



Strategic plan

FOR THE

Department of Agriculture, Forestry and Fisheries

2010/11



agriculture,
forestry & fisheries

Department:
Agriculture, Forestry and Fisheries
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Contents



Acronyms	v
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1 Introduction

Foreword by the Minister	2
Statement by the Deputy Minister	6
Overview by the Director-General	7

2 Sectoral overview

Sector performance	10
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3 Organisational overview

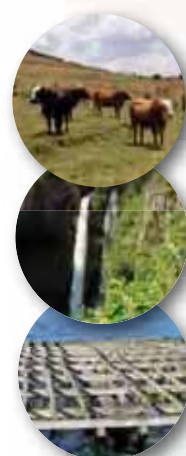
Structure	20
Our mandate	21
Our mission	22

4 Work and budgets

Programme 1: Administration	26
Programme 2: Policy, Planning and Monitoring and Evaluation	34
Programme 3: Economic Development, Trade and Marketing	37
Programme 4: Food Security and Agrarian Reform	40
Programme 5: Agriculture Production, Health and Food Safety	42
Programme 6: Forestry and Resources Management	44
Programme 7: Marine Fisheries and Coastal Management	48

5 Annual performance plan

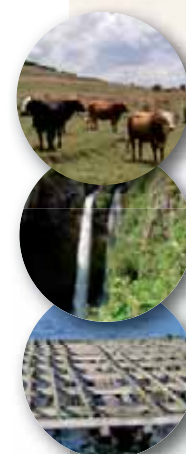
Programme 1: Administration	59
Programme 2: Policy, Planning and Monitoring and Evaluation	63
Programme 3: Economic Development, Trade and Marketing	65
Programme 4: Food Security and Agrarian Reform	68
Programme 5: Agriculture Production, Health and Food Safety	71
Programme 6: Forestry and Resources Management	74
Programme 7: Marine Fisheries and Coastal Management	78



Acronyms



ABET	Adult Basic Education and Training	GMO	genetically modified organism
AFF	agriculture, forestry and fisheries	GPS	Global Positioning System
AGIS	Agricultural Geo-referenced Information System		
AgriBEE	Agricultural Broad-Based Black Economic Empowerment	HET	Higher Education and Training
AMDP	Advanced Management Development Programme	HIV/Aids	Human Immunosuppressant Virus/Acquired immune deficiency syndrome
AMIS	Agricultural Marketing Information System	HR	human resources
API	Agricultural Production Inputs	HRD	Human Resources Development
APIS	Agriculture Product Inspection Services	HRM	Human Resources Management
ARC	Agricultural Research Council	HRM&D	Human Resources Management and Development
ASGISA	Accelerated and Shared Growth Initiative of South Africa		
ASTATS	Agriculture Statistics System	IBSA	India, Brazil and South Africa
AU	African Union	ICM Bill/Act	Integrated Coastal Management Bill/Act
		ICT	information and communication technology
		ID	Identity Document
BBBEE	Broad-Based Black Economic Empowerment	ITCA	Intergovernmental Technical Committee for Agriculture
BCC	Benguela Current Commission	ITSC	International Trade and Security Cluster
BEE	Black Economic Empowerment		
BBWW	Boat Based Whale Watching	JADAFA	Joint Agribusiness and Department of Agriculture Forum for Africa
CAADP	Comprehensive African Agricultural Development Programme	KZN	KwaZulu-Natal
CD	Chief Director		
CRDP	Comprehensive Rural Development Programme	LARP	Land and Agrarian Reform Project
		LED	local economic development
DAFF	Department of Agriculture, Forestry and Fisheries	LRAD	Land and Redistribution for Agricultural Development
DBSA	Development Bank of Southern Africa		
DDG	Deputy Director-General	Mafisa	Micro-agricultural Financial Institutions of South Africa
DEA	Department of Environmental Affairs	M&E	Monitoring and Evaluation
DEAT	Department of Environmental Affairs and Tourism	MER	Monitoring, Evaluation and Reporting
DMC	Departmental Management Committee	MoU	Memorandum of Understanding
DRC	Democratic Republic of the Congo	MPA	Marine Protected Area
DRDLR	Department of Rural Development of Land Reform	mt	metric ton
DRP	Disaster Recovery Plan	MSP	Master Systems Plan
DST	Department of Science and Technology	MTEF	Medium Term Expenditure Framework
DWEA	Department of Water and Environmental Affairs	MTO	Mountain to Ocean
		MTSF	Medium Term Strategic Framework
EAF	Ecosystems Approaches to Fisheries		
EC	Eastern Cape	N/a	Not applicable
EFTA	European Free Trade Association	NAMC	National Agricultural Marketing Council
EMDP	Emerging Management Development Programme	NFA	National Forest Act
ENE	Estimates of National Expenditure	NFI	net farm sector income
ERP	Enterprise Resource Planning	NPOA	National Programme of Action
EU	European Union	NSP	National Strategic Plan
FAO	Food and Agriculture Organization	OHS	occupational health and safety
FET	Further Education and Training		
FPA	Fire Protection Associations	PDA	Provincial Department of Agriculture
		PDI	previously disadvantaged individual
GDP	Gross Domestic Product	PIMSA	Project Information Management System for Agriculture
GFI	Gross Farm Income	PoA	Programme of Action



RAMP	Repairs and Maintenance Programme	SLM	Service Level Management
R&D	research and development	SMME	small, medium and micro enterprises
RFMO	Regional Fishery Management Organisation	SMS	Senior Management Services
RTD	Research and Technology Development	SO	strategic objective
		SOE	state-owned enterprise
SA	South Africa	SPS	sanitary and phytosanitary
SABS	South African Bureau of Standards	SWOT	Strengths, Weaknesses, Opportunities and Threats
SACU	Southern African Customs Union		
SADC	Southern African Development Community	TAE	Total Allowable Estimate
SANAE	South African National Antarctic Expedition		
Sanap	South African National Antarctic Programme	UN	United Nations
SDIP	Service Delivery Improvement Plan		
SEA	Strategic Environmental Assessment	WSCD	White Shark Cage Diving
SG	strategic goal	WTO	World Trade Organisation
SLA	Service Level Agreement		



Introduction

Foreword by the Minister

As we enter the year 2010, we take the opportunity in presenting the *Strategic plan for the Department of Agriculture, Forestry and Fisheries 2010/11* to set targets for continued service delivery of departmental programmes for the next 3 financial years. To address the major social and economic challenges facing our country, five priority areas were identified for government and incorporated into the Medium Term Strategic Framework for the next 5 years:

- Creation of decent work and sustainable livelihoods
- Education
- Health
- Crime prevention
- Rural development, including land reform, and food production and security.

For agriculture, forestry and fisheries the focus will be on accelerating delivery on food security, rural development linked to land reform and skills development. Our strategic priorities for 2010/11 to 2012/13 will therefore be to:

- Speed up economic growth and transform the economy to create decent work and sustainable livelihoods
- Roll out a massive programme to build economic and social infrastructure
- Strengthen the skills and human resource base
- Roll out a comprehensive rural development strategy linked to land and agrarian reform and food security, and
- Pursue the advancement of Africa, enhance international cooperation and affirm that South Africa builds its competitiveness globally.



Honourable Tina Joemat-Pettersson

MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES

ECONOMIC GROWTH AND TRANSFORMATION OF THE ECONOMY

As the global economic crisis continues to have a devastating impact on economic growth in most countries worldwide, including South Africa, deepening poverty was experienced during this recession period. Although there are some signs of recovery in certain sectors, sustained negative growth rates as well as historical imbalances continue to produce worse forms of human suffering. According to local economists it might be the first time since 1800 that the agricultural, forestry and fisheries sector is bigger than the mining sector and therefore this is the ideal time to take advantage of the current favourable conditions for the sector. Through appropriate interventions the growth of the agriculture, forestry and fisheries industries can be promoted to support the national imperatives of poverty, job creation and sustainability. Through departmental programmes such as the Forestry Livelihoods Programme, the Forest Enterprise Programme, Forestry 2030 Roadmap and LandCare, we will address the creation of new jobs.

The agricultural sector has been battling with high production costs, shrinking profit margins and soaring food prices, thereby exposing the fragility of the national food system and its vulnerability to shocks. Millions of people have been pushed into conditions of hunger and deprivation and farmers had to abandon their land and leave the farming sector. The plight of the poor and impoverished has once again been brought to the fore and has been placed on the agenda of governments worldwide.

South Africa's net trade export of agricultural products remains positive amid the global economic recession. Even in the face of the economic crisis and the resultant high food prices, South Africa remains food secure. The value of our exports increased by 46,4 % from R33 656 million in 2007/08 to R49 278 million in 2008/09. During the same period the estimated value of imports rose by 12 %, from R34 009 million to R38 401 million, resulting in a positive trade balance.

To promote the production activities of the sector we have now categorised farmers into subsistence, smallholder and commercial farmers. Intervention at subsistence farmer level seeks to support farmers with basic agricultural,

forestry and fisheries starter packs that include seeds and seedlings, fertiliser and livestock. Smallholder and commercial farmers will receive support to enable them to continue producing sufficient food for local and export demands.

A rescue package was made available to assist distressed farmers who are battling to finance their loans from the Land Bank. In this regard, 77 farms have already been earmarked for emergency assistance, which could rise to about 200. This will give these farmers at least 3 years to turn around their businesses. In addition, production loans to the amount of R146 million from the Micro-agricultural Financial Institutions of South Africa (Mafisa) fund will be made available for this purpose.

Further assistance will be provided for farmers to address the serious problem of stock theft. Assistance will not only be for emerging farmers, but also for commercial farmers.

FARMWORKER SUMMIT

This year we plan to convene provincial summits for farmworkers, which will culminate in the National Summit to take place before the end of the year. These summits will seek to contribute solutions to the plight of the farmworker.

BIO-SECURITY AND DISASTER MANAGEMENT

Climate change and weather conditions could have a devastating effect on food security, resulting in diminished crop yields if alternative measures are not implemented. As a country, we are, however, committed to promote environmentally friendly production methods (green economy) to enable us to create jobs, raise incomes and improve food security.

The Department of Agriculture, Forestry and Fisheries (DAFF) will continue to assist sectors distressed by severe weather conditions, through a well-managed and effective disaster management plan. This includes early warning advisories and relief, and working together with local and provincial government.

ECONOMIC AND INFRASTRUCTURE PLANS

A major infrastructure programme will be rolled out to build economic and social infrastructure through the upgrading of roads to link farmers in rural areas to mainstream markets as poor road networks discouraged investment in rural agriculture. To this end, we are working closely with other government departments to focus on moving agricultural freight from road to rail, to revive some of the unused rail lines and, simultaneously, reduce the cost of moving agro-products across the country.

For South Africa to strengthen its position as net exporter of food, timber and fibre products, we need to establish a large agro-processing industry. Investment in the areas of agro-processing and the strengthening of institutional structures for sustainable development will therefore be increased. Consequently, this will lead to the creation of sustainable, decent jobs.

MECHANISATION

Central in this programme, will be a plan to distribute tractors to the value of R50 million per province. This should go a long way in rebuilding the culture and capability of food production, improving the current traditional methods, especially among the rural poor. The distribution will benefit the historically disadvantaged, particularly the women and young people in the sectors.

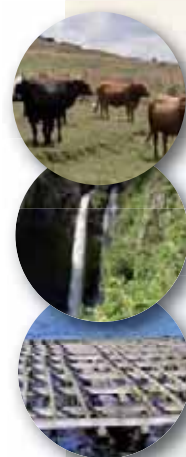
RENEWAL ENERGY

In the light of the impact of the rising costs of energy in the sector, we will champion the need to explore renewable energy through biofuel strategies, excluding maize, as well as exploring solar and wind energy possibilities. Crops used for the biofuel industry should not pose a threat to food security or have a negative impact on the country's water supply.

SKILLS AND THE HUMAN RESOURCE BASE

Another focus area will be skills transfer, to promote the transfer of skills from white commercial farmers to black subsistence farmers. We also intend to improve and support mentorship and similar programmes to address the training needs of farmworkers.

In addition, we will focus on extension services as a priority area as well as the improvement of the capacity of extension officers. To accelerate performance in this area, new technologies such as blue tooth and GPS will be piloted.



We intend to improve on agricultural statistics that currently reflect historical commercial statistics and do not reflect the dual economy of the sector. This will build on the recent agricultural census conducted by Stats SA, which we realised did not reflect the developing sector. Therefore, our baseline will define subsistence, smallholder and commercial enterprises and we have embarked on a Farmer Register Pilot Project to register these groups.

RURAL DEVELOPMENT AND LAND REFORM

Revival of the rural economy is one of the main priorities of government. The Comprehensive Rural Development Programme (CRDP) was launched on 17 August 2009 in Giyani, Limpopo Province by the President, Mr Jacob Zuma, as a key driving project to revive the rural economy. To achieve this, a three-pronged strategy for agrarian transformation, rural development and land reform will be implemented through cooperation between government and the private sector.

At present, rural communities are not utilising natural resources at their disposal effectively because of various reasons, ranging from lack of investment in rural areas, lack of finance for production inputs to lack of skills. To fast-track rural development, the sustainable use of natural resources has been identified as a critical area for development to ensure maximum returns and an increase in agricultural production. Investment will also be increased in the areas of agro-processing as well as the strengthening of institutional structures that are critical to sustainable development.

RESEARCH AND DEVELOPMENT

Investment in research and development is fundamental in the growth and development of the sector. This will address the declining levels of investments, which stand in the way of improving our productivity and competitiveness. Government will strengthen the ARC to reclaim its place as the pre-eminent institution leading in scientific research in support of the commercially viable agriculture, forestry and fisheries sector.

ADVANCEMENT OF AFRICA, INTERNATIONAL ENGAGEMENT AND TRADE

In the SADC, the role of the DAFF has become increasingly important. We have expanded from the provision of produce to the transfer of skills and increased economic activities in the sector. Our agricultural exports to SADC rose by 170 % from R4,5 billion to R12,5 billion between 2 seasonal years because of high exports of maize, sugar and sunflower seed.

To further explore opportunities for engagement with countries in the SADC region, the department entered into an agreement with Mozambique, which led to the establishment of the Joint Agribusiness and Department of Agriculture Forum for Africa (JADAF). Partnership arrangements with South Sudan, Uganda, the Democratic Republic of the Congo (DRC) and Zambia were initiated. Burundi will also be considered for these partnerships to create government-led opportunities for commercial farmers. Furthermore, South African commercial farmers have been encouraged to expand their production activities to neighbouring countries, particularly the DRC.

To promote trade, the DAFF will focus on broadening the scope to include projects that would enable more participants to engage in trade. We will also continue with our trade diplomacy efforts and various trade-negotiating initiatives, including the Doha Round of multilateral trade negotiations, the continued implementation of our agreements with the Southern African Customs Union (SACU), SADC and the European Free Trade Association.

FORESTRY

As a rural based activity, forestry contributes to rural development and provides employment and economic opportunities to many South Africans. This sector employs approximately 170 000 people and contributes more than R12 billion to the South African economy annually. Through forestry, we will expand the commercial sector and continue to create more job opportunities, promote the participation of smallholder farmers in the market and provide a safety net for the poor. Greater emphasis will be placed on promoting new entrants into the market with the focus on access to land, financial resources and dedicated extension support services.

The transformation and growth of the rural economy will be promoted through the forestry programmes. In this regard, the Forestry Livelihoods Programme makes a significant contribution to eradicate poverty whereby communities can access basic resources such as fuel wood and medicinal plants for subsistence use by means of the participatory forest management approach. Furthermore, forestry includes the processing of wood products into pulp for paper and packaging, sawn timber, furniture and floors.

One of the biggest challenges to the industry remains uncontrolled veld and forest fires. To this end, the DAFF will establish a fire protection association in cooperation with municipalities in areas prone to uncontrolled fires to assist communities in fighting fires and will provide support in terms of training these communities to be fire wise to reduce future risks.

The limited supply of timber remains a further challenge for the country. We expect the demand for timber to increase in future and consequently there is an urgent need to increase the forest base by planting more trees which will contribute positively to the threat of global warming. Furthermore, we are promoting the afforestation programme to establish new plantations for growth and development purposes. New areas with afforestation potential have also been identified.

Through the Forest Enterprise Programme we will continue to encourage cooperatives, streamline the regulatory environment, focus on training and extension, supporting the implementation of rural credit and promoting incentives for new entrants into the market.

To give further impetus to the implementation of the Forest Sector Transformation Charter the development of the Forestry 2030 Roadmap was initiated to find ways to address challenges and to achieve sustainable forest development. This roadmap reflects all contemporary trends in global forestry and will assist the sector in realising its potential contribution to job and wealth creation as well as conservation of biological diversity. The roadmap will be updated and modified regularly as determined by ongoing research and development in the industry.

FISHERIES

Although the South African fishing industry is well established and we are a net exporter of fishery products, aquaculture development programmes have been established to address challenges in the fishing sector. These programmes focus on revitalisation of state-owned hatcheries; cage-culture pilots in state-owned waterworks and coastal areas; a capacity-building programme for scientists, extension officers, veterinarians and animal health technicians; establishment of aquaculture development zones; and research and development on candidate culture species in 2010. Management of the development and sustainable use of our marine and coastal resources will be maintained through transfers to the Marine Living Resources Fund to supplement revenue received from levies, permits, application fees and the proceeds from the sale of confiscated fish and fish products. This will also include the protection of the integrity and quality of the marine and coastal ecosystem.

2010 WORLD CUP

In anticipation of the 2010 World Cup Soccer tournament and in the interest of protecting public health, we extended and upgraded our inspection services to prohibit the smuggling and importing of illegal agricultural products at all ports of entry. The Sedupe K9 Sniffer Dog Programme for the detection of prohibited agricultural substances, has now been implemented at all South African border posts (land, sea and air) to ensure that animals and plants are disease free.

CONCLUSION

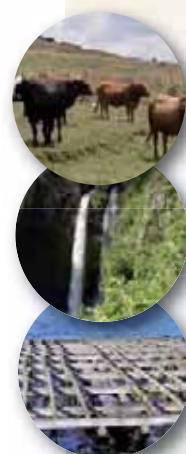
We can only attain our goals through our commitment to build strong partnerships and continue to strengthen stakeholder relations with our partners in the agriculture, forestry and fisheries sector. Together, we will strategise to improve the sector and to re-establish our country as net exporter of excellent quality products to the African continent and the rest of the world.

I would like to extend my appreciation to my Deputy Minister, Dr Pieter Mulder, for his knowledge and support. I would also like to thank the Chairpersons and Members of both the Portfolio and Select Committees on Agriculture, Forestry and Fisheries in the National Assembly and the National Council of Provinces for their knowledge and wisdom provided to the department. I would further like to thank the agricultural industry, organised agriculture and our agribusiness partners for their continued support and spirit of cooperation. Lastly, I want to thank all the staff members in the department, provincial departments and state-owned entities for their contribution in meeting the objectives in striving towards the economic prosperity of all South African citizens. 2010 is the Year of Action—where government will work faster and smarter to achieve targets to create a better life for all!



Honourable Tina Joemat-Pettersson (MP)

MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES



Statement by the Deputy Minister

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 a successful agricultural sector remains a key priority for South Africa in addressing both social and economic challenges.

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, this would lead to famine, which would then result in political instability and all its negative effects.

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 supply 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.

Internationally we need a fair, rules-based multilateral trading system. At the moment the international trade arteries are clogged by protectionist practices in some parts of the world, placing unfair pressure on our farmers to compete on an equal basis. Therefore, we will continue at the WTO to argue for the successful conclusion of the Doha Development agenda.

In the past, price volatility caused uncertainty, placing pressure on international trade. Part of the problem is a lack of elasticity such as when the prices farmers obtain, decrease but consumers continue to pay high prices. It is important to change the public's perception in that it is not farmers who are responsible for the high prices and to ensure fair competition once trade is internationally liberalised.

Rural development is important in the fight against poverty and in achieving food security. South African commercial farmers realise the importance of this and offer their assistance. Their uncertainties and problems have to be addressed in an attempt for them to create further employment opportunities and in this way assist with rural development. Attaining food security in South Africa can never exclude commercial farmers.

The DAFF acknowledges that commercial farmers, smallholder farmers and subsistence farmers are the most important role players to make a success of agriculture in South Africa and to guarantee food security. Subsistence farmers do have a place in the solution of poverty problems and to assist in creating political stability. They do play a role in food security by producing food for themselves, however, they do not produce food for the millions of urbanised people. Therefore the objective should be to develop smallholder farmers to become commercial farmers in ensuring food security. In the future, the balance between these political demands and economic realities will have to be monitored closely.

Where agriculture contributed about 10 % of the GDP in South Africa in the 1960s, it has only amounted to approximately 3 % in the last 5 years. This declining contribution of agriculture to the overall GDP, has left agriculture vulnerable, concealing the sector's true contribution in terms of food supply, economic linkages and multipliers, agriculture's employment creation capacity and as a foreign exchange earner. We must change this perception.

I would like to take this opportunity to thank the Honourable Minister, Tina Joemat-Pettersson, for her hard work and encourage her to continue striving to attain the abovementioned goals. I also appreciate the hard work done by all the officials of the department. We can and will attain success if all the role players work together, tolerate each other and with realism endeavour to solve the challenges facing us.



Honourable Pieter Mulder

DEPUTY MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES

Honourable Pieter Mulder (MP)

DEPUTY MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES

Overview by the Director-General

It gives me great pleasure to submit the *Strategic plan* of the department for the 2010/11 to 2012/13 period to the Minister of Agriculture, Forestry and Fisheries for approval and tabling in Parliament. The *Strategic plan* was written within the guidelines provided by National Treasury and the Department of Public Service and Administration.

The *Strategic plan* will realise the Medium Term Strategic Framework goals of speeding up growth, social and economic infrastructure development, strengthening the skills and human resource base, rural development linked to land reform and food security, as well as pursuing the advancement of Africa and building global competitiveness.

To address the extended mandate of the DAFF to include forestry and fisheries, the department started a restructuring process in July 2009 to incorporate these functions into our programmes. The aim of this process was to ensure maximum performance on the deliverables of the government Programme of Action (PoA). Departmental programmes have now been increased from five to nine and the new structure will be implemented on 1 April 2010. With this new structure, we believe we are now empowered to attend to developmental challenges that need immediate attention, to effectively implement our policies and to achieve visible and tangible socio-economic and rural development within the next 5 years.

This *Strategic plan* is structured in five parts. The political overview from the Minister, Ms Tina Joemat-Pettersson, and the Statement by the Deputy Minister, Dr Pieter Mulder, are presented in Part 1.

In Part 2 we reflect on the sectoral overview and performance within the national and international context. Most economic indicators show signs of a global recovery as well as an overall improvement in financial conditions. Global economic activity is expected to increase considerably during 2010, especially in emerging and developing economies. According to available data, the South African economy advanced in the third quarter of 2009, creating a positive climate for growth. Domestic food prices moderated slightly during the second half of 2009 and in addition, the overall cost of production also started to decline during the third quarter of 2009.

Information on the DAFF's mandate, vision, mission, the six strategic goals (SGs) and strategic objectives (SOs), is provided in Part 3. Our major focus areas will be to develop and sustain a sector that contributes to economic growth, job creation, rural development, the sustainable use of natural resources and food security. We are committed to lead this process to ensure support to all categories of producers.

Part 4 outlines the programme deliverables for the MTEF cycle. Resources have been allocated to fund all departmental functions and services. Although the *Strategic plan* covers the programmes according to the new structure for the department, the budget, as reflected in Vote 25 in the Estimates of National Expenditure (ENE) for the 2010/11 financial year, is based on the previous budget structure for Agriculture with Forestry and Fisheries as additional programmes to it. The reporting requirements in terms of the Public Finance Management Act, 1999 will be according to Vote 25 in the ENE and the budget will in due course be aligned to the new structure that was implemented from 1 April 2010 for management purposes. We also focus on implementation plans, strategies and the intended output of each programme for 2010/11. Business plans for each subprogramme have been aligned to the departmental SOs and reflect the strategic outcome, output indicators and targets for the 2010/11 to 2014/15 financial years.

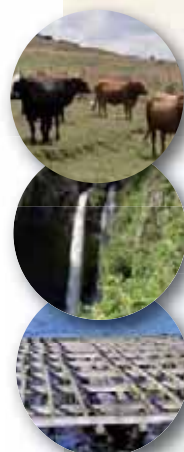
Lastly, Part 5 contains the annual performance plans of the seven departmental programmes and can be regarded as a summary of deliverables per quarter, extracted from the operational plans at programme level and presented in relation to each of the strategic objectives. This section also reflects the manner in which the programmes contribute to the strategic goals/objectives and outputs.

In 2010, we will continue with improving service delivery in all departmental priority areas. Although our challenges are many and varied, we are confident that with the policies, strategies and programmes that we have developed



Mr Peter Thabethe

ACTING DIRECTOR-GENERAL



and implemented we will ultimately succeed in realising our vision of *a leading, dynamic, united, prosperous and people-centred sector*.

I wish to take this opportunity to express my gratitude to the Minister, the Deputy Minister and the Chairpersons of the Parliamentary Committees for their political support. Furthermore, I would like to extend my appreciation to the leadership and staff of all the agricultural state-owned enterprises, the agribusiness community and farmer organisations that contribute in ensuring that we meet our commitments to the agriculture, forestry and fisheries sector. Lastly, I would like to thank my management team and all the staff in the department for their dedication and hard work involved in contributing to the development of this *Strategic plan*.



Mr Peter Thabethe

ACTING DIRECTOR-GENERAL: AGRICULTURE, FORESTRY AND FISHERIES



Sectoral overview

ECONOMIC SETTING

Most economic indicators are pointing to the fact that the worst of the global economic crisis is over and economic recovery has started globally, while global financial conditions are also improving. Global activity and trade remain far below precrisis levels following its steepest drop since World War II, however, economic activity is expected to be relatively vigorous in 2010, especially in emerging and developing economies, led by Asia. Domestically, there is also a positive outlook with data showing that the South African economy advanced in the third quarter of 2009, following three consecutive quarters of contraction.

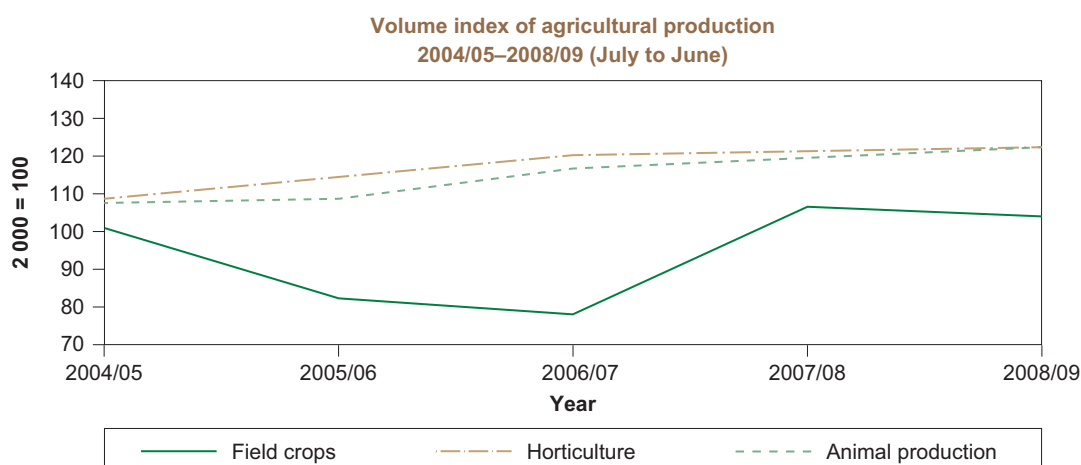
Global food prices also showed a modest recovery by mid-2009 following signs of improving global economic and financial conditions. However, the prices of certain commodities, such as maize, remain under pressure mainly because of a declining demand for industrial usage, including ethanol, as well as record crop prospects. Global food prices are expected to rise only gradually throughout the global economic recovery period. Future harvests are expected to be fairly abundant although there is the prospect that the El Niño weather pattern could affect the production of some crops, particularly soya-beans, throughout 2010. Domestically, food prices at the primary agricultural level moderated slightly in the second half of 2009. The overall costs of production inputs also started showing moderate declines during the third quarter of 2009, following months of increases.

Local unemployment levels remain high, at a rate of 24,3 %, thereby showing the country's challenge of not only absorbing enough new entrants to the job market, but also clearing the backlog. In order to ensure the preservation of jobs, the government has adopted a growth plan that includes a R3,6 billion industrial policy action plan for support of labour-intensive industries through policy interventions, skills development, public employment programmes and a rural development strategy; green economy initiatives; and the subsidisation of companies willing to lower the cost of hiring young people without work experience; and provision of R54,2 billion to create 4,5 million short-term job opportunities in the expanded public works programme over the next 3 years. However, the R846 billion infrastructure programme remains a key pillar of government's response to the job losses.

AGRICULTURAL SECTOR

Production

The estimated volume of agricultural production in 2008/09 was 0,7 % higher than in 2007/08. The volume of field crop production reflected a 2,4 % decrease as a result of a decline in the production of summer grains, especially maize. However, both the production of winter grains and oilseeds showed considerable increases. In the case of oilseeds, the highest volume of production ever was reported. Horticultural production increased by 1,3 %, mainly because of increases in the production of citrus and subtropical fruit, as well as vegetables. However, the production of deciduous fruit showed a slight decrease. Animal production showed an increase of 2,7 %, as a result of increases of 3,7 % in poultry products (meat and eggs), 3,3 % in fresh milk production, 3,0 % in stock slaughtered and 2,1 % in pastoral products (wool, mohair, karakul pelts and ostrich feathers).



Factors such as weather conditions, commodity prices, input costs, stock levels, consumption demand as well as exchange rates will continue as never before to influence agricultural production in the country. The production of field crops is expected to decrease slightly because profit margins have closed down with the rapid increase in input

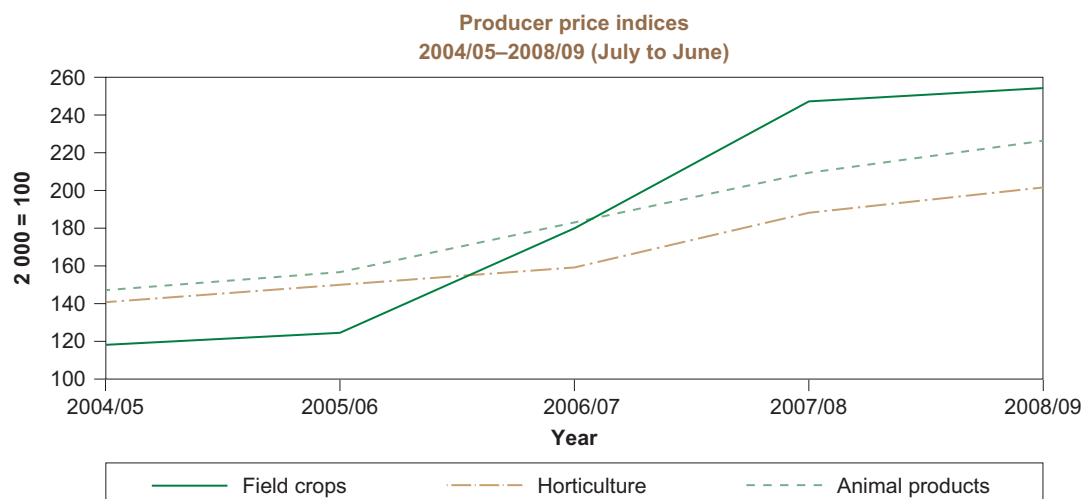
costs. A general shift away from maize to sunflower seed and soya-beans has occurred as a result of the increase in oilseed prices outpacing the increase in maize and wheat prices. The area under field crops is projected to decline from 4,4 million hectares in 2008 to 4,1 million hectares in 2010 as a result of declining profitability. The demand for meat has grown rapidly over the past 3 years because of changing consumer preferences in terms of substituting grain products for meat and increasing real disposable income levels. The expected sharp downturn in the demand of fresh meat because of the economic crisis has not materialised, but demand has remained strong since 2008. Total meat production is expected to grow by 8 %, while total domestic consumption should increase by 11 % during the next 3 years. South Africa, therefore, remains a net importer of meat. The horticultural sector is attractive and competitive and well positioned to achieve a reasonable growth rate over the next 3 years.

Producer prices of agricultural products

Producer prices of agricultural products increased on average by 6,2 % from 2007/08 to 2008/09. The weighted average price of field crops rose by 3,0 %—prices for tobacco, hay, cotton, and sugar cane increased by 26,0, 25,8, 22,0 and 19,7 %, respectively. Winter grain, oilseeds and summer grain prices decreased by 13,8, 0,8 and 0,7 %, respectively.

Producer prices of horticultural products rose by 7,7 % from 2007/08. Prices of fruit and vegetables increased by 8,6 and 8,3 %, respectively.

Prices of animal products rose by 8,5 % from 2007/08. The average price of poultry and slaughtered stock increased by 17,2 and 6,7 %, respectively, while the average price of pastoral products and dairy products decreased by 13,3 and 1,8 %, respectively.

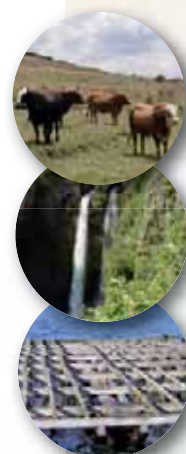


Although the average prices of maize are projected to remain relatively low at export parity levels, the underlying fundamentals paint a rather bullish outlook over the long run, because the area under production is expected to decline to an average of 2,4 million hectares, which will leave little leeway for weather issues. Clearly, adverse weather conditions will reduce yields somewhere in the future and, because the area under maize production remains relatively low, maize prices will rapidly move to an import parity situation. Wheat prices are projected to remain relatively constant, following the import parity price trends.

The demand for meat remains strong and meat prices have increased between 8 and 15 %. Whereas lamb prices will grow constantly over the next 3 years, beef, pork and chicken prices will follow the typical cyclical trend that is largely influenced by feed prices. The prices of milk and most dairy products are projected to decrease in 2009 on the back of surplus production of raw milk in 2008 and a slump in international dairy prices. Over the long run, utilisation of milk is still projected to remain above production of milk, which implies that South Africa will remain a net importer of dairy products.

In Rand terms the average export price of table grapes increased in 2008, resulting from the higher foreign currency price and the favourable exchange rate. From 2009 onwards, real Rand prices of table grapes are projected to decline marginally as the projected depreciation in the exchange rate is not sufficient to offset the declining Euro price. Local apple prices are expected to come under pressure in 2009 and 2010 because of higher volumes and lower consumer spending.

It is difficult to gauge 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 much lower commodity prices, production capacity could be harmed by the availability of

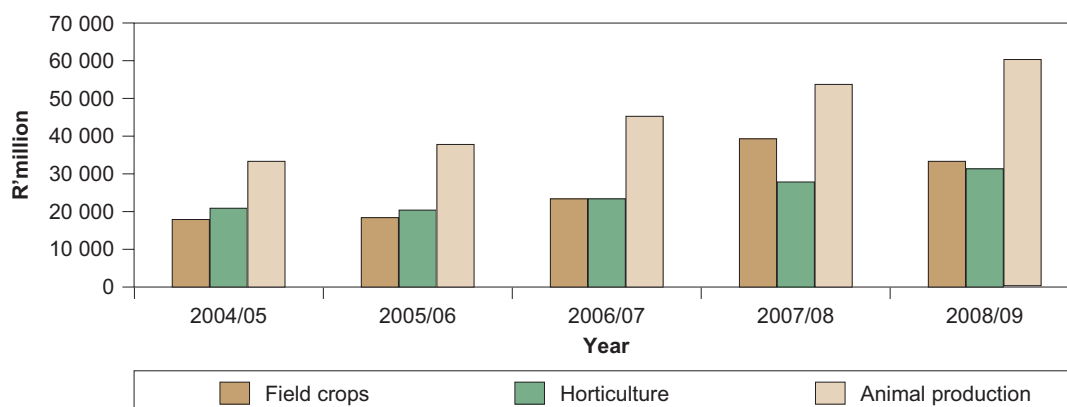


credit, much stricter regulation, a breakdown in trust and extreme market volatility. In addition, the fundamental demand for agricultural commodities has not decreased significantly.

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 2008/09 is estimated at R124 463 million, compared with R119 840 million the previous year—an increase of 3,9 %. This increase can be attributed mainly to an increase in the value of horticulture and animal products.

The gross value of animal products, field crops and horticultural products contributed 48,2, 26,7 and 25,1 %, respectively, to the total gross value of agricultural production. The poultry meat industry made the largest contribution with 16,7 %, followed by maize with 13,1 % and cattle and calves slaughtered with 10,6 %.



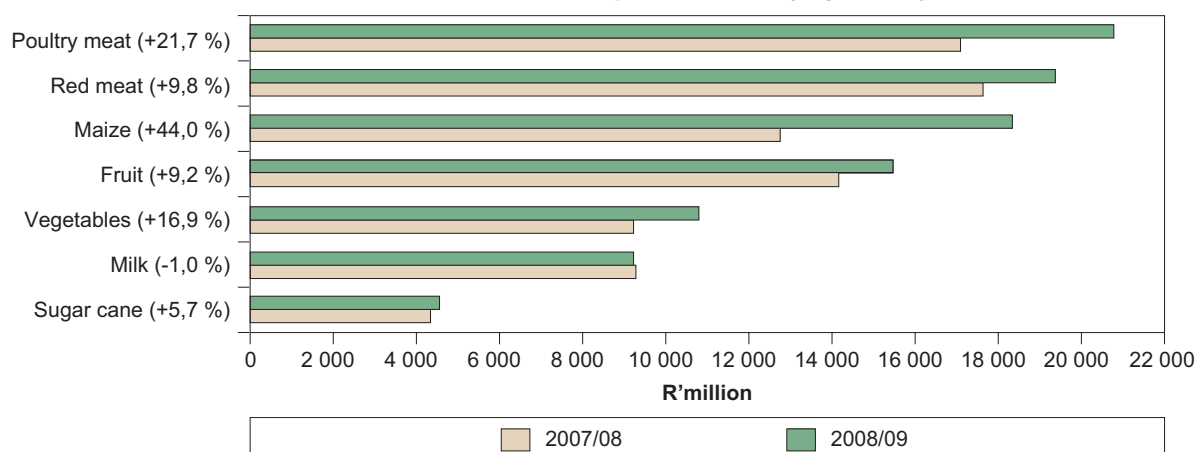
Farm sector income

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 2009 amounted to R126 273 million, compared to R111 054 million the previous year—an increase of 13,7 %. The increase in income can mainly be ascribed to an increase in the production of field crops and better prices that farmers received for their horticultural, red meat and poultry products.

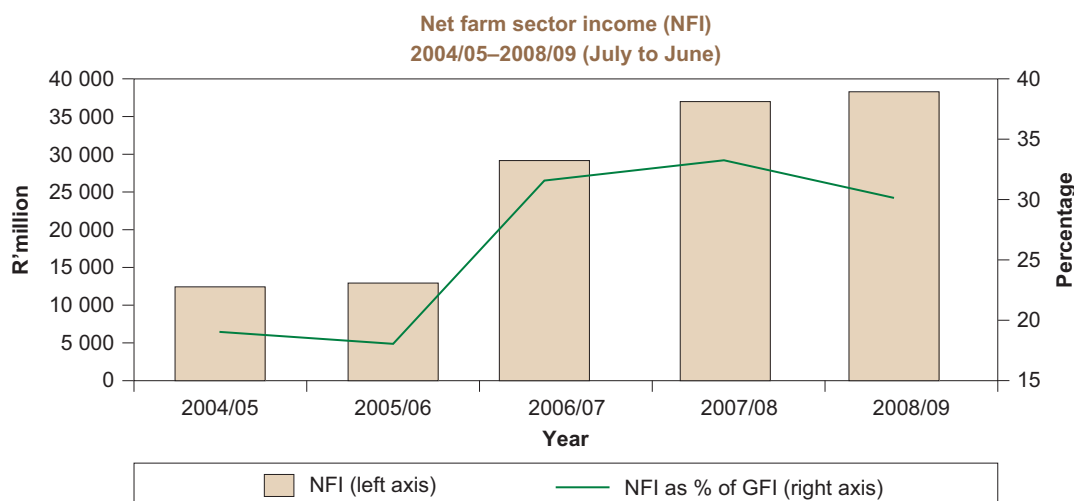
The *gross income from field crops* increased by 19,3 % to R35 248 million for the year ended 30 June 2009. Income from maize at R18 317 million was R5 598 million or 44,0 % more than the previous 12 months. Income from groundnuts and soya-beans showed increases of 52,2 % to R676 million and 45,7 % to R1 670 million, respectively. Income from wheat at R5 036 million was 7,5 % higher than that of the previous 12 months. Income from sunflower seed and cotton, however, decreased by 35,7 and 28,7 %, respectively.

The *gross income from horticultural products* increased by 10,3 % to R31 033 million, compared to R28 126 million for 2007/08. Income from deciduous fruit increased by 10,2 % or R707 million to R7 638 million, while subtropical fruit showed an increase of 13,7 % and amounted to R2 097 million, which is R253 million more than that of the previous 12 months. Income from citrus fruit rose by 6,4 % to R5 683 million. Income from viticulture increased by 4,2 % to R3 304 million. Income from vegetable production rose by 16,9 % or R1 560 million to R10 797 million.

Gross income from major products
2008/09 compared to 2007/08 (July to June)



The gross income from animal products was 12,3 % higher than in 2007/08 and amounted to R59 992 million, compared to R53 434 million. Income from poultry meat production increased by 21,7 % to R20 765 million. The income of R6 573 million from egg production was 21,0 % higher compared to the previous year. Producers earned R13 133 million from slaughtered cattle and calves, as against the previous year's R12 219 million—an increase of 7,5 %. Producers earned R9 186 million from milk production, which is 1,0 % less than during the previous 12 months. Income from wool decreased by 26,0 % to R1 078 million. Income from mohair at R209 million was only slightly down on the previous 12 months.

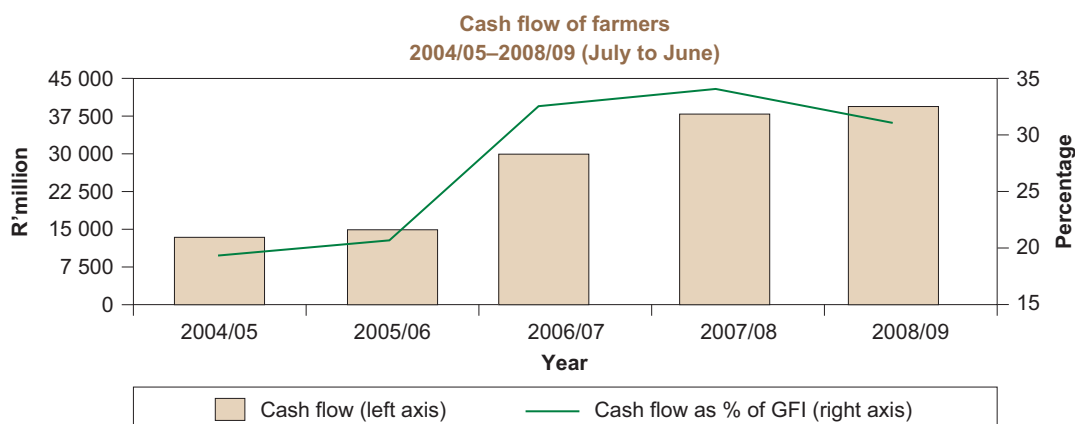


The *net farm income* (after the deduction of all production expenditures, excluding expenditure on fixed assets and capital goods) amounted to R38 230 million for the 12 months that ended on 30 June 2009, which is only 3,7 % more than during the previous 12 months. Payments for salaries and wages, which represented 12,7 % of the total farming costs, amounted to R11 564 million. Interest paid by farmers to banks and other financiers during the 12 months up to 30 June 2009, is estimated at R5 019 million or 5,5 % of the total farming cost.

Cash flow of farmers

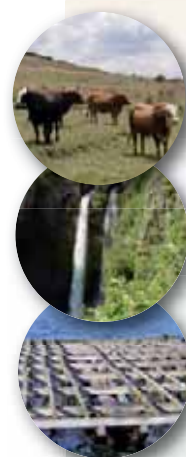
The cash flow of farmers amounted to R39 321 million for the year ended 30 June 2009, compared to the previous R37 650 million—an increase of 4,4 %. This was the result of an increase in the gross income of producers.

Depressed commodity prices and increased input costs, including logistical problems, will put pressure on the cash flow of farmers. Although primary agriculture has experienced significant growth over the past 2 years, profit margins have closed for most of the industries and real net farming income is projected to recover by an average of 2,5 % from 2010.

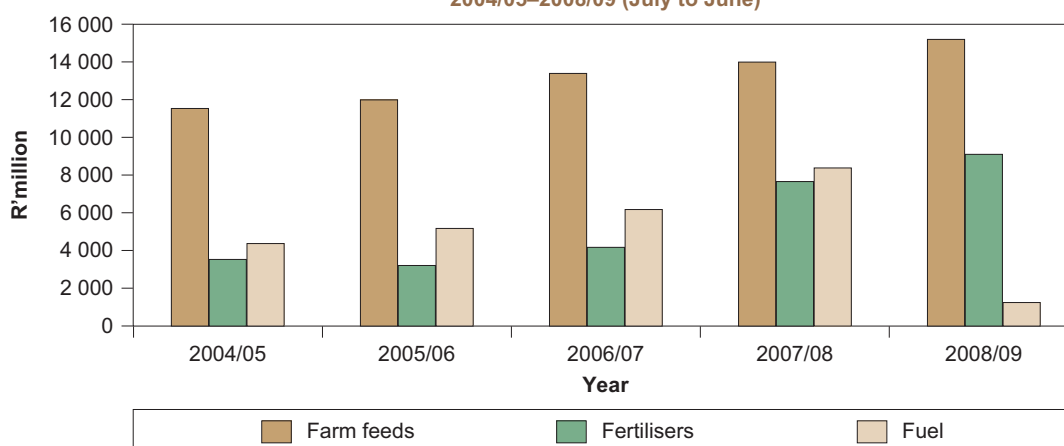


Production costs

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 2008/09 is estimated at R69 862 million, which represents an increase of 21,5 % from R57 486 million in 2007/08. Expenditure on farm feeds, fuel and fertilisers increased by 21,8, 18,2 and 13,1 %, respectively.



Expenditure on intermediate goods and services
2004/05–2008/09 (July to June)



Expenditure on farm feeds remained the biggest expenditure item, accounting for 21,8 % of total expenditure on intermediate goods and services, even though it showed a relatively small increase of 8,2 % from the previous 12 months compared to other expenditure items. The following contributions were made to total expenditure on intermediate goods and services: fuel 18,2 %, fertilisers 13,1 %, farming services 10,7 %, maintenance and repairs of machinery and implements 8,9 %, seeds and plants 6,8 %, dips and sprays 6,6 % and packaging material 5,2 %.

Prices of farming requisites rose by 23,2 % in 2008/09, compared to an increase of 21,4 % the previous year. The price index of machinery and implements showed an increase of 18,4 % for 2008/09. The price index of materials for fixed improvements increased by 10,3 % and the combined index of prices of intermediate production inputs and services rose by 25,0 %. An increase of 70,6 % in the price of fertilisers made the most significant contribution to the increase in the prices of intermediate goods and services. The price of seeds and feeds increased by 21,6 and 20,1 %, respectively, while the price paid for animal health and crop protection remedies increased by 17,4 %.

Investment

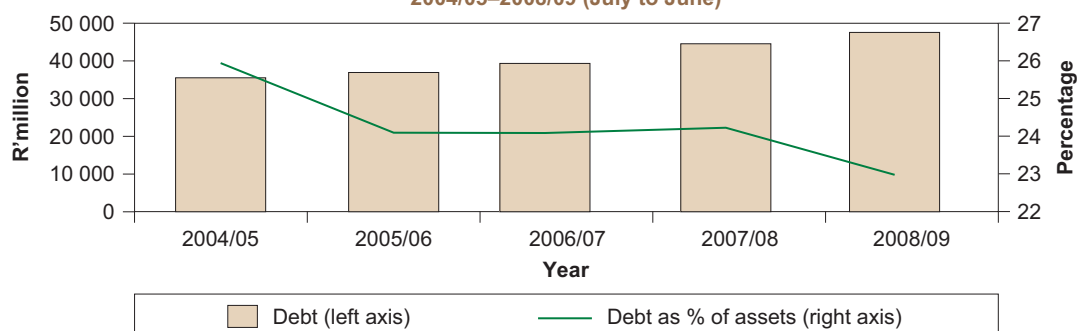
The value of capital assets in agriculture as at 30 June 2009 is estimated at R206 582 million, as against R184 874 million at the end of June 2008—an increase of 11,7 %. Land and fixed improvements constituted R120 055 million, machinery and implements R38 241 million and livestock R48 286 million of the total value of capital assets. The gross investment in respect of fixed improvements for the year ended 30 June 2009 increased by 6,5 % to R3 933 million. In the case of machinery, implements and vehicles, investment increased by 24,8 % and amounted to R7 789 million. The livestock inventory decreased by R47,3 million compared to the previous year.

Agricultural land prices have virtually doubled since 2005, significantly increasing the capital assets in the sector. The producer prices have followed a similar increasing trend. As a result of the higher value of assets, the debt/asset ratio (debt as % of assets) has declined considerably and will continue to decline as the land prices increase.

Farming sector debt

The total farming debt as at the end of June 2009 is estimated at R47 862 million (R44 940 million)—an increase of 6,5 %.

Agricultural debt
2004/05–2008/09 (July to June)



Consumer prices

The consumer price index (with base year 2000 = 100) of all items increased by 6,6 %, from 151,0 to 160,9 during the year ended 30 June 2009, that of food by 15,9 %, from 175,4 to 203,2 and that of nonfood items by 9,4 %, from

145,0 to 158,6. Meat prices rose by 9,9 %, from an index figure of 188,4 to 207,1, while those of grain products reflected an increase of 25,5 %, from 173,9 to 218,2. The consumer price index of vegetables increased by 17,0 %, from 165,2 to 193,3 and that of fruit by 1,5 %, from 170,2 to 172,7. In the case of dairy products and eggs, prices rose by 12,6 % from an index of 194,8 to 219,4, while a decrease of 0,8 % was recorded for sugar and related products, from 175,1 to 173,7.

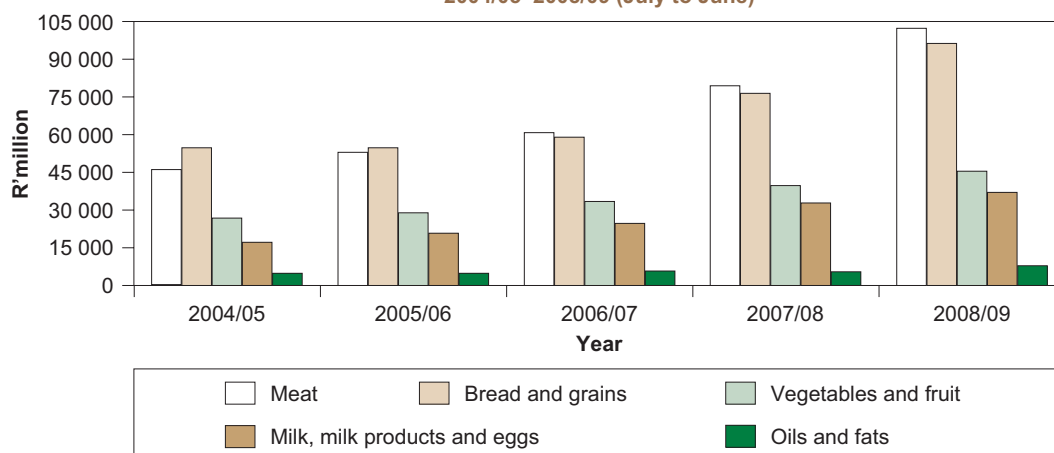
Human cereal consumption has jumped by more than 500 000 tons during the past year. This increase was caused mainly by the sharp rise in maize-meal consumption in South Africa and its neighbouring countries. Lower income households switched back to the consumption of maize meal because of the sharp increase in food prices and other general living expenses. It is projected that maize meal consumption will decrease again, but remain above historical levels because food prices will remain relatively high. Feed consumption is also expected to increase by approximately 500 000 tons over the next 3 years as the increase in meat and dairy prices outpaces the increase in feed prices.

Oilseeds feed consumption (sunflower, soya-beans, and canola) has been growing over the past decade and is projected to grow further over the next 3 years. A slight slowdown in growth occurred in 2008 as a result of record high prices of oilseeds. With much lower oilseed prices and a projected recovery of vegetable oil prices, crushing margins are expected to improve. In addition to this, consumption of oilseeds will increase. Beyond 2009, the demand for sunflower, soya-beans and canola dedicated for the livestock industries is projected to grow rapidly to reach 1,8 million tons in 2014. Importantly this consumption does not include imported oilcake, but only the oilseeds produced in South Africa and dedicated for the feed industry.

Consumption expenditure on food

The consumption expenditure on food for the year ended 30 June 2009 increased by 22,7 % and amounted to R331 746 million, as against the R270 402 million of the previous year. Expenditure on oils and fats increased by 40,7 % to R7 451 million, on meat by 28,4 % to R102 370 million, on bread and grain products by 25,4 % to R96 273 million, on fruit and vegetables (including potatoes) by 15,8 % to R45 467 million and on milk, milk products and eggs by 10,3 % to R36 889 million. Expenditure on sugar rose by 3,8 %, from R4 000 million to R4 151 million.

Private consumption expenditure on major food items
2004/05–2008/09 (July to June)

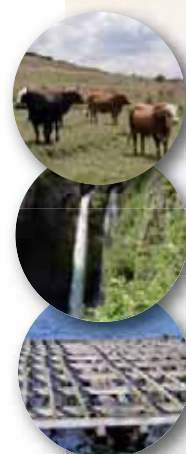


The historic declining trend of maize *per capita* consumption was turned around dramatically in 2008 when the consumption increased from 75 kg *per capita* to approximately 88 kg *per capita*. Concurrently wheat *per capita* consumption decreased to 59 kg *per capita*. It is expected that *per capita* consumption of maize will decrease again to approximately 80 kg *per capita* as economic conditions improve. Wheat *per capita* consumption will recover and continue with an upward trend to reach 66 kg *per capita* in 2014.

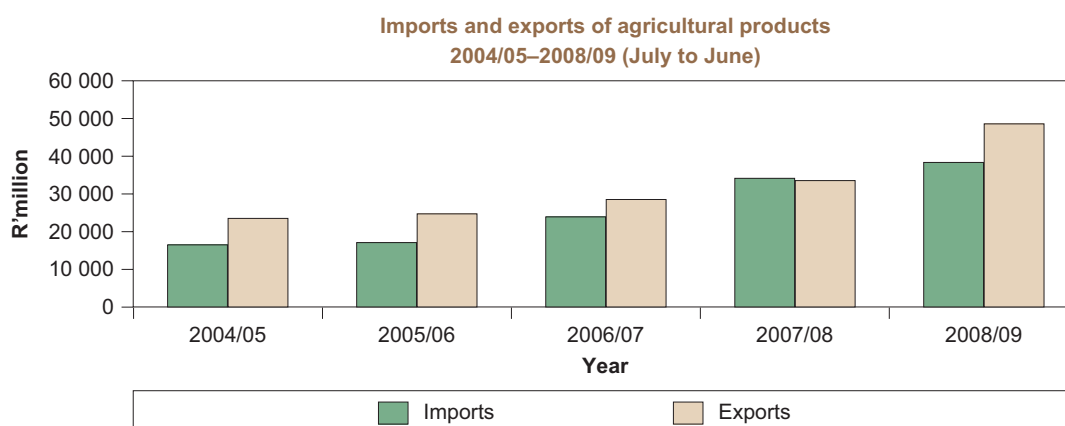
The *per capita* consumption of beef is projected to remain relatively constant with a marginal increase from 2010 onwards. Consumers, especially children, are expected to increase *per capita* consumption of milk at an increasing rate beyond 2010 because of economic development and urbanisation. This follows after a short period of constant (marginal decline) milk and chicken consumption levels in 2009. Consumers are expected to increase fresh milk consumption at an average additional 315 ml of milk per person per year.

Imports and exports of agricultural products

The estimated value of imports for 2008/09 came to R38 401 million—an increase of 12,0 % compared to R34 009 million for 2007/08. The value of exports increased by 46,4 %, from R33 656 million to R49 278 million. According to the 2008/09 export values, wine (R6 460 million), maize (R6 331 million), citrus fruit (R5 700 million),



apples, pears and quinces (R3 257 million) and grapes (R2 212 million) were the most important agricultural export products. Rice (R3 935 million), wheat (R3 332 million), oil cake and other solid residue (R2 168 million), palm oil (R3 301 million) and undenatured ethyl alcohol (R2 168 million) accounted for the highest imports.



During 2008/09, Zimbabwe, The Netherlands, the United Kingdom, Kenya and Mozambique were the five largest trading partners of South Africa in terms of export destinations for agricultural products, with export values of R4 890 million, R4 864 million, R4 825 million, R2 570 million and R2 335 million, respectively. About 19,8 % of total agricultural exports for the period July 2008 to June 2009 went to Zimbabwe and The Netherlands.

The five largest trading partners for South Africa's imported agricultural products during 2008/09 were Argentina, Brazil, Thailand, the United States and China, with import values of R6 275 million, R3 981 million, R3 366 million, R2 286 million and R2 079 million, respectively.

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

FORESTRY SECTOR

In terms of land use, the area under forestry is about 1,266 million ha or approximately 1,0 % of the total RSA land area of 122,3 million ha. The forestry sector (forestry and forest products) contributes about 1,36 % to the GDP. In terms of regional GDP, forestry in KwaZulu-Natal contributes 5,6 %; in Mpumalanga 2,1 %; and about 0,8 % in the Limpopo Province. The export of forest products has increased from R9,5 billion in 2001 to R12,2 billion in 2007. In comparison, the fruit export industry has grown from R4,6 billion in 2001 to R10,4 billion in 2007, while the sugar export industry has declined from R2,9 billion in 2001 to R2,1 billion in 2007.

The forestry sector employed around 170 025 people in 2007. The forestry subsector provided about 77 000 direct jobs and 30 000 indirect jobs. The pulp and paper subsector provided approximately 13 000 direct and 11 000 indirect employment opportunities. Some 20 000 workers were employed in sawmilling, 6 000 in the timber board and 2 200 in the mining timber subsectors, while another 11 000 workers were employed in miscellaneous jobs in the forestry sector.

In 2007 the total investment in the forestry (trees) industry amounted to R17,4 billion. This investment comprises 54,3 % in trees; 21,0 % in land; 15,8 % in roads; 7,5 % in fixed assets; and 1,5 % in moveable assets. Regarding the investment in the forest products sector by type of processing plant for 2009, the total book value of investments amounted to R21,8 billion. This investment comprised 89,3 % in pulp and board plants; 9,4 % in sawmills and veneer plants; 0,6 % in pole plants; 0,2 % in mining timber and 0,5 % other plants.

Challenges facing the sector since the start of the global crisis are as follows:

- Producer price inflation was fuelled by increases in the administered pricing for water (12 %), minimum wages (14,6 %), property rates (various), rail (22 %, following 38 % in 2008) and electricity (31 %).
- South Africa used to be in the lower 25 % in terms of costs, but forestry producers are now in the middle 50 % and this is almost entirely the result of the administered pricing strategies.
- The Reserve Bank is doing its best to increase M3 money supply to stimulate the economy, however, cheaper capital is not the only factor.

What is needed is an expanded public works programme to promote the use of forestry products as opposed to using mainly steel and concrete (board). Further, accelerated housing delivery is required for the social benefits as well as to increase saw-timber and board demand. It is also important for the forestry sector to meet its commitments in terms of the Forest Charter, i.e. to streamline licensing, intervention in the rail fiasco, property rates process, water pricing and support for protection, promotion and enterprise development, emulating Chile and New Zealand.

Instead of providing distortionary grants and subsidies or even direct incentives, a basic solution would be to remove the disincentives of overregulation (as described in ASGISA) and reduce the costs of doing business in forestry as well as to continue with informed and win-win land reform models which result in meaningful economic benefits and empowerment of communities and the continued use of the land for forestry.

Priorities for the forestry sector include the following:

- Development of the Forestry SMME Strategy and Fund
- Establishing extension support to forestry emerging growers and entrepreneurs
- Reducing the regulatory burden on small and emerging businesses
- Exploring a new mandate/role for Safcol
- Streamlining processes for afforestation in the country
- Strengthening collaboration in the SADC on forestry issues
- Enhancing cooperative governance on matters relating to land reform affecting forestry

The forestry sector has to develop the following:

- Forestry Research and Development Strategy
- Timber strategy to address shortages
- Integrated Forest Protection Strategy to address losses from fires, pests and diseases
- A Fire Protection Association Financial Support Policy—with specific focus on poor rural communities
- Integrated Forest Resources Assessment and Monitoring System to improve decision making

FISHERIES SECTOR

South Africa has a well-established fishery sector and is currently a net exporter of fishery products. However, most of South African fisheries are considered to be fully utilised and high-value fisheries such as abalone, prawns and linefish are largely over-exploited. The projected increase in demand for high-end fisheries products provides an opportunity for substantial increases in aquaculture production. South Africa's commercial fishery industry is valued at about R2 billion annually and employs about 27 000 people. The total annual fish production from marine fisheries is more than 600 000 tons. Given the current market trends, South Africa's environmental potential for aquaculture and the state of development of its industry, production could grow from the current level of 3 543 tons (worth R218 million) more than 90 000 tons (worth R2,4 billion) over the next 10 to 20 years. In 2006, direct employment on farms was 1 817 (3 600 if considering the services sector—feeds, processing, security, transport, packaging, manufacturing of equipment, research and government services). If production grows to the projected level of 90 000 tons per annum, the industry will have an employment potential of more than 44 000 people.

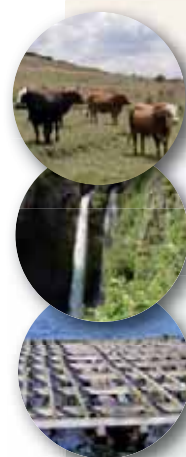
In May 2009 restructuring took place and the functions of the Department of Environmental Affairs and Tourism (DEAT) were transferred to three new departments, namely Department of Tourism, Department of Water and Environmental Affairs (DWEA) and DAFF. Most functions pertaining to mariculture are controlled by the Marine Living Resources Act and the Integrated Coastal Management Act.

In terms of the restructuring the responsible authorities are as follows:

- DAFF: freshwater and marine aquaculture, veterinary services, farmer support and capacity building
- Department of Science and Technology: development of adequate technology
- Department of Trade and Industry: support in the form of capital and business skills
- DWEA: water use licensing
- Department of Health: public health and safety
- South African Bureau of Standards (SABS)
- Provincial departments of environmental affairs
- Municipalities

Threats to the South African aquaculture industry are the following:

- Limited capacities (expertise and aquaculture professionals)
- Lack of technical skills and support (extension services)
- High feed, equipment and technology costs
- Limited government support, veterinary services and disease management



- Lack of species choice and good seed stock
- Complex resource-based legislation
- Lack of marketing services and access to finance
- Climatic variability and seasonality

Opportunities for the aquaculture industry in South Africa are as follows:

- Good natural resources and infrastructure
- Demand for affordable alternative protein sources
- High potential for agricultural diversification
- Potential for export opportunities
- Linkages with tourism
- Growing economy and good economic climate

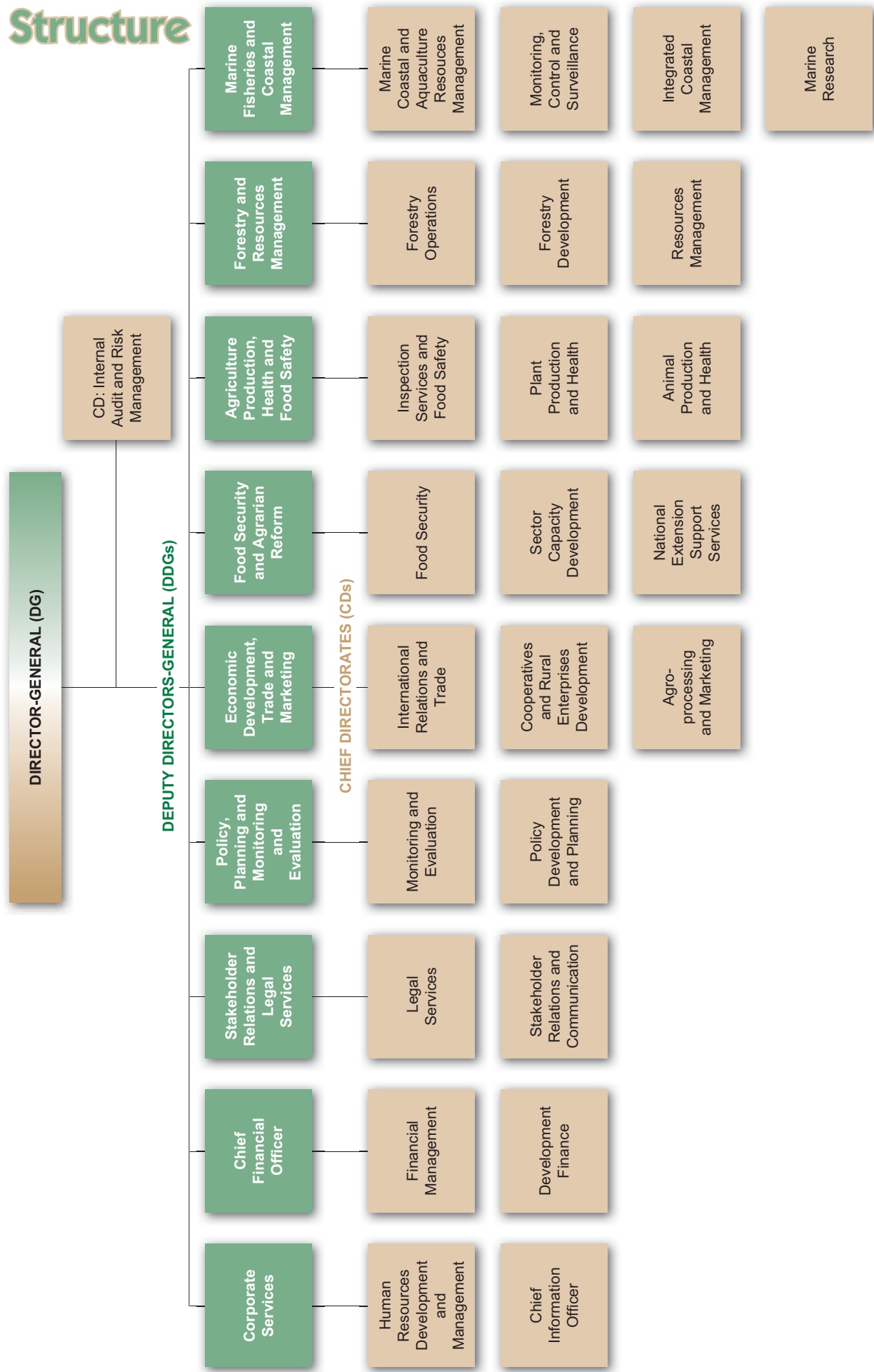
Current aquaculture development programmes include the following:

- Revitalisation/establishment of state-owned hatcheries
- Cage-culture pilots in state-owned waterworks and coastal areas
- Capacity-building programme for scientists, extension officers, veterinarians, animal health technicians/technologists and inspectors
- Aquaculture development zones
- R&D on candidate culture species



Organisational overview

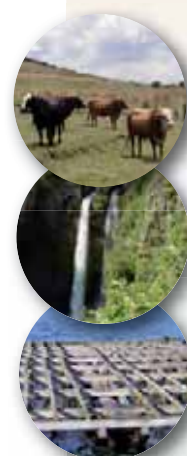
Structure



The DAFF is currently responsible for a total of 49 pieces of legislation.

The following list of Acts reflects 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)
 Animal Diseases Amendment Act, 1991 (Act No. 18 of 1991)
 Liquor Products Act, 1989 (Act No. 60 of 1989)
 Agricultural Research Act, 1990 (Act No. 86 of 1990)
 Agricultural Product Standards Act, 1990 (Act No. 119 of 1990)
 Agricultural Produce Agents Act, 1992 (Act No. 12 of 1992)
 South African Abattoir Corporation Act, 1992 (Act No. 120 of 1992)
 Groot Constantia Trust Act, 1993 (Act No. 58 of 1993)
 Societies for the Prevention of Cruelty to Animals Act, 1993 (Act No. 169 of 1993)
 Marketing of Agricultural Products Act, 1996 (Act No. 47 of 1996)
 Agriculture Laws Extension Act, 1996 (Act No. 87 of 1996)
 Genetically Modified Organisms Act, 1997 (Act No. 15 of 1997)
 Animal Improvement Act, 1988 (Act No. 62 of 1988)
 Agricultural Laws Rationalisation Act, 1998 (Act No. 72 of 1998)
 Onderstepoort Biological Products Incorporation Act, 1999 (Act No. 19 of 1999)
 Meat Safety Act, 2000 (Act No. 40 of 2000)
 Agricultural Debt Management Act, 2001 (Act No. 45 of 2001)
 Animal Identification Act, 2002 (Act No. 6 of 2002)
 Land and Agricultural Development Bank Act, 2002 (Act No. 15 of 2002)
 KwaZulu Cane Growers' Association Act Repeal Act, 2002 (Act No. 24 of 2002)
 Subdivision of Agricultural Land Act Repeal Act, 1998 (Act No. 64 of 1998)
 Animal Health Act, 2002 (Act No. 7 of 2002)
 National Forests Act, 1998 (Act No. 84 of 1998)
 National Veld and Forest Fire Act, 1998 (Act No. 101 of 1998)
 Management of State Forest Act, 1992 (Act No. 128 of 1992)
 Marine Living Resources Act, 1998 (Act No. 18 of 1998) (certain sections)
 Marine Living Resources Amendment Act, 2000 (Act No. 68 of 2000)
 National Environmental Management Act, 1998 (Act No. 107 of 1998)
 Environmental Conservation Amendment Act, 2003 (Act No. 50 of 2003)
 National Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004)
 National Environmental Management: Protected Areas Act, 2003 (Act No. 57 of 2003)
 National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004)
 World Heritage Convention Act, 1999 (Act No. 49 of 1999)
 National Environmental Management: Integrated Coastal Management Act, 2008 (Act No. 24 of 2008)
 Sea-shore Act, 1935 (Act No. 21 of 1935)
 Sea Birds and Seals Protection Act, 1973 (Act No. 46 of 1973)
 Dumping at Sea Control Act, 1980 (Act No. 73 of 1980)
 Marine Pollution Act, 1981 (Act No. 6 of 1981)
 Antarctic Treaties Act, 1996 (Act No. 60 of 1996)



Our mission

VISION

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

MISSION

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

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

STRATEGIC GOALS (SGs) AND STRATEGIC OBJECTIVES (SOs)

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

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

Strategic objectives

- SO 1 Increase growth, income and sustainable job opportunities in the value chain

- SO 2 Increase the level of public and private investment in the sector
- SO 3 Increase market access for South African and African agricultural, forestry and fish products, domestically and internationally
- SO 4 Increase production of feedstock to support the manufacturing sector
- SO 5 Promote the use of feedstock byproducts for renewable energies

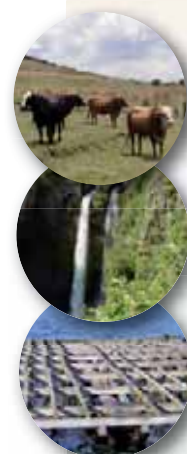
SG 6: Effective and efficient governance

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 implementation of quality standards, Batho Pele principles and the general legislative mandate
- SO 5 Provide leadership and manage communication and information

VALUES

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



4

Work and budgets

PROGRAMME 1

Administration

PURPOSE

Provide the necessary human resources capacity, facilities and information and communication technology (ICT) hardware to ensure efficient and effective execution of DAFF's mandate. The programme is also responsible for managing the administration and of DAFF; and spearheading the delivery of Integrated Stakeholder, Inter-governmental Relations, Communication as well as Legal Services.

It comprises the Corporate Services, Chief Financial Officer and Stakeholder Relations and Legal Services. It strengthens DAFF's human resources capacity to provide high-level guidance and support for sectoral competitiveness and modernisation.

The programme is instrumental in building and improving sustainable working relationships with all its stakeholders and targeted groups.

OVERVIEW

DAFF will strengthen human resources development programmes to address weaknesses in support programmes for agrarian reform beneficiaries. The implementation of scarce skills development programmes will be accelerated with domestic and international partners in the next 3 to 5 years. Resources will be prioritised for this purpose to create the required capacity to efficiently and effectively implement the development agenda of government and contribute to household food security and create decent and sustainable livelihoods in rural areas.

The department will develop new funding options/models by engaging with the relevant stakeholders and establish and implement joint venture funding models to ensure access to affordable capital/funding for rural entrepreneurs in the agriculture, forestry and fisheries sectors. New policies and programmes will be developed to ensure that rural sectoral entrepreneurs will have access to these funds to cater for their short, medium and long-term production financial needs and facilitate the long term investments that are essential for productive diversification and modernisation.

Appropriate resources will be allocated to ensure dedicated management of development finance initiatives, the marine resources fund and partnering with financial institutions in developing support programmes aimed at broadening access to development finance for targeted rural areas and the establishment of sustainable rural financial services models. Sustainable working relationships with all the stakeholders and target groups will be improved to increase service delivery visibility and turnaround time as well as improving the relevance of all DAFF and related legislation.

According to ICT plans, research will be conducted on the wireless connectivity as a cost-effective mechanism to the usage of data lines over the medium term. This will also assist with the integration of Forestry and Fisheries into the department. The department will implement virtualisation of servers as a means to optimise the current ICT infrastructure. In the short to medium term, the DAFF intends to launch an ICT day to utilise ICT in order to achieve business objectives and goals.

With regard to systems and application development the DAFF is planning to revamp the following priority legacy systems: Agricultural Marketing Information System (AMIS), Trade Permit System, Animal Identification System, and the Agriculture Statistics System (ASTATS) to Java to standardise with other new systems and also assist to minimise maintenance

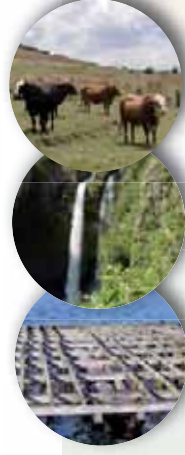
costs. Other systems, e.g. Agricultural Production Inputs (API) database, Risk Model for the Directorate: APIS, Disaster and Risk Management System, and LRAD systems will be outsourced because of the directorate's resource constraints. The current Agricultural Geo-referenced Information System (AGIS) will be integrated with Forestry in a phased approach.

PROGRAMME DELIVERABLES

Corporate Services

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

Strategic goal 6: Effective and efficient governance				Targets				
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
SO 3: To provide effective audit, investigative and legal, human resources and financial risk management	Improved HR administration and accountability management	Improved adherence to performance management and development system	60 % adherence	70 % adherence	80 % adherence	100 % adherence	100 % adherence	100 % adherence
		Shorten appointment period and reduce vacancy rate	17 % vacancy rate	16 % vacancy rate	15 % vacancy rate	14 % vacancy rate	13 % vacancy rate	12 % vacancy rate
		Percentage of SMS members trained on disciplinary procedures	45 % SMS members trained	60 % SMS members trained	80 % SMS members trained	100 % SMS members trained	100 % SMS members trained	100 % SMS members trained
		Progressive career path	5 %	Fast tracking recognition of prior learning, retention (15 %)	Fast tracking recognition of prior learning retention (30 %)	Fast tracking recognition of prior learning retention (45 %)	Fast tracking recognition of prior learning retention (55 %)	Fast tracking recognition of prior learning retention (65 %)
	Safe, healthy and secure work environment	Percentage (%) utilisation rate of employee health and wellness services	50 % utilisation rate of health and wellness services	65 % utilisation rate of health and wellness services	75 % utilisation rate of health and wellness services	85 % utilisation rate of health and wellness services	90 % utilisation rate of health and wellness services	100 % utilisation rate of health and wellness services
	Improved business processes and decision rights	Reduced procedure on HRM&D decision-making processes	2 to 3 months	1 month	2 weeks	1 week	3 days	3 days



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

Strategic goal 6: Effective and efficient governance				Targets				
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
SO 3 (cont.)	Optimise ICT infrastructure and utilisation	Availability of ICT infrastructure	2 500 employees	8 000	8 000	8 000	8 000	8 000
	Improved business processes and application	Migration and integration of ICT system processes and technology	3 independent ICT silos	30 % integration	50 % integration	20 % integration	Full integration	Full integration
	Established safe, and conducive work environment for the employees of DAFF	Percentage (%) of high-priority security threats and risks addressed	Identified	100 % of high-security threats and risks addressed	100 % of high-security threats and risks addressed	100 % of high-security threats and risks addressed	100 % of high-security threats and risks addressed	100 % of high-security threats and risks addressed

PROBLEM STATEMENT

The current human resource, ICT capacity and budget allocation is not adequate to deliver the required level of human resources management support services. Although human resources is the most valued resource in the organisation, the units that must render a support in this regard are not on the required operational level and not adequately capacitated to render the required service or to ensure compliance with relevant prescripts. The current decision-making process with regard to HRM practices is also lengthy and timeous and the level of decision making has to be reviewed.

An increase in the deliverables of line function outcomes, has an impact on the delivery of effective support services for the department. Constraints are a lack of knowledgeable staff, (because of high staff turnover), limitations of the financial systems, increased financial controls and consolidating the development finance funds, etc.

South Africa is a developmental state with a need to disseminate facilitating information to all target groups, in most cases packaged in user-friendly language and medium, preferably in print and electronic media. There is also a need to make all the departmental publications accessible in all the official languages as prescribed by the Constitution, Act No. 108 of 1996. Since the advent of democracy, there has been a need to review all pre-1994 legislation in order to speed up service delivery. This also requires proper consultation with all relevant stakeholders for the review processes to unfold.

IMPLEMENTATION STRATEGY

The recruitment and selection unit must function as a separate functional entity on directorate level in order to address the demands of the organisation and to give expert technical advice on recruitment and selection challenges. In order to serve a department of this size, with a post establishment of approximately 7 500 posts, the HR administration function must be equipped with an adequate staff complement to handle the amount of transactions in accordance within the service delivery standards and to ensure compliance with the relevant prescripts.

Employee Relations has to be operational as a separate functional entity on a directorate level to give high-level expert advice to management on labour relations matters and to facilitate timely disciplinary procedures in order to eliminate corruption and other problems. An employee relations unit with the necessary capacity will also ensure that grievances are handled within the prescribed timeframes. A dedicated performance management and development unit must be established with adequate resources to facilitate a performance management culture in the organisation.

The current HRM delegations, which emanate from the Public Service Act and Public Service Regulations have to be reviewed in order to shorten the decision-making processes and related time delays. To ensure a competent staff component, training requirements will be identified and suitable training programmes will be introduced. The department will also develop a one-funding facility and engage with National Treasury in upgrading the financial system.

BUDGET CONSTRAINTS

The departmental budget cut of 7,2 % has resulted in the department not being able to fill all its vacancies and this has a negative impact on service delivery. Training and development interventions were also hampered. Budget cuts by National Treasury will further have an impact on the required capacity to render effective financial services.

HUMAN RESOURCES MANAGEMENT PLAN

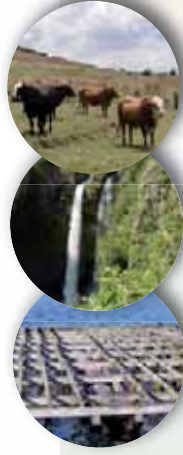
The configuration of ministerial portfolios resulted in the establishment of a Minister of Agriculture, Forestry and Fisheries and the subsequent establishment of a new Department of agriculture, forestry and fisheries. On 1 December 2009 the Department of Agriculture had 3 306 posts on its approved post establishment. The amalgamation of the agriculture, forestry and fisheries functions resulted in a post establishment of approximately 7 500 posts and it is envisaged that the organisation structure which will accommodate these posts will be implemented on 1 April 2010. A summary of proposed new posts on Senior Management Service (SMS) level to be created is as follows:

SMS posts	Current	Proposed
Director-General	1	1
Deputy Director-General	8	9
Chief Director	24	25
Director	75	76
Total	108	111

The amalgamation of the identified functions resulted in the establishment of the new department and this brought its own challenges in terms of human resources planning to address the demands of the new department. In order to address the recruitment and selection challenges, the Organisation Development Committee will monitor the filling of vacancies and the selection unit will be capacitated with sufficient resources on an appropriate functional level. Strategic objectives of the newly established department informed the organisational structure. Human resources management and development policies will be reviewed in order to address the challenges of the newly created department. The current human resources management delegations which emanate from the Public Service Act and the Public Service Regulations will be amended to shorten the decision-making process and fast track human resources management practices.

A need was also identified for a dedicated performance management and development unit that will facilitate a performance management culture in the department. This unit will work in close collaboration with the organisation performance unit to monitor employee performance against the organisation's performance.

The strengthening of the employee relations as indicated in the organisational structure will enhance sound labour relations and facilitate the administration of progressive discipline and adherence to time frames stipulated in the Grievance Procedure for the Public Service.



Employee Health and Wellness

A coordinated and effective response is required to minimise the impact of HIV/Aids within the sector. If it is not managed effectively, the impact will make it difficult to achieve the transformation goals of the sector. An integrated response will promote confidence and raise morale. Currently the department is in the process of developing an HIV/Aids Strategy for the sector, which will be finalised by the end of the last quarter of the 2009/10 financial year. The goal of this strategy is to prevent the further spread of HIV and improve the livelihoods and quality of life for communities, households and individuals living with and affected by HIV/Aids.

After the finalisation of the Sector strategy, the department will embark on the implementation framework development. The tools that would be used in the implementation process would include the treatment policy, prevention of mother-to-child transmission, guidelines on Voluntary Counseling and Testing and post-exposure prophylaxis. The implementation process will be spearheaded by the DAFF.

The Seoul Declaration on Safety and Health at Work (29 June 2008), to which South Africa is a signatory, maintains that: A national/sectoral preventive safety and health culture must be established in which the right to a safe and healthy working environment must be respected at all levels, where government, employers and workers participate actively in securing a safe and healthy working environment through a system of defined rights, responsibilities and duties, and in which the principle of prevention will be afforded the highest priority.

Training and Development

The amalgamation of the identified functions brought further challenges to HRD issues. To ensure consistency with HRD practices and to provide effective and efficient services the unit has to be capacitated. The DAFF will continue to implement development programmes for SMS members to respond to the competency assessment results to address the skills gaps. A mentorship programme will further enhance leadership. The DAFF will also continue to coordinate the Emerging Management Development Programme (EMDP) and Advanced Management Development Programme (AMDP) to ensure the development and supply of junior and middle managers. The DAFF will continue to enrol 500 employees in the Adult Basic Education and Training Programme (ABET) to reduce the level of literacy of employees on salary levels 1 to 5. About 230 new bursaries for employees of the department will be processed in 2010/11.

Chief Financial Officer

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

Strategic goal 6: Effective and efficient governance								Targets		
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15		
SO 4: To improve departmental service excellence through implementation of quality standards, Batho Pele principles and general legislative mandate	Improved business processes, systems and decisions	Report on turnaround strategy to Cabinet	N/a	Feb 2010	N/a	N/a	N/a	N/a		
	Procurement and asset system	Difference in cost to market prices	20 to 30 % above average	-4 % reduction	-4 % reduction	-4 % reduction	-4 % reduction	-4 % reduction		
SO 1: To increase equity, ownership and participation of PDIs	One functional funding facility	Functional financial schemes	Fragmented financial programmes	Funding programmes consolidated	Financial funding schemes/ facilities developed	Financial funding schemes/ facilities implemented	Financial funding schemes/ facilities monitored	Financial funding schemes/facilities reviewed		

PROBLEM STATEMENT

An increase in the deliverables of line function outcomes, has an impact on the delivery of effective support services for the department. Constraints are a lack of knowledgeable staff, (because of high staff turnover), limitations of the financial systems, increased financial controls and consolidating the development finance funds, etc.

IMPLEMENTATION STRATEGY

In order to address the issues mentioned, the department will establish an adequate staff component, identify training needs and will implement appropriate training programme/s to ensure a competent staff component. Training requirements will be identified and suitable training programmes will be introduced. The department will also develop a one-funding facility and National Treasury will be engaged to upgrade the financial system.

BUDGET CONSTRAINTS

Budget cuts by National Treasury will have an impact on the required capacity to render effective financial services.

Details of proposed acquisitions

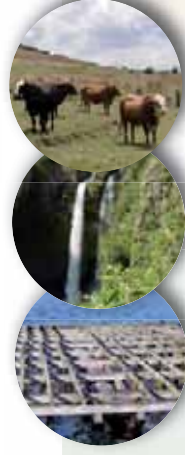
Fixed capital assets

The Department of Public Works is the custodian of all government buildings and as such the new buildings required for incorporating the Forestry and Fisheries functions form part of the asset register of immovable assets of the Department of Public Works.

A budget for capital works is allocated to the department in the normal budget cycle for the financing of capital works projects which may include the construction of new buildings and/or repairs and maintenance with regard to a specific building in terms of the official Repairs and Maintenance Programme (RAMP) of the Department of Public Works.

The department will therefore submit a certified needs assessment for all new and/or additional office space or facilities to the Department of Public Works, as and when required. The following summary portrays the estimated costs in the above regard for the department for 2010/11 to 2012/13:

	2010/11 R'000	2011/12 R'000	2012/13 R'000
Construction of new buildings			
New quarantine station: Durban	6 000	4 355	4 640
New hostel at GADI	5 160	6 000	4 000
New laboratory at Roodeplaat, Pretoria	4 160	5 340	3 000
Sniffer dog training facility and dog kennels: Roodeplaat	2 009	2 000	1 491
New seed bank: Eastern Cape	1 000	2 000	500
New seed bank: Mpumalanga	1 000	2 000	500
New administrative building: Skukuza	2 000	2 000	1 000
Additional administrative space: Milnerton	1 000	2 000	500
Repairs and Maintenance Projects (RAMP)			
Sefala Building: Pretoria	5 000	3 000	1 000
Estimated costs	27 329	27 695	15 631



Movable assets

The following is a summary of the anticipated movable assets and the related costs (purchases):

Asset type	2010/11 R'000	2011/12 R'000	2012/13 R'000
Transport assets Machinery and equipment Intangible assets	15 112 16 854 250	16 623 18 539 275	18 285 20 393 302
Estimated costs	32 216	35 437	38 980

Rehabilitation and maintenance of physical assets

Departmental motor vehicles (555 vehicles) are being serviced per motor plan and repaired as and when required. Redundant vehicles get auctioned and the proceeds are deposited in the National Revenue Fund. All other equipment is serviced as and when required or as prescribed in a maintenance plan.

Multi-year projections for income from sale of assets

The projected proceeds from the sale of redundant assets are as follows:

2009/2010	2010/2011	2011/2012
R500 000	R550 000	R 600 000

These projections are based on possible movable assets identified for disposal. The department normally transfers assets free of charge to schools and other institutions. Only those assets not transferred are sold on public auctions.

Stakeholder Relations and Legal Services

Key outcome 11 : Create a better South Africa, a better Africa and better world

<i>Strategic goal 6: Effective and efficient governance</i>			Targets			
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13
SO 1: To establish and strengthen cooperative governance and functional relations with local and international stakeholders	Structured and functional relationships established with key strategic local stakeholders and partners	Increased percentage of engagements with all key strategic stakeholders and partners (new) Strengthened existing relations with key stakeholders	120 stakeholder relations 1 MoU signed	3 new functional relations established 2 MoUs signed and implemented	3 new functional relations established 2 MoUs signed and implemented	3 new functional relations established 2 MoUs signed and implemented

Strategic goal 6: Effective and efficient governance					Targets				
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15	
SO 4: To improve departmental service excellence through implementation of quality standards, Batho Pele principles and general legislative mandate	Implement a legislative review of DAFF mandate Review all the Acts that affect the agri-culture, forestry and fisheries sector	Effectiveness and integration of legislation in response to DAFF mandate	Information received from internal clients stating the current status quo	Review of all existing legislation within DAFF	Tabling of all critical Acts (50 %)	Tabling of all critical Acts (80 %)	Tabling of all critical Acts (100 %)	Tabling of all critical Acts (100 %)	
SO 5: To provide leadership and manage communication and information	Well-informed internal and external publics	100 % understanding of the DAFF mandate	2009/2010 DAFF communication strategy	50 % understanding of the DAFF mandate	60 % understanding of the DAFF mandate	70 % understanding of the DAFF mandate	100 % understanding of the DAFF mandate	100 % understanding of the DAFF mandate	

PROBLEM STATEMENT

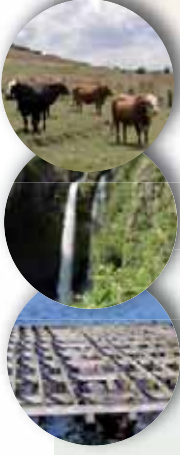
In building relations, the department will improve coordination by developing an integrated framework to promote relations and partnerships for the DAFF. The department will facilitate engagements internationally and nationally with other government's provincial departments, local government structures as well as stakeholders.

IMPLEMENTATION STRATEGY

The department interacts with various sector stakeholders to promote cooperative governance and engages in a seamless operation with the three spheres of government. Cooperative governance will be achieved through effective facilitation and coordination of engagements with the sector and constant liaison with provincial and local government structures. Intergovernmental relations will continue to strengthen these relations through effective coordination of technical committees and other relevant meetings.

South Africa is a developmental state with a need to disseminate facilitating information to all target groups, in most cases packaged in user-friendly language and medium, preferably in print and electronic media. There is also a need to make all departmental publications accessible in all the official languages as prescribed by the Constitution, Act No. 108 of 1996. Because of the importance of the sectors, i.e. agriculture, forestry and fisheries, in contributing towards job creation, the department must support endeavours to create jobs and ensure that messages are communicated clearly.

Since the advent of democracy, there has been a need to review all pre-1994 legislation in order to speed up service delivery. This also requires proper **consultation with all relevant** stakeholders for the review processes to unfold.



PROGRAMME 2

Policy, Planning and Monitoring and Evaluation

PURPOSE

The programme is responsible for the coordination of policy development, research and technology development and monitoring and evaluation. Furthermore, it will render guidance to the strategic, programme and project planning processes and undertake statistical and economic analysis. This is to ensure a greater impact of the policies and programmes of the DAFF.

OVERVIEW

The department has responded to government's emphasis on improved planning and monitoring and evaluation by instituting this new programme. The programme provides strategic leadership, which includes overall departmental strategy development, planning, monitoring of implementation as well as overall organisational performance measures. Furthermore, the programme is responsible for ensuring that the departmental strategies and goals feed into the broader government objectives and priorities. Included in this programme is the coordination of research in order to better inform policy options. The programme will further collate sector statistics and produce regular economic analyses and forecast reports.

The department will also refocus on its role in the government's new clustering of departments to ensure an integrated approach to enhance service delivery for the achievement of the governing party manifesto. DAFF will position itself to work closely with DRDLR to ensure access to land.

Policy, Planning and Monitoring and Evaluation

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

Strategic goal 6: Effective and efficient governance								
			Targets					
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
SO 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information	Service delivery quality	Surveys to assess public satisfaction	58 %	5 %	5 %	5 %	5 %	5 %
	Customer satisfaction	Citizen scorecard for targeted communities	N/A	Start tracking				
	Strengthened M&E systems in DAFF, PDAs and SOEs	Enhanced M&E system for the sector	Current M&E systems	Framework for MoUs and SLAs on M&E for government and stakeholders	Signed MoUs and SLAs in place with all levels of government	Signed MoUs and SLAs in place with all stakeholders in the sector	Continuous M&E	Continuous M&E

Strategic goal 6: Effective and efficient governance				Targets				
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
SO 2 (cont.)	Improved capacity to perform M&E functions in DAFF, PDAs and SOEs	Accurate and reliable M&E reports	Status quo of current M&E capacity	Improved planning and decision making	Improved planning and decision making	Improved planning and decision making	Improved planning and decision making	Improved planning and decision making
	Impact of DAFF programmes quantified	Accurate and reliable impact assessments and evaluation reports	Status quo of current impact assessment capacity	Programme review and policy and strategy development	Programme review and policy and strategy development	Programme review and policy and strategy development	Programme review and policy and strategy development	Programme review and policy and strategy development
	Adequate information on all levels of producers	Comprehensive statistical database for the sectors (AFF)	Data on all categories of black farmers not coordinated	Collate currently available databases	Database of subsistence, smallholder and black commercial farmers	Updated database of subsistence, smallholder and black commercial farmers	Updated database of subsistence, smallholder and black commercial farmers	Updated database of subsistence, smallholder and black commercial farmers
	Adequate policy coverage to reflect government strategic priorities	Aligned policies for all mandate areas as informed by strategic priorities	Status quo defined—policies against strategic priorities	Review currently available policies	Updated and aligned policies	Updated and aligned policies	Updated and aligned policies	Updated and aligned policies
	Coordinated policy and planning systems	Annually updated plans in line with government strategic priorities	National, provincial and local plans aligned to government strategic priorities	National, provincial and local plans aligned to new electoral mandate and MTSF	Plans updated in alignment with MTSF	Review, revise and update plans in alignment with MTSF	Updated plans	Updated plans

PROBLEM STATEMENT

The implementation of overall policy coordination, programme development, implementation and evaluation of the impact of government programmes on the sector, is of importance. The department has identified the lack of a comprehensive and accurate statistical database in the agricultural sector as the primary obstacle to effective planning, decision making, implementation and support of development initiatives. By establishing this function, the department will utilise relevant information for planning and monitoring performance, based on accurate and reliable statistics.



IMPLEMENTATION STRATEGY

The DAFF has established an economic analysis unit for statistics collection to inform management and policy decisions and exercise its leadership in the sector. The programme will be engaging in this activity guided by government priorities that shape the direction and nature of departmental programmes. Strategy implementation will affect all the programmes. However, the Programme: Policy, Planning and Monitoring and Evaluation will coordinate and synchronise the strategic goals and objectives for efficient and effective implementation. The Strategic plan provides the basis for annual business plans and budgets, which will indicate the tasks to be implemented during the year with timetables and implementation responsibilities. The plans will also clearly indicate expected outputs and key performance indicators for activities as well as for individuals.

The 5-year Strategic plan will be reviewed annually according to progress in implementation. Monitoring of performance in implementing the Strategic plan and annual business plans will be undertaken on a quarterly basis and culminate in the annual performance report. The deliverables of the Strategic plan are captured onto the Knowledge Bank ERP system. Execution of planned deliverables will report on progress made on a monthly basis guided by performance indicators. The Directorate: Monitoring and Evaluation conducts performance analysis and verification on reported performance information on a monthly basis. An organisational performance report compiled by the directorate, is also presented to DMC quarterly for decision making. Project information is captured in PIMSA or PSNext.

In the fifth year of the strategy period, performance in implementation will be reviewed externally and evaluated thoroughly, going back to the SWOT analysis and critically assessing the strategic goals and objectives. Towards the end of the strategy period, a new process of strategy development will be initiated to revisit the mission, vision, strategic goals as well as objectives.

Over the medium term the department will identify key services which will be subjected to improvement. These services will be included in the Service Delivery Improvement Plan (SDIP) for the department. Implementation of the SDIP will be over a period of three years, and will be monitored monthly and reported on a quarterly basis.

PROGRAMME 3

Economic Development, Trade and Marketing.....

PURPOSE

The programme is key in directing the DAFF's priority to increase the sector's overall contribution to national GDP growth through creation of viable and sustainable cooperatives and rural enterprises, product value-addition and increase in exports. The implementation of international relations and trade strategies will be closely connected with marketing to access foreign markets.

The Programme: Economic Development, Trade and Marketing comprises three subprogrammes, which are International Relations and Trade; Cooperatives and Rural Enterprise Development; and Agro-processing and Marketing. International Relations and Trade focuses on SADC and Africa relations; international trade; and Americas, Australia, Europe and Middle East relations. Cooperatives and Rural Enterprises Development focuses on cooperative development, rural enterprises development and BBBEE charters compliance. Agro-processing and Marketing focuses on domestic marketing, international marketing and agro-processing.

OVERVIEW

The purpose of the programme is to facilitate market access for agricultural products domestically and internationally. During the medium term, the programme will spend the allocated budget on implementing the agricultural marketing support interventions such as providing agricultural marketing information to farmers; providing farmers with training on agricultural marketing; facilitating the establishment of marketing infrastructure; issuing of import and export permits in terms of trade agreements signed between South Africa and trading partners. The programme will further spend allocated resources developing negotiation positions aimed at improving market access for South African agricultural products in various markets through bilateral trade initiatives such as with the EU, EFTA, SACU and SADC, India and multilaterally through the market access negotiations at the WTO.

The programme will further undertake agricultural marketing research and analysis of the sector and provide advice and support on production and resource economics to provinces and other agencies involved in agricultural production. The programme will continue to collaborate with the National Agricultural Marketing Council (NAMC) in implementing shared projects such as the monitoring of the food prices across the country.

It will develop viable and sustainable cooperatives to provide support for increased production on niche markets, products that offer a competitive advantage and integration of agrarian reform enterprises to the overall commercial export producers' infrastructure. Strengthening internal capacities to negotiate market access protocols in strategic markets is also the programme's aim. In cooperation with 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 Memorandum of Understanding with other strategic countries, the programme will establish official exchange programmes for skills development purposes and develop relevant skills to support agrarian reforms.

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



Economic Development, Trade and Marketing

Key outcome 4: Decent employment through inclusive economic growth

Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development			Targets					
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
SO 2: To increase the level of public and private investment for agricultural, forestry and fisheries products	Decent employment: Employment	Labour absorption rate (66 180 after 5 years, 210 000)	43 % (21 600)	43,4 % (229 236)	43,8 % (242 472)	44,2 % (255 708)	44,6 % (268 944)	45 % (282 180)
	Economic level	Median income	26 291	28 069,8	29 848,6	31 627,4	33 406,2	35,185
		Mean income	74 588	77 121,8	79 655,6	28 189,4	84 723,2	87 257
		GDP Per Capita	46 907	49 049,2	51 191,4	53 333,6	55 475,8	57 618
	Inclusive economic growth: Economic growth	GDP growth per annum	3,1 %	3,45 %	3,95 %	4,35 %	4,7 %	5 %

PROBLEM STATEMENT

Since the advent of deregulation of agricultural markets and liberalisation of international trade, the South African agricultural sector has become an integral part of the global value chains. The accession of the South African agricultural sector 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 play a significant role in world trade on agricultural products. From the trade point of view, the challenge facing the sector is to diversify its export destinations as well as broaden the basket of commodities and value-added products that are destined for export markets. Market access by developing farmers has also been identified as one of the key challenges noted by the programme. In pursuit of addressing the challenge, the programme will implement the strategy aimed at unblocking market access barriers such as facilitating the establishment of agricultural marketing infrastructure, providing marketing information to farmers, as well as providing capacity-building training programmes as part of increasing the knowledge base of farmers on agricultural marketing matters.

In the implementation of South Africa's foreign policy objectives, the DAFF interacts with various agricultural sector stakeholders at national, regional and international level. Other than the structured interactions through bilateral and multilateral agreements, there are a number of engagements that the DAFF is expected to participate in. 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 in line with the available resources.

IMPLEMENTATION STRATEGY

The programme will continue to implement strategies and interventions aimed at improving market access through training of developing farmers, providing marketing information and facilitating the establishment of agricultural marketing infrastructure. Furthermore, the programme will continue to work with other government departments to improve the effi-

ciency of the agro-logistics system to promote an efficient and cost-effective flow of agricultural commodities across the economy. More time and resources will be allocated to support our participation in trade negotiations sessions aimed at improving access to South African agricultural products in international markets. It will also undertake agricultural economic research and render policy advice.

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

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

BUDGET CONSTRAINTS

In order for the programme to achieve the above challenges, a dedicated budget should be set aside to support the programme on the establishment of agricultural marketing infrastructure estimated at about R100 million per annum.



PROGRAMME 4

Food Security and Agrarian Reform

PURPOSE

This programme is meant to develop and facilitate the implementation of appropriate agrarian reform policies and targeted programmes aimed at enhancing the contribution of subsistence and smallholder producers to food security, through education and training, provision of national extension and advisory services and the promotion of transformation imperatives in the agriculture, forestry and fisheries sectors. The programme comprises three subprogrammes which are Food Security, Sector Capacity Development and National Extension Support Services.

Food Security is responsible for subsistence farming, smallholder development and provision of inputs, implements and infrastructure support. Sector Capacity Development focuses on sector education and training, sectoral colleges and sector transformation. National Extension Support Services will develop national extension policies, and provide training and national extension support. The two will direct and support agricultural education, training, extension and advisory services in support of targeted groups.

OVERVIEW

The sector has been experiencing a decline in employment, investments and growth, particularly among the subsistence and smallholder producers. This is a result of lack of effectiveness of the various interventions geared towards support of land and agrarian reform. Over the MTEF the main focus will be on continuing the roll-out of the extension recovery plan, development of a programme on the best utilisation of mentors to supplement existing extension and advisory services, the introduction of incubator programmes targeting women, youth and people with disabilities, and the facilitation of partnerships with sector partners in the provision of support services.

The proposed interventions in the sectors contributing to overall national food security and economic growth will reduce food insecurity through the development of successful subsistence and smallholder producers. The programme will provide for restructuring the subsectors with an emphasis on value chain development and to facilitate the development of sectoral employment generation programmes.

Food Security and Agrarian Reform

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

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)				Targets				
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
SO 2: To coordinate the government food security initiative	Enhanced agrarian reform	Improved support mechanisms for food production by subsistence and smallholder producers	National Poverty Deprivation Index (Stats SA)	Monitor food availability at household level in the country	Monitor food availability at household level in the country	Monitor food availability at household level in the country	Monitor food availability at household level in the country	Monitor food availability at household level in the country

PROBLEM STATEMENT

Rural areas continue to be marginalised economically, food insecure and are highly dependent on social grants. High food prices, lack of skills and inadequate support of resources are some of the factors which are contributing to high levels of food insecurity. There is also lack of confidence among investors because of underdevelopment.

IMPLEMENTATION STRATEGY

Consolidation of agrarian reform policy and programmes to ensure food security through review, with the emphasis on 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. This comes from the acknowledgement that agrarian reform beneficiaries are currently not receiving adequate support for production and access to markets. The DAFF, working closely with other government departments, SOEs and the private sector, will implement production and agro-processing support measures (especially strengthening the capacity for subsistence and smallholder farmers and medium-sized enterprises and producers) to channel investment and capacity development efforts to reinforce production in agriculture, forestry and fisheries for food security and creation of decent work.

The programme will prioritise and ensure an integrated approach in the conception and planning of land and agrarian reform, including the food insecure and the vulnerable.



PROGRAMME 5

Agriculture Production, Health and Food Safety.....

PURPOSE

To identify opportunities and develop strategies in order to optimise agricultural productivity and profitability within the agricultural sector. To manage the risks associated with animal diseases, plant pests, genetically modified organisms and registration of products used in the agricultural field.

The Programme: Agriculture Production, Health and Food Safety comprises three subprogrammes, namely Plant Production and Health; Animal Production and Health; and Inspection Services and Food Safety.

Animal Production and Health is responsible for creating an enabling environment for increased and sustainable animal production through the efficient use of genetic resources, manages risks associated with animal diseases through appropriate policies, legislation, norms and standards, technical guidelines and other services. Plant Production and Health focuses on increasing agricultural productivity with the emphasis on sustainable plant production systems, efficient use of genetic resources, and manages risks associated with plant pests and diseases. Inspection Services and Food Safety is responsible for food safety and the quality of regulated products and provides for the national inspection service of regulated products intended for local and international markets.

Agriculture Production, Health and Food Safety

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

Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)													
Strategic objective			Strategic outcome	Outcome indicator	Baseline	Targets							
SO 1: To promote efficient production, handling and processing of food, fibre and timber	Effective Agrarian Reform Programme	Number of commercial farm employees	780 000	4 000	4 000	4 000	4 000	4 000					
									Number of smallholder farmers	200 000	10 000	10 000	10 000

PROBLEM STATEMENT

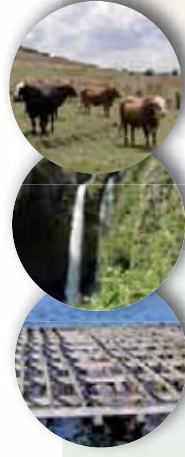
The changes in the global economy are clearly beginning to show their impact on the agricultural sector. Farmers find it increasingly difficult to maintain a profitable business as a result of the increasing production costs, as well as the cost of pests and diseases management. The sustainable production of agricultural products, provision of safe and affordable food and international and national trade in agricultural products are supported and dependent on a reliable Bio-security Regulatory Framework, which is well implemented not only in South Africa but also regionally and globally. The surge in trade and the increased movement of people have resulted in an increase in bio-security risks. South Africa has to develop interventions which strengthen SPS services, ensure adequate controls in the registration of GMOs and compliance within and at our borders.

IMPLEMENTATION STRATEGY

The department will strive towards increasing production and enhancing bio-security for all agricultural commodities through strengthening the linkages with other relevant sectors. The DAFF will develop new sources of growth for the sector in line with the government key outcomes well as to improve the regulatory oversight and framework. Furthermore, the department will also improve on the implementation of services rendered, which will be complemented by improving capacity so as to ensure effective response to current agriculture production, health and food safety challenges.

BUDGETARY CONSTRAINTS

The financial implications with regard to the funding of research programmes, investment in infrastructure and retention of knowledgeable scientists will continue to be a challenge for the programme. Alternatively, adequate funds are needed to ensure that we provide effective early warning systems for our programmes. The programme will also have to look into cost recovery mechanisms to ensure that all South Africans receive equal services.



PROGRAMME 6

Forestry and Resources Management

PURPOSE

Sustainable use and management of natural resources underpins the agricultural, forestry and fisheries sectors. The programme will provide policy advice and coordinate the implementation of programmes aimed at ensuring that forestry production is undertaken sustainably, within the capacity of the landscape and climate. This includes encouraging landowners and managers to maintain and improve the natural resource base on which agricultural production relies—soil, vegetation, water and atmosphere.

The Resources Management part of the programme will contribute to policy and programme development and implementation in the areas of improving water access arrangement for all users and to promote its efficient allocation, use and sustainable management; encouraging sustainable resource access and use through the development of policies to position the agricultural, forestry and fisheries sectors to meet the challenges of achieving sustainable production. It will also provide accurate and reliable information for improved natural resource management, which is essential to the sustainable use of natural resources and policy development and programme implementation. Resources Management will promote and facilitate greater adoption of sound agriculture, forestry and fisheries natural resource management at primary industries, communities and regions through targeted programmes to improve natural resource management practices and management of the natural resource base; and facilitate the development of agricultural infrastructure and the use of agricultural resources. Other activities include auditing natural resources, compliance and law enforcement for natural resource management, controlling migratory pests, rehabilitating and protecting agricultural land and running the community-based LandCare Programme. It will furthermore develop mitigation and adaptation measures for risk and climate change.

OVERVIEW

Ensure the sustainable management of plantations, natural forests (indigenous forests) and woodlands in order to realise their optimal social, environmental and economic benefits. 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 reduce soil degradation to the envisaged 55 %. The regulatory and programme incentives of best practices, such as conservation agriculture, will be strengthened to contribute to reduction of soil degradation and increase adoption of sustainable practices. The subprogramme will lead the development of national norms and standards, guidelines and best practices for the development and utilisation, as well as support to sustainable agricultural production systems. The programme will also facilitate the conservation, rational use of natural resources (soil and water) and community capacity for action and investment for development.

Strategic interventions include:

- 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;
- Increasing the contribution of all types of forests and related goods and services to the quality of life of South Africans with particular focus on rural and disadvantaged communities;

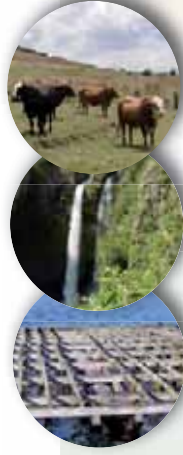
- Supporting conservation of forest biological diversity, ecosystems and habitats, while promoting the fair and equitable distribution of their economic, social, health and environmental benefits;
- Improving contributions to skills development, awareness raising and information sharing with a view to enhance the profile of forestry as a sector;
- Implementation of innovative ways to enhance and streamline the regulatory environment to assist the sector to be compliant while reaching its potential in terms of sustainable development;
- Facilitating improved timber availability and securing a supply of timber to ensure sustainability of the entire timber value chain;
- Coordinate and assist in the development of water resource assessment methodologies to support national and regional reporting and water accounting; and
- Develop mitigation and adaptation measures for the risks of disaster and climate change.

The Forest Sector Transformation and Growth Charter that has been published in terms of the Broad-Based Black Economic Empowerment Act, 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 and the National Veld and Forest Fire Act, 1998 remain the other main focus area.

Forestry and Resources Management

Key outcomes 10: Protect and enhance our environmental assets and natural resources

Strategic goal 2: Sustainable management of natural resources				Targets				
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
SO 2: To ensure the sustainable management and efficient use of natural resources	Enhanced quality and quantity of water: resources Water demand management	Estimated total water loss/nonrevenue water	30 %	2 %	2 %	2 %	2 %	2 %
	Water resource protection and conservation	Number of wetlands rehabilitated per year	95	6	6	6	6	6
	Sustainable natural resource management: Soil degradation	% of land affected by soil degradation	70 %	1 % (800 ha rehabilitated)	1 % (800 ha rehabilitated)	1 % (800 ha rehabilitated)	1 % (800 ha rehabilitated)	1 % (800 ha rehabilitated)
	Deforestation	Net deforestation [200 000 ha (0,5 %)]	Existing extent of forest resources: 0,5 m ha (natural forests) 39 m ha wood-lands	Rate of deforestation reduced by 0,004 % (16 000 ha)	Rate of deforestation reduced by 0,004 % (16 000 ha)	Rate of deforestation reduced by 0,004 % (16 000 ha)	Rate of deforestation reduced by 0,004 % (16 000 ha)	Rate of deforestation reduced by 0,004 % (16 000 ha) by 2020



Strategic goal 2: Sustainable management of natural resources				Targets				
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
SO 2 (cont.)	Protected biodiversity Land protection and rehabilitation	Hectares of land rehabilitated per year	Refer to target under reduction of soil degradation – 800 ha rehabilitated	Refer to target under reduction of soil degradation – 800 ha rehabilitated	Refer to target under reduction of soil degradation – 800 ha rehabilitated	Refer to target under reduction of soil degradation – 800 ha rehabilitated	Refer to target under reduction of soil degradation – 800 ha rehabilitated	Refer to target under reduction of soil degradation – 800 ha rehabilitated
	Protected ecosystems and species	% of agricultural land protected against development	81 % of agricultural land protected	81 % of agricultural land protected	81 % of agricultural land protected	81 % of agricultural land protected	81 % of agricultural land protected	81 % of agricultural land protected
		Number of species under formal protection	47 protected tree species listed in terms of NFA	Number of tree species listed as protected increased	Number of tree species listed as protected increased	Number of tree species listed as protected increased	Number of tree species listed as protected increased	Number of tree species listed as protected increased

PROBLEM STATEMENT

The sector has experienced a number of challenges which hampered it from realising 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:

- Tenure security and post-settlement support. Tenure security is a major requirement 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 to ensure communities are able to continue with forestry as a land-use practice when land is transferred to them.
- Timber shortage in the country. The effects of a shortage of timber is already evident in some parts of the country, where this is having an adverse effect on the sustainability of local sawmilling, pulp and paper operations and subsequently pose a threat to employment opportunities and local economies.
- Access to funding. Afforestation and forestry enterprise development require access to financial and extension support services and it is an industry that requires large amounts of capital to be invested over a long period of time, linked to the rotation period.
- Skills shortage in the sector. The Forest Sector 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.
- Research development and innovation. With the exception of a few pockets of excellence, forest sector research and development activities suffer from underfunding, lack of coordination and a declining skills base.
- Climate change. The role that forestry can play in mitigating the impact of climate change is widely accepted, but it is anticipated that climate change will have a significant impact on forestry.
- Forestry protection. 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 promotion of high-impact technologies at the expense of conservation farming techniques has a severe effect on soil through compaction, soil disturbance, pollution and excessive emission of carbon dioxide, thereby contributing to climate change.
- 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 % nonrenewable 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. At the same time, climate change exacerbates land degradation, primarily through changes in precipitation and evapotranspiration patterns. The reductions in ecosystem functioning, coupled with erosion of soils and lower soil nutrients and moisture, form a large component in the reduction of biodiversity in the country.

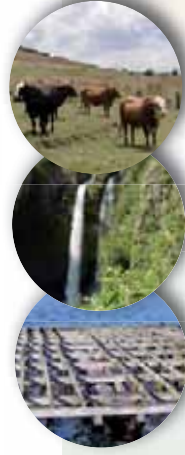
IMPLEMENTATION STRATEGY

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 Charter. Existing programmes will be utilised to assist the Forestry Programme in achieving its deliverables in terms of support to SMMEs, including the 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 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 and the National Veld and Forest Fire Act, 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 co-operation 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 ITCA on natural resources 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 %).

BUDGET CONSTRAINTS

The Forestry Programme's biggest challenge is the limited budget allocation. Approximately 70 % of the budget is allocated to compensation of employees, resulting in only approximately 30 % being available for goods and services. The programme also has an unfunded mandate in Mpumalanga, where the budget for the management of commercial plantations and the associated indigenous forest areas was taken away by National Treasury in anticipation of the transfer of these areas to the provincial department. The transfer has not been concluded and the programme is therefore dependent on funds allocated by National Treasury during the Adjustment Budget and linked to the revenue generated by the department to cover the expenditure in Mpumalanga. The overall inadequate budget limits the programme in terms of setting higher targets and achieving all its deliverables.



PROGRAMME 7

Marine Fisheries and Coastal Management

PURPOSE

The aim of the branch will be to contribute to maintaining and restoring the productive capacity and biodiversity of the marine environment, ensuring the protection of human health, as well as promoting the conservation and sustainable use of marine living resources. The branch further aims to ensure that the degradation of the marine environment from land-based activities is prevented by facilitating the realisation of the duty of the DAFF to preserve and protect the marine environment through the application of respective policies, priorities and resources.

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, provide 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 ecosystem approach for fisheries management (EAF). 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 vulnerable 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.

Marine Fisheries and Coastal Management

Key outcomes 10: Protect and enhance our environmental assets and natural resources

Strategic goal 2: Sustainable management of natural resources				Targets				
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
SO 1: Promote environmentally sustainable production systems	Enabling environment for growth and development of marine aquaculture	Marine aquaculture research, regulatory and management framework in place	Marine aquaculture policy finalised	Conduct environmental studies on 4 sites leading to the development of zones	SEA submission completed and formal declaration of zones	Official handover of zones for infrastructure development	Roll-out of infrastructure development	Roll-out of infrastructure development and allocation of sites

Strategic goal 2: Sustainable management of natural resources							Targets			
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15		
SO 2: Ensure the sustainable management and efficient use of natural resources	Promote the equitable and sustainable management and efficient use of marine living resources	Policy and regulatory framework in place for the allocation and management of rights in the subsistence, large pelagics, recreational and non-consumptive sectors (BBWW and WSCD Programme)	Commercial fishing rights allocated, and policy framework developed for rights allocations in other commercial sectors	Finalised subsistence and smallscale fisheries policy and rights allocated	Appeals finalised	Monitor and review management regime	Monitor and review management regime	Monitor and review management regime		
	Scientific research that informs and guides the sustainable utilisation and conservation of marine and coastal ecosystems	Assessments conducted to determine state of the resources in 22 fishery sectors and other potential species	Research programme in place	Additional fishing rights on account of available TAE allocated in large pelagics fishery and appeals finalised	Monitor and review management regime	Monitor and review management regime	Monitor and review management regime	Monitor and review management regime		
	Rebuild depleted fish stocks	Extent of recovery of abalone, hake. West Coast rock lobster and linefish	Strategy in place for abalone and hake	Research on catch and/or effort limit for 22 fishery sectors and ecosystem interactions	Research on catch and/or effort limit for 22 fishery sectors and ecosystem interactions	Research on catch and/or effort limit for 22 fishery sectors and ecosystem interactions	Research on catch and/or effort limit for 22 fishery sectors and ecosystem interactions	Research on catch and/or effort limit for 22 fishery sectors and ecosystem interactions		
SO 2: Ensure the sustainable management and efficient use of natural resources				Continuous review of strategy for hake and abalone in respect of research, management and compliance	Maintain and enhance the strategies for hake and abalone	Maintain and enhance the strategies for hake and abalone	Review and amend strategy for hake and abalone	Maintain and enhance the strategies for hake and abalone		



Strategic goal 2: Sustainable management of natural resources								
Targets								
Strategic objective	Strategic outcome	Outcome indicator	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
	Feasibility of a new non-consumptive marine sector	1 new non-consumptive initiative for sharks	Research currently conducted on tiger and ragged-tooth sharks	Finalise the research report on the feasibility of the establishment of tiger and ragged-tooth non-consumptive initiatives	Policy developed for non-consumptive use of sharks	Rights allocation and appeals process initiated	Monitor and review management regime	Monitor and review management regime
	Compliance with and enforcement of marine and coastal legislation	% of fish landings in 5 key fisheries (hake, abalone, squid, linefish and rock lobster) inspected and spot checks conducted in other sectors	Rudimentary operational data	40 % of landings in 5 key fishery sectors monitored (hake, abalone, squid, linefish and rock lobster) and spot checks in other sectors	50 % of landings in 5 key fishery sectors monitored and spot checks in other sectors	50 % of landings in 5 key fishery sectors monitored and spot checks in other sectors	55 % of landings in 5 key fishery sectors monitored and spot checks in other sectors	60 % of landings in 5 key fishery sectors monitored and spot checks in other sectors
	SA strategic research presence in Antarctica and Islands	Polar ship replaced	Funding secured. Design specification in place. Procurement process started	Tender awarded	Vessel building initiated	New vessel completed and commissioned	N/a	N/a

Wild Capture Fisheries

Most of South Africa's marine living resources (fisheries) are considered to be utilised fully and high-value species such as abalone, hake and lobster are largely overexploited. Total annual fish production from marine capture fisheries is more than 600 000 tons and is valued at R5,8 billion (2008). The demersal, e.g. hake and pelagic (sardine and anchovy) fishing sectors contribute approximately 70 % of the total value of the fishing industry. The overall contribution of the fishing industry to the GDP is approximately 0,5 % but it is regionally very important, especially in the Western Cape and contributes approximately 2 % to its GDP.

South Africa is a net exporter of fish and fish products. In some sectors such as rock lobster, squid, tuna and demersal longline nearly the total production is exported while 55 % of the demersal trawl catches are exported. On average, South Africa exports approximately 160 000 tons of fish per year and imports approximately 55 000 tons. The total 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 in industries that are partly dependent on the fishing industry.

Long-term commercial fishing rights have been allocated in 22 fishing sectors (including abalone), with just more than 2 900 right holders (including abalone) and about 1 788 vessels, ranging from small craft to a highly industrialised fleet.

Some key challenges identified in capture fisheries include:

- Balancing the high demand for access to marine living resources and the environmental sustainability of declining resources.
- Climate change and environmental degradation of the marine ecosystems.
- Economic analysis and social impact of declining marine resources not addressed adequately.
- Policy and management framework for small-scale/subsistence fisheries.
- Rebuilding depleted fish stocks.
- Slow aquaculture development.
- Threat of illegal activities (poaching) and lack of capacity to adequately address this challenge of monitoring and enforcement.
- Attaining and retaining scientific and management skills.
- Maximising the value of marine products and employment creation.
- Capacity to influence markets and access to markets.
- Increasing coastal development and demand for further development along the coast.
- Threat of marine pollution and impact thereof.
- Inadequate capacity in respect of human and financial resources.

Aquaculture

The projected increase in demand for high-end fishery products provides an opportunity for substantial increases in marine aquaculture production. Given the current market trends, South Africa's environmental potential for aquaculture and state of development of its industry, production could increase from the current level of 3 543 tons (worth R218 million) to more than 90 000 tons (worth R2,4 billion) over next 10 to 20 years. In 2006, direct employment on farms was 1 817 (3 600 considering services sector—feeds, processing, security, transport, packaging, manufacturing of equipment, research and government services). If production grows to the projected level of 90 000 tons per annum, the industry will have an employment potential of more than 44 000 people.

PLANNED EXPENDITURE

The DAFF was established in July 2009. This involved expanding the mandate of the previous Department of Agriculture to include forestry and certain areas of the fishing sector. Following an integrated approach the department embarked on a restructuring process to be able to deliver efficient and effective agriculture, forestry and fisheries services. The new structure will be implemented with effect from 1 April 2010. Although the Strategic plan covers the programmes according to the new structure, the budget as reflected in Vote 25 in the Estimates of National Expenditure (ENE) for the 2010/11 financial year is based on the old budget structure for Agriculture with Forestry and Fisheries added as additional programmes. The reporting requirements in terms of the Public Finance Management Act, 1999 will be as per Vote 25 in the ENE. For management purposes, the budget will be aligned to the new structure that will be implemented from 1 April 2010. The ENE for 2010/11 to 2012/13 is reflected in the tables on the following pages.



PROGRAMME 1: ADMINISTRATION

	2010/11 R'000	2011/12 R'000	2012/13 R'000
<i>Per subprogramme</i>			
Minister	1 816	1 916	2 012
Deputy Minister	1 496	1 578	1 657
Management	48 108	50 894	54 371
Corporate and Financial Services	143 772	152 682	165 053
Operations management	124 743	133 198	142 572
Office accommodation	93 812	103 898	114 032
	413 747	444 166	479 697
<i>Economic classification</i>			
Compensation of employees	189 047	199 297	213 309
Goods and services	186 015	198 889	230 238
Interest and rent on land	165	170	173
Transfers and subsidies	35 742	37 916	25 725
Payments for capital assets	2 778	7 894	10 252
	413 747	444 166	479 697

PROGRAMME 2: PRODUCTION AND RESOURCES MANAGEMENT

	2010/11 R'000	2011/12 R'000	2012/13 R'000
<i>Per subprogramme</i>			
Management	1 811	1 878	2 029
Agriculture Production	251 454	452 899	477 108
Engineering and Resource Management	196 403	211 319	225 232
	449 668	666 096	704 369
<i>Economic classification</i>			
Compensation of employees	107 637	116 092	122 679
Goods and services	55 122	57 289	62 463
Interest and rent on land	51	52	53
Transfers and subsidies	254 724	457 994	480 884
Payments for capital assets	32 134	34 669	38 290
	449 668	666 096	704 369

PROGRAMME 3: AGRICULTURE SUPPORT SERVICES

	2010/11 R'000	2011/12 R'000	2012/13 R'000
<i>Per subprogramme</i>			
Management	1 946	2 064	2 230
Livelihoods Development Support	728 424	782 103	825 913
Sector Services and Research	1 000 758	1 215 541	1 346 611
	1 731 128	1 999 708	2 174 754
<i>Economic classification</i>			
Compensation of employees	88 989	94 141	100 908
Goods and services	142 340	153 310	166 901
Interest and rent on land	53	54	56
Transfers and subsidies	1 499 437	1 751 881	1 906 553
Payments for capital assets	309	322	336
	1 731 128	1 999 708	2 174 754

PROGRAMME 4: TRADE AND AGRICULTURAL DEVELOPMENT

	2010/11 R'000	2011/12 R'000	2012/13 R'000
<i>Per subprogramme</i>			
Management	2 221	2 344	2 533
Trade and Marketing Development	56 155	63 158	67 739
Economic and Statistical Services	22 373	23 843	25 720
	80 749	89 345	95 992
<i>Economic classification</i>			
Compensation of employees	41 404	44 342	47 070
Goods and services	7 963	8 327	10 015
Interest and rent on land	14	14	15
Transfers and subsidies	31 194	36 424	38 678
Payments for capital assets	174	238	214
	80 749	89 345	95 992



PROGRAMME 5: FOOD SAFETY AND BIO-SECURITY

	2010/11 R'000	2011/12 R'000	2012/13 R'000
<i>Per subprogramme</i>			
Management	1 942	2 056	2 221
Plant Health and Inspection Services	226 256	255 230	276 485
Food and Veterinary Services	130 624	217 444	268 506
	358 822	474 730	547 212
<i>Economic classification</i>			
Compensation of employees	269 088	297 813	367 819
Goods and services	80 566	133 673	168 586
Interest and rent on land	146	149	153
Transfers and subsidies	6 596	6 906	7 251
Payments for capital assets	2 426	36 189	3 403
	358 822	474 730	547 212

PROGRAMME 6: FORESTRY

	2010/11 R'000	2011/12 R'000	2012/13 R'000
<i>Per subprogramme</i>			
Management	3 778	4 022	4 344
Forestry Regulation and Oversight	51 786	56 917	61 159
Forestry Development	18 478	22 543	24 200
Forestry Operations	427 410	474 476	513 176
	501 452	557 958	602 879
<i>Economic classification</i>			
Compensation of employees	331 874	369 438	399 076
Goods and services	155 968	172 982	186 814
Interest and rent on land	966	1 061	1 139
Transfers and subsidies	2 525	3 263	3 750
Payments for capital assets	10 119	11 214	12 100
	501 452	557 958	602 879

5

Annual performance plan

Key government outcomes

The Department of Agriculture, Forestry and Fisheries contributes towards 12 key government outcomes in a direct and indirect manner based on the mandate implemented by the national and provincial departments of agriculture as well as the SOEs. Four priorities were identified as core key presidential outcomes and eight as complementary.

The core key presidential outcomes are:

- Decent employment through inclusive economic growth (outcome 4)
- An efficient, competitive and responsive economic infrastructure network (outcome 6)
- Vibrant, equitable and sustainable rural communities contributing towards food security for all (outcome 7)
- Protect and enhance our environmental assets and natural resources (outcome 10)

The complementary key presidential outcomes are:

- Quality basic education (outcome 1)
- A long and healthy life for South African citizens (outcome 2)
- All people in South Africa are and feel safe (outcome 3)
- A skilled and capable workforce to support an inclusive growth path (outcome 5)
- Sustainable human settlements and improved quality of household life (outcome 8)
- Responsive, accountable, effective and efficient local government systems (outcome 9)
- Create a better South Africa, a better Africa and a better world (outcome 11)
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship (outcome 12)

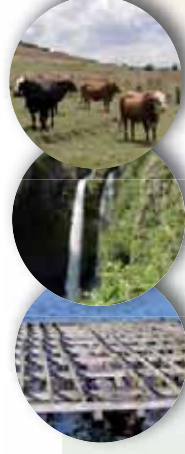
Programme 1: Administration

SUBPROGRAMME: HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

An efficient, effective public sector capacity is essential for the department to deliver services and achieve more with less. The purpose of this outcome is to attempt to reduce the costs associated with service delivery, while increasing (or maintaining) the quality of services rendered.

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
Strategic goal 6: Effective and efficient governance								
SO 3: To provide effective audit, investigative and legal, human resources and financial risk management	Safe, secure, healthy and conducive working environment established	Aligned policies and practices with the operational objectives	Currently approved policies and practises	100 % aligned to new legislation and directives	100 % aligned to new legislation and directives	100 % aligned to new legislation and directives	100 % aligned to new legislation and directives	100 % aligned to new legislation and directives
		Percentage (%) reduction in vacancy rate	17 % vacancy rate	16 % vacancy rate	15 % vacancy rate	14 % vacancy rate	13 % vacancy rate	12 % vacancy rate
		Percentage of quality performance agreements for SMS members submitted	60 % of performance agreements submitted	70 % of performance agreements submitted	80 % of performance agreements submitted	90 % of performance agreements submitted	100 % of performance agreements submitted	100 % of performance agreements submitted
		Percentage (%) of employees trained and developed against specified standards or trained in new competencies	55 % of targeted staff trained and developed	50 % of targeted staff trained and developed	70 % of targeted staff trained and developed	80 % of targeted staff trained and developed	90 % of targeted staff trained and developed	100 % of targeted staff trained and developed
		Percentage reduction in disease burden/incapacity (HIV/AIDS)	20 % strategy implementation and operational plan	40 % implementation and measurement (NSP/M&E and cost model)	60 % implementation and measurement (NSP/M&E and cost model)	80 % implementation and measurement (NSP/M&E and cost model)	100 % implementation and measurement (NSP/M&E and cost model)	100 % implementation and measurement (NSP/M&E and cost model)
		OHS risk assessment conducted in high-risk areas	5 % risk assessment conducted	25 % risk assessment conducted	35 % risk assessment conducted	45 % risk assessment conducted	55 % risk assessment conducted	65 % risk assessment conducted



A skilled and capable workforce to support an inclusive growth path includes all aspects of human resource development (HRD) planning.

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 6: Effective and efficient governance								
SO 5: To provide leadership and manage communication and information	Optimise ICT infrastructure and utilisation	Availability of ICT infrastructure	Documented MSP, Information plan, Architecture plan, DRP, SLA and SLM of the three entities	Identify, collect and audit the documents of the three entities	Migrate/ consolidate the documents into one document per area	Implement, monitor and support the business according to service level requirements	Improve, monitor and support the business according to service level requirements	Improve, monitor and support the business according to service level requirements
	Improved business processes and application	Migration and integration of ICT system processes and technology	Policies and procedures of the three entities	Identify, collect and audit the policies and procedures of the three entities	Migrate/ consolidate the documents into one document per area	Implement, monitor and support the business according to service level requirements	Improve, monitor and support the business according to service level requirements	Improve, monitor and support the business according to service level requirements

Key outcome 5: Skilled and capable workforce to support an inclusive growth path

[illegible]

SUBPROGRAMME: DEVELOPMENT FINANCE

Key outcome 5: Skilled and capable workforce to support an inclusive growth path

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 6: Effective and efficient governance								
SO 1: To increase equity, ownership and participation of PDIs	Increased access to development financial services by PDIs	Number of smallholder and subsistence farmers accessing financial services	26 000 smallholder and subsistence farmers accessing development financial services	10 %	10 %	10 %	10 %	10 %
SO 3: To provide effective audit, investigative, legal, human resources and financial risk management	Effective financial risk management systems	Functional management systems	None	Develop system	Implement system	Monitor implementation	Review implementation	Monitor system

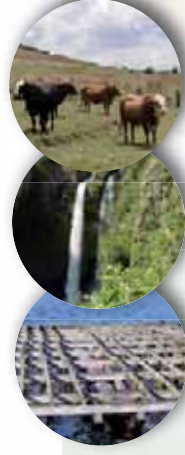
SUBPROGRAMME: STAKEHOLDER RELATIONS AND COMMUNICATION

Creating a better South Africa, a better Africa and a better world involves external partnerships that promote our domestic agenda economically and politically as South Africa has to contribute to the global economy because understanding and contributing to global issues are part of improving the quality of life for South Africans.

A skilled and capable workforce to support an inclusive growth path includes all aspects of human resource development (HRD) planning.

Key outcome 5: Skilled and capable workforce to support an inclusive growth path

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 6: Effective and efficient governance								
SO 5: To provide leadership and manage communication and information	Well informed internal and external public	100 % understanding of opportunities and support from DAFF	Current status	50 % under- standing of opportunities and support from DAFF	60 % under- standing of opportunities and support from DAFF	70 % under- standing of opportunities and support from DAFF	100 % under- standing of op- portunities and support from DAFF	100 % under- standing of op- portunities and support from DAFF



Key outcome 11: Create a better South Africa, a better Africa and a better world

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 6: Effective and efficient governance								
SO 1: To establish and strengthen cooperative governance and functional relations with local and international stakeholders	Structured and functional relationships established with key/strategic local stakeholders and partners	Increased percentage of engagements with all key/strategic stakeholders and partners (new)	Current status	Current number of stakeholder relations	Number of newly established, functional relations	Number of newly established, functional relations	Number of newly established, functional relations	Number of newly established, functional relations

SUBPROGRAMME: LEGAL SERVICES**Key outcome 3: All people in South Africa are and feel safe**

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 6: Effective and efficient governance								
SO 4: To improve departmental service excellence through implementation of quality standards, <i>Batho Pele</i> principles and general legislative mandate	Manage the legislation processes in the department	Well drafted understandable legislation	Information received from internal client/ legislative programme	As per legislative programme	As per legislative programme	As per legislative programme	As per legislative programme	As per legislative programme
	Provide legal support and advisory services	Minimised legal risk						
	Provide litigation support	Minimised queries						

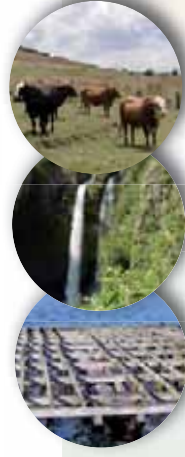
Programme 2: Policy, Planning and Monitoring and Evaluation

SUBPROGRAMME: MONITORING AND EVALUATION

An efficient, effective public sector capacity is essential for government to deliver services and achieve more with less. The purpose of this outcome is to attempt to reduce the costs associated with delivery of services while increasing (or maintaining) the quality of services rendered.

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 6: Effective and efficient governance								
SO 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information	Service delivery performance contracts	Signed service delivery performance contracts	First round of engagements between Minister and stakeholders concluded by end April	Service delivery forum established by July 2010	Two meetings during the year	Two meetings during the year	Two meetings during the year	Two meetings during the year
	Systems for monitoring evaluation and reporting sector M&E systems/frameworks	Approved M&E systems/frameworks	Government's green paper on M&E and operational Knowledge Bank system	Approved and aligned departmental M&E framework	N/a	N/a	N/a	N/a
	Monitoring, evaluation and reporting system for improved service delivery	Approved M&E plans		Annual M&E plan	Annual M&E plan	Annual M&E plan	Annual M&E plan	Annual M&E plan
	Standardised reporting systems	Performance reports	Approved and aligned departmental M&E framework	Quarterly and annual performance reports	Quarterly and annual performance reports	Quarterly and annual performance reports	Quarterly and annual performance reports	Quarterly and annual performance reports
	Delivery programmes review/impact assessment	Assessed/reviewed delivery programmes (selected)	Approved and aligned departmental M&E framework	Cataloguing of all departmental delivery programmes				



SUBPROGRAMME: POLICY DEVELOPMENT AND PLANNING

An efficient, effective public sector capacity is essential for government to deliver services and achieve more with less. The purpose of this outcome is to attempt to reduce the costs associated with delivery of services while increasing (or maintaining) the quality of services rendered.

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 6: Effective and efficient governance								
SO 2: To strengthen policy, planning, monitoring, evaluation, reporting and sector information	Effective implementation of policies	Existing policies reviewed	Approved departmental policy development framework	3 policies reviewed and approved	3 policies	3 policies	3 policies	3 policies
	Planning system for improved service delivery	Aligned strategic and implementation plans	Strategic planning framework from National Treasury	All strategic plans concluded by January 2011	1 strategic plan	1 strategic plan	1 strategic plan	1 strategic plan
	Planning frameworks/ systems	Effective planning systems	Green paper on planning	Approved departmental planning framework	1 framework	1 framework	1 framework	1 framework
SO 4: To provide leadership and support to research in the sector	Increased production enabled by appropriate technologies	Targeted research and technology development programmes to support production	Status report of targeted technology uptake and diffusion in the sector	Monitor and coordinate targeted technology uptake in the sector	Annual report	Annual report	Annual report	Annual report

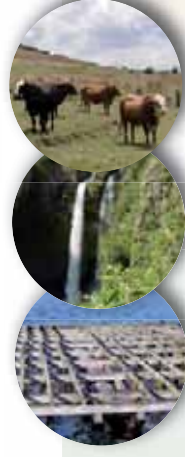
Programme 3: Economic Development, Trade and Marketing

SUBPROGRAMME: AGRO-PROCESSING AND MARKETING

Investing in infrastructure is important because of its contribution to economic growth. This can derive from infrastructure output being both a final good providing services directly to consumers and as an intermediate input that raises the production of factors of production.

Key outcome 6: An efficient, competitive and responsive economic infrastructure network

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development								
SO 2: To increase the level of public and private investment for agricultural, forestry and fisheries products	Increased access to storage, processing and transportation infrastructure for agricultural, forestry and fisheries products by all categories of producers	Increased share of agricultural, forestry and fisheries products handled through additional investment in storage capacity	31,8 mt (2008)	31,8 mt	35,06 mt	36,81 mt	38,65 mt	38,65 mt
		Increased share of agricultural, forestry and fisheries products processed through additional investment	35 mt	37 mt	38 mt	39,53 mt	41,30 mt	41,30 mt
		Increased share of agricultural and forestry products transported through rail	12 mt transported on rail	15,6 mt transported on rail	18 mt transported on rail	19,2 mt transported on rail	20,4 mt transported on rail	20,4 mt transported on rail
SO 3: To increase market access for South African and African agricultural, forestry and fisheries products domestically and internationally	New markets developed and expanded; and existing markets maintained for agricultural, forestry and fisheries products	% increase of agricultural, forestry and fisheries products into new markets	35 % of agricultural products into new markets	37 %	38 %	40 %	42 %	42 %
		% share in traditional markets maintained for agricultural, forestry and fisheries products	Maintain average exports (65 %)	Maintain average exports (65 %)	Maintain average exports (65 %)	Maintain average exports (65 %)	Maintain average exports (65 %)	Maintain average exports (65 %)



SUBPROGRAMME: INTERNATIONAL RELATIONS AND TRADE

The ability to create decent employment opportunities through inclusive economic growth is evaluated along four standard economic parameters: GDP growth, income, labour absorption and equality.

Key outcome 4: Decent employment through inclusive economic growth

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
<i>Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development</i>								
SO 3: To increase market access for South African and African agricultural, forestry and fisheries products domestically and internationally	Facilitated intra-Africa trade on agricultural, forestry and fisheries products	Increased share of African countries agricultural, forestry and fisheries products in South Africa's import and export basket	Imports = 5 % Exports = 35 %	Imports = 7 % Exports = 35 %	Imports = 8 % Exports = 35 %	Imports = 9 % Exports = 35 %	Imports = 10 % Exports = 35 %	Imports = 10 % Exports = 35 %
	Facilitated trade in value-added agricultural, forestry and fisheries products (diversification of export products)	Increased share of South African value-added agricultural, forestry and fisheries products in total trade basket (domestically and internationally)	51 % of export were processed products	52 % of export processed products	55 % of export processed products	57 % of export processed products	60 % of export processed products	62 % of export processed products

Key outcome 11: Create a better South Africa, a better Africa and a better world

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
<i>Strategic goal 6: Effective and efficient governance</i>								
SO 1: To establish and strengthen co-operative governance and partnerships and functional relations with local and international stakeholders	Improved co-operative governance and partnerships	Improved participation of DAFF in the multilateral agencies	DAFF participating in the multilateral agencies (SADC, AU, UN agencies and WTO)	DAFF participating in the multilateral agencies (SADC, AU, UN agencies, etc.)	DAFF participating in the multilateral agencies (SADC, AU, UN agencies, etc.)	DAFF participating in the multilateral agencies (SADC, AU, UN agencies, etc.)	DAFF participating in the multilateral agencies (SADC, AU, UN agencies, etc.)	DAFF participating in the multilateral agencies (SADC, AU, UN agencies, etc.)

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
SO 1 (cont.)		New agreements signed and existing MoUs implemented	Agreements not implemented in totality	Facilitate the implementation of active and signed MoUs and resolutions	Facilitate the implementation of active and signed MoUs and resolutions	Facilitate the implementation of active and signed MoUs and resolutions	Facilitate the implementation of active and signed MoUs and resolutions	Facilitate the implementation of active and signed MoUs and resolutions

SUBPROGRAMME: COOPERATIVES AND RURAL ENTERPRISE DEVELOPMENT

The ability to create decent employment opportunities through inclusive economic growth is evaluated along four standard economic parameters: GDP growth, income, labour absorption and equality.

Key outcome 4: Decent employment through inclusive economic growth

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 4: A transformed and united sector								
SO 1: To increase equity, ownership and participation of PDIs	Increased shareholding of PDIs in the sector	% increase of PDI shares in the sector	Scorecards of the sector charters	As per score-cards of the sector charters	As per score-cards of the sector charters	As per score-cards of the sector charters	As per score-cards of the sector charters	As per score-cards of the sector charters
		Number of sustainable rural cooperatives (agriculture, forestry and fisheries) established and supported as vehicle for LED	3	5	7	8	9	
SO 2: To increase the level of public and private investment in the sector	Increased number and value of BEE deals	Number of BEE deals accessed	20	12	13	14	15	
		Value of BEE deals accessed (R/c)	R85 000 000	R48 610 000	R48 700 000	R53 170 000	R57 479 000	R61 788 000



Programme 4: Food Security and Agrarian Reform

SUBPROGRAMME: FOOD SECURITY

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)								
SO 2: To coordinate Government food security initiative	Improved support mechanisms for food production at subsistence and smallholder producers' level	Coordinated support mechanisms for food production at subsistence and smallholder producers' level	National Poverty Deprivation Index (Stats SA)	Monitor progress and food insecurity status in the country	Monitor progress and food insecurity status in the country	Monitor progress and food insecurity status in the country	Monitor progress and food insecurity status in the country	Monitor progress and food insecurity status in the country
Strategic goal 5: Increased contribution of the sector to economic growth and development								
SO 5: To promote the use of feedstock by-products for renewable energies	Increased plant production over and above food security requirements	Increase in renewable energy production/ generation from plant products	Limited markets for animal feed impact negatively on development of renewable energies Present level of renewable energies estimated at 0,2 GWh	Coordinate agricultural support for Industrial Bio-fuel Strategy based on licences approved	Coordinate agricultural support for Industrial Bio-fuel Strategy based on licences approved	Coordinate agricultural support for Industrial Bio-fuel Strategy based on licences approved	Coordinate agricultural support for Industrial Bio-fuel Strategy based on licences approved	Coordinate agricultural support for Industrial Bio-fuel Strategy based on licences approved

SUBPROGRAMME: SECTOR CAPACITY DEVELOPMENT

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers								
SO 4: Comprehensive support towards rural development	Increased access to training by community members	Approved training programmes for community development	2010–2014 sector skills plans for primary, secondary, forestry and food and beverage sectors of agriculture Training targets of FET and HET in agriculture	Monitor training support to 10 000 members of communities, including smallholder farmers and farmworkers	Monitor training support to 10 000 members of communities including smallholder farmers and farmworkers	Monitor training support to 12 000 members of communities including smallholder farmers and farmworkers	Monitor training of 13 000 members of communities including smallholder farmers and farmworkers	Monitor training of 15 000 members of communities including smallholder farmers and farmworkers

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 6: Effective and efficient governance								
SO 4: To improve departmental service excellence through the implementation of quality standards, <i>Batho Pele</i> principles and general legislative mandate	A transformed DAFF and sector (Gender mainstreaming and transformation/sector transformation)	Compliance to transformation legislation	Not aligned	Audit departmental processes and deliverables aimed at vulnerable groups, youth, subsistence and smallholder producers	Monitoring and update on progress	Monitoring and update on progress	Monitoring and update on progress	Monitoring and update on progress



SUBPROGRAMME: NATIONAL EXTENSION SUPPORT SERVICES

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)								
SO 4: Comprehensive support towards rural development	Increased access to training by community members	Approved training programmes for community development	1 700 community members receiving training 3 out of 12 colleges are operating as centres of rural wealth creation	1 000	1 000	1 000	1 000	1 000
				4	6	8	10	12
Strategic goal 4: A transformed and united sector								
SO 4: To provide leadership and support to research, training and extension in the sector	Increased production enabled by extension support and appropriate technologies	Approved training programmes for extension support Research and technology development programmes to support production	438 Determination of targeted research and technology development programmes	Coordinate and monitor the training of 1 000 extension officers in various skills training and qualifications upgrading programmes	Coordinate and monitor the training of 1 100 extension officers in various skills training and qualifications upgrading programmes	Coordinate and monitor the training of 1 200 extension officers in various skills training and qualifications upgrading programmes	Coordinate and monitor the training of 1 300 extension officers in various skills training and qualifications upgrading programmes	Coordinate and monitor the training of 1 500 extension officers in various soft and technical skills training programmes
				Monitor the implementation of targeted research and technology development programmes	Monitor the implementation of targeted research and technology development programmes	Monitor the implementation of targeted research and technology development programmes	Monitor the implementation of targeted research and technology development programmes	Monitor the implementation of targeted research and technology development programmes

Programme 5: Agriculture Production, Health and Food Safety

SUBPROGRAMME: ANIMAL PRODUCTION AND HEALTH

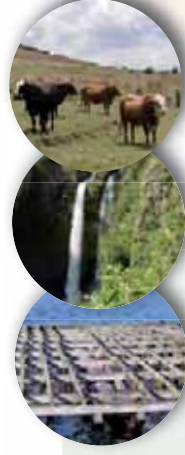
The subprogramme will contribute towards creating decent employment opportunities through inclusive economic growth by increasing animal production and ensuring safety of animal products. This will also contribute to sustainable rural development and food security.

Key outcome 4: Decent employment through inclusive economic growth

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 4: A transformed and united sector								
SO 4: To provide leadership and support to research, training and extension in the sector	Enhanced capacity for research, training and extension	Increased targeted research, development and training programmes	10	2	4	6	8	10

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)								
SO 1: To promote efficient production, handling and processing of food, fibre and timber	Increased production of productive animals and animal products	Percentage increase in productive animals and animal products	29 % increase	Baseline + 1 %	Baseline + 2 %	Baseline + 3 %	Baseline + 4 %	Baseline + 5 %
SO 3: To improve production systems anchored in commodities with a competitive and comparative advantage in each province	Improved efficiency of farming systems per commodity	Percentage reduction in production costs for animals and animal products	Status report on average production costs per commodity	Reduction by 1 %	Reduction by 2 %	Reduction by 3 %	Reduction by 4 %	Reduction by 5 %



SUBPROGRAMME: PLANT PRODUCTION AND HEALTH

The subprogramme will contribute towards creating decent employment opportunities through inclusive economic growth by increasing plant production and ensuring safety of plant products. This will also contribute to sustainable rural development and food security.

Key outcome 4: Decent employment through inclusive economic growth

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 4: A transformed and united sector								
SO 4: To provide leadership and support to research, training and extension in the sector	Increased plant production enabled by extension support based on researched solutions	Enabled extension services in provinces	Researched solutions are not adequately disseminated and transferred to users	All researched solutions completed in year are disseminated and made available to extension services	All researched solutions completed in year are disseminated and made available to extension services	All researched solutions completed in year are disseminated and made available to extension services	All researched solutions completed in year are disseminated and made available to extension services	All researched solutions completed in year are disseminated and made available to extension services

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)								
SO 1: To promote efficient production, handling and processing of food, fibre and timber	Adequate volumes of plant production	Increased volumes of plant production and products	South Africa is presently a net exporter of food	Partially implemented agricultural production strategy: support commodity-specific strategies (e.g. grains, fruit and industrial crops)	Partially implemented agricultural production strategy: support commodity-specific strategies (e.g. grains, fruit and industrial crops)	Implemented agricultural production strategy: support commodity-specific strategies (e.g. grains, fruit and industrial crops)	Sustainable production units	Sustainable production units
					Improved spatial planning and enabling environment for plant production	Infrastructure development and support		

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
SO 3: To improve production systems anchored in commodities with a competitive and comparative advantage in each province	Efficient/effective province-specific commodity (crop) production	Production output comparisons between provinces per commodity	Comparative province-specific production advantage	Aligned spatial planning and support for plant production	Aligned spatial planning and support for plant production	Aligned spatial planning and support for plant production	Aligned spatial planning and support for plant production	Aligned spatial planning and support for plant production
Strategic goal 3: Effective national regulatory services and risk management systems								
SO 1: To promote safe food by managing the level of risks associated with food, diseases, pests, natural disasters and trade	Improved access to basic plant health services	Adequate products of good quality	Fragmented and nonexistent plant health services	Finalised MoU between ARC, DAFF and provinces to address primary plant health issues in rural areas	Assessment of primary plant health services executed according to MoU	Assessment of primary plant health services executed according to MoU	Assessment of primary plant health services executed according to MoU	Assessment of primary plant health services executed according to MoU

SUBPROGRAMME: INSPECTION SERVICES AND FOOD SAFETY

Reducing the high levels of crime in South Africa has been widely accepted as one of the highest national priorities. Crime, especially farm attacks and border control, have a crosscutting impact on society and the economy.

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 3: Effective national regulatory services and risk management systems								
SO 1: To promote safe food by managing the level of risks associated with food, diseases, pests, natural disasters and trade	Effective regulatory environment	Improved compliance to regulatory measures	Status report on the levels of compliance to regulatory measures	Review, improve and maintain an effective regulatory environment	Review, improve and maintain an effective regulatory environment	Review, improve and maintain an effective regulatory environment	Review, improve and maintain an effective regulatory environment	Review, improve and maintain an effective regulatory environment



Programme 6: Forestry and Resources Management

SUBPROGRAMME: FORESTRY OPERATIONS AND FORESTRY MANAGEMENT

The ability to create decent employment opportunities through inclusive economic growth is evaluated along four standard economic parameters: GDP growth, income, labour absorption and equality.

Key outcome 4: Decent employment through inclusive economic growth

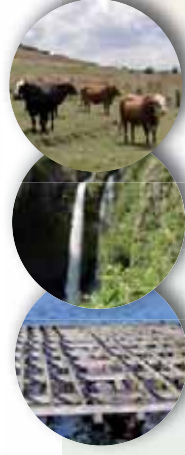
Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 2: Sustainable management of natural resources								
SO 4: To increase contribution to green jobs to improve livelihoods	Increase the contribution of greening, participatory forest management and community forestry to improve livelihoods	Number of green jobs established	Key issues paper	Forestry livelihoods strategy developed and implemented (150 green jobs established)	Implementation of strategy (250 green jobs established)	Implementation of strategy (250 green jobs established)	Implementation of strategy (250 green jobs established)	Implementation of strategy (250 green jobs established)
Strategic goal 4: A transformed and united sector								
SO 1: To increase equity, ownership and participation of PDIs	Effective management of lease agreements	Equity and ownership of PDIs in leased forestry packages	1	Siyaghubeka agreements with beneficiary communities in place	Amathole and Singisi draft agreements with beneficiary communities developed	Singisi, MTO and Amathole agreements concluded	Singisi, MTO and Amathole lease packages finalised	Monitoring of lease packages
Strategic goal 5: Increased contribution of the sector to economic growth and development								
SO 1: To increase growth, income and sustainable job opportunities in the value chain	Forestry sector transformed and potential in terms of growth realised	Forestry 2030 Roadmap targets met	White paper, NFA forest sector charter; National Forest Programme	10 targets as reflected in the Forestry 2030 Roadmap met	10 targets reflected in the Forestry 2030 Roadmap met	6 targets reflected in the Forestry the Forestry Roadmap met	6 targets reflected in the Forestry the Forestry Roadmap met	5 targets reflected in the Forestry the Forestry Roadmap met
		Commercial forest estate expanded	Afforestation maps; Forestry sector charter	10 000 ha afforested in EC and KZN	10 000 ha afforested in EC and KZN	10 000 ha afforested in EC and KZN	10 000 ha afforested in EC and KZN	10 000 ha afforested in EC and KZN

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 1: Increased profitable production of food, fibre and timber products by all categories of producers (subsistence, smallholder and commercial)								
SO 4: To provide comprehensive support towards rural development	Optimal use of State assets	State forest land, not required for forestry land use purposes released for other land use purposes	3 State forest areas released for other land use purposes	Land releases finalised within 3 months of Ministerial approval	Land releases finalised within 3 months of Ministerial approval	Land releases finalised within 3 months of Ministerial approval	Land releases finalised within 3 months of Ministerial approval	Land releases finalised within 3 months of Ministerial approval

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 2: Sustainable management of natural resources								
SO 2: To ensure the sustainable management and efficient use of natural resources	Forestry assets sustainably managed	National forest resource assessments completed	Draft proposal for integrated land use resources assessment	Planning phase for assessment completed	Assessment based on methodology specified in plan	Assessment based on methodology specified in plan	Assessment based on methodology specified in plan	Assessment based on methodology specified in plan
Strategic goal 3: Effective national regulatory services and risk management systems								
SO1: To promote safe food by managing the level of risks associated with food, diseases, pests, natural disasters and trade	Increased compliance with and enforcement of the National Forest Act, 1998 and National Veld and Forest Fire Act, 1998	Reduced incidents of veld, forest and mountain fires through the implementation of the National Veld and Forest Fire Act, 1998	38 fire protection associations (FPAs) registered	42 FPAs registered	42 FPAs registered	42 FPAs registered	42 FPAs registered	42 FPAs registered
	NFA regulations published and implemented	Compliance, monitoring and enforcement of NFA regulations	Compliance, monitoring and enforcement of NFA regulations	Compliance, monitoring and enforcement of NFA regulations	Compliance, monitoring and enforcement of NFA regulations	Compliance, monitoring and enforcement of NFA regulations	Compliance, monitoring and enforcement of NFA regulations	Compliance, monitoring and enforcement of NFA regulations



SUBPROGRAMME: RESOURCES MANAGEMENT

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

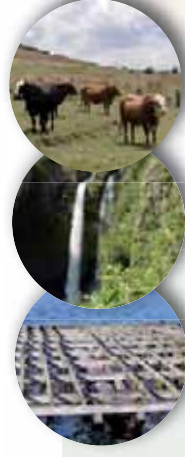
Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 2: Sustainable management of natural resources								
SO 4: To increase contribution to green jobs to improve livelihoods	Increase the contribution of LandCare and sustainable land management to improve livelihoods	Number of green jobs established	14 000	25 000	26 000	27 000	28 000	30 000

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 2: Sustainable management of natural resources								
SO 1: To promote environmentally sustainable production systems (best practices)	Minimised environmental degradation	Number of land users adopting best practices	Suboptimal adoption and implementation of best practices	Assess extent of adoption per farmer category and implement programmes to enhance adoption	Commercial: 2 000	Commercial: 3 000	Commercial: 5 000	Commercial: 6 000
					Smallholder: 500	Smallholder: 1 000	Smallholder: 2 000	Smallholder: 2 500
					Subsistence: 1 000	Subsistence: 1 200	Subsistence: 1 400	Subsistence: 1 600
		Status of agricultural land retained (limited conversion of agricultural land)	Policy and legislation outdated	Review and development of agricultural land protection policy	Agricultural land legislation implemented	Implementation status monitored and evaluated	Agricultural land protection policy reviewed and developed	Agricultural land protection policy implemented
SO 2: To ensure the sustainable management and efficient use of natural resources	Efficiently managed use of water resources	Support and strengthened institutional arrangements for management of water	Fragmented data	Consolidate data and conduct assessments	Develop norms and standards and conduct research of impact	Implement phase I of norms and standards and conduct research of impact	Implement phase II of norms and standards and conducts research of impact	Review norms and standards and conduct research of impact

Key outcome 10 (cont.)

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 3: Effective national regulatory services and risk management systems								
SO 1: To promote safe food/fibre production by managing the level of risks associated with food, diseases, pests, natural disasters and trade	Adopted climate change sector plan	Approved and implemented sector plan	Draft plan	Identify vulnerable areas in the sector	Develop adaptation and mitigation measures	Implement and assess	Implement and assess	Implement and assess
SO 2: To establish and maintain an effective early warning and mitigation system	Improved early warning systems	Reduction of natural related risks	Systems in place	Implement and review	Implement and assess	Implement and assess	Implement and assess	Implement and assess



Programme 7: Marine Fisheries and Coastal Management

Key outcome 4: Decent employment through inclusive economic growth

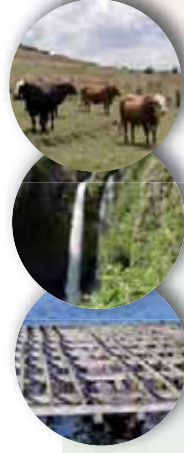
Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target		2012/13	2013/14	2014/15
				2010/11	2011/12			
Strategic goal 4: A transformed and united sector								
SO 1: To increase equity, ownership and participation of PDIs	Increased marine and coastal economic opportunities and broadened access for PDIs	Implementation of the Transfer of Rights Policy, the allocation of fishing rights and implementation of the Smallscale Fisheries Policy in respect of transformation imperatives	Transfer of Rights Policy and a draft policy on smallscale fisheries	Implementation of policies	Implementation of policies	Implementation of policies	Implementation of policies	Implementation of policies
	Facilitate affirmative procurement	% expenditure on procurement from BEE and BBBEE enterprises	35 % expenditure on procurement from BEE and BBBEE enterprises	40 % expenditure on procurement from BEE and BBBEE enterprises	45 % expenditure on procurement from BEE and BBBEE enterprises	45 % expenditure on procurement from BEE and BBBEE enterprises	50 % expenditure on procurement from BEE and BBBEE enterprises	
Strategic goal 5: Increased contribution of agriculture, forestry and fisheries sector to economic growth and development								
SO 1: To increase growth, income and sustainable job opportunities in the value chain	Key recommendations of harbour feasibility study implemented	Livelihood opportunities for coastal communities and improved harbour infrastructure	Harbour feasibility study	25 % implementation of recommendations	35 % implementation of recommendations	50 % implementation of recommendations	60 % implementation of recommendations	70 % implementation of recommendations

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

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Strategic goal 2: Sustained management of natural resources								
SO 1: Promote environmentally sustainable production systems	Marine aquaculture monitoring and evaluation framework in place	No M&E framework in place	Monitoring and evaluation plan developed	70 % M&E of 3 pilot projects	70 % M&E of 3 pilot projects	100 % M&E of 3 pilot projects	100 % M&E of pilot projects and review of lessons	100 % M&E of pilot projects and review of lessons

Key outcome 10 (cont.)

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
SO 2: Ensure the sustainable management and efficient use of natural resources	EU accreditation of shellfish	No EU accreditation of shellfish	Review of EU accreditation criteria and development of a shellfish sanitation programme	Achievement of 50 % of EU requirements	Achievement of 70 % of EU requirements	Achievement of EU accreditation for shellfish	Maintain EU accreditation for shellfish	Maintain EU accreditation for shellfish
	Number of research projects on feasibility of SA aquaculture species conducted	Research into 2 SA aquaculture species (finfish and scallops)	Research into 2 SA aquaculture species (finfish and scallops)	Research into 2 SA aquaculture species (finfish and scallops)	Research into 3 SA aquaculture species (finfish and scallops +1)	Research into 3 SA aquaculture species (finfish and scallops +1)	Research into 4 SA aquaculture species (finfish and scallops +2)	Research into 4 SA aquaculture species (finfish and scallops +2)
	Promote the equitable and sustainable management and efficient use of marine living resources	% of commercial fishing right holders per cluster who have had their performance reviewed	Work plan finalised and key performance indicators drafted for fishery performance reviews	70 % of the fisheries reviewed by cluster	100 % of fisheries reviewed by cluster	Preparation for the next round of performance reviews starting in 2012/13	70 % of 2 nd phase of fisheries reviewed by cluster	100 % of 2 nd phase of fisheries reviewed by cluster
Scientific research that informs and guides the sustainable utilisation and conservation of marine and coastal ecosystems		100 % of commercial rights transfer applications processed within specified service standards	Draft policy on transfer of commercial fishing rights published	Finalise policy on commercial rights transfer and applications processed	100 % of commercial rights transfer applications processed	100 % of commercial rights transfer applications processed	100 % of commercial rights transfer applications processed	100 % of commercial rights transfer applications processed
		Number of research projects on non-consumptive resources	Research on 3 non-consumptive resources (sharks, seals and seabirds)	Research on optimal non-consumptive use of 3 resources (+ shark research proposal)	Research on optimal non-consumptive use of 3 resources (+ sharks proposal implemented)	Research on optimal non-consumptive use of 3 resources	Research on optimal non-consumptive use of 4 resources	Research on optimal non-consumptive use of 5 resources
	Rebuild depleted fish stocks	Extent of recovery of hake and abalone, West Coast Rock Lobster and linefish	Strategy in place for abalone and hake	Continuous review of strategy for hake and abalone in respect of research, management and compliance	Maintain and enhance the strategies for hake and abalone	Maintain and enhance the strategies for hake and abalone	Review and amend strategy for hake and abalone	Maintain and enhance the strategies for hake and abalone

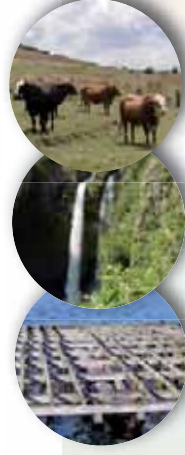


Key outcome 10 (cont.)

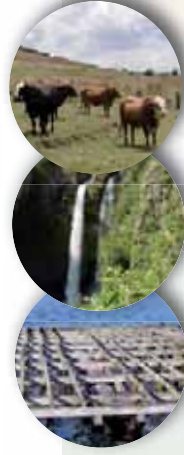
Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
Compliance with and enforcement of marine and coastal legislation	% of fish processing establishments inspected	Rudimentary operational data	40 % of fish processing establishments inspected	50 % of fish processing establishments inspected	50 % of fish processing establishments inspected	55 % of fish processing establishments inspected	60 % of fish processing establishments inspected	
	% of rights holders investigated in 5 key fisheries sectors		10 % of rights holders in the 5 key fisheries investigated	15 % of rights holders in the 5 key fisheries investigated	20 % of selected rights holders in the 5 key fisheries investigated	25 % of selected rights holders in the 5 key fisheries investigated	30 % of selected rights holders in the 5 key fisheries investigated	
	% of vessels inspected in the 5 key fisheries		15 % of vessels inspected in the 5 key fisheries sectors	20 % of vessels inspected in the 5 key fisheries sectors	25 % of vessels inspected in the 5 key fisheries sectors	30 % of vessels inspected in the 5 key fisheries sectors	35 % of vessels inspected in the 5 key fisheries sectors	
	Percentage of cases and tip-offs investigated according to service standards	Limited investigation capacity and no service standards in place	75 % of cases and tip-offs investigated according to services standards	75 % of cases and tip-offs investigated according to services standards	75 % of cases and tip-offs investigated according to services standards	75 % of cases and tip-offs investigated according to services standards	75 % of cases and tip-offs investigated according to services standards	
SA strategic research presence in Antarctica and islands	Number of joint partnerships with law enforcement and conservation agencies established	5 partnerships	Maintain and strengthen 5 partnerships	2 Additional partnerships established	Maintain and strengthen 7 established partnerships	2 Additional partnerships established	Maintain and strengthen 9 established partnerships	
	% completion of new Marion Island base	80 % completion	90 % completion	100 % completion and base commissioned	Base in operation	N/a	N/a	
	Relief voyage to each of the remote stations to support Sanap	Annual relief voyages to Marion Island, Gough Island and SANAE base	Annual relief voyages to Marion Island, Gough Island and SANAE base	Annual relief voyages to Marion Island, Gough Island and SANAE base	Annual relief voyages to Marion Island, Gough Island and SANAE base	Annual relief voyages to Marion Island, Gough Island and SANAE base	Annual relief voyages to Marion Island, Gough Island and SANAE base	

Key outcome 10 (cont.)

Strategic objective	Strategic outcome	Outcome indicator	Baseline	Target				
				2010/11	2011/12	2012/13	2013/14	2014/15
		Number of international partnerships % implementation of decisions of the ATCM	3 international partnerships 100 % implementation of the ATCM decisions	Maintain 3 partnerships 100 % implementation of the ATCM decisions	Maintain 3 partnerships + 1 new partnership 100 % implementation of the ATCM decisions	Maintain 4 partnerships + 1 new partnership 100 % implementation of the ATCM decisions	Maintain 5 partnerships 100 % implementation of the ATCM decisions	Maintain 5 partnerships 100 % implementation of the ATCM decisions



Notes



PROGRAMME 7: FISHERIES

	2010/11 R'000	2011/12 R'000	2012/13 R'000
<i>Per subprogramme</i>			
Management	922	969	1 017
Administrative Support Services	115 196	122 088	128 328
Marine Living Resources Fund	6 300	6 300	6 300
	122 418	129 357	135 645
<i>Economic classification</i>			
Compensation of employees	116 118	123 057	129 345
Goods and services	–	–	–
Interest and rent on land	–	–	–
Transfers and subsidies	6 300	6 300	6 300
Payments for capital assets	–	–	–
	122 418	129 357	135 645

