



KWAZULU-NATAL PROVINCE

AGRICULTURE AND RURAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

STRATEGIC PLAN 2020-25

GROWING KWAZULU-NATAL TOGETHER



MRS. BONGIWE SITHOLE-MOLOI

MEC: Agriculture & Rural Development, KwaZulu-Natal

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A photograph of a tractor in a field of tall grain, with a farm building in the background. The tractor is yellow and is positioned in the lower right foreground, facing towards the left. The field is filled with tall, golden-brown grain, likely corn, which reaches up to the tractor's headlights. In the background, there is a large, light-colored farm building with a dark roof. The sky is a clear, bright blue. The overall scene depicts a busy agricultural setting.

STRATEGIC PLAN - 2020/25

GROWING KWAZULU-NATAL TOGETHER



EXECUTIVE AUTHORITY STATEMENT

MRS BONGIWE SITHOLE-MOLOI

MEC: DEPARTMENT OF AGRICULTURE
& RURAL DEVELOPMENT, KWAZULU-NATAL

I am proud to have the opportunity to table the 2020-2025 Strategic Plan of the KwaZulu-Natal Department of Agriculture and Rural Development. This strategic plan is the Department's implementation framework of the National Development Plan as well as the 2019-2024 Medium Term Strategic Framework, which contains the sixth administration's Programme of Action of Action. The MTSF is anchored upon the Seven (7) National priorities of Government. These priorities have strong resonance with the Department's service delivery programme that has been conceptualised and detailed in both the 2020-2025 Strategic Plan and 2020/21 Annual Performance Plan.

In outlining the MTSF Priorities, His Excellency, President Ramaphosa asserted during the State of the Nation Address that South Africa has a tough choice to either "succumb to the many and difficult and protracted problems that confront us, or we can confront them, with resolve and determination and with action." The option is patently clear on our side. For far too long, the people that have entrusted us with governing responsibility have still not been able to express their full freedoms.

Many of these challenges the President alluded speak to socio-economic opportunities for a better life. Whilst the gains of the past 25 years of democracy and political freedom have afforded many improved live prospects, this has to be intensified in this term of government to uplift the majority that are still trapped in poverty.

The President highlighted agriculture as "one of the industries with the greatest potential for growth" and pronounced that government was ready to "accelerate land redistribution, expand agricultural production and transform the industry." In this regard, he further mentioned that government was giving priority to "youth, women, people with disabilities and those who have been farming on communal land and are ready to expand their operations for training and allocation of land." The Department has taken heed of the President's pronouncements and has included specific measurable targets for farmer projects supported of the vulnerable groups in this Strategic Plan.

The KwaZulu-Natal Premier, Honourable Zikalala announced provincial eight (8) Government priorities during his 2020 State of the Province Address that complement the National Priorities. These priorities include Basic Services; Jobs Creation; Growing the Economy; Growing SMME's and Cooperatives; Education and Skills Development; Human Settlement and Sustainable Livelihood; Building a Peaceful Province and a Caring and Incorruptible Government.

The Premier announced that the Department of Agriculture and Rural Development will prioritize the Multi-Planting Season Programme; establishment of Mega-Nurseries to produce seeds; seedlings and fruit trees; Agri-Hubs and Commercialization of Goat Farming. The Department is seized with the conceptualization of the implementation strategies and plans for these programmes to enable full-rollout in the course of this term.

The Department has also lined-up a comprehensive service delivery programme that focuses on farmer support and development; crop and livestock production; sustainable resource management; animal disease control; agricultural research and technology development; farmer training and education; agri-business and rural development. This Strategy highlights some of these service delivery initiatives and commitments. During the strategic planning review in the course of the term, they will be updated annually in our Annual Performance Plans.

The Department processes to amalgamate all agricultural entities in the province, including Mjindi Farming (Pty) Ltd, Agri-business Development Agency (ADA) and Ntingwe Tea Estate, are at advanced stage for finalisation. It is envisaged that the new mandate of the combined entity will be to support and develop commercial farming, allowing the department to focus on household and smallholder farmers.

We are steadfast in our efforts to ensure the turnaround and stability of the Department. The critical positions of the Head of Department and Chief Financial Officer, together with other senior management positions, have been filled to ensure sound administrative leadership.

The Department has identified the improvement of its internal systems of control and governance to ensure a responsive, effective and efficient operational environment. These initiatives are intended to support the core function of the Department, which is the development of the

agricultural sector and farmer development, in particular, smallholder producers. The magnitude of the challenges that that awaits us as we execute our programme of action may appear insurmountable. However, we are confident that our plans are sound and will achieve their goals. This will enable our interventions to achieve greater and meaningful impact in changing the lives of the people of this province for the better.

The Department appreciates the support of the Honourable Premier, colleagues in the Executive and the Legislature, in particular portfolio committees, and other oversight structures, including our sector stakeholders. The management and officials of the Department provide invaluable support and service, which is appreciated. The support of our families can never be taken for granted, as they are the pillar from whom we draw strength to execute our duties diligently.



Mrs. BN Sithole-Moloi (MPL)

MEC: AGRICULTURE AND RURAL DEVELOPMENT





ACCOUNTING OFFICER STATEMENT

MR S. SIBINDA

Head of Department (Accounting Officer)
Department of Agriculture and Rural Development, KZN

I am honoured to support the tabling of the 2020-2025 Strategic Plan of the KwaZulu-Natal Department of Agriculture and Rural Development. The Strategic Plan details the service delivery commitments for the Department in line with the Department's vision and mission. In this term, the National government has re-committed the National Development Plan (NDP) Vision 2030 as government's blueprint to unite all South Africans to address the triple challenges of unemployment, inequality and poverty.

The Medium Term Strategic Framework (2019-2024) has identified, as one of the five fundamental goals, the need to ensure that ***"no person in South Africa will go hungry"*** within the next 10 years as part of making progress towards tackling poverty, inequality and unemployment. The provincial government has also announced eight priorities that form the core of this administration's programme of action.

The province of KZN is faced with the challenge of high levels of poverty including through its multi-dimensional nature of which Stats SA regulatory reports and the need to have poverty alleviation measures. In this regard, KZN DARD implements the Multi-Planting Season Programme to ensure food production and distribution of food security interventions to alleviate hunger amongst the citizens of the province.


The focus of the planting season is no longer only on maize and bean production. This intervention includes other nutritious commodities for one-home-one-garden, community gardens, institution gardens, one-household-one-fruit-tree (or more), indigenous goats, indigenous chickens, as well as mushrooms.

The Department's agricultural development approach for the province has been and will continue to be premised on growth, transformation and promotion of previously disadvantaged producers. The aim of this process is to ensure their inclusion in the agricultural mainstream economy, in particular to achieve household food security, increased production, productivity, and promotion of competitiveness and commercialisation of agricultural enterprises, especially of smallholder producers.

The Agri-Hubs programme supports the creation of a nexus of rural agricultural businesses across South Africa to serve as primary vehicles of agrarian transformation and comprehensive rural development to be located in central places within a District Municipalities. A concept for Agri-Hubs has been developed and Department will work towards its implementation in 2020/21 and beyond.

The Department is fully committed to the empowerment of the youth, women and people with disabilities, who for the long time have become vulnerable groups in our society. Through the youth empowerment initiative, the Department will unlock job opportunities for youth, mainly in school, out of school, unemployed graduates and aspiring agriculture youth and increase production to honor RASET government order.

The Department will implement six empowerment programmes set-aside for vulnerable groups and roll out the Youth Strategy informed by Youth In Agriculture and Rural Development Indaba and District summits held by the Department.


Mr. S. Sibinda
KZNDARD: Head of Department (Accounting Officer)

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Agriculture and Rural Development under the guidance of **Honourable MEC, Mrs BN Sithole-Moloi** takes into account all the relevant policies, legislation and other mandates for which the Department is responsible and accurately reflects the Impact, Outcomes and Outputs, which the Department will endeavour to achieve over the period 2020-2025.

Dr N Mkhize

**CD: Agricultural Research Development
& Training Institutes**

Signature: 

Mr Z Dlamini

CD: Agricultural Services

Signature: 

Mr T Sikhakhane

Acting CD: Veterinary Services

Signature: 

Mr GN Dlamini

Acting DDG: Corporate Services

Signature: 

Mr J Mfusi

DDG: Rural Development

Signature: 

Mrs APN Madlala

Chief Financial Officer

Signature: 

Mr S Sibande

Head of Department

Signature: 

Approved by:

Mrs BN Sithole-Moloi

MEC: Agriculture and Rural Development

Signature: 

1. STRATEGIC OVERVIEW

The Department held two Strategic Planning sessions, in August 2019 and January 2020 in Durban to review the 2015-2020 Strategic Plan and develop a new one for the 2020-2025 term of government. This review process also necessitated reflection on the vision, mission and values of the Department.

Accordingly, the Department resolved to retain its vision, whilst amending the mission and the values to reflect its current approach to service delivery. The revisions are detailed below:

1.1 Vision

An inclusive, sustainable and radically transformed agricultural sector that builds thriving communities in balance with nature.

1.2 Mission

To maximise agricultural potential through comprehensive farmer support and technological services for inclusive growth and sustainable rural development.

1.3 Values

- Service-Driven
- People-Centred
- Technology smart
- Collaborative
- Inclusive
- Innovative
- Ethical
- Transparent

1.4 Impact Statement:

Increased household food security, agricultural growth and inclusive rural development

1.5 Outcomes

- Effective and efficient corporate and financial support services to the Department
- Improved household food security in the province
- Improved farmer development for increased agricultural production, sector growth and inclusive rural economy
- Reduced outbreak cases of Controlled and Notifiable Animal Diseases
- Increased research knowledge production, agricultural education and training

1.6 Legislative and Other Mandates

The legislative mandate of the Department is derived from various sections of the constitution. The Department executes a concurrent national and provincial legislative mandate in terms of schedule 4 and 5 of the constitution. Section 27 of the Bill of Rights of the South African Constitution, Act of 108 of 1996, gives obligation to the state to uphold health care, food, water and social security rights. Section 27 1(b) states, “everyone has the right to have access to sufficient food and water”.

Section 27 1(c) states, “everyone has the right to social security, including, if they are unable to support themselves and their dependents, appropriate social assistance”. Section 27 (2) states, “the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realization of each of these rights. There have been no significant changes to the Agriculture and Rural Development legislative and other mandates. Below is a list of all relevant legislation for the Department.

Transversal legislation

- Constitution of the Republic of South Africa (Act No. 108 of 1996)
- Public Finance Management Act (Act No. 1 of 1999, as amended) and Treasury Regulations
- KZN Provincial SCM Policy Framework of 2006
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000)
- Companies Act (Act No. 61 of 1973)
- Public Service Act (Act No. 109 of 1994, as amended) and Public Service Regulations of 2001
- Labour Relations Act (Act No. 66 of 1995)
- Basic Conditions of Employment Act (Act No. 75 of 1997)
- Skills Development Act (Act No. 97 of 1998)
- Promotion of Access to Information Act (Act No. 2 of 2000)
- Occupational Health and Safety Act (Act No. 85 of 1993)
- Compensation for Occupational Injuries and Diseases Act (Act No. 130 of 1993)
- Annual Division of Revenue Act
- Employment Equity Act (Act No. 55 of 1998)
- Public Service Commission Act (Act No. 65 of 1984)
- Promotion of Administrative Justice Act (Act No. 3 of 2000)

Agriculture Legislation

- KwaZulu Animal Protection Act (Act No. 4 of 1987)
- Conservation of Agricultural Resources Act (Act No. 43 of 1983)
- Marketing of Agricultural Products Act (Act No. 47 of 1996)
- Control of Market in Rural Areas Ordinance (No. 38 of 1965)
- Subdivision of Agricultural Land Act (Act No. 10 of 1970)
- Plant Improvement Act (Act No. 53 of 1976)
- Agricultural Pests Act (Act No. 36 of 1983)
- Agriculture Law Extension Act (Act No. of 1996)
- KwaZulu General Law Amendment Act (Act No. 3 of 1987)
- KwaZulu General Law Amendment Act (Act No. 21 of 1988)
- National Veld and Forest Fire Act (Act No. 101 of 1998)
- Veterinary and Para-Veterinary Professions Act (Act No. 19 of 1982)
- Livestock Brands Act (Act No. 87 of 1962)
- Livestock Improvement Act (Act No. 25 of 1977)
- Meat Safety Act, 2000 (Act No. 40 of 2000) (Replacing Abattoir and Co-operation Act)
- South African Medicines and Medical Devices Regulatory Authority Act (Act No. 32 of 1998)
- International Animal Health Code of World Organisation for Animal Health (OIE-Office International des Epizooties)

- Animal Diseases Act (Act No. 35 of 1984)
- International Code for Laboratory Diagnostic Procedure for Animal Diseases of World Organisation for Animal Health
- The Sanitary and Phyto-sanitary Agreement of the World Trade Organisation (WTO)
- Water Services Act (Act No. 108 of 1997)
- Marketing of Agricultural Products Act (Act No. 47 of 1996)
- Agricultural Research Act (Act No. 86 1990)
- Agricultural Products Standards Act (Act No. 119 of 1990)
- Agricultural Produce Agents Act (Act No. 12 of 1992)
- Agricultural Development Fund Act (Act No. 175 of 1993)
- Perishable Product Export Control Act (Act No. 9 of 1983)
- Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act (Act No. 36 of 1947)
- Agricultural Credit Act (Act No. 28 of 1966)
- Marketing Act (Act No. 59 of 1958)
- Plant Breeder's Right Act (Act No. 15 of 1976)
- Land Redistribution Policy for Agricultural Development
- Agricultural Debt Management Act (Act No. 45 of 2001)
- Soil User Planning Ordinance (Ordinance No. 15 of 1985)
- Generally Modified Organisms Act (Act No. 15 of 1997)
- Hazardous Substances Act (Act No. 63 of 1973)
- Environment Conservation Act (Act No. 73 of 1989)
- Agri-business Development Agency Bill.

Rural Development Legislation

- Deeds Registries Act (Act No. 47 of 1937)
- State Land Disposal Act (Act No. 48 of 1961)
- Physical Planning Act (Act No. 88 of 1967)
- Sectional Titles Act (Act No. 95 of 1986)
- Upgrading of Land Tenure Rights Act (Act No. 112 of 1991)
- Land Reform: Provision of Land and Assistance Act (Act No. 126 of 1993)
- Restitution of Land Rights Act (Act No. 22 of 1994)
- Land Reform (Labour Tenants) Act (Act No. 3 of 1996)
- Communal Property Associations Act (Act No. 28 of 1996)
- Land Survey Act (Act No. 8 of 1997)
- Extension of Security of Tenure Act (Act No. 62 of 1997)
- Planning Profession Act (Act No. 36 of 2002)
- Professional and Technical Surveyors Act (Act No. 40 of 1984)
- Spatial Data Infrastructure Act (Act No. 54 of 2003)
- Spatial Planning and Land Use Management Act (Act No. 16 of 2013)
- Data Infrastructure Act (Act No. 54 of 2003)
- Restitution of Land Rights Amendment Act (Act No. 48 of 2003)
- Removal of Restrictions Act (Act No. 84 of 1967) Estimates of Provincial Revenue and Expenditure 84
- Physical Planning Act (Act No. 125 of 1991)
- Land Titles Adjustment Act (Act No. 111 of 1993)
- Communal Land Rights Act (Act No. 11 of 2004)
- Abolition of Certain Title Conditions Act (Act No. 43 of 1999)
- Transformation of Certain Rural Areas Act (Act No. 94 of 1998)
- Interim Protection of Informal Land Rights Act (Act No. 31 of 1996)

1. Situational Analysis

The Strategic Plan document will serve as the main planning guideline document for the KwaZulu-Natal Department of Agriculture and Rural Development service delivery programme for the duration of the sixth Administration's term of government. It comes after the country marked 25 years of freedom and democracy and begin advance to the third decade of democracy.

The national planning frameworks especially the National Development Plan (NDP) Vision 2030, the Medium Term Strategic Framework (MTSF) 2019-2024 and the Agricultural Policy Action Plan (APAP) have identified the agricultural sector as one of the key economic sectors to drive economic growth and be the key job driver in the country and in the province of KZN.

1.1. External Environment Analysis

The agricultural sector is of key strategic importance in KZN. The suitable natural resources in KZN gives the province a comparative advantage in agriculture. Based on the natural resources, the majority in KZN is suitable for livestock production. Livestock production contributes ±46,5% of total KZN agricultural value.

It is estimated that about 316 000 ha of the arable land in the communal areas are presently under-utilised. As a primary sector, agriculture contributes about 4% to provincial GVA.

KwaZulu-Natal produces almost 30% of national agricultural output and hence contributes significantly towards creating formal and informal employment, while providing food security in South Africa. Nationally, agriculture production slumped by 13,2% after registering a 7,9% rise in activity in the fourth quarter of 2018. A slowdown in the production of field crops (wheat, sunflower seeds, and tobacco) and horticultural products (vegetables, citrus and deciduous fruits) weakened performance in the first quarter.

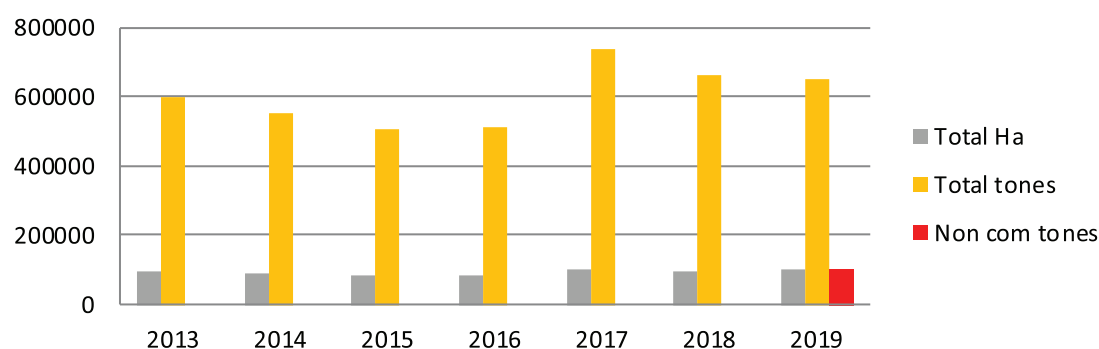
How did South African industries perform in the first quarter of 2019?

Industry growth in the first quarter of 2019, compared with the fourth quarter of 2018



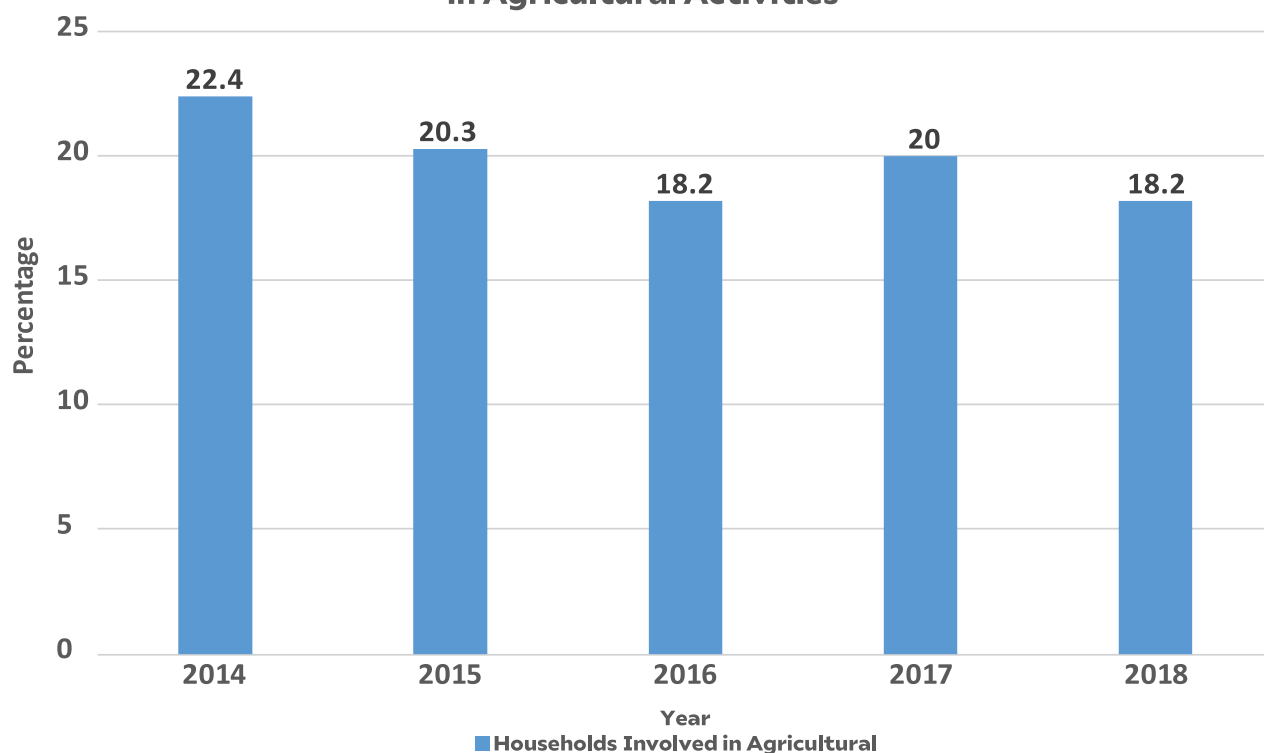
Seasonally adjusted and annualised Source: Gross domestic product (GDP), 1st quarter 2019

Maize production in KZN



- KZN produce 5% of the total maize in the country
- KZN produce 19 % of the non-commercial maize at an average of 1.8 t/ha

KZN Percentage Distribution of Households Involved in Agricultural Activities



Source: Statistics South Africa, General Household Survey

The sector is faced with several challenges that continue to affect its ability to deliver on the key outcomes. The decline in agricultural production is obviously concerning, especially for food security, employment in the sector and levels of competitiveness. It makes it difficult to achieve the kinds of outcomes that government is looking for regarding reduction in the levels of poverty, unemployment and other related socio-economic development. Below is a breakdown of some of the most potent of these challenges and how they are being addressed:

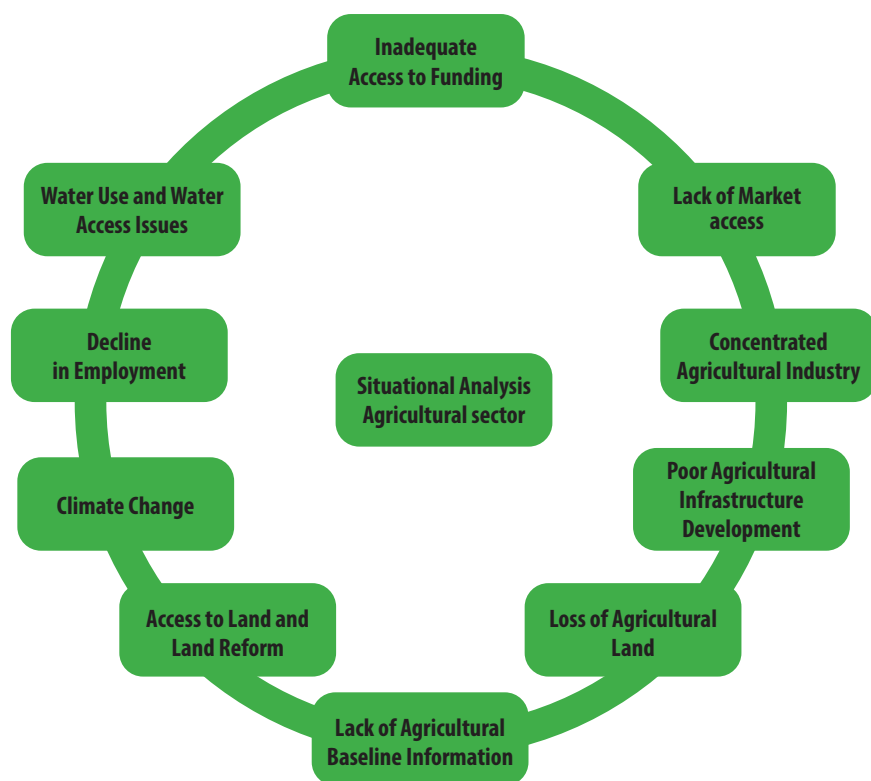


Table 1. Situational Analysis: Agricultural Sector in KZN

Inadequate Access to Funding

The poor financial status and the lack of assets which can serve as collateral, negatively affects the creditworthiness of smallholder farmers. Smallholder farmers are restricted from accessing credit from formal private financial institutions because they do not hold title deeds which can serve as collateral for loan applications. Transformation that has occurred in terms of land transfers saw farmers having access to land which cannot be used as collateral to access credit from financial institution because they do not hold title deeds or long term leases.

The stringent measures or requirements by the financial institutions puts smallholder farmers at a disadvantage in accessing funding. For instance, businesses are required to project previous financial statements of which most of the smallholder farmers do not have due to a lack of record keeping. Furthermore, smallholder farmers lack banking culture which pose a low confidence levels on the side of financial institutions.

The lack of off-take agreements or guarantees makes financial institutions hesitant from granting funding as there is no evidence of having a market. Agricultural production is easily impacted by natural disaster, particularly floods, fires and drought.

Climate change pose a risk for financial institutions to grant funding to smallholder farmers because of their high risk to natural disaster. Farmers are compelled to take out insurance for them to qualify for funding. Due to lack of finance (amongst others), farmers end up failing to maintain farm infrastructure which continues to deteriorate making it more difficult for them to access funds due to low value of their depleted infrastructure.

It is too costly for smallholder farmers to take insurance relating to production. With some crops, the cost of insurance goes as high as 18% of production cost. It becomes difficult for farmers to have insurance.

Insurance premium is paid annually while income is generated after some time due to the seasonal nature of agriculture. The Department will pursue engagements with agricultural financiers in order to leverage on the resources at their disposal to support the development and transformation of the sector.

Lack of Market Access

The lack of access to market is as a result of a combination of issues such as; lack of access to information by farmers, small volumes of supply, poor quality and inconsistency of supply especially for smallholder farmers. Strict requirements relating to volumes, quality, and food safety systems demanded by formal markets often results to farmers failing to participate in formal markets. There is inability of smallholder farmers to organize themselves to market-orientated cooperatives in order to benefit from economies of scale.

In terms of exports of agricultural products by South Africa during 2018, the five largest trading partners were the Netherlands, with exports to the value of R12,5 billion, the United Kingdom (R11 billion), China (R8,8 billion), Mozambique (R6,8 billion) and the United States (R4,8 billion). Focus in marketing agricultural produces should not only be on domestic opportunities but we should seek to exploit all avenues available in terms of the export market opportunities. The Department will be forging partnerships with the National Department of Agriculture especially with their Perishable Product Export Control Board (PPECB) ensuring high levels of compliance and quality standards which will enable our farmers to be export ready.

Concentrated Agricultural Industry

Throughout the value chain, there are corporate which have mastered the food system making it difficult for those who were marginalized to access or penetrate through. There is still a need for transformation and inclusiveness of the previously disadvantaged individuals into the food value chain. Corporate have economies of scale in terms of production at all levels (primary secondary and tertiary level) and this is linked to the issue of market access. Corporate apply vertical integration where they participate in all levels of the value chain starting from the farm level up to the marketing level.

Private sector has located centers in the remote areas in order to control the market. Production inputs are supplied by limited suppliers further perpetuating concept of developing the agricultural

industry by introducing new suppliers of seed, chemicals and fertilizers. Government needs to engage more with the private sector on local economic empowerment models or programmes such as the RASET programme. As much as government, through the RASET programme has identified an entry point to the market for previously disadvantaged individuals, but, there is a need for continued stakeholder engagement with corporate especially at a government level. Commercial farms are consolidating their farming units to benefit from economies of scale, further promotion of a concentrated industry.

Poor Agricultural Infrastructure Development

The majority of smallholder farmers are situated in remote rural areas with poor infrastructural development or inadequate physical infrastructure. The absence of proper infrastructure puts farmers at risk of losing the produce, quality of the produce and customers. Lack of access to on-farm infrastructure (such as abattoirs, storage, and processing facilities) by smallholder farmers impede their participation in markets.

Poor development and maintenance of off-farm infrastructure such roads and road networks pose a challenge for seamless movement of agricultural produce to the market distribution centers. Improved road condition allows for better access to a wider market and reduce losses and delays in moving the farm produce.

Development of new agricultural infrastructure (such as water amenities, abattoirs, agro processing facilities, etc.) is costly. Given the limited economies of scale by most communal areas, it becomes impossible for farmers to invest in infrastructure development. It therefore becomes a need for the state to assist the community by developing agricultural infrastructure (such as irrigation infrastructure, storage facilities, rehabilitation of roads or new roads, etc.)

Loss of Agricultural land

The conversion of agricultural land for commercial, industrial and residential use continue to be of grave concern. In the period between 2015 to 2017 approximately 54 000 hectares of agricultural land was approved for land conversion. On average this translates to approximately 18 000 hectares of land conversions annually over the period. The competency for the protection of agricultural land is a national competency administered through the Subdivision of Agricultural Act 70 of 1970 by the National Department of Agriculture Forestry and Fisheries.

Lack of Agricultural Baseline Information

The province lacks current and accurate baseline information for planning purposes. There is little or no access to recent statistical information on agricultural trends in the province. The sector continues to develop at a high pace but information is not being updated. Access to credible data sources becomes key for government to develop sound policies and strategies. There has been a lot of shift in the agricultural production systems. As a state, we should be a repository of such information which will enable the state to plan accordingly. The department is in a process of establishing credible agricultural baseline information (state of agriculture) in KwaZulu-Natal through mapping of all the areas where there is crop and livestock production and identification of all rural agricultural infrastructure.

Access to Land and Land Reform

Access to land is the basic unit for most of agricultural enterprises. Where transformation of land has been made, production is not at the desired level. Development support and land transferred is disconnected resulting to these farms not being productive. As a result, the contribution of land reform farms to food security, income generation, employment, and economy at large has decreased. Inability of individuals with proven record of being successful farmers at a small scale level to become land owners (farms).

The Report of Advisory Panel on Land Reform and Agriculture was recently issued by the Presidency after the report served before cabinet.

In the main, the report of the panel advises the President as follows:

- 1) Restore human dignity and social justice by enabling and resourcing restitution, redistribution and securing tenure in rural and peri-urban areas.
- 2) Amend “willing buyer willing seller” method of compensation and explore more effective land acquisition methods.
- 3) Develop appropriate policy mechanism to allow for land donations by private owners, churches, mining houses, commercial farmers in the interest of nation-building.
- 4) Panel acknowledged that there’s circumstances and cases that may warrant Expropriation without Compensation and provided guidance on how Section 25 of the Constitution may be amended in order to make provision for zero compensation in certain instances.
- 5) Strengthen the rights of farm dweller, who continue to be vulnerable to inhumane and wide scale evictions by farm owners.

The overall conclusion of the Advisory Panel argued that land reform process should also be seen as a tool for economic growth and social cohesion. And that “policies and laws cannot reach their potential without the political will to implement and a state that has capacity and heart to function and deliver to its people” and that “land reform process is not to undermine the property rights of individuals but to realise the constitutions mandate to deliver land reform as a corrective and restorative measure to historical issues”.

Climate Change

Agriculture in South Africa faces a variety of risks associated with climate change. The changes in rain patterns, increased evaporation rates, and higher temperatures results in increased pests and diseases, reduced yields and spatial shift in optimum growing regions. Agriculture development will not escape the effects of climate change.

Hence the need to continuously study the potential impacts and its effects to a sustainable agricultural industry in the province. There have been continuous drought spells which affect agricultural systems of production and requires innovation and adaptation of climate smart technologies.

Decline in Employment

The agricultural sector continues to record job losses and consequently threatens the rural livelihoods. Employment in the agricultural sector is only associated with primary production. Employment prospects are considerably higher in Agro-processing however this is accounted for as contribution to the secondary and tertiary sectors. Structural constraints affecting emerging farmers leading to reduction in production and job losses.

Water Use and Water Access

Allocation of water rights is an important requirement in increasing agricultural production especially for smallholder farmers. Land and water transfers from agriculture to urban use seem to be accelerating as more people move to cities. There needs to be a striking balance between agricultural and urban water interests/use as we see urban development.

Water as a scarce or limited resource needs to be conserved through promotion of climate smart technologies. In line with the forth industrial revolution, there is a need to use smart climate technologies in order to conserve water. There is a need to adopt technologies that will allow dictation of soil conditions and stress levels in a particular patch so that irrigation can be automated as per the need of the crop. If water use efficiency is at a correct level, we can expand the area under irrigation.

In light of the challenges highlighted above, the Department has identified several areas of intervention. Agricultural productivity can be increased in many ways, but each is limited by the natural resources available to each farm or scheme. The future development of agricultural sector in the province will be premised on the transformation and promotion of previously disadvantage producers and their inclusion in the agricultural mainstream economy to achieve the following:

- Ensuring household food security
- Increased Production; and Productivity especially of smallholder producers
- Promotion of competitiveness & commercialisation of agricultural enterprises
- Promoting efficient utilisation of agricultural land with potential towards a thriving and environmentally sustainable resource that is accessed equitably and can support a range of livelihoods and agricultural enterprises
- Expansion of irrigable land through water use efficiency for both crops and livestock
- Improving market access for producers, in particular smallholder farmers, through better supply chain management
- Adding value and agro processing to agricultural products before they reach local and international markets.

1.2. Internal Environment Analysis

One of the main indicators used by oversight structures and the public about the performance or the state of affairs of the Department is the audit report of the Auditor General. The Department received qualified audit outcomes. This means there has been a systematic decline of the internal systems of the organization that have resulted in this decline.

The latest audit report highlighted financial statements; quality of submitted performance information and supply chain as risks areas. These functions are transversal in nature and require the entire organization to follow established processes because weakness in our planning is seen when financial statements are prepared, performance reports compiled and through the procurement processes.

The Department is currently implementing a turnaround focusing on the areas that have shown systematic weakness over the past few years. The critical positions of the Head of Department and Chief Financial Officer, together with other senior management positions, have been filled to ensure sound administrative leadership. The positions of the DDG: Agricultural Development services, DDG: Corporate Services and Chief Director: Business Support are in the process of being filled.

The Department has identified the improvement of its internal systems of control and governance to ensure a responsive, effective and efficient operational environment. These initiatives are intended to support the core function of the Department, to develop agricultural sector and support farmer development.

The alignment of the organizational structure to Department's strategy is always important. The current review aims to introduce a directorate that will oversee Youth, Women and People with Disability to implement empowerment programmes focusing on these priority groups.

The Department has three budget programmes, namely: Administration, Agricultural Development Services and Rural Development.

These are reflected below including all the sub-programmes:

BUDGET PROGRAMME

Programme 1: Administration-Corporate Services

Sub-programmes:

- Financial Management
- Human Resource Management
- Business Support
- Legal Services
- Intergovernmental and International relations

Programme 2: Agricultural Development Services

Sub-programmes:

- Sustainable Resource Management
- Farmer Support and Development
- Veterinary Services
- Research and Technology Development
- Agricultural Economics Services
- Structured Agricultural Education and Training

Programme 3: Rural Development

Sub-programmes:

- Integrated Rural Development
- Rural Enterprise and Industry Development

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The Department has identified the improvement of its internal systems of control and governance to ensure a responsive, effective and efficient operational environment. These initiatives are intended to support the core function of the Department, to develop agricultural sector and support farmer development.

The alignment of the organisational structure to Department's strategy is always important. The current review aims to introduce a directorate that will oversee Youth, Women and People with Disability to implement empowerment programmes focusing on these priority groups.

Strategic Alignment: Departmental 5 Year Strategy to 7 National Priorities

This is the first Strategic Plan of the KwaZulu-Natal Department of Agriculture and Rural Development in the sixth Administration. It comes after the country marked 25 years of freedom and democracy and begin our advance to the third decade of democracy.

The national planning frameworks especially the National Development Plan (NDP) Vision 2030, the Medium Term Strategic Framework (MTSF) 2019-2024 and the Agricultural Policy Action Plan (APAP) have identified the agricultural sector as one of the key economic sectors to drive economic growth and be the key job driver in the country and in the province of KZN.

The sixth administration has approved seven (7) Priorities for Government as the main programme of action for the 2019-2024 Medium Term Strategic Framework.

These priorities are:

- **Priority 1:** A capable, ethical and developmental state
- **Priority 2:** Economic transformation and job creation
- **Priority 3:** Education, skills and health
- **Priority 4:** Consolidating the social wage through reliable and quality basic services
- **Priority 5:** Spatial integration, human settlements and local government
- **Priority 6:** Social cohesion and safe communities
- **Priority 7:** A better Africa and world



MANIFESTO PRIORITIES	MTSF PRIORITIES	PROVINCIAL PRIORITIES	DARD OUTCOMES
1. Transform the economy To serve the people	Priority 2: Economic transformation and job creation	Priority No.2 – Job Creation Priority No.3 – Growing the Economy Priority No.4 – Growing SMMs and Cooperative	Outcome 3: Improved farmer development for increased agricultural production, sector growth and inclusive rural economy.
2. Advance social transformation	Priority 2: Health and Education	Priority No. 5 – Education and Skills Development	Outcome 2: Improved household food security in the province
			Outcome 4: Reduced outbreak cases of Controlled and Notifiable Animal Diseases
			Outcome 5: Increased research knowledge production, agricultural education and training
	Priority 3 : Consolidating Social Wage through reliable and quality basic services	Priority No.1 - Basic Services	Outcome 3: Improved farmer development for increased agricultural production, sector growth and inclusive rural economy.
	Priority 4: Spatial integration, human settlements and local government	Priority No. 6 - Human Settlement and sustainable livelihood	Outcome 3: Improved farmer development for increased agricultural production, sector growth and inclusive rural economy.
3. Build safer communities	Priority 5: Social Cohesion and Safe Communities	Priority No. 7 - Build a Peaceful Province	Outcome 1: Effective and efficient corporate and financial support services to the Department.
			Outcome 4: Reduced outbreak cases of Controlled and Notifiable Animal Diseases
4. Fight corruption and promote integrity	Priority 1: Capable, Ethical and Developmental State	Priority No. 8 - Build a caring and incorruptible government	Outcome 1: Effective and efficient corporate and financial support services to the Department.
5. Strengthen governance and public institutions	Priority 6: Capable, Ethical and Developmental State	Priority No. 8 - Build a caring and incorruptible government	Outcome 1: Effective and efficient corporate and financial support services to the Department.
6. Build national unity and embrace our diversity	Priority 5: Social Cohesion and Safe Communities	Priority No. 7 – Build a Peaceful Province	Outcome 1: Effective and efficient corporate and financial support services to the Department.
7. South Africa, Africa and the world	Priority 7: Better Africa and the World	Priority 7: Better Africa and the World	Outcome 1: Effective and efficient corporate and financial support services to the Department.

The Department has sought to align its budget allocation with the relevant government priority as per the table below:

Budget allocation per Government Priority: 2019/20 to 2022/23				
R'000	2019/20	2020/21	2021/22	2022/23
Priority 1: A capable, Ethical and Developmental State	562,101	653,744	695,108	732,018
Priority 1: Administration, excluding external Bursaries	562,101	653,744	695,108	732,018
Priority 2: Economic Transformation and Job Creation	1,169,126	1,195, 605	1, 227, 952	1, 268, 413
Sub-programme: farmer Support and Development	1,157,586	1, 181, 755	1, 213, 200	1, 252, 738
Agriculture Economic Services	11,540	13, 850	14, 752	15, 675
Priority 3: Education, Skill and Health	572, 882	545,999	585,357	625,304
Sub-programme: Structure Agricultural Education and Training	113,174	111,374	117,675	124,322
Sub-programme: Research and Technology Development Services	226,676	184,470	196,153	208,201
Veterinary Services	212,060	217,200	230,558	244,004
External Bursaries	5,000	5,100	5,381	5,677
Unemployed graduates placement programme	15,972	27,855	35,590	43,100
Priority 5: Spatial Integration, Human Settlements and Local Government	122,832	152,809	154,217	159,404
Sub-programme: Sustainable Resource Management	96,390	94,578	94,921	98,088
Programme 3: Rural development (Excluding Unemployed Graduates)	26,442	58,231	59,296	61,316
TOTAL	2,426,941	2,548,157	2,662,634	2,785,139



3. Institutional Performance Information

3.1 Measuring the Impact

Impact statement	Increased household food security, agricultural growth and inclusive rural development
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3.2 Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority			
Outcome	Outcome Indicator	Baseline	Five year target
Effective and efficient corporate and financial support services to the Department	Unqualified AG audit outcome	Qualified AG Audit Outcome	Unqualified AG Audit Outcome
Reduced household food insecurity in the province	Number of food insecure households supported in the province	17 968 households	128 205 households
Improved farmer development for increased agricultural production, sector growth and inclusive rural economy	Number of farmers supported for food production	1 458 farmers	9 467 farmers
	Number of hectares of land planted for food production	68 846 hectares	150 000 hectares
	Number of rural development projects supported with mentorship	10 projects	250 projects
Increased research knowledge production, agricultural education and training	Number of students graduated from Agricultural training Institutes	90 students	600 students
	Number of farmers provided with agricultural skills training	2400 farmers	8500 farmers
	Number of research projects implemented	70 research projects	350 research projects
Reduction in cases of Controlled and Notifiable Animal Diseases outbreaks	Percentage reduction of animal diseases outbreaks	4 disease outbreaks	100% reduction in disease outbreaks

Outcome	Key Risk	Risk Mitigation
Effective and efficient corporate and financial support services to the Department	High vacancy rate	Obtain approval from Treasury and Office of the Premier to fill critical funded posts timeously and ensure all critical posts are funded
	Slow filling of posts	Department to utilise the services of response handling facility to ensure speedy recruitment process and ensure appointed panels fulfil their duties within the prescribed timelines.
	Irregular, fruitless and wasteful expenditure	Department to introduce stricter expenditure monitoring, reporting and accountability controls to reduce irregular, fruitless and wasteful expenditure.
	Slow SCM Processes and Poor contract management	Department to improve SCM human capacity; ensure accurate and updated contract register that will ensure quicker and efficient procurement process.
	Poor institutional audit outcomes	Department to implement a turnaround strategy to improve systems of internal control that will ensure improvement of the Department's audit outcomes.

Improved household food security in the province	Budget cuts	Budget reprioritisation
	Climate Change	Implementation of Early Warning system
		Promote the use of climate smart varieties (e.g. drought resistant)
		Climate smart agriculture including promotion of conservation agriculture
Improved farmer development for increased agricultural production, sector growth and inclusive rural economy	Use of agricultural land for other purposes e.g. housing and business developments	Classification of agricultural land and zoning
Increased research knowledge production, agricultural education and training	Inability to effectively provide research and training due to high vacancy rate	Fill vacant posts
Reduced outbreak cases of Controlled and Notifiable Animal Diseases	Failure to control outbreaks, leading to production losses and economic impact.	Intensify disease control through identification and implementation of control strategies as well as to increasing awareness

Part D: Technical Indicator Description (TID)

Indicator Title	• Title of the indicator verbatim from the strategic plan
Definition	• The meaning of the indicator
	• The explanation of technical terms used in the indicator
Source of data	• Where the information is collected from
Method of Calculation / Assessment	• How the performance is calculated (quantitative)
	• How the performance is assessed (qualitative)
Assumptions	• Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: • Target for Children: • Target for Youth: • Target for People with Disabilities:
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities • Reflect on the spatial impact area
Reporting Cycle	• Annual progress against the five year target
Desired performance	• Identifies whether actual performance that is higher or lower than targeted performance is desirable.
Indicator Responsibility	• Who is responsible for managing or reporting on the indicator

ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: DISTRICT DELIVERY MODEL

Area of Intervention (Below examples)	Five Year Planning Period		
	Project Description and Budget Allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners
Water			
Sanitation			
Roads			
Storm Water			
Electricity			
Environmental Management			



STRATEGIC PLAN - 2020/25

GROWING KWAZULU-NATAL TOGETHER





KWAZULU-NATAL PROVINCE

AGRICULTURE AND RURAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

STRATEGIC PLAN 2020-25

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