

Strategic Plan

for the

DEPARTMENT OF AGRICULTURE, FORESTRY AND FISHERIES

2011/12 to 2014/15



Contents

Preliminaries	i–xvi
PART A:	Strategic overview 1–18
PART B:	Strategic objectives 19–52
PART C:	Public entities and other agencies 53–56
Annexure 1:	Annual performance plans 57–82
Annexure 2:	Service Delivery Improvement Plan 83–98

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Contents

ACRONYMS	v
<i>Foreword by the Minister</i>	vii
<i>Statement by the Deputy Minister</i>	xi
<i>Director-General's overview</i>	xiii
PART A: Strategic overview	
Mission statement	2
Legislative and other mandates	2
Situational analysis	5
Strategic goals and objectives	17
PART B: Strategic objectives	
Administration	20
Trade Promotion and Market Access	29
Food Security and Agrarian Reform	34
Agricultural Production, Health and Food Safety	38
Forestry	42
Fisheries	46
Risk Management	51
PART C: Public entities and other agencies	
Agricultural Research Council	54
Marine Living Resources Fund	55
Other public entities and agencies	56
ANNEXURES	
1. Annual performance plans	58
2. Service Delivery Improvement Plan	84

Acronyms

ABET	Adult Basic Education and Training	FMD	foot-and-mouth disease
ABP	Annual Business Plan	FMP	Fisheries Management Plan
ACP	Aquaculture Certification Plan	FPE	fish processing establishment
ADF	Agricultural Development Finance	FS	food security
ADZ	Aquaculture Development Zone	FTE	full-time equivalent
AGIS	Agricultural Geo-referenced Information System		
AgriBEE	Agricultural Broad-Based Black Economic Empowerment	GADI	Grootfontein Agricultural Development Institute
APA	Agricultural Produce Agents	GDP	gross domestic product
API	agricultural production input	GEP	Gauteng Enterprise Propeller
APP	Annual Performance Plan	GFI	gross farm sector income
ARC	Agricultural Research Council	GHG	greenhouse gases
ATF	Agricultural Trade Forum	GMO	genetically modified organism
ATI	Agricultural Training Institute		
ATPR	Agricultural Trade Progress Report	HE	Higher Education
		HIV	Human Immunodeficiency Virus
BCC	Benguela Current Commission	HoD	Head of Department
BEE	Black Economic Empowerment	HR	human resources
		HRD	Human Resources Development
		HRM	Human Resources Management
CAADP	Comprehensive African Agricultural Development Programme	IBSA	India, Brazil and South Africa
CAF	Consultative Advisory Forum	ICT	information and communication technology
CASP	Comprehensive Agricultural Support Programme	ID	identification document
CC	climate change	IFSNP	Integrated Food Security and Nutrition Programme
CCS	compulsory community service	IFSS	Integrated Fisheries Security Strategy
CD	Chief Director	IGDP	Integrated Growth and Development Plan
CMDB	configuration management database	ILM	industry liaison meeting
COMESA	Common Market for Eastern and Southern Africa	IPAP	Industrial Policy Action Plan
CPI	consumer price index	IT	information technology
CRDP	Comprehensive Rural Development Programme	ITC	International Trade Centre
		ITCAFF	Intergovernmental Technical Committee for Agriculture, Forestry and Fisheries
DAFF	Department of Agriculture, Forestry and Fisheries	ITSC	International Trade and Security Cluster
DBSA	Development Bank of Southern Africa		
DDG	Deputy Director-General	KIM	Knowledge and Information Management
DEA	Department of Environmental Affairs	KZN	KwaZulu-Natal
DEXCO	Departmental Executive Management Committee		
DFQF	duty free and quota free	LARP	Land and Agrarian Reform Project
DG	Director-General	LP	Limpopo Province
DHET	Department of Higher Education and Training	LR	Labour Relations
DPASA	Department of Public Service and Administration	LTRAMP	Long-term Rights Allocation Management Process
DPW	Department of Public Works		
DRDLR	Department of Rural Development of Land Reform	Mafisa	Micro-agricultural Financial Institutions of South Africa
DRP	Disaster Recovery Plan	MAP	Marketing of Agricultural Products
		MAST	Marine Administration System
EAC	East African Cooperation	MCM	Marine and Coastal Management
EAF	Ecosystems Approach to Fisheries	MCS	monitoring, control and surveillance
EAF	Ecological Approach to Fisheries	MDG	millennium development goals
EAP	Employee Assistance Programme	M&E	monitoring and evaluation
EC	European Countries	MER	monitoring, evaluation and reporting
EE	employment equity	MERCOSUR	Mercado Común del Sur
EFTA	European Free Trade Association	MIS	Marketing Information System
EH&W	Employee Health and Wellness	MLRA	Marine Living Resources Act
EPA	Economic Partnership Agreement	MoA	Memorandum of Agreement
EPDM	Employee Performance Development Management	MoU	Memorandum of Understanding
EPWP	Expanded Public Works Programme	MSP	Master Systems Plan
ERA	Ecological Risk Assessment	MTEF	Medium Term Expenditure Framework
ERP	Enterprise Resource Planning	MTSF	Medium Term Strategic Framework
EU	European Union	MWG	Management Working Group
FAnGR	farm animal genetic resources	NAC	National Agro-meteorological Committee
FARM	Framework for Aquaculture Research Management	NAFU	National African Farmers' Union
		NAMC	National Agricultural Marketing Council
FAO	Food and Agriculture Organization	NARMCO	National Agricultural Risk Management Committee
FET	Further Education and Training		

NAS	National Aquaculture Strategy
NDTT	National Disaster Task Team
NERPO	National Emergent Red Meat Producers' Organisation
NFA	National Forests Act
NFI	net farm sector income
NGP	New Growth Path
NPoA	National Programme of Action
NPoA	National Plan of Action
NW	North West
OD	Organisational Development
OHS	Occupational Health and Safety
PBR	plant breeders' rights
PDA	Provincial Department of Agriculture
PDI	previously disadvantaged individual
PFMA	Public Finance Management Act
PGRFA	Plant Genetic Resources for Food and Agriculture
PMDS	Performance Management and Development System
Q1	Quarter 1
Q2	Quarter 2
Q3	Quarter 3
Q4	Quarter 4
QPR	quarterly performance report
R&D	research and development
RSA	Republic of South Africa
SACU	Southern African Customs Union
SADC	Southern African Development Community
SALA	Subdivision of Agricultural Land Act
SAQA	South African Qualifications Authority
SASSA	South African Social Security Agency
SDIP	Service Delivery Improvement Plan
SEDA	Small Enterprise Development Agency
SETA	Sector Education and Training Authority
SG	strategic goal
SMME	small, medium and micro enterprises
SMS	Senior Management Services
SO	strategic objective
SOE	state-owned entities
SPS	sanitary and phytosanitary
SRPP	social responsibility programmes and projects
TAC	total allowable catch
TAE	total allowable estimate
the dti	The Department of Trade and Industry
TIDCA	Trade, Investment and Development Cooperation Agreement
ToR	Terms of Reference
UN	United Nations
US	United States
VE	Value Engineering
VMW	Virtual Machine Ware
VOIP	Voice over Internet Protocol
WCRL	West Coast rock lobster
WFFP	Working for Fisheries Programme
WSCD	White Shark Cage Diving

WSP	Work Skills Programme
WTO	World Trade Organization

Directorates of the department

D: AAEMER	Americas, Australasia, Europe and Middle East Relations
D: AH	Animal Health
D: AIC	Agriculture Inputs Control
D: AP	Agro-processing
D: AP	Animal Production
D: AR	Aquaculture Research
D: ATS	Aquaculture Technical Services
D: BCC	BBBEE Charters Compliance
D: C	Compliance
D: CCDM	Climate Change and Disaster Management
D: CED	Cooperatives and Enterprise Development
D: CS	Communication Services
D: DFC	Development Finance Coordination
D: EDPM	Employee Development and Performance Management
D: ER	Employee Relations
D: ER	Ecosystems Research
D: FM	Forestry Management
D: FPV	Fisheries Protection Vessels
D: FSQA	Food Safety and Quality Assurance
D: GADI	Grootfontein Agricultural Development Institute
D: GR	Genetic Resources
D: HRM	Human Resources Management
D: ICT	Information and Communication Technology
D: IFM	Inshore Fisheries Management
D: IHRM	Integrated Human Resources Management
D: IIR	Intergovernmental and International Relations
D: IS	Infrastructure Support
D: IS	Inspection Services
D: ITR	International Trade
D: KIM	Knowledge and Information Management
D: LUSM	Land Use and Soil Management
D: M	Marketing
D: MS	Monitoring and Surveillance
D: NER	National Extension Reform
D: NES	National Extension Support
D: OHSFM	Offshore and High Seas Fisheries Management
D: OP	Organisational Performance
D: PDS	Programme Development Support
D: PH	Plant Health
D: PP	Plant Production
D: PSPM	Provincial and SOE Performance Monitoring
D: PRS	Policy Research Support
D: RR	Resource Research
D: SAAR	Southern Africa and Africa Relations
D: SC	Sectoral Colleges
D: SD	Smallholder Development
D: SE	Stakeholder Engagement
D: SEA	Statistics and Economic Analysis
D: SED	Socio-economic Development
D: SET	Sector Education and Training
D: SF	Subsistence Farming
D: SP	Strategic Planning
D: SR	Stakeholder Relations
D: SS	Security Services
D: SSF	Small-scale Forestry
D: SSF	Small-scale Fisheries
D: STGS	Sector Transformation and Gender Services
D: VPH	Veterinary Public Health
D: WIFM	Woodlands and Indigenous Forest Management
D: WUID	Water Use and Irrigation Development



Foreword by the Minister



Ms Tina Joemat-Pettersson

MINISTER OF AGRICULTURE, FORESTRY
AND FISHERIES

We present the *Strategic Plan for the Department of Agriculture, Forestry and Fisheries 2011/12 to 2014/15* for the Medium Term Expenditure Framework (MTEF) period, detailing targets for improved service delivery of departmental programmes for the next four financial years. We remain committed to the five top priority areas for this administration to address the social and economic challenges in our country, which are employment creation and sustainable livelihoods, education, health, crime prevention and rural development including food security and land reform.

Rural development, growth and transformation of the agriculture, forestry and fisheries sector cannot take place in isolation—it is a process that needs to take place within the transformation and economic growth of the country as a whole. All these require growth in ways that will contribute towards:

- Employment creation and increasing the number of participants in agriculture, forestry and fisheries through support for smallholders and processors
- Reducing the cost of basic foodstuffs and the cost of living
- Improving the income and conditions of farm workers, foresters and fishers
- Enhancing exports
- Ensuring the sustainable use of natural resources.

In support of government's New Growth Path, focus areas to be achieved by the Department of Agriculture, Forestry and Fisheries (DAFF) are large-scale employment creation, food security, support to initiate and drive competitiveness and the intensification of key actions to enhance sustainable development.

JOB CREATION

To promote job creation in the sector, the aim of the DAFF is to create 300 000 jobs in smallholder schemes by 2015 and 145 000 jobs in agro-processing by 2020, including industrial products, forestry smallholder schemes, wine and fruit exports and extension services. Furthermore, we seek to create an environment conducive to the upgrading of

living and working conditions for the country's 660 000 farm workers. Our approach will be to link smallholder schemes to land reform, provide integrated support, address the current high input costs and support farm-worker organisations.

The agriculture value chain is regarded as one of the priority sectors for economic growth and employment creation. Through the Industrial Policy Action Plan 2 the implementation of agro-processing initiatives will contribute positively towards job creation. The DAFF will focus on manufacturing as a long-term growth strategy with clear sectoral plans, targets and key interventions to enhance agro-processing, from small-scale milling operations to value-adding to rooibos and honeybush tea for export markets.

In collaboration with the ministries of Labour, Rural Development and Land Reform as well as organised agriculture, we will continue to implement the vulnerable worker summit resolutions in 2011, looking at workers' health, working conditions, tenure security, empowerment and training, and other matters affecting vulnerable workers.

FOOD SECURITY

Against the background of an increasing population, the gradual decrease of the world's natural resources and the consequences of climate change, food security remains one of the major priority areas for the department. In December 2010, world food prices rose to a record high, increasing by 25% from the previous year because of a higher demand from China and Russia's worst drought in 50 years. There were also big increases in the cost of other basic foodstuffs globally in 2010, while in South Africa there was less pressure because our maize prices were lower than during the previous year, which also affected the price of dairy products and meat.

As a result of the heavy rains and floods at the beginning of 2011, some areas were declared national disaster areas in terms of the Disaster Management Act, 2002 (Act No. 57 of 2002). As part of government's disaster relief measures, assistance to the farming sector will include the provision of seed, seedlings, fertiliser as well as assistance for damage to agricultural infrastructure. Mechanisms will also be developed to minimise the consequences of these disasters in future. Crop production will be affected negatively and the country's ability to produce sufficient, high-quality food at affordable prices will be a major challenge.

The maize surplus of 4 million tons, which resulted from good harvests in 2009/10, has threatened farmers' ability to produce maize profitably. DAFF has been working with industry to explore and find solutions to dispose of the surplus through export markets. We also seek to find longer-term and more holistic solutions, such as more aggressive local and international market development, particularly for yellow maize, which is more in demand than white maize. In addition, we have reopened the debate on the use of maize as input in the production of biofuel.

ACCESS TO FINANCE

The role of funding institutions such as the Land Bank cannot be overemphasised. Particular emphasis will be on making affordable loans available to small-scale and smallholder farmers.

Up to now, government interventions included mechanisation and fencing support to enhance production in the agricultural sector. An amount of R232 million was also allocated in the 2010/11 financial year for the rescue package to assist farmers who are unable to pay back loans they obtained from the Land Bank. This intervention is linked to productivity and is yet another means to encourage primary activities in the sector.

MARKET ACCESS AND INTERNATIONAL TRADE

In 2011 we will continue extending engagements with countries on the African continent to improve access to markets and to promote trade opportunities. South Africa has now been invited to become a full member of the Brazil, Russia, India and China (BRIC) group of powerful emerging economies, which will open up trade and investment opportunities for the country. Simultaneously, this will enhance sector transformation and economic growth in the country.

In terms of global trading, sanitary and phytosanitary controls and inspections will always be challenges, as will concerns regarding food safety, the need for traceability and good agricultural practices. Effective measures have also been put in place at our ports of entry to prevent the import of illegal agricultural products and to ensure that animal and plant products brought into the country are disease free.

Through rural infrastructure development our strategy is to move agricultural cargo from road to rail. Various discussions and consultations between role-players have taken place at national and provincial government levels to revitalise some railway branches. The DAFF has been part of the steering committee driven by the Department of Transport's Transnet Freight Rail in developing optimal transport solutions. For the sector, this will ultimately contribute towards reducing the costs of transport and create opportunities for marketing and export of products. Further investment in infrastructure will also be a key enabler in providing access to markets and moving products to markets rapidly.



RESEARCH AND DEVELOPMENT

The focus on research and technology development in the agricultural field has become increasingly important to achieve higher production through new methodologies, better genes for both livestock and agriculture and improving the quality of indigenous food. By using the latest technology in our research, we aim to improve and increase household food production and address high input and production costs to mitigate the high costs of the final product. Research will enable us to plan for disasters such as droughts and floods, the possible effects of climate change, and diseases like Rift Valley fever. More funds have been allocated for research to address key needs and priorities for the country.

To extend research in the sector even further, we will incorporate the forestry and fisheries components into the existing Agriculture Research and Development (R&D) Strategy to have a more consolidated approach to research. The Department of Science and Technology will be a key partner in seeking ways to implement the DAFF R&D Strategy.

To address skills development in agriculture, forestry and fisheries, the department is also planning to upgrade all colleges of agriculture to agricultural training institutes, starting with the North West Province. In addition, we intend to renew our focus on extension support as one of the enablers of the sector and consider ways of engaging the private and commercial sector. Through engagement with sector partners and commercial agriculture we will continue to ensure greater benefits for the majority of our rural people.

GREEN ECONOMY

As a global role player, we are committed to climate change through our policy of the responsible use of natural resources. Environmental management initiatives will include biofuels, solar and wind energy, manufacturing inputs and construction.

Citizens are encouraged to plant trees and promote the greening of our country through the annual Arbor City Awards campaign. This greening initiative was the result of the Million Trees Programme, started in 2007.

FORESTRY AND AFFORESTATION

As one of the potential growth sectors in South Africa, forestry contributes towards sustainable rural development and the management of our natural resources. Although South Africa's plantation resources have decreased over the last 20 years, pressure on natural forests and woodlands has increased because of a demand for forest production. Renewed growth, transformation and sustainability throughout the value chain are important focus areas for future growth of the sector. Development will include the manufacturing of high-quality furniture, in this way moving towards the high-end value chain with the focus on the design of niche products and markets, which could also contribute to employment creation.

Areas have been identified for afforestation projects in the Eastern Cape, Limpopo, Mpumalanga and KwaZulu-Natal provinces to expand timber resources, minimise imports and optimise enterprise development, and would further contribute towards job creation.

INTEGRATED GROWTH AND DEVELOPMENT PLAN

We will focus on working together with the industry to implement the Integrated Growth and Development Plan (IGDP) for agriculture, forestry and fisheries, which is currently at the final drafting stage. The goals of the IGDP include attaining equity and transformation, equitable growth and competitiveness, environmental sustainability and good governance.

Proposals were made in the IGDP to refine the Agricultural Black Economic Empowerment (AgriBEE) Charter to address transformation constraints in the sector. It further proposes to publish the AgriBEE Charter in terms of section 9 of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003), in order to pave the way for implementation and enforcement. The Forestry Charter, the most advanced of the three sectors, must be implemented. A charter for fisheries needs to be developed and is a priority for the department for 2011.

FISHERIES

Expansion of the fisheries sector is limited by the natural productive capacity of our marine living resources and our capacity to manage and control harvesting successfully and in a sustainable way. Although the fisheries sector is considered to be fully utilised and well-established, the aquaculture component is still underdeveloped and provides an opportunity for substantial increases in marine aquaculture production of high-value products such as abalone, oysters and mussels.

Other future actions that have been identified to address challenges in the sector include rehabilitation programmes to rebuild depleted fish stocks, investing in the sustainable management and use of marine living resources, enforcement programmes to control harvesting, the allocation of additional fishing rights in certain fishing industries, and infrastructure development and investment in the 12 fishing harbours. These measures can contribute to increased socio-economic and tourism opportunities, job creation, sustainable livelihoods and improving the environment.

CONCLUSION

In conclusion, I wish to extend my appreciation to my Deputy Minister, Dr Pieter Mulder, for his dedication, expertise and support. Secondly, I would like to express my gratitude to the Chairpersons and Members of the Portfolio and Select Committees on Agriculture, Forestry and Fisheries in the National Assembly and the National Council of Provinces for their guidance, knowledge and oversight. I would also like to thank the agricultural industry, organised agriculture and our agribusiness partners for their continued efforts to achieve economic prosperity of the sector. Lastly, I want to thank the department, provincial departments and state-owned entities for their commitment in meeting the objectives of the department. By working together, we can do even more to speed up job creation, economic growth and food security in our country!



Ms Tina Joemat-Pettersson

MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES



Statement by the Deputy Minister



Dr Pieter Mulder

DEPUTY MINISTER OF AGRICULTURE,
FORESTRY AND FISHERIES

As we present the Strategic Plan for the Department of Agriculture, Forestry and Fisheries for the terms 2011/12 to 2014/15, we are conscious of the fact that the majority of South Africans disregard the important role of agriculture in South Africa. Providing sufficient food to the South African public remains one of the most important aims of this department and of the agricultural sector. Conversely: If food security is threatened, it would lead to famine, which would then result in political instability, coupled with all its negative effects.

We as a department will continue to make South Africans aware of the important role that the agriculture, forestry and fisheries sector plays and could play in providing food security and safety, sustainable employment creation, economic growth and rural development.

The past decade has been one of continuous change, significantly altering the environment in which the agricultural sector operates. Coming years will also be characterised by economic, demographic, technological, environmental and climate changes that will bring both opportunities and challenges to the agricultural sector. Therefore the sector's success remains a key priority for the country in addressing all these issues.

In South Africa we deregulated and liberalised our agricultural marketing and trading arrangements 14 years ago. The agricultural sector has fortunately adjusted to high levels of competitiveness across most value chains and we are starting to address our poverty and food security problems. However, protectionist practices in some parts of the world put unfair pressure on our farmers to compete on an equal basis. Therefore, we will still continue at the WTO to argue for the successful conclusion of the Doha Development Agenda.

According to the 2008 Nobel Memorial Prize winner in Economics, Paul Krugman, countries engage in international trade for two basic reasons, each of which contributes to their gain from trade. First, countries trade because they are different from one another. Nations, like individuals, can benefit from their differences by reaching an arrangement in which each does the things it does relatively well. Second, countries trade to achieve economies of scale in production. That is, if each country produces only a limited range of goods, it can produce each of these goods at a larger scale and hence more efficiently than if it tried to produce everything. In the real world, patterns of international trade reflect the interaction of both these motives.

Our trading partners span across the globe and enjoy the best of South Africa's agricultural, forestry and fisheries produce. Two examples: South Africa is the most reliable source of quality mohair and produces 54% of total world production (Mohair SA website). The South African ostrich production is one of the top twenty agro-based industries in the country and it ranks high for export with a total investment in ostrich activities (production and processing, excluding value-adding manufacturing and businesses, and tourism) exceeding R2,1 billion.

Today food security and food safety are worldwide being placed on the political agenda whenever the future is being discussed but how would 2050 look in terms of food security?

In 1950 the world population was 2,5 billion people; in 2000, only 50 years later, it was 6 billion and according to Von Braun (Lohmann Information, October 2010), the world population of 2050 is predicted to be more than 9 billion.

Once we clearly understand the deliverables needed in 2050, we will be in a better position to come up with the right and effective solutions.

The world's farmers will have to produce 2% more food every year—in total 50% more by 2030 and double production again by 2050. If we hope to keep pace with a growing population and increased nutritional demands, as millions of people in the developing world climb out of poverty and enter the global middle class, urbanisation therefore also increases.

In just 20 years, we will need to produce 50% more of what we produce today. However, we have only one planet to do it on. What complicates the problem is the fact that most of the best farmland on this planet is already being used but even this is being challenged as we see some 10 million ha of farmland lost annually to urbanisation and persistent drought.

Simultaneously, we face the challenges of a rapidly changing planet because of climate change. For example: Irrigation water supply reliability, and the ratio of water consumption to requirements, is expected to worsen in Sub-Saharan Africa as a result of climate change. Without climate change, calorie availability is expected to increase in Sub-Saharan Africa between 2010 and 2050. However, with climate change it is predicted that food availability in the region will average 500 calories less per person in 2050, a 21% decline.

According to a report by the International Food Policy Research Institute it is predicted that 25 million more children will be malnourished in 2050 because of the effects of climate change.

Untimely droughts, floods and severe cold have already had a huge socio-economic impact on South Africa and especially on agriculturalists and the rural community.

We are also aware of the fact that because of the increase in the global population and climate change, the prevalence of certain pestilences and diseases has increased.

The question that confronts all of us—on a global scale—is how we can increase agricultural production without vastly increasing the problems of air pollution, ecological disturbances, soil erosion, the pollution of streams and waterways, and destroying what is left of the world's natural habitat. I believe that increasing food production sustainably is the central, overriding, and defining agricultural issue today.

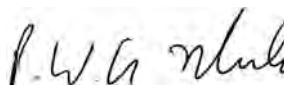
We can change this zero-sum equation through technology, research and education.

Policies must be in place that are supportive of the efforts of farmers and other participants in the supply chain to effectively manage natural resources to provide sustainably produced commodities.

We must further ensure that innovation, including transfer of technologies and research, is fostered in order to increase productivity and enhance efficiency.

Rural development is important in the fight against poverty and in achieving food security. South African commercial farmers realise the importance of this development and offered their assistance. Yet to expect of them to create more employment opportunities and in this way assist with rural development when they have no certainty about their own future, is unreasonable. Their uncertainties and problems have to be addressed. Anyone who talks about food security in South Africa and excludes commercial farmers is unrealistic.

I thank the Honourable Minister, Ms Tina Joemat-Pettersson for her leadership, enthusiasm and commitment, the department led by the Director-General, Mr Langa Zita and the industry for their cooperation. We do not have an option but to make agriculture, forestry and fisheries succeed.



Dr Pieter Mulder

DEPUTY MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES



Director-General's overview



Mr Langa Zita

DIRECTOR-GENERAL: AGRICULTURE,
FORESTRY AND FISHERIES

I am pleased to submit the *Strategic Plan for the Department of Agriculture, Forestry and Fisheries 2011/12 to 2014/15* to the Minister of Agriculture, Forestry and Fisheries for approval and tabling in Parliament. This Strategic Plan complies with the guidelines provided by National Treasury and the Department of Public Service and Administration (DPSA).

A new macro structure, approved by the DPSA, will become effective from 1 April 2011. This followed a very comprehensive and involved restructuring process to ensure maximum performance on the deliverables in terms of the Medium Term Strategic Framework (MTSF) priorities to address government's broad national challenges. Twelve key outcomes were identified for government to be implemented through intergovernmental cooperation over the next four to five years. To address broad national challenges, government clusters identified and developed key policies, including the NGP, the Industrial Policy Action Plan (IPAP), the Comprehensive Rural Development Programme (CRDP) and the envisaged IGDP for agriculture, forestry and fisheries. The DAFF will contribute directly into three of the 12 outcomes to achieve related outputs over the MTEF period. The President and Ministers have also signed performance agreements that will ensure proper monitoring and evaluation of the implementation of set outcomes and targets. Job creation targets have also been set for each sector.

The sector lost 10 000 jobs between the first and third quarters of 2010. With the implementation of policy initiatives such as IPAP, NGP, CRDP, the DAFF's IGDP and plans to elevate agriculture as a priority sector under the NGP, the unemployment trends of 2010 could be reversed. We will strive towards improving service delivery in the sector and meeting the objectives of job creation.

Briefly, the Strategic Plan will guide the DAFF to achieve government's priorities in the following manner:

- (i) **Consolidation of agrarian reform programmes to ensure food security** through skills development, inputs, implements, extension and technical support to agrarian reform beneficiaries to ensure their viability and sustainability. This will be achieved by ensuring the implementation of programmes to support the transition of agrarian reform beneficiaries from subsistence to smallholder farmers. Livestock production schemes will be implemented in a coordinated manner to enhance the value of livestock currently owned by subsistence and smallholders. This comes from the acknowledgement that agrarian reform beneficiaries are currently not receiving enough support

for production and access to markets. The DAFF, working closely with other government departments, state-owned entities (SOEs) and the private sector, will implement production and agro-processing support measures for commodities that are in demand domestically or internationally for food security and job creation.

- (ii) **Development of new funding options/models.** The process to finalise a new funding model that will consolidate the current Comprehensive Agricultural Support Programme (CASP), Micro-agricultural Financial Institutions of South Africa (Mafisa), etc. into one stop shop models for subsistence and smallholder farmers, will be accelerated and concluded to ensure access to affordable capital/funding for rural entrepreneurs in the agriculture, forestry and fisheries subsectors. Innovative programmes will also be implemented with our domestic and international development funders to ensure that rural sectoral entrepreneurs have access to cheaper funds to cater for their short, medium and long-term production financial needs and facilitate the long-term investments that are essential to ensure sustainability and viability. This will contribute to ensuring food security, the creation of decent jobs and sustainable livelihoods.
- (iii) **Sustainable use of natural resources,** including the management of natural forests and comprehensive decentralised watershed management; and mitigation against climate change, pollution of the marine environment and of publicly-owned agricultural natural resources including soil and water, are prioritised. Afforestation will be accelerated as forests continue to play a critical role in our economy and are central in government's beneficiation strategy. The recovery of wild stock of marine products such as hake, West Coast rock lobster and abalone has also been prioritised through enhanced policing and regulation of access. Rivers have also been identified as development nodes and in addition to this water harvesting through the creation of water reservoirs, rehabilitation of irrigation schemes, windmills and soil dams has been prioritised as critical to the successful development of smallholder farmers and create decent green jobs to ensure food security and sustainable livelihoods in rural areas.
- (iv) **Strengthening of human resource development programmes** to address the weaknesses in support of programmes for agrarian reform beneficiaries has also been prioritised. The implementation of scarce skills development programmes will be accelerated with domestic and international partners in the next three to five years with the establishment of Sectoral Institutes of Excellence/Academies to focus on pre and post-settlement training. Colleges of agriculture are prioritised for this purpose to create the required capacity in youth to efficiently and effectively implement the youth development agenda of government and contribute to create future farmers who will guarantee the country's household food security and create decent jobs and sustainable livelihoods in rural areas.
- (v) **Facilitating the development and implementation of employment generation programmes** through a production and commodity directed strategy for each district municipality and the implementation of the Zero Hunger campaign and state procurement system to guarantee markets for smallholders and ensure access to cheaper food for those who are the most vulnerable in our society. Aquaculture development will also be accelerated in rural areas to create much-needed economic opportunities. This will be achieved through cooperation between all stakeholders and other government agencies by developing a conducive environment for smallholders to create decent jobs.
- (vi) **Intensifying a cooperative development programme** to establish viable and sustainable rural enterprises that are capable to engage in several economic activities such as disbursement of credit, distribution of agricultural inputs like seeds, fertilisers, agro-chemicals and in arranging storage, processing and marketing. This will contribute to the change in the rural economic landscape as members will be economically empowered to engage in production and processing with all the necessary support and generate decent jobs for sustainable livelihoods. Development and private funders and other government agencies will partner in the achievement of the above objectives.
- (viii) **Expanding exports** through enhanced inter-Africa trade and an overall increase in productivity of the sectors accompanied by high yields and surpluses in regard to domestic demand. An export expansion programme will be implemented in cooperation with the Department of Trade and Industry by providing technical and political support to negotiate market access protocols and promote products in the targeted regional and international markets. A high-level advisory committee will be established to coordinate and ensure oversight on certification for import and export to safeguard the country's health and economic interests. Decent work and sustainable livelihoods will be generated through this programme as demand exceeds supply and more land is brought into production.
- (ix) **Designing and implementing an intensive scarce skills development programme** for the sectors with domestic and international partners to cater for short, medium and long-term needs to consolidate the basis for creating



efficient and effective service delivery skills/capacity in research and development, rural enterprise and cooperative development, commodity-directed extension and technical support services. Work has already started in this area and it will be expanded. This will create the much-needed capacity in the long term by increasing productivity to ensure a sustainable and viable sector and increasing the contribution to the national gross domestic product.

- (x) **Streamlining inputs and implementing support programmes** to ensure access and affordability for the new entrants into the sector. This will be achieved by working very closely with provinces and SOEs by implementing mechanisation, fencing and production input support through a coordinated procurement strategy for smallholders and cooperatives. This will contribute to the attainment of food security, land reform objectives, decent work and sustainable livelihoods in rural areas.
- (xi) **Implementation of agro-ecological agriculture** will be promoted as a way to ensure that food is produced in a sustainable way and the environment benefits positively throughout the productive cycle. High-value products and energy are key elements of agro-ecological production. An agro-ecological strategy will be finalised and pilots implemented during the year.

We realise that we are facing many challenges for the next four years. In order to create employment, we will put greater focus on the implementation of the programme initiatives indicated above. We are currently developing spatial plans, which will provide details as to where each and every initiative stated above will be taking place.

The Strategic Plan I present is structured in three parts. *Part A* provides a strategic overview of the department, including its vision, mission, values, strategic goals and objectives as well as the legislative and policy mandates. *Part B* focuses on deliverables for the MTEF cycle and provides an overview, a problem statement, implementation strategy and planned expenditure for six budgetary programmes for 2011/12 to 2013/14, as allocated by National Treasury. *Part C* contains information on the public entities, i.e. the Agricultural Research Council, the Marine Living Resources Fund, the National Agricultural Marketing Council, Ncera Farms, Onderstepoort Biological Products and the Perishable Products Export Control Board.

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

I wish to extend my gratitude to the Minister, the Deputy Minister and the Chairpersons of the Parliamentary Committees for their political support. Secondly, I would like to thank the leadership and staff of all the agricultural state-owned entities, the agribusiness community and farmers' organisations for their contribution. Finally, to my management team and all the staff members in the department, I appreciate all their efforts and hard work involved in contributing to the development of this Strategic Plan. Together, we will succeed in realising our vision of a *leading, dynamic, united, prosperous and people-centred sector!*



Mr Langa Zita

DIRECTOR-GENERAL: AGRICULTURE, FORESTRY AND FISHERIES



PART A

Strategic overview

Mission statement

VISION

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

MISSION

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

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

VALUES

Drive	Driven to deliver excellent service
Attitude	Being an ambitious, passionate, reliable and dedicated workforce
Fairness	Acting with objectivity, empathy, integrity and transparency
Focus	Focussing on people, economic and rural development

Legislative and other mandates

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

LEGISLATIVE MANDATE

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

Performing Animals Protection Act, 1935 (Act No. 24 of 1935)
 Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947)
 Animal Protection Act, 1962 (Act No. 71 of 1962)
 Fencing Act, 1963 (Act No. 31 of 1963)
 Subdivision of Agricultural Land Act, 1970 (Act No. 70 of 1970)
 Plant Breeders' Rights Act, 1976 (Act No. 15 of 1976)
 Plant Improvement Act, 1976 (Act No. 53 of 1976)
 Veterinary and Para-veterinary Professions Act, 1982 (Act No. 19 of 1982)
 Perishable Products Export Control Act, 1983 (Act No. 9 of 1983)
 Agricultural Pests Act, 1983 (Act No. 36 of 1983)
 Conservation of Agricultural Resources Act, 1983 (Act No. 43 of 1983)
 Sea Fisheries Act, 1988 (Act No. 12 of 1988)
 Animal Improvement Act, 1988 (Act No. 62 of 1988)
 Liquor Products Act, 1989 (Act No. 60 of 1989)
 Agricultural Research Act, 1990 (Act No. 86 of 1990)
 Animal Diseases Act, 1984 (Act No. 35 of 1984)
 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)
 Marine Living Resources Act, 1998 (Act No. 18 of 1998)



Agricultural Laws Rationalisation Act, 1998 (Act No. 72 of 1998)
 National Forests Act, 1998 (Act No. 84 of 1998)
 National Veld and Forest Fire Act, 1998 (Act No. 101 of 1998)
 Onderstepoort Biological Products Incorporation Act, 1999 (Act No. 19 of 1999)
 Meat Safety Act, 2000 (Act No. 40 of 2000)
 Animal Identification Act, 2002 (Act No. 6 of 2002)
 Animal Health Act, 2002 (Act No. 7 of 2002)
 KwaZulu Cane Growers' Association Act Repeal Act, 2002 (Act No. 24 of 2002)

POLICY MANDATES

Key policy developments

The government's current Medium Term Strategic Framework (MTSF) has highlighted a number of priorities to address broad national challenges. The MTSF has been consolidated into a set of 12 key outcomes which will be implemented through intergovernmental cooperation over the next four to five years. To implement these outcomes, government clusters came up with key policies which include the New Growth Path (NGP), the Industrial Policy Action Plan (IPAP), the Comprehensive Rural Development Programme (CRDP) and the envisaged Integrated Growth and Development Plan (IGDP) for agriculture, forestry and fisheries. In terms of the outcomes, the DAFF contributes directly to three of the 12 outcomes, and indirectly to another three. The key outcomes which the department contributes to directly are:

Outcome 4: Decent employment through inclusive economic growth

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

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

The department will contribute towards the achievement of these outcomes and related outputs over the Medium Term Expenditure Framework (MTEF) period by:

- Increasing the number of smallholder farmers by 2014 through an initial assessment programme, presettlement, practical training and post-settlement support through extension services.
- Establishing a joint-venture funding model together with smallholders. The new funding model will structure incentives to encourage the establishment of private sectoral micro-financing outlets in targeted rural areas through cooperatives or established financial institutions to ensure favourable lending terms.
- Creating a relevant, effective and efficient extension and technical support capacity for the development of agriculture and aquaculture production infrastructure in target areas (one scheme per district municipality by 2014). Basic infrastructure will be installed such as rehabilitation of existing irrigation schemes, and fencing on commercial land to encourage optimal utilisation of land.
- Accelerating the implementation of the National Extension Recovery Plan by recruiting extension and technical advisory services officers. The DAFF will review and develop appropriate policies in respect of recruitment, training and development.
- Implementing the Market Identification Strategy to ensure that products produced by smallholder farmers have a market domestically and to integrate viable smallholders with established commercial producers' export networks.
- Establishing production schemes for smallholder farmers such as crop, forestry, fisheries and livestock schemes by 2015. The DAFF will provide the required capacity to assist provinces to accelerate the establishment of viable and sustainable cooperatives by training potential members of cooperatives in various skills that will assist in understanding the operations of cooperatives.
- Developing the Agro-processing Strategy by June 2011 and creating the capacity to implement the strategy through provincial and local role players to encourage the one-product-one-district-approach to ensure competitiveness and economies of scale. Five Memorandums of Understanding (MoUs) have been signed for capacity-building programmes in research and development on the establishment of rural agro-processing enterprises for one-product-one-district-schemes. The aim is to provide jobs in agro-processing by 2020. An aquaculture demonstration centre will be established at Gariep Dam for production and processing of aquaculture products.

The other four outcomes to which the department contributes indirectly and/or supports are:

Outcome 2: A long and healthy life for South Africans

Outcome 5: A skilled and capable workforce to support an inclusive growth path

Outcome 8: Sustainable human settlements and improved quality of life for households

Outcome 11: Create a better South Africa, a better Africa and a better world.

PLANNED POLICY INITIATIVES

Employment creation

The DAFF's policy objective is to create employment in the sector through performance and delivery agreements, IPAP 2, the NGP and the draft IGDP for the sector.

The policy initiatives below will support the DAFF in the drive towards employment creation.

Access to finance

The DAFF will implement the new One Stop Shop Funding Model away from the grant system.

Access to training and development

Beneficiaries will access training through further education and training (FET) or private service providers such as training companies, organised agriculture (Agri SA, National African Farmers' Union of South Africa [NAFU] and TAU SA) or individual commercial farmers with accreditation.

Access to production infrastructure

The department plans to develop agriculture and aquacultural production infrastructure in targeted areas to ensure access to basic integrated services through spatial planning.

Access to markets

In collaboration with the National Agriculture Marketing Council (NAMC) the department will implement the Market Identification Strategy to ensure that products produced by smallholders have a market domestically and internationally.

Every municipality must have a fresh produce market to implement a zero hunger campaign. State markets will sell a basic food basket supplied by smallholder farmers and the access will be negotiated with leading food stores.

Extension and technical support services

Accelerate the implementation of the National Extension Recovery Plan to address the culture and skills shortages in provincial extension services. This will improve the visibility and improvement of extension and advisory services.

Spatial plans

Rivers will serve as development nodes. Alongside the rivers to the Atlantic Ocean and to the Indian Ocean we plan to have a massive programme of water harvesting. The rivers will also focus on a number of key commodities, which will also be accompanied by relevant agro-processing plants. Every municipality will have one or two primary commodities that it will specialise in with a value addition plant for processing.

Access to tractors/Mechanisation Programme

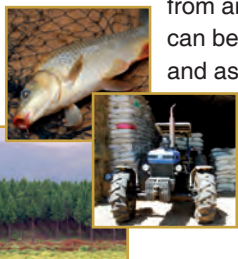
The department will roll out the Mechanisation Programme to all the provinces. Every municipality will have farmers who own tractors which will be sold at a subsidised price and owners organised at a secondary co-op level. Other farmers could hire those tractors at a nominal lending rate regulated by the state. Money for the hiring of tractors can be part of the loan from Land Bank.

Commodity groups

Farmers will be organised as commodity groups, where they can become members of one or two commodity groups. These commodity groups can evolve into secondary cooperatives and could negotiate better markets for their produce and secure seeds, medicines and vaccines at cheaper rates if they use their collective power to buy them. It will be easier to give targeted technical support and capacity building to groups of farmers than to individuals.

Agro-ecological fund

The department wants to promote a new kind of agriculture called agro-ecological agriculture where you use waste from animals and plants as food for each other. For instance, waste from birds can be food for fish and waste from fish can be used as fertiliser. Animal and human waste can be used to produce methane energy that can be used for lights and as electricity. We plan to have a training centre for this and a fund to promote it.



Fencing

Working with the Department of Public Works (DPW) and the Department of Rural Development and Land Reform (DRDLR), we plan to roll out a fencing programme in the former homelands and other areas where there is a need. The focus will mainly be on areas under cultivation. Livestock will be fenced in the medium to long term.

Irrigation schemes and windmills

The identified irrigation schemes in the former homelands will be rehabilitated to focus on a few commodities for purposes of value addition. Agro-processing plants will be built next to each irrigation scheme. Where ecological conditions permit, the DAFF plans to rehabilitate existing windmills and/or build new ones together with the DPW and DRDLR. These will be closer to promising agricultural areas.

Dams

Working with the DPW and the DRDLR, we will create dams next to areas of potential cultivation, and to a limited extent, grazing areas.

Place 300 000 households in smallholder schemes by 2015

The DAFF will collaborate with the provincial government counterparts and communities to ensure economic value and productivity of livestock by households in rural areas. Small livestock schemes (goats and sheep), will be established, and subschemes such as crop, forestry, fisheries and livestock schemes for smallholder farmers.

Situational analysis

PERFORMANCE ENVIRONMENT—SECTOR PERFORMANCE

Economic setting

Although the macroeconomic environment has experienced dramatic changes in recent years, 2010 was a much better year than 2009 and these trends should continue in 2011. Fears about a double-dip recession in the USA did not materialise, and quantitative easing (sustained governmental financial support), an experiment to support the USA economy, will be positive for the global economy if it is successful, but it entails risks. The question also remains whether the momentum of the Chinese economy, which to a great degree sustained the world economy, can be maintained. However, one of the biggest potential risks is what will happen in the Euro region regarding sovereign debt.

Strong economic growth is taking place in countries such as China, India, South Korea, Indonesia and Malaysia. It is expected that China's growth of about 10% in 2010 will drop slightly to 9% in 2011 and India could even improve on its 8% growth rate in 2010. The world economy grew by an estimated 3,7% in 2010, as opposed to negative growth in 2009, but this is expected to drop to about 3% in 2011. The strong economic growth in the Far East is important to South Africa, which exports raw materials such as iron ore and coal to China. Locally, South Africa's economic growth (gross domestic product [GDP]) could increase from 2,8% in 2010 to 3,8% in 2011. However, to address poverty and unemployment, it is estimated that the local economy must grow by at least 6% annually.

Despite relatively tough economic circumstances in South Africa in 2010, average wage and salary increases of 8% were achieved. At the same time the expected inflation rate for 2010 was 4,5%. This has put many employed people in a better position than a year ago, but there was an increase in unemployment (in the third quarter of 2010) to 25,3%. Since the second quarter of 2010, about 275 000 jobs were lost and consumers still have high debt levels compared with disposable income. Sharp increases in the cost of electricity, fuel prices and property taxes are expected to aggravate inflation during 2011. The prime lending rate of 9% is expected to remain unchanged for the best part of 2011. The downward movement of interest rates (6,5 percentage points from 15,5% at the end of 2008) has brought relief for those in debt and they should continue to benefit in 2011.

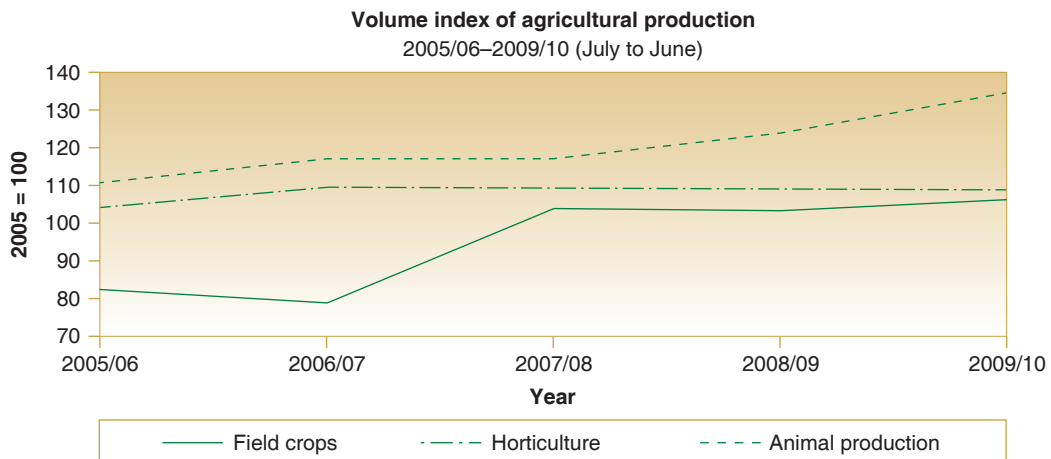
In total, the agriculture, forestry and fisheries sector lost 10 000 jobs between the first and third quarters of 2010. This can be seen in the context of a continuation of long-term declining trends in employment within primary economic sectors. However, the agricultural value chain is one of the priority sectors of the current programme of government in terms of economic growth and employment creation. With the implementation of agro-processing initiatives proposed under the IPAP, as well as plans to promote agriculture as one of the priority sectors under the NGP, there is potential for the declining employment trends to be reversed over the medium to long term.

According to the United Nations (UN), world food prices rose to a record in December 2010, exceeding levels reached in 2008. Food and Agriculture Organization (FAO) figures show that the cost of food increased by 25% from a year earlier, after Chinese demand strengthened and Russia's worst drought in a half-century devastated grain crops. The December 2010 year-on-year increase compares with the 43% increase in food costs in June 2008. Record fuel prices, weather-related crop problems, increasing demand from the growing Indian and Chinese middle classes, and the demand to grow maize for ethanol fuel all contributed to that crisis. In the previous episode the main driver in food commodities was cereals. This time it is sugar and oil seeds. While the US maize prices rose by 44% in 2010 and there were big international increases in the cost of other basic foodstuffs, there is less pressure in South Africa because local maize prices are lower than a year ago, which also affects the price of dairy products and meat. However, flooding will contribute to local food prices increasing in 2011.

Agricultural sector

Production

The estimated volume of agricultural production in 2009/10 was 4,8% higher than in 2008/09. The volume of field-crop production reflected a 3,1% increase because of an improvement in the production of summer grains. Maize production increased by 1,4 million tons or 10,8% against the previous season, followed by sugar cane with 468 000 tons or 2,5% and lucerne hay with 374 000 tons or 33,9%. Horticultural production decreased by 1,6%, mainly because of a drop in the production of citrus and subtropical fruit. The production of oranges decreased by 5,5% and that of potatoes by 3,6%. Animal production increased by 8,8% because of increases of 41,1% in fresh milk production and 5,6% in stock slaughtered. However, pastoral products (wool, mohair, karakul pelts and ostrich feathers) showed a decrease of 3,1% in production.



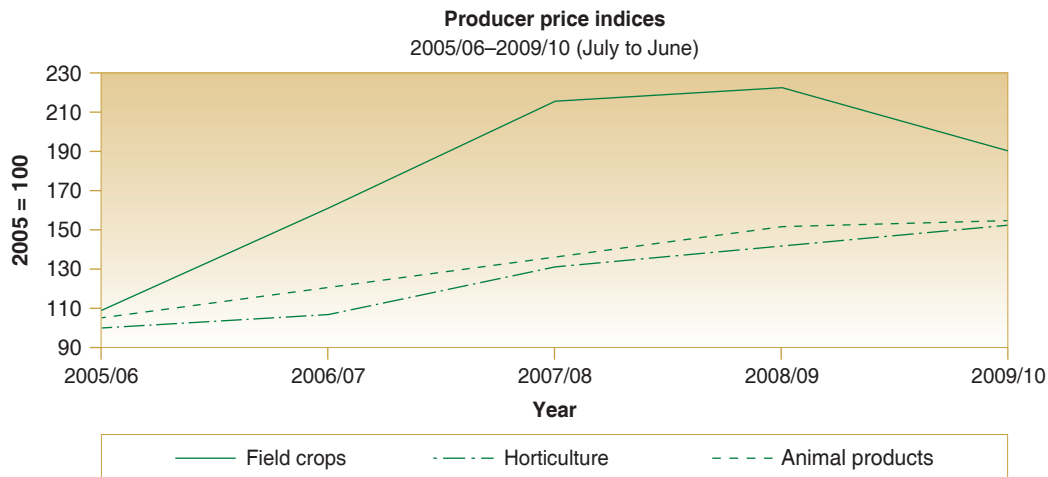
Factors such as weather conditions, commodity prices, input costs, stock levels, consumption demand and exchange rates will influence agricultural production in the country like never before. The total area under field crops is expected to decline by more than 200 000 ha in 2011 on the back of deteriorating profit margins and increasing pressure on the cash flow positions of many farmers because of the low producer prices of 2010. A relative switch in summer crops is expected for 2011 with maize plantings declining by 20% and sunflower and soya bean plantings increasing by 55% and 10%, respectively. Slightly more sorghum will also be planted because of favourable prices relative to maize. Although the area planted to wheat declined by 13% in 2010, the anticipated decline in maize plantings in the summer rainfall area during 2011 will provide more fallow land for wheat plantings in 2011. The total area under field crops is expected to recover partially in 2012 and then remain relatively stagnant over the short term, as the increases in commodity prices will not be enough to provide sufficient incentives for the area planted to expand. However, within the total area relative switches between the various field crops are expected with yellow maize and soya bean plantings increasing at the expense of white maize and sunflowers. These relative shifts are driven by long-term demand patterns and the level of parity prices.

Producer prices of agricultural products

Producer prices of agricultural products decreased on average by 2,2% from 2008/09 to 2009/10.

The weighted average price of field crops decreased by 14,4%. The prices of winter grain, summer grain, cotton, oilseeds and dry beans dropped by 26,4%, 23,1%, 17,8%, 17,7% and 7,0%, respectively, while prices for tobacco, sugar cane and hay rose by 16,9%, 15,8% and 0,6%, respectively.





Producer prices of horticultural products rose by 7,0% from 2008/09. Prices of vegetables and fruit increased by 12,9% and 3,5% , respectively, while prices of viticultural products decreased by 0,8%.

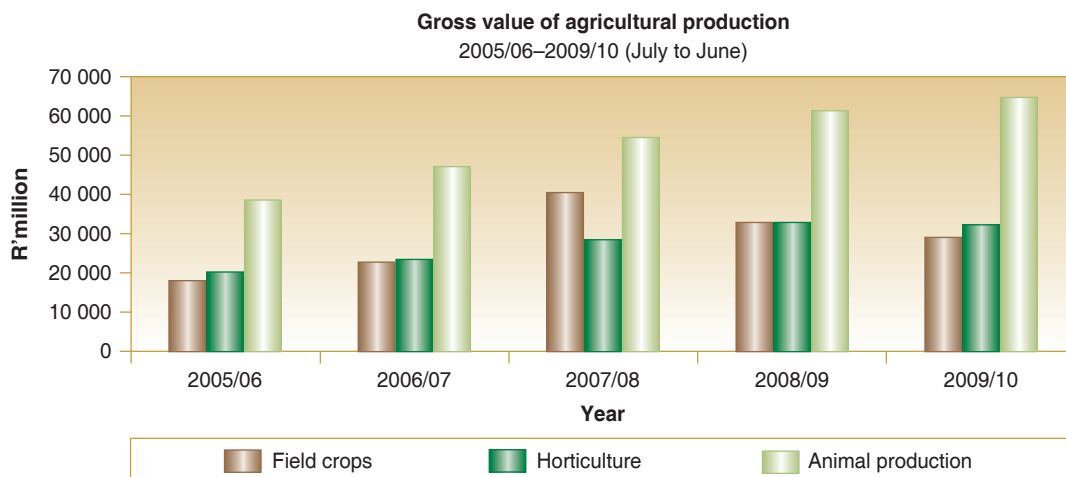
Prices of animal products rose by 1,9%. The average price of pastoral products, dairy products and poultry increased by 22,1%, 4,1% and 1,2%, respectively, while the average price of slaughtered stock decreased by 0,1%.

For many food products, growth in demand exceeds growth in supply over the medium to long term. This trend is largely driven by the relatively slow increase in commodity prices compared to the increasing costs of production, which dampens the growth of real net farming income, causing producers to be more risk-hesitant and taking some of the marginal land out of production. Apart from increases in typical production costs like seed, fertilisers and fuel, expenses related to electricity and labour will also increase rapidly over the next few years. For example, electricity's share of the total production costs of maize under irrigation is projected to increase from 8% in 2009 to 20% by 2015.

It is difficult to determine the long-term impact of the economic crisis on the agricultural sector. The impact of the crisis on production and processing capacity will be one of the decisive factors for the movement of prices over the next few years. Apart from lower commodity prices, production capacity could be harmed by the availability of credit, much stricter regulation and extreme market volatility. In addition, the fundamental demand for agriculture commodities has not decreased significantly.

Gross value of agricultural production

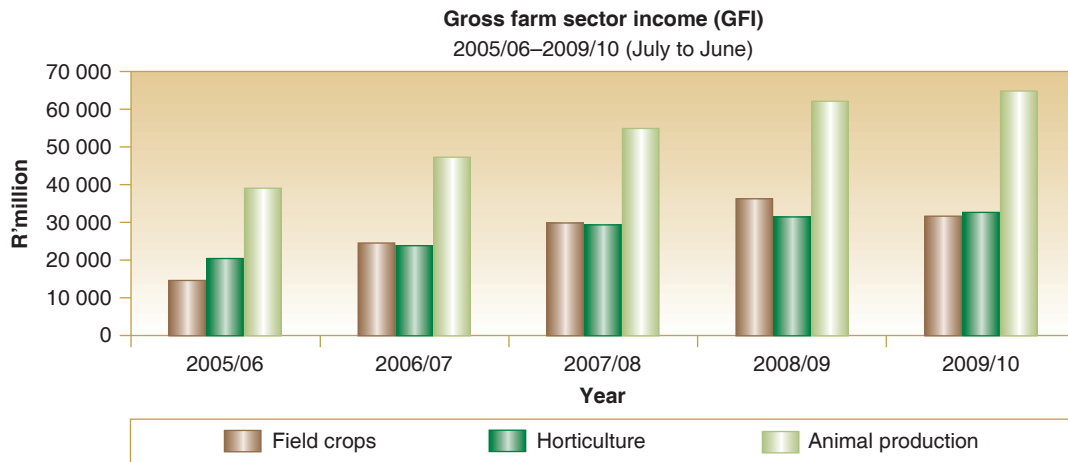
The total gross value of agricultural production (total production during the production season, valued at the average basic prices received by producers) for 2009/10, is estimated at R126 433 million, compared to R127 568 million the previous year—a decrease of 0,9%. This drop can be attributed mainly to a decrease in the value of field crops.



The gross value of animal products, horticultural products and field crops contributed respectively 51,3%, 25,7% and 23,0% to the total gross value of agricultural production. The poultry meat industry made the largest contribution with 18,2%, followed by cattle and calves slaughtered with 11,2% and maize with 10,9%.

Farm sector income

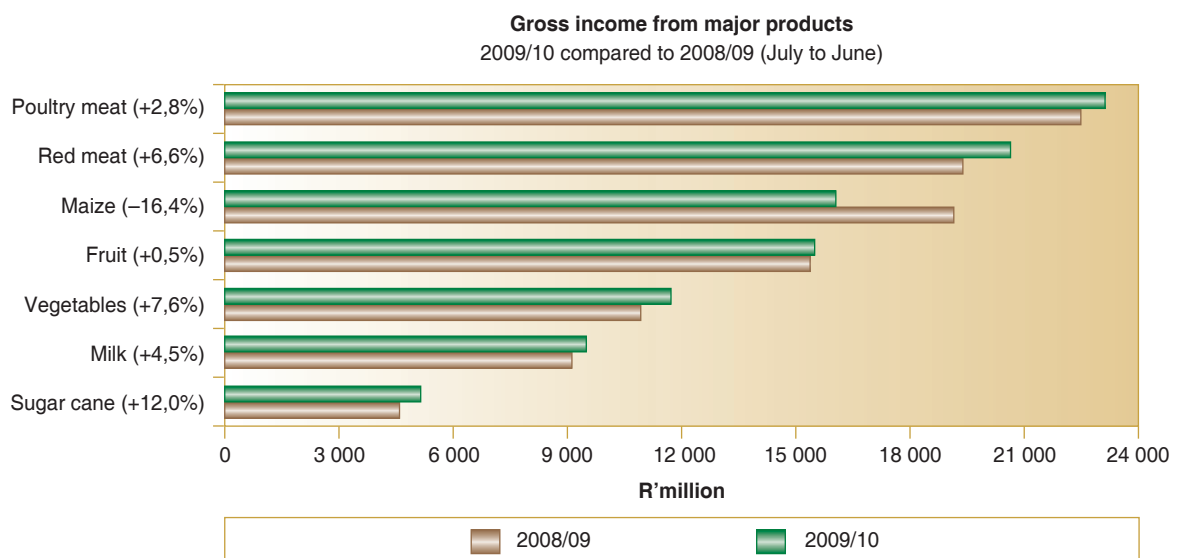
The *gross income of producers* (the value of sales and production for other uses, plus the value of changes in inventories) for the year ended 30 June 2010 amounted to R128 848 million compared to R129 621 million the previous year—a decrease of 0,6%. The drop in income can be ascribed mainly to lower prices that farmers received for grains and oilseeds.



The *gross income from field crops* decreased by 13,8% to R31 214 million for the year ended 30 June 2010. Income from maize at R15 998 million was R3 135 million (16,4%) less than in the previous year. Income from sunflower seed and soya beans also showed substantial decreases of 27,2% to R1 705 million and 17,0% to R1 380 million, respectively. Income from sugar cane at R5 108 million was R549 million (12%) higher than that of the previous year. Income from groundnuts increased by 5,3% to R790 million.

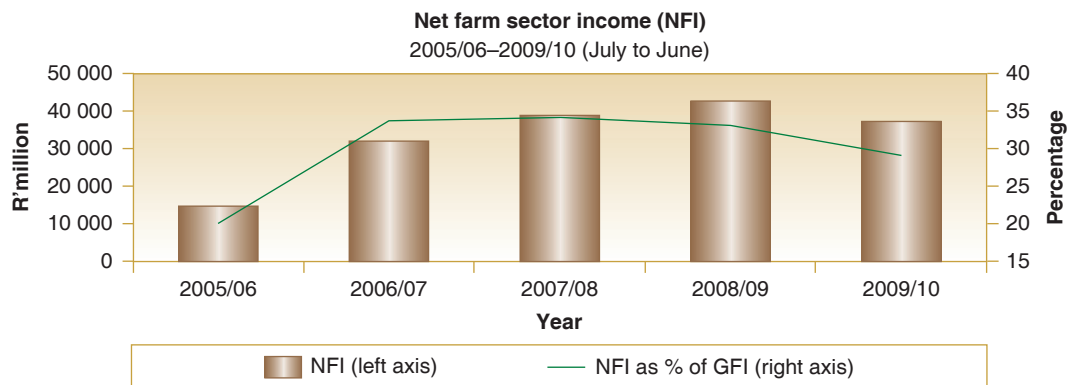
The *gross income from horticultural products* increased by 3,3% to R32 778 million compared to R31 739 million for 2008/09. Income from citrus and subtropical fruit decreased by 1,3% and 1,8% and amounted to R4 719 million and R2 063 million, respectively. Income from deciduous fruit rose by 2,1% to R8 659 million, while income from viticulture dropped by 0,4% to R3 530 million. However, income from vegetable production increased by 7,6% to R11 690 million.

The *gross income from animal products* was 5,1% higher than in 2008/09 and amounted to R64 855 million compared to R61 680 million for the previous year. Producers earned R14 099 million from slaughtered cattle and calves compared to the previous R13 200 million—an increase of 6,8%. Income from poultry meat production rose by 2,8% to R23 073 million. Income from egg production at R6 827 million was 3,5% higher than in the previous year. Producers earned R9 491 million from milk production, which is 4,5% higher than in the previous year. Income from wool increased by 27,2% to R1 378 million.



The *net farm income* (after the deduction of all production expenditure, excluding expenditure on fixed assets and capital goods) amounted to R37 593 million for the year ended 30 June 2010, which is 12,6% lower than in the previous year. Payments for salaries and wages, which represented 12,7% of the total farming costs, amounted to R12 027 million.

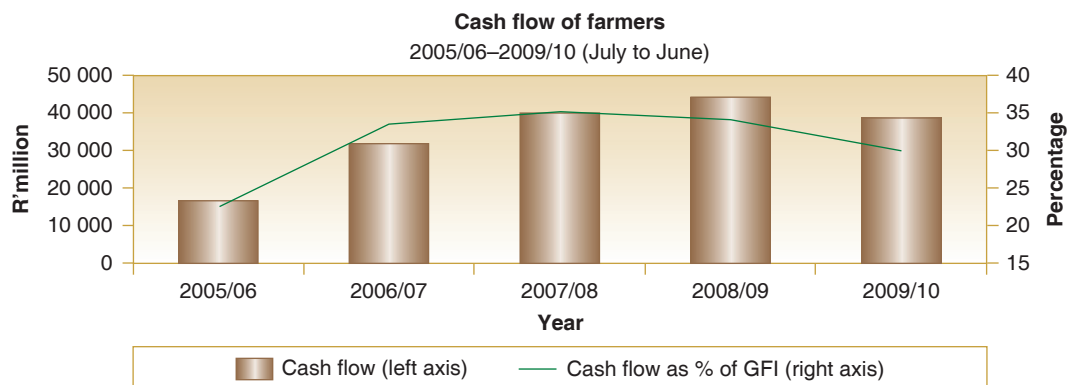
Interest paid by farmers to banks and other financiers during the year to 30 June 2010 is estimated at R5 094 million (5,4%) of the total farming cost.



Cash flow of farmers

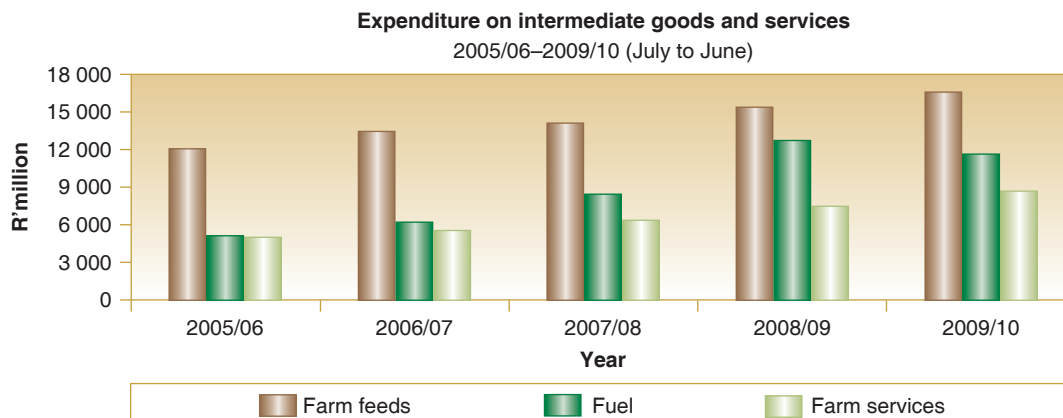
The cash flow of farmers amounted to R38 487 million for the year ended 30 June 2010 compared to the previous R44 258 million—a decrease of 13,0%. This was the result of a drop in the gross income of producers.

Although agriculture has shown resilience to the economic downturn, producer prices and net farming income have declined since 2009. Depressed commodity prices and increased input costs have closed profit margins for many industries and real net farming income is projected to recover by an average of 2,8% from 2011.



Production costs

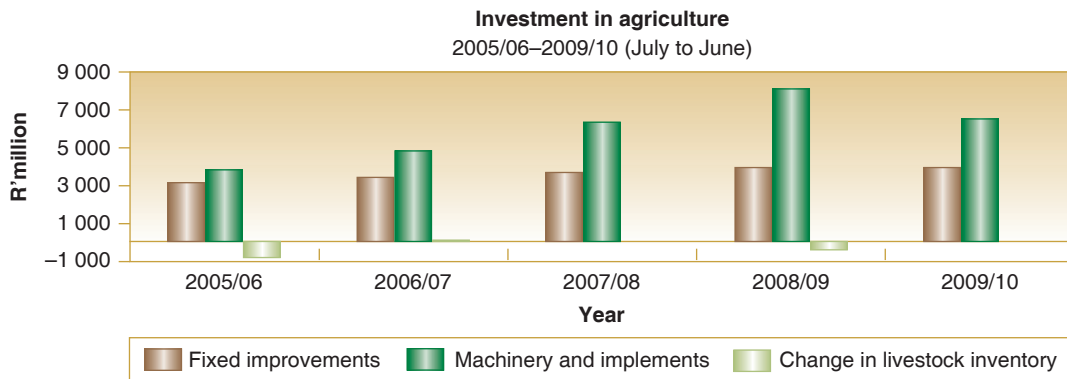
Intermediate expenditure refers to the value of goods and services that were purchased for consumption as inputs during the production process. Expenditure on intermediate goods and services during 2009/10 is estimated at R71 955 million, which represents a rise of 6,4% from R67 647 million in 2008/09. Large increases occurred in expenditure on seed and plants (21,3%), dips and sprays (20,1%), packing material (19,0%) and maintenance and repairs of machinery and implements (16,2%). Expenditure on farm feeds remained the biggest expenditure item, accounting for 22,9% of the total expenditure, followed by 16,1% for fuel, 12% for farm services and 10% for maintenance and repairs of machinery and implements.



Prices of farming requisites rose by 6,8% in 2009/10 compared to an increase of 23,2% the previous year. The price index of machinery and implements showed an increase of 16,0% for 2009/10. The price index of materials for fixed improvements increased by 3% and the combined index of prices of intermediate production inputs and services by 6,0%. The increase of 20,6% in the price of seed made the most significant contribution to the increase in the prices of intermediate goods and services. The prices of farm feeds, packing materials, dips and sprays and maintenance and repairs rose by 17,8%, 16,2%, 14,4% and 14,3%, respectively.

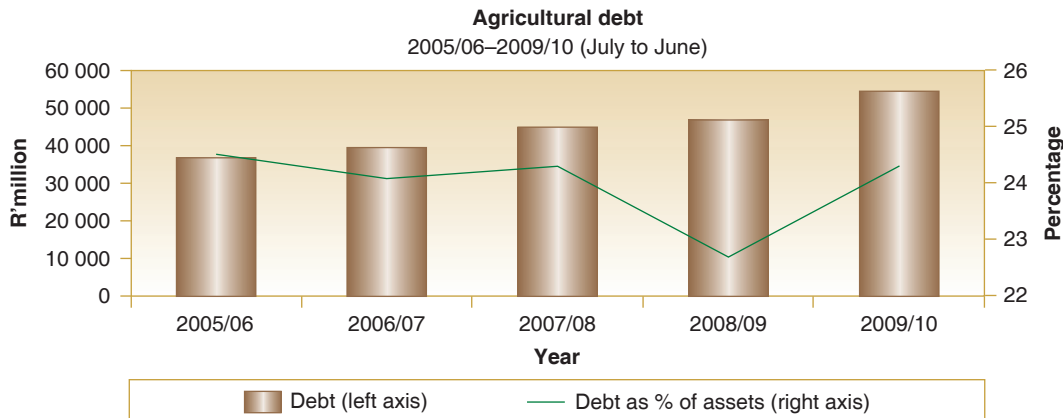
Investment

The value of capital assets in agriculture as at 30 June 2010 was estimated at R223 434 million compared to R206 582 million at the end of June 2009—an increase of 8,2%. Land and fixed improvements constituted R129 849 million, machinery and implements R41 361 million and livestock R52 225 million of the total value of capital assets. The gross investment in respect of fixed improvements for the year ended 30 June 2010 increased by 1% to R3 972 million. In the case of machinery, implements and vehicles, investment decreased by 20,1% and amounted to R6 501 million. The livestock inventory rose by R38,6 million from the previous year.



Farming sector debt

The total farming debt as at the end of June 2010 was estimated at R54 346 million (compared to R46 792 million in June 2009)—an increase of 16,1%.



Consumer prices

The consumer price index (CPI) (with base year 2005 = 100) of all items increased by 5,7%, from 130,1 to 137,5 during the year ended 30 June 2010 as the CPI of food increased by 2,8%, from 147,3 to 151,4 and that of non-food items increased by 2,1%, from 124,6 to 127,3. Meat prices rose by 1,9% from an index figure of 145,2 to 147,9 while the prices of grain products decreased by 2,1% from 166,9 to 163,4. The CPI of vegetables increased by 6,2% (from 145,8 to 154,9) and the CPI of fruit increased by 8,8% (from 130,0 to 141,4). Dairy products and egg prices rose by 6,5 % from an index of 148,6 to 158,2 while an increase of 8,4% was recorded for sugar and related products from 132,4 to 143,5.

Although agriculture will face ongoing adjustments over the short term, specific fundamental long-term trends that are linked to a growing economy are expected to strengthen. These trends will have a significant impact on income-sensi-

tive products like meat, dairy, wine and fruits, as well as on the consumption of staples like maize meal, bread and potatoes. Products that feature attributes associated with prominent consumer food trends like health, indulgence and convenience are likely to experience the fastest growth in demand. Over the next decade a relative shift in staple food away from maize to bread, pastas, potatoes and rice will occur with the demand for potatoes and wheat-based products growing by more than 20%, while a decline of 5% is expected in the consumption of maize meal. The total demand for meat is expected to grow by 25%, with a 45% increase in the demand for chicken meat leading the way. The demand for fresh milk and dairy products is also expected to increase by 13% to reach 2,8 million tons over the medium term.

Consumption expenditure on food

The consumption expenditure on food for the year ended 30 June 2010 increased slightly by 2,3% and amounted to R338 875 million as against the R331 300 million of the previous year. Expenditure increased by 4,7% to R106 887 million for meat, by 15,6% to R5 062 million for sugar, by 6,5% to R48 414 million for fruit and vegetables (including potatoes) and by 5,2% to R38 698 million for milk, milk products and eggs. Expenditure decreased by 3,6% to R92 615 million for bread and grain products and by 3,2% to R7 210 million for oils and fats. Meat represented 32% of the expenditure on the food component, while bread and grains represented 27%, milk, milk products and eggs 11%, fruit and vegetables (including potatoes) 14% and oils and fats only 2%.

Private consumption expenditure on major food items

2005/06–2009/10 (July to June)

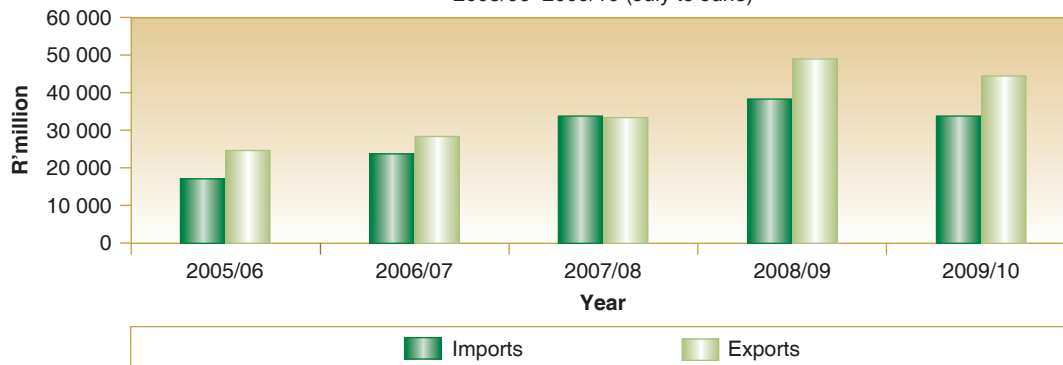


Imports and exports of agricultural products

The estimated value of imports for 2009/10 came to R33 946 million—a decrease of 11,6% compared to R38 401 million for 2008/09. The value of exports dropped by 9,8% from R49 278 million to R44 469 million.

Imports and exports of agricultural products

2005/06–2009/10 (July to June)



According to the 2009/10 export values, wine (R5 927 million), citrus fruit (R5 580 million), grapes (R3 464 million), apples, pears and quinces (R3 047 million) and cane sugar (R2 639 million) were the most important agricultural export products. Rice (R3 410 million), oilcake (R2 358 million), wheat and meslin (R2 284 million), undenatured ethyl alcohol (R2 139 million) and palm oil (R1 776 million) accounted for the highest imports.

During 2009/10 the Netherlands, the United Kingdom, Zimbabwe, Mozambique and Germany were the five largest trading partners of South Africa in terms of export destinations for agricultural products, with export values of R4 714 mil-

lion, R4 493 million, R3 240 million, R2 658 million and R1 941 million, respectively. About 20,7% of total agricultural exports for the period July 2009 to June 2010 went to the Netherlands and the United Kingdom.

The five largest trading partners for South Africa's imported agricultural products during 2009/10 were Argentina, Brazil, Thailand, Germany and the United Kingdom, with import values of R4 726 million, R3 073 million, R2 776 million, R2 487 million and R1 961 million, respectively.

In terms of the balance of trade it is expected that the imports of most of the basic food staples, meat and dairy products will increase and exports will decrease. For example, whereas the total value of exports of maize and sugar exceeded the total value of imports of wheat and rice in 2009, it is expected to be the opposite by 2020 where the value of imports of wheat and rice will exceed the value of exports of sugar and maize by a significant margin. The opposite trend is expected for wine, fruits and some of the oilseeds where the increase in the value of exports should outpace the increase in the value of imports.

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

Forestry sector

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

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

In terms of land use the area under forestry is about 1,28 million ha (approximately 1%) of the total South African land area of 122,3 million ha. The forestry sector (forestry and forest products) contributes about 1,3% to the GDP. In terms of regional GDP, forestry in KwaZulu-Natal contributes 4,7%, while Mpumalanga contributes 5,5%, the Eastern Cape 0,7%, and Limpopo Province about 0,7%. The export of forest products has increased from R9,5 billion in 2001 to R14,8 billion in 2008. Imports totalled R11,3 billion in 2008.

Forestry provides livelihood support for 2,3 million people of South Africa's rural population. The forestry sector employs about 170 000 workers. The forestry sector provides about 77 000 direct jobs and 30 000 indirect jobs. The pulp and paper industry provides approximately 13 200 direct and 10 800 indirect employment opportunities. Some 20 000 workers are employed in saw-milling, and 6 000 in the timber board and 2 200 in the mining timber industries. Another 11 000 workers are employed in miscellaneous jobs in forestry.

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

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

Although the area under plantations has decreased over the past few years from a peak of 1 518 138 ha in 1997 to about 1 257 341 ha in 2008, the volume of production has increased from 18 641 228 m³ to 20 100 000 m³ during the



same period. South Africa is approaching the limits of increasing productivity from a declining resource. As a result, government has prioritised the expansion of the plantation area in areas where it is economically, environmentally and socially appropriate to do so. This is important not only for the country's growth, but also for transformation, as it is difficult to achieve meaningful change in any of the key transformation areas in a stagnant or declining sector. This is why the IPAP of the Department of Trade and Industry (the dti) has prioritised growing the area under plantations. The Forest Sector Transformation Charter is also a transformation and growth strategy.

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

Challenges facing forestry are as follows:

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

Opportunities for action in forestry are as follows:

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

Fisheries sector

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

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

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

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

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

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

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

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

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

Challenges facing fisheries are as follows:

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

Opportunities for action in fisheries are as follows:

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

ORGANISATIONAL ENVIRONMENT

The macro-organisational structure which aims to integrate the agriculture, forestry and fisheries functions was approved by the Minister of Agriculture, Forestry and Fisheries. In developing the new organisational structure the following activities were reviewed:

- The strategy and mandate of the DAFF and the requirements of the service delivery model;
- Legislation related to each of the three functional areas to be integrated into the newly established department;
- The current structures related to each of the three functional areas to be combined into the new department;
- Engagement with stakeholders in respect of the design process and the content of the proposed structure, and;
- The organisational structure in the context of good design principles, as defined by the Department of Public Service and Administration (DPSA).

A summary of the Senior Management Services (SMS) posts in terms of the approved macro-organisational structure is reflected in the following table.



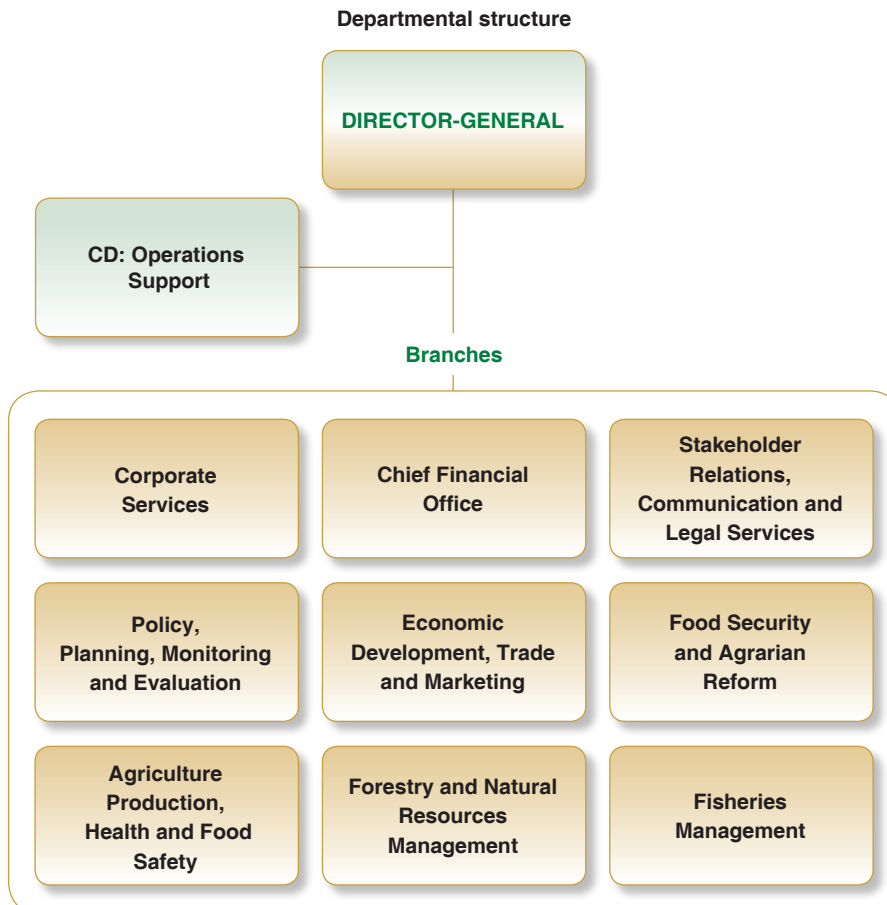
SMS posts	Number of posts
Director-General	1
Deputy Director-General	9
Chief Director	28
Director	84
TOTAL	122

Human Resources Management Plan

During the current financial year (2011/12), the department will embark on the refinement of the macro-organisational structure. Organisational and post establishment refinement investigations will be prioritised in terms of the identified functional areas in order to determine the nature and extent of the functions and to allocate resources to render the required services effectively and efficiently, while remaining within the budget allocation for the department. The functional areas that need to be capacitated in order to support the departmental priority areas are: National Extension Reform, National Extension Support, Sector Transformation, Stakeholder Relations and Intergovernmental Relations. A service delivery model for corporate support services will also be investigated to demarcate the roles between the department’s head office and the regional office, with strategic objectives and policy design frameworks being set at head office level and delivery being undertaken by the regional offices.

The department acknowledged the importance of its human resources through the establishment of a Directorate: Employee Relations to facilitate sound employee relations through the development, implementation, monitoring and evaluation of human resource management policies and practices, as well as to facilitate the administration of progressive discipline. In improving the strategic focus of the human resource management function a need was identified to elevate the recruitment and selection unit to a higher level. The size of the organisation and diversity of its functional responsibilities require that the recruitment and selection unit need to function on a directorate level. Because of budget constraints this directorate could not be established, but the need will be reprioritised in the new financial year.

The department will facilitate a performance management culture to develop systems to ensure synergy between individual and organisational performance by establishing a dedicated performance management and development team.



Description of the strategic planning process

A comprehensive environmental scan was conducted for the financial years 2009/10 to 2014/15 and a new vision and mission developed for the new DAFF. The mission was linked to the core business outlining how things will be done in the course of realising the vision, as well as the “values” guiding principles for the department. A holistic view to identify opportunities and threats of the external environment, including the organisation’s internal strengths and weaknesses, was enabled to determine the environment in which the organisation operates. A range of available options were teased out, given the unique environment and business history and the government-wide system of planning.

In the 2010/11 financial year, the DAFF reviewed the strategic goals and objectives and introduced a “Lets Value Engineer”—a new systems thinking initiative as a new approach of doing things “differently”. Value Engineering (VE) systematically focuses the collective wisdom of multidisciplinary groups, with a common objective. Functionally the DAFF’s SMS members prioritised *what* needs to be done and then creatively identified *how* best to achieve the targeted results. The blueprint for the DAFF was defined for the future if the department is to meet the presidential outcomes as prescribed.

The DAFF identified 71 issues to deal with if it has to deliver seriously on the presidential outcomes. These 71 issues were then functionally paired into 15 results to achieve using VE techniques, which were then functionally prioritised against the VE workshop objective. The top five issues that need to be addressed by the department were identified by using functional analysis, a technique and cornerstone of VE. The generic objective for the DAFF as defined by the VE workshop is “*To improve the operational efficiencies and service delivery effectiveness by 20% year-on-year*”.

The top five issues as prioritised using the VE methodology against the generic DAFF objective are as follows:

- Basic function – Align planning with government priorities
- Secondary functions – Excel in operations
 - Adhere to regulatory framework
 - Align structures with strategies
 - Ensure technical relevance

The process included the consideration of government outcomes with the DAFF prioritising outcomes 4, 7 and 10. Significant work has been done in collaboration with relevant stakeholders regarding the prioritised outcomes. The Sector Plan was also considered and a decision was taken to review it to incorporate forestry and fisheries and to align it to government priorities. This process is still in progress.

Cascading and implementing the strategy

The government-wide planning and the MTSF inform and align the department’s plans on three levels of planning, namely: the five-year Strategic Plan, chief directorates’ Annual Business Plans (ABPs), directorates’ Annual Performance Plans (APPs) and Operational Plans. The plans are cascaded respectively into branches, chief directorates and directorates’ lowest level of planning. Individual performance agreements of SMS members are aligned to these plans.

At the level of operational plans, strategic outputs are broken down into clear milestones with implementable activities. Plans highlight various action steps to be taken to address the respective unit’s priorities, the various deliverables and its associated performance indicators, responsible persons, target dates, etc. At this level, individual work plans are aligned to the operational plans. The plans and budgets are integrated and operational and line managers are held accountable for the inputs that are allocated to resource their strategic plans. In terms of the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), better budgeting, extends accountability not only to the expenditure of inputs, but more importantly, to the efficient and effective achievement of outputs in line with strategic priorities. The implementation strategy will reflect on the aspects of daily service delivery activities of the DAFF to ensure that the DAFF’s business community is well informed.

Monitoring and evaluation

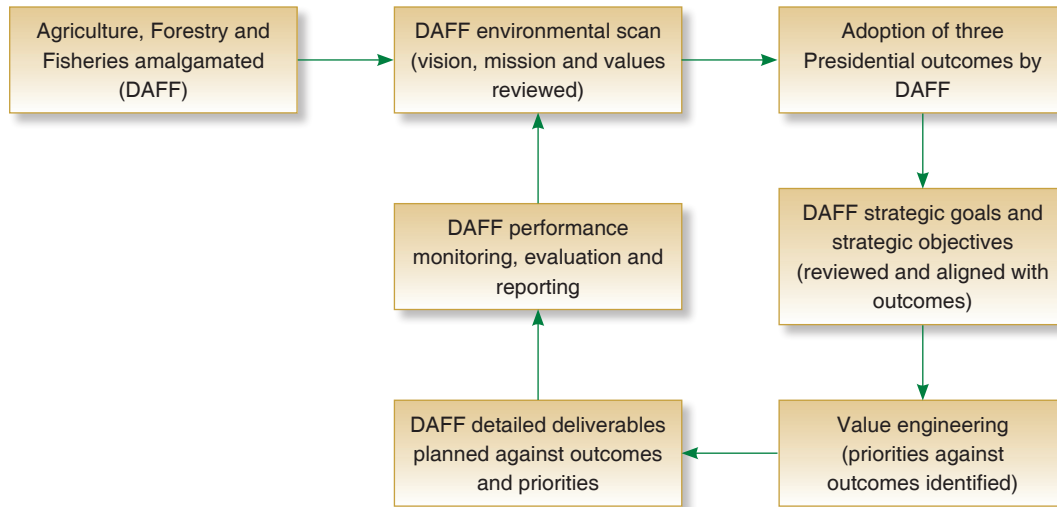
The department will develop monitoring and evaluation plans to ensure that high-quality performance information, which is authentic, correctly calculated, reliable and verifiable, are reported at service delivery forums and that evidence is readily available. The focus will be dedicated to findings on monitoring and evaluation of planned outputs on the Strategic Plan, and analyses of progress towards achieving Strategic Plan outputs on a monthly basis.

All operational plans are also loaded into a knowledge bank reporting system to be reported against on a monthly basis. The reports of Operational Plans will be aligned to the status reported against strategic outputs. Service standards and turnaround times will be developed for each service, which needs to be reported against on a monthly basis.



The use of a Service Delivery Improvement Plan (SDIP) should lead to improvement in the levels of service in the department. In-year monitoring systems will be developed to inform the Citizens report on service delivery. Underperforming services will be isolated through analysis of in-year reports to develop the SDIP.

Overview of the departmental planning process



Strategic goals and objectives

The DAFF's strategic goals and objectives were conceptualised from the priorities in the MTSF, which was analysed. Issues relevant to the department were identified and developed into six strategic goals and a number of strategic objectives to support each goal. The strategic goals and objectives will assist the department to contribute to the achievements of the MTSF priorities to ultimately achieve the department's mission.

The following strategic goals (SGs) and strategic objectives (SOs) will be implemented over the medium term through strategic action programmes.

SG 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)

Strategic objectives

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

SG 2: Sustained management of natural resources

Strategic objectives

- SO 1: Promote environmentally sustainable production systems
- SO 2: Ensure the sustainable management and efficient use of natural resources
- SO 3: Ensure protection of indigenous genetic resources
- SO 4: Increase contribution to green jobs to improve livelihoods

SG 3: Effective national regulatory services and risk management systems

Strategic objectives

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

SG 4: A transformed and united sector**Strategic objectives**

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

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

- SO 1:** Increase growth, income and sustainable job opportunities in the value chain
- SO 2:** Increase the level of public and private investment in the sector
- SO 3:** Increase domestic and international market access for South African and African agricultural, forestry and fishery products
- SO 4:** Increase production of feedstock to support the manufacturing sector
- SO 5:** Promote the use of feedstock by-products for renewable energies

SG 6: Effective and efficient governance**Strategic objectives**

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

Strategic outcome oriented goals

The following goal statements and outcomes were developed, linked to the departmental strategic goals to achieve the department's mission:

Strategic goal	Goal statement	Outcome
SG 1	Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)	Vibrant, equitable, sustainable rural communities contributing towards food security for all
SG 2	Sustained management of natural resources	Protect and enhance our environmental assets and natural resources
SG 3	Effective national regulatory services and risk management systems	All people in South Africa are and feel safe
SG 4	A transformed and united sector	An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship
SG 5	Increased contribution of the sector to economic growth and development	Decent employment through inclusive economic growth
SG 6	Effective and efficient governance	Create a better South Africa, a better Africa and better world





PART B

Strategic objectives

Administration

PURPOSE

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

The programme comprises the Ministry; Departmental Management; Financial Administration; Internal Audit; Corporate Services; Stakeholder Relations and Legal Services; Policy, Planning, Monitoring and Evaluation; and Office Accommodation.

Corporate Services: To tender sound human resources management and development, security and information management.

Chief Financial Office: To provide the department with sound financial services.

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

Stakeholder Relations, Communication and Legal Services: To provide the department with legal and communication services and promote intergovernmental and stakeholder relations.

PROGRAMME DELIVERABLES

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
<i>Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)</i>			
SO 2: Coordinate government food security initiative	Enabling institutional environment for sustainable and inclusive growth	30% of smallholder farmers organised into producer associations to give collective power in negotiations for inputs and marketing Improved coordination of rural farmers and small-scale fishers into producer associations	Facilitate and support the establishment of commodity structures and associations
<i>Strategic goal 4: A transformed and a united sector</i>			
SO 1: Increase equity, ownership and participation of PDIs	One functional funding facility	Functional financial schemes	One-stop Development Fund Value Chain Financing Model
<i>Strategic goal 6: Effective and efficient governance</i>			
SO 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders	Advancement of the South African Agenda and sustainable development	Contribution to regional, continental security and stability	Improve intergovernmental and stakeholder relations through active interaction with Cooperative Governance and Traditional Affairs (COGTA) and other spheres of government
SO 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information	Effective monitoring, evaluation and reporting system(s) for improved service delivery	Integrated monitoring and evaluation (M&E) system for the sector	Align and improve M&E systems in DAFF, provincial departments of agriculture (PDAs) and state-owned entities (SOEs)
	Comprehensive economic and statistical information for the agriculture, forestry and fisheries sector	Adequate information available for decision-making purposes	Economic performance monitoring and provision of national sector statistics

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
SO 2 (cont.)	Aligned and coordinated policy and planning system(s) for improved strategies, programmes and plans in line with government priorities	Strengthened planning and policy formulation processes	Update and align policies and plans for national, provincial and local spheres to the electoral mandate and the MTSF
SO 3: Provide effective audit, investigative and legal, human resources and financial risk management	Improved human resources (HR) management and development support	Improved adherence to performance management and development system (PMDS)	Review PMDS, monitor and evaluate performance
		Shorten appointment period and reduce vacancy rate	Monitor vacancy rate and interact with South African Social Security Agency (SASSA) and South African Qualifications Authority (SAQA)
		Percentage of SMS trained on disciplinary procedures	Implement training programme
		Human Resources Development (HRD) Strategy aligned to Vision 2015	Implement HRD Strategy
	Safe, secure, healthy and conducive working environment	Percentage reduction in disease burden/incapacity	Establish health and wellness service points in provinces
		Percentage (%) of high security risk areas addressed	Ensure compliance to security policies and systems
SO 4: Improve departmental service excellence through implementation of quality standards, Batho Pele principles and general legislative mandate	Improve sound financial management and accountability	Unqualified audit report	Improve financial systems and practices
	Efficient service delivery	Improved customer satisfaction	Develop and implement Client Service Plan
SO 5: Provide leadership and manage communication and information	Well-informed internal and external publics	Increased awareness of DAFF mandate and services	Align communication strategies to the government's National Communication Strategy
	Improved business processes and application	Integrated information and communication technology (ICT) system processes and technology	Optimise ICT infrastructure and utilisation

STRATEGIC OBJECTIVES

The strategic goals and objectives, indicators and targets for the subprogrammes Human Resources; Chief Information Officer; and Stakeholder Relations and Communications, are reflected as follows:

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
1	2: Coordinate government's food security initiative	30% of farmers organised into producer associations	8%	8%	8%	8%
		Number of commodity structures established	9	9	9	9

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2014/15
4	1: Increase equity, ownership and participation of PDIs	Number of smallholder and subsistence farmers accessing financial services	Finance Funding Model developed	Development of Finance Funding Model reviewed	Development of Finance Funding Model reviewed	Development of Finance Funding Model reviewed
			10 000 smallholder farmers accessing financial services	10 500 smallholder farmers accessing financial services	11 000 smallholder farmers accessing financial services	12 000 smallholder farmers accessing financial services
			10 000 subsistence farmers accessing financial services	10 500 subsistence farmers accessing financial services	11 000 subsistence farmers accessing financial services	12 000 subsistence farmers accessing financial services
		Number of successful PDI farmers	284 distressed farmers financed and supported	50 distressed farmers financed and supported	100 distressed farmers financed and supported	150 distressed farmers financed and supported
6	1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders	Percentage of interactions with COGTA and other spheres of government	100%	100%	100%	100%
		Number of prescribed Marine Living Resources Act (MLRA) structures established	One consultative advisory forum	One transformation council	Maintenance and ongoing support of structures	Maintenance and ongoing support of structures
		Number of small-scale fishers organised into community-based entities	5	10	10	5
		Enhanced stakeholder participation	Develop and implement Stakeholder Strategy	Implement Stakeholder Strategy	Implement Stakeholder Strategy	Review Stakeholder Strategy
		International multilateral and bilateral fisheries agreements implemented	Develop International Fisheries Strategy	25% of strategy implemented	25% of strategy implemented	25% of strategy implemented
			Develop Inter-governmental Fisheries Strategy–100%	25% of strategy implemented	25% of strategy implemented	25% of strategy implemented
	2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information	Effective planning system for the sector	Align national and provincial plans with Presidential outcomes and targets	Update plans in alignment with MTSF	Update plans in alignment with MTSF	Update plans in alignment with MTSF

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
6 (cont.)		Aligned strategic, business and implementation plans	Continuous programme planning support	Continuous programme planning support	Continuous programme planning support	Continuous programme planning support
		Existing policies reviewed	Review existing policies	Update and align policies	Update and align policies	Update and align policies
		Targeted research and development (R&D) programme developed	Implement targeted R&D programme	Monitor, coordinate and report on targeted R&D programme	Monitor, coordinate and report on targeted R&D programme	Monitor, coordinate and report on targeted R&D programme
		M&E systems coordinated	Monitor and assess the performance of DAFF, PDAs and SOEs	Monitor and assess the performance of DAFF, PDAs and SOEs	Monitor and assess the performance of DAFF, PDAs and SOEs	Monitor and assess the performance of DAFF, PDAs and SOEs
		Comprehensive economic reports for the sector	Reports on economic indicators and trends for the sector	Reports on economic indicators and trends for the sector	Reports on economic indicators and trends for the sector	Reports on economic indicators and trends for the sector
		Comprehensive statistical database for the sector	National statistical information and reports	National statistical information and reports	National statistical information and reports	National statistical information and reports
	3: Provide effective audit, investigative and legal, human resources and financial risk management	Percentage of PMDS adhered to	80% adherence to PMDS	100% adherence to PMDS	100% adherence to PMDS	100% adherence to PMDS
		Annual reduction in vacancy rate	12%	11%	10%	9%
		Percentage of SMS members trained on disciplinary procedures	60% SMS members trained	80% SMS members trained	100% SMS members trained	100% SMS members trained
		Percentage of employees trained and developed on HRD Strategy	30% of HRD Strategy implemented	70% of HRD Strategy implemented	90% of HRD Strategy implemented	100% of HRD Strategy implemented
		Number of service points established	1 service point per province (1 official)	Fully capacitate 3 service points with 3 components: Human Immunodeficiency Virus (HIV), Employee Assistance Programme (EAP), Occupational Health and Safety (OHS)	Fully capacitate 3 service points with 3 components: HIV, EAP, OHS	Fully capacitate 3 service points with 3 components: HIV, EAP, OHS

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
6 (cont.)		Percentage reduction on disease burden (communicable and non-communicable diseases, etc.)	Reduced by 10%	20%	20%	30%
		Improved adherence to Security Policy and systems	Review Security Policy	Monitor compliance to Security Policy and systems	Monitor compliance to Security Policy and systems	Monitor compliance to Security Policy and systems
		MLRA reviewed and implemented	Review of the MLRA and alignment of departmental policies	Draft Bill submitted to Cabinet	Implementation of Amended MLRA	Implementation of Amended MLRA
	4: Improve the DAFF's service excellence through implementation of quality standards, Batho Pele principles and general legislative mandate	Compliance to legislation, prescripts, procedures and guidelines	Unqualified audit report on financial statements	Unqualified audit report on financial statements	Unqualified audit report on financial statements	Unqualified audit report on financial statements
		% improvement in customer satisfaction index	25%	25%	25%	25%
	5: Provide leadership and manage communication and information	Integrated information and communication technology (ICT) systems	100% migration and integration	100% ICT systems maintenance	100% ICT systems maintenance	100% ICT systems maintenance
		Master System Plan (MSP) approved and implemented	Integrate and review MSP	Implement phase 1 of MSP	Implement phase 2 of MSP	Implement phase 3 of MSP
		Knowledge and Information Management (KIM) Strategy approved and implemented	Implement phase 1 of KIM Strategy	Implement phase 2 of KIM Strategy	Implement phase 3 of KIM Strategy	Implement phase 4 of KIM Strategy
		Approved communication strategies	Develop and implement communication strategies	Revise and implement strategies	Revise and implement strategies	Revise and implement strategies

OVERVIEW

Within the Administration Programme, there are four branches namely: Corporate Services; Stakeholder Relations, Communication and Legal Services; Chief Financial Office (CFO); and Policy, Planning, Monitoring and Evaluation.

Each branch is divided into chief directorates and directorates managed by the DDGs, Chief Directors and Directors, respectively. All the branches are linked to the five strategic objectives which ultimately contribute and support to strategic goal number six (6). Performance indicators will be used to measure the achievement of strategic objectives over the MTEF period.

Each performance measure will be attached to the relevant branch's chief directorate.

PROBLEM STATEMENT

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

IMPLEMENTATION STRATEGY

The department identified the importance of a stakeholder engagement strategy to ensure achievement of its objectives. As a result, the legal support will be strengthened to facilitate improvement of partnership management, communication and stakeholder relations. Human resources development will be improved in support of weaknesses in agrarian reform beneficiaries. The DAFF will prioritise resources to accelerate the implementation of scarce skills development programmes. The required capacity will ensure efficient and effective implementation of the development agenda of government which contributes to household food security and creates decent and sustainable livelihoods in rural areas.

Training and development

To provide effective and efficient services, the department will deal with challenges brought forth by the amalgamation of the new functions through training and development. The DAFF will continue to implement management development programmes to ensure a continuous supply of junior, middle and senior managers and a mentorship programme to enhance leadership.

Skills gaps identified during the skills audit will be addressed through various interventions such as learnership and bursary schemes. An estimated 300 new bursaries will be processed for the employees in the department for 2011/12.

In reducing the illiteracy level, employees will continue to enrol at level 1–5 on adult basic education and training (ABET) programmes.

Employee health and wellness

The department will align with the approved Employee Health and Wellness (EH&W) Framework for the public service led by the DPSA. The DAFF will continue to render services and advocacy programmes in disease management, HIV counselling and testing, psychosocial services and access to health information through the EAP. All the employees of the department will access the EAP as per the Batho Pele principles.

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

Employee relations have been identified as an area of importance that will equip managers with sound employee relations, policies and practices. Training will continue to be conducted in terms of the policy and procedures on incapacity and ill-health retirement.

Gender and transformation

The department will ensure gender mainstreaming and transformation through the implementation of the Heads of Department (HoDs) 8 Principle Action Plan for promoting women empowerment and gender equality as well as increasing the number of people with disabilities to 2% by 31 March 2012 in the public service. Monitoring mechanisms are put in place, including reviewing all appointments from salary level 9 upwards, so that they feed into the development of an SMS pool of women and people with disabilities at SMS levels. These will continue to be integrated in the performance agreements of the SMS members.

Sector human capital development

Over the MTEF period the DAFF will accelerate a process towards the promulgation of the Agricultural Training Institutes Bill, thereby ensuring the positioning of the twelve colleges of agriculture to operate as national training institutes

and as centres of excellence and rural wealth creation. The department will continue to facilitate and monitor the implementation of the Commodity-based Mentorship Programme in all nine provinces in support of the projects on the ground. To ensure return on investment in training, the department will ensure that the beneficiaries of the Comprehensive Agricultural Support Programme (CASP) are subjected to quality training, which is guided by approved training business plans.

On the part of extension, the department will continue the implementation of the Extension Recovery Plan. More than 1 500 employees will undergo various types of appropriate skills training programmes while more than 1 000 will continue to upgrade their qualifications. The DAFF will continue to monitor the benefit of the newly introduced innovative Extension Suite On-line, ensuring that all extension officers make optimal use of the system. The use of the *Farmer's green book* by all farmers will be enhanced.

The department will continue to engage with the Department of Higher Education and Training (DHET) to ensure the alignment and relevance of the work of agricultural and forestry line function sector education and training authorities (SETAs), the alignment of agricultural, forestry and fisheries curricula at institutions of higher learning, make a joint effort in sourcing of resources for implementation of ABET in the sector and the development of an agricultural, forestry and fisheries vocational training strategy.

Implementation of ICT Strategy

In this financial year, the department intends to centralise funding for all information and communication technology (ICT) services, and implement wireless connectivity to 11 sites across forestry regions as a last phase of the cut-over migration of forestry and fisheries. The server operating systems will be upgraded to the approved version and virtualisation in the Windows environment will be implemented. Implementation of the systems that were planned in the previous financial year will be deployed, and planning will commence for the following legacy systems: Forlats, Asset Management, and Seed Analysis. The ICT Strategy for 2011/12–2014/15 is as follows:

Project	Time frame	Priority	Budget
The implementation of radio links to remote sites, and where it is not working, the investigation of alternative solutions	Apr. 2011 to Mar. 2012	2	Yes
Communicate ICT training (end-user) to department (e.g. ICT circular)	Apr. 2011 to Mar. 2012	2	No
Conversion of current contractor positions to permanent positions in a phased approach	Apr. 2011 to Mar. 2013	2	Yes
Request for D: ICT to be co-opted to DEXCO for ICT observation purposes	Apr. 2011 to Mar. 2012	1	No
Send ICT customer satisfaction survey to all DAFF users (e.g. Heat software)	Apr. 2011 to Mar. 2012	2	No
Resend request for representatives at information technology (IT) user group to all directors	Apr. 2011 to Jun. 2011	3	No
Update ICT policies and procedures (e.g. forms, procedures, service catalogue) on Intranet	Apr. 2011 to Mar. 2012	1	No
Prepare current infrastructure to be Virtual Machine Ware (VMW) ready	Apr. 2011 to Mar. 2012	2	Yes
Implementation of server operating systems upgrade	May 2011 to Apr. 2012	2	Yes
ICT day as an awareness campaign with different presentations for departmental officials	Jul. 2011 to Sept. 2011	2	Yes
Implement change control (Heat software) to other ICT units	Aug. 2011 to Mar. 2012	2	No
Investigate and implement the roll-out of FOSS OpenOffice	Apr. 2012	2	No
Create post for ICT Trainer/System Tester	Apr. 2012 to 2014	3	Yes
Develop and review of the MSP	Apr. 2012 to 2014	1	Yes
Implementation of the Disaster Recovery Plan (DRP) for ICT services	Medium to long term	1	Yes
Conduct research on: Antivirus protection, remote management, backup software, server capacity planning, configuration management database (CMDB), SharePoint, document management, Voice over Internet Protocol (VoIP), auto password generation and single sign-on, Oracle or MS SQL for AGIS conversion	Apr. 2011 to Mar. 2012	2	No
Development of legacy systems (Asset Management, Seed Analysis, Forlats, ASTATS and Trade Permit)	Apr. 2011 to Mar. 2012	1	Yes



Acquisition and asset management

Fixed capital assets

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

The following multi-year projects have been identified for the MTEF period 2011/12, 2012/13 and 2013/14:

Project name	Type	Project description	2011/12	2012/13	2013/14
Foot-and-mouth disease (FMD) border fence	Fence, access roads and water control structures	20 km elephant control fence and 20 km normal fence	28 000	28 000	28 000
Drilling	Boreholes	120 boreholes per year	7 000	7 500	8 000
Lesotho border fence	Border fence	Farmers to erect and maintain fence as per court order and compensated for it for 500 km	2 000	2 000	2 000
Durban Quarantine Station	Quarantine station	Quarantine station	–	–	–
Stellenbosch: Administrative building	Office building	Additional office building	–	–	–
King Shaka International Airport (KwaZulu-Natal): Kennels	Kennels	Dog kennels	771	1 941	1 174
Upington: Offices and laboratory	Office building and laboratory	Office and laboratory building	332	837	506
Upington: Locust control depot	Store	Store	1 169	–	–
Upington: Fencing of locust control site	Fence	Perimeter fence	–	–	–
Stellenbosch: Chemical store	Chemical store	Chemical store	–	–	–
Grootfontein Agricultural Development Institute: New hostel	Building	Accommodation facilities for students	–	–	6 839
Cape Town: Sniffer dog kennels	Kennels	Dog kennels	771	1 941	1 174
Total			40 043	42 219	47 693

Movable assets

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

Asset type	2011/12	2012/13	2013/14
	R'000	R'000	R'000
Buildings and other fixed structures	42 114	42 563	43 259
Machinery and equipment	69 640	41 083	44 016
Software and other intangible assets	783	789	817
Total	112 537	84 435	8 892

Rehabilitation and maintenance of physical assets

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

Capital transfers

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

Item	2011/12	2012/13	2013/14
	R'000	R'000	R'000
Renovations and upgrading	67 260	70 623	74 507
Agricultural research and infrastructure	100 912	13 853	14 615
FMD facility	43 859	105 263	–
Total	212 031	189 739	89 122

Multi-year projections of income and projected receipts from the sale of assets are as follows:

Departmental receipts	2011/12	2012/13	2013/14
Sales of goods and services	93 121	94 536	96 506
Sale of scrap, waste and other used current goods	8	5	6
Fines, penalties and forfeits	3	3	4
Interest, dividends and rent on land	11 930	10 140	11 000
Sale of capital assets	500	550	570
Financial transactions in assets and liabilities	15 930	13 000	15 500
Total	121 492	118 234	123 586

Projections for the sale of capital assets are based on possible movable assets identified for disposal. The DAFF normally transfers assets free of charge to schools and other institutions. Assets not transferred are sold on public auctions.

EXPENDITURE TRENDS

Expenditure decreased from R1,7 billion in 2010/11 to R1,1 billion in 2013/14, at an average annual rate of 13,5%, due to the allocation of a one-off amount of R248 million in 2007/08, R22,1 million in 2008/09 and R367 million for the Micro-agricultural Financial Institutions of South Africa (Mafisa) Scheme. Expenditure is projected to increase from R1,1 billion in 2010/11 to R1,4 billion in 2013/14, at an average rate of 8,6%. The main contributor to the increase is the incorporation of fisheries and forestry functions as a result of the function shift and restructuring of the department. Furthermore, the oversight role of Mafisa and the transfer payment to the ARC are now included in this programme. Spending in the Office Accommodation subprogramme increased from R83 million in 2009/10 to R95 million in 2010/11, because of the department's negotiated lease for new offices in Pretoria to accommodate the forestry personnel and as a result of consolidating offices in other cities. Expenditure is projected to increase to R123 million over the medium term.

RESOURCE ALLOCATION (extracted from Vote 26, Estimates of National Expenditure, 2011)

Programme: Administration	2011/12	2012/13	2013/14
	R'000	R'000	R'000
Per subprogramme			
Minister	20 715	21 755	22 950
Department Management	16 810	18 545	19 530
Financial Administration	142 252	152 882	161 789
Internal Audit	7 306	7 832	8 257
Corporate Services	107 395	115 427	123 028
Stakeholder Relations, Communication and Legal Services	40 080	41 930	44 190
Policy, Planning, Monitoring and Evaluation	854 239	984 950	930 271
Office Accommodation	108 161	117 639	123 092
	1 296 958	1 460 960	1 433 107
Economic classification			
Compensation of employees	283 546	305 840	327 391
Goods and services	247 729	275 380	297 308
Interest and rent on land	269	337	364
Transfers and subsidies	759 191	873 192	801 565
Payments for capital assets	6 223	6 211	6 479
	1 296 958	1 460 960	1 433 107

Trade Promotion and Market Access

PURPOSE

Ensure value chain integration; facilitation of market access for agriculture, forestry and fisheries products in support of economic growth, job creation and development.

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

International Relations and Trade: Facilitates, coordinates and supports international relations and international trade for the agriculture, forestry and fisheries sectors through the development and implementation of appropriate policies and programmes.

Agro-processing and Marketing: Ensures the conversion/transformation of primary agriculture, forestry and fisheries product commodities into value-added products and ensure domestic and international market access.

Cooperatives and Rural Enterprises Development: Facilitates and supports the implementation of programmes and initiatives to ensure the promotion and participation of the agriculture, forestry and fisheries sectors in the economic development of businesses.

PROGRAMME DELIVERABLES

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
<i>Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)</i>			
SO 2: Coordinate government food security initiative	Enabling institutional environment for sustainable and inclusive growth	At least 30% of smallholder farmers to be organised into producers' associations or marketing co-ops to give collective power in negotiations for inputs and marketing	Facilitate and support the establishment of commodity structures and associations
SO 4: Provide comprehensive support towards rural development	Rural job creation and promoting economic livelihoods	Increase jobs in agro-processing in rural areas, including small towns	Facilitate the implementation of the Agro-processing Strategy
		Percentage of small farmers producing for sale rises from 4,07% to 10%	Facilitate establishment of marketing/trade linkages to support the commercialisation of small farmers
<i>Strategic goal 5: Increased contribution of the agriculture, forestry and fisheries sector to economic growth and development</i>			
SO 1: Increase growth, income and sustainable job opportunities in the value chain	More labour absorbing growth support	Sector strategies to support growth of labour-intensive industries	Facilitate the development and implementation of sector charters and strategies
	Improved cost structure in the economy	Interventions to promote appropriate cost structure	Improve the efficiency of value chains within the sector (DAFF)
SO 2: Increase the level of public and private investment for agricultural, forestry and fisheries products	Improved support to small businesses and cooperatives	Improved integration of second economy activities into the mainstream economy	Create an enabling environment to support SMMEs within the sector
SO 3: Increase market access for South African and African agricultural, forestry and fisheries products domestically and internationally	Increased competitiveness to raise net exports, grow trade as a share of world trade and improve its composition	Support for exports and import competing sectors	Facilitate intra-Africa trade on DAFF products by promoting the export of value-added trade

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
<i>Strategic goal 6: Effective and efficient governance</i>			
SO 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders	Advancement of the African Agenda and sustainable development	Contribution to regional, continental security and stability	Facilitate the preparation of agreements and monitor and coordinate implementation of signed agreements
	Enhanced trade and investment	Enhanced representation in and strengthened regional, continental and global platforms and governance institutions	Oversee and provide support for the promotion and protection of DAFF interests regionally and internationally

STRATEGIC OBJECTIVES

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
1	2: To coordinate government food security initiative	30% of smallholder farmers organised into commodity associations and cooperatives	12 commodity associations established	12 commodity associations established	12 commodity associations established	12 commodity associations established
			90 co-operatives established	108 co-operatives established	126 co-operatives established	144 co-operatives established
5	1: Increase growth, income and sustainable job opportunities in the value chain	Value chain networks established and institutionalised	Grain value chain network established	Horticulture value chain network established	Livestock value chain network established	Forestry and fisheries value chain network established
		Sector charters implemented	Implementation of the AgriBEE (10 AgriBEE deals facilitated)	Implementation of the AgriBEE (10 AgriBEE deals facilitated)	Implementation of the AgriBEE (10 AgriBEE deals facilitated)	Implementation of the AgriBEE (10 AgriBEE deals facilitated)
			Forestry charters implemented	Forestry charters implemented	Forestry charters implemented	Forestry charters implemented
			Study on status of transformation within the fisheries sector	Fisheries charter developed	Fisheries charter implemented	Fisheries charter implemented
		Sector strategies developed and implemented	SMME Strategy developed	SMME Strategy developed	SMME Strategy implemented (25 small businesses supported)	SMME Strategy implemented (25 small businesses supported)
			Trade strategy to provide importer and exporter readiness training to 20 developing farmers in place	Trade strategy to provide importer and exporter readiness training to 100 farmers in place	Trade strategy to provide importer and exporter readiness training to 200 farmers in place	Trade strategy to provide importer and exporter readiness training to 300 farmers in place
			400 farmers trained on marketing skills	450 farmers trained on marketing skills	500 farmers trained on marketing skills	550 farmers trained on marketing skills

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
5 (cont.)			Business cases for the establishment of marketing infrastructure to facilitate marketing of fresh produce developed	One (1) fresh produce collation facility established	Two (2) fresh produce collation facilities established	Three (3) fresh produce collation facilities established
		Agro-processing job creation initiatives and strategies implemented	DAFF, dti and EDD Agro-processing plans and strategies aligned	Facilitate implementation and monitor joint DAFF-dti-EDD initiatives to create 3 000 agro-processing jobs	Facilitate implementation and monitor joint DAFF-dti-EDD initiatives to create 7 000 agro-processing jobs	Facilitate implementation and monitor joint DAFF-dti-EDD initiatives to create 10 000 agro-processing jobs
	3: Increase market access for South African and African agricultural, forestry and fish products domestically and internationally	Increased intra-Africa trade	Tripartite (SADC, EAC, COMESA) free trade area offer for agriculture	Conclude a sensitive list for negotiations at the tripartite level	Initiate negotiations on the Rules of Origin at the tripartite level	Initiate negotiations on the Non Tariff Barriers at the tripartite level
6	1: To establish and strengthen cooperative governance and functional relations with local and international stakeholders	Cooperation agreements signed and implemented	3 Inter-Africa agreements signed (Mali, Senegal and Gabon)	An impact assessment and monitoring and evaluation report on all signed agreements	An impact assessment and monitoring and evaluation report on all signed agreements	An impact assessment and monitoring and evaluation report on all signed agreements
			5 International agreements signed (Thailand, Philippines, Indonesia, Saudi Arabia and Iran)	An impact assessment and monitoring and evaluation report on the signed agreements	An impact assessment and monitoring and evaluation report on the signed agreements	An impact assessment and monitoring and evaluation report on the signed agreements
			Monitor DAFF's participation in IBSA	An impact assessment and monitoring and evaluation report on the progress made on the implementation of IBSA	An impact assessment and monitoring and evaluation report on the progress made on the implementation of IBSA	An impact assessment and monitoring and evaluation report on the progress made on the implementation of IBSA
			Develop DAFF's strategic approach to BRICSA	Facilitate the implementation of the strategy	Quarterly reports on DAFF's participation in BRICSA committees	Quarterly reports on DAFF's participation in BRICSA committees

OVERVIEW

The DAFF will ensure facilitation of market access for agricultural, forestry and fisheries products domestically and internationally, through the agricultural forestry and fisheries marketing support interventions, such as marketing information, training, facilitating the establishment of marketing infrastructure and the issuing of import and export permits in terms of trade agreements signed between South Africa and trading partners.

Negotiation with developing countries with the aim of broadening market access for South African agricultural products in various markets through bilateral trade initiatives such as with the European Union (EU), European Free Trade Association (EFTA), Southern African Customs Union (SACU), SADC, India and multilaterally through market access negotiations at the World Trade Organisation (WTO), will be improved. Further economic research and analysis of the sector is of importance to provide advice and support on production and resource economics to provinces and other agencies involved in agricultural production. Collaboration with the NAMC will be continued to implement shared projects such as the monitoring of food prices across the country.

The department will facilitate the development of viable and sustainable cooperatives to provide support for increased production on niche markets and products that offer a competitive advantage and integration of agrarian reform enterprises to the overall commercial export producers' infrastructure. In cooperation with the dti, the programme will enhance export promotion and marketing capacity.

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

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

PROBLEM STATEMENT

Since the advent of deregulation of markets and liberalisation of international trade, South Africa became an integral part of the global value chains. The accession into the global scene necessitated the sector to adjust to the new environment so that it becomes relevant to the changed environment as well as to play a significant role in world trade in agricultural, forestry and fisheries products.

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

In the implementation of South Africa's foreign policy objectives, the DAFF interacts with various sector stakeholders at national, regional and international level. Other than the structured interactions through bilateral and multilateral agreements, there are a number of engagements that the DAFF is expected to participate in. Furthermore, there are no systems in place to coordinate and monitor engagements with partners. A need to expand to the new strategic partners in line with the consolidation of the African Agenda has been identified. A further need was identified to put systems in place to monitor engagements with international partners.

IMPLEMENTATION STRATEGY

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

We will continue to undertake agricultural economic research, render policy advice and work with other government departments to improve the efficiency of the agro-logistics system to promote an efficient and cost-effective flow of agricultural, forestry and fisheries commodities across the economy.



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

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

EXPENDITURE TRENDS

The spending focus over the medium term will be on supporting the objectives of the government's NGP and implementing the IGDP in the sector. Particular emphasis will be placed on promoting market access and trade; strengthening the participation of the department in multilateral agencies; establishing market infrastructure; providing market information, trade intelligence and training; developing entrepreneurs; developing and implementing the sector charter and strategies; and creating an enabling environment to support SMMEs within the sector.

Expenditure decreased from R191,5 million in 2007/08 to R145,6 million in 2010/11, at an average annual rate of 8,7%. The decrease is the result of a reprioritisation of the budget in 2010/11 in relation to AgriBEE. A new Memorandum of Agreement was entered into with the Land Bank, in which the allocation was reinstated from 2011/12 for AgriBEE equity projects. Over the medium term, expenditure is projected to increase from R145,6 million in 2010/11 to R193,5 million in 2013/14, at an average annual rate of 10%. The increase provides for adjustments for inflation.

The ratio of administrative costs to line function costs is 1:7.

RESOURCE ALLOCATION (extracted from Vote 26, Estimates of National Expenditure, 2011)

Programme: Trade Promotion and Market Access	2011/12	2012/13	2013/14
	R'000	R'000	R'000
Per subprogramme			
Management	2 344	2 533	2 672
International Relations and Trade	81 846	72 991	76 999
Cooperatives and Rural Business Development	60 165	65 376	68 520
Agro-processing and Marketing	47 411	42 526	45 307
	191 766	183 426	193 498
Economic classification			
Compensation of employees	52 475	54 705	57 345
Goods and services	38 031	44 230	47 124
Interest and rent on land	12	15	15
Transfers and subsidies	100 637	83 829	88 320
Payments for capital assets	611	647	694
	191 766	183 426	193 498

Food Security and Agrarian Reform

PURPOSE

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

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

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

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

PROGRAMME DELIVERABLES

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
<i>Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)</i>			
SO 2: Coordinate government food security initiative	Sustained agrarian reform	Improved support mechanisms for food production by subsistence and smallholder producers	Monitor compliance to Food Security (FS) Policy Implement Zero Hunger Strategy
SO 2 (cont.)		45 000 producers receiving comprehensive support	Provide comprehensive support to new producers Monitor compliance to Mechanisation Policy Develop engineering norms and standards on production technologies
<i>Strategic goal 4: A transformed and united sector</i>			
SO 4: Provide leadership and support to research, training and extension in the sector	Increased production enabled by extension support and appropriate technologies	2 000 extension personnel receiving targeted technical and generic training	Facilitate the implementation of training extension personnel in technical and generic skills
	Enhanced agrarian reform	30 000 producers accessing training programmes per year	Provide appropriate training to new producers
<i>Strategic goal 6: Effective and efficient governance</i>			
SO 4: Improve departmental service excellence through the implementation of quality standards, Batho Pele principles and general legislative mandate	A transformed DAFF and sector (gender mainstreaming and transformation/sector transformation)	Compliance to transformation legislation	Audit departmental processes and deliverables aimed at vulnerable groups, youth, subsistence and smallholder producers



STRATEGIC OBJECTIVES

Strategic goal	Strategic objectives	Indicator	Targets			
			2011/12	2012/13	2013/14	2214/15
1	2: Coordinate government food security initiative	Approved FS Policy	Develop and approve FS Policy	Compliance to FS Policy	Compliance to FS Policy	Compliance to FS Policy
		Approved Zero Hunger Strategy	Develop, approve and implement Zero Hunger Strategy	Implement Zero Hunger Strategy	Implement Zero Hunger Strategy	Review Zero Hunger Strategy
		Number of producers receiving comprehensive production support	15 000	15 000	15 000	15 000
		Approved Policy on Mechanisation Support Model	Develop and approve Policy on Mechanisation Support Model	Implement the Policy on Mechanisation Support Model	Implement the Policy on Mechanisation Support Model	Implement the Policy on Mechanisation Support Model
		Number of production technologies with norms and standards	3	5	7	8
4	4: Provide leadership and support to research, training and extension in the sector	Number of new producers completing training programmes	14 targeted programmes	15 targeted programmes	16 targeted programmes	16 targeted programmes
		Approved agriculture training institutions (ATIs) Green Paper	ATI Green Paper consultation concluded Norms and standards approved by HODs	60% of colleges of agriculture transformed into ATI and adhering to norms and standards	90% of colleges of agriculture transformed into ATI and adhering to norms and standards	100% of colleges of agriculture (ATIs) operating as centres of excellence
		Approved concept plan on number of villages (on agriculture, forestry and fisheries vulnerable workers)	4 villages	5 villages	8 villages	10 villages
		Number of extension personnel received training	1 500 extension personnel receive training	1 800 extension personnel receive training	2 000 extension personnel receive training	2 100 extension personnel receive training
			Develop appropriate policies towards improvement of extension service	Implement approved policies towards improvement of extension service	Implement approved policies towards improvement of extension service	Implement approved policies towards improvement of extension service
6	4: Improve departmental service excellence through the implementation of quality standards, Batho Pele principles and general legislative mandate	Transformed sector	Implement findings of the DAFF audit report	Audit sector processes and deliverables	Implement sector audit recommendations	Implement sector audit recommendations
		Overall coordination on the resolution of the workers summit	Monitor and report	Monitor and report	Monitor and report	Monitor and report

OVERVIEW

The sector has been experiencing a decline in employment, which has been accelerated by the global economic recession, lack of investments to support development of rural agro-processing industries. The sector seeks to improve the productivity and competitiveness of the producers in general and of smallholder producers in particular. Both subsistence and smallholder producers in general lack the requisite skills and resources to compete with well-established commercial farmers.

While the state endeavours to increase the number of viable smallholder farmers there is a significant decline in the level of productivity among the land reform beneficiaries. The latter contribute negatively to government's Black Economic Empowerment (BEE) policies. People living in rural areas continue to be poor while having some natural assets at their disposal.

There is an urgent need to package and redefine the products and services that the state in partnership with the private sector will provide to both subsistence and smallholder farmers. Over the MTEF period the main focus will be on continuing roll-out of the enterprise resource planning (ERP), implementation of programmes that support the use of commodity accredited mentors to support extension and advisory services and the introduction and acceleration of the Zero Hunger Strategy.

The proposed interventions will reduce food insecurity through the development of successful subsistence and smallholder producers. The programme will focus on the organisation of subsistence and smallholder farmers into producer groups at local, district and provincial level and assist them to network with established commodity organisations. The emphasis will be on value chain development and to facilitate the development of sectoral employment generation programmes.

PROBLEM STATEMENT

Rural areas continue to be marginalised economically. There are high levels of food insecurity and people are highly dependent on social grants. The looming high food prices, lack of requisite skills and inadequate support of resources are some of the factors contributing to high levels of food insecurity. There is reluctance among investors to plough resources in rural areas because of underdevelopment.

IMPLEMENTATION STRATEGY

At policy level through consultation with stakeholders, a national policy on food security integrating agriculture, forestry and fisheries to ensure national and household food security will be formulated. The strategic intent of the policy is to create a regulatory framework to mitigate against high global food prices and market manipulation and to give effect to government vision of a united and prosperous sector which is free of social ills.

The Food Security Policy will be backed by the Zero Hunger Strategy which will form a key pillar of the Strategic Plan for Smallholder Producers. Working with sector partners, the private sector and relevant programmes within the DAFF, we will encourage the establishment of one or two primary commodities supported by a value-addition plant in each municipality.

Through a comprehensive smallholder producer development plan the provision of training, mentorship and extension will be aligned to relevant commodities within a given cluster of municipalities. As a mechanism to increase the accountability of extension personnel, a geospatial (smart pen) technology will be rolled out in all the provinces. A database of active subsistence and smallholder producers will be generated and a booklet with the names and contact numbers of all extension officers and their areas of operation will be published. The latter will be used to link up producers with extension officers in their areas of operation.

Through a partnership with the National Skills Fund in the DHET smallholder producers will receive commodity-focused training and mentorship.

EXPENDITURE TRENDS

The spending focus over the medium term will contribute to the creation of vibrant, equitable and sustainable rural communities (government outcome 7), facilitating the increase in the number of farmers generating produce for sales purposes from the current 4% to 10% over the medium term, and accelerating the national ERP.

Expenditure increased from R628,6 million in 2007/08 to R1,1 billion in 2010/11, at an average annual rate of 20,2%, because of a one-off allocation in 2007/08 of R700 million for the Land Bank recapitalisation. The significant increase is the result of the 222,3% expenditure increase in the National Extension Support Services subprogramme as a result



of the CASP grant extension that was introduced in 2008/09. Expenditure is projected to increase to R1,6 billion over the medium term at an average annual rate of 12,6%. This growth is the result of allocations of R400 million over the medium term for the CASP. The 23,5% decrease in 2011/12 in goods and services over the MTEF period is the result of a one-off allocation for the outbreak of avian influenza and classical swine fever.

The budget for food security and agrarian reform consists mainly of the CASP and the Ilima/Letsema Fund. These funds were mainly dedicated to agriculture. There is currently no dedicated fund to integrate the forestry and fisheries sectors to support the development of smallholder producers. In general the support provided is not integrated and this calls for a one-stop-shop funding facility in support of smallholder producers. There is a need to emerge with project specific public private partnerships as the available state funds cannot match the needs of existing and new smallholder producers.

The ratio of administrative cost to line function cost is 1:1.

RESOURCE ALLOCATION (extracted from Vote 26, Estimates of National Expenditure, 2011)

Programme: Food Security and Agrarian Reform	2011/12	2012/13	2013/14
	R'000	R'000	R'000
Per Subprogramme			
Management	2 064	2 230	2 353
Food Security	777 200	886 972	1 039 284
Sector Capacity Development	125 124	133 292	141 214
National Extension Support Services	339 807	357 219	376 141
	1 244 195	1 379 713	1 558 992
Economic classification			
Compensation of employees	88 537	94 265	99 512
Goods and services	68 595	74 873	79 648
Interest and rent on land	47	48	49
Transfers and subsidies	1 049 684	1 170 323	1 338 076
Payments for capital assets	37 332	40 204	41 707
	1 244 195	1 379 713	1 558 992

Agricultural Production, Health and Food Safety

PURPOSE

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

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

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

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

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

PROGRAMME DELIVERABLES

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
<i>Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)</i>			
SO 2: Coordinate government food security initiative	Sustainable agrarian reform	Contribute to the increase of the number of smallholder farmers from 200 000 to 250 000, for crop and animal production	Facilitate programmes, schemes and support packages for smallholder farmers
<i>Strategic goal 3: Effective national regulatory services and risk management systems</i>			
SO 1: Promote safe food by managing the level of risks associated with food, diseases, pests and natural disasters	Promotion of compliance to quality standards and sanitary and phytosanitary measures to exporters and importers	Rapid response to outbreaks of animal and plant diseases Strategies, policies and regulations developed	Increase the number of regulatory compliance and monitoring interventions (policies, legislation, strategies, regulations, risk analysis, inspections, surveys, testing and diagnosis, permits and certification)
<i>Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development</i>			
SO 2: Increase the level of public and private investment for agricultural, forestry and fisheries products	More labour-absorbing growth	Programmes to support production strategy implemented	Create enabling environment and partnerships for the support of the Production Strategy

STRATEGIC OBJECTIVES

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
1	2: Coordinate government food security initiative	Number of animal schemes implemented and monitored	9	9	9	9
		Implemented commodity strategies (red meat, milk, poultry and pigs)	1	1	1	1
		Percentage of veterinary graduates deployed for Compulsory Community Service (CCS)	CCS Framework completed	CCS Framework approved by Parliament	100% deployed	100% deployed
		Number of animal identification marks issued	32 000	32 000	32 000	32 000
		Number of export facilities inspected	20	20	20	20
		Number of laboratories approved by the DAFF	24	24	24	24
		Surveillance reports published	2	2	2	2
		Disease reports submitted	4	4	4	4

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
1 (cont.)		Number of support interventions implemented	Regulatory support (phyto-sanitary measures, early warning systems, legislative compliance)	Regulatory support	Regulatory support	Regulatory support
			Technical support (norms, standards and guidelines)	Technical support	Technical support	Technical support
			Promotion and awareness	Promotion and awareness	Promotion and awareness	Promotion and awareness
3	1: Promote safe food by managing the level of risks associated with food, diseases, pests, natural disasters and trade	Number of reports on regulatory compliance and monitoring interventions	4	4	4	4
		Approved regulatory framework instruments	Fertilizers and Farm Feeds Act Liquor Products Act	Policy on the Food Control Agency	Draft Food Safety Bill	Food Safety Act
5	2: Increase the level of public and private investment for agricultural, forestry and fisheries products	Number of commodity strategies implemented	2 key commodity strategies implemented	1 key commodity strategy implemented	1 key commodity strategy implemented	Evaluation and review of the national production strategy

OVERVIEW

The increase in food prices and the recent occurrence of diseases will require increased investment in sustainable production systems. In the third quarter of 2009 the overall costs of production inputs started showing moderate declines following months of increases.

According to the National Crop Estimates Committee, the 2009/10 maize crop was 12,82 million tons, which is 6,3% more than the 12,05 million tons of 2008/09. The prices of white maize and yellow maize continued declining in 2010, with the white maize price decreasing by 25% and the yellow maize price decreasing by 15% compared to 2009. Wheat production for 2010 is expected to be 19,8% lower than in 2009. All these will require appropriate strategies, especially to address winter cereal shortages. Comprehensive input support packages will be considered for the coming three years.

The recent climatic changes will have an impact on our production systems and occurrences of plant and animal diseases will require us to strengthen our early warning systems, adaptation and mitigation strategies. Further investment is required to concentrate on new technologies which address these climatic challenges. Farmers will have to plan according to the early warning information received from both government and the private sector. Some commodities might not be suitable for certain areas because some of the areas might be colder or receive more rain or experience drought. Solid partnerships with the private sector will have to be established.

With regard to outbreaks of plant and animal diseases, old methodologies will have to be considered. Increasingly, surveillance systems in all areas, especially in the rural areas, will have to be strengthened. The planning should be such that each ward in every community has an animal health technician who can provide primary animal health care services to all.

The recent outbreak of Rift Valley fever and its impact on human health will require accessible awareness programmes, especially to the farmworkers, and strengthened relations with the Department of Health. The recent spread of *Bactrocera invadens* (invader fruit fly) all over Africa will also require harmonised surveillance systems and cooperation across borders.

PROBLEM STATEMENT

The recent low prices of maize and increased input costs, make farming an unprofitable business. For the small farmers, lack of resources and rising mechanisation costs will require government intervention to support smallholder production systems. This will impact negatively on our national food security. A reliable biosecurity system will be required to ensure safe and nutritious food.

The continuing lack of investment in our laboratories will reduce South Africa's capacity to provide reliable diagnostic services. Lack of ensuring that qualified scientists are nurtured within government, will result in a situation in which more marketable individuals leave the state service. The surge in trade and increased movement of people, have resulted in an increase in biosecurity risks. The implementation of the Consumer Protection Bill will also pose a challenge, especially on matters relating to GMOs.

IMPLEMENTATION STRATEGY

The department will work with all stakeholders to ensure increased production. The implementation of the three main objectives of the sector will be strengthened. A greater effort will be made to support smallholder production systems. Early warning systems will be strengthened and the department will work with other government departments to ensure proper implementation. Contribution to developing the rural areas and creating jobs within the sector will be prioritised.

In addition to the above, the programme will improve the performance of services rendered. All markets opened will have to be publicised to ensure access to information.

EXPENDITURE TRENDS

Over the MTEF expenditure is expected to increase to R1,048 billion in 2013/14, at an average annual rate of 10,9%. This is due to additional allocations over the medium term of R200 million, R400 million and R420 million to further strengthen Ilima/Letsema and new allocations of R80 million, R120 million and R126 million for the implementation of compulsory community services for veterinarians and the implementation of the Primary Animal Health Care Programme.

Adequate funds which support production and investment in new technologies will be required to ensure proper implementation of government priorities. Alternative cost recovery mechanisms will have to be considered, especially for those who can afford to pay for such services. Investment in new technologies and ensuring that research provides answers for some of the challenges experienced, will ensure that the department is in a position to support the agricultural sector. Private sector investment in research is also required.

RESOURCE ALLOCATION (extracted from Vote 26, Estimates of National Expenditure, 2011)

Programme: Agricultural Production, Health and Food Safety	2011/12	2012/13	2013/14
	R'000	R'000	R'000
Per subprogramme			
Management	1 878	2 029	2 140
Inspection and Laboratory Services	249 172	277 786	295 656
Plant Production and Health	477 939	505 025	530 232
Animal Production and Health	162 934	209 417	220 368
	891 923	994 257	1 048 396
Economic classification			
Compensation of employees	294 493	349 307	368 083
Goods and services	148 331	210 757	222 661
Interest and rent on land	60	63	60
Transfers and subsidies	406 966	427 271	450 769
Payments for capital assets	42 073	6 859	6 823
	891 923	994 257	1 048 396



Forestry

PURPOSE

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

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

Forestry Operations: To ensure sustainable management of forestry operations through managing state forests and woodlands, other state assets in the region and to render coordination and operational support.

Forestry Development and Regulations: Ensures effective development of policies for forestry regulation and oversight by promoting the optimum development of arboriculture, commercial and urban forestry and the development of small-scale forestry.

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

PROGRAMME DELIVERABLES

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
<i>Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development</i>			
SO 2: Increase the level of public and private investment for agricultural, forestry and fisheries products	More labour-absorbing growth	Sector strategies to support growth of labour-intensive industries	Create enabling environment for planting 40 000 ha Refurbishment of category B and C plantations
<i>Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)</i>			
SO 2: Coordinate government food security initiative	Sustainable agrarian reform	The number of smallholder farmers increased from 200 000 to 250 000 The efficiency of water use improved Jobs through community works and EPWP in rural areas created	Provide support to 10 000 new small growers Support refurbishment and maintenance of 2% smallholder government irrigation schemes Facilitate the creation of 5 200 job opportunities
	Enabling institutional environment for sustainable and inclusive growth	Disaster management and mitigation systems to facilitate a rapid response established in rural municipalities	Develop and implement disaster risk mitigation strategies
<i>Strategic goal 2: Sustained management of natural resources</i>			
SO 2: Ensure the sustainable management and efficient use of natural resources	Reduced climate change and improved air/atmospheric quality	Climate impact identified and adaptation framework developed	Develop and implement climate change adaptation plans
	Sustainable environmental management	32 million ha of degraded indigenous forests and woodland rehabilitated by 2014	3 200 ha of indigenous forests and woodland rehabilitated

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
SO 2 (cont.)		3 200 ha of land rehabilitated	Increase number of hectares of agricultural land under rehabilitation
		Reduced climate change impacts on biodiversity	Develop and implement climate change adaptation plans

STRATEGIC OBJECTIVES

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
1	2: Coordinate government food security initiative	Number of small growers supported	2 500	2 500	2 500	2 500
		Number of jobs created	1 300 full-time equivalents (FTEs)	1 300 FTE	1 300 FTE	1 300 FTE
		Disaster risk mitigation strategies implemented	Disaster risk management system developed	Disaster risk management system implemented	Disaster risk management system implemented	Disaster risk management system reviewed
2	1: Promote environmentally sustainable production systems	Number of government irrigation schemes revitalised for smallholder farmers	0,5%	0,5%	0,5%	0,5%
	2: Ensure the sustainable management and efficient use of natural resources	Number of hectares rehabilitated	800 000 ha	800 000 ha	800 000 ha	800 000 ha
		Climate change adaptation plans implemented	Climate change adaptation plans developed	Climate change adaptation plans implemented	Climate change adaptation plans implemented	Climate change adaptation plans reviewed
5	2: Increase the level of public and private investment for agricultural, forestry and fisheries products	Number of hectares planted (Forest Sector Transformation Charter)	10 000 ha	10 000 ha	10 000 ha	10 000 ha

OVERVIEW

The expansion of the South African forest estate with a view to conserve and improve the quality of these forests, to secure the supply for downstream processing and through the complete value chain increase the economic contribution of the sector to the country's GDP, will be a priority for the DAFF.

The outputs of protected biodiversity (land protection) are that 81% of all agricultural land and land rehabilitation of 800 000 ha per annum will be protected through the LandCare Programme and the Compliance and Enforcement Strategy as well as the Soil Conservation and Fencing Scheme. The 800 000 ha account for 1% of agriculture's contribution to the annual reduction of soil degradation. The mobilisation of resources and mainstreaming of sustainable land use practices to other stakeholders will be explored to ensure their programmes contribute to reduction of soil degradation to the envisaged 55%. The regulatory and programme incentives of best practices, such as conservation agriculture, will be strengthened to contribute to the reduction of soil degradation and increase adoption of sustainable practices.



The Forest Sector Transformation and Growth Charter that has been published in terms of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003) will be one of the main focus areas of the programme, especially in terms of delivery on charter commitments. The administration, implementation and enforcement of the National Forests Act, 1998 (Act No. 84 of 1998) and the National Veld and Forest Fire Act, 1998 (Act No. 101 of 1998) remain the other main focus area.

Sustainable use and management of natural resources underpins the agricultural, forestry and fisheries sectors. The department's aim is to provide policy advice on access to water arrangement for all users, promoting its efficient allocation and use; and coordination of programme implementation to ensure forestry production. This will be undertaken sustainably, within the capacity of the landscape and climate. This includes encouraging landowners, primary industries, communities and regions through targeted programmes to maintain and improve the natural resource base on which agricultural production relies—soil, vegetation, water and the atmosphere.

The DAFF will implement innovative ways to enhance and streamline the regulatory environment to ensure compliance while promoting the fair and equitable distribution of their economic, social, health and environmental benefits. The purpose will be to increase the contribution of all types of forests and related goods and services, support conservation of forest biological diversity, ecosystems and habitats with particular focus on rural and disadvantaged communities.

The development of water resource assessment methodologies will be coordinated to support national and regional reporting and water accounting; and mitigation and adaptation measures will be developed against the risks of disaster and climate change.

To enhance the profile of the sector, the department will improve contributions to skills development, awareness raising and information sharing.

PROBLEM STATEMENT

The sector has experienced a number of challenges which hampered it from achieving its full potential contribution to job and wealth creation as well as conservation of biological diversity.

The following challenges threaten the long-term sustainability of the sector and represent the areas on which the programme will focus:

- Security of tenure and post-settlement support are major requirements for forestry investment and development and, because of the protracted land reform process, tenure has not been secured. Linked to this is post-settlement support to communities.
- Timber shortage in some parts of the country has an adverse effect on the sustainability of local sawmilling, pulp and paper operations and subsequently poses a threat to employment opportunities and local economies.
- Afforestation and forestry enterprise development require access to financial and extension support services.
- The Forest Sector Transformation Charter identifies the dire shortage of critical, scarce and core skills as well as shortcomings in skills-development infrastructure in the sector as key constraints to transformational growth.
- Forest sector research and development activities suffer from underfunding, lack of coordination and a declining skills base.
- Climate change will have a significant impact on forestry.
- Only 6,8% of South Africa's total land area is currently under formal protection and where protection measures are in place there remain persistent pressures on protected areas from neighbouring communities, industrial and mining developments as well as urban development. Certain forest types, including woodlands, are under pressure from resource utilisation and development.
- Unsustainable land-use practices. While demands for soil use are growing, the problems of unsustainable land-use practices are intensifying in many parts of the country. Unsustainable farming practices have contributed to increased acidification, reduction in organic matter and soil erosion.
- The low level of conservation ethics, minimum compliance and enforcement thereof, and soil degradation caused by a variety of factors, have been identified as threats to the soil fertility and productivity of the sector.
- The sector is also constrained by continuous pressure for change of land-use limits of 3% non-renewable high-potential agricultural land.
- Land degradation is linked directly to global climate change in several ways. Loss of vegetative cover and soils is one of the main factors in global warming through the release of organic carbon into the atmosphere and a reduction in the carbon-sequestration capacity of the land.

IMPLEMENTATION STRATEGY

The Forestry 2030 Roadmap includes an implementation strategy with deliverables and timeframes. An implementation strategy has also been developed for the implementation of the Forest Sector Transformation Charter. Existing programmes will be utilised to assist the Forestry Programme in achieving its deliverables in terms of support to SMMEs, including the Land and Agrarian Reform Project (LARP) and CASP. In terms of the management of commercial plantations, the department will implement the annual plans of operations with assistance from the Working for Forests Programme and through outsourcing of silviculture work.

The department will furthermore explore opportunities in terms of its relationship with the FAO to facilitate the integrated assessment of forest resources. The Development Bank of Southern Africa (DBSA) will assist in terms of the finalisation of the transfer of plantation assets to land reform beneficiaries, while the administration and enforcement of the National Forests Act, 1998 (Act No. 84 of 1998) and the National Veld and Forest Fire Act, 1998 (Act No. 101 of 1998) will be done by both the national and the regional offices. The Working for Fire Programme will be used to assist in terms of awareness raising and building capacity in communities to prevent and combat veldfires. The target set for the Million Trees Programme will be met through cooperation with and contributions made by various partners, with Total SA as the main sponsor of the Arbor Week celebrations.

The demand to meet the increasing food needs of the country and challenges associated with land degradation necessitate a thorough coordinated and collaborative strategic approach across the spectrum of role players such as the DAFF, provincial counterparts, other government departments, research institutions and communities to work together towards better implementation and enhanced service delivery. The subworking group of the Intergovernmental Technical Committee for Agriculture, Forestry and Fisheries (ITCAFF) on natural resource management has adopted outputs that will assist in attaining government outcomes which seek to protect and enhance our environmental assets and natural resources. The outputs relate to enhanced quality and quantity of water resources (water resources protection through wetland rehabilitation). The aim of sustainable natural resource management is to reduce land affected by soil degradation from 70% to 55%.

EXPENDITURE TRENDS

The focus over the medium term will be on the management of forestry operations, amendment and implementation of the National Veld and Forest Fire Act, 1998 (Act No. 101 of 1998). This will also include the implementation of policies that promote forestry growth; the participation of communities in forestry; activities related to the Forest Sector Transformation Charter and forestry protection; LandCare; climate change; afforestation; and the Million Trees Programme.

Expenditure decreased from R881 million in 2007/08 to R755 million in 2010/11, at an average annual rate of 5%. The decrease was the result of the one-off allocations for disaster management, which decreased from R300 million in 2007/08 to R50 million in 2010/11. Expenditure is expected to increase from R755 million in 2010/11 to R935,7 million in 2013/14, at an average rate of 7,4%. This is the result of an increase of R55 million in 2012/13 and R45 million in 2013/14 for the LandCare fencing project and the increase in the baseline of R34 million in 2011/12, R57 million in 2012/13 and R60 million in 2013/14 to provide funding for forestry operations in Mpumalanga.

The ratio of administrative costs to line function costs is 1:4.

RESOURCE ALLOCATION (extracted from Vote 26, Estimates of National Expenditure, 2011)

Programme: Forestry	2011/12	2012/13	2013/14
	R'000	R'000	R'000
Per subprogramme			
Management	3 968	4 286	4 522
Forestry Operations	369 487	419 210	439 259
Forestry Oversight and Regulation	78 171	85 328	92 953
Natural Resources Management	319 085	393 653	398 958
	770 711	902 477	935 692
Economic classification			
Compensation of employees	420 260	450 759	474 737
Goods and services	262 021	300 953	314 559
Interest and rent on land	1 298	1 403	1 456
Transfers and subsidies	60 834	118 848	112 551
Payments for capital assets	26 298	30 514	32 389
	770 711	902 477	935 692

Fisheries

PURPOSE

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

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

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

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

Marine Resource Management: Ensures the sustainable utilisation and equitable and orderly access to the marine living resources through improved management and regulation.

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

PROGRAMME DELIVERABLES

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
<i>Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development</i>			
SO 2: Increase the level of public and private investment for agricultural, forestry and fisheries products	More labour-absorbing growth	Sector strategies to support growth of labour-intensive within the fisheries sector	Marine Resource Management Strategy Small-scale fisheries policy
<i>Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)</i>			
SO 2: Coordinate government food security initiative	Sustainable agrarian reform	Establishment of 80 aquaculture farms	Aquaculture sector development
	Rural job creation and promoting economic livelihoods	Create jobs through community works and EPWP in rural areas (including value-added services)	Community empowerment and support through Working for Fisheries Programme
	Enabling institutional environment for sustainable and inclusive growth	Establishing of community structures to support social cohesion and development	Facilitate fishery programmes for economic development
<i>Strategic goal 2: Sustained management of natural resources</i>			
SO 2: Ensure the sustainable management and efficient use of natural resources	Rebuild depleted fish stocks	Extent of recovery of abalone; hake; West Coast rock lobster and linefish	Fisheries research to inform TAC/TAE and Stock Recovery Strategy for Hake, Abalone, West Coast Rock Lobster and Linefish
	Compliance with and enforcement of marine and coastal legislation	Percentage of fish landings in five key fisheries (hake; abalone; squid; linefish and rock lobster) inspected and spot checks conducted in other sectors:	Integrated Fisheries Security Strategy

Strategic objective	Strategic outcome	Outcome indicators	Strategic interventions 2011/12–2014/15
<i>Strategic Goal 6: Effective and efficient governance</i>			
SO 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders	Advancement of the African Agenda and sustainable development	Contribution to regional, continental security and stability Strengthened contribution to peace missions	Stakeholder engagement, management and communication
	Enhanced regional integration Reformed global governance and peace and security institutions	Deepen technical and development cooperation	Integrated Fisheries Security Strategy
	Enhanced trade and investment	Enhanced representation and strengthened regional, continental and global platforms	
		Increased export growth in target economies	

STRATEGIC OBJECTIVES

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
1	2: Coordinate government food security initiative	Increase number of fish farms from 84 to 96	3	3	3	3
		Increase number of fish processing facilities from 60 to 70	2	3	3	2
		Increase proclaimed fishing harbours from 12 to 19	Plan for proclaimed fishing harbours	3	Plan for additional proclaimed fishing harbours	4
		Number of smallholder producer associations established	1	3	2	2
		Number of community projects implemented through Working for Fisheries Programme (WFFP)	10	15	15	10
		Policy and regulatory framework implemented	Finalise and implement the Small-scale Fisheries Policy	Implement the Small-scale Fisheries Policy	Monitor the implementation of Small-scale Fisheries Policy and its users	Monitor the implementation of Small-scale Fisheries Policy and its users



Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
1 (cont.)		Strategy implemented	Consult stakeholders and develop strategy	Implement strategy and pilot study	Continue to implement strategy	Continue to implement strategy
2	2: Ensure the Sustainable management and efficient use of natural resources	Resource assessments and catch limit recommendations for 22 fishery sectors	Research on fish stocks for 22 fishery sectors	Research on fish stocks for 22 fishery sectors	Research on fish stocks for 22 fishery sectors	Research on fish stocks for 22 fishery sectors
		Feasibility reports on potential new fisheries	Investigation on feasibility of two potential new fisheries	Investigation of feasibility of two potential new fisheries	Investigation of feasibility of two potential new fisheries	Investigation of feasibility of two potential new fisheries
		Revised Framework for Aquaculture Research Management (FARM)	Revise the Aquaculture Research Programme	Implement the Aquatic Animal Health pillar of FARM	Implement the Aquatic Animal Nutrition pillar of FARM	Implement the Aquaculture Breeding and Technology pillar of FARM
		Recommendations on ecosystem considerations in annual catch limit recommendations	Advice on ecological considerations included in catch limit advice for 22 fishery sectors	Advice on ecological considerations included in catch limit advice for 22 fishery sectors	Advice on ecological considerations included in catch limit advice for 22 fishery sectors	Advice on ecological considerations included in catch limit advice for 22 fishery sectors
		Integrated Fisheries Security Strategy (IFSS) approved and implemented	Approve and implement the strategy	Implement and monitor progress	Review and enhance the strategy	Review and enhance the strategy
		Extent of the recovery of abalone, hake, West Coast rock lobster (WCRL), and linefish	Develop a recovery plan for abalone, hake, WCRL, and linefish	Management recommendations towards targets set for the recovery of abalone, hake, WCRL, and linefish	Management recommendations towards targets set for the recovery of abalone, hake, WCRL, and linefish	Management recommendations towards targets set for the recovery of abalone, hake, WCRL, and linefish
		Commercial fishing rights holders' performance reviewed	Implement, manage and control findings of current performance review process	Implement, manage and control findings of current performance review process	Review rights holders in 2 or more fishing sectors	Continuation of review process
		Commercial fishing rights allocated	Revise rights allocation policies in affected sectors	Rights allocation process established	Rights allocated for sectors in which fishing rights have expired	Rights allocation process established for rights that expire in 2015
		Policy and a regulatory framework for the management of the recreational sector developed	Engagement with the recreational forum and other stakeholders	Expanded public participation process in developing a draft policy	Develop and gazette draft policy	Finalise policy

Strategic goal	Strategic objective	Indicator	Target			
			2011/12	2012/13	2013/14	2214/15
2 (cont.)		Framework for the Management of Fish Processing Establishments (FPEs) developed	Develop guidelines for managing an allocation process for FPEs	Continue to allocate FPE rights	Continue to allocate FPE rights	Continue to allocate FPE rights
		National programmes of action (NPAs) for sharks, turtles, and fleet capacity	Finalise and implement NPA for sharks	Finalise and implement NPA for fleet capacity	Finalise and implement NPA for turtles	Continued implementation and review the NPA for seabirds
		Ecosystem approach to fisheries (EAF) considerations implemented in fisheries	Establish the Branch EAF Steering Committee and set priorities Review ecological risk assessments in relevant fishing sectors	Review ecological risk assessments in relevant fishing sectors and implement priority EAF management objectives	Review ecological risk assessments in relevant fishing sectors and implement priority EAF management objectives	Review ecological risk assessments in relevant fishing sectors and implement priority EAF management objectives
		Fisheries management plans	Draft fisheries management plans for 1 offshore and 1 inshore fishing sector	Draft fisheries management plans for 2 or more fishing sectors	Draft fisheries management plans for 2 or more fishing sectors	Draft fisheries management plans for 2 or more fishing sectors
		Number of sector stakeholder forums in place	Improve existing stakeholder forums and establish small-scale fishing and recreational fishing forums	Maintain and enhance management working groups and co-management committees	Maintain and enhance management working groups and co-management committees	Maintain and enhance management working groups and co-management committees
5	2: Increase the level of public and private investment for agricultural, forestry and fisheries products	Amalgamated freshwater and marine aquaculture policies	National Aquaculture Strategy (NAS) and action plan	Aquaculture Certification Plan (ACP) and implementation of the NAS	Monitoring of the NAS and implementation of the ACP	Review and amalgamate the freshwater and marine aquaculture policies
		Approved Fisheries Charter	Conduct a study on transformation in fisheries	Development of the discussion document for stakeholder engagement	Development of the Fisheries Charter	Implementation of the Fisheries Charter

OVERVIEW

South Africa is an important coastal range state because of its strategic location. Being bordered by the Indian and Atlantic Oceans and influenced by the Southern Ocean, its marine and coastal biodiversity is exceptionally high. The warm Agulhas current as well as the cold, highly productive Benguela current, provides unique opportunities for economic activity, especially for fishing. South Africa has a well-developed fisheries management system and is a leading state in terms of the implementation of an EAF management. South Africa also plays an important role internationally, e.g. in regional fisheries management organisations (RFMOs) and regional programmes such as the Benguela Current Commission (BCC) and other related programmes.



The coast, being the meeting place of land and sea, forms a distinctive, complex and interconnected natural system with finite and valuable resources that are impacted upon by human and environmental perturbations such as pollution, inappropriate development and environmental degradation. It provides substantial opportunities for economic and social development.

South Africa has a well-established fishery sector, comprising two components, wild capture fisheries which range from highly-industrialised capital-intensive fishing sectors to more accessible fishing sectors, including subsistence fisheries and an aquaculture component which is under development.

The Marine Living Resources Fund receives transfers for the management and sustainable use of marine living resources to supplement the revenue received from levies on fish and fish products, for permits and application fees and the proceeds from the sale of confiscated fish and fish products.

PROBLEM STATEMENT

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

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

IMPLEMENTATION STRATEGY

The implementation strategy as aligned to the service delivery agreement will focus on the following key strategic thrusts:

- By embarking on fishery-specific research, which will inform the setting of total allowable catches and effort (TACs/TAEs) in 22 fishing sectors and implement the Stock Recovery Strategy for Hake, Abalone, West Coast Rock Lobster and Linefish. The department will finalise and implement the Small-scale/subsistence Fisheries Policy, broaden the scope of the aquaculture sector and develop and implement a proactive stakeholder engagement strategy.
- The Fisheries Sector Charter will be developed and implemented in the medium term to ensure achievement of transformation imperatives within the fishing sector. Implantation of the IFSS is a key deliverable which will intensify visibility of compliance, and monitoring and enforcement efforts. The DAFF has committed itself to job creation and promoting sustainable/alternative and economic livelihoods through working for Working for Fisheries; social responsibility programmes and projects (SRPP) and decentralisation of the customer service stations as key flagship projects, etc.

EXPENDITURE TRENDS

Spending over the medium term will be focused on conducting fishery specific research to inform the setting of TAC in 22 fishing sectors; implementing the Stock Recovery Strategy for Hake, Abalone, West Coast Rock Lobster and Linefish; finalising and implementing the Small-scale Subsistence Fisheries Policy; broadening the scope of the aquaculture sector; developing and implementing the proactive Stakeholder Engagement Strategy; developing and finalising the

Fisheries Charter to meet transformation targets within the fishing sector; developing and implementing the Integrated Fisheries Security Strategy to ensure better compliance, monitoring and enforcement efforts; and promoting job creation and sustainable economic livelihoods.

Expenditure increased from R149,8 million in 2007/08 to R283,5 million in 2010/11, at an average annual rate of 23,7% and is projected to increase to R333,5 million over the medium term, at an average annual rate of 5,6%. The increase in both periods is the result of increased allocations for vessel operations and function shifts from the DEA.

The ratio of administrative costs to line function costs is 1:3

RESOURCE ALLOCATION (extracted from Vote 26, Estimates of National Expenditure, 2011)

Programme: Fisheries	2011/12	2012/13	2013/14
	R'000	R'000	R'000
Per subprogramme			
Management	264	277	290
Aquaculture	24 620	25 852	27 145
Administrative support services	108 805	114 245	119 960
Marine Living Resources Fund	190 499	250 825	186 128
	324 188	391 199	333 523
Economic classification			
Compensation of employees	133 689	140 374	147 395
Goods and services	–	–	–
Interest and rent on land	–	–	–
Transfers and subsidies	190 499	250 825	186 128
Payments for capital assets	–	–	–
	324 188	391 199	333 523

SA FISHING INDUSTRY

Wholesale value of production, 2007				
Fishery	Catch (tons)	Landings (tons)	Wholesale value (R'000)	% of total value
Demersal: offshore trawl	167 353	11 6579	261 7896	42,6
Demersal: inshore trawl	10 690	7 355	147 611	2,4
Total demersal trawl	178 043	12 3934	276 5507	45,0
Purse seine (pelagic)	421 000	421 000	1 388 517	22,6
Rock lobster (SC)	473	335	159 200	2,6
Rock lobster (WC)	3 073	3 073	533 271	8,7
Crustacean trawl	225	225	18 210	0,3
Squid (jigging)	6 990	6 990	419 400	6,8
Tuna pole	4 681	4 681	131 480	2,1
Line fish	7 363	7 363	212 719	3,5
Demersal longlining	8 520	8 520	270 000	4,4
Miscellaneous nets	2 611	2 611	23 061	0,4
Oysters	44	44	1 723	0,0
Mariculture	3 211	3 211	214 411	3,5
Seaweed	10 085	10 085	11 281	0,2
Total	646 319	592 072	6 148 780	100,0



Wholesale value of production, 2009				
Fishery	Catch (tons)	Landings (tons)	Wholesale value (R'000)	% of total value
Demersal: offshore trawl	153 932	106 836	253 1044	43,6
Demersal: inshore trawl	9 408	6 654	151 074	2,6
Total demersal trawl	163 340	113 490	268 2118	46,2
Purse seine (pelagic)	425 080	425 080	1 464 803	25,3
Rock lobster (SC)	843	392	144 213	2,5
Rock lobster (WC)	1 860	1 860	359 478	6,2
Crustacean trawl	225	225	18 210	0,3
Squid (jigging)	7 900	7 900	418 700	7,2
Tuna pole	3 085	3 095	76 433	1,3
Line fish	7 126	7 126	175 109	3,0
Demersal longlining	8 906	8 906	160 308	2,8
Miscellaneous nets	2 611	2 611	23 061	0,4
Oysters	44	44	1 723	0,0
Mariculture	1 900	1 900	265 000	4,6
Seaweed	8 138	8 138	10 020	0,2
Total	63 1058	580 767	5 799 176	100,0

Risk Management

In line with section 38(1) of the Public Finance Management Act, 1999 (Act No. 1 of 1999) as amended, and section 3,2 of the Treasury Regulations, the department will implement an effective risk management and control process. The accounting officer, management and other personnel, have the responsibility to maintain effective risk management and control on their daily activities to maintain a balance between strategy, objectives, related risks and effective and efficient use of resources. The DAFF management is expected to identify potential events that may affect the department in the achievement of the objectives. The department should identify, assess, prioritise and manage risks to be within its risk tolerance, to provide reasonable assurance to achieve its objectives.

Risk management offers the following benefits to the department:

- **Organisational alignment:** The risk management process will complement effective strategic and operational planning by ensuring that management and staff understand and are committed to the key objectives which have been defined and performance indicators against which our success is measured.
- **Improved ability to manage risks:** By formally identifying and evaluating risks, managers will improve the understanding of the risks which have to be managed. Furthermore, they will analyse and understand the causes of risks to ensure that internal controls manage these causes.
- **Improved ability to achieve objectives:** By proactively identifying risks the department will have a better understanding of risks (more anticipatory) and therefore be able to achieve objectives with greater certainty.
- **Improved ability to seize opportunities:** By understanding our risk profiles, the risk management process will enable us to seize and execute new opportunities successfully.
- **Cost-effective internal controls:** The risk management process will ensure that our system of internal control is cost effective. Areas of overcontrol should be identified and removed.
- **Sustainability:** Risk management will be embedded at all levels within the department as all management and staff will be educated on their responsibility for risk management and the effective application of internal controls.

The department has completed the Strategic Risk Assessment. The exercise was conducted by officials from National Treasury. The performance of the Operational Risk Assessment by Deloitte is in progress and will be completed in March 2011. Flowing from the risk assessment, risk-related policies and assessments will be attended to. These include the Fraud Risk Assessment and the Fraud Prevention Plan to complement the risk assessment. The current assignment by Deloitte does not extend to the performance of these activities.



PART C

*Public entities and
other agencies*

Agricultural Research Council

STRATEGIC OVERVIEW: 2007/08–2013/14

The ARC is a science institution established by the Agricultural Research Act, 1990 (Act No. 86 of 1990). In terms of the Act, the objectives of the ARC are to conduct fundamental and applied research; drive research and development; drive technology development and the transfer of technology (dissemination) to promote agriculture and related industries; contribute to a better quality of life; facilitate and ensure natural resource conservation and alleviate poverty.

The ARC's strategic objectives and related output are aligned with the DAFF's mission and are directed at ensuring access to sufficient, safe and nutritious food; eliminating skewed participation and inequality in the sector; maximising growth, employment and income in agriculture and enhancing the sustainable management of the natural agricultural resources and ecological systems. To deliver on the department's priorities in particular, the research, technology development and the transfer of technology are aimed at improving agricultural production, food security and growth, which in turn, will result in poverty alleviation.

As a public entity, the ARC's performance and priorities must be aligned with the national priorities outlined in the MTSF. These are further refined through the council's annual strategic review process to ensure effective delivery by alignment with the DAFF's priorities, as well as with those of the Department of Science and Technology.

The ARC carries out its functions in accordance with approved strategic and business plans, notwithstanding the funding challenges it continuously has to face. In addition, since 2007/08, the council has met, and in some cases exceeded, the performance targets set out in the business plan.

The following six objectives form the basis of its Strategic Plan over the medium term:

- Generate, develop and apply new knowledge, science and technology for agriculture to meet the demands for increased food production, food security and poverty alleviation
- Promote the sustainable use and management of the natural resources to ensure a competitive agricultural sector and increase wealth for people and industries dependent upon natural-resource-based agriculture
- Improve nutrition and food security and safety by improving crop and livestock production systems, including seed security
- Provide information and technical solutions that will enable the agricultural sector to manage and mitigate agricultural risks, including threats to the agricultural practice
- Disseminate information and transfer technology emanating from research and development
- Achieve organisational growth and sustainability.

DETAILS OF PROGRAMMES, OBJECTIVES AND ACTIVITIES

The ARC conducts fundamental and applied research with partners to generate knowledge, develop human capital and foster innovation in agriculture through technology development and dissemination, and the commercialisation of research results. Its main focus is on agricultural research and development, and the transfer of technology in the agricultural sector. In addition, 86% of its total budget is spent on the council's core business—research and the transfer of technology. The remaining 14% of the budget is allocated to support services.

Recently, the ARC developed an early blushed pear cultivar, called Cheeky™, which is currently playing a major role in the establishment of early blush pears in Europe and other export countries. The prediction is that by the end of 2012, the total number of hectares under the cultivation of Cheeky™ will be 37% of the total early blushed pears in South Africa, with a potential income of R354 million per annum for the pear industry.

The development of Cheeky™ not only extends the blushed pear range in the South African pear industry, it is also in support of the ARC's strategic objective to generate, develop and apply knowledge, science and technology for agriculture to meet the demands for increased food production, food security and poverty alleviation.

The budget allocation for the 2011/12 financial year is R144 million.



Marine Living Resources Fund

STRATEGIC OVERVIEW: 2007/08–2013/14

The Marine Living Resources Fund was established in terms of the Marine Living Resource Act, 1998 (Act No. 18 of 1998). The fund is the main source of funding for marine fisheries and coastal management, which is a branch of the national Department of Agriculture, Forestry and Fisheries. The mandate and core business of the fund is to manage the development and sustainable use of South Africa's marine and coastal resources, as well as to protect the integrity and quality of the marine and coastal ecosystems.

The organisation regulates the use of marine resources through administering fishing rights, permits and licences. Key activities include:

- Developing and implementing a policy framework to allocate and manage long-term fishing rights in 20 commercial sectors, facilitate and manage the transfer of commercial fishing rights; conserve and protect seals, seabirds and shorebirds
- Developing a policy and management framework for the subsistence fishing sector and monitor fish stocks to prevent overexploitation or a negative impact on the integrity of the marine ecosystem and develop management strategies to rebuild depleted fish stocks.

In terms of a government proclamation of February 2010, fisheries-related functions had been transferred to the DAFF, while environmental/conservation functions remained with the DEA. Part of this transfer involves the fund moving to the DAFF with effect from 1 April 2010 to support the operational activities relating to the management of South Africa's marine wild capture fisheries, as well as aquaculture.

The research fleet is nearing the end of its lifespan and must be replaced to minimise the risk of high maintenance costs and sea days available for surveys.

The key strategic priorities for the fisheries sector over the medium term include:

- Conducting fishery-specific research to inform the setting of TACs and efforts in 22 fishing sectors
- Implementing the Stock Recovery Strategy for Hake, Abalone, West Coast Rock Lobster and Linefish
- Finalising and implementing the Small-scale Subsistence Fisheries Policy
- Broadening the scope of the aquaculture sector
- Developing and implementing a proactive stakeholder engagement strategy
- Developing and finalising a fisheries charter to meet transformation targets within the fishing sector
- Developing and implanting the Integrated Fisheries Security Strategy to ensure better compliance, monitoring and enforcements
- Promoting job creation and sustainable economic livelihoods.

DETAILS OF PROGRAMMES/OBJECTIVES/ACTIVITIES

The fund manages the development and sustainable use of South Africa's marine resources and protects the integrity and quality of the marine ecosystem. This entails performing specific research to inform the setting of TACs and efforts in 22 fishing sectors, and ensures the intensification and visibility of compliance, monitoring and enforcement efforts. The fund allocates 40% of its annual budget to vessel operating costs for fisheries research and patrol efforts. The department achieved 100% landings monitored in abalone, hake longline, pelagic, Western Cape rock lobster and squid at a cost of R12 million in 2010/11.

Other public entities and agencies

The following public entities also report directly to the Minister of Agriculture, Forestry and Fisheries. Comprehensive coverage with more detailed information for Vote 26 is available on the web at www.treasury.gov.za under the budget information link.

- The **National Agricultural Marketing Council** was established in terms of the Marketing of Agricultural Products Act, 1996 (Act No. 47 of 1996) to provide strategic agricultural marketing advice to the Minister of Agriculture, Forestry and Fisheries. The council's total budget for 2011/12 is R32,5 million.
- **Ncera Farms** is a schedule 3B company in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999). The company has the mandate to perform development functions on identified land administered by the DAFF. The company's total budget for 2011/12 is R4,2 million.
- **Onderstepoort Biological Products** is a state-owned company, whose mandate is to prevent and control animal diseases that have an impact on food security, human health and livelihoods. The company's total budget for 2011/12 is R146,5 million.
- The **Perishable Products Export Control Board** is an official certification agency operating on behalf of government to control all perishable export products. The company's total budget for 2011/12 is R164,3 million.





ANNEXURE 1

*Annual
performance plans*

Administration

DIRECTORATE: INFORMATION AND COMMUNICATION TECHNOLOGY

Strategic goal 6: Effective and efficient governance						
Strategic objective 5: Provide leadership and manage communication and information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Ensure migration and integration of the DAFF systems	70% migration and integration	Systems migrated and integrated into the DAFF network	Integrated system	1	Q4	D: ICT
Integrate and review MSP	Agriculture MSP	Integrated MSP for the DAFF	Approved MSP by DEXCO	1	Q4	D: ICT

DIRECTORATE: KNOWLEDGE AND INFORMATION MANAGEMENT

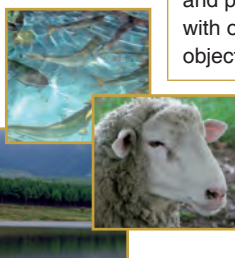
Strategic goal 6: Effective and efficient governance						
Strategic objective 5: Provide leadership and manage communication and information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Review and implement phase 1 of KIM Strategy	Draft KIM Strategy	KIM Strategy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

DIRECTORATE: HUMAN RESOURCES MANAGEMENT

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Reduce vacancy rate	12% (current post establishment)	Vacancy report on percentage reduction in vacancy rate	Approved report by the CD	14%	Q4	D: HRM

DIRECTORATE: EMPLOYEE RELATIONS

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Have SMS members trained on disciplinary procedures	40% SMS members trained	Trained SMS members on disciplinary procedures	Percentage of SMS members trained on disciplinary procedures	60%	Q4	D: ER
Align HRM policies and practices with operational objectives	10 HRM policies aligned and approved	HRM policies aligned and approved	Number of HRM policies approved by DEXCO	20	Q4	D: ER



DIRECTORATE: EMPLOYEE DEVELOPMENT AND PERFORMANCE MANAGEMENT

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Ensure adherence to PMDS	PMDS adherence	Report on adherence to PMDS	Approved report on 80% adherence by the CD	1	Q4	D: EDPM
Review HRD Strategy	Draft HRD Strategy	HRD Strategy	Approved strategy by the DG	1	Q3	D: EDPM
Implement HRD Strategy	HRD Strategy Implementation Plan (excl. forestry and fisheries)	DAFF HRD Strategy Implementation Plan Report on 30% implementation	Implementation Plan approved by the DG Approved report by the CD	1	Q4	D: EDPM
Establish service points in all provinces	1 service point (Western Cape)	Report on 8 established service points	Approved report by the CD	8	Q4	D: EDPM
Reduce disease burden	5% reduction	Report on 10% reduction	Approved report by the CD	1	Q4	D: EDPM
Finalise Health and Wellness Framework	Draft strategies and policies in place	Health and Wellness Framework	Approved framework by DEXCO	1	Q4	D: EDPM

DIRECTORATE: SECURITY SERVICES

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Review Security Policy	Draft Security Policy	Security Policy	Approved Security Policy by DEXCO	1	Q2	D: SS
	0% implementation	Report on phase 1	Approved by the DDG	1	Q4	D: SS

DIRECTORATE: INTEGRATED HUMAN RESOURCES MANAGEMENT

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Review and implement the EPMD system required to monitor and evaluate performance	PMDS unit currently located with LR and Performance subdirectorate	Report on the EPMD system (review and implementation)	Approved report (OD or EPMD system) by the CD	1 report	Q4	D: IHRM
Monitor the vacancy and turnover rate	13% of establishment is vacant	Report on percentage reduction in vacancy and turnover rate	Approved report by the CD	12%	Q4	D: IHRM
Implement Training Programme on Disciplinary Procedures	12 SMS members trained on public service disciplinary procedures	Report on number of SMS members trained on disciplinary procedures	Percentage of SMS members trained on disciplinary procedures	100%	Q4	D: IHRM

DIRECTORATE: INTEGRATED HUMAN RESOURCE MANAGEMENT (cont.)

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Implement HRD Strategy and WSP (incl. tailor-made/customised training programmes)	Draft HRD Strategy and WSP for the branch	Fisheries HRD Strategy and WSP aligned to departmental HRD Strategy	Approved Fisheries HRD Strategy and WSP by the CD	1 strategy	Q4	D: IHRM
		Report on 50% trained on HRD Strategy	Approved report by the CD	1 report	Q4	
Implement health and wellness programmes	Draft EH&W Plan	Behavioural risk assessment study report	EH&W customised programmes for staff in fisheries in place	Implement and monitor EH&W in the branch	Q4	D: IHRM
			Approved assessment study	1 report		
		EH&W Plan	Approved EH&W Plan	1 plan		
Review and implement the departmental Transformation Plan	No EE plan/targets	Diversity management plans	Approved report by the CD on implementation of diversity management plans	1 report	Q4	D: IHRM

DIRECTORATE: INFORMATION AND COMMUNICATION TECHNOLOGY

Strategic goal 6: Effective and efficient governance						
Strategic objective 5: Provide leadership and manage communication and information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Maintain and enhance integrated systems	MAST and Oracle financial application	Report on integration and consolidation of catch systems in MAST	Approved implementation plans for catch systems by the CD	1	Q4	D: ICT
		Report on enhanced functionality in MAST and Oracle financials	Approved and implemented change requests	1	Q4	D: ICT

DIRECTORATE: COMMUNICATION SERVICES

Strategic goal 6: Effective and efficient governance						
Strategic objective 5: Provide leadership and manage communication and information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop and implement communication strategies	2009–2014 Communication Strategy not aligned to the macro-structure	Media plans per project	Media plans approved by the CD	10 media plans	Q1–Q4	D: CS



DIRECTORATE: STAKEHOLDER RELATIONS

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Organise 8% of farmers into producer associations	No producer associations currently in existence	Report on 8% of farmers organised into producer associations	Approved report by the CD	1 report	Q4	D: SR
Strategic goal 6: Effective and efficient governance						
Strategic objective 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Organise 8% of farmers into producer associations	Stakeholder Relations Strategy not aligned to the new mandate	Comprehensive Stakeholder Relations Strategy in terms of the new mandate	Approved comprehensive strategy by DEXCO	1 strategy	Q4	D: SR
Establish 9 commodity structures	No commodity structures currently in existence	Report on 9 commodity structures established	Approved report by the CD	1 report	Q4	D: SR

DIRECTORATE: INTERGOVERNMENTAL AND INTERNATIONAL RELATIONS

Strategic goal 6: Effective and efficient governance						
Strategic objective 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop International Fisheries Strategy	Strategy aligned to the old structure of Fisheries Branch 1	Accredited International Fisheries Strategy	Approved strategy by DEXCO	1	Q4	D: IIR
Identify intergovernmental stakeholders and actively participate in relevant programmes and forums to efficiently represent fisheries issues	Organisations representing industry only	Credible fisheries database	Database approved by DEXCO	1	Q4	D: IIR

DIRECTORATE: STAKEHOLDER ENGAGEMENT

Strategic goal 6: Effective and efficient governance						
Strategic objective 5: Provide leadership and manage communication and information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Establish 1 prescribed MLRA structure	Collapsed Consultative Advisory Forum (CAF) documents and MLRA	Consultative Advisory Forum Comprehensive Plan	CAF Plan approved by DEXCO	1	Q4	D: SE
Establish 5 small-scale fishing community-based entities	Small-scale fisheries policy guidelines and existing informal interim relief and abalone structures	Functional community-based entities	Approved database of fishers	5 fishing community-based legal entities	Q4	D: SE

DIRECTORATE: STAKEHOLDER ENGAGEMENT (cont.)

Strategic goal 6: Effective and efficient governance						
Strategic objective 5: Provide leadership and manage communication and information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop and implement Stakeholder Strategy	Public perception survey and current stakeholder structures	Comprehensive Stakeholder Strategy	Strategy approved by DEXCO	1	Q3	D: SE
Develop and implement Client Service Plan	Public perception survey	Client Service Improvement Plan	Client Service Improvement Plan approved by DEXCO	1	Q3	D: SE

DIRECTORATE: DEVELOPMENT FINANCE COORDINATION

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop a development finance funding model	–	Value Chain Financing Model	Approved Value Chain Model	1	Q4	D: DFC
Have 10 000 smallholder farmers and 10 000 subsistence farmers accessing financial services	30 000 (smallholders and subsistence farmers)	Smallholder farmers and subsistence farmers accessing financial services	Number of smallholders and subsistence farmers accessing financial services	10 000 (inclusive of Land Bank funded small-holder operators)	Q4	D: DFC
To finance and support distressed farmers	284 distressed farmers at Land Bank	Distressed farmers financed and supported	Number of distressed farmers financed and supported	50 distressed farmers supported	Q4	D: DFC

DIRECTORATE: STRATEGIC PLANNING

Strategic goal 6: Effective and efficient governance						
Strategic objective 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Align national and provincial plans with Presidential outcomes and targets	Departmental Strategic Plan 2010/11	2011/12 Departmental Strategic Plan	Strategic Plan tabled	1	Q4	D: SP
	2009/10 Strategic and operational planning guidelines	2011/12 Strategic and operational planning guidelines	Approved guidelines	1	Q4	D: SP
	Draft PDA planning survey report	DAFF/PDA Planning Framework	Approved framework	1	Q4	D: SP
		Service Delivery Improvement Plan	Approved SDIP	1	Q4	D: SP



DIRECTORATE: PROGRAMME DEVELOPMENT SUPPORT

Strategic goal 6: Effective and efficient governance						
Strategic objective 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Provide continuous programme management support	–	Review programmes and projects	Departmental programmes aligned to broader governmental policies and strategies	1 status report on the alignment of programmes	Q4	D: PDS
	–	Departmental programmes implemented	Status report on the implementation of programmes	1	Q4	D: PDS

DIRECTORATE: POLICY RESEARCH SUPPORT

Strategic goal 6: Effective and efficient governance						
Strategic objective 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Implement targeted R&D programmes	National Sectoral R&D Agenda	Commodity-specific R&D programme	Approved R&D Programme Service level agreements signed on commodity-specific R&D projects	1	Q4	D: PRS
Review existing policies	Departmental legislative mandate (list of Acts in Strategic Plan 2010/11)	Reviewed three policies	Three policies reviewed	3	Q4	D: PRS

DIRECTORATE: ORGANISATIONAL PERFORMANCE

Strategic goal 6: Effective and efficient governance						
Strategic objective 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Monitor and assess the performance of DAFF	Strategic Plan 2011/12	Quarterly performance reports	Approved quarterly performance reports by DEXCO (consult MER document)	4	Q1–Q4	D: OP
	Quarterly performance reports 2010/11	Annual report 2010/11	Approved Annual report by DEXCO	1	Q1	D: OP
	Strategic Plan 2011/12	2011/12 KnowledgeBank Model	Functional KnowledgeBank Model	1	Q1	D: OP
	Departmental Services Catalogue	Service catalogue	Service catalogue developed	1	Q4	D: OP

DIRECTORATE: PROVINCIAL AND SOE PERFORMANCE MONITORING

Strategic goal 6: Effective and efficient governance						
Strategic objective 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Monitor and assess the performance of PDAs and SOEs	2010/11 PDAs performance indicators	2011/12 performance indicators of PDAs	Approved PDAs performance indicators by ITCAFF	1	Q1	D: PSPM
	QPR Treasury Model	PDA quarterly reports	Approved quarterly PDAs reports by ITCAFF	4	Q1–Q4	D: PSPM

DIRECTORATE: STATISTICS AND ECONOMIC ANALYSIS

Strategic goal 6: Effective and efficient governance						
Strategic objective 2: Strengthen policy, planning, monitoring, evaluation, reporting and sector information						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Produce reports on economic indicators and trends for the sector	8 reports	Published reports	Trends and economic performance of the sector analysed	12 reports (3 per quarter)	Q1–Q4	D: SEA
	20 reports	Published reports	Trends and statistical performance of the sector analysed	20 reports	Q1–Q4	D: SEA

Trade promotion and market access

DIRECTORATE: SOUTHERN AFRICA AND AFRICA RELATIONS

Strategic goal 6: Effective and efficient governance						
Strategic objective 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Facilitate the process of preparation of agreements	3 finalised and ready for signature	Agreements	Signed agreements (Mali, Senegal and Gabon)	3	Q4	D: SAAR
	3 drafts		Finalised agreements (Zimbabwe, Tanzania and Swaziland)	3		
	12 signed agreements	Report on implementation of signed agreements	Approved report on implementation of signed agreements by the CD	1	Q4	D: SAAR
Oversee and provide support for the promotion and protection of DAFF interests regionally and internationally	5 SADC meetings and 1 meeting per country (bilateral)	Schedule of strategic meetings (regionally and internationally)	Schedule of strategic meetings approved by the CD Reports on DAFF's attendance of strategic meetings	1	Q4	D: SAAR
		Report on DAFF's representation in strategic countries	Approved report by the CD	1 functional and staffed office	Q4	D: SAAR



DIRECTORATE: COOPERATIVES AND ENTERPRISE DEVELOPMENT

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 2: Increase the level of public and private investment in the sector						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Facilitate the development of sector strategies	Draft agribusiness policy	Sector business policy to guide sector strategies	Approved Sector Business Policy by DEXCO	1	Q4	D: CED
Facilitate the implementation of partnerships within the value chain	Unit standards aligned material	Skills Development Support Programme for Small Enterprises	The number of small businesses supported through training	100	Q4	D: CED
	Draft cooperation agreement (SEDA)	Partnership agreements	Signed partnership agreements by all the partners	6	Q4	D: CED
	Accredited SMME excellence model training material	Training programme for entrepreneurs and/or farmers	Number of farmers trained	100	Q4	D: CED
		Partnership for enterprise development support	Cooperation agreement signed by the DG	1	Q3	D: CED
Facilitate the establishment of marketing linkages		Partnerships to broaden participation within the value chain	Number of partnerships established	3	Q4	D: CED
Facilitate the development of the SMME Strategy within the sector	Forestry SMME Strategy Draft Agricultural SMME Strategy	Integrated SMME Strategy for the sector	Approved integrated SMME Strategy for the sector by DEXCO	1	Q4	D: CED
Facilitate the establishment and support of commodity associations and cooperatives		Commodity associations established	Number of commodity associations established	12	Q4	D: CED
	Guidelines on the establishment of cooperatives	Cooperatives established	Number of cooperatives established	90	Q4	D: CED
	Commodity Approach Model					
	Accredited training material	Capacity-building Programme for Cooperatives	Number of cooperatives trained	90	Q4	D: CED

DIRECTORATE: BBBEE CHARTERS COMPLIANCE

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Facilitate the gazetting of the charter/sector code (AgriBEE section 9)	AgriBEE Transformation Charter, section 12	Gazetting of the AgriBEE Sector Code, section 9	Published Gazette	1	Q3	D: BCC
Facilitate the implementation of the AgriBEE Charter/Sector code	Signed AgriBEE Fund MoA between DAFF and Land Bank	AgriBEE deals funded	Number of BEE deals funded	8	Q4	D: BCC

DIRECTORATE: BBEE CHARTERS COMPLIANCE (cont.)

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Facilitate the development of the Fisheries Charter	No charter in place	Conduct study on status of transformation in the fisheries sector	Status report (published)	1	Q4	D: BCC
Facilitate the implementation of the Forestry Charter/Sector code	–	Number of government undertakings implemented	Progress report on undertakings implemented	4	Q1–Q4	D: BCC

DIRECTORATE: INTERNATIONAL TRADE

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 2: Increase market access for South African and African agricultural, forestry and fish products domestically and internationally						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Undertake the implementation of the Trade Strategy	Approved Agricultural Trade Development Strategy, 2008	WTO commitment schedule	Completed WTO commitment schedule	1	Q3	D: ITR
		Report on SADC/EU/EPA negotiations	Finalised outcome for the negotiation	1	Q3	D: ITR
		Review of SACU/EFTA bilateral agreements	Agreed on review programme	1	Q4	D: ITR
		ITC Training Programme	Number of training workshops conducted	4	Q4	D: ITR
Undertake the implementation of the regional cooperation agreements	SADC Summit decision on regional integration	Tripartite (SADC, EAC, COMESA) free trade area offer for agriculture	Draft tripartite free trade area offer completed	1	Q4	D: IT

DIRECTORATE: AMERICAS, AUSTRALASIA, EUROPE AND MIDDLE EAST RELATIONS

Strategic goal 6: Effective and efficient governance						
Strategic objective 1: Establish and strengthen cooperative governance and functional relations with local and international stakeholders						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Facilitate the process of preparation of agreements	5 agreements	Draft agreements (Russia, Turkey, the Netherlands, Cuba and Argentina)	Number of draft agreements	5	Q4	D: AAEMER
		Finalised agreements (Thailand, Philippines, Indonesia, Saudi Arabia and Iran)	Number of signed agreements	5	Q4	
Oversee and provide support for the promotion and protection of the DAFF's interests regionally and internationally	25 meetings	Coordinate the attendance of the DAFF at scheduled strategic meetings (regionally and internationally)	Report on the DAFF's attendance of scheduled strategic meetings (signed by the Director)	25	Q4	D: AAEMER
	–	Manage the DAFF's representation in strategic countries	Report on the DAFF's representation in strategic countries (signed by the Director)	6 functional and staffed offices	Q4	D: AAEMER



DIRECTORATE: MARKETING

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 1: Increase growth, income and sustainable job opportunities in the value chain						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Facilitate the review and implementation of legislations	–	Marketing of Agricultural Products (MAP) Amendment Bill	Gazetted MAP Amendment Bill	1	Q4	D: M
	–	Agricultural Produce Agents (APA) Amendment Bill	Gazetted APA Amendment Bill	1	Q4	D: M
Facilitate the implementation of the Marketing Strategy	–	Programme for linking farmers to markets	Programme approved by DEXCO	1	Q4	D: M
	Fresh produce feasibility study report	Fresh Produce Marketing Infrastructure Support Programme	Business case/plan developed	1	Q4	D: M
	–	Agriculture, Forestry and Fisheries Logistics Programme/Solutions	Approved programme by the Minister	1	Q3	D: M
	–	Marketing Assistance Scheme established	Approval by the National Treasury	1	Q4	D: M
	–	Tariff policy implementation reports	Approval of the DAFF's recommendations on agricultural, forestry and fisheries tariff position (approval by ITCAFF)	4	Q1–Q4	D: M
Facilitate the establishment and institutionalisation of value chain networks	–	Value chain roundtables/networks concept document	Concept document approved by the Minister	1	Q4	D: M

DIRECTORATE: AGRO-PROCESSING

Strategic goal 1: Increased profitable production of food, fiber and timber products by all categories of producers (subsistence, smallholder, commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Facilitate the development of the agro-processing Strategy	–	Agro-processing Strategy	Strategy approved by DEXCO	1	Q4	D: AP
Facilitate the promotion of value-added products in the export market	–	Export Promotion Strategy for Value-added Products	Strategy approved by DEXCO	1	Q4	D: AP
Facilitate the profiling of the agro-processing industry and subsectors	–	Agro-processing industry profile	Completed industry profile	1	Q4	D: AP
Facilitate the development of support measures to promote the establishment of the agro-processing industries	–	Agro-processing support measures/incentives	Incentives brochure developed	1	Q4	D: AP
Facilitate the establishment of marketing and agro-processing associations	–	Agro-processing industry associations established	Commodity-based associations established	4	Q4	D: AP

Food Security and Agrarian Reform

DIRECTORATE: SUBSISTENCE FARMING

Strategic goal 6: Effective and efficient governance						
Strategic objective 3: Provide effective audit, investigative and legal, human resources and financial risk management						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop and approve a national food security policy	Food Security Policy Guidelines and the Integrated Food Security Strategy	National Food Security Policy	Approved Food Security Policy by the Cabinet	1	Q4	D: SF
			National FS Plan to ensure compliance to Food Security Policy	1	Q4	D: SF
Implement Zero Hunger Strategy	Integrated Food Security and Nutrition Programme (IFSNP)	Zero Hunger Strategy	Approved Zero Hunger Strategy by the Minister	1	Q1	D: SF
			Zero Hunger Strategy Implementation Plan	1	Q4	D: SF

DIRECTORATE: SMALLHOLDER DEVELOPMENT

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop and support new producers	205 000	New smallholder producers supported	Number of smallholder producers supported	15 000	Q4	D: SD

DIRECTORATE: INFRASTRUCTURE SUPPORT

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop and approve Policy on Mechanisation Support Model	Lack of mechanisation policy	Mechanisation Support Policy	Approved policy by DEXCO	1	Q4	D: IS
Develop and monitor engineering norms and standards on production technologies	No engineering norms and standards for production technologies	Engineering norms and standards for supporting the subsistence and smallholder producers	Number of engineering norms and standards developed	3	Q4	D: IS



DIRECTORATE: SECTOR EDUCATION AND TRAINING

Strategic goal 4: A transformed and united sector						
Strategic objective 4: Provide leadership and support to research, training and extension in the sector						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Provide training to new producers	15 000	Report on number of producers trained on targeted programmes	Number of new producers trained	15 000	Q4	D: SET
	15	Targeted training programmes for producers	Number of training programmes	10	Q4	D: SET

DIRECTORATE: SECTORAL COLLEGES

Strategic goal 4: A transformed and united sector						
Strategic objective 4: Provide leadership and support to research, training and extension in the sector						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
To approve ATI Bill and norms and standards	Draft ATI Green Paper	ATI Green Paper	Approved ATI Green Paper by the DAFF	1	Q4	D: SC
	Draft norms and standards	Norms and standards on agricultural training institutes	Approved norms and standards by ITCAFF	1	Q4	D: SC

DIRECTORATE: GROOTFONTEIN AGRICULTURAL DEVELOPMENT INSTITUTE

Strategic goal 4: A transformed and united sector						
Strategic objective 4: Provide leadership and support to research, training and extension in the sector						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Implement 14 targeted Education and Training Programmes for the sector	1 140	New producers trained through GADI's Farmer Training Programme	Number of trainees on industry-focused farmer training	1 000	Q4	D: GADI
	180	Students trained through GADI's Higher Education (HE) Programme	Number of students enrolled at the college	180	Q4	D: GADI

DIRECTORATE: SECTOR TRANSFORMATION AND GENDER SERVICES

Strategic goal 4: A transformed and united sector						
Strategic objective 4: Provide leadership and support to research, training and extension in the sector						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Implement findings of DAFF audit report	Audit report on compliance to gender and transformation legislation	Training programmes implementing audit report findings	Number of programmes	14	Q4	D: STGS
		Concept document on villages	Number of villages established	4	Q4	D: STGS
		Overall coordination on compliance to workers summit resolutions	Report on compliance	1		

DIRECTORATE: NATIONAL EXTENSION REFORM

Strategic goal 4: A transformed and united sector						
Strategic objective 4: Provide leadership and support to research, training and extension in the sector						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Implement Extension Recovery Plan	2 300	On-line training of extension officers	Number of extension officers trained	1 600	Q4	D: NER
	986	Upgrading of extension officers qualifications	Number of extension officers upgraded qualifications	800	Q4	D: NER

DIRECTORATE: NATIONAL EXTENSION SUPPORT

Strategic goal 4: A transformed and united sector						
Strategic objective 4: Provide leadership and support to research, training and extension in the sector						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop appropriate policies towards improvement of extension	3 draft policies	Draft policies on national extension performance monitoring, establishment of extension professional body and national extension policy	Number of draft policies approved by the DAFF	3	Q4	D: NES

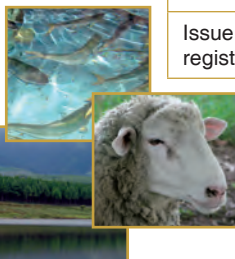
Agricultural Production, Health and Food Safety

DIRECTORATE: ANIMAL PRODUCTION

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Implement and monitor animal production schemes	1 (Kaonafatso ya Dikgomo)	Animal production schemes (milk, beef, small stock, poultry and wool)	Approved schemes by the CD	9	Q4	D: AP
Implement Commodity Strategy	–	Commodity strategy (red meat) implementation report	Approved report by the CD	1	Q4	D: AP

DIRECTORATE: VETERINARY PUBLIC HEALTH

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Finalise CCS Framework (legislation)	–	Amended Veterinary and Paraveterinary Act	Approved Act by the Parliament	1	Q4	D: VPH
Issue farmers with registration marks	524 000	ID certificates	Number of certificates issued	32 000	Q4	D: VPH



DIRECTORATE: VETERINARY PUBLIC HEALTH (cont.)

Strategic goal 3: Effective national regulatory services and risk management systems						
Strategic objective 1: Promote safe food by managing the level of risks associated with food, diseases, pests, natural disasters and trade						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Conduct inspections on export facilities	20	Inspection reports	Inspection reports approved by the CD	20	Q4	D: VPH

DIRECTORATE: ANIMAL HEALTH

Strategic goal 3: Effective national regulatory services and risk management systems						
Strategic objective 1: Promote safe food by managing the level of risks associated with food, diseases, pests, natural disasters and trade						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Implement animal disease control interventions	12	Implemented interventions	Number of interventions implemented	12	Q4	D: AH
Issue veterinary import permits	40 000	Veterinary import permits issued	Number of veterinary import permits issued	40 000	Q4	D: AH
Approve DAFF laboratories	24	Laboratory inspection reports	Approved laboratory inspection reports by the CD	24	Q4	D: AH
Conduct surveillance	2	Surveillance reports	Approved surveillance reports by the CD	2	Q4	D: AH
Monitor prevalence of diseases	12	Disease reports	Approved disease reports by the CD	4	Q1–Q4	D: AH

DIRECTORATE: GENETIC RESOURCES

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Provide regulatory support services	2 lists of declared plants per annum	Lists of declared plants	Amended Table 1 in terms of PBR Act	2	Q2, Q4	D: GR
	–	Framework on GMO low level and adventitious presence	Approved GMO consignment threshold levels by the Executive Council	1	Q4	D: GR
Provide technical support services	–	<i>In situ</i> Conservation Programme: (PGRFA) implemented	On-farm conservation project established in KZN	1	Q3	D: GR
	–	FAnGR Repatriation/ Restocking Programme implemented	Number of repatriation plans (indigenous livestock)	2 districts in North West 2 districts in Free State	Q2 Q4	D: GR

DIRECTORATE: PLANT PRODUCTION

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
<i>Key objective</i>	<i>Baseline</i>	<i>Output</i>	<i>Output indicator</i>	<i>Target</i>	<i>Time frame</i>	<i>Responsibility</i>
Provide regulatory support services	–	Policy on Plant Improvement	Approved policy by DEXCO	1	Q3	D: PP
Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 2: Increase the level of public and private investment in the sector						
Implement commodity strategies	–	Implementation plan for Grain Strategy	Approved plan by the CD	1	Q4	D: PP
	–	Implementation plan for Fruit Strategy	Approved plan by the CD	1	Q4	D: PP

DIRECTORATE: PLANT HEALTH

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
<i>Key objective</i>	<i>Baseline</i>	<i>Output</i>	<i>Output indicator</i>	<i>Target</i>	<i>Time frame</i>	<i>Responsibility</i>
Provide regulatory support services	–	Policy on Plant Health (phytosanitary matters)	Gazetted policy	1	Q4	D: PH
	1	Revised legislation: Agricultural Pests Act, 1983 (Act No. 36 of 1983)	Gazetted Plant Protection Bill	1	Q4	D: PH
Provide technical support services	–	Prioritisation mechanism/tool/system for phytosanitary export markets	Approved departmental system by DEXCO	1	Q4	D: PH

DIRECTORATE: AGRICULTURE INPUTS CONTROL

Strategic goal 3: Effective national regulatory services and risk management systems						
Strategic objective 1: Promote safe food by managing the level of risks associated with food, diseases, pests, natural disasters and trade						
<i>Key objective</i>	<i>Baseline</i>	<i>Output</i>	<i>Output indicator</i>	<i>Target</i>	<i>Time frame</i>	<i>Responsibility</i>
Regulate compliance and monitoring interventions implemented	2 400	Registration of agrochemicals	Number of registered agrochemicals	2 400	Q4	D: AIC
	2 000	Inspections conducted	Number of inspections conducted	2 000	Q4	D: AIC
	9	Technical information packages provided	Number of technical information packages provided	9	Q4	D: AIC
		Fertilizers and Farm Feeds Bill	Gazetted Bill	1	Q4	D: AIC



DIRECTORATE: INSPECTION SERVICES

Strategic goal 3: Effective national regulatory services and risk management systems						
Strategic objective 1: Promote safe food by managing the level of risks associated with food, diseases, pests, natural disasters and trade						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Regulate compliance and monitoring interventions implemented	47 000	Inspections conducted	Number of inspections conducted	51 700	Q4	D: IS

DIRECTORATE: FOOD SAFETY AND QUALITY ASSURANCE

Strategic goal 3: Effective national regulatory services and risk management systems						
Strategic objective 1: Promote safe food by managing the level of risks associated with food, diseases, pests, natural disasters and trade						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Regulate compliance and monitoring interventions implemented	30 000	Laboratory samples analysed	Number of laboratory samples analysed	30 000	Q4	D: FSQA
		Food Safety and Quality Assurance Regulations	Number of regulations	10	Q4	D: FSQA
		Liquor Products Amendment Bill	Gazetted Bill	1	Q4	D: FSQA

Forestry

DIRECTORATE: FORESTRY MANAGEMENT

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 2: Increase the level of public and private investment in the sector						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Implement Forest Sector Charter for planting 10 000 ha to supply timber in the country	–	Afforestation programme implementation report	Number of afforestation licences issued	100	Q4	D: FM
			Number of hectares afforested	10 000	Q4	D: FM
Strategic goal 1: Increased profitable production of food, fiber and timber by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Facilitate the creation of job opportunities in the forestry sector	–	Status report on creation of jobs through wattle jungle conversion and rehabilitation	Number of jobs created	300	Q4	D: FM

DIRECTORATE: SMALL-SCALE FORESTRY

Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure the sustainable management and efficient use of natural resources						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Increase number of hectares of indigenous forests and woodlands rehabilitated	South Africa Greening	Greening strategy implementation report	Number of indigenous and fruit trees planted	100 000 trees	Q4	D: SSF
		Greening strategy implementation report	Number of indigenous and fruit trees planted	100 000 trees	Q4	D: SSF
Strategic goal 1: Increased profitable production of food, fiber and timber by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Provide support to 2 500 new small growers in the forestry sector	–	Status report on support provided to new small growers	Number of new small growers supported	2 500	Q4	D: SSF

DIRECTORATE: WOODLANDS AND INDIGENOUS FOREST MANAGEMENT

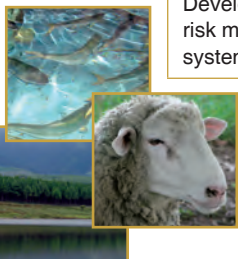
Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure the sustainable management and efficient use of natural resources						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Increase number of hectares of indigenous forests and woodlands rehabilitated	South Africa Greening	Report on hectares of indigenous forests and woodlands rehabilitated	Number of hectares rehabilitated	800 ha	Q4	D: WIFM

DIRECTORATE: WATER USE AND IRRIGATION DEVELOPMENT

Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure the sustainable management and efficient use of natural resources						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Refurbish 0,5% smallholder government irrigation schemes	50 000 ha	Progress report on irrigation schemes revitalised	Number of hectares revitalised	250	Q4	D: WUID

DIRECTORATE: CLIMATE CHANGE AND DISASTER MANAGEMENT

Strategic goal 1: Increased profitable production of food, fiber and timber by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop disaster risk management system	Monthly advisories	Copying strategy for flood disasters	Approved strategy by NAC	1	Q4	D: CCDM



DIRECTORATE: CLIMATE CHANGE AND DISASTER MANAGEMENT (cont.)

Strategic goal 1: Increased profitable production of food, fiber and timber by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop disaster risk management system (cont.)	NARMCO and NDTT Terms of Reference	Progress report on the functioning of consultative structures (NARMCO and NDTT)	Approved report by DEXCO	1	Q3	D: CCDM
	Implementation framework	Progress report on implementation of Western Cape Flood Disaster Relief Scheme	Approved report by DEXCO	1	Q4	D: CCDM
Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure the sustainable management and efficient use of natural resources						
Develop climate change adaptation plans	Draft CC Sector Plan, Atlas of CC and SA agricultural sector GHG inventory report	Adaptation and mitigation plan	Approved plan by DEXCO	1	Q4	D: CCDM

DIRECTORATE: LAND USE AND SOIL MANAGEMENT

Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure the sustainable management and efficient use of natural resources						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Increase number of hectares of agricultural land under rehabilitation	70% land degraded in RSA	Report on hectares of land rehabilitated	Percentage reduction in land degradation	1% (800 000 ha)	Q4	D: LUSM
		Report on wetlands rehabilitated	Number of wetlands rehabilitated	6	Q4	D: LUSM
		Land capability and agricultural land zoning maps for LP and NW provinces	Number of provinces mapped	2	Q4	D: LUSM
	SALA legislation	Policy on Protection of Agricultural Land	Approved policy by DEXCO	1	Q4	D: LUSM
Strategic goal 1: Increased profitable production of food, fiber and timber by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Create 1 300 job opportunities through LandCare	–	Report on job opportunities created	Number of jobs created	1 300 FTE	Q4	D: LUSM

Fisheries

DIRECTORATE: AQUACULTURE TECHNICAL SERVICES

Strategic goal 1: Increased profitable production of food, fiber and timber by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Establish 10 new fish farms	84 existing farms	Report on operational fish farms	Number of new fish farms established	3	Q4	D: ATS
Establish aquaculture development zones (ADZs)	0	Report on established ADZs	Number of ADZs established	1	Q4	D: ATS

DIRECTORATE: SOCIO-ECONOMIC DEVELOPMENT

Strategic goal 5: Increased contribution of the sector to economic growth and development						
Strategic objective 2: Increase the level of public and private investment in the sector						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Conduct a study on transformation in fisheries	No charter exists for fisheries	Status report on fisheries transformation	Published report	1	Q4	D: SED
Strategic goal 1: Increased profitable production of food, fiber and timber by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Establish 2 fish processing facilities	60 fish processing facilities already exist	Fish processing facilities	Number of fish processing facilities established	2	Q4	D: SED
Proclaim 3 new fishing harbours	12 fishing harbours already proclaimed	Fishing Harbour Development Programme	Number of fishing harbours proclaimed	3	Q4	D: SED
Implement 10 WFFP projects	No EPWP programme framework in fisheries	Working for Fisheries Programme	Number of WFFP projects implemented	10	Q4	D: SED

DIRECTORATE: RESOURCE RESEARCH

Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure sustainable management and efficient use of natural resources						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Conduct research on fish stocks for 22 fishery sectors	Scientific recommendations on catch limits for 22 fishery sectors, current schedule of research surveys	Research report on: sardine and anchovy (updated), seaweeds; abalone, linefish, netfish, oysters, demersal sharks, South Coast rock lobster, West Coast rock lobster, white mussel and hake, horse mackerel, tuna pole, Patagonian toothfish, sardine and anchovy (initial), prawns, shark longline, Agulhas sole, squid, tuna and swordfish longline	TAC/TAE recommendations, cruise reports Approved TAC/TAE recommendations by the Minister	Scientific recommendations on catch limits for 22 fishery sectors	Q1–Q3	D: RR



DIRECTORATE: RESOURCE RESEARCH (cont.)

Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure sustainable management and efficient use of natural resources						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Investigate the feasibility of two potential new fisheries	Feasibility studies of two potential new fisheries	Feasibility reports on two potential new fisheries	Approved reports	2	Q4	D: RR

DIRECTORATE: ECOSYSTEMS RESEARCH

Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure sustainable management and efficient use of natural resources						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Advise on ecological considerations included in catch limit advice for 22 fishery sectors	EAF Scientific Working Group	Ecological risk assessment report	Approved report by the DDG	1	Q3	D: ER

DIRECTORATE: AQUACULTURE RESEARCH

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Revise the Aquaculture Research Programme	Existing Marine Aquaculture Research Programme	Framework for Aquaculture Research Management (FARM)	Approved framework by the DDG	1	Q1	D: AR
Implement research projects within the framework for aquaculture research management through universities	6 existing projects internally	Research projects implemented through MoUs with universities	Number of projects implemented	10	Q4	D: AR

DIRECTORATE: COMPLIANCE

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Intensify compliance and enforcement efforts	No baseline	1 100 vessel landings inspected in 5 key fisheries	Number of vessel landings inspected in 5 key fisheries (hake, abalone, squid, linefish and rock lobster) inspected and spot checks conducted in other sectors	Hake = 300 Abalone = 150 Rock lobster = 100 Pelagics = 200 Linefish = 350	Q4 Q4 Q4 Q4 Q4	D: C

DIRECTORATE: COMPLIANCE (cont.)

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
	–	Joint partnerships with law enforcement and conservation agencies established/ formalised	Number of joint partnerships with law enforcement and conservation agencies established/ formalised	2	Q4	D: C

DIRECTORATE: MONITORING AND SURVEILLANCE

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Rebuild depleted fish stocks	Strategy in place for abalone and hake	Strategy for hake, West Coast rock lobster and linefish	Strategy developed and implemented in these sectors	1	Q4	D: MS
Enhance compliance and enforcement of marine living resource legislation	Review of 10% of 2 304 rights holders investigated in the 5 key fishery sectors	Rights holders investigated in 5 key fisheries sectors, namely hake, abalone, rock lobster, squid and linefish	Number of rights holders investigated in key fisheries sectors, namely hake, abalone, rock lobster, squid and linefish	Hake long-line = 17 (10%) Hake deep sea trawl = 6 (10%) Hake hand line = 9 (10%) Hake inshore trawl = 4 (10%) West Coast rock lobster near shore = 84 (10%) West Coast rock lobster off shore = 29 (10%) Traditional linefish = 40 (10%) Abalone = 31 (10%) Squid = 13 (10%)	Q4 Q4 Q4 Q4 Q4 Q4 Q4 Q4	D: MS
Enhanced compliance with and enforcement of marine living resource legislation	Cases and tip-offs investigated	Percentage of cases and tip-offs investigated according to service standards	Number of cases and tip-offs investigated according to service standards	40	Q4	D: MS
		Joint partnerships with law enforcement and conservation agencies maintained and strengthened	Number of joint operational initiatives with partners, law enforcement and conservation agencies	20	Q4	D: MS

DIRECTORATE: FISHERIES PROTECTION VESSELS

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Intensify compliance and enforcement efforts at sea	175 sea days per vessel per annum, (i.e. about 15 days per month per vessel) to inspect and/or process 10 vessels at sea per month per sector in the 5 key priority fisheries, i.e. hake, rock lobster, squid, linefish and small pelagics	Sea-based inspection of vessels in 5 priority fisheries, i.e. hake, abalone, squid, linefish and rock lobster, and other random sea inspection of vessels in other sectors	Number of sea-based inspections of vessels in 5 priority fisheries, i.e. hake, abalone, squid, linefish and rock lobster, and other random sea inspection of vessels in other sectors	Rock lobster = 120	Q4	D: FPV
				Squid/Chokka = 120	Q4	
				Hake = 120	Q4	
				Small pelagics = 120	Q4	
				Linefish = 120	Q4	
Rebuild depleted fish stocks	Abalone and hake fisheries recovery strategies in existence	Special operations targeting hotspot areas, and vessel deployment plans that are focusing in the hake fishing grounds and pre-identified abalone poaching hotspots	Increased law enforcement activities, number of arrests and penalties issued, confiscation of equipment and other paraphernalia used in the MLRA transgression in the two fisheries as specified in the recovery strategies for both fisheries	Continuous re-view/ implementation of strategy for hake and abalone fisheries with respect to MCS, research and resource management	Q4	D: FPV

DIRECTORATE: SMALL-SCALE FISHERIES

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Finalise and implement Small-scale Fisheries Policy	Draft policy in place	Small-scale Fisheries Policy and implementation plan	Approved policy and implementation plan by the Cabinet	1	Q4	D: SSF
	Interim relief database (and subsistence database)	Database for small-scale fishers	Database signed off by the DDG	1	Q4	D: SSF

DIRECTORATE: OFFSHORE AND HIGH SEAS FISHERIES MANAGEMENT

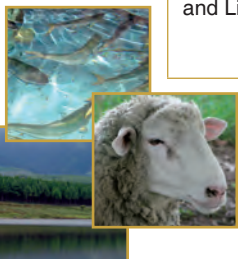
Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)						
Strategic objective 2: Coordinate government food security initiative						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Consult stakeholders and develop Strategy on Anchovy for Human Consumption	Anchovy feasibility study	Strategy on Anchovy for Human Consumption	Strategy approved	1	Q4	D: OHSFM

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

Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure sustainable management and efficient use of natural resources						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop Recovery Plan for Hake	Current levels of hake TAC/TAE	Improved stocks	Percentage improvement from current level	Management recommendations towards targets set for the recovery of hake	Q3	D: OHSFM
Review performance of rights holders in certain fishing sectors	2009 performance review process	Report on rights holders' performance and fishing sectors reviewed	Approved performance review reports	2	Q1–Q2	D: OHSFM
Reallocate commercial fishing rights in relevant sectors	2005 LTRAMP	Revised policy documents	Hake handline and tuna pole policy reviews	2	Q4	D: OHSFM
Manage and regulate the recreational fishing sector (including charter fishing)	Interim recreational fisheries forum established	Framework for licensing charter Boat Operators	Approved framework	1	Q4	D: OHSFM
Develop guidelines for managing an allocation process for FPEs	Rights allocated and exemptions for new entrants	Guidelines for the FPE sector	Guidelines for FPE sector approved	1	Q4	D: OHSFM
Finalise National Plan of Action for Sharks (NPoA)	Draft NPoA for sharks	NPoA finalised	Final NPoA approved	1 NPoA for sharks finalised and implemented	Q3	D: OHSFM
Manage ecosystems approach to fisheries management for offshore fisheries	ERA reports for hake, small and large pelagics, Patagonian tooth fish	Review of hake ERA	ERA reports Reviewed and improved permit conditions	Review ERAs in relevant fishing sectors Implementation of EAF priorities	Q2–Q4	D: OHSFM
Establish Fisheries Management Plans (FMPs) for key fishing sectors	Framework for FMPs	Finalise FMP for large pelagic sector	Draft large pelagic FMP	Draft Fisheries Management Plans for one offshore fishing sector	Q3	D: OHSFM
Manage stakeholder engagement and communication	Existing management working groups and stakeholder forums	Functional working groups and active participation in related forums	Management working group (MWG) reports/minutes of meetings	Improve existing stakeholder forums and establish small-scale fishing and recreational fishing forums	Q1–Q3	D: OHSFM

DIRECTORATE: INSHORE FISHERIES MANAGEMENT

Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure sustainable management and efficient use of natural resources						
Key objective	Baseline	Output	Output indicator	Target	Time frame	Responsibility
Develop Recovery Plan for Abalone, WCRL and Linefish	Current levels of abalone, WCRL and linefish TAC/TAE	Improved stocks	Improvement from current levels	Management recommendations towards targets set for the recovery of abalone, WCRL and linefish	Q3	D: IFM



DIRECTORATE: INSHORE FISHERIES MANAGEMENT (cont.)

Strategic goal 2: Sustained management of natural resources						
Strategic objective 2: Ensure sustainable management and efficient use of natural resources						
<i>Key objective</i>	<i>Baseline</i>	<i>Output</i>	<i>Output indicator</i>	<i>Target</i>	<i>Time frame</i>	<i>Respon- sibility</i>
Review performance of rights holders in certain fishing sectors	2009 performance review process	Rights holders' performance and fishing sectors' performance reviewed	Performance review report	Address findings of 2009 performance review process	Q3	D: IFM
Reallocate commercial fishing rights in relevant sectors	2005 LTRAMP	Linefish, squid, oyster, white mussel, KZN prawn trawl, policy reviews	Sector policies reviewed, revised and approved	Review and revise rights allocation policies in affected sectors	Q4	D: IFM
Manage and regulate the recreational fishing sector (including charter fishing)	Interim recreational fisheries forum established	Engagement with recreational stakeholders at all levels	Established framework for recreational business processes and permitting	1 framework	Q4	D: IFM
Manage and regulate fish processing establishments (FPEs)	Rights allocated and exemptions for new entrants granted	Development of guidelines for the FPE sector	Guideline for FPE sector approved	1	Q4	D: IFM
Manage EAF for inshore fisheries	ERA reports for squid, linefish, WCRL and abalone	Review of linefish, WCRL, abalone	ERA reports reviewed and implemented through sector permit conditions	2	Q2, Q4	D: IFM
Establish Fisheries Management Plans (FMPs) for key fishing sectors	Framework for FMPs	Draft FMP for linefish fishing sector	Draft FMP for linefish fishing sector approved	1	Q4	D: IFM



ANNEXURE 2

*Service Delivery
Improvement Plan*

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

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

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

Over the MTEF 2009/12, the DAFF has developed its own SDIP in line with the Public Service Regulations, 2001, Part III.C.1. The DAFF identified the following services as focus areas of improvement:

- Registration of agricultural production inputs according to Act No. 36 of 1947
- Development finance (facilitating production loans and savings mobilisation)
- Market access (issue market access import and export permits, food price monitoring report and agricultural commodity profiles and market analysis reports)
- Facilitation and promotion of agricultural products (providing agricultural trade-related information)
- Regulation of natural forests, woodlands and protected trees
- Processing of all permits and licence applications (except fishing effort and vessel change and fish processing establishments)

The DAFF intends to improve on the registration of agricultural production inputs in terms of Act No. 36 of 1947 and to facilitate production loans. With regard to access to markets the department will focus on the issuing of import and export permits, the monitoring of food prices, commodity profiles and market analysis reports. The department will provide information on agricultural trade related negotiations and research information on international markets, export opportunities and related export requirements.

The SDIP has clear targets outlined, and these will be achieved, utilising the current budget. However, those initiatives that are planned for the coming years and will have an impact on the departmental budget will be used as motivation to have a direct correlation between the budget and the ability to address the specific service delivery outcome. The department will report the progress in monitoring and evaluation on a quarterly basis and review the SDIP annually.



SERVICE OBJECTIVE: To manage applications of agricultural production inputs (APIs) within the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947)

Key services	Service beneficiary	Field	Desired standard				
			Current standard	2009/10	2010/11	2011/12	
Registration of agricultural production inputs according to Act No. 36 of 1947 (pesticides, stock remedies, animal feeds, fertilisers, etc.) and Pest Control Operators in terms of the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act)	Agricultural production input (API) producers, manufacturers and traders	Quantity	Unknown	Establish a baseline for quantification of applications processed (per month/quarter/year)	5% improvement on the established baseline	Increase improvement target based on the 2011 information	
		Quality	Compliance with Act No. 36 of 1947 and its regulations	Compliance with Act No. 36 of 1947 and its regulations	Compliance with Act No. 36 of 1947 and its regulations	Compliance with Act No. 36 of 1947 and its regulations	
		Consultation	Telephone, e-mail and quarterly industry liaison meetings (ILM)	Telephone, e-mail and quarterly ILM Establishing a new relationship with industry/stakeholder associations	Telephone, e-mail and quarterly ILM Establishing one more relationship with industry/stakeholder associations	Telephone, e-mail and quarterly ILM Establish one more relationship with industry/stakeholder associations	
		Access	Application for registration is accessed through departmental website, fax, e-mail, posted if requested. Applications can be posted or hand-delivered to the department	Application for registration is accessed through departmental website, fax, e-mail, posted if requested. Applications can be posted or hand-delivered to the department	Application for registration is accessed through departmental website, fax, e-mail, posted if requested. Applications can be posted or hand-delivered to the department	Application for registration is accessed through departmental website, fax, e-mail, posted if requested. Applications can be posted or hand-delivered to the department	
		Courtesy	Clients are notified through e-mails/phones when the permits are ready for collection or when applications are rejected	Clients are notified through e-mails/phones when the permits are ready for collection or when applications are rejected	Clients are notified through e-mails/phones when the permits are ready for collection or when applications are rejected	Clients are notified through e-mails/phones when the permits are ready for collection or when applications are rejected	
		Openness and transparency	Gazette the decisions (information on policies, bills, regulations and other notices)	Develop and publish (gazette) a guideline on product registration requirements	Update and publish (gazette) a guideline on product registration requirements	Update and publish (gazette) a guideline on product registration requirements	
		Information	Information available on the website Guidelines gazetted annually	Quarterly website updates on registration requirements Guidelines gazetted annually	Monthly website updates Guidelines gazetted annually	Monthly website updates Guidelines gazetted annually	

SERVICE OBJECTIVE: To manage applications of agricultural production inputs (APIs) within the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947) (cont.)

Key services	Service beneficiary	Field	Desired standard			
			2008/09	2010/11	2011/12	
Registration of agricultural production inputs according to Act No. 36 of 1947 (pesticides, stock remedies, animal feeds, fertilisers, etc.) and Pest Control Operators in terms of the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act (cont.)	Agricultural production inputs producers (APIs), manufacturers and traders (cont.)	Redress	Complaints received at random so that any employee can attend and investigate enquiries/complaints according to Act No. 36	Enquiries and complaints directed to Director: FSQA Initiate establishment of a helpdesk to streamline enquiries and complaints	Set up helpdesk to deal with enquiries (depending on the availability of funds)	Capacitate the helpdesk to deal with large volumes of enquiries (depending on the availability of funds)
		Value for money	The registration certificates enable the registration holders to sell their products legally	The registration certificates enable the registration holders to sell their products legally	The registration certificates enable the registration holders to sell their products legally	The registration certificates enable the registration holders to sell their products legally
		Time	Registration of new products is finalised within 16 months. and types of generic applications are finalised within six months	Registration of new products is finalised within 16 months. Types of generic applications are finalised within six months	Registration of new products is finalised within 16 months. Types of generic applications are finalised within six months	Registration of new products is finalised within 16 months. Types of generic applications are finalised within six months
	Cost	Prices for different registration applications are published in Tariff book	Prices for different registration applications are published in Tariff book	Prices for different registration applications are published in Tariff book	Prices for different registration applications are published in Tariff book	
	Human resources	11 vacancies	Fill the existing vacancies	Assess with D: HRM staff complement for adequacy	Request D: HRM to conduct needs analysis	
				Assess turnaround time for processing of applications in order to reduce process turnaround time	Develop timeframes for improving the processing of the applications received	Implement the developed timeframes for the processing of the applications received

SERVICE OBJECTIVE: Facilitate access to loans by farmers to improve production

Key services	Service beneficiary	Field	Desired standard			
			2008/09	2010/11	2011/12	
Facilitate production loans and savings mobilisation	Smallholder farmers owning land, land reform and agrarian beneficiaries, women and youth, people with disabilities, self-help groups/co-operatives, household producers through intermediaries	Quantity	A minimum of two intermediaries per province accredited through which clients access financial services	Accredit a minimum of two more intermediaries per province	Review MoUs based on the performance of the intermediaries in order to improve the effectiveness and efficiency of the intermediaries in all provinces	Bring in member-based financial institutions as third-tier service providers (intermediaries at local level) to extend outreach
		Quality	Production loans offered according to MoUs signed with the intermediaries	Develop Mafisa monitoring and evaluation guidelines	Implement Mafisa monitoring and evaluation guidelines	Monitor compliance with Mafisa monitoring and evaluation guidelines

SERVICE OBJECTIVE: Facilitate access to loans by farmers to improve production (cont.)

Key services	Service beneficiary	Field	Desired standard			
			2008/09	2009/10	2010/11	
Facilitate production loans and savings mobilisation (cont.)	Smallholder farmers owning land, land reform and agrarian beneficiaries, women and youth, people with disabilities, self-help groups/co-operatives, household producers through intermediaries (cont.)	Consultation	Consultation in the form of telephones, meetings and workshops	Meetings, workshops, telephone and e-mail	Meetings, workshops, telephone and e-mail	
		Access	Through accredited institutions: Gauteng: NERPO, GEP, Peulwana North West: NERPO, MGK Group, Peulwana Free State: NERPO KZN: NERPO, Peulwana Eastern Cape: NERPO, Uvimba Western Cape: NERPO, Kaap Agri Northern Cape: NERPO, Kaap Agri Mpumalanga: NERPO, Hlanganani Limpopo: NERPO, Hlanganani	Through accredited institutions Established ADF call centre tel. 012 319 6825	Through accredited institutions Use previous consultation suggestions to improve access Capacitate the call centre to respond to large volumes of enquiries	Through accredited institutions Increase the number of accredited institutions by bringing in third-tier institutions (member-based institutions) Train call centre personnel on customer service
		Courtesy	Always adhere to Batho Pele principles	Always adhere to Batho Pele principles Include Batho Pele principles in the MoUs with intermediaries	Adhere to Batho Pele principles Develop standard values and training programmes on customer service	Adhere to Batho Pele principles Monitor and evaluate the developed standard values
		Openness and transparency	Information on the financial services is available through reports, service catalogue and the departmental website	Information on the financial services is available through reports, service catalogue and the departmental website	Update information on the website and all other sources of information regularly (at least quarterly) Publish information in various magazines and papers	
		Information	Information is disseminated through pamphlets, meetings, workshops and awareness campaigns	Information is disseminated through pamphlets, meetings, workshops and awareness campaigns	Information is disseminated through pamphlets, meetings, workshops and awareness campaigns	

SERVICE OBJECTIVE: Facilitate access to loans by farmers to improve production (cont.)

Key services	Service beneficiary	Field	Desired standard		
			2009/10	2010/11	2011/12
Facilitate production loans and savings mobilisation (cont.)	Smallholder farmers owning land, land reform and agrarian beneficiaries, women and youth, people with disabilities, self-help groups/cooperatives, household producers through intermediaries (cont.)	Information (cont.)	Complaints lodged on ADF call centre (012 319 6825)	Credit policy and the Mafisa guidelines will be available on the departmental website	Credit policy and the Mafisa guidelines will be available on the departmental website
		Redress	Complaints lodged with various structures of the intermediaries and where needed and appropriate the department (ADF) to assist in resolving the matter	Complaints lodged on ADF call centre (012 319 6825) Immediate feedback depending on the nature of the enquiry or complaints	Complaints lodged on ADF call centre (012 319 6825) Immediate feedback depending on the nature of the enquiry or complaints
		Value for money	Production loans received at lower interest rate compared to commercial banks	Production loans received at lower interest rate compared to commercial banks	Production loans received at lower interest rate compared to commercial banks
		Time	30 days to process loan applications	20 working days of turnaround time	15 working days of turnaround time
		Cost	Free loan application	Free loan application	Free loan application
	Human resources	Utilise the available resources	Conduct needs analysis for additional resources	Capacitate personnel and resources	

SERVICE OBJECTIVE: To allow access to importation and exportation of products

Key services	Service beneficiary	Field	Desired standard		
			2009/10	2010/11	2011/12
Issue market access, import and export permits	Manufacturers, processors and traders of agricultural products	Quantity	723 permits (the number of permits is lower than in the previous season because sparkling wine will enter European Countries (EC) markets duty free and quota free (DFQF) as from 1 January 2010)	±723 permits (the exact figure will be determined by the number of applications received and the products that are listed in the Marrakesh agreements)	723 permits (the exact figure will be determined by the number of applications received and the products that are listed in the Marrakesh agreements)
		Quality	Processing adheres to guidelines as published per invitation in the Gazette	Processing adheres to guidelines as published per invitation in the Gazette	Processing adheres to guidelines as published per invitation in the Gazette

SERVICE OBJECTIVE: To allow access to importation and exportation of products (cont.)

Key services	Service beneficiary	Field	Current standard	Desired standard	2010/11	2011/12	
			2008/09	2009/10			
Issue market access, import and export permits (cont.)	Manufacturers, processors and traders of agricultural products (cont.)	Consultation	Consultation on a quarterly basis through meetings and workshops. All suggestions and feedbacks are directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131	In addition to previous consultations Road shows and farmers' days in Limpopo and Western Cape provinces to promote incentives for historically disadvantaged businesses	In addition to previous consultations Road shows and farmers' days in Free State and KwaZulu-Natal provinces to promote incentives for historically disadvantaged businesses	In addition to previous consultations Road shows and farmers' days in Northern Cape and Gauteng provinces to promote incentives for historically disadvantaged businesses	
			Access	The application forms available electronically at www.daff.gov.za On request from: Permit Office Tel: 012 319 8064/8068/8069/8070 Fax: 012 319 8077 E-mail: JanK@daff.gov.za DuduM@daff.gov.za DeonK@daff.gov.za SisiC@daff.gov.za	The application forms available electronically at www.daff.gov.za On request from: Permit Office Tel: 012 319 8064/8068/8069/8070 Fax: 012 319 8077 E-mail: JanK@daff.gov.za DuduM@daff.gov.za DeonK@daff.gov.za SisiC@daff.gov.za	The application forms available electronically at www.daff.gov.za On request from: Permit Office Tel: 012 319 8064/8068/8069/8070 Fax: 012 319 8077 E-mail: JanK@daff.gov.za DuduM@daff.gov.za DeonK@daff.gov.za SisiC@daff.gov.za	The application forms available electronically at www.daff.gov.za On request from: Permit Office Tel: 012 319 8064/8068/8069/8070 Fax: 012 319 8077 E-mail: JanK@daff.gov.za DuduM@daff.gov.za DeonK@daff.gov.za SisiC@daff.gov.za
			Courtesy	Clients are notified through e-mails when the permits are ready for collection	Clients are notified through e-mails when the permits are ready for collection	Clients are notified through e-mails when the permits are ready for collection	Clients are notified through e-mails when the permits are ready for collection
			Openness and transparency	Application procedures published in the <i>Government Gazette</i> Nos 1068 and 1125 of 2008. The gazettes are available electronically on the departmental website at www.daff.gov.za	Application procedures published in the <i>Government Gazette</i> Nos 1296 and 1297 of 2009. The gazettes are available electronically on the departmental website at www.daff.gov.za	Application procedures published in the relevant <i>Government Gazettes</i> for 2010. The gazettes will be available electronically on the departmental website at www.daff.gov.za or posted on request	Application procedures published in the relevant <i>Government Gazettes</i> for 2011. The gazettes will be available electronically on the departmental website at www.daff.gov.za or posted on request
		Information	Information pertaining to permits available on the departmental website at www.daff.gov.za	Information pertaining to permits available on the departmental website at www.daff.gov.za	Information pertaining to permits available on the departmental website at www.daff.gov.za or posted on request	Information pertaining to permits available on the departmental website at www.daff.gov.za or posted on request	

SERVICE OBJECTIVE: To allow access to importation and exportation of products (cont.)

Key services	Service beneficiary	Field	Desired standard			
			2008/09	2009/10	2010/11	
Issue market access, import and export permits (cont.)	Manufacturers, processors and traders of agricultural products (cont.)	Redress	Queries directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 and Deputy Director Tel: 012 319 8070 E-mail: DeonK@daff.gov.za	Queries directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 and Deputy Director Tel: 012 319 8070 E-mail: DeonK@daff.gov.za	Queries directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 and Deputy Director Tel: 012 319 8070 E-mail: DeonK@daff.gov.za	
			Value for money	Queries are acknowledged within one day and formal feedback within three days (depending on the nature of the query)	Queries are acknowledged within one day and formal feedback within two days (depending on the nature of the query)	Queries are acknowledged and formal feedback given within one day (depending on the nature of the query)
			Time	Permits allow clients to efficiently import and export agricultural products at preferential rates	Permits allow clients to efficiently import and export agricultural products at preferential rates	Permits allow clients to efficiently import and export agricultural products at preferential rates
			Cost	One month's notice for invitations One-month period for one-year validity period for permits unless specified differently	One month's notice for invitations One-month period for one-year validity period for permits unless specified differently	One month's notice for invitations One-month period for one-year validity period for permits unless specified differently
			R350,00	R395,00	R435,00	
					To be determined	

SERVICE OBJECTIVE: Inform farmers and the public on food price trends for decision making

Key services	Service beneficiary	Field	Desired standard		
			2008/09	2009/10	2010/11
Food price monitoring report	Consumers (rural and urban), competition commission and retailers	Quantity	Four reports on food price information published annually	Four reports on food price information published annually	Four reports on food price information published annually
		Quality	Accurate and relevant information report issued	Accurate and relevant information report issued	Accurate and relevant information report issued

SERVICE OBJECTIVE: Inform farmers and the public on food price trends for decision making (cont.)

Key services	Service beneficiary	Field	Desired standard			
			2008/09	2009/10	2010/11	
Food price monitoring report (cont.)	Consumers (rural and urban), Competition Commission and retailers (cont.)	Consultation	<p>All suggestions and feedbacks are directed through e-mail, workshops and meetings on a quarterly basis to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 or André Jooste Tel: 012 341 1115 E-mail: andre@namc.co.za</p> <p>These inputs are incorporated into the next issue of the report</p>	<p>All suggestions and feedbacks are directed through e-mail, workshops and meetings on a quarterly basis to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 or André Jooste Tel: 012 341 1115 E-mail: andre@namc.co.za</p> <p>These inputs will be incorporated within a month and a report reissued</p>	<p>All suggestions and feedbacks are directed through e-mail, workshops and meetings on a quarterly basis to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 or André Jooste Tel: 012 341 1115 E-mail: andre@namc.co.za</p> <p>These inputs will be incorporated within a month and a report reissued</p>	
			Access	<p>Quarterly media release on food trends, quarterly reports published on the MIS website: www.agis.agric.za and NAMC website: www.namc.co.za</p> <p>These reports are also sent by e-mail to beneficiaries</p>	<p>Quarterly media release on food trends, quarterly reports published on the MIS website: www.agis.agric.za and NAMC website: www.namc.co.za</p> <p>These reports will also be sent by e-mail to beneficiaries, and hard copies will be sent on request</p>	<p>Quarterly media release on food trends, quarterly reports published on the MIS website: www.agis.agric.za and NAMC website: www.namc.co.za</p> <p>These reports will also be sent by e-mail to beneficiaries, and hard copies will be sent on request</p>
			Courtesy	<p>Data from 800 collection points are received on a monthly basis and aggregated into quarters. The data were analysed and a report published within a week</p>	<p>Data from 800 collection points are received on a monthly basis and aggregated into quarters. The data were analysed and a report published within a week</p>	<p>Report published within three days of receiving data Send regular reminders on release of upcoming reports</p>
		Openness and transparency	<p>Data collection methods and analysis are described in Appendix F of each food price monitoring report</p>	<p>Data collection methods and analysis are described in Appendix F of each food price monitoring report</p>	<p>Data collection methods and analysis will be described in Appendix F of each food price monitoring report</p>	
		Information	<p>All reports were available on the AGIS website: www.agis.agric.za and NAMC website: www.namc.co.za</p>	<p>All reports were available on the AGIS website: www.agis.agric.za and NAMC website: www.namc.co.za</p>	<p>All reports were available on the AGIS website: www.agis.agric.za and NAMC website: www.namc.co.za</p> <p>Hard copies available on request</p>	

SERVICE OBJECTIVE: Inform farmers and the public on food price trends for decision making (cont.)

Key services	Service beneficiary	Field	Desired standard		
			2008/09	2009/10	2010/11
Food Price Monitoring report (cont.)	Consumers (rural and urban), Competition Commission and retailers (cont.)	Redress	All queries directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 or André Jooste Tel: 012 341 1115 E-mail: andre@namc.co.za	All queries directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 or André Jooste Tel: 012 341 1115 E-mail: andre@namc.co.za	All queries directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 or André Jooste Tel: 012 341 1115 E-mail: andre@namc.co.za
		Value for money	Queries were addressed immediately. If they required investigation, they were addressed within a week	Queries are addressed immediately. If they require investigation, they are addressed within a week	Queries will be addressed immediately. If they require investigation, they will be addressed within three days
		Time	Food price monitoring reports are useful for decision making	Creates awareness of food price trends	Will create awareness of food price trends
		Cost	Quarterly	Quarterly	Quarterly
		Human resources	Free	Free	Free
			8 (NAMC staff)	8 (NAMC staff)	8 (NAMC staff)

SERVICE OBJECTIVE: To provide marketing information for selected commodities

Key services	Service beneficiary	Field	Desired standard		
			2008/09	2009/10	2010/11
Agricultural commodity profiles and market analysis reports	Land and agrarian reform beneficiaries, communal farmers, emerging farmers, commodity associations, extension officers and consultants	Quantity	29 market reports per quarter and 34 commodity profiles annually	29 market reports per quarter and 34 commodity profiles annually	29 market reports per quarter and 34 commodity profiles annually
		Quality	Reports with accurate and relevant information	Reports with accurate and relevant information	Reports with accurate and relevant information
		Consultation	All suggestions and feedbacks were directed through e-mail and phone calls to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131	All suggestions and feedbacks are directed through e-mail and phone calls to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131	All suggestions and feedbacks are directed through e-mail and phone calls to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131

SERVICE OBJECTIVE: To provide marketing information for selected commodities (cont.)

Key services	Service beneficiary	Field	Desired standard		
			2008/09	2009/10	2010/11
Agricultural commodity profiles and market analysis reports (cont.)	Land and agrarian reform beneficiaries, communal farmers, emerging farmers, commodity associations, extension officers and consultants (cont.)	Access	Profiles and market reports available on MIS website at www.agis.agric.za/mis Profiles hard copies available through provincial coordinators	Profiles and market reports available on MIS website at www.agis.agric.za/mis	Profiles and market reports available on MIS website at www.agis.agric.za/mis
		Courtesy	All documents are sent to provincial coordinators within eight weeks (for profiles) and two weeks (for market reports)	All documents are sent to provincial coordinators and regular clients within a week (for profiles) and within a day (for market reports)	All documents are sent to provincial coordinators and regular clients within a week (for profiles) and within a day (for market reports)
		Openness and transparency	All sources of data and references are listed throughout the profiles and market report documents	All sources of data and references are listed throughout the profiles and market report documents	All sources of data and references are listed throughout the profiles and market report documents
		Information	Same as access	Same as access	Same as access
		Redress	All queries directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 All enquiries attended to within a week	All queries directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 Queries are acknowledged within one day and formal feedback within three days (depending on the nature of the query)	All queries directed to the Director: Marketing Tel: 012 319 8456 E-mail: DM@daff.gov.za Fax: 012 319 8131 Queries are acknowledged within one day and formal feedback within two days (depending on the nature of the query)
		Value for money	Provide marketing information on selected agricultural commodities to help in production and marketing decisions	Provide marketing information on selected agricultural commodities to help in production and marketing decisions	Provide marketing information on selected agricultural commodities to help in production and marketing decisions
		Time	Profile hard copies available through provincial coordinators within eight weeks and market reports available within two weeks	Profile hard copies available through provincial coordinators within four weeks and market reports available within a week	Profiles distributed on compact disks within a week and market reports within a day
		Cost	Free	Free	Free
		Human resources	5	6	7

SERVICE OBJECTIVE: To improve knowledge on international market and export opportunities, thus improving clients' export abilities

Key services	Service beneficiary	Field	Desired standard			
			2008/09	2009/10	2010/11	
<p>Provide agricultural trade related information on:</p> <ul style="list-style-type: none"> • Foreign trade negotiations, consultations and agreements • Research information on international markets, export opportunities and related import and export requirements 	<p>Agricultural industries producers, processors, traders, consumers, Organised Agriculture, NAMC, Land Bank, the dti, PDAs, trade promotion organisations in provinces, service providers on trade and farmer exporters</p>	<p>Quantity</p>	<p>2008/09</p> <p>Four trade negotiations: EPA, EFTA, MERCOSUR and TIDCA</p> <p>Three country-specific trade profiles</p>	<p>2009/10</p> <p>Three trade negotiations; EPA, TIDCA and India</p> <p>Preparatory phase for engagement in future trade negotiations of intra-Africa</p> <p>Three provincial trade awareness workshops and one trade brochure/manual per annum</p> <p>Five country-specific trade and market approaches on India, China, US, Japan and Saudi Arabia</p>	<p>2010/11</p> <p>Anticipate that participation will be in five trade negotiations: WTO, EPAs, US, Africa Tripartite and India</p> <p>Start the national training for 15 officials per annum in the department on international trade analysis (MoU with ITC). Produce and publish eight market analysis reports</p> <p>Produce one or more provincial trade awareness workshop and trade brochure/manual per annum</p>	
			<p>2008/09</p> <p>Agricultural Trade Forum (ATF) meetings every six weeks</p>	<p>2009/10</p> <p>ATF meetings every six weeks</p> <p>One special policy meeting with the industry</p>	<p>2010/11</p> <p>ATF meetings every six weeks</p> <p>One or more special policy briefs per annum on specialised topics</p> <p>Meet with the provincial trade promotion organisations and PDA prior to trade campaign</p> <p>Provide provincial access to ITC training MoU</p>	
			<p>Quality</p> <p>Provide relevant, accurate and timely information</p>	<p>2008/09</p> <p>Clients can phone, fax, e-mail or directly visit the directorate</p>	<p>2009/10</p> <p>Clients can phone, fax, e-mail or directly visit the directorate</p> <p>Proactive submissions and briefings</p>	<p>2010/11</p> <p>Clients can phone, fax, e-mail or directly visit the directorate</p> <p>Proactive submissions and briefings</p> <p>Provide national access to information on trade and exports</p>
			<p>Access</p>	<p>2008/09</p> <p>ATF minutes circulated to clients as soon as available</p> <p>Relevant updates are sent regularly to all members</p>	<p>2009/10</p> <p>ATF minutes circulated to clients as soon as available</p> <p>Relevant updates are sent regularly to all members</p>	<p>2010/11</p> <p>ATF minutes circulated to clients as soon as available</p> <p>Relevant updates are sent regularly to all members</p>
			<p>Courtesy</p>	<p>2008/09</p> <p>ATF minutes circulated to clients as soon as available</p> <p>Relevant updates are sent regularly to all members</p>	<p>2009/10</p> <p>ATF minutes circulated to clients as soon as available</p> <p>Relevant updates are sent regularly to all members</p>	<p>2010/11</p> <p>ATF minutes circulated to clients as soon as available</p> <p>Relevant updates are sent regularly to all members</p>

SERVICE OBJECTIVE: To improve knowledge on international market and export opportunities, thus improving clients' export abilities (cont.)

Key services	Service beneficiary	Field	Current standard	Desired standard	2011/12	
			2008/09	2009/10	2010/11	
<p>Provide agricultural trade related information on (cont.):</p> <ul style="list-style-type: none"> Foreign trade negotiations, consultations and agreements Research information on international markets, export opportunities and related import and export requirements 	<p>Agricultural industries producers, processors, traders, consumers, Organised Agriculture, NAMC, Land Bank, dti, PDAs, trade promotion organisations in provinces, service providers on trade and farmer exporters (cont.)</p>	<p>Openness and transparency</p>	Country profiles are posted on the internet	Country market approaches are posted on the intranet	Continuously update profiles with new and relevant information via ATF	
			<p>Information</p>	ATPR reports published on the internet	ATPR published on the internet	ATPR published on the internet
				Trade awareness campaigns for new entrants	Trade awareness campaigns	Desensitised ATF minutes/reports sent to stakeholders for information
				Reports on international agricultural markets published on the web	Trade awareness campaigns	Trade awareness campaign/exporter manual/brochure
			<p>Redress</p>	All enquiries are answered in three days	All enquiries are answered in three days	All enquiries are answered in three days
				Tailored and difficult inquiries requiring additional research do not have a predefined response time	Tailored and difficult inquiries requiring additional research do not have a predefined response time	Tailored and difficult inquiries requiring additional research do not have a predefined response time
			<p>Value for money</p>	Information assists clients in terms of agricultural trade related decisions	Information assists clients in terms of agricultural trade related decisions	Information assists clients in terms of agricultural trade related decisions
				<p>Time</p>	Telephonic information requests are responded to immediately and written requests are responded to within a week (depending on the nature of the request)	Telephonic information requests are responded to immediately and written requests are responded to within a week (depending on the nature of the request)
			<p>Cost</p>		Services are provided free of charge within allocated budget	Maintain its essential services within allocated budget
				<p>Human resources</p>		Dedicated additional capacity on trade facilitation: Two posts (1x Assistant Director and 1x Economist)

SERVICE OBJECTIVE: Administering, implementing and enforcing the National Forests Act, 1998 (Act No. 84 of 1998)

Key services	Service beneficiary	Field	Current standard		Desired standard	
			2008/09	2009/10	2010/11	2011/12
Regulation of natural forests, woodlands and protected trees	Communities	Quantity	All natural forests National list of protected trees (47 species) and List of champion trees (44 trees)	Ensure protection and regulation for all 47 species listed on national list of protected species	Ensure protection and regulation for all 47 species listed on national list of protected species Lists gazetted annually Lists published and aired annually	Ensure protection and regulation for all 47 species listed on national list of protected species Lists gazetted annually Lists published and aired annually
		Quality	Adherence to norms as prescribed in National Forests Act (NFA) and relevant legislation	Adherence to norms as prescribed in NFA and relevant legislation	Adherence to norms as prescribed in NFA and relevant legislation	Adherence to norms as prescribed in NFA and relevant legislation
		Consultation	Annual gazettement and publication for public comment Annual review by Expert Panel	Annual publication for public comment Annual review by Expert Panel	Annual publication for public comment Annual review by Expert Panel	Annual publication for public comment Annual review by Expert Panel
		Courtesy	Through publication by the department in the <i>Government Gazette</i> and on the departmental website NFA, 1998 (Act No. 84 of 1998) and relevant legislation prescriptions adherence	Through publication by the department in the <i>Government Gazette</i> and on the departmental website NFA, 1998 (Act No. 84 of 1998) and relevant legislation prescriptions adherence	Through publication by the department in the <i>Government Gazette</i> and on the departmental website NFA, 1998 (Act No. 84 of 1998) and relevant legislation prescriptions adherence	Through publication by the department in the <i>Government Gazette</i> and on the departmental website NFA, 1998 (Act No. 84 of 1998) and relevant legislation prescriptions adherence
		Openness and transparency	Lists of all regulated natural forests, protected trees and champion trees gazetted, published and aired annually	Lists of all registered natural forests, protected trees and champion trees gazetted, published and aired annually Published nationally and locally for public comment	Lists of all registered natural forests, protected trees and champion trees gazetted, published and aired annually Published nationally and locally for public comment	Lists of all registered natural forests, protected trees and champion trees gazetted, published and aired annually Published nationally and locally for public comment
		Information	Information published nationally and locally Information posters available and distributed	Information published nationally and locally Information posters available and distributed	Information published nationally and locally Information posters available and distributed	Information published nationally and locally Information posters available and distributed
		Redress	Comments received from the public are considered in reviewing the lists Objective criteria are followed when trees are nominated. A panel of experts considers the application for declaration and complaints that arise are dealt with by this panel	Comments received from the public are considered in reviewing the lists Objective criteria are followed when trees are nominated. A panel of experts considers the application for declaration and complaints that arise are dealt with by this panel	Comments received from the public are considered in reviewing the lists Objective criteria are followed when trees are nominated. A panel of experts considers the application for declaration and complaints that arise are dealt with by this panel	Comments received from the public are considered in reviewing the lists Objective criteria are followed when trees are nominated. A panel of experts considers the application for declaration and complaints that arise are dealt with by this panel

SERVICE OBJECTIVE: Administering, implementing and enforcing the National Forests Act, 1998 (Act No. 84 of 1998) (cont.)

Key services	Service beneficiary	Field	Desired standard			
			2008/09	2009/10	2010/11	2011/12
Regulation of natural forests, woodlands and protected trees (cont.)	Communities (cont.)	Redress	Comments received from the public are considered in reviewing the lists Objective criteria are followed when trees are nominated. A panel of experts considers the application for declaration and complaints that arise are dealt with by this panel	Comments received from the public are considered in reviewing the lists Objective criteria are followed when trees are nominated. A panel of experts considers the application for declaration and complaints that arise are dealt with by this panel	Comments received from the public are considered in reviewing the lists Objective criteria are followed when trees are nominated. A panel of experts considers the application for declaration and complaints that arise are dealt with by this panel	Comments received from the public are considered in reviewing the lists Objective criteria are followed when trees are nominated. A panel of experts considers the application for declaration and complaints that arise are dealt with by this panel
		Value for money	Costly administrative and communications exercise Ensure efficient compliance and enforcement	Costly administrative and communications exercise Ensure efficient compliance and enforcement	Costly administrative and communications exercise Ensure efficient compliance and enforcement	Costly administrative and communications exercise Ensure efficient compliance and enforcement
		Cost	R1 200 000	R1 500 000	R1 700 000	R2 000 000
		Human resources	One Forest Scientist plus one AD: Forest Technical Information Services	One Forest Scientist plus one AD: Forest Technical Information Services	Two Forestry Scientists plus one AD: Forest Technical Information Services	Two Forest Scientists plus one AD: Forest Technical Information Services

SERVICE OBJECTIVE: To improve processing of permits and licence applications

Key services	Service beneficiary	Field	Desired standard			
			2008/09	2009/10	2010/11	2011/12
Processing of all permits and licence applications (except fishing effort and vessel change and fish processing establishments)	Fishing industry; fishing right's holders; recreational fishers; foreign and local vessel owners; fish import and export industry	Quantity	80% of permits or applications received, processed per month	90% of all applications received per month	95% of all applications received per month	100% of all applications received per month
		Quality	Alignment and standardisation of business processes	Alignment and standardisation of business processes	Maintain an excellent standard of business processes	Champion standard of business processes
		Consultation	One-on-one intensive stakeholder collaboration	One-on-one intensive stakeholder collaboration	One-on-one intensive stakeholder collaboration	One-on-one intensive stakeholder collaboration
		Access	Walk-in centre, e-mail, faxes and letters	Walk-in centre, e-mail, faxes and letters	Walk-in centre, e-mail, faxes and letters	Walk-in centre, e-mail, faxes and letters

SERVICE OBJECTIVE: To improve processing of permits and licence applications (cont.)

Key services	Service beneficiary	Field	Desired standard			
			Current standard 2008/09	2009/10	2010/11	2011/12
Processing of all permits and licence applications (except fishing effort and vessel change and fish processing establishments) (cont.)	Fishing industry; fishing right's holders; recreational fishers; foreign and local vessel owners; fish import and export industry (cont.)	Courtesy	Simplify and streamline business processes	Simplify and streamline business processes	Simplify and streamline business processes	Simplify and streamline business processes
		Openness and transparency	Publish Annual Financial Statements	Publish Annual Financial Statements	Publish Annual Financial Statements	Publish Annual Financial Statements
		Information	10 education and awareness road shows per financial year	15 education and awareness road shows per financial year	20 education and awareness road shows per financial year	30 education and awareness road shows per financial year
		Redress	Telephones are answered within four rings 80% of the time. Telephone enquiries are logged and referred to line managers within one day	Telephones are answered within four rings 80% of the time. Telephone enquiries are logged and referred to line managers within one day	Telephones are answered within three rings 85% of the time. Telephone enquiries are logged and referred to line managers within one day	Telephones are answered within two rings 90% of the time. Telephone enquiries are logged and referred to line managers within one day
			Establish MCM Call Centre infrastructure	Appointment of dedicated staff to deal with telephone enquiries	Implement a client relationship management system	Continuous staff training
			For e-mail, letters and faxes acknowledgement of receipt within three days	Response within 15 days, 85%	For e-mail, letters and faxes acknowledgement of receipt within three days	Response within 15 days, 85%
		Time	It takes three to seven days for processing	Reduce turnaround time to three to six days	Reduce turnaround time to three to five days	Reduce turnaround time to two to five days
Human resources	Adequate human capital	Ensure availability of adequate human capital	Ensure availability of adequate human capital	Ensure availability of adequate human capital		