADC and Africa	CASP (Pillars 1 to 6) Pillar 1: Information and knowledge management	To improve productivity among beneficiaries of land and agrarian reform	Number of new black agri-business active participants per commodity grouping	Number of new black agri-business active participants per commodity grouping
				CASP base-line information and database development	AgriBEE scorecard indicators
				Individual project business plans	Number of projects captured per province into the system
				Stakeholders to CASP	Number of business plans registered at PIMSA
					Number of CASP beneficiaries

Key result area	Objective	Priority area	Goal	Goal element <i>(What has to be measured to establish whether or not a contribution is towards achieving the goal)</i>	Measure/indicator
KRA 3 (cont.)		Pillar 2: Technical and advisory services		Extension service provision	Number of CASP and LRAD beneficiaries who received services from extension officers
				Specialist advisory services	Number of projects assisted through ARC and other agricultural public sector institutions
				Mafisa	Number of beneficiaries in schemes
		Savings mobilisation			Number of loans granted and the amounts
					Number of beneficiaries granted loans
					% of loans repaid
		Needs assessment		Number of self-help groups and co-operatives established	
				Number of training programmes facilitated	
					Number of mentorship programmes established
		Proportion of CASP budget used to support training programmes			
Specialist advisory services	Number of projects assisted through NAMC and type of assistance provided				
	Marketing infrastructure	% of money spent form CASP on this pillar			
		Trade negotiating positions	Negotiating positions and man-dates, inputs into and participation in negotiations; implementation of trade agreements		

Key result area	Objective	Priority area	Goal	Goal element (What has to be measured to establish whether or not a contribution is towards achieving the goal)	Measure/Indicator
KRA 3 (cont.)		Pillar 6: On and off-farm infrastructure AADP	To promote agricultural growth, rural development and food security in the African region	On and off-farm infrastructure	Database of on and off-farm infrastructure constructed
				Technical support to African countries	Number of African countries supported within specific technical support and assistance programmes
					Number of CAADP challenge programmes participated in, including NEPAD initiatives
					Bilateral and multilateral technical information exchange
					Technology sharing sessions undertaken
					Size and composition of the trade balance book with the rest of Africa
				Promotion of intra-African trade strengthen relations with FAO	Number of trade assistance initiatives carried out in/provided to African countries
					Number of African countries to which trade assistance was provided
					Participation in regional SADC seed harmonisation/trade
					Provisions of technical inputs for trade agreements
					Number of trade partnerships initiated, agreements signed and value of trade
					Number of areas of co-operation identified

Key result area	Objective	Priority area	Goal	Goal element (What has to be measured to establish whether or not a contribution is towards achieving the goal)	Measure/Indicator
KRA 3 (cont.)					Provisions of technical inputs for trade agreements
KRA 4: Enhancing sustainable management of natural agricultural resources and ecological systems	To ensure the management of the agricultural indigenous genetic resources, land and water	NRM	To promote the sustainable management of agricultural land and water resources	Effective management of natural resources	Number of awareness programmes on sustainable NRM
				Preservation of biodiversity	Number of biodiversity projects undertaken
				Promotion of water use efficiency on irrigated land	Number of awareness programmes on water efficiency with regard to irrigated land
					% increase in land under irrigation
KRA 6: Ensuring knowledge and information management	To ensure consumer confidence in agricultural products and services	NRS	To manage risks associated with animal and plant diseases, food safety and the use of GMOs	Rehabilitation of the land	Number of Land-Care projects undertaken
					% increase of the land rehabilitated
				Ensuring that the country is free from animal and plant pests	Number of pest surveys undertaken (diseases and others)
					Number of pest risk analyses undertaken
					Number of permits issued
					Number of pest detection surveys
					Number of phytosanitary interceptions/notifications
					Number of bilateral import programmes
				Containing disease outbreaks	Participation in international standard setting
					Measures put in place and the time taken to contain pest outbreaks

Key result area	Objective	Priority area	Goal	Goal element (What has to be measured to establish whether or not a contribution is towards achieving the goal)	Measure/Indicator
KRA 6 (cont.)				Ensuring safety and quality of animal products	Number of inspections conducted
				Ensuring safety and quality of animal products	Number of permits issued
				Ensuring compliance of regulated articles with international standards and national prescripts	Number of inspections and audits conducted
					Number of authorisations, certificates and rejections issued
				Provision of quicker and less intrusive methods of inspection and detection	The roll-out rate of the sniffer dog projects at ports of entry
					Number of country-specific risk profiles developed
				Capacity building at ports of entry	Number of young black students, officials trained and type of training provided
					Number of delimiting and monitoring surveys
					Number of consignments and post-entry quarantine measures
					Number of diagnostic tests/procedures
					Number of pest awareness projects
				Obtain/maintain market access for exported plant products	Number of successful market access applications
				Annual R&D commissioned by DoA	% increase in new R&D initiatives
		R&D	To ensure continued improvement in the body of knowledge in support of agricultural development		

Key result area	Objective	Priority area	Goal	Goal element <i>(What has to be measured to establish whether or not a contribution is towards achieving the goal)</i>	Measure/Indicator
KRA 6 (cont.)		KIMS	To promote access to knowledge and information for increased sector performance		Proportion of DoA budget used to support research and development
				Co-operation with universities, parastatals and Government	Number of R&D co-operative initiatives
					Number of joint initiatives
				Identification of services and clients	Developed service catalogue and service standard
				Client satisfaction surveys	Frequency of use of surveys undertaken
				PIMSA usage	Number of users per programme
					Quality and volume of programme information in PIMSA
				Briefing to Portfolio Committee on Agriculture and agricultural trade matters	Two briefings annually

DoA human resources management plan

The main purpose, mandate and core business of the human resources management function is to provide the correct skill at the right time and in the right place. It is about talent planning, acquisition, management, training and development, administration and retention. In the public service all these processes are governed by and should be executed in compliance with a set of prescripts ranging from relevant sections of the Constitution, labour laws, Public Service Act and Regulations, Collective Agreements, Ministerial Directives to other nationally determined norms and standards.

Human resource management is a collective responsibility of both corporate and line managers who share different roles and responsibilities in ensuring that the human capital contributes towards the realisation of organisational strategic goals and objectives. It is for this reason that “people management and empowerment” has been embedded as a core competency for directors to be included in their performance agreements.

The biggest challenge currently for the human resources management unit in the department and in the entire public service is to descend from a personnel administration function to occupy a position in the strategic apex of the organisation in order to optimise its business efficiency through the effective development and deployment of its human resources.

During 2007, the DoA, with specific reference to the Directorate Human Resources Management, will in participation with the Department of Public Service and Administration (DPSA) embark on identified interventions to improve the human resource management function in the department and in the public service.

The DPSA has embarked on a process to revise its guidelines on human resource planning. These revised guidelines will include the development of an appropriate human resource planning methodology and framework to be implemented in 2007.

The Directorate Human Resources Management must be able to interpret national human resource policies and from these develop departmental-specific, operational human resource policies and systems/practices. The Human Resources Practitioner must provide strategic advisory and consulting services to the line managers regarding line-specific human resource policies and practices.

A need was identified to review the current delegation of powers of authority of the Minister in terms of the Public Service Act, 1994, as amended and the Public Service Regulations, 2001 (HR delegations), to shorten the current recruitment and selection processes and to empower the line functionaries in the acquisition of human resources.

During 2007, most of the currently approved human resource management policies will be reviewed in order to align these with the changing demands of the organisation's requirements. The demands of the organisation have also necessitated the development of the following departmental policies and strategies:

- Recruitment and Selection Policy and Guidelines to guide managers on human resource acquisition.
- Retention Policy to facilitate the retention of critical and scarce skills within the department. The department experiences a major problem in terms of its service delivery by not being in a possession to retain or attract employees with identified scarce skills (veterinarians, engineers, economists, statisticians, ICT specialists, etc.).
- The need for the development of a Mentoring and Coaching Programme for Senior Management was also identified and will be developed under the guidance of SAMDI and the DPSA for the public service.
- A Training Policy which will provide a framework to manage and regulate training interventions such as ABET, the development of competence profiles, skills assessments, further education and training, learnerships and bursaries. Short courses and conferences will also be developed and implemented.

Human resource development legislations, policies and strategies recognise that organisations will only be competitive and efficient through the development of their employees. Training will not only prepare employees for their current jobs, but will enhance their chances of career progression. The DoA will implement training interventions to achieve the targets of the Human Resources Development Strategy (2005 to 2010) through:

- **Adult Basic Education and Training (ABET)**

The aim of ABET is to reduce and/or eradicate illiteracy among adults by 2010. The programme imparts literacy and numerical skills as well as general education up to grade 9. Altogether 530 employees will be registered and reregistered for ABET in 2007.

- **Training for employees on salary levels 1 to 5**

This training programme aims to enable employees to acquire competencies for career progression. Training of the target population will be preceded by an initiative to develop a competency profile and skills assessment. Vacancies in these categories will be advertised internally (in the DoA) for employees to compete and be promoted. Apart from attending training courses, the jobs of employees in this category will be enriched by the gaining of multiple skills. Altogether 530 of the officials within this category will be registered for ABET, 34 for learnerships and 549 employees will be enrolled for courses informed by the skills assessment.

- **Learnerships**

After completing ABET, employees will be encouraged to register for learnerships. Learnerships are qualifications that impart theoretical training and practical skills. Compared with other qualifications, the syllabus of learnerships is relevant to occupations, e.g. learnerships in Animal Production. During 2007, 34 employees will be registered for learnerships in Business Administration, Human Resource Management, Plant Production and Animal Production. Research will be conducted on newly developed learnerships and those that are relevant will be promoted.

- **Management Development Programme**

A need to develop current and future managers was identified in the HRD Strategy of the DoA and the Accelerated Development Programme initiated by the Minister of Public Service and Administration. The aim is two-fold:

- to enable managers to perform their current and future jobs; and
- to prepare members of the designated groups, particularly women, for management positions to meet the employment equity targets set for 2009.

Training for supervisors/managers in the department is classified into three categories, namely:

- First-line supervisors at salary levels 6 to 8
- Middle managers at salary levels 9 to 12
- Senior/executive managers at salary levels 13 and higher.

The curriculum will be based on management competencies developed by the DPSA. Upon completion of the programme, delegates should be competent in managing finance, providing strategic direction for their respective units and managing performance of their organisational units. To achieve the target set for 2010, 29% of supervisors/managers in all categories must be trained annually with effect from 2007.

For training interventions to make a positive impact on productivity and the quality of service, the Directorate Human Resources Management plans to develop competency profiles of all jobs and then assess the skills levels of the job holders against the competencies identified. Competence profiles will indicate the main objectives of the job, knowledge, skills and attitude requirement of the job holder. Profiles will be kept in files and updated when a need arises. Skills gaps, if any, will be documented in the personal development plans (PDPs) of employees. Employees will only be allowed to attend courses reflected in the PDPs of employees. Pre and post-training assessments will be conducted to determine the effectiveness of the training interventions.

The department acknowledges the importance of individual performance management and performance management and development training courses will be presented to improve the understanding and proper application of the Employee Performance Management System.

An estimated 200 new bursaries will be processed for employees in the department.

To manage the effectiveness of on-the-job training, supervisors will be subjected to mentorship training. The acquired skills (mentorship) will enable supervisors to train other employees in the workplace and convey critical skills. The approved Mentorship Policy will be reviewed to align it with the current demands.

Line function directorates will nominate employees for technical-related courses and compile progress reports in this regard. The Directorate Human Resources Management will consolidate this information into the Workplace Skills Plan and training reports of the department.

In order to enhance and maintain sound labour relations in the department, the Employee Relations Unit will present training courses for investigating and presiding officers to ensure a capable corps of officials who can investigate/prosecute and preside over cases at disciplinary hearings. Training courses for management will also be arranged to ensure that supervisors are equipped to deal with issues such as progressive discipline, trade union activities in the workplace as well as the handling of labour issues in their respective organisational units. Awareness of the latest labour law prescripts by supervisors and employees will be ensured by a comprehensive visit plan to departmental offices.

The DoA considers its employees as the most important asset and has a responsibility to take reasonable steps to protect them against the risk of injury and/or damage to health that may originate from the activities in the working environment. The department regards the fulfilment of this responsibility as the minimum standard, as the department strives for the highest practical standards through its inherent flexibility and dynamic means to achieve our objectives. In pursuance of this commitment the department undertakes to:

- take all reasonable steps to comply with legislation, prescripts and policies of Government in terms of the health and wellness of employees;
- bring about an occupational health and safety programme which aims at accomplishing the highest standards to contain risks/hazards;
- promote healthy lifestyles and support the HIV/Aids Programme;
- encourage the utilisation of the Employee Assistance Programme as a means to reduce grievances, substance abuse and absenteeism;
- support the programme resourcefully and to participate proactively;
- inform employees of their obligation and responsibilities with regard to their health and safety and that of their fellow workers.

Operational activities for the new Occupational Health and Safety Programme will be to:

- develop standards, procedures, reporting systems and policies necessary to promote sound operational health and safety practices and to monitor compliance with legislation;
- evaluate, treat and limit temporary or permanent disability, resulting from injury or illness occurring in the workplace;
- provide an early-warning system to detect significant and potential hazards as early as possible (develop and maintain a database of notifiable diseases);
- inspect and audit workplaces timeously and proactively to prevent, eliminate and/or reduce incidences or accidents.

Operational activities for the Health Promotion and HIV/Aids Programmes will include:

- the development of a training programme to ensure that every employee is trained and reasonably empowered with HIV/Aids skills information and health promotion;
- the facilitation and/or co-ordination of voluntary counselling and testing (VCT) and also pre and post-counselling for an employee wishing to be tested as well as those who are affected;
- compilation and distribution of InfoPaks and promotional material on health promotion and HIV and Aids;
- prevention of the spread of the HIV infection through distribution of condoms, awareness campaigns, workshops and seminars as per departmental events calendar;
- co-operation with the PDAs to intensify our outreach programme in an attempt to conscientise employees in regional offices.

Some of the operational activities for the Employee Assistance Programme (EAP) will be to:

- assist employees in handling personal health problems and promoting a healthy lifestyle;
- facilitate the effective utilisation of the departmental EAP, including peer educators and counsellors;
- provide a gender-sensitive therapeutic service to employees who are and who have suffered all forms of abuse and sexual harassment;
- to review the EAP Policy.

Operational activities of the Health and Wellness Centre will include to:

- conduct physical fitness and health assessments;
- facilitate the fitness activities of employees, including aerobics.

The human resource administration function will be capacitated and equipped to administer and process human resource transactions from recruitment to termination effectively and efficiently in full compliance with relevant pre-scripts and operational procedures.

During 2007 the HR Information Management Unit will, with the assistance of the DPSA and the Directorate Information and Communication Technology, develop an HR Information Management System to generate, analyse and produce management, decision-making and planning information. The department realised that the lack of the use of evidence often leads to a reactionary approach and inappropriate decision making.

The Directorate Human Resources Management will proceed to lead and co-ordinate the Interdepartmental Job Evaluation Co-ordination Committee for the agricultural public sector in order to develop generic job descriptions for identified agricultural specific jobs and to ensure consistent grading levels for these jobs across the sector.

Organisation and work study investigations will be conducted to ensure an efficient and effective internal organisation. The management of vacancies in the department will be monitored by the Organisation Development Committee with a view to reduce the current vacancy rate.

Agricultural sector human capital development

Skills development has been identified as crucial for the successful fulfilment of the Accelerated and Shared Growth Initiative of South Africa (ASGISA). As a result the Presidency spearheaded the establishment of a Joint Initiative on Priority Skills Acquisition (JIPSA). To give effect to JIPSA the Agricultural Sector under the leadership of the DoA has adopted the Agricultural Education and Training Strategy for Agriculture and Rural Development commonly known as the AET strategy. The AET strategy was launched by the Minister for Agriculture and Land Affairs on 30 September 2005 after the signing of a statement of intent by all sector partners.

To implement the AET strategy, the Minister established the National Agricultural Education and Training Forum (NAET). The Minister officially launched the forum on 21 November 2006. The forum will serve as an advisory body to the Minister on issues and its mandate is informed by the AET strategy. The NAET Forum comprises representatives of all major stakeholders and interest groups in agriculture and education. Representation to the NAET include the Department of Agriculture (DoA), Department of Education (DoE), PDAs, three farmers' unions (Nafu, AgriSA and TAU SA), two line function Sector Education and Training Authorities (AgriSETA and FoodBEV SETA), National Research Forum (NRF), Onderstepoort Biological Products (OBP), Agricultural Research Council (ARC), Higher Education in South Africa (HESA), Association of Agricultural Colleges Principals (APAC), and South African Agricultural Teachers' Association (SAATA).

The role of the NAET Forum is to co-ordinate all the programmes and tasks designed to fulfil the vision of an accessible, responsive, quality agricultural education and training in South Africa. The activities of the forum will include looking at the interest of the agricultural sector, provide public accountability, policy formulation and maintenance, co-ordination and strategic guidance on all AET issues as outlined in the implementation plan of the AET Strategy. The implementation plan of the AET Strategy has been aligned to JIPSA initiatives.

While it is crucial to look at future activities of the NAET Forum, it is equally important to review the current state of human capital development in the agricultural sector in terms of assessment of the skills and levels of education of employees as well as the supply of postmatric agricultural qualifications in the sector.

CURRENT STATUS

Levels of education of people employed in the agricultural sector

Disparities in the level of education among people employed in the agricultural sector by population group are presented in the table on page 46.

Skills breakdown of employment in the agricultural, hunting, forestry and fishing sector for 1995 and 2002

Year	1995	2002
Skilled	1	2
Semiskilled	22	46
Unskilled	77	52
Total	100	100

It is evident from the table that there has been a decrease in the percentage of unskilled labour in the sector from 77% in 1995 to 52% in 2002. Another significant shift is among the semiskilled workers which increased from 22% in 1995 to 46% in 2002. There has been no major change concerning the skilled workers who have increased from 1 to 2%.

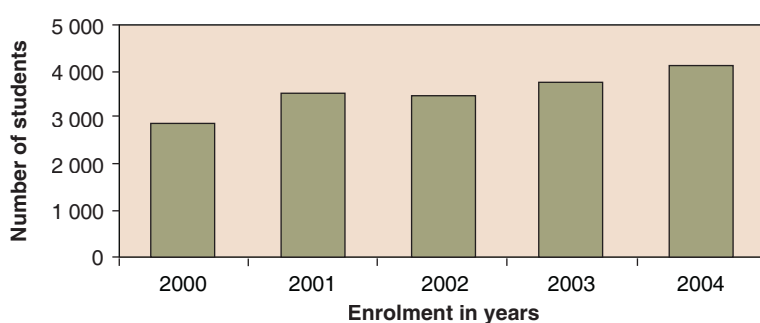
Agricultural student enrolments and graduates at higher education institutions between 2000 and 2004

The table below is a comparison of headcount number of students enrolled in agriculture and renewable resources at universities and universities of technology compared to total enrolment in each institutional type: 2000 to 2004

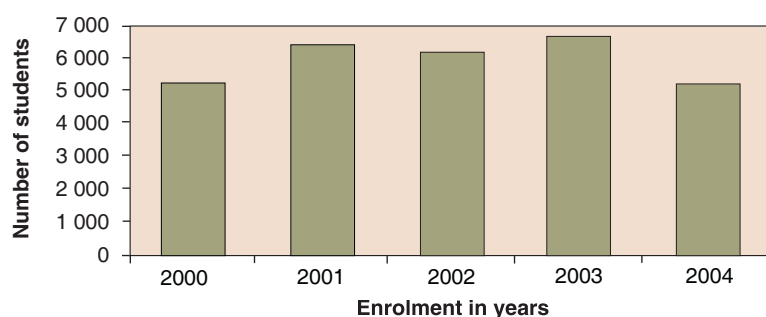
Student enrolments at universities and universities of technology

Year	Universities			Technikons (now universities)			Total		
	Agricultural enrolment	Total enrolment	% of total enrolment	Agricultural enrolment	Total enrolment	% of total enrolment	Agricultural enrolment	Total enrolment	% of total
2000	3 411	387 361	0,88	5 258	202 792	2,59	8 669	590 153	1,47
2001	4 242	428 094	0,99	6 346	224 327	2,83	10 588	652 421	1,62
2002	4 223	460 470	0,92	6 125	214 690	2,85	10 348	675 160	1,53
2003	4 558	487 741	0,93	6 638	230 052	2,89	11 196	717 793	1,56
2004	4 954	343 311	1,44	5 189	194 981	2,66	10 143	538 292	1,88
Total	21 388	2 106 977	1,02	29 556	1 066 842	2,77	50 944	3 173 819	1,61

Student enrolments at universities over a five-year period: 2000 to 2004



Student enrolments at universities of technology over a five-year period: 2000 to 2004



From the graphs above, it is clear that the number of students enrolling for agricultural programmes increased every year at the universities. In the case of universities of technology, the enrolment figures increased from 2000 to 2003 and dropped in 2004. The decrease in 2004 should be seen against the backdrop of the decreasing number of student enrolments in 2004 compared to the previous years.

The following table presents an analysis of student enrolments between 11 colleges of agriculture. Information analysed, excludes Tsolo College of Agriculture.

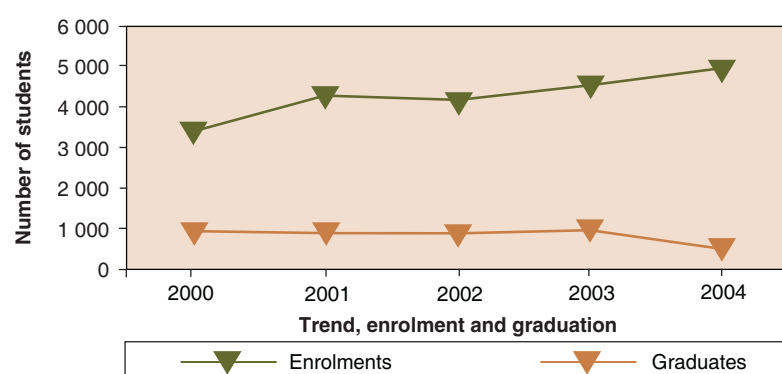
Student enrolments for colleges of agriculture: 2004 to 2005

Year	Race				Gender	
	African	Coloured	Indian	White	M	F
2004	888	43	2	528	1 081	380
2005	745	113	5	533	977	415
Total	1 633	156	7	1 061	2 058	795

Similar to the case of university student enrolments, enrolments at colleges of agriculture have decreased from 888 in 2004 to 745 in 2005. Concerning gender, there has been an increase on the number of female student enrolments from 380 in 2004 to 415 in 2005.

The assessment compared universities and universities of technology and it focused on measuring throughput of students registered for Agriculture and Renewable Resources from 2000 to 2004. The data are presented in the following graphs.

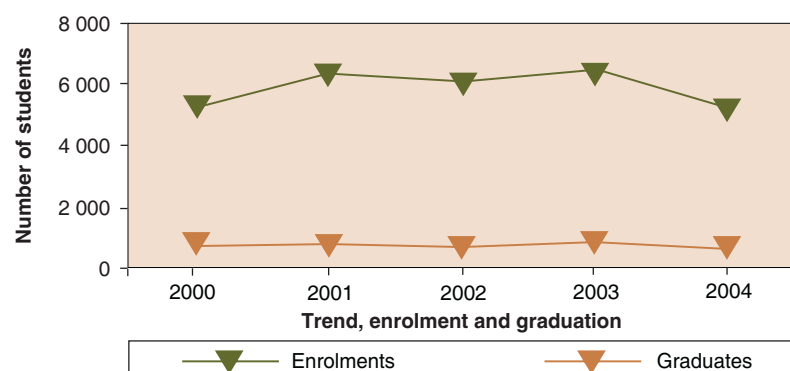
Throughput of students enrolled for agriculture at universities from 2000 to 2004



From the above graph it is evident that although the total enrolment figure for universities was 21 388 over the five-year period, the number of graduates per annum was 4 222. This represents an average throughput rate of 19,8%.

Throughput of students enrolled for Agriculture at universities of technology from 2000 to 2004

In the case of universities of technology, the total number of enrolments in agriculture over the 5 years was 29 556, while the number of graduates was 3 192. This represents an average throughput rate of 10,8%.



Assessment of graduation output from colleges of agriculture: 2004 to 2005

An analysis of graduate throughput rate from 11 colleges of agriculture is presented in the table below. Information analysed, excludes Tsolo College of Agriculture.

Year	Race				Gender	
	African	Coloured	Indian	White	M	F
2004	340	29	0	299	480	188
2005	387	72	2	177	436	202
Total	727	101	2	476	916	390

There was a slight increase in the number of female graduates at colleges of agriculture from 188 in 2004 to 202 in 2005.

DoA intervention strategies

The DoA introduced a number of strategies and schemes to advance human capital development in the sector. These strategies include the External Bursary Scheme for critical and scarce skills in agriculture, the International Training Programme, the Experiential and Internship Programme, the Agri-industry Development Programme, the Master Mentorship and Mentorship Development Programme and Adult Basic Education and Training Programme to increase the levels of functional literacy and numeracy in the sector over the next 10 years.

There is Government urgency to ensure a successful restructuring of the agricultural extension and advisory services; therefore the DoA has developed norms and standards for agricultural extension and advisory services as one of the strategies to enhance human capital development in the sector.

Implementation of norms and standards for agricultural extension and advisory services

Through the norms and standards for agricultural extension and advisory services, the DoA redefines the critical role of government employed extension workers and asserts their centrality in the successful implementation of key government programmes such as the CASP, the IFSNP and LandCare. The implementation of these norms and standards find expression through a number of ongoing projects, *inter alia*, a skills audit of all government employed extension officers, a project due for completion early in 2007.

It is envisaged that, during the first quarter of the 2007/08 financial year, the DoA shall have developed a comprehensive training plan, tailor made for the needs of the current contingent of government employed extension officers. Concomitantly, by the end of March 2007, a service level agreement between the DoA and the accredited service providers shall have been signed. A roll-out of the training of 200 extension workers for the 2007/08 financial year will commence in April 2007. Training will incorporate the implementation of the newly developed unit standards-based qualifications in extension.

Terms of reference for co-ordination, delivery, monitoring and evaluation of sectoral funded training programmes

The need to regulate training in the agricultural sector resulted in the development and promulgation of norms and standards for training and capacity building. It is through these norms and standards that the DoA announces how sector funded training programmes must be co-ordinated, monitored and evaluated. Importantly, the norms and standards set out funding parameters for all training linked to government key programmes such as CASP, AgriBEE, etc. Furthermore, the norms and standards succinctly define the roles and responsibilities of the different role players in training. In terms of the standards it has been recommended that a minimum of 10% of project funding should be reserved for training.

The process of implementing these norms and standards will be accelerated through the drafting of plans in collaboration with PDAs and universities.

To ensure effective and efficient management of sectoral training programmes, a sectoral training committee (STC) will be established by April 2007. The purpose of the STC would be to:

- Approve training budget allocation for national and co-ordinated training interventions

- Evaluate and approve training plans
- Conduct site visits for verification purposes
- Evaluate and approve training reports
- Submit a sectoral training report to an extended Intergovernmental Technical Committee on Agriculture and Land (ITCAL).

Agriculture co-operative governance framework

The Agricultural Public Sector remains fully aligned and committed to the integrated principles of governance enshrined in provisions of Section 41 of the Constitution of the Republic of South Africa, 1996, as well as the Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005). This approach guides the department in its engagement in broader government processes as well as its quest for effective delivery on its mandate. Implementation of government priorities of development, poverty eradication, service delivery and “a better life for all” requires that all spheres of government, together with all State institutions, work together in order to achieve the maximum impact of government services. Institutionalisation of this approach has resulted in the MinMec agricultural structure being reconstituted in 2006 into a National Intergovernmental Forum for Agriculture and Land (NIFAL) in line with the provisions of the Intergovernmental Relations Framework Act, 2005. This reconstitution is also intended to ensure an effective alignment between programmes of the DoA, both at national and provincial level, and those of the Department of Land Affairs in order to fast-track agrarian reform.

The department continues to actively participate in all government cluster programmes with a view of ensuring that all departmental programmes are also aligned to the broader government agenda. The department continues to play a significant role within the Economic and Employment Cluster of Directors-General, in particular with respect to the biofuels initiative, emanating from the ASGISA programme. The department also participates in all four other Directors-General Clusters (i.e. Governance and Administration, International Relations, Peace and Security, Justice, Crime, Peace and Security, Social Cluster) as well as in the Cluster Task Teams, while providing leadership responsibility to one of the key government programmes under the Social Cluster of the IFSNP.

Intergovernmental fiscal review work continues to yield positive results with the 4 x 4 technical team and the 10 x 10 forums established during 2003 now having defined spending pressures in almost all pillars of the CASP. This work will also advance progress towards the concluding of implementation protocols envisaged in the Intergovernmental Relations Framework Act, 2005. The ITCAL remains responsible for all technical intergovernmental work done within the Sector in support of NIFAL.

The department will in 2007 consolidate its efforts in establishing and strengthening co-operative arrangements with the Local Sphere of Government, using the Integrated Sustainable Rural Development Programme (ISRDP) and the Urban Renewal Programme (URP) as the entry point into this Sphere of Government.

Agricultural public entities play a significant role as government instruments in the delivering of government products and services. These public entities (Agricultural Research Council, Land and Agricultural Development Bank, National Agricultural Marketing Council, Ncera Farms, Onderstepoort Biological Products, Perishable Products Export Council Board, South African Wine Industry Trust, other advisory councils, etc.) fall within the categories of State-owned entities, service delivery agencies, regulatory bodies or advisory bodies. The role of the department is to support the Minister in exercising the executive authority's oversight responsibility over the public entities in order to ensure that they deliver on their stated mandate. This mandate will be stated both in the founding legislation with deliverables clearly articulated in a shareholder compact entered into between the Minister and accounting authorities of these entities.

Public entities and partnerships

In an effort to build partnerships with external stakeholders, during the year under review the DoA has established various platforms to engage with stakeholders. At the level of social partners, a CEOs forum has been established. This is a forum in which representatives of the commercial agricultural sector and agri-business engage with the DoA on the implementation of the APoA. In this regard various task teams of the CEO forum have been established, which are aligned to the APoA,

The CEO forum feeds into the broader agricultural working group, which is a forum in which the commercial agricultural sector interacts with the President on various agriculture-related issues. At another level the DoA continues to work with AgriSA and Nafu on implementing *The strategic plan for South African agriculture*, or the *Sector plan* as it is generally known. Periodic engagements between the three signatories to the *Sector plan* serve as platforms to monitor progress with implementation. Progress is then reported to the meetings of the Presidential Working Group on Commercial Agriculture, which met twice during the course of this year. The CEO forum has been co-opted as another significant participant in the presidential working group. The DoA has managed to convince the TAU SA to participate in discussions of the Presidential Working Group, although they were not part of the original signatories to the *Sector plan*.

The Fourth World Congress of Rural Women is on the radar screens. Planning preparation for the congress is on track. The congress will bring together rural women from all over the world to discuss issues relating to women and development.

Access strategy for better service delivery performance

The department recognises the importance of citizen access to information on its products and services. In line with Batho-Pele principles, the department will be consolidating and reproducing a catalogue of its products and services in line with the government-wide "Access Strategy". Together with the existing access channels, such as departmental offices, extension system, etc., the department will be evaluating current government-wide access channels (including MPCCs, CDWs, Batho-Pele Gateway, PITs, etc.) to see how best it could increase access to its products and services using enhanced access channels. This approach is intended to be a supportive initiative to the departmental "service improvement" plan.

Knowledge and information management systems (KIMS)

The department utilises its Intranet and website for the storage of internal and public documents of interest to its staff or stakeholders. Various applications have been developed for internal business processes, an example of which is its management decision support system that provides an electronic repository and search facility for all Departmental Executive Committee (DEXCO) decisions. DEXCO has instituted an electronic calendar for planning purposes.

An Agricultural Geo-referenced Information System (AGIS) is a centrepiece of its dissemination of information in electronic format, while a new web-based Project Information Management System for Agriculture (PIMSA) has been launched and will be actively implemented in the 2007/08 financial year.

The department widely utilises commercial software for office efficiency, e.g. word processing, spreadsheet, presentations, database and e-mail applications.

Transformation status in the DoA

Over the past 12 months the department continued to intensify its transformation initiatives and programmes. The majority of directorates attended the team-building sessions with a view to sensitise employees about the importance of each individual regarding service delivery. Sub-transformation Forums were established within the directorates, whose roles will be to ensure harmony and creation or enhancement of a good working environment within directorates and the entire department.

The department will continue to arrange diversity management sessions as a programme which has the principal objective of sensitising employees about the importance of cultural diversity and diversity in general.

In line with the Cabinet Resolution of 2005 on representation of women at SMS level, the department has been making significant progress in achieving the 50 % target for women representation within Senior Management Service by 31 March 2009, with current statistics on representivity now at 37 % women in Senior Management. The DoA is confident of achieving the Cabinet's target by 2009. Monitoring mechanisms have been put in place, including reviewing all appointments at salary levels 11 to 12), new appointments to ensure that they feed into a pool of development women and people with disabilities. Furthermore, an intensive training and development programme has been put in place by the Human Resources Management Unit in order to make sure that women are ready to assume management positions with specific emphasis on level 9 to 12 as these will be feeders to SMS level.

Recruitment of people with disabilities remains a serious challenge facing the department. Currently the achievement rate of people with disabilities is at 0,4 % and none at SMS level. The department is working toward achieving the 2 % target by 31 March 2010. Training and development is an intervention focus area for the department in order to ensure that staff members deliver a good service to clients.

Through the National Youth Services the department has managed to identify a critical role that it will play as part of the Youth Development Initiative Programmes. As part of its commitment in changing the lives of the young people, particularly from vulnerable groups, the DoA's target will be that by March 2008, a minimum of 2% of PSETA learnerships for unemployed persons with disabilities be placed within the DoA.

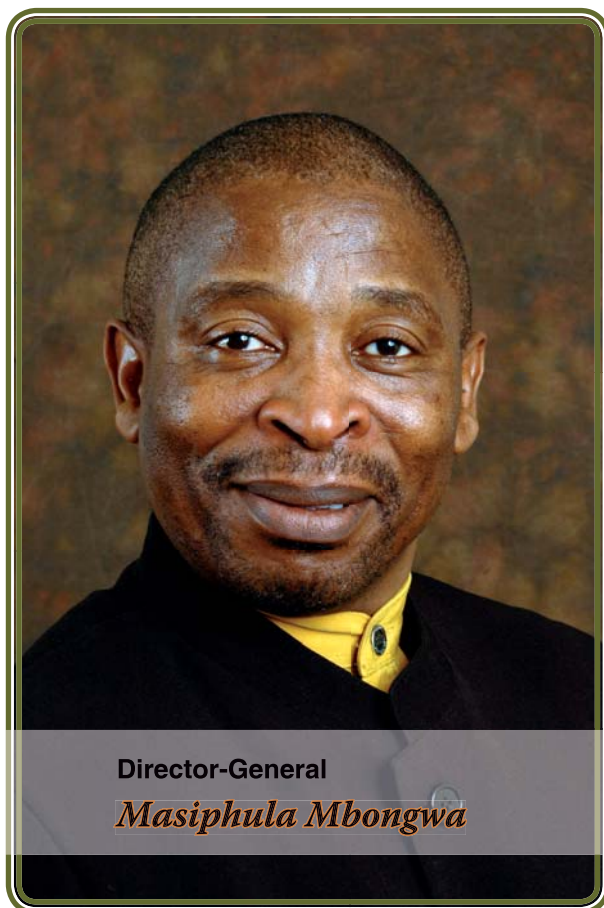
The intake of interns has been biased towards women and an attempt is being made to also include people with disabilities in order to have a pool of prospective employees for the DoA.

4 Work and budgets



PROGRAMME 1

Administration



RESPONSIBILITY

Director-General
Chief Operating Office
Chief Financial Office
Chief Programmes Office
Chief of Communications

PURPOSE

The programme provides the department with strategic leadership and management, as well as overall administrative and performance oversight, including managing returns on resource investments.

PROGRAMME OVERVIEW

Programme Administration takes responsibility for providing strategic leadership. This includes overall departmental strategy development, monitoring of implementation thereof, as well as overall organisational administration and governance. The programme comprises the Office of the Director-General, Corporate Services, Strategic Planning and Monitoring and Evaluation, Information and Communication Technology, Transformation and Internal Audit. Going forward to 2007, departmental communication will also be incorporated into this programme.

The programme also provides strategic support to the Ministry and serves as an interface between the department and Parliament. The programme takes responsibility for ensuring that the departmental strategies and goals feed into the broader government objectives and priorities. The programme takes responsibility for providing strategic leadership in intergovernmental programmes within the sector as well as partnerships that the department has fostered within the sector.

STRATEGIC OVERVIEW AND PROBLEM STATEMENT

The year 2007 constitutes a mid-term period of the electoral mandate. The department therefore faces the important task of evaluating its progress in delivering on the electoral mandate of 2004. The department will be engaging in this activity guided by government priorities that shape the direction and nature of departmental programmes. These priorities find expression in ASGISA and other priority initiatives of Government. In pursuing these objectives the department will intensify the pace of service delivery guided by the *Sector plan* (Agricultural Programme of Action—PoA). This fast tracking of the pace of delivery is embedded in the Gijima Programme of service delivery methodology.

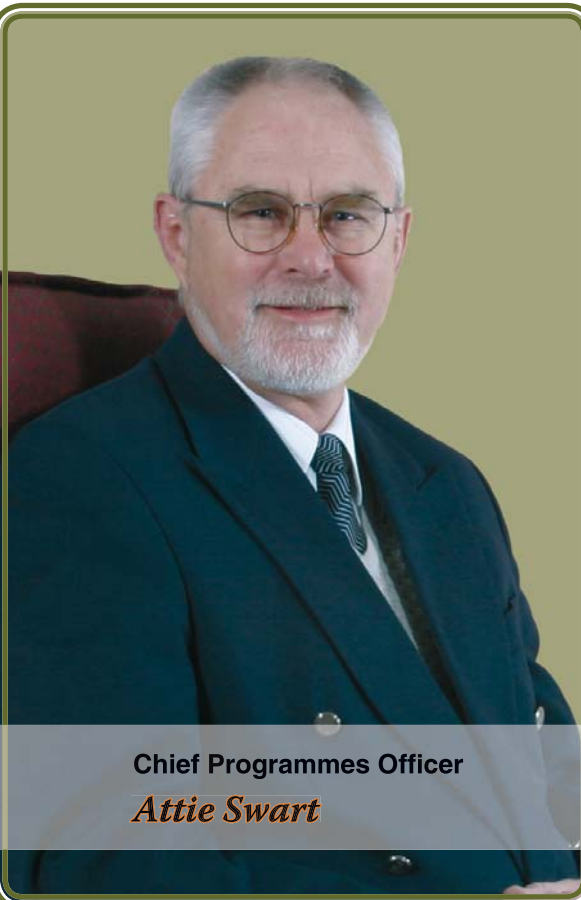


KEY RESULT AREAS

The programme takes responsibility for overall effective, efficient and timely delivery on the department's mandate within the allocated resources as a key result area of the department. To achieve this objective, the programme ensures that the department consistently applies methodologies for continuous service delivery improvement and quality of service. This programme continues to review existing performance management systems for their effectiveness in order to support the department's overall objective of service excellence.

PLANNED EXPENDITURE

	2007/08 R'000	2008/09 R'000	2009/10 R'000
<i>Per subprogramme</i>			
Minister	938	985	1034
Management	93 401	97 816	104 292
Corporate Services	119 006	127 051	135 017
Capital Works	31 183	23 104	21 009
Property Management	38 807	41 474	49 064
	283 335	290 430	310 416
<i>Economic classification</i>			
Compensation of employees	127 766	135 877	148 339
Goods and services	121 854	128 904	138 382
Transfers and subsidies	685	716	766
Payments for capital assets	33 030	24 933	22 929
	283 335	290 430	310 416



Chief Programmes Officer
Attie Swart



Chief of Communications
P. Tsotso Sehoolle

IMPLEMENTATION STRATEGY

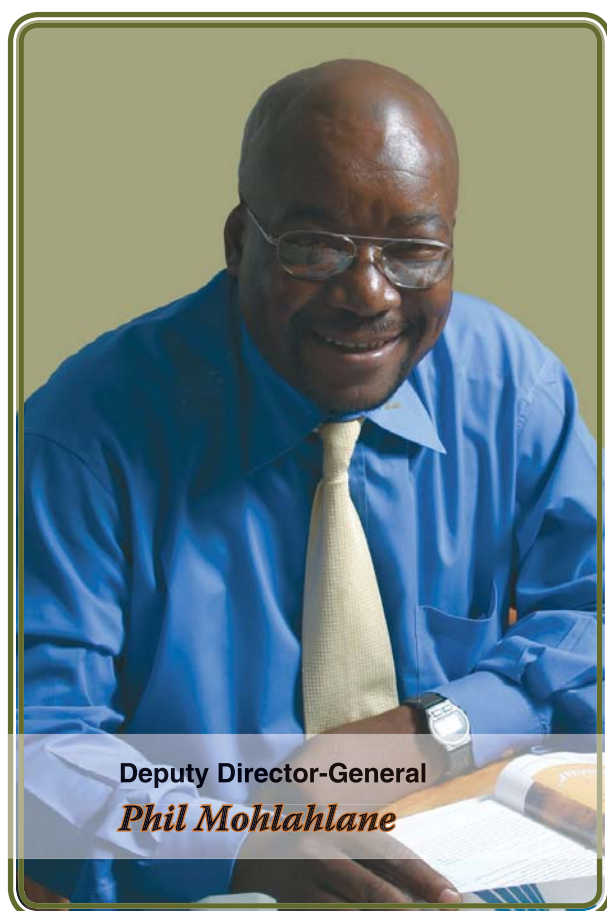
Implementation of programme objectives is guided by the recognition and strengthening of broad governance principles and structure that have been built by the programme recently. These include the continued effective participation in government cluster processes, fostering healthy intergovernmental relations with the provinces and consolidating internal departmental governance structures. The department has initiated an alignment process with its sister department (Land Affairs) in order to increase the impact of joint programmes of agrarian reform of the two departments. Results of this alignment process should be realised within the current financial year.

A growing recognition of the importance of the management of information and knowledge still occupies centre stage in the functioning of the department. As a knowledge institution itself, the department will commit resources to this endeavour while ensuring that knowledge and information sharing permeates throughout the department in order to optimise capacity-building initiatives.

The experience gained from continuous performance review sessions, quarterly review meetings (QRMs) over years has had tremendous benefits for the department. Service delivery integration, within the broader public service, is the approach that the department adopts in considering its strategies and interventions. This is clear from the manner in which the department engages at a sectoral intergovernmental level as well as at government-wide cluster processes.

PROGRAMME 2

Livelihoods, Economics and Business Development



Deputy Director-General
Phil Mohlahlane

RESPONSIBILITY

Deputy Director-General: Livelihoods, Economics and Business Development

PURPOSE

Promote equitable access to the agricultural sector, growth and commercial viability of emerging farmers, and food security and rural development. The programme facilitates market access for South African agricultural products nationally and internationally by developing and implementing appropriate policies and targeted programmes. It promotes broad-based Black Economic Empowerment (BEE) in the sector and provides information for developing and promoting the agricultural sector.

The programme comprises three subprogrammes:

Livelihoods Development Support provides post-settlement support to emerging farmers, promotes farmer co-operatives and villages and is responsible for food security policy and legislation, programmes and information.

Trade and Business Development facilitates international and domestic marketing access for South African agricultural products and promotes BEE in the sector. It also interacts with the National Agricultural Marketing Council.

Economic and Statistical Services provides for

the collection and analysis of agricultural statistics, monitors and evaluates the economic performance of the sector and produces quarterly reports on sector trends. It also interacts with Statistics South Africa.

KEY RESULT AREAS

Measurable objective: Improve emerging farmers' access to and sustained participation in agriculture, and improve food security in the medium term through providing better opportunities and more equitable access in order to maximise growth and employment in the sector.

Subprogramme	Output	Measure/indicator	Target
Livelihoods Development Support	Post-settlement support to land reform beneficiaries	Increased number of CASP beneficiaries	From 67 366 to 80 000 beneficiaries
	Agricultural food production packages	Number of households receiving agricultural food production packages	6 364 households

Subprogramme	Output	Measure/indicator	Target
Livelihoods Development Support (<i>cont.</i>)	Dispose of all unencumbered state land	Number of hectares disposed of by July 2007	10 000 hectares
	Accelerate implementation of Mafisa	Number of emerging farmers and rural entrepreneurs accessing Mafisa products	4 000 farmers and entrepreneurs
Trade and Business Development	AgriBEE Charter, score-cards and codes	Charter and codes finalised	March 2008
	AgriBEE Equity Fund	Percentage of ownership	10% of ownership of all assisted agricultural enterprises comprising farmworkers and 20% of ownership towards designated groups
	Sector specific strategies incorporating broad-based BEE	Number of strategies aligned with broad-based BEE guidelines and norms	2 strategies
Economic and Statistical Services	Report on the performance of the sector	Number and range of reports published	10 economic reviews, 15 topical reports, 6 statistical reports, 2 economic maps

PLANNED EXPENDITURE

	2007/08 R'000	2008/09 R'000	2009/10 R'000
<i>Per subprogramme</i>			
Management	1 998	2 044	2 084
Livelihoods Development Support	731 436	752 930	704 480
Trade and Business Development	113 544	119 920	130 403
Economic and Statistical Services	26 653	28 807	31 714
National Agricultural Marketing Council	13 320	13 959	14 797
	886 951	917 660	883 478
<i>Economic classification</i>			
Compensation of employees	65 253	69 747	81 243
Goods and services	92 264	97 760	105 528
Transfers and subsidies	728 270	748 942	695 437
Payments for capital assets	1 164	1 211	1 270
	886 951	917 660	883 478

BUDGET CHALLENGES

The following challenges will have to be considered:

- The provision of input costs and support to emerging farmers
- The mobilisation, training and empowerment of youth and women in rural areas
- The identification of biofuels provides us another opportunity for the development of rural communities and the empowerment of women and youth
- Rehabilitation of farms coupled with AgriBEE will have to address issues involving equitable access and empowerment. The way state farms are leased or allocated will have to be reconsidered—once again, with special emphasis on women and youth.

In summary, budget allocations may have to be revisited to address the current Gijima delivery mode and to allow for the mobilisation of the biggest asset of development, as identified by the Ministerial Lekgotla, in support of women and youth—in order to achieve the objectives of the Letsema/Ilima campaign.

SUBPROGRAMME

Livelihoods Development Support

RESPONSIBILITY

Chief Director: Livelihoods Development Support

PURPOSE

Promote stability, competitiveness, growth and transformation in the agricultural sector by developing policies governing farmer settlement, food security and agricultural development finances.

STRATEGIC OVERVIEW AND PROBLEM STATEMENT

The Subprogramme Livelihoods Development Support will focus on eliminating skewed participation in the agricultural sector by reducing inequality in land and enterprise ownership as outlined in *The strategic plan for South African agriculture*.

The subprogramme will ensure adequate co-ordination and integration of efforts of different institutions of service delivery. In this regard, the aligned LRAD and the CASP will strive to increase the number of viable commercial farmers from PDIs. To ensure sustainability of the Land and Agrarian Reform Projects more resources will be devoted to support services (CASP).

The development of a third tier financial services sector that has a focus on the “unbanked”, is a major objective of the financial services and co-operative development programme. The Agriculture Credit Scheme (state-owned scheme) provides micro and retail agricultural financial services and facilitates the access to public sector programmes to enable market efficiency.

Agricultural production at household level requires promotion in the South African context where over 2 million households are food insecure. In this respect the development of the FIVIMS will assist in the design of well-targeted interventions. A key intervention on the food security front will be the provision of agriculture starter packs to support agricultural production as part of the IFSNP. The subprogramme will continue to play a co-ordinating role for the cross-cutting issue of food security at national and international levels.

IMPLEMENTATION STRATEGY

The subprogramme will work more closely with provincial and local structures in each of its directorates, namely Land Settlement, Food Security and Agricultural Development Finance. Land Settlement Provincial Co-ordinators will facilitate and monitor this subprogramme at provincial and local spheres of government. These co-ordinators will also provide liaison and an integrative function with other subprogrammes in the department. The subprogramme will especially be tasked with the responsibility of facilitating the development of a framework for mutual support to land and agrarian reform projects, whereby the roles of different players will be defined. Ensuring an integrated approach in the conception and planning of land and agrarian, including the food insecure and the vulnerable, is one of the subprogramme's priorities.

Access to finance and investment

The micro-credit scheme (Mafisa) launched in 2005, the finance Sector Charter and the AgriBEE will provide opportunities for the subprogramme to increase access to finance and investment for the sector. An identification of such opportunities will be undertaken through the various Task Teams and Working Groups through the Directorate Agricultural Development Finance.

Human resources

The current structure of the subprogramme has a total staff establishment of 134 posts. 90 % of the funded posts are filled and the posts are being filled as and when they become vacant.

KNOWLEDGE AND INFORMATION MANAGEMENT

Further elaboration and construction of the FIVIMS will be undertaken together with ongoing food security campaigns as part of broader information dissemination.

SUBPROGRAMME

Trade and Business Development

RESPONSIBILITY

Chief Director: Trade and Business Development

PURPOSE

Develop policies and provide strategic business support for promotion of access to national and international markets and to enhance Broad-based Black Economic Empowerment and SMME development in the sector.

STRATEGIC OVERVIEW AND PROBLEM STATEMENT

The implementation of *The strategic plan for South African agriculture* (Sector plan) will continue to guide the programme's activities.

The subprogramme will take the lead in facilitating enhancement of business excellence for national and international markets across the sector in partnership with the private sector.

Government priorities such as Operation Gijima and others will also shape the direction and nature of our interactions. Based on the coming 2010 World Cup and outcomes of the five-year MTEF review the subprogramme is proactively involved in the following:

- enhancing opportunities presented by a more united agricultural sector, through partnerships with specific strategic, highly-valued commodity groups;
- contributing to enterprise development and institutional support for SMMEs within the ASGISA Programme;
- piloting in partnership with the private sector a community business model for biofuel as part of the empowerment of rural areas;
- promoting truly South African indigenous and value-added agricultural products, cuisine, agro-tourism and other niche industries;
- incorporating an integrated model for excellence and empowerment in the flower industry as a potential model for win more-benefits across the sector for niche products;
- developing an integrated trade and marketing policy framework as well as a tariff policy approach that take cognisance of the special attributes of agriculture;
- promoting innovation and creativity in business and markets for value-added agricultural products;
- partnering with various government and private sector agencies to harmonise business excellence and improving agricultural marketing logistics systems and trade;
- placing a greater emphasis on intra-African trade with specific attention to harmonising trade protocols and promoting commodity alliances within the SADC;
- ensuring that developing countries' issues and those of South Africa are dealt with substantively in the WTO Doha Development Agenda;
- Continuing with research and analysis capacity required for preparations for bilateral and WTO negotiations.

Successful mainstreaming of the many informal to semiformal and emerging SMMEs into agriculture and related businesses is fundamental to stable economic transformation. This calls for co-ordinated government measures that stimulate and meet basic aspirations and needs of the majority of marginalised role players, thereby allowing

them the dignity to take charge of their lives and contribute to growth and wealth creation of their sector and economy. Opportunities created will generate economic activities, incomes, employment and stimulate competition.

The conclusion of the AgriBEE Charter and the two Scorecards for the agricultural sector continues to be a priority during 2007/08. The Charter will guide a number of programme activities and departmental outputs. Promotion of AgriBEE-relevant support and monitoring of empowerment activities is a core activity within the subprogramme.

Currently important pursuits are the review of the SA/EU TDCA and the possible merger of this with the EU/SAC EPA process. These Economic Partnership Agreements (EPAs) negotiations between the European Commission (EC) and six African, Caribbean and Pacific (ACP) countries are conducted in terms of the Cotonou Agreement, with South Africa participating as part of the SADC group.

Another important process that is underway is the co-ordination and harmonisation of agricultural policies within the SACU. The SADC FTA partners have started a process to develop a free trade area into a customs union by 2010. The deepening of regional trade and economic integration through negotiations of the SADC Customs Union during 2007 requires additional research, manpower and financial resources.

A preferential trade agreement with MERCOSUR is in its final stages towards conclusion. Potential future FTA negotiations are those with India and China. All of these will impact on the activities and capacity of the department broadly.

The Directorate Marketing is leading processes aimed at the development of an integrated Trade and Marketing Policy Framework as well as developing a specific tariff approach for agricultural products in South Africa. This process requires close interaction with the entire agricultural sector. The Directorate will also formulate an adjusted agricultural marketing dispensation informed by the outcome of the agricultural marketing environment review. The directorate will further pursue projects aimed at improving access to markets by developing farmers as well as improving the efficiency of agricultural marketing value chains through the implementation of the marketing infrastructure investment programme and agrologistics strategy respectively. The unit will continue to produce and distribute agricultural commodity market reports as well as training materials for developing farmers as part of its information-sharing initiative. The information will be distributed through the Agricultural Marketing Information System as well as through other channels. The Director: Marketing maintains close liaison with the NAMC. The directorate will continue to facilitate market access by advocacy, promoting norms and standards, and utilising other instruments of support to deal with market access demands. The directorate will also continue to issue preferential trade permits in terms of trade agreements.

IMPLEMENTATION STRATEGY

The activities of the subprogramme require co-ordination and collaboration internally and with other government and private sector stakeholders in developing policies, e.g. AgriBEE, negotiating positions, setting norms and standards, commodity specific action plans, trade, marketing and tariff policies, programmes and projects. A process has been initiated with the dti to harmonise and broaden customised commodity plans to accelerate a unified approach to development and implementation. A framework based on joint inputs for an approach to customised commodity strategies has been developed and it is being considered within the dti management. The subprogramme will continue to liaise closely with the dti's agro-processing units in the development and implementation of their Customised Sector Programmes to remove value chain constraints experienced by agribusiness to enhance value chain efficiency and competitiveness. The Chief Director: Trade and Business Development will provide leadership for this co-ordination.

The Director: Business and Entrepreneurial Development collaborates with the provinces, other departments, commodity groups and other stakeholders in the sector on related business excellence promotion and empowerment areas. The directorate provides the required support to a national advisory council to be created to oversee implementation of AgriBEE. Its functions include the implementation of the AgriBEE Scorecard, overseeing the BEE compliance framework, advocacy, funding and business and entrepreneurial development support facilitation in partnership. Designated group empowerment strategies will be given priority. SMME development support is co-ordinated with the dti (SEDA) with regard to entrepreneurship and enterprise development.

The Director: International Trade utilises the Agricultural Trade Forum (ATF) and NEDLAC in which national government, labour, private sector stakeholders and provinces are represented. The ATF is used to report on and receive inputs regarding trade negotiations and relations. The department has commenced close collaboration and consultation processes with the BLNS countries in terms of the new SACU agreement in order to conclude consen-

positions for negotiations. The programme is heavily involved in trade negotiations in which the programme manager, Director: International Trade, deputy directors and specialists play an active role. The directorate interacts with different alliances within the WTO to further its trade interest. Trade analyses tools are utilised and made available.

The Director: Marketing utilises the ATF as well as established task teams comprising industry and Government to develop agro-logistics strategies aimed at reducing the costs of logistics and enhancing the efficient flow of agricultural products across commodity value chains. Another task team was established to develop an integrated agricultural trade and marketing policy framework as well a policy position on agricultural tariffs. The director is also liaising with the PDAs on shared projects such as agricultural marketing capacity building, establishment of agricultural marketing infrastructure as well dissemination of agricultural marketing information. The director works closely with the NAMC on other marketing-related matters in terms of the Marketing of Agricultural Products Act of 1996.

Implementation of empowerment efforts and ATF activities are reported to the department, ITCA, MinMec, and the Sector Plan Implementation Committee. The Parliamentary Portfolio Committee on Agriculture is informed biannually on trade negotiations and progress in implementing AgriBEE.

Knowledge and information management

The Agricultural Trade Forum (ATF) will continue to be utilised as the prime instrument to liaise with stakeholders in agricultural trade and convey information relating to agricultural trade negotiations and relations.

Parliamentary committees, the ATF and marketing forum will be briefed regarding important developments, e.g. on trade, marketing and AgriBEE. Liaison will be maintained principally with the dti, the Department of Transport, PDAs, relevant institutions of education, NGOs and CBOs, the newly-established Agriculture Chief Executives' forum, farmers, industries and commodity groups, and extension officers to advocate key objectives of the programme.

The Chief Director chairs the ATF and the DEXCO International Co-ordination Committee (ICC) meetings.

International engagement

The programme is involved internationally in trade negotiations, facilitation and networking, strategic positioning and partnerships as well food networking, e.g. commodity organisations and broad agribusiness collaboration.

SUBPROGRAMME

Economic and Statistical Services

RESPONSIBILITY

Chief Director: Economic and Statistical Services

PURPOSE

Provide information for developing and monitoring the agricultural sector.

OBJECTIVE

The subprogramme aims to render agricultural economic and statistical services in support of economic growth, development and an equitable agricultural sector. The subprogramme monitors the economic performance of the sector and generates national agricultural statistics. It researches and renders advice on agricultural economic and policy issues.

It provides support and sets norms for agricultural production and resource economic services, and it promotes the acquisition and retention of skills in agricultural economics and statistics. The subprogramme is therefore responsible for the establishment and management of a national agricultural database, the establishment and

promotion of agricultural economic instruments and standards, and the determination of policy options from which the department can choose.

PROBLEM STATEMENT

The department has identified the lack of a comprehensive and accurate statistical database on the agricultural sector as the primary obstacle to effective planning, decision making, implementation and support of development initiatives. The DoA therefore has to strengthen and maintain its statistics management capacity at a level commensurate with the strategic importance of the function.

The collected statistics have to be expertly analysed and interpreted so that these can inform management and policy decisions. The DoA therefore needs to speedily complete the establishment of an economic analysis unit in order to exercise its leadership of the sector.

The dire shortage of project planning and evaluation skills in the country means that development projects are often not planned or nonviable economic choices are made by PDAs and other implementing agencies. The DoA therefore has to develop guidelines and co-ordinate training and the use of appropriate instruments in agricultural production and resource economics.

IMPLEMENTATION STRATEGY

A very important area that will receive attention to promote good governance will be to fully implement an integrated liaison system to establish and regularly update a national public research agenda with regard to production and resource economics as well as in the area of sector and industry analysis on a macroeconomic level. The ongoing effort to more regularly exchange with agricultural statistics and agricultural economic analytical clients, partners and service providers will continue in an effort to further strengthen constructive engagement with a view to service excellence. An area that has not received the attention it deserves is better integration and co-ordination of economic and agricultural technical activities. This subprogramme will initiate a continuous combined endeavour in the department to address this important internal governance issue.

Human resource management

The shortage of sufficient competent human resources remains the greatest constraint with regard to agricultural economic, statistical and analytical services in the department. The main focus during the period under review will be on the implementation of the recommendations of the report on the training, recruitment and retention of especially scarce human resource capacities with regard to economists in public agricultural services.

Knowledge and information management

As part of the effort to better align agricultural economic, statistical and analytical line function activities, greater focus will be affected toward the better alignment of the economic information systems with agricultural information databases for more effective analysis with a view to improved decision making and advice to clients.

PROGRAMME 3

Biosecurity and Disaster Management

RESPONSIBILITY

Deputy Director-General: Biosecurity and Disaster Management

PURPOSE

Develop and implement policies for food safety, agricultural risk and disaster management and for controlling animal and plant diseases.

The programme comprises two subprogrammes:

Plant Health and Inspection Services focuses on policies and systems to control plant diseases and on making sure that illegal agricultural products do not enter and leave South Africa. It also ensures that plant products are of good quality.

Food, Animal Health and Disaster Management manages animal diseases and assists in negotiating protocols for importing and exporting animals and animal products, makes sure that animal products are of good quality and safe, and develops the agricultural risk and disaster management policy framework.

KEY RESULT AREAS

Measurable objective: Reduce the incidence of animal and plant diseases and pests and ensure compliance with international and national agricultural risk and disaster management measures through improved risk management systems.

Subprogramme	Output	Measure/indicator	Target
Plant Health and Inspection Services	Strategy on the evaluation and certification of regulated articles	Approved strategy	March 2008
	Risk profiling system for regulated articles	Approved system	March 2008
	Expansion plan for sniffer dogs at ports of entry	Approved rollout programme	June 2007
	Plant Protection Bill	Approved Plant Protection Bill	March 2008
Food, Animal Health and Disaster Management	Climate awareness campaigns and advisories	Increase in percentage of transfer technology officers reached in terms of disaster risk	10 % increase in officers reached annually
	Manage veterinary biosecurity risks	Reports on contingency plans completed	March 2008
		Report on surveillance and sound rapid response for veterinary biosecurity risks completed	September 2007
	Food Control Strategy	Approved strategic plan for food control system for South Africa	March 2008

PLANNED EXPENDITURE

	2007/08 R'000	2008/09 R'000	2009/10 R'000
<i>Per subprogramme</i>			
Management	1 981	2 027	2 118
Plant Health and Inspection Services	99 929	105 100	113 569
Food, Animal Health and Disaster Management	141 701	154 047	158 735
	243 611	261 174	274 422
<i>Economic classification</i>			
Compensation of employees	162 359	173 238	184 535
Goods and services	73 810	80 786	82 418
Transfers and subsidies	291	288	301
Payments for capital assets	7 151	6 862	7 168
	243 611	261 174	274 422

SUBPROGRAMME

Plant Health and Inspection Services

RESPONSIBILITY

Chief Director: Plant Health and Inspection Services

PURPOSE

The Subprogramme Plant Health and Inspection Services focuses on developing and implementing effective management systems, plant health policies and inspection systems for biosecurity, biosafety, quality and intellectual property infringement risks associated with regulated articles. The subprogramme must align these policies and systems with international and national plant health as well as other relevant obligations and responsibilities in support of agricultural industries, environment, public health, trade, food security and safety.

PROBLEM STATEMENT

Plant health and inspection service issues are of increasing importance to South Africa, to protect agricultural industries, the environment, public health and safety, trade and food security. Risks associated with changing trade arrangements, increased tourism and travel have to be identified and managed effectively.

The strengthening of Free Trade Agreements and progressive elimination of tariffs, under World Trade Organisation (WTO) arrangements, is leading to an increased potential for a range of plant products to be exported worldwide. Greater movement of such products increases the risk of the movement of pests and diseases, noncompliance to biosecurity measures, quality regulations, food safety standards and infringement on intellectual property rights. These risks require prompt identification, assessment, management and mitigation.

IMPLEMENTATION STRATEGY

Management of the subprogramme requires facilitation of trade and tourism while managing and mitigating risks associated with these movements. The governance system actively takes advantage of South Africa's plant health status for the environment, social and economic benefit of the country. This is a resource-demanding process necessitating ongoing assessment of a wide range of risks, including pest incursion responses within the country (resource allocation), operational delivery of quarantine services at the borders, and even addressing plant health risks in relation to movements within South Africa.

While emphasis has previously been on import and export control, domestic control will receive equal attention. A thrust towards proper inspection and audit systems for local trade control for food safety, quality, genetic resources, biosecurity and pest surveillance programmes is envisaged. An aggressive pursuit for noncompliant regulated articles in areas identified as 'hotspots' will be followed.

Emphasis will be directed towards engaging other government departments, stakeholders and clients in identifying roles and responsibilities for effective governance. Partnerships with private entities will be forged on areas of mutual concern, especially on trade control of regulated articles, risk management systems and pest surveillance. In the quest to strengthen border control through interdepartmental synergies, engagements and participation in the three tiers of the Border Control Operational Co-ordinating Committee (BCOCC) will be maximised. SADC trading partners will be consulted on mutual inspection areas for regional harmonisation.

HUMAN RESOURCES MANAGEMENT

Human capital is the most important resource. The subprogramme will strive to recruit, train and retain personnel to meet current needs while strategically ensuring that intellectual capital is documented for the future.

KNOWLEDGE AND INFORMATION MANAGEMENT

Provide leadership in plant health and inspection service matters to secure a consistent, total-government approach to the management of information, processes, systems and infrastructure through improving internal communication, working with other departments and ministries to ensure a total-government approach, understanding what systems other departments/programmes use and their plans for the future and identifying opportunities for total-government information systems and technology applications.

SUBPROGRAMME

Food, Animal Health and Disaster Management

RESPONSIBILITY

Chief Director: Food, Animal Health and Disaster Management

PURPOSE

The subprogramme is responsible for managing the risks associated with animal diseases and the assurance of access to safe, quality agricultural food products by developing appropriate policies and legislation.

PROBLEM STATEMENT

A lack of a co-ordinated and responsive veterinary services in South Africa as a result of shared competence between national and provincial administrations. A poorly defined and shared food control system between different government departments, including the provinces.

Extraordinary challenges from disease outbreaks that have compromised the focus on core activities such as disease surveillance and extension for animal disease control. Programme development for food safety assurance such as the monitoring of agricultural food products in terms of compliance with microbiological criteria as well as for chemical residue.

A shortage of skilled personnel to fill vacancies and direct service delivery at both national and provincial levels, as well as the inability to retain employees once they enter the public service.

IMPLEMENTATION STRATEGY

Working with the provinces and local government structures to ensure delivery of basic services to the farming community and the public at large will be a priority area for this subprogramme.

Collaboration with other government departments and cluster systems will be promoted to ensure co-ordination of service delivery and strengthening the ITCA Veterinary Working Group. Another focus area will be the strengthening of communication within the subprogramme and across the department.

Other priority areas include strengthening law enforcement of all Acts in the subprogramme; increasing participation in standard-setting bodies and encouraging regional co-operation when taking positions at these bodies and working with SADC structures to develop policies and strategies for minimising risks associated with agricultural products.

Given the climatic variability in South Africa and the Southern African region there is a need to develop risk and disaster management strategies and plans to ensure food security. Such plans have to take into account the various types of weather related and other disasters and should form the backbone of an early warning system at both national and regional levels. The Directorate Agricultural Risk and Disaster Management will continuously assess the drought situation and monitor the implementation of the disaster assistance schemes in all provinces.

Human resource management

During 2007 intervention measures will be implemented for the retention and recruitment of technical expertise, using appropriate policies to address critical shortage of scarce skills in the subprogramme; developing a database for retired officials for handling emergency disease outbreaks; developing effective succession plans to ensure appropriate transfer of skills to the newly employed staff and creating an environment that will allow young scientists to prosper.

Knowledge and information management

The scientific knowledge of members of the subprogramme will be nurtured in order to ensure continuity of programmes and projects.

Exposing the provinces to some of the international standard-setting bodies will be a focus area this year and this will expand knowledge on the impact of policy implementation.

Updating of existing policies and legislation to address current challenges and developments flowing from standard-setting bodies will be undertaken.

Drafting and implementation of SOPs where such do not exist to ensure that documented procedures form the basis of key activities.

Increased interaction with other African countries for harmonisation of policies relating to animal and food safety control will be promoted. The subprogramme will also focus on improving the skills of staff in systems for information and knowledge management.

A disaster early warning system, comprising wider dissemination of advisories on climate and food security, will constitute an important element of the subprogramme's implementation strategy. An awareness campaign on agricultural risks and disaster management principles will also be embarked upon.

PROGRAMME 4

Production and Resources Management



Deputy Director-General
Njabulo Nduli

RESPONSIBILITY

Deputy Director-General: Production and Resources Management

PURPOSE

Manage productivity and sustainability in agriculture, monitor and control genetically modified organisms and develop and implement policies and legislation on the sustainable use of agricultural land and water resources.

The programme comprises two subprogrammes:

Agricultural Production facilitates improvements in agricultural productivity with the emphasis on sustainable animal, aquaculture and plant production systems and administers the Plant Improvement Act, 1976 (Act No. 53 of 1976), Plant Breeders' Rights Act, 1976 (Act No.15 of 1976) and the Animal Improvement Act, 1998 (Act No. 62 of 1998).

Engineering, Energy, Resource Use and Management facilitates the development of agricultural infrastructure and use of agricultural resources. Other activities include auditing natural resources, controlling migratory pests, rehabilitating and protecting agricultural land and running the community-based LandCare programme.

KEY RESULT AREAS

Measurable objective: Improvement of the productivity and profitability in the agricultural sector and sustainable use and protection of land and water resources.

Subprogramme	Output	Measure/indicator	Target
Agricultural Production	Animal Improvement Programme	Livestock support and mentorship programmes for black farmers	March 2008
	Information management system on plant production	Database for fruit, grain and vegetables published on agricultural geographic information system	March 2008

Subprogramme	Output	Measure/Indicator	Target
Agricultural Production (cont.)	Plant and farm animal genetic resources conservation programme	Status report on establishment of farm conservation projects published	March 2008
Engineering, Energy, Resource Use and Management	Land Rehabilitation Programme	Published National Action Plan	March 2008
	Irrigation Development Programme	Status report on water use efficiency programme on 50 000 ha of irrigated land published	March 2008
	Infrastructure Development Programme for Biofuels	Infrastructure database established	December 2007

PLANNED EXPENDITURE

	2007/08 R'000	2008/09 R'000	2009/10 R'000
<i>Per subprogramme</i>			
Management	1 057	1 081	1 130
Agricultural Production	50 236	52 966	54 456
Engineering, Energy, Resource Use and Management	196 487	204 294	210 037
	247 780	258 341	265 623
<i>Economic classification</i>			
Compensation of employees	96 760	103 270	107 787
Goods and services	90 732	92 509	92 750
Transfers and subsidies	51 227	53 471	55 944
Payments for capital assets	9 061	9 091	9 142
	247 780	258 341	265 623

PROBLEM STATEMENT

South Africa's natural agricultural resources are limited. This results in unsustainable agricultural practices such as the intensive utilisation of existing good agricultural resources and use of marginal lands. Further, this limits the country's scope for expansion of field crop and horticultural production.

The country has limited water resources and agriculture is increasingly facing competition from other demands for water. There is uneven rainfall distribution throughout the country with an average annual rainfall of 500 mm. High temperatures, very low relative humidity and high vapour pressure deficits lead to high potential evapotranspiration that significantly exceeds the rainfall. In addition periodic and prolonged droughts at critical stages of crop production are frequent. Several studies project that South Africa's *per capita* availability of renewable water will decline from 1 200 m³ in 1992 to 760 m³ in 2010—a decline of 37% over the period or 2,5% per annum. This scenario presents significant challenges to rain-fed crop production and extensive livestock farming.

Soil degradation caused by a variety of factors has been identified as a serious factor reducing the productivity of South African soils. Unsustainable farming practices have contributed to increased acidification, reduction in organic matter and high erosion of soils. Inappropriate land use selection, poor management and misapplication of technology have contributed to degeneration of dryland ecosystems; therefore desertification has become a serious threat.

High production costs, changing consumer preferences and ever-increasing competition on both local and export markets results in pressure on South Africa to invest considerable resources in research and technology develop-

ment in order to remain competitive. Production systems have to be adjusted continuously in response to these challenges.

The *Sector plan* has identified energy and capital inputs as critical to optimising the productivity and competitiveness of the sector. Similarly, the need for sustainable natural resource management implies a focus on the utilisation of renewable energy in agriculture. There is a need to increase capital investments in the agricultural sector, particularly mechanisation to enable resource poor farmers to increase productivity.

IMPLEMENTATION STRATEGY

The programme aims to provide national leadership and support for sustainable agricultural production as well as management of agricultural natural resources. In order to achieve these aims, the programme will improve co-ordination and collaboration for developing and implementing policies, legislation, norms and standards, research, development and transfer of technology, both internally (within the programme and department) as well as at interdepartmental level (national, provincial and local government).

Co-ordination and collaboration of programme outputs with external clients will be improved through commodity/industry specific strategies, action plans and projects (workshops, meetings, publications, communication, etc.). Project managers may be appointed to accelerate the implementation of programmes.

In addition, the programme will collaborate with provincial departments and other stakeholders in the form of committees such as the National Plant Genetic Resources Committee, the Plant Production Committee, the Animal and Aquaculture Committee, the Co-ordinating Committee on Agricultural Water, Mechanisation and Energy Management Committees to ensure efficient management of natural resources.

Knowledge and information management

Consultative forums will continue to be utilised as instruments to liaise with stakeholders in the programme to convey information on agricultural production and resource management, particularly focusing on optimising productivity. Internally, the ITCA working groups will be utilised to focus on information dissemination to the broader set of external clients.

Tools such as Land Degradation Assessment in Dryland Areas (LADA), AGIS and others will be utilised to implement projects and programmes for optimising productivity. Technical guidelines will continue to serve as tools for agricultural advice to producers.

Similarly, information sharing networks within the country and internationally will be utilised to improve service delivery.

Risk management system

Internal risks are managed through monthly reporting on expenditure, performance and ensuring compliance to PFMA.

The programme also promotes agricultural research, technology development and transfer in priority areas mitigating against risks to agricultural production.

International engagements

At the international level the programme will continue to protect national interests in agricultural production and natural resource management. This will entail engagements in standard-setting bodies such as the International Union for the Protection of new Varieties (UPOV), World Intellectual Property Organisation (WIPO), International Seed Testing Association (ISTA), Food and Agriculture Organization (FAO), Organisation for Economic Co-operation and Development (OECD), World Trade Organisation (WTO), Convention for Biological Diversity (CBD) and United Nations Environment Programme (UNEP). The programme's international engagement will be guided by departmental priorities as well as collaboration within the context of NEPAD and the SADC.

PROGRAMME 5

Sector Services and Partnerships



RESPONSIBILITY

Deputy Director-General: Sector Services and Partnerships

PURPOSE

Manage and co-ordinate intergovernmental, stakeholder and international relations, agricultural education and training, extension and advisory services as well as research and technology development.

The programme has two subprogrammes:

Sector Services focuses on policy and strategy for agricultural education and training, research, extension and advisory services and manages the transfer of funds to the Agricultural Research Council (ARC).

International, Intergovernmental and Stakeholder Relations provides leadership and co-ordination in all facets of international relations within agriculture and co-ordinates intergovernmental and stakeholder relations nationally.

The programme provides services to the sector and the department in the areas of intergovernmental, stakeholder and international relations, manages and co-ordinates education and training and the Grootfontein Agricultural Development Institute. It also guides agricultural research and extension and advisory services.

KEY RESULT AREAS

Measurable objective: Maximise growth in the sector through providing skills, agricultural education and support services to emerging and established farmers, including women, youth and the disabled.

Subprogramme	Output	Measure/indicator	Target
Sector Services	Performance improvement plan for extension and advisory services	Approval of the plan by sector partners	By March 2008
	Agricultural Research and Development Strategy	Adoption of the strategy by sector partners	By June 2007
	Training and mentorship of agrarian and land reform beneficiaries	Number of beneficiaries trained and mentored in 2007/08	10 000 beneficiaries

Subprogramme	Output	Measure/indicator	Target
International, Intergovernmental and Stakeholder Relations	Strengthened international agricultural relations	Number of signed bilateral and multilateral agreements in 2007/08	4 Agreements
	Strengthened intergovernmental and stakeholder relations	Protocol on the implementation of norms and standards signed and implemented	March 2008

PLANNED EXPENDITURE

	2007/08 R'000	2008/09 R'000	2009/10 R'000
<i>Per subprogramme</i>			
Management	2 232	2 322	2 426
Sector Services	78 429	91 193	90 098
Intergovernmental and Stakeholder Relations	50 329	49 280	51 043
Agricultural Resource Council	488 499	514 556	522 908
	619 489	657 351	666 475
<i>Economic classification</i>			
Compensation of employees	48 053	59 339	61 176
Goods and services	42 556	45 217	43 569
Transfers and subsidies	528 351	552 279	561 190
Payments for capital assets	529	516	540
	619 489	657 351	666 475

SUBPROGRAMME

Sector Services

RESPONSIBILITY

Chief Director: Sector Services

PURPOSE

Formulates policies and strategies for agricultural education and training, research, extension and advisory services and directs the implementation of targeted training programmes in the sector.

PROBLEM STATEMENT

The ability of extension and advisory services to provide aftercare support to the beneficiaries of land and agrarian reform is crucial for the success of the land reform programme. Extension and advisory services in their current state are struggling to respond to the needs of the emerging farmers. There is a need to develop a coherent and effective performance improvement plan for extension and advisory services.

IMPLEMENTATION STRATEGY

The National Agricultural Education and Training Forum as well as the National Agricultural Research Forum would be utilised as the platform to commit the sector in all strategic matters pertaining to agricultural education, research and technology development. The governance framework for colleges of agriculture would be available for adoption

by the Ministers of Agriculture and Education. In managing delivery through commodity organisation and the Agricultural Research Council numerous service level agreements will be signed.

Knowledge and information management

The subprogramme will release a number of publications pertaining to the state of skills development and research in the sector. These will include the student enrolments and graduate output from all SAQA accredited institutions and agriculture-related research output in the country and the levels of investment in research.

Human resources

The capacity of the subprogramme to guide extension and research and advisory services would be overstretched by the implementation of norms and standards for extension and advisory services as well as the strategy for research and development. The subprogramme will also lead in the hosting of FARA General Assembly in June and that will require an increase in the capacity of the subprogramme on a temporary basis.

Extension and advisory services

The subprogramme will formulate a capacity-building programme for extension and advisory service personnel in the area of technical knowledge and skills as well as generic skills as outlined in the norms and standards for agricultural extension and advisory services. Concurrently with the training the Subprogramme will also design a performance improvement plan for extension and advisory services.

Skills development

The subprogramme will lead and co-ordinate skills assessment and monitoring and evaluation of training programmes targeting beneficiaries of CASP and AgriBEE in general. It will continue to mobilise and disburse resources of education and training for young people, women, and the disabled in areas of critical and scarce skills as determined by the Agricultural Education and Training Strategy.

Research and development

To ensure the success of agricultural productivity the subprogramme will continue to promote the department's research agenda through networks such as the NARF, National Science and Technology Forum, Water Research Commission, ITCAL and NIFAL. The subprogramme will also facilitate the adoption of the National Medium Term Investment Programme (NMITP).

SUBPROGRAMME

International, Intergovernmental and Stakeholder Relations

RESPONSIBILITY

Chief Director: International, Intergovernmental and Stakeholder Relations

PURPOSE

Manage and co-ordinate relations with international organisations and partners, other government departments, PDAs as well as agricultural stakeholders.

PROBLEM STATEMENT

In building relations, the subprogramme facilitates the departments' engagements internationally and nationally with other government departments, PDAs, local government structures as well as agricultural stakeholders. To improve

co-ordination there is a need to develop an integrated framework to promote relations and partnerships for the DoA.

To execute its international obligations the subprogramme will continue to focus on the implementation of the NEPAD/CAADP initiatives both within South Africa as well as regionally in Africa. Multilateral and bilateral agreements will continue to explore trade and training opportunities as well as technical assistance.

IMPLEMENTATION STRATEGY

The activities of the subprogramme require co-ordination and co-operation with internal and external stakeholders in the implementation of the APoA. At the level of international relations, the subprogramme will continue its close co-operation with the Department of Foreign Affairs to implement South Africa's foreign policy objectives. In this area the subprogramme will continue to explore market access opportunities for the agricultural sector as well as facilitation of signing and implementation of agricultural co-operation agreements. The department will also become more involved in postconflict reconstruction initiatives, particularly within the African region.

At the level of intergovernmental relations, the subprogramme is responsible for facilitation of the DoA's interactions with the PDAs, local government structures as well as other government departments through the government cluster processes. Progress has been made in improving Intergovernmental Relations. An Intergovernmental Technical Committee consisting of National Treasury, the DoA and PDAs has been established to align the national and provincial budgets. While this committee will continue with its work, more emphasis will be placed on forging partnerships with local government structures concerning areas of mutual interest.

At the level of stakeholder relations, the DoA has established various platforms to engage with the stakeholders. The subprogramme will continue to work closely with the commercial agricultural sector through the CEO's Forum to engage both representatives of the commercial agricultural sector and agribusiness on the implementation of the APoA. Greater emphasis will be placed on interactions of the CEO Forum with the president, through the Agricultural Presidential Working Group. Periodic engagements between the three signatories to the *Sector plan* serve to monitor progress with implementation and will continue. However, a greater effort will be made to interact with other organised agricultural groups, particularly the emerging farmers.

The subprogramme will maintain its efforts towards organising the 4th World Congress of Rural Women, which will be held from 23 to 27 April 2007.

Knowledge and information management

The subprogramme will continue to use ITCAL and other intergovernmental technical committees to liaise and share information with the PDAs.

The CEO Forum and Agricultural Presidential Working Group will be used to monitor progress regarding the implementation of the APoA.

The subprogramme is also involved in co-chairing the International Co-ordinating Committee of DEXCO.

Human resources

Measures will be taken to address the capacity issues within the subprogramme through filling of the vacant posts.



5 Annual performance plan

PROGRAMME 1 Administration

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
KIMS	Promote access to knowledge and information for increased sector performance	Identification of services and clients	DoA products and services catalogue	Q1
			Service standards performance report	Q1
			Service delivery improvement plan	Q1
		Client satisfaction surveys	DoA/DLA products and service catalogue booklet	Q2
			Client analysis framework	Q4
	Develop information dissemination to farmers and the general public	Development of information management tools	Training report on and status of use on all trained officials of PIMSA and PMIF	Q1, Q2, Q3, Q4
			Report on departmental projects captured in PIMSA	Q1, Q2, Q3, Q4
		Organisational performance	Quarterly organisational performance report	Q1, Q2, Q3, Q4
			Quarterly analysis report on quarterly organisational performance report against APoA priorities	Q1, Q2, Q3, Q4
			Annual PDAs performance and rating report on seven standardised programmes	Q4
CASP	Information and knowledge management	Promote information dissemination to farmers and the general public	Half yearly state of organisational human capital report	Q2, Q4
			Review report on the alignment of KRAs measurable objectives, and priority areas	Q2
			Develop standard format for DoA directorates strategic planning and review processes	Q1
		Strategic planning	Report on programme alignment and integration needs within DoA and between DoA and PDA	Q1
			Quarterly financial management and supply chain performance report	Q1, Q2, Q3, Q4
		Baseline information and database development	Nafu electronic farmer register	Q1

Livelihoods, Economics and Business Development

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
Information and knowledge management	Baseline information and database development	Number of projects captured per province into the system (PIMSA)	Number of CASP funded projects registered in the database with all information	Q4
		Implement the LRAD system	Database on Mafisa funded projects	Q1, Q2, Q3, Q4
	Individual project business plans	Number of beneficiaries supported	LRAD system operational status report	Q4
		CASP contribution to SLAG projects rehabilitation	80 000 beneficiaries supported through CASP	Q4
Technical and advisory services	Implement the Farmer to Farmer Mentorship Policy	Number of SLAG projects supported through CASP	60 SLAG projects assisted through CASP	Q3
		Number of projects assisted through farmer to farmer mentorship	Farmer to Farmer Mentorship Policy implemented in four provinces, on 36 projects	Q4
	Specialist advisory services	Number of farmers assisted through FINREC and COMBUD systems	Report on the management and use of the national micro FINREC system for economic analysis and farm planning and advice	Q4
			Report on the management and use of the COMBUD system	Q4
Financial mechanisms	Mafisa	Number of emerging farmers accessing Mafisa products	Report on the number of loans disbursed to emerging farmers	Q1, Q2, Q3, Q4
		Assess the effectiveness of Mafisa with a view to expanding the programme	Mafisa assessment report	Q2
	Savings mobilisation	Number of self help groups, co-operatives/individuals and Mafisa clients with savings accounts	Report on savings accounts opened	Q1, Q2, Q3, Q4
		Monitor the implementation of norms and standards on the establishment of agricultural co-operatives and self help groups	Report on the number of co-operatives and self help groups established and associated challenges	Q1, Q2, Q3, Q4

CASP				
Goal	Goal element	Measure/indicator	Deliverable	Targeted period
Training and capacity building		Implement an agricultural co-operative training programme	Report on number of co-operative members trained	Q2, Q4
		Commodity-based agricultural marketing training manuals and report	Agricultural training manuals accredited Annual report on agricultural marketing training	Q2 Q4
Marketing and business development support	Specialist advisory services	An integrated agricultural trade and marketing support programme	Finalisation of Agribusiness Policy	Q4
			An integrated agricultural trade and marketing policy framework	Q1
			Agricultural Marketing Support Strategy	Q3
			Agricultural Trade and Marketing Bill (Marketing of Agricultural Products Act, No. 47 of 1996 amendments)	Q4
			A South African agricultural tariff policy approach (which includes SACU)	Q2
			WTO assessment report	Q4
			Trade enhancing agreements under SACU-USA TICA	Q4
			Establish a framework for implementing an integrated agricultural trade, marketing and investment promotion unit in South Africa	Q2
			Initiate the establishment of one-stop shop centres in collaboration with SEDA	Q4
			Strategic approach on agricultural trade with Russia, Turkey and Middle East	Q4
Promote agricultural growth, rural development and food security in the African region	Promotion of trade to strengthen relations with multilateral organisations	Number of active trade partnerships	A report on the establishment of fresh produce marketing infrastructure in South Africa	Q4
			Established SMME excellence centres	Q4
			Agrologistics strategy implementation plans and models	Q3
			Report on agricultural market outlook	Q1, Q2, Q3, Q4
			EU country paper	Q3
			Departmental position on the harmonisation and coordination of agricultural policies in SACU	Q1
			Inventory of and position on phasing out of non tariff barriers (NTBs) in SACU	Q3

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
CASP	Promote agricultural growth, rural development and food security in the African region (cont.)	Promotion of trade to strengthen relations with multilateral organisations (cont.)	Report on commodity alliances in SADC	Q4
			DoA position on accession of new members to SADC trade protocol	Q2
		Number of trade partnerships signed	African agricultural trade and investment strategy framework	Q3
			DoA position on Article 26 of the SACU agreement	Q1
IFSNP	Support production of sufficient, nutritious and safe food for insecure households	Number of households and emerging farming groups supported with production inputs	DoA position on accession of new members to SADC trade protocol	Q2
			70 000 agricultural production packages distributed to targeted beneficiaries	Q1, Q2, Q3, Q4
		Number of projects supported through FAO Telefood fund	10 Telefood projects implemented	Q3
		Number of food insecure households identified through FIVIMS per province	FIVIMS atlas	Q2
	Work towards compliance with the international declarations on food security	Number of awareness campaigns	Food insecurity profiles for 13 ISRD nodes	Q1
			World Food Summit commitments progress report	Q3
			Number of projects supported under the AgriBEE financing scheme	Q1, Q3, Q4
AgriBEE	Stimulate growth, enterprise and entrepreneurial development in the agricultural sector, by black participants	Increased number of black agribusinesses accessing international and national markets	Disposal of all unencumbered state land	Q4
		Number of state farms (FALA) disposed	Permit Allocation Policy linked to AgriBEE Charter	Q2
		Charter and codes finalised	Draft Bill finalised	Q4
			An approved policy framework linking permit allocation with AgriBEE Policy	Q4
		Number of black agri-businesses assisted with AgriBEE transactions	Empowerment strategies for designated groups completed	Q2, Q3
			Number of projects supported under the AgriBEE financing scheme	Q1, Q4
		Number of deals	Number of black farmers benefiting from the project	Q1, Q4

Goal	Goal element	Measure/Indicator	Deliverable	Targeted period
AgriBEE	Stimulate growth, enterprise and entrepreneurial development in the agricultural sector, by black participants (<i>cont.</i>)	Implementation of commodity plans to advance black participants in the sector	Empowerment strategy for designated groups	Q3
	Promote access to knowledge and information for increased sector performance	Number of sector performance reports published	Annual Africa Economic Review and Outlook Report	Q3
KIMS			SADC food security report	Q1, Q3
			Report on economic indicators of agricultural resource use in Africa	Q4
			Updated quarterly economic review on the SA agriculture	Q1, Q2, Q3, Q4
			Monthly crop estimate reports	Q4
			Report on trends in the agricultural sector	Q3
			Report on abstract of agricultural statistics	Q4
			Livestock statistics	Q1, Q2, Q3, Q4
			Fresh produce statistics	Q3
			Agricultural economic accounts	Q1, Q2, Q3, Q4
			Crops and markets reports	Q1, Q2, Q3, Q4
			Report on 2006 agricultural survey	Q4
			Report on the performance on farm level for targeted nodal areas, using typical farm models	Q4
			Report on economic indicators relating to capital investment	Q2
			Briefing to Parliamentary Committees on agricultural trade matters	Q1, Q3
			Monthly food security bulletin	Q1, Q2, Q3, Q4
			Food prices trends	Q1, Q2, Q3, Q4
			Quarterly report on economic review and forecasts on SA agriculture	Q1, Q2, Q3, Q4

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
KIMS	Promote access to knowledge and information for increased sector performance (<i>cont.</i>)	Number of sector performance reports published (<i>cont.</i>)	Annual economic review of the SA agriculture	Q3
			An analysis of the trade performance of the South African agricultural sector	Q4
			Number of black farmers benefiting from the training project	Q4
			Subsector market reports	Q4
			Report on the economic aspects of agricultural inputs on farm level	Q3
NRM			Agro-economic maps on selected farming regions	Q4

Biosecurity and Disaster Management

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
Manage risks associated with animal and plant diseases and pests, food safety, GMOs, and to provide for disaster risk management	Ensuring sound biosecurity policies and legislation	New legislative instruments planned versus developed (%)	Quarterly report on number of policies and legislative instruments developed or reviewed	Q1, Q2, Q3, Q4
			Approved Fertiliser Policy	Q4
			Approved Animal Feeds Policy	Q2
			Approved Stock Remedy Policy	Q4
			Approved Pesticides Management Policy	Q2
			Approved Food Control Strategy	Q2
			Liquor Products Amendment Bill approved by Cabinet	Q4
			Working document for auditing of provincial veterinary biosecurity risk management approved	Q4
			Game harvesting VPN	Q2
			Import Policy finalised and approved	Q4
			Categorisation of Animal Diseases Policy finalised and approved	Q3
			Tabling a draft of the Plant Protection Bill to Parliament	Q4
			Biannual report on plant health SOPs	Q2, Q4
			Agricultural Drought Management Plan finalised	Q2
			Agricultural Disaster Risk Management Plan finalised (umbrella plan)	Q4
			Coping strategies during drought	Q1
	Ensuring compliance with international obligations	Exports compliance rating (%)	Quarterly report on the number of consignments rejected versus the number of consignments exported (%)	Q1, Q2, Q3, Q4
	Ensuring sound partnership development, maintenance, and capacity building	Partnership forums required to be established versus established (%)	Quarterly report on number of capacity building partnerships initiated/strengthened	Q1, Q2, Q3, Q4

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
Manage risks associated with animal and plant diseases and pests, food safety, GMOs, and to provide for disaster risk management (<i>cont.</i>)	Ensuring sound awareness creation	Publications planned versus published (%)	Quarterly report on number of publications submitted	Q1, Q2, Q3, Q4
			12 National Agro-meteorology Climate Advisories issued, including daily warnings	Q3
			Publication on exotic fruitfly surveillance	Q2
		Awareness/education events planned versus conducted (%)	Publication on the National fruitfly action plan	Q3
			Promotion plan directed at agrarian reform beneficiaries	Q4
			Awareness plan on cross border import risks	Q1
	Ensuring sound biosecurity risk management implementation services	Status monitoring interventions required/planned versus implemented (%)	Quarterly report on number of biosecurity promotion events conducted	Q1, Q2, Q3, Q4
			Awareness campaigns on weather and climate to early warning information officers	Q4
			Quarterly report on number of surveys, inspections and audits rendered	Q1, Q2, Q3, Q4
			Identification of agrarian reform beneficiaries' pilot projects	Q1
			Quarterly report on number of inspections conducted	Q1, Q2, Q3, Q4
			Quarterly report on number of permits and certificates issued	Q1, Q2, Q3, Q4
			Quarterly report on number of assessments made	Q1, Q2, Q3, Q4
			Undertake assessment of the uptake of the NAC advisories by the farming communities and by various programmes in the department	Q2, Q4
			Annual report on pest risk analysis conducted	Q4
			Quarterly report on number of authorisations, certifications and rejections issued	Q1, Q2, Q3, Q4
			Quarterly report on authorisation lead time standards	Q1, Q2, Q3, Q4
			Approved service agreements for inspections	Q3
			Quarterly report on lead time response to disasters and outbreaks	Q1, Q2, Q3, Q4

NRS				
Goal	Goal element	Measure/indicator	Deliverable	Targeted period
Manage risks associated with animal and plant diseases and pests, food safety, GMOs, and to provide for disaster risk management (<i>cont.</i>)	Ensuring sound biosecurity risk management implementation services (<i>cont.</i>)	Status monitoring interventions required/planned versus implemented (%) (<i>cont.</i>)	Monitoring of implementation of flood disaster relief scheme	Q4
			Quarterly report on measures put in place to prevent or contain disease or pest outbreaks	Q1, Q2, Q3, Q4
			Expansion plan (roll-out plan) for sniffer dogs	Q1
			Strategy on the evaluation and certification systems for inspections	Q3
			Risk profiling system at ports of entry	Q4
			Rapid response management plan for plant health risks	Q3

4 Production and Resources Management

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
NRM	Promote the sustainable management of agricultural land and water resources	Improved management of agricultural natural resources	On-farm PGRFA conservation projects	Q2
		Signed MoUs	MOU on ex situ conservation of indigenous FAnGR material	Q3
		Approved Standard Material Transfer Agreement	Standard material transfer agreement (SMTA) for GRFA	Q2
		Completed report	Status of national herds as national assets	Q3
		Status report for 100 000 ha under irrigation	Water use efficiency programme	Q3
NRS	Managing risks associated with animal and plant diseases, food safety and the use of GMOs	Status report and catchments plans	Soil protection programme	Q4
		Cabinet approved bill	Amendment of Plant Breeders' Rights Act	Q4
		Completed report	Impact study of GM cotton and maize in South Africa	Q4
		Regulations approved by Minister	Regulations to the GMO Amendment Act	Q1
		Approved guideline documents	Guidelines on the plants declared under PBR & PI Act	Q3
		Guideline document approved by Executive Council	Guideline document for GMO permit holders	Q3
		Status report 60 km FMD fence erected at Bray 54 km FMD fence upgraded at Stockpoort 18 km FMD fence erected at Punda Maria	Construct FMD border fence at Bray, Stockpoort and Punda Maria	Q4
		Report on completed capacity building programme	Capacity-building programme on production of proteas	Q2
		Report on completed capacity-building programme	Capacity building programme on production of man- goes	Q3
		Report on completed capacity-building programme	Capacity building programme on processing of fruit and vegetables	Q4
AgriBEE	Stimulate growth, enterprise and entrepreneurial development in the agricultural sector, by black participants	Implementation of commodity plans to advance black participants in the sector		

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
CASP	Increased level of support for agrarian reform	Optimised agricultural productivity	Guidelines for dryland crop farming	Q3
		Published guidelines	Livestock support programme for black farmers	Q2
		Published annual report	Small Stock Improvement Scheme for black farmers	Q3
		Gazetted scheme	Feedlot programme	Q3
KIMS	Promote access to knowledge and information for increased sector performance	Published annual report	Infrastructure project plans and specifications for Taung, in support of NW province	Q4
		Plans and specifications submitted to NW province	Boreholes for the KZN dipping tank project	Q4
		100 boreholes drilled and tested at priority sites identified by KZN	Development of implementation plan for ASGISA biofuel initiative	Q3
		Implementation plan	UPOV Council Report of RSA on PBR matters	Q2
		Completed report submitted to UPOV	Databases on fruit, vegetables and grain crops	Q4
		Functional databases Number of hits per database	Animal production database	Q3
		Functional databases Number of hits per database	Database on irrigation	Q3
		Status report	Soil maps for municipalities	Q4
		Maps for 500 000 ha	Database for land use	Q4
		Database published in AGIS	Capacity-building programme on seed testing for SADC countries	Q3
AADP	Contribute towards regional stability and sustainable development of the African countries	Report on completed capacity building programme for SADC member countries	Programme on poultry production for SADC linked to Aviafrica 2008	Q4
		Report on completed programme	MoU with the World Fish Centre for aquaculture development	Q2
		Signed MoU	Transboundary land reclamation project (UNCCD)	Q4
		Progress report		

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
IFSNP	Support production of sufficient, nutritious and safe food for insecure households	100 boreholes drilled and tested at priority schools identified with partners	Boreholes at schools for food gardens in Limpopo, Eastern Cape and Mpumalanga	Q4
		Analytical report and implementation guideline	Micro irrigation systems for Food Security Programmes	Q2
R&D	Increased investment in R&D	Progress report	Rain water harvesting and infield irrigation systems research	Q4
		Signed SLA with WRC	Integration of fodder trees in the household farming systems	Q1
		Number of virus free accessions returned to SADC PGR centre	Virus free genetic resources accessions	Q4

PROGRAMME

5

Sector Services and Partnerships

Goal	Goal element	Measure/indicator	Deliverable	Targeted period
AACP	Promote agricultural growth, rural development and food security in the African region	Technical support to African countries	Annual report on international training programmes in line with approved strategy	Q4
		Strengthen relations with multilateral organisations	Monitoring and evaluation report on the implementation of existing international agreements	Q4
		Number of active partnerships with multilateral agencies	An updated database of partnerships with multilateral agencies	Q2
		Number of signed bilateral and multilateral agreements	Report on international emerging issues/trends of interest to the RSA	Q2, Q4
AgriBEE	Stimulate growth, enterprise and entrepreneurial development in the agricultural sector, by black participants	Integration of black agri-businesses into mainstream agriculture	Report on reviewed strategy on DoA engagement with Africa	Q2
		Establishing partnerships	Quarterly reports on signed agreements	Q1, Q2, Q3, Q4
		Development of information management tools	Co-ordination Plan for Implementation of the National Medium Term Investment Programme	Q2
		Annual R&D commissioned by DoA	Quarterly report on bilateral with US, China and EU	Q1, Q2, Q3, Q4
KIMS	Promote access to knowledge and information for increased sector performance	Legislation and policies	A partnership framework document between DoA and organised agriculture	Q2
		Number of black agri-businesses assisted with mentorship	Annual report on commodity-based mentorship programme	Q4
		Organisational performance	Grooffontein Agric. Journal, volume published	Q4
		Number of reports published	Annual report on graduate enrolments and outputs of agricultural faculties of universities and colleges	Q4
R&D	Ensure continued improvement in the body of knowledge in support of agricultural development	Percentage increase in research and development options	Annual research report of GADI	Q2
		Annual R&D commissioned by DoA	Annual Report for the DoA for 2006/07 R&D projects	Q4
		Annual R&D commissioned by DoA	Implementation Plan for the National R&D Strategy	Q3

CASP					
Goal	Goal element	Measure/indicator	Deliverable	Targeted period	
Technical and advisory services	Extension services	Number of land reform beneficiaries benefiting from extension services	Annual report on the implementation of norms and standards for extension	Q4	
	Training and capacity building	The number of beneficiaries of targeted training programmes	Annual training report of GADI	Q4	
			Annual sectoral training report	Q4	

Annexures



ANNEXURE 1(A)

Service standards: Legal Services

Supporting activity	Products and services	Service standards
1. Manage the legislative processes in the department	- Facilitate and co-ordinate the drafting and amendment of new legislation and subordinate legislation - Strengthening law enforcement of DoA acts - Translation of bills/acts into various languages	24 months Continuous Continuous
2. Provide a legal advisory service and litigation	- To render quality and timeous legal advice - To advise on the best course of action in litigation matters	Continuous Continuous
3. Provide legal support for international trade issues	- Provide legal advice in relation to international law, international trade agreements and negotiations - Draft international trade agreements	Continuous Continuous
4. Law enforcement	- Identify deficiencies in legislation - Support law enforcement	Continuous
5. Agreement and legal instrument	Facilitate and co-ordinate drafting of agreements and legal instruments	Within 8 weeks
6. Render an administrative support service	- Provide legal library support (resource and information management) - The Legal Services' bulletin on new acts/bills or relevant information that might have an impact on the department - Updated and annotated the Legal Services library - Jutastat as an information service - Information on Intranet (legislation programme and flow path of legislation) - All legal opinions furnished by Legal Services are available in a central filing system, which is available to all internal customers on request - Manage own registry	Continuous Every 3 months Continuous Quarterly Continuous Continuous Continuous

Supporting activity	Products and services	Service standards
7. Provide administrative support with regard to appointment of boards, committees and councils	- Co-ordination, arranging and administration of appointment of boards, committees and councils by the Minister - Calling for and safekeeping of annual reports of public entities reporting to the department	At least a year before the term of expiry Annually
8. Promotion of Access to Information Act	- Managing all requests for information from the department in terms of the Promotion of Access to Information Act, including objections, appeals and refusals - Updating and lodging of information manuals in terms of the Act	To conform with the prescribed time limits as set out in the Promotion of Access to Information Act, which is 30 days Continuous
9. Promotion of Administrative Justice Act	PAJA unit to ensure that the department complies with the provisions of PAJA whenever a decision has to be made	To conform with the prescribed time limits set out in the PAJA Continuous
10. Debt Management Act	Recovery of agricultural debts	Collection to be done with the prescript of the PFMA and the relevant legislation regulating debt collection Continuous
11. Hearings	Represent the department at Development Facilitation Act hearings	Continuous

ANNEXURE 1(B)

Service standards: Information and Communication Technology

Supporting activity	Products and services	Service standards
Service desk services	Logging of incidents at the Service Desk (X6249 or via e-mail <i>Helpdesk@nda.agric.za</i>)	- Same day logging of complaint when user sends e-mail - Immediate logging of complaint when user phones
End user support	- Create, maintain, update user ID accounts on internet, intranet, network, e-mail servers and telephone system - Installation of software, hardware, peripherals, overhead projectors, longer fly leads/telephone cables	3 days from date of logging the incident at the ICT Service Desk 3 days from date of logging the incident at the ICT Service Desk
Network connectivity	- Provide data network connectivity - Provide mainframe connectivity	5 days for installation after a request was logged at the ICT Service Desk 15 days after a request was logged at the ICT Service Desk
E-mail services	- Disable e-mail account when transgression occurs - Sharing of calendars and mailboxes - Increase mailbox size and messages on approval	1 day from date of transgression occurrence 3 days after a request was logged at the ICT Service Desk 3 days after a request was logged at the ICT Service Desk
Intranet/Internet services	- Provide access to Intranet - Provide access to Internet to authorised users - Disable Internet account when transgression occurs	3 days after a request was logged at the ICT Service Desk 90 % up-time to the intranet 10 days after a request was logged at the ICT Service Desk 90 % up-time of internet 5 days from the date of transgression the SMS member will be informed of possible transgression, in line with the Internet Policy
Voice services	Provide voice network connectivity	3 days after a request at the ICT Service Desk (after approval of the telephone form) 90 % up-time of voice network

Supporting activity	Products and services	Service standards
Voice services (cont.)	• Provide telephone instrument, voice mail, group answering service, change dialing restrictions, maintain telephone numbers • Provide monthly telephone accounts/ accounts for a specific period per telephone number • Provide advice on purchase of new telephone management systems and video conferencing facilities	• 3 days after a request was logged at the ICT Service Desk (after approval of the telephone form) • Monthly (before the 5th of each month) • 10 days after a request was logged at the ICT Service Desk (after approval of the telephone form)
Application/system development	• Conduct a preinvestigation and compile document • Provide advice on system needs • Develop, implement and maintain computerised information systems • Provide support on developed systems (i.e. to get system operating again) • Provide advice for end user computing systems • Information systems developed by ICT	• 60 work days from when request (memorandum) was received at D:ICT • 3 days after a request was logged at the ICT Service Desk • According to approved project plan • 3 days after a request was logged at the ICT Service Desk • 90 % up-time on developed systems • 10 days from date of request • 90 % up-time
Geo-referenced agricultural information system	• Provide advice on geo-referenced system needs • Develop geo-referenced maps/queries, web pages • Maintain web pages/maps, data sets • Retrieve data on geo-referenced systems • Provide geographical maps	• 30 days from date of request • According to approved project plan • According to approved project plan • 3 days after a request was logged at the ICT Service Desk • 10 days after a request was logged at the ICT Service Desk
ICT security services	• Instal and configure remote access for authorised users • Provide training on remote access for authorised users • Recovery of data on e-mail servers, home directories, in-house developed system and file servers • Provide emergency power for local power outage for critical servers at Harvest House Building • Provide antivirus software to all users and remove viruses on contaminated computers	• 5 days after a request was logged at the ICT Service Desk • 5 days after a request was logged at the ICT Service Desk • 4 days from date of when the incident was logged at the ICT Service Desk • Immediately when power failure occurs • 3 days from date of when the incident was logged at the ICT Service Desk • Update done automatically
Business relations	• Advise users on contracting of services, SITA tenders	• 2 days from date of request

Supporting activity	Products and services	Service standards
Business relations (<i>cont.</i>)	- Negotiate services with vendors on behalf of customers - Provide advice on purchasing of hardware/software - Determine user satisfaction with ICT - Provide statistical reports on services to management - Negotiate Operational Level Agreements (OLA) with directorates - Grant authority for access to IT services in terms of the DITC delegations	30 days after necessary approval was granted and documentation signed by relevant parties - Duration of procurement process dependent on the type of procurement (e.g. departmental tender, transversal SITA tender, SITA tender, etc.) 1 day from request - Quarterly <i>via</i> questionnaires - Quarterly as part of QRM reporting 30 days from date of request 20 days from date of request

ANNEXURE 1(C)

Service standards: Human Resources Management

Supportive activity

To render an integrated human resource management service through the development of policies and practices benchmarked against best practices, to ensure the attraction and retention of talented and motivated staff to a caring work environment aimed at improving service delivery, and ensuring a healthy and safe work environment.

Products and services	Service standards
HRM policies and best practices	- Develop HR policies and best practices within 3 months after receiving statutory directives - Review HR policies and best practices annually - Respond on approved HR policies and best practices enquiries within 1 working day - Render advice on HR policies and best practices within 5 working days - Communicate HR policies and best practices to all employees
HR information management	- Establishment (PERSAL) to be updated within 5 working days after receipt of requested amendments (JE results, work study reports, etc.) - Provide HR statistics for the Annual report, before 1 June of each financial year - Provide HR statistics for the Employment Equity Annual Report to be submitted to the Department of Labour, annually, before 1 October of each year - Provide HR information (statistics) within 3 working days of initial request - Provide a list of all funded vacancies in the department within 1 working day after initial request
Recruitment and selection	- Advertise posts within 10 working days after request for filling of a post has been received - Schedule the applications within 5 working days after the closing date of an advertised post - Draft appointment submission within 3 working days - Submit letter of offer within one working day after appointment submission has been approved - Effect appointment/promotion/transfer on PERSAL within 3 working days after HRM was informed on the date of assumption of duty
Leave management	- Leave audits: - Conduct leave audits annually - Leave profiles: - Submit leave profiles and PERSAL reports to SMS members every 6 months
Termination of services	- Retirement: - Notify employee 3 months before actual retirement date - Process pension and leave gratuity within 10 working days provided all documents are received by HRM - Resignation: - Process leave gratuity within 10 working days after notification of resignation has been received - Process withdrawal from fund within 10 working days, provided all documents are submitted to HRM

Products and services	Service standards
Performance management	- SMS PMDS, EPMS and annual reports: - Monitor and keep record of completed SMS PMDS/EPMS reports received on a quarterly basis. Submit statistics in respect of the allocation of performance awards at the end of each performance cycle - Obtain performance agreement of newly appointed SMS member within 3 months after assumption of duty - Forward to the Public Service Commission the Performance Agreement of the Director-General annually - Merit and pay progression payments: - Process pay progression programmatically on PERSAL before 1 July - Process the payment of performance awards within 15 working days of receipt of approval
Transactional PERSAL actions (e.g. acting allowance, housing allowance, leave discounting and cash awards in the event of long service recognition, over-time, MMS packages, etc.)	Process within 5 working days
Job evaluation	- Conduct job evaluation of posts within 2 weeks after relevant information has been received from client - Monthly job evaluation panel meetings - Monthly information sessions to newly appointed employees on job evaluation
Organisation design and work study investigations	- Align organisational structure with departmental strategic objectives within set timeframes - Monthly organisational development committee (ODC) meetings to facilitate organisation and post establishment amendments - Conduct organisation and work study investigations within timeframes as allocated by ODC
Administer grievances and discipline	- Address grievances in adherence to timeframes contained in the Grievance Procedure - Address discipline in adherence to timeframes contained in the PSCBC Resolution 1 of 2003
Collective bargaining	- Multilaterals emanating from the Departmental Bargaining Council (DBC) to be convened within 30 days - Resolutions/proof of consultation document in respect of the negotiated/consulted policies must be signed within 2 weeks of consensus being reached - Resolutions to be placed on the Intranet within 5 days of being ratified
Bursary administration	Process bursary applications within a month after they have been submitted
Development of Workplace Skills Plan	Submit a Workplace Skills Plan to Public Service's Sector Education and Training Authority (PSETA) and Department of Labour, annually
Organising training courses	- Roll-out generic courses on the first week of May every year - Submit quarterly training reports to the interdepartmental training committee and PSETA a month after the quarter has ended - Submit annual training reports to PSETA before 30 June every year
Induction and orientation	- Arrange an induction and orientation session monthly, except in January - Arrange a special session for directors and higher within a month after they have assumed duty in the department
Management of Adult Basic Education and Training (ABET)	Establish new ABET centres and reregister learners before 31 March every year

Products and services	Service standards
Employee Assistance Programme	• Responsive EAP intervention strategies • Respond to request for EAP intervention within 1 working day • Conduct two Life Skill Orientation Programmes per quarter
Health Promotion and HIV and Aids Programme	• One event/awareness campaign per month • Provisioning of Voluntary Counseling and Testing (VCT) quarterly • Co-ordinate monthly HIV and Aids management courses • Submit monitoring and evaluation reports as per DPSA directive, quarterly • Conduct health screening tests, quarterly
Health and Safety Programme	• Management and monitoring of injuries on duty (IOD) and Policy and Procedures on Incapacity and Ill Health Retirement (PILIR) within set timeframes and provide monthly reports • Conduct workplace audits and inspections monthly • Attend to complaints with regard to health and safety in the workplace within 5 working days • Provisioning of biological monitoring and medical surveillance services to employees in high risk areas monthly • Evaluation and monitoring of directorates' audits and inspection reports monthly • Co-ordinate the integrated health and wellness committee monthly • Co-ordinate the agriculture health and wellness forum quarterly • Facilitate training of health and safety representative quarterly • Provide advice to the Department of Labour's Advisory Council on risks specific to agriculture, quarterly

ANNEXURE 1(D)

Service standards: Security Services

KRA	Objective	Supporting activities	KPIs
Ensure efficient and effective governance	To render and administer the total security function of the DoA	- Facilitate, co-ordinate, and monitor security standards compliance - Promote the development of security policies and standards - Render an effective and efficient physical security service in the DoA - Co-ordinate and facilitate effective and efficient computer and communication security in the department - Provide guidelines on classification systems	See the table below for service standards

Supporting activity	Products and services	Service standards
1. Facilitate, co-ordinate, and monitor security standards compliance	- Pre-employment screening - Vetting of service providers - Vetting of staff	- Receive information within 3 working days after interviews - Feedback to HRM within 5 working days - Information must be obtained within 3 days after receiving documentation on service provider that is rendering a service for a cost of R30 000 and higher - Feedback will be provided to supply chain management within 1 month - Issue Z204 forms within a month to employees who are subjected to security vetting - Completed Z204 forms are received within 1 month from the date of issue - Finalise a clearance within 1 month
2. Promote the development of security policies and standards	Development of the policies	Review security policy, information system security policy, key control policy and procedures, and contingency planning annually
3. Render an effective and efficient physical security service in the DoA	- Manage and control physical security measures and procedures - Access control - Key control - Contingency Plan	- Provision in terms of the framework of the Access Control Act 1985, (Act No. 53 of 1985) - Handle keys according to the key control pre-prescripts - Timeous issue of key on request by office occupant - Compliance to contingency planning matters: - OHS Act - Fire Regulations - Building Regulations - Fire Brigade Services Act - Quarterly evacuation exercises

Supporting activity	Products and services	Service standards
4. Co-ordinate and facilitate effective and efficient computer and communication security in the department	• Manage physical and electronic encryption system	• Within electronic communication prescripts • Inspect encryption systems monthly • Timeous provision of updated data
5. To provide guidelines on classification systems	• Develop a document security classification system • Conduct security audits	• Within the prescripts of documentation security standards • Annually

ANNEXURE 1(E)

Service standards: Financial Management

KPA	Objective	Supporting activity	Key performance indicators
Enhance good governance	Provide an enabling environment that supports the achievement of departmental objectives	1. Financial management and advice 2. Renders a financial service 3. Renders a procurement and asset management service 4. Co-ordinate budgetary inputs 5. Manage agricultural debt and relevant securities	See the table below for the service standards

Supporting activity	Products and services	Service standards
1. Financial management and advice	Financial advice and evaluation	Within two days after receiving request
2. Renders a financial service	Payment • Subsistence and transport advances • Subsistence and transport claims • Service providers • Overtime • Supplementary salary payments • Salaries and allowances • Petty cash	On receipt of the correct documentation and provided that: • The financial systems are operational • Exceptional circumstances are not present that could influence payments Funds have to be available within eight working days Settlement of claims within 10 working days Payments should be effected within 30 days for services, for which the issuing of an order is not a requirement, after receipt of an invoice that is correct in every respect. This process includes receipt and certification of invoices by chief users and processing by the Directorate Financial Services. Payment will be made within eight days after receipt of the invoice Settlement of claims within 10 working days with submission of timeous and correct documentation: • Departmental claims paid <i>via</i> PERSAL—10 working days • Other claims—15 working days Within 10 days after updating of PERSAL by the D:HRM On paydays, according to PERSAL, provided the system has been updated accordingly by D:HRM Daily, on receipt of requests, provided that cash is available

Supporting activity	Products and services	Service standards
2. Renders a financial service (cont.)	- Monthly distribution of debtor accounts - Month and year-end closure of books and compilation of financial statements - Reissue of warrant vouchers - Report on revenue and expenditure	Within 3 working days after printing Timeous within prescripts On receipt of confirmation from the National Treasury that the original payment has been stopped—within 8 days Timeous within National Treasury and departmental prescripts
3. Renders a procurement and asset management service which includes tenders, asset management, provisioning administration, transport and office accommodation	Administration of bids Render an asset management service - Conduct departmental stock taking - Movement of inventories Render a logistical service - Procurement of goods and services - Issue: stationery store items Payment of goods and services Render a transport service - Process requests for subsidised vehicles - Process requests for withdrawal/extension of subsidised vehicles - Booking and issue of air tickets, rental vehicles and taxi services - Issue of departmental/GG/pool vehicles	Allocation of bids normally within 120 working days from receipt of the request for the invitation of a bid (this includes the advertisement, evaluation and adjudication of bids) and on condition that evaluation is done within 15 working days Verify assets at least once each financial year at all premises/offices of the department Updated within 3 working days after receipt of approved movement requisition On receipt of the correct documentation and provided that LOGIS is operational Issue of an order on receipt of a requisition that is correct in every respect—within 7 working days Within 5 working days on receipt of a requisition which is correct in every respect Payments should be effected within 30 days after receipt of an invoice from suppliers. This process includes receipt and certification of invoices by chief users and processing by the Directorate: Procurement and Asset Management Within 60 working days after receipt of request which is correct in every respect Within 60 working days after receipt of request which is correct in every respect Within 5 working days (in urgent cases within 24 hours) on the receipt of requisition Within 2 working days on receipt of a requisition (depending on the availability of vehicles)
4. Co-ordinate budgetary inputs	Co-ordinate MTEF/ENE inputs Budgetary assistance Timeous compilation and distribution of financial reports	Timeous within prescripts Timeous within National Treasury and departmental prescripts

Supporting activity	Products and services	Service standards
5. Manages agricultural debt, relevant securities and disburses funds in the Agricultural Debt Account	Recovering of agricultural debt - Administer repayment agreements - Administer claims against insolvent and deceased estates - Manage agricultural debt securities - Execute inspections of agricultural debt securities - Administer write-offs	Within the following prescripts and frameworks: - Agricultural Debt Management Act, 2001 (Act No. 45 of 2001) - Public Finance Management Act, 1999 (Act No. 1 of 1999) - Treasury Regulations - Departmental Financial Instructions - Debt Management Frameworks Within specified prescripts and frameworks including: - Insolvency Act, 1936 (Act No. 24 of 1936) - Administration of Estates Act, 1965 (Act No. 66 of 1965) Within specified prescripts and frameworks to the best advantage to the State, including Deeds Registries Act, 1937 (Act No. 47 of 1937) Within specified prescripts and frameworks in order to safeguard the State's interest Within specified prescripts and frameworks

ANNEXURE 2(A)

Information management plan

BACKGROUND

The current information management plan, commonly known as the Master Information System Plan (MISP), was drafted in 2000. The document was also certified by the State Information Technology Agency (SITA). During the study of the information technology environment of the department, it was possible to map the IT applications to the business functions and priorities of the DoA and determine the gaps.

An up-to-date MISP is required by current legislation, National Treasury, the Department of Public Service and Administration (DPSA) and the Auditor-General. An outdated MISP is a concern from an operational, tactical and strategic viewpoint. The current document will be updated in 2007 and the gaps shown in the document, as well as the strategic goals of the department, will determine the initiatives.

The MISP will also link closely with the Information Technology Infrastructure Library (ITIL) best practices to maintain a healthy relationship between business and ICT.

PURPOSE

Central to the business activities of the DoA is the major responsibility of effective agricultural knowledge and information management. Each employee of the DoA should be seen as a knowledgeable worker and should be empowered by information and knowledge that, in turn, is enabled by ICT. The obligations of the ICT services are to enable the knowledge base for the knowledge worker, and to render the appropriate service to the DoA client. It includes the assurance that the knowledge and information reaches the DoA client and ensures that it contributes to the success of the agricultural enterprise in general. This relationship is critical if the DoA wants to successfully fulfil its role as custodian of information and knowledge in the agricultural sector. The diverse nature of the agricultural sector demands that optimum integration and collaboration should be practised.

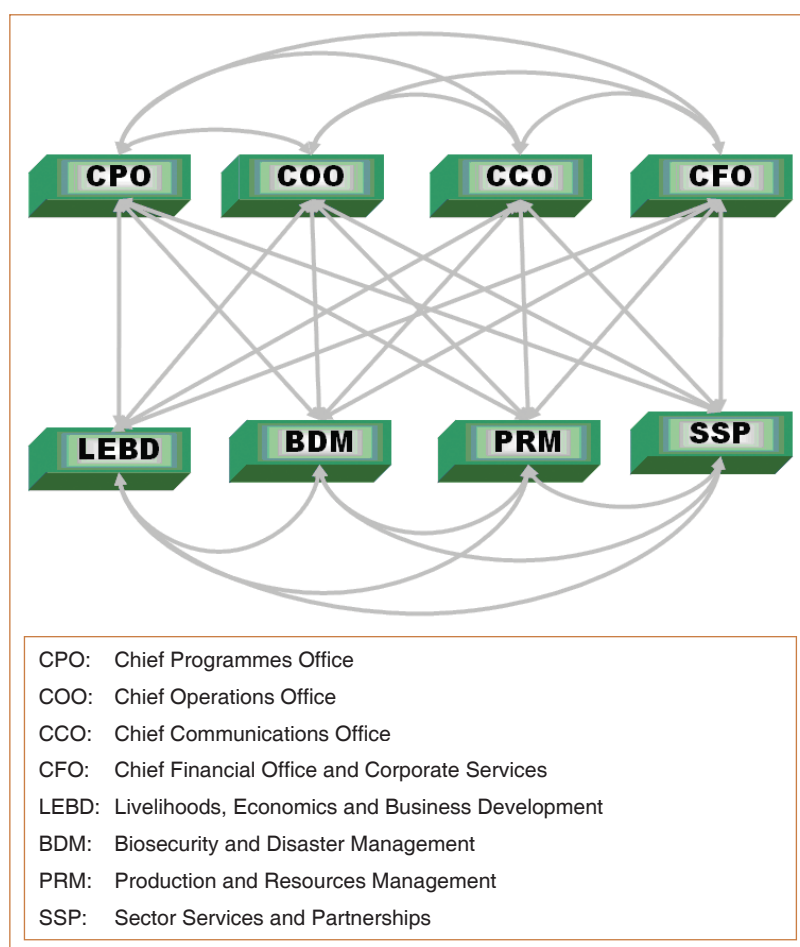
The ICT strives to implement the ITIL framework, to align ICT services with business needs, and to deliver high-quality IT services to its client. [ITIL is the de facto standard for best practice in the provisioning of IT services.] A document aligning the ITIL strategy of ICT, with the updated MISP of the DoA information will be available to all ICT's clients. ITIL outlines an extensive set of management procedures that are intended to support businesses in achieving value for money and quality in IT operations.

The support of provinces, agricultural institutions and other stakeholders has become obligatory to achieve the objectives of this plan. For successful information systems, the alignment with provinces, agricultural institutions and other stakeholders has to be attended to. Geo-spatial data have to be shared between the organisations to ensure an updated geo-spatial information system. Information should also be in a usable form and be disseminated to large and small-scale farmers on a need-to-know basis, either *via* the website or sms.

CORE BUSINESS OF DOA

The DoA is an information services organisation that operates in a range of logical business areas. It is possible to map the value-added model onto the different activities and structures of the DoA.

The basic model is:



Strategic information initiatives

As currently formulated, the proposed initiatives focus on investment in the following areas that can make rapid progress towards the eradication of hunger and the reduction of poverty:

- Extending the area under sustainable land management and reliable water control systems
- Improving rural infrastructure and market access, including inputs and finance (part of the CASP)
- Increasing food supply and reducing hunger (part of the FIVIMS).

Different enterprises have long made use of specialised knowledge-based systems to support the task of creating solutions to problems. However, the challenge is to provide an integrated set of applications enabling seamless execution across the entire problem-solving or opportunity-exploitation arena. Several key technologies and applications are emerging in this industry—many focused on better utilising people and knowledge. Group ware, intranet, desktop video conferencing and shared electronic workspaces enhance communication and collaboration between people and are essential to mobilising knowledge across the spectrum of the enterprise. The capability to put a solution on the table where requested, is a major driving force behind the service delivery of government departments. Integrating project planning with execution is proving crucial, where information is brought closer to the general public and can create an informed and empowered population. The DoA range of critically important programmes and the APoA are the main drivers of the ICT support of the business.

To support these programmes, an integrated ICT approach is necessary. This implies that the competent management of information is a prerequisite. It also means that the new occupation of knowledge worker should serve as a catalyst between the DoA business and the ICT environment. Only when knowledge is proficiently integrated with the business can synergy be achieved. This implies that the necessary expertise should be in place to achieve the objectives of information management. In the case of the DoA, the primary service to the DoA client is the supply of knowledge, however, required expertise in the DoA is consequently as important.

To support the business, there are certain initiatives that have to be explored in an effort to satisfy the required service delivery requirements of the DoA, and these are listed in the following table:

No.	Initiative subject	Remarks
1	Cluster strategy	The minimum information interoperability standards (MIOS) not only suggest integration of systems, but a significant level of collaboration between departments. A dedicated effort should be initiated in this regard. In the case of the DoA, Land Affairs (DLA), Trade and Industry (dti), Water Affairs (DWAF), Environmental Affairs and Forestry (DEAF) can collaborate as one cluster. Establishing clusters of departments aligns with the architectural strategies on national level
2	Information and knowledge management	The implementation of knowledge management should be planned for a stage when the ICT and end user maturity of the department has evolved sufficiently
3	Departmental integration of functions	There seems to be some fragmentation of the different systems and processes employed by the department. A higher level of integration between systems and processes must be established. Better integration of functions within the DoA would better enable this integration
4	Performance monitoring system	It is necessary that management has readily available information about the performance of the department. It is important to note that, project, strategic and programme management information is included in this performance
5	Document management	The huge number of documents and reports processed in the department renders a document management system a necessity. The implementation of such a system will depend on the maturity of the departmental users and the effective use of the manual file plan system. (Work flow and processes require urgent attention.)
6	Norms and standards	It remains a major responsibility of the DoA to establish norms and standards for data and information. A renewed effort should be invested in this regard
7	Human resources	SITA is at the moment drawing up some business requirement specifications in the HRM systems area. These should be continued. This development takes the PERSAL system into account which will lead to an improved HR
8	Extend the database of farmers in the country	The impression is that the data on the farming community are not comprehensive, and the integrity of the data is not up to standard. Enrichment of the data and improving the quality should be undertaken. This may be applicable for several of the systems in operation at the department. A positive relationship should be developed with other organisations that already have some of the information available
9	Extend the services to the emerging and commercial farmer	The services to the emerging farmer involve several issues. The data should be enhanced to ensure maximum assistance and impact to information and systems
10	Support agricultural processes in all activities	The development of a range of models that is available to the DoA clientbase may be an appropriate starting point, apart from the assistance, checks and balances can be included to identify best practices
11	Production system integration	The agricultural industry is multifaceted and includes many disciplines. ICT systems can render an integrated service to the farming community to assist in the management of all the disciplines. The information value chain for the top 10 agricultural industries has to be drawn up, which will lead to improved alignment of assistance with the agricultural sector.
12	Performance management	To increase agricultural productivity, the performance of the farming sector should be measured. The statistics and results from the production on farms can serve as basis for the measurement, and, ultimately, decisions taken

No.	Initiative subject	Remarks
13	Food security	Food security is one of the strategic objectives of the DoA. Integration and enhancement of the system applications to endorse this objective should be investigated
14	Establish a relationships between marketing opportunities and agriculture	The provisioning of a viable market for the farmer's produce is vital. Although there are some systems, in this regard, the DoA can enhance assistance by establishing an extensive database for marketing opportunities as part of a marketing information system. • Consider setting up a competitive intelligence unit in the DoA. • SPS Requirements should be kept in a single database management system for South Africa, to as to allow quick analysis of any change and the impact of it
15	International trade development and control	The level of the exchange rate offers opportunities to international markets for the farmer. Lucrative market identification and development can be supported by appropriate systems. • Consider setting up a competitive intelligence unit in the DoA. • SPS Requirements should be kept in a single database management system for South Africa, to as to allow quick analysis of any change and the impact of it
16	Identification of training needs	The multifaceted nature of farming implies that the training and development of the farmer is very broad and complex. The actual need must be identified to ensure appropriate training and development. Surveys to determine this should be undertaken
18	Information centric system (Batho Pele)	To overcome the disadvantage, a distributed information service has to be established in local areas, making agricultural expertise available to assist the farmer on the ground. This should tie in with the Gateway venture initiated on a national level by SITA. A call centre can be introduced as a pilot venture for the information centre approach in the longer term. It is necessary that the mobility of the officers of the department form part of the information supply design. Information should be available whenever a need arises. These initiatives can play a fundamental role in the enhancement of CASP. The initiatives can only be undertaken together with other stakeholders already situated in these areas such as the PDAs and municipalities
19	Geographic information management system integration and sophistication	This geo-referenced information management system plays a huge role in terms of information sharing and information distribution and should be used as part of the integration initiatives through the Gateway system. This includes Resource Utilisation, National Resource Information, GIS Infrastructure and Environment Impact Analysis information. The need for geo-spatial data in all its forms is acute. Satellite imagery opens up many new opportunities for information sharing and monitoring. This information category includes information on <i>inter alia</i> soils, climate, geological formations, farms, farmers, water resources and crops. An important aspect of this category is the enabling of IDPs
20	Determining information needs of the stakeholders	There is a close working relationship between the DoA and some of its stakeholders. A special effort has to be made to establish the information needs of the stakeholders. Likewise, the stakeholders are sources of information needed by the DoA. A positive relationship should be developed in this regard
21	Research and development	Research and development is one of the cornerstones of knowledge management. Ways should be found to carry R&D information through to knowledge within the DoA, as well as to stakeholders and clients, to enhance service delivery and product development

No.	Initiative subject	Remarks
22	Optimisation of Internet traffic capacity and bandwidth (response times)	The line traffic of the DoA is continuously monitored. The speed (bandwidth) of this service has a direct impact on the satisfaction of the users, especially where web enabled solutions are provided. The extension of the bandwidth should therefore be considered as an increasing number of mission critical applications are web directed
23	Marketing information	Import, export and integrated agricultural statistical information has to be made available to the clients and has to be managed by the DoA. A proper information system will enhance service delivery. An often-expressed requirement of the department is to market South African produce, and to make information available on the results of its marketing activities. Included in this area is which international markets are open to which products, and the regulations that each country applies to imported produce. Estimates on transport prices and other incidental costs would be of great value. South African market prices are also needed, as well as current agricultural import figures
24	Extension information	Stakeholder management and food security management information has to be made available to the clients and has to be managed by the DoA and PDAs. Owing to the new emphasis on emerging farmers, extension information has to be reviewed in the light of cultural and financial realities. This includes the use of fertiliser and pesticides, as well as the treatment and prevention of diseases. A hotline for assistance to extension workers would make a big difference to their effectiveness
25	Agricultural Input information	The need for the publication of agricultural information, statistics and risks on a regular basis is important. Price information, especially, is vital. The information about animal breeds, new crops, fertilisers, pesticides and seed varieties need more focus
26	Incident information	Agricultural incident analysis has to be conducted. Long-term and short-term weather forecasts and statistics for applications, such as risk management and proactive preparation for disaster relief should receive attention, i.e. animal disease outbreaks, trends, etc.
27	Policy	Policy generation and/or maintenance is equally important to the DoA, owing to many pieces of legislation that have to be administered by the DoA. Regulatory information includes municipal, provincial, national and international legislation and regulations, both within and outside the field of agriculture
28	Agricultural engineering information	Agricultural works history has to be kept by the DoA. In many cases, plans for a new structure, such as retention walls, can be based on existing plans, resulting in cost saving and more effective use of limited resources

ANNEXURE 2(B)

Communication strategy 2007/08

INTRODUCTION

This communication strategy is formulated based on the following documents:

- *Strategic plan for the Department of Agriculture 2006*
- *Annual report 2005/06*
- *The strategic plan for South African agriculture of 2001*
- State of the Nation Address by President Thabo Mbeki of 09 February 2007

In addition, it is informed by the

- Agricultural Programme of Action,
- Government's Programme of Action and the Communication Clusters
- The government communication strategy

VISION

A united and prosperous agricultural sector

MISSION STATEMENT

The Department of Agriculture aims to lead and support sustainable agriculture and promote rural development through:

- Ensuring access to sufficient, safe and nutritious food
- Eliminating skewed participation and inequity in the sector
- Maximising growth, employment and income in agriculture
- Enhancing the sustainable management of natural agricultural resources and ecological systems
- Ensuring effective and efficient governance
- Ensuring knowledge and information management

ORGANISATIONAL VALUES

- *Bambanani*
- Drive
- Excellence
- Innovation
- Integrity
- *Maak 'n plan*

BACKGROUND

The 2007 communication strategy seeks to address the increased need for messages from the department as a result of high expectations raised by the appointment of Minister Lulu Xingwana. Following the launch of the Micro-agricultural Financial Institutions of South Africa (Mafisa) and the drafting of the AgriBEE Charter, a commensurate communication strategy was developed to target/zoom into information and message requirements promoting these critical programmes.

Suffice to say, the farming community, especially the emergent sector, requires information and enlightenment on how to access Mafisa and CASP funds. In addition to this, support has to be obtained concerning the failure of the WTO negotiations, where the agricultural sector is making a call for the levelling of the playing fields with regard to subsidies.

The recent launch of Operation Gijima and the general need for alignment of the Department of Agriculture and the Department of Land Affairs on projects call for a well-crafted plan of action. The intermittent holding of these meetings: ITCAL, CEO Forum and National Intergovernmental Forum on Agriculture and Land (NIFAL) equally requires consistent and systematic communication right through the three spheres of government.

Furthermore, the strategy is developed in the wake of holding the 4th World Congress of Rural Women, the first on the continent. In addition, the FARA General Assembly will also be held in this country. These major events require a well-considered and well-crafted communication strategy which will address the concerns of the citizens.

Other challenges that will test the robustness of this strategy are: the strained relations with the farmers' unions and concerns on the outbreak of animal diseases—in this case, the global outbreak of the H5N1 strain, the local common Classical Swine fever as well as rabies. We, therefore, have to keep the public informed and assure people that this country will never be complacent in dealing with the scourge of these and any other plant and animal diseases.

OBJECTIVES

The objective of this strategy is to inform, educate, promote and build sustainable relationships with the stakeholders of the Department of Agriculture, thereby inspiring confidence and minimising conflict situations. This will be done through focusing on programmes, projects and updates on the implementation of departmental programmes and projects as captured in the *Strategic plan 2007*.

Of key importance is the need to consolidate the partnership against poverty eradication and accelerated growth and wealth creation, which will be done by tackling the agro-microeconomic reforms in the country.

Through this plan, the department's African Agricultural Development Programme will showcase the contribution towards realising the objectives of NEPAD through the Comprehensive African Agricultural Development Programme (CAADP).

ENVIRONMENT

The need for safe and nutritious food in the global environment of outbreaks of animal diseases, such as the Classical Swine fever in the Eastern Cape, and the eradication of the notifiable avian influenza in the ostrich industry, as well as the latest developments on avian influenza, which are resulting in human deaths in the Asian countries, is stimulating people's interest in agricultural issues.

Communication will happen in an environment dominated by the negative content of the debate on land issues, rural crime and constant differences between some unions and the department.

COMMUNICATION CHALLENGES

- The forthcoming elections: whatever we communicate might be seen as electioneering
- The succession debate within the ruling party: as in the last year, this might cloud all communication
- Negative perceptions by partners in the sector: unions regard the Minister as not supportive of the commercial sector
- Media bias towards land acquisition and foreign land ownership: in some quarters this is perceived as nothing else but land-grabs in disguise
- Lack of cohesion of the programmes (LandCare, CASP, Mafisa, Co-operatives and LRAD) impede implementation of support: the public might perceive communication as paying lip service without delivery.

MESSAGES AND THEMES

The main communications theme is “Renewing our pledge—a national partnership to build a better life for all”.

The communication strategy will be themed along Letsema/Ilima and will highlight achievements and facilitation of Operation Gijima as the underlying implementation principle.

MESSENGERS, AUDIENCES AND CHANNELS, TYPES OF EVENTS

Messengers

- Minister and Deputy Minister
- Members of the Executive Councils of Agriculture (MECs)
- Director-General/Heads of Departments
- Chief of Communications and Heads of Communication (PDAs and SOEs)
- Media Liaison Officer
- Any delegated official

Audiences

- Political leadership
- Farming communities
- Organised farmer and worker unions and associations
- Consumers
- Investors and financiers
- SADC and African communities
- Media
- Designated groups
- Opposition parties

Channels/types of events

- Advertorials and advert campaigns in mainstream and community newspapers and radio stations
- Outreach programmes, road shows, etc. (schools, candidate community groups, etc.)
- Exhibitions, collateral material and InfoPaks
- Stakeholder meetings
- Poster and banner campaigns
- Website and internet information
- Izimbizo, outreach and advocacy campaigns (Presidential/Focus Weeks/Ministerial/Project Consolidate and departmental)
- Printed matter—*AgriNews*/PDAs and SOEs newsletters, *ad hoc* and dedicated publications
- Media releases for radio, television and newspapers

A PHASED COMMUNICATION PROGRAMME

Communication is an ongoing process which involves utilising different forms of tools to emphasise the message.

This communication strategy will be rolled-out in a phased approach to direct communication campaigns and to monitor quarterly performance. Although the following are annual planned events, the strategy will also roll-out *ad hoc* events and activities.

Quarter	Activities
First quarter	WCRW Freedom Day Presidential Imbizo Workers' Day World Environment Day World Desertification Day Youth Day FARA General Assembly Africa Public Service Day

Quarter	Activities
Second quarter	Women's Day Female Farmer of the Year Abor Week Heritage Day
Third quarter	World Food Day Presidential Imbizo World Aids Day
Fourth quarter	World Wetlands Day Human Rights Day Water Week

STRUCTURES AND PROCESSES

Structures

The communication structure and summary of functions will be as follows:

- *Provide leadership in the area of communications in the Department of Agriculture*
 - Develop and implement a communication strategy and operations plan for the department
 - Provide management oversight to the chief directorate adhering to the Batho Pele principles
- *Provide strategic media relations and speech-writing services*
 - Develop a proactive media relations strategy with clear quarterly deliverables
 - Deliver strategic media liaison and provide management services
 - Supply research
 - Develop a media and publicity policy for the department
 - Develop a crisis communications strategy for the department
- *Manage corporate communications*
 - Develop and implement the corporate communications strategy of the department
 - Provide publications and event management leadership for the department
 - Provide protocol support and advice for events
 - Provide issue management services
- *Manage and implement development communications*
 - Provide oversight to Izimbizo, outreach and advocacy campaigns
 - Lead in pre-Imbizo planning and post-Imbizo reports
 - Provide leadership in the co-ordination and delivery of commemorative days/events
 - Co-ordinate other public platforms for the Minister to pursue agricultural objectives
 - Social marketing
 - Media advocacy
 - Participatory communication
- *Manage and implement marketing and promotions activities*
 - Promote the role and participation in agricultural activities among women and the youth
 - Develop and implement communication strategies that promote the department and the role of agriculture in general
 - Lead and manage all departmental promotion and exhibition activities nationally and internationally
 - Marketing and branding
 - Event management
 - Internal public relations
 - Publications and electronic information

Processes

The department has different management structures, such as the Oversight Committee, comprising the DG, COO, DDGs, together with the Chief Officers, which meet every Monday. The following committees meet fortnightly; GOPC, ICC and DEXCO (this committee is attended by the DG, DDGs, COO and all the Chief Directors). The Departmental Management Committee (DMC) meets on a quarterly basis and is attended by all SMS members.

The Chief Communication Office has also established the Agricultural Communicators' Forum, which meets quarterly. This forum is attended by all the Heads of Communication from the provinces and the public entities for agriculture.

In addition, the strategy will also be supported by the GCIS Communication Cluster meetings as a platform to promote some of the communication-related issues so that the end products that should be communicated can be exposed to peer review. All these developments make us a force to be reckoned with regarding communication-related matters.

STRATEGY DOCUMENT AND ACTION PLAN

Priority area	Directorate/s	Programme	Activity	Target date
African Agricultural Development Programme (AADP)	Land Use and Soil Management (LUSM)	WARD	FARA Assembly	Q1
	International Relations (IR)		World Congress of Rural Women	Q1
Agricultural Broad-based Black Economic Empowerment (AgriBEE)	Business and Entrepreneurship Development (BED)		Report on AgriBEE study	Q2
Comprehensive Agricultural Support Programme (CASP)	Agricultural Development Finance (ADF)	Mafisa	Release and publish the report intermittently on Government Programme of Action	Q1
	Food Security (FS)			
	Plant Production (PP)			Q1
	LUSM	Q2		
		CASP		Q3
Integrated Food Security and Nutrition Programme (IFSNP)	Agricultural Development Finance (ADF)	WARD	World Congress of Rural Women	Q1
	Food Security	World Food Day		
	Agricultural Information Services (AIS)	Female Farmer of the Year Awards	Release the report	Q3
	Agricultural Economics (AE)			Q2
	Plant Production (PP)			Q4
	LUSM			Q4
Knowledge and Information Management Systems (KIMS)	Marketing (DM)			Q2
	Animal and Aqua Production (AAP)			Q1
National Regulatory Systems (NRS)	Animal and Aqua Production (AAP)			Q1
	Education and Training (ET)			Q2

Priority area	Directorate/s	Programme	Activity	Target date
Research and Development and Transfer of Technology (R&D)	International Trade (IT)		FARA	Q3
Cross cutting	All directorates	ISRDP and URP	Visit and participate in the 21 nodes, particularly in Umzinyathi, Umkhanyaku-de Ugu and Zululand	Ongoing—lead directorates to write report on quarterly basis, starting from 20 March
Government-wide programmes	DoA	Celebrating 31 years anniversary of June 16 Youth uprising	Working with NYC Working with DLA	

ADDITIONAL ACTIVITIES

Letsema/Ilima

The communication strategy will feature themes with messages supporting Ilima/Letsema on a monthly basis. The message packaging and distribution will be in the form of a media advocacy campaign to ensure that development communication is achieved.

MONITORING AND EVALUATION

All communication activities will be monitored through monthly meetings and all quarterly reports will indicate the progress made.