



Hon. Thembeni KaMadlopha-Mthethwa

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



**KWAZULU-NATAL PROVINCE**

AGRICULTURE AND RURAL DEVELOPMENT  
REPUBLIC OF SOUTH AFRICA

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KWAZULU-NATAL  
TOGETHER**



**STRATEGIC PLAN  
2025-2030**

**Publisher**

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## FOREWORD BY THE MEC

The KwaZulu-Natal Department of Agriculture and Rural Development is delighted to table this 2025/26 Annual Performance Plan to the legislature to fulfil its accountability and transparency responsibility. This Government of Provincial Unity has demonstrated resilience and remained steadfast to the ideals shared by all GNU partners as premised in the Statement of Intent. Our focus is to ensure the integration and improvement of service delivery and address backlogs in services across our province in general and in the agricultural sector, particularly.

We are excited at the prospects to host the G20 Agriculture meeting in our province in April in preparation of the G20 Meeting that South Africa will hosting in November 2025 to crown its presidency for this prestigious economic grouping.

In his 2025 SONA, The President of the Republic of South Africa, Mr. Cyril Ramaphosa announced the 3 key priorities that underpin the recently adopted Medium Term Development Plan (MTDP). The MTDP provides clear and ambitious programme for the next five years. The actions contained in the Medium-Term Development Plan will advance our three strategic priorities: Firstly, to drive inclusive growth and job creation. Secondly, to reduce poverty and tackle the high cost of living. Thirdly, to build a capable, ethical and developmental state.

It remains our priority for us as the Department of Agriculture and Rural Development, to contribute to the growth of the economy to create jobs, reduce poverty and improve the lives of all South Africans. To undertake this task, we need a government that works for the people and institutions that are capable and competent. As the Department we have taken our share of this responsibility and through this APP, we set out targets that will drive employment and economic growth by providing support to farmers, farming communities and spearhead economic opportunities.

The Honorable Premier of KwaZulu-Natal Mr. Thami Ntuli, in his SOPA announced eight focus areas, namely: Rebuilding the economy, strengthening local government and governance, Sustainable development, improving healthcare and education, delivering better human settlement and infrastructure, improving community safety, mitigating climate change, Building a capable, ethical and developmental state.

In light of the 8 focus areas announced by the Premier, the State of the Province Address outlined provincial plans that will be rolled out as key initiatives within the agricultural sector, amongst others being the (a) Agricultural Project Funding that will allow smallholder and emerging farmers to access funding of up to R2 million per individual with an objective to stimulate commercialization and food security, ensuring a more inclusive agricultural economy and create jobs, (b) Strategic Partnership with Karan Beef which is a partnership with Africa's largest beef producer, to benefit historically disadvantaged livestock farmers.

This initiative will establish four beef quarantine facilities, unlocking the full potential of the beef value chain. Lastly (c) Support for the Sugar Cane Industry which has faced significant challenges in recent times. Our support to this critical sector is a commitment of R30 million to aid farmers in partnership with the South African Farmers Development Association (SAFDA) and SA Canegrowers of KwaZulu Natal.

The agricultural sector in the 7th administration will not only retain its relevance but will improve on its efforts to play a significant role in driving economic growth, create employment and improve livelihoods for many families of this province. Our precious instrument is our officials led by a capable HOD.

The vast amount of various expertise that they possess across an array of disciplines ranging from management, engineering, crop sciences, soil sciences, animal production, animal health, veterinary sciences etc. Our officials are more than ready to carry this responsibility to place the department on the map as one of the most effective in-service delivery instruments in the GPU.

The Department and its officials will work tirelessly to support farmers, agricultural production and many food insecure households by revitalizing the agriculture value chain as a key resolution of the GNU. It is our firm intention to use agriculture to drive sector growth and build sustainable rural economy.

Again, within 100 days. We were able to appoint a new board for our entity, Agribusiness Development Agency (ADA), with them I also echoed the same, to hit the ground running and come up with ways to enable smart farming and to make agriculture fashionable and appealing to the younger generation.

We are grateful for the support we continue to receive from all stakeholders and invite our development partners and officials to work tirelessly in service of the citizens of this beautiful province.



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**MPL MRS. TP KAMADLOPHA MTHETHWA**

**HONOURABLE MEC: AGRICULTURE AND RURAL DEVELOPMENT**



## **STRATEGIC OVERVIEW: ACCOUNTING OFFICER**

I am humbled to support the Honorable MEC Mrs. TP. kaMadlopha-Mthethwa as she tables the Strategic Plan as the document that will preside over all the planning processes of the department. The tabling of this document signifies a renewed approach in pursuing our mandate as a department. It comes after a series of consultation with a variety of stakeholders and resonates with the aspirations of the farming communities of our province. We are delighted to have produced a document that derives legitimacy from the people themselves. It signifies a new commitment, a new pact towards rejuvenating KwaZulu Natal's most significant sector.

This Strategic Plan reflects the new Government of National Unity's actions, plans and commitments of the Department of Agriculture and Rural development to drive transformation, economic growth and food security in the province of KwaZulu-Natal. It articulates the Department resolve to harness all its resources to achieve government's priorities.

It is with humility that we present this Strategic Plan while taking stock of the milestones the Department has achieved over the past 30 years. The transformative path in legislation, management and service delivery over the years have charted the way and mapped the trajectory and destination we find ourselves today.

It must be noted that KZN has been among the provinces with highest number of households facing the challenge of inadequate access to safe and nutritious food in the country. All the department's efforts have been built towards eradicating poverty, eliminating food insecurity and creating employment, the focus has been on ensuring the inclusion of youth, women and PWD as well as previously vulnerable communities.

One of the key priorities of the GNU is to stimulate economic growth, the department through its programmes will advance this call whilst also taking the opportunity to also address not only poverty through food production for household consumption, but pushing the employment creation and growing the sector's economic contribution to

the country's GDP and ensure that the province is food secure. The ultimate destiny is ensuring the department's contribution to the call made by the Honorable Premier Mr Thami Ntuli last year to reduce the cost of living for our citizens.

Our Programmes are structured in such a that they respond to these challenges in a meaningful way. Our programmes focus on capacitation of beneficiaries who are farmers to not only address food insecurity but to also participate in the market economy through selling their produce and generate livelihoods. Our impactful programmes and interventions, which includes Household Food security, Township Agriculture, Producer Support, Community Investment Programmes, Seed Multiplication Programme, Livestock Development Strategy, Mushroom Programme and Multi-Planting Season Programme, Cannabis-Hemp Programme amongst others, are improving the agricultural industry and supporting rural development.

Our Hemp/Cannabis Programme has received blessing from the President of the Republic, who placed it upon the shoulder of his department to ensure this programme grows in leaps and bounds. It is upon us as the department to our operational and administrative systems implement the programme properly. The distance we have traversed from research, funding, applications for licenses and the overwhelming interest that has been shown by our people indicate that we are indeed on the right track.

The 7<sup>th</sup> administration places a huge emphasis on the ethical and just administration, as the Accounting Officer, my ultimate role is to ensure that this priority is achieved. As we enter into this 7<sup>th</sup> administration, there is dedicated focus on the ensuring efficient and effective administration of the Department. Governance and strong systems of internal controls provides a foundation for improvement in service delivery environment. The management of the Department is dedicated in ensuring there is effective management of public resources and the farmers who require our support receives it.

We are pleased to see some of governance improvements, such as the successive positive audits outcomes, 100% budget expenditure, 95% performance achievement.

The management and officials of the department under my stewardship will continue to be encouraged and empowered to do even better, especially focusing on the impact of our reach. We intend to maintain these as we transition to the seventh administration.

Myself and the Management, we are grateful for being part of the team entrusted by the MEC. We pledge our support to our Honorable MEC, Mrs. TP kaMadlopha-Mthethwa. We look forward to being part of her journey to revive the sector and make it even more impactful to its constituents, we are prepared to execute all our capabilities towards her leadership. We commit to continue working with all other stakeholders including oversight structures, development partners, sister Departments, farmers, commodity associations and all sector stakeholders especially traditional leadership to improve our services.

As we present the 2025/2030 Strategic Plan, we pledge our commitment to intensify our efforts to develop and implement interventions aimed at transforming the agricultural sector.

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**Mr ZN Dlamini**

**Head of Department: KZN Department of Agriculture and Rural  
Development**



## SIGN OFF OF THE STRATEGIC PLAN DOCUMENT

**It is hereby certified that this Strategic Plan:**

was developed by the management of the KwaZulu-Natal Department of Agriculture and Rural Development under the guidance of the **Honorable MEC, Mrs. TP kaMadlopha Mthethwa** in line with the National Development Plan 2030. It accurately reflects the impact, outcomes and outputs which the KZN DARD will endeavor to achieve over the five (5) year-period of the 2025 – 2030 financial years.

Mr. TW Mkhize

**Chief Director:**

**Business Support Services**

Signature.....



Ms. N Ndlela

**Chief Director:**

**Human Resource Management**

Signature.....




Dr N. Mkhize

**Chief Director:**

**Integrated Rural Development**

Signature.....



Dr N. Myeni

**Chief Director:**

**Rural Enterprise and Industry Development**

Signature.....



Mr. L Jongisa

**Chief Director:**

**Producer Support and Development**

Signature.....

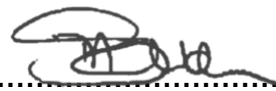


Dr. T Sikhakhane

**Chief Director:**

**Veterinary Services**

Signature.....



Dr. F Qwabe

**Chief Director:**

**Agric. Research Dev. and Training Institute**

Signature.....



Mrs. APN Madlala

**Chief Financial Officer:**

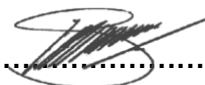
Signature.....



Mr. ZN Dlamini

**Head of Department:**

Signature.....



**Approved by:**

Mrs. TP kaMadlopha-Mthethwa

**MEC: Agriculture and Rural Development**

Signature.....



## VISION, MISSION, VALUES

The Department is committed to the following set of vision, mission and values:

### 1.1 VISION

Inclusively transformed, innovative, food secure and sustainable agricultural sector

### 1.2 MISSION

To drive comprehensive and equitable agricultural growth, food security, and the advancement of rural communities through sustained scientific and digital technology practices.

### 1.3 VALUES

Values	Descriptor
1. Excellence & Professionalism	We deliver high-quality services with expertise and dedication.
2. Ubuntu & Community Focus	We serve with compassion, respecting the dignity of the poor people and rural communities.
3. Inclusivity & Equity	We empower all farmers—but prioritise women, youth and people with disabilities—to thrive in agriculture.
4. Innovation & Adaptability	We embrace technology and new ideas to solve agricultural challenges.
5. Integrity & Accountability	We act with transparency and take responsibility for our impact.
6. Sustainability & Stewardship	We protect our land, water, and ecosystems for future generations.
7. Collaboration & Partnership	We achieve more by working with farmers, communities, and the private sector.
8. Growth & Empowerment	We invest in people—farmers and staff—to unlock their potential.

### **Impact Statement**

An effective land and agrarian reform programme that ensures food security, economic growth and spatial transformation.

### **Outcomes**

- Improved institutional capability, corporate governance and digital innovation
- Improved agricultural production and food security
- Increased farmer support & rural economic development
- Improved animal health and reduced disease outbreak
- Increased agricultural research productivity, technology development and climate-smart agriculture

## LEGISLATIONS 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

- Broad-Based Black Economic Empowerment
- 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)
- Provincial Growth and Development Strategy 2021
- Provincial Integrated Youth Development Strategy (PIYDS)
- Prevention of Family Violent Act (Act No 133 of 1993)
- Promotion of Equality and Prevention of Unfair Discrimination (Act 4 of 2000)
- Promotion of Administrative Justice Act (Act No. 3 of 2000)
- National Development Plan 2030
- National Youth Policy
- Revised Medium-Term Strategic Framework
- Framework on Gender Responsive Planning, Monitoring, Evaluation and Auditing (GRPVMEA)
- White Paper on the Rights of Persons with Disabilities

<b>Act No. and year</b>	<b>Purpose</b>
<b>Agricultural Debt Management Act, 2001 (Act No.45 of 2001)</b>	Provides for the establishment of the Agricultural Debt Account and the use of the account as a mechanism to manage agricultural debt repayment
<b>Agriculture Law Extension Act, 1996 (Act No.87 of 1996)</b>	Provides for the extension of the application of certain laws relating to agricultural matters to certain territories, which form part of the national territory of the Republic of South Africa; the repeal of certain laws which apply in those territories; and for matters connected therewith
<b>Agricultural Law Rationalisation Act, 1998 (Act No.72 of 1998)</b>	Provides for the rationalisations of certain laws relating to agricultural affairs that remained in force in various areas of the national territory of the Republic prior to the commencement of the Constitution of the Republic of South Africa
<b>Agricultural Pests Act 1983 (Act No.36 of 1983)</b>	Provides for measures by which agricultural pests may be prevented and combated
<b>Agricultural Produce Agents Act, 1992 (Act No.12 of 1992)</b>	Provides for the establishment of an Agricultural Produce Agents Council and fidelity funds in respect of agricultural produce agents and for the control of certain activities of agricultural produce agents
<b>Agricultural Product Standards Act, 1990 (Act No. 119 of 1990)</b>	Provides for the control over the sale and export of certain agricultural products, control over the sale of certain imported agricultural products and control over other related products
<b>Agricultural Research Act, 1990 (Act No.86 of 1990)</b>	Provides for the establishment of a juristic person to deal with agricultural research; the determination of its objects, functions, powers and duties
<b>Animal Diseases Act, 1991 (Act No.35 of 1984)</b>	Provides for the control of animal diseases and parasites, and for measures to promote animal health
<b>Animal Identification Act,</b>	Provide the consolidation of the law relating to the identification



<b>Act No. and year</b>	<b>Purpose</b>
<b>2002 (Act No.6 of 2002)</b>	of animals and incidental matters
<b>Animal Improvement Act, 1998 (Act No.62 of 1998)</b>	Provides for the breeding identification and utilization of genetically superior animals in order to improve the production and performance of animals
<b>Animals Protection Act, 1962 (Act No.71 of 1962)</b>	Provides the consolidation and amendment of the law relating to the prevention of cruelty to animals
<b>Conservation of Agricultural Resources, 1983 (Act No.43 of 1983)</b>	Provides for control over the utilization of the natural agricultural resources of the Republic in order to promote the conservation of the soil, water sources and vegetation and the combating of weeds and invader plants
<b>Deeds Registries Act, 1937 (Act No. 47 of 1937)</b>	Provides for the provision for the administration of the land registration system and the registration of rights in land. Through the Office of the Chief Registrar of Deeds, the department is mandated to register title.
<b>Fencing Act, 1963 (Act No. 31 of 1963)</b>	Provides for the consolidation of the laws relating to fences and the fencing of farms and other holdings and matters incidental thereto
<b>Fertilizers, Farm Feeds Agricultural Remedies and Stock Remedies (Act No.36 of 1947)</b>	Provides for the appointment of a Registrar of Fertilizers, farm feeds, agricultural remedies and stock remedies; the registration of fertilizers, farm feeds, agricultural remedies, stock remedies, sterilizing plants and pest control operators; the regulation or prohibition of the importation, sale, acquisition, disposal or use of fertilizers, farm feeds, agricultural remedies and stock remedies and the designation of technical advisers and analysts

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<b>Genetically Modified Organisms (Act No.15 of 1997)</b>	Provides for measures to promote the responsible development, production, use and application of genetically modified organisms, to provide for an adequate level of protection during all activities involving genetically modified organisms that may have an adverse impact on the conservation and sustainable use of biological diversity, human and animal health
<b>Groot Constantia Trust Act, 1993 (Act No. 58 of 1993)</b>	Provides for the provision of the incorporation of the Groot Constantia Control Board as an association not for gain; for the transfer of the Groot Constantia Estate to the said association; and for matters connected therewith
<b>KwaZulu Cane Growers' Association Repeal Act, 2002 (Act No. 24 of 2002)</b>	Provides for the repealing of the KwaZulu Cane Growers' Association Act, 1981 and matters connected therewith
<b>Land Reform: Provision of Land and Assistance</b>	Provides for the designation of certain land, the regulation of the subdivision of such land and the settlement of persons on it.

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**Strategic Plan 2025-2030**

<b>Act No. and year</b>	<b>Purpose</b>
<b>Act, 1993 (Act No. 126 of 1993)</b>	In addition, it provides for the acquisition, maintenance, planning, development, improvement and disposal of property and the provision of financial assistance for land reform purposes.
<b>Land Reform (Labour Tenants) Act, 1996 (Act No. 3 of 1996)</b>	Provides for the provision of security of tenure for labour tenants and those persons occupying or using land as a result of their association with labour tenants. It also makes provision for the acquisition of land and rights in land by labour tenants.
<b>Land Survey Act, 1997 (Act No. 8 of 1997)</b>	Provides for the regulation of the surveying of land in South Africa. The department is responsible for surveying land throughout the country.
<b>Liquor Products Act, 1989 (Act No. 60 of 1989)</b>	Provides for the control over the sale and production for sale of certain alcoholic products, the composition and properties of such products and the use of certain particulars in connection with the sale of such products; for the establishment of schemes; and for control over the import and export of certain alcoholic products
<b>Marketing of Agricultural Products Act, 1996 (Act No. 47 of 1996)</b>	Provides for the authorization of the establishment and enforcement of regulatory measures to intervene in the marketing of agricultural products, including the introduction of levies on agricultural products; and to establish a National Agricultural Marketing Council
<b>Meat Safety Act, 2000 (Act No.40 of 2000)</b>	Provides for measures promoting meat safety and the safety of animal products; to establish and maintain essential national standards in respect of abattoirs; to regulate the importation and exportation of meat; to establish meat safety schemes; and to provide for matters connected therewith
<b>Onderstepoort Biological Products Incorporation Act, 1999 (Act No.19 of 1999)</b>	Provides for the establishment of a company to manage the institution known as Onderstepoort Biological Products

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<b>Performing Animals Protection Act, 1935 (Act No. 24 of 1935)</b>	Provides for the regulation of the exhibition and training of performing animals and the use of dogs for safeguarding
<b>Perishable Products Export Control Act, 1983 (Act No. 9 of 1983)</b>	Provides the control of perishable products intended for export from the Republic of South Africa
<b>Planning Profession Act, Act 36 of 2002</b>	The objective of the PPA is to provide for the establishment of the South African Council for Planners as a juristic person; to provide for different categories of planners and the registration of planners; to authorize the identification of areas of work for

Act No. and year	Purpose
	planners; to recognize certain voluntary associations; to protect the public from unethical planning practices; to maintain a high standard of professional conduct and integrity; to establish disciplinary mechanisms and an appeal board, and to provide for incidental matters.
<b>Plant Breeders' Rights (Act No. 15 of 1976)</b>	Provides a system whereby plant breeders' rights relating to varieties of certain kinds of plants may be granted and registered; for the requirements which must be complied with for the granting of such rights; for the protection of such rights and the granting of licenses in respect of the exercise thereof.
<b>Plant Improvement (Act No. 53 of 1976)</b>	Provides for the registration of premises from which the sale of certain plants or the cleansing, packing and sale of certain propagating material may be undertaken; prescribes the conditions subject to which such plants or propagating material may be sold for the purposes of cultivation.
<b>Restitution of Land Rights Act, 1994 (Act No. 22 of 1994)</b>	Provides for the provisioning of restitution of rights in land to persons or communities dispossessed of such rights after 19 June 1913 as a result of past racially discriminatory laws or practices. To administer this task, the act provides for the establishment of a Commission on Restitution of Land Rights and a Land Claims Court, and for matters connected with land restitution.
<b>Societies for the Prevention of Cruelty to Animals Act, 1993 (Act No. 169 of 1993)</b>	Provides the control of societies for the prevention of cruelty to animals and for matters connected therewith
<b>Subdivision of Agricultural Land Act, 1970 (Act No. 70 of 1970)</b>	Provides the subdivision and, in connection therewith, the use of agricultural land

<p><b>Spatial Planning and Land Use Management Act (SPLUMA), 2013 (Act No. 16 of 2013)</b></p>	<p>Provides to bridge the racial divide in spatial terms and to enable transformation of the settlement patterns of this country in a manner that gives effect to the key constitutional provisions, by the introduction of a new approach to spatial planning and land use management, based on the following instruments:</p> <p>Development principles, norms and standards that must guide spatial planning, land use management and land development throughout the country by every sphere of government</p> <p>Spatial development frameworks, to be prepared by national, provincial and local government Municipal wall-to-wall Land Use Schemes to manage and facilitate land use and land development, and</p> <p>Land development management procedures and structures.</p>
<p><b>Veterinary and Para veterinary Professions Act, 1992 (Act No. 19 of 1992)</b></p>	<p>Provides for the establishment, powers and functions of the South African Veterinary Council</p>



## SITUATIONAL ANALYSIS

The Strategic Plan document articulates the strategy that will underpin the planning process for the KwaZulu Natal Department of Agriculture and Rural Development for the period 2025-2030. This document will dictate and inspire the trajectory of the planning process for the Department in the 7<sup>th</sup> Administration. Our Strategic Plan derives strategy from national priorities pursued in the National Development Plan.

The 7th administration, led by His Excellency President Cyril Ramaphosa, under the banner of the Government of National Unity (GNU) has adopted the Medium-Term Development Plan (MTDP) 2024-2029 which sets out a clear and ambitious programme for the next five years.

The actions contained in the Medium-Term Development Plan will advance the three strategic priorities:

Firstly, **(1)** to drive inclusive growth and job creation. Secondly, **(2)** to reduce poverty and tackle the high cost of living. Thirdly, **(3)** to build a capable, ethical and developmental state with a focus on economic growth to create jobs, reduce poverty and improve the lives of all South Africans as the most immediate task. Through the pursuit of sector priorities espoused in other adopted sector frameworks and policies, the KZN DARD Strategic Document will be the main guiding document to attain the priorities.

## External Environment

### Macro-Policy Level: NDP2030 & The Medium-Term Development Plan (MTDP 2024–2029)

On the 6<sup>th</sup> of February 2025, The President of the Republic announced the adoption of the Medium-Term Development Plan (MTDP) 2024–2029 which will provide a framework. The MTDP 2024-2029 is in line with National Development Plan (NDP): Vision 2030 which outlines the 7<sup>th</sup> administration's 3 Strategic Priorities. It details a programme of interventions and targets for the current term of government. In support of these objectives, the MTDP 2024– 2029 serves as a strategic response to the economic and social challenges currently facing.

The current MTDP is a product of a review and transition from the Medium-Term Strategic Framework (MTSF) 2019–2024 to produce a programme of inter-governmental collaboration and significant participation with State and non-state stakeholders. It is gender responsive and transformative and advances youth development and the rights of people with disabilities and children. The MTDP 2024–2029 aligns with the goals and objectives of the NDP and the minimum programme of priorities of the GNU. Therefore from **3 key priorities** (Drive inclusive Growth and Job Creation, reduce poverty and tackle high cost of living and Build a capable and developmental state), the MTDP 2024–2029 has set out **five goals** for the next five years. These are intended to guide the actions of government in pursuing the goals of the NDP, namely:

A more equal society where no person lives in poverty

A safe and secure environment

A dynamic growing economy

A capable state delivering basic services to all citizens

A cohesive and united nation

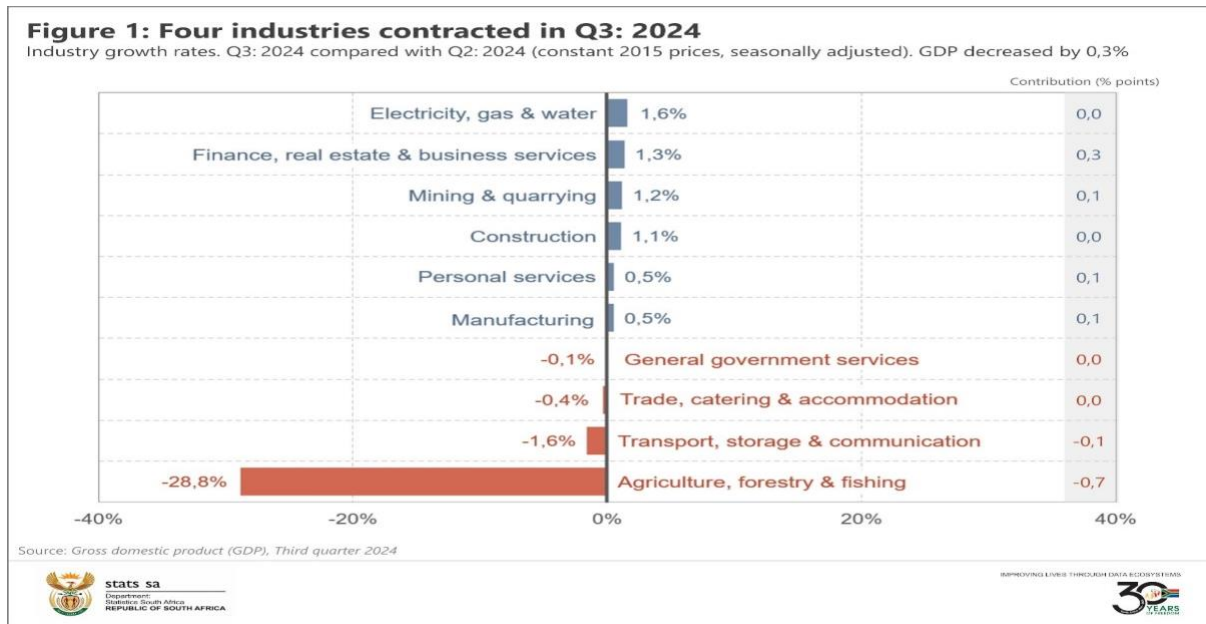
Through its sector priorities as articulated in the department's 5-year strategic plan, KZN DARD will with utilize its planning instruments and interventions articulated in the Strategic Plan, APP and AOP as to give a practical expression to the set goals in to achieve the strategic priorities.

### **Sector Environmental Analysis**

KwaZulu Natal has a very strong agricultural sector. While it is one of the most rural provinces in South Africa, its vast geographic landscape offers arable land totaling an estimated 6,5 million of hectares of farming land that is suitable for both crops and livestock. Our province has a subtropical climate with warm temperatures, high humidity and lots of sunshine of up to 320 days in a year.

The landscape has an astounding 316 000 hectares of arable land which is essentially unutilized communal land. These factors give the KZN agricultural sector enormous potential for growth and development. Although, the agricultural sector contributes 4% towards South Africa's GDP, KwaZulu Natal produces almost 30% of the national agricultural output and hence contributes significantly towards creating formal and informal employment, while providing food security in South Africa.

Nationally, in the 3<sup>rd</sup> Quarter of 2024, agriculture production recorded its second consecutive decline, falling by 28,8% in the third quarter. It was the largest negative contributor, pulling GDP growth down by 0,7 of a percentage point. This is the worst decline since 1970. The decline in the agricultural sector due to drought which plagued the production of field crops such as maize, soya beans, wheat and sunflower. Adverse weather conditions also hindered the production of subtropical fruits, deciduous fruits and vegetables in parts of the country.



- Performance of various sectors.
- Agricultural Sector Decline

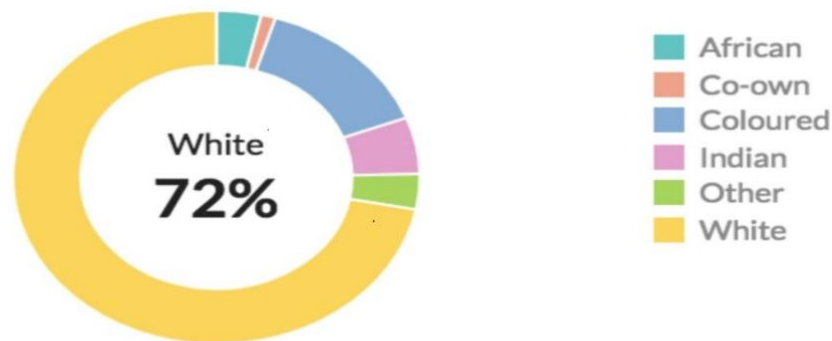
## Access to Land and Land Reform

The land question in South Africa continues to occupy public discourse. Subsequently, access to land for agricultural production in the province remains a major obstacle impeding the agricultural sector. The Land Audit Report of 2018 revealed that land access for agricultural purposes in South Africa reflects the general pattern of land ownership which is both skewed and unjust where land ownership is concentrated in a few private hands. Furthermore, the land ownership patterns in the province of KwaZulu Natal reflect the national scenario with racialized and sexist characteristics. The current status quo on land ownership undermines the democratization of the sector and hinders growth and development.

On the 23<sup>rd</sup> of January 2025, the President of the Republic, His Excellency Cyril Ramaphosa signed the Land Expropriation Bill which is a giant step towards land justice. This bill has significant implications in addressing challenges of access to land. Access to land still is the basic unit for most of agricultural enterprises and has for the past 30 years been their major stumbling block for the development of agriculture as sector for previously marginalized communities.

The legislation that has been passed by the National Assembly of 7th Administration represent a key game-changer and presents an unprecedented opportunity to transform the issue of land access in South Africa and the province of KwaZulu.

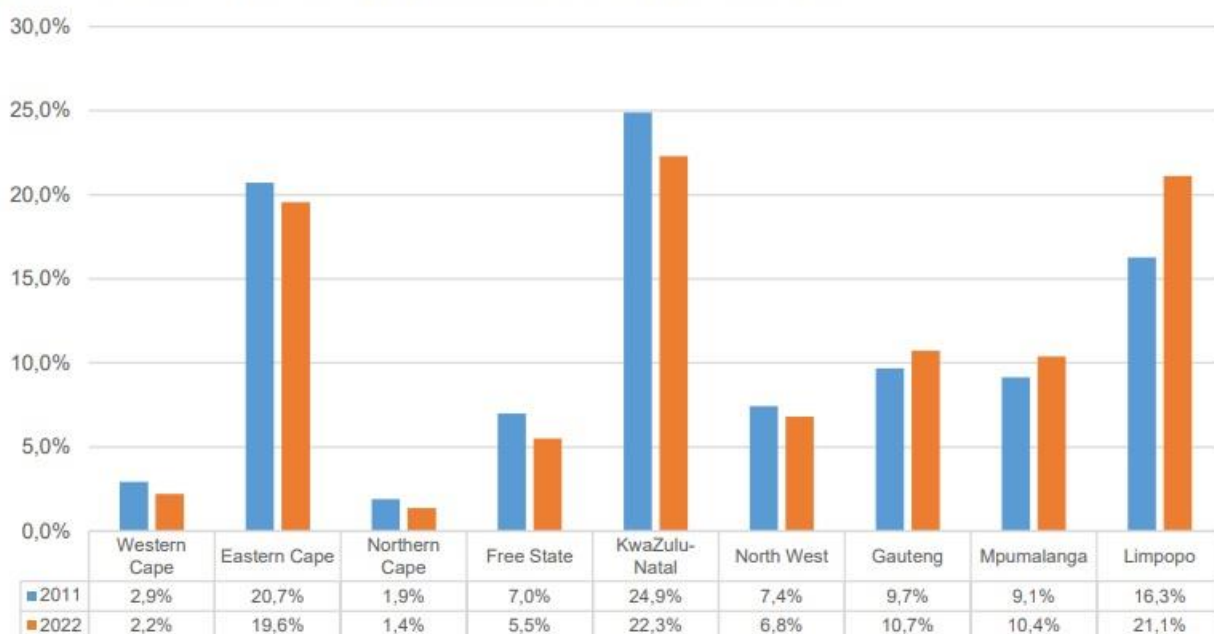
#### Percent total hectares owned by individuals per Race in past decade



Source: [Land Audit Report, 2017](#)

The Land Audit Report indicated that 72% of actual land mass in South Africa is in the ownership of white minority individuals. This status quo has persisted for more than 30 years. This not sustainable for food security of the nation as production for the majority is in the shoulders of a minority. It places an impossible burden on the minority and also to the agricultural value chain. In his 2025 SONA response, the Minister of Agriculture, Honorable John Steenhuisen reiterated this anomaly, that for the past 30 years the only 10% has been achieved in the Agricultural sector in terms of race transformation. In instances where transfer of land has been previously achieved, production rate and quality thereof has not been at the desired level.

**Figure 2.2 – Provincial distribution of agricultural households (percentage)**



In 2022, most agricultural households were in KwaZulu-Natal (22,3%, down from 24,9% in 2011), followed by Limpopo (21,1%, up from 16,3% in 2011) and Eastern Cape (19,6%, down from 20,7% in 2011). The least agricultural households were in Northern Cape (1,4%, down from 1,9% in 2011), followed by Western Cape (2,2%, down from 2,9% in 2011) and Free State (5,5%, down from 7,0% in 2011) – see Figure 2.2 and Table 3.1.

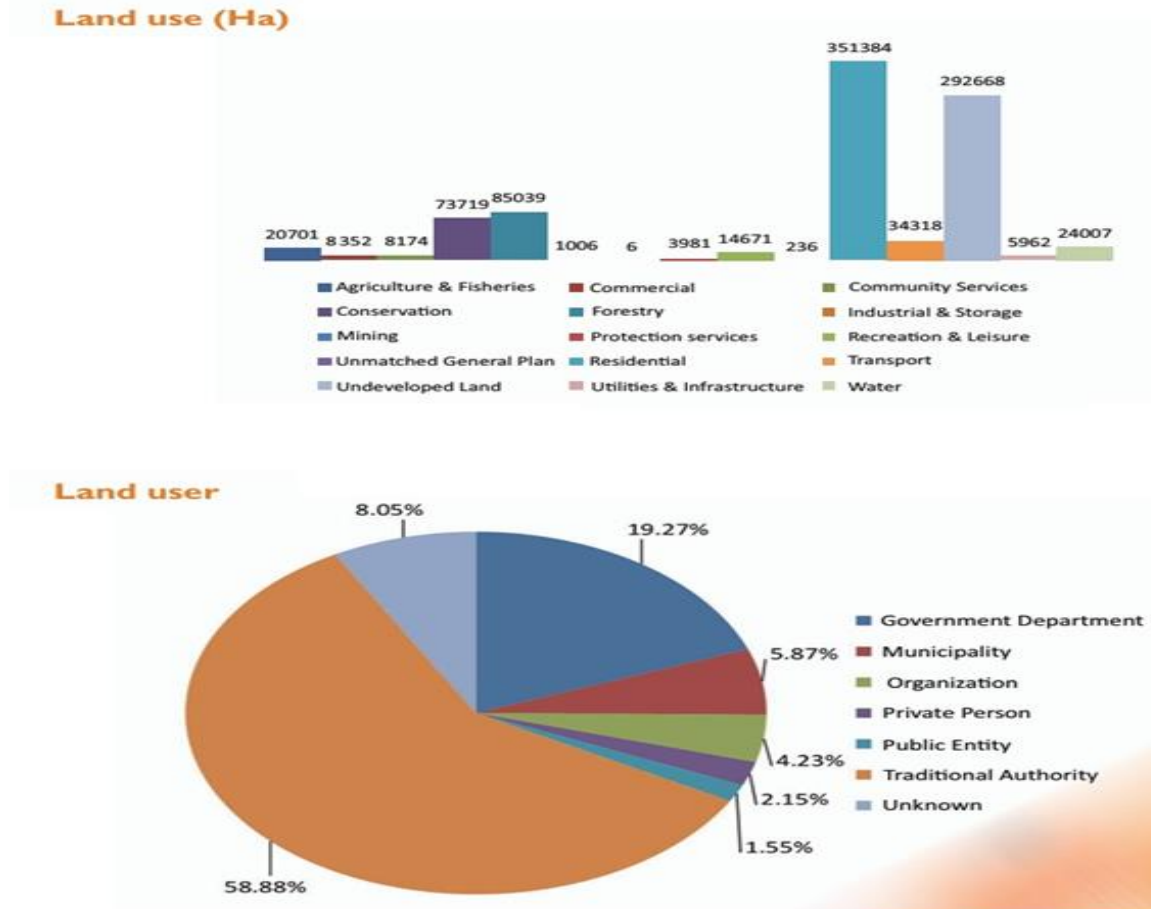
Census 2022, Agricultural Households

In the 2022 Census, KwaZulu Natal had the highest number of agricultural households in the country. This speaks to the agricultural engagement and the potential of the province. Skills transfer and movement from subsistence to commercial production is now the focus of the KZN government to ensure the sustainability of these households and the growth of the sector. This remains a challenge facing the department.

On going studies indicate a lack of reciprocity between land transfer and agricultural production. The disconnect between development support and land transferred has resulted to these farms not being productive and some later lying fallow. As a result, the contribution of land reform farms to food security, income generation, employment, and economy at large has been on a decline. The inability of individuals with proven record of being successful farmers at a small-scale level to replicate their fortunes as landowners constitutes concern. There is a need for the department to reconsider the means in which it provides support going forward.



## Hectares and percent of land used by different sectors in KZN



As a largely rural province, KwaZulu Natal has enormous land under traditional authority. Most of this land is arable land, suitable for agricultural production but due to lack of engagement and development lies unutilized. This is why the Department has pledged to foster cooperation with traditional leadership in ensuring that the traditional authority avails land for agricultural production of the common good of the people. These partnerships are already underway to mitigate the land crisis. It should be further mentioned that the State needs to expedite its processes on land claims to unlock potential for State interventions. The graph shows hundred thousand of land in the province that is unknown and unregistered. The Report reveals that there is more unknown and unregistered land than the land under municipal authority. Such land must be made available for agricultural purposes.

## Impact of Global Pandemic (COVID19) On the Agricultural Sector

The COVID-19 pandemic affected the globally economy, leading to widespread job losses. South Africa's agricultural sector was not spared. Small size enterprises that make up the majority of the sector by employing 10 to 49 employees, medium size enterprises which employs 50 to 149 employees and large size enterprises employ 149 or more people could not market their due during lockdown and only 42% were able to market their produce. Of the total organizations that could not market their produce/products, 83,3% were small size enterprises, followed by large size enterprises (13,3%) and medium size enterprises (3,3%). Majority of these small scale farmers send their produce to the markets which was interrupted due lockdown restrictions on movement of the people . This led to decline in sales and profits.

Figure 3: Organisations affected by COVID-19

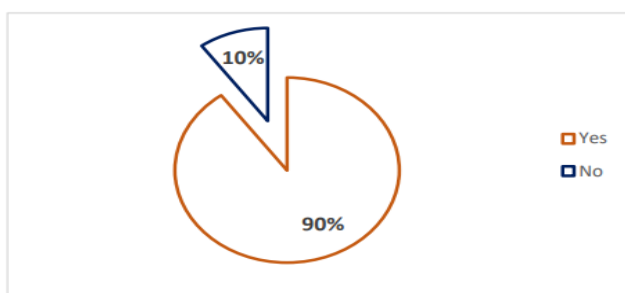


Table 1: Sub-sectors affected negatively by COVID-19

Sub-sector	Percent
Horticulture	47%
Poultry	10%
Grains and Cereals	8%
Fibre	8%
Sugar	7%
Red Meat	5%
Aquaculture	7%
Seed	5%
Pest Control	2%
Milling, Pet food and animal food	1%

## Future of Agriculture in the Era of 4IR, 2030 and beyond.

Our agricultural sector has been going through many stages of transformation and development since 1994 in order to meet the demands of our people, fight poverty and create employment. The advent of Fourth Industrial Revolution (4IR) offers unimaginable opportunities to revolutionize agriculture and accelerate positive results, by introducing smarter farming methods that are both environmentally friendly and cost-effective. However, the transition to 4IR methods and the access to 4IR technologies might not be evenly distributed and will take a while to filter into the lower echelons of the agricultural structure especially among of small-scale farmers. However through partnerships, mentorships, various skills transfer initiatives stakeholder engagement

and research, the department is already instituting plans to accelerate the adoption of these methods among small-scale farmers by providing guidance on affordable technological tools such as smart irrigation systems, pest-detection technologies, drones and hydroponics and so on, in order that no one is left behind.

### **Livestock Production**

KZN is a major player in livestock production. KwaZulu-Natal has 19% of the country's cattle, 13% of its goats and 11% of its pigs (DALRRD, 2023). Interestingly, KwaZulu-Natal has the highest number – 36% – of South Africa's commercial pork producers (SAPPO, 2019). It has 12% of the country's layers (eggs) and 7,7% of its broilers (SAPA, 2024). KwaZulu-Natal (KZN) is expected to witness growth in livestock production, including beef, pork, and lamb. The South African beef market is poised for steady growth, with a projected rate of over 3% through to the latter part of the decade. This robust growth trajectory can be attributed to a variety of factors, most notably the increased in consumer preference for high-quality, locally source produced.

### **Red Market Structure**

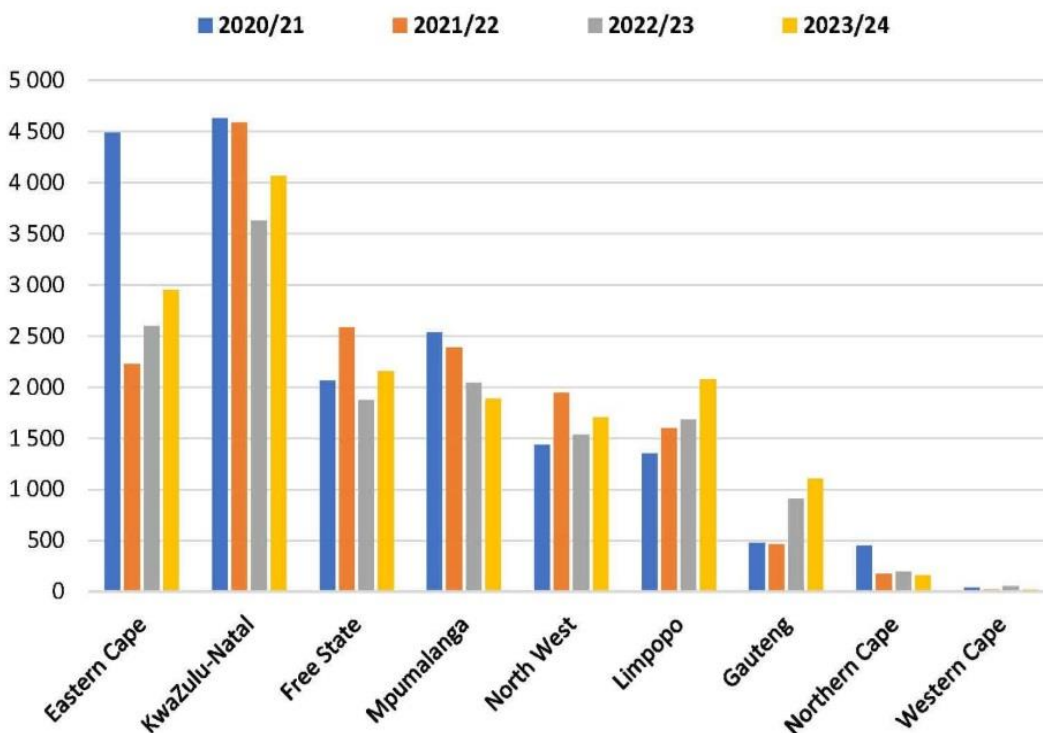
The above graph shows that prices of beef increased significantly in the past decade, though stable on the current period 2019/20. This was mainly due to increased consumption caused by rising living standards of a large number of consumers and consumer's diet change from field crops to meat and population increase. The prices of beef increased by 77% in the past decade. The price increase after the drought season is exacerbated by cattle producers' battle to rebuild their herds due to increased slaughtering in 2015/16. The average producer price declined by 8% in 2019/20 as compared to previous year, this could be attributed to the increased production on the same year.

## Poultry Industry Review

Poultry production was down by 2.9% during the 1st quarter on year-on-year basis, whilst on a quarter-on-quarter basis production was 1.5% higher on average during the 1st quarter. The low production output was mainly due to costs associated with the recent episodic outbreak of a high-pathogenic avian influenza (HPAI, diesel costs for alternative power because of the country's energy crisis. The 1st quarter production figures show a steady rebound as costs are associated with power cuts and feeding

costs eased. The poultry price per ton increased by 10% and slightly by 0.5% on a year-on-year and on a quarter-on-quarter basis respectively. The industry stated that they still face water and electricity disruptions, while the imports of broiler hatching eggs to rebuild its chicken flocks were destroyed by the bird flu resulting in additional costs. As a result, the industry is still recovering before it can return to full profitability amid the lifting of poultry imports restrictions.

While the province is one of South Africa's main livestock farming areas, the province battles the biggest challenge facing livestock farmers which is stock theft. KwaZulu Natal has the highest number of cases of stock theft which has caused major setbacks for the livestock industry. The department therefore formulated an “Anti-Stock Theft Strategy” which was adopted in the last Strategic Planning of the department. This Strategy pulls together a variety of stakeholders including the Department of Justice, SANDF, Livestock Associations, DALRRD, Auctioneers, Livestock Farming Community and Communities to combat stock theft. The strategy contains plans to employ modern technology, legislation and other animal identification measures.



## **KwaZulu Natal leading in Stock Theft**

### **Maize Production**

The South African maize market has matured considerably since the deregulation of agricultural marketing. Producers, traders, and other intermediaries interact freely in the marketing of maize. Most of the maize produced in South Africa is consumed locally, making the domestic market significant to the industry. This positions South Africa as the eighth-largest corn-producing country in the world. Maize is the most widely cultivated field crop and a crucial staple in South Africa.

Furthermore, the industrial sector relies heavily on maize as a raw material for starch, glucose, and dextrose production. Maize also plays a critical role in the livestock feed industry, contributing significantly to meat and dairy production. The yellow maize variety holds significant value in livestock feed production. The following tables depict the production of white and yellow maize across various provinces from the 2014/15 to the 2022/23 seasons. (source: SAMC,2023)



The data indicates that the production of white and yellow maize has fluctuated significantly over the years. White maize production peaked at nearly 10 million tons in 2017/18, followed by a decline and a subsequent recovery in 2020/21, with over 8.5 million tons produced. However, a slight decrease occurred in 2022/23 (approximately 7.8 million tons). The Free State province has consistently led in white maize production, followed by the North-West and Mpumalanga provinces, contributing significantly to the national total. Conversely, the production of yellow maize has exhibited a more consistent upward trend, with a significant increase from approximately 5.2 million tons in 2014/15 to almost 7.9 million tons in 2022/23.

The Free State and Mpumalanga provinces are the foremost producers of yellow maize. The cultivation of white and yellow maize in South Africa predominantly relies on dryland farming, with only a small portion of the crop being grown under irrigation. Consequently, the El Niño phenomenon significantly influences maize production in the country, frequently resulting in drought conditions and consequent yield reductions

(DALRRD, 2016). While our province is not among the leading provinces in maize production, our performance in yellow maize has shown a consistent gradual increase over the past decade while yellow maize has always demonstrated consistent stability. In the next 5 years, the province plans to build and learn these feats.

### **Emerging Markets**

The emergence of BRICS and its announced expansion from 5 nations to 11 in 2024, at its 16th BRICS summit has created unlimited opportunities for South Africa's agricultural industry. The inclusion of 12 additional "partner" countries and Indonesia recently joining has made BRICS an important trading community therefore unlocking unexplored trade opportunities. As the agricultural sector thrives, there have been new emerging markets over the years:

**Macadamia Nuts:** South Africa is the world's largest producer of macadamia nuts, with growing demand from China and other Asian markets.

**Avocados:** Avocado production is increasing in South Africa, driven by growing demand from Europe and the Middle East.

**Berries:** Berry production, including strawberries, blueberries, and raspberries, is expanding in South Africa, with opportunities for export to Europe and other markets.

**Pomegranates:** Pomegranate production is growing in South Africa, driven by demand from the juice and fresh fruit markets.

**Sorghum:** Sorghum is an emerging crop in South Africa, with potential for use in biofuels, animal feed, and human consumption.

### **Inadequate Access to Funding**

The growth of the agricultural sector is limited by lack of access to resources such as capital, land and equipment. This is linked to the prevailing economic conditions of the people of this province. Due to the lack of assets which can serve as collateral, many farmers are deemed high-risk by formal private financial institutions. In the past 30 years of democracy, pro-transformation policies have allowed land transfers to farmers

having access to land which cannot be used as collateral to access credit from financial institutions because they do not hold title deeds or long term leases.

These challenges and constraints against smallholder farmers limit the potential for food production and the economic growth in the sector. Moreover, the stringent measures or requirements by the financial institutions put 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 disasters, particularly floods, fires and drought. Climate change poses a serious 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**

Even after 30 years of democracy, many smallholder and emerging farmers experience difficulty in accessing lucrative markets for their production. These farmers are predominantly from previously disadvantaged communities. The lack of access to markets by populations that make up the majority is an indictment on the sector. While

this is essentially a transformative issue, it may be attributed to a plethora of factors. Farmers lack access to lucrative markets due to several constraints such as poor infrastructure (road, communication and storage infrastructure), long distance to output and input markets, high transport costs, lack of information (relating to markets, production, finance, small volumes of supply, poor quality and inconsistency of supply. 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.

The South African agricultural sector has continued to report excellent export activity totaling R243 billion in 2023. This is an increase of 3% from 2022. The African continent remains a leading market, accounting for 38% of South Africa's agricultural exports in 2023. Asia was the second largest agricultural market, accounting for 28% of exports, followed by the EU, the third largest market, accounting for 19%. The Americas region was the fourth largest, accounting for 6%, and the remaining 9% went to the rest of the world. The UK was one of the leading markets within the 'rest of the world' category, accounting for 7% of total exports (AgBiz, 2024).

The products of exports to these markets were primarily the same, with the African continent and Asia importing a reasonably large volume of maize, soybeans, wool and beef. Meanwhile, exports to other regions were primarily fruits and wine. These robust export earnings were achieved in the face of various challenges in our ports, energy and electricity challenges. These successes resonate with our conviction that 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 especially the African Market. The Department and the National Department of Agriculture, through its partnership with the entity Perishable Product Export Control Board (PPECB) will instigate mechanism that will ensure high levels of compliance and quality standards which will enable our farmers to be export ready.

## **Concentrated Agricultural Industry**

The South African agricultural industry derives its architecture from the apartheid legacy. Thirty years later into the transformation agenda, throughout the value chain, there are corporates 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. Big Agriculture Corporates (Big Ag) 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**

Farmers in KwaZulu Natal and the sector as a whole have chronically experienced a crumbling state of local road networks, deteriorating water infrastructure, and the energy crisis count as off-farm factors affecting agriculture in a massive way. The state of roads in remote areas makes it impossible to get the product to the market. 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 plants) 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 conditions allow 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 and rehabilitation of roads or new roads.

### **Climate Change**

KwaZulu as a coastal region has been at the receiving end of the most devastating weather conditions as a result of 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. Flash floods have also dissipated crops and gain products. Furthermore by virtue of being a province along the coast of the Indian Ocean, our province is prone to floods and potential hurricanes. The floods have become a major challenge for agriculture especially on crops, animals and on infrastructure.

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. The floods have in the past an impact and will likely continue to have an impact in the freight and logistics industry as they cause damage to the province's road systems. On average, 75% of the country's grains are transported by road annually, which are in some are still in terrible shape due to flash floods and excessive rains. There is a great and urgent need to insulate agricultural production in KwaZulu-Natal which is constantly affected by climate change, there is an need for innovation and adaptation of climate smart technologies.

## **Veld Fires**

In the past financial year, the province of KwaZulu Natal has experienced ravaging fires which affected this province's farming community in a massive way resulting in the loss of six lives. The fires further impacted the department's fiscus in a massive way. The runaway fires left devastation on over 300 livestock farmers, with Zululand, uThukela, Harry Gwala and King Cetshwayo Districts being the hardest hit. The majority of the farmers affected by the veldfires were subsistence (65%) and (16%) are small-holder farmers. Commercial farmers are 17%, while 2% were those considered vulnerable. The overall damage to livestock and infrastructure was estimated at to be about R93 million thus affecting the department's ability in meeting its developmental and farmer support commitments. The entire sector through departmental interventions has recovered from massive losses in production, crops and even grazing lands. The department's Kokstad Research Station is being rehabilitated following the fires thus causing further challenges for the department and the sector in terms of knowledge production and management.

## **Snowfall**

Due to climate change, our province has become prone to occasional snow. In the recent past we have experienced a heavy snowfall that led to road closures and loss of two lives as result of hypothermia. This occurrence impacts the agricultural sector in massive ways with crops experiencing frost bites as a result of excessively low temperatures along the surface of the earth. It also tempered with the quality of grazing lands. The heavy snow also disrupted essential services, including water and electricity, in several communities. The department has committed itself on an awareness drive on weather conditions and developing systems to limit the impact and insulate the agricultural sector. This awareness drive is being incorporated to the plans of the department moving forward.

## **KZN Foot and Mouth Diseases Outbreak**

On 07 March 2025, the KwaZulu-Natal Department of Agriculture and Rural Development confirmed positive cases of Foot-and-Mouth Disease in Newcastle, under Amajuba District. The existing Disease Management Area boundaries, currently

encompassing uMkhanyakude, King Cetshwayo, and Zululand districts, are likely to be reviewed in line with the new outbreak. The outbreak was first detected in Amajuba District and reported immediately to the local State Veterinary Services. Following the detection of a suspected case in Amajuba District on 10 February 2025, laboratory results confirmed the presence of FMD virus infection in the tissue and blood samples of cattle.

Our province has become an enclave of this plague dating back to 2019. This challenge will have a major bearing on the sector as it affects livestock farmers and places the health and safety of farming communities in jeopardy. The department has identified the affected dip tank and are vaccinating all cattle within a 20 kilometer radius and 73 dipping tanks, adhering to our animal health protocols. Vaccination efforts have also been extended to areas such as Dannhauser and eMadlangeni to prevent disease spread. The affected four dip tanks have been placed under restriction, and vaccination efforts are ongoing. Amajuba District is the fourth district in the province to be affected by FMD, alongside uMkhanyakude, Zululand, and King Cetshwayo. The vaccination campaign, initiated yesterday on 6 March, will continue until all cattle have been vaccinated and all dip tanks have been treated. The recent outbreak of Foot and Mouth Disease (FMD) has necessitated the suspension of all live cattle/livestock auction sales, thereby disrupting beef sales in the Amajuba, uMzinyathi and other neighboring districts such as uThukela and Zululand.

In our response to mitigate the impact and control the spread of the disease, we have instituted a number of controls and protocols including protocol on movement of live livestock which must only be executed through the approval of a State Veterinary red cross permit to be sourced from the State Vet in charge of the area the animals are originating from. Furthermore the slaughter of cattle from infected farms is permitted at designated abattoirs with additional biosecurity measures in place, this will take place in a controlled manner.

In KwaZulu-Natal, the challenge is compounded by the FMD carrier status of buffalo populations in some game reserves in close proximity to communal livestock and borderline areas. FMD is a cause for concern as it has a negative impact on red meat



production and its export prospects. We know that countries are a bit hesitant to export live cattle and their products from a country with FMD. Foot-and-Mouth Disease also poses a significant threat to the region's meat sales. Upon my deployment as the MEC for Agriculture in June last year, we made strategic efforts to ensure that vacant posts are filled and in so doing increase the capacity of veterinary services to prevent and contain the outbreak of controlled diseases. We are urging our farmers to seek permission from veterinary services before moving animals. Law enforcement agencies will be monitoring roads to prevent the movement of animals from infected districts to other districts. The department has developed an action plan, which includes engaging with stakeholders such as the livestock farming community, municipalities, organized agriculture, and industry role players

With a dedicated team of more than 30 animal health technicians and veterinary services under the stewardship of Dr. T Sikhakhane deployed to the Amajuba District, we are going to win the war against FMD. The department has left no stone unturned as we intensify our efforts to ensuring that all 47,000 cattle in the 73 dip tanks in Amajuba are vaccinated and arrest the spread across the province.

### **Water Use and Water Access**

While South Africa is a semi-arid country, KwaZulu Natal experiences significantly higher precipitation compared to the country's annual average. However, the poor infrastructure to harvest and harness rainwater remains a major impediment. This has been exacerbated in recent times by the failure and backlogs in the rehabilitation and restoration of the infrastructure that was devastated during 2021 floods and the 2021 July unrest. Additionally, at a macro-level, the skewed allocation of water rights is a scepter of the Apartheid legacy that still haunts South Africa. The monopolization of water rights against the previously marginalized communities has disadvantaged the sector on agricultural production especially for smallholder farmers. Since the advent of democracy, land and water transfers from agriculture to urban use seem to be accelerating as more people move to cities. There is a more urgent need to strike a balance between agricultural and urban water interests/use as we see urban development.

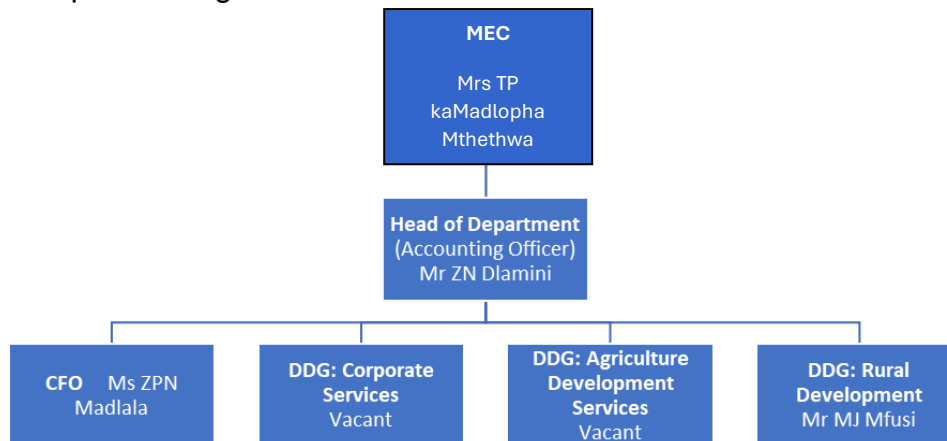
Water as a scarce or limited resource needs to be conserved through promotion of climate smart technologies. In line with the fourth industrial revolution, there is a need to use smart climate technologies to conserve water. There is a need to adopt technologies that will allow dictation of soil conditions 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. Considering 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 & commercialization of agricultural enterprises
- Promoting efficient utilization 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.

## INTERNAL ENVIRONMENTAL ANALYSIS

### Organizational structure

The top structure of the Department is reflected below for the level of the Executive Authority, Accounting Officer and Deputy Director Generals who provides strategic leadership to the organization.



The department consist of three budget programmes. The budget is allocated to the three programmes as follows.

- Programme 1 – Administration
- Programme 2 – Agricultural Development Services
- Programme 3- Rural Development

### Entities Reporting to the Minister/MEC

The table below indicates the entities that report to the MEC. The Mjindi Farming (Pty) Ltd amalgamation with Agri-Business Development Agencies (ADA TRUST) came into effect from 1 April 2020, resulting in only one entity remaining, ADA TRUST remaining under the department.

Name of Entity Legislative	Mandate	Financial Relationship	Nature of Operation
Agribusiness Development Agency Trust (ADA TRUST)	ADA TRUST was established in terms of Cabinet Resolution No. 79 of 29 July 2009. The agency draws its operational mandate from: i) The national policy for Comprehensive Agricultural Support Programme (CASP). ii) Land Reform policy guidelines. iii) Amended Trust Deed for Agribusiness Development Agency Trust.	In terms of section 38 (1)(j) of the Public Finance Management Act 1 of 1999 (as amended), ADA TRUST must provide written assurance to the Department that the entity implements good financial management and an internal control system before the Department transfers funds to the Entity.	The agency provides holistic agricultural support services to entrant farmers, focusing mainly on previously disadvantaged farmers

### Overview of Departmental Performance

The overall performance of the Department against planned target as per the 2022/23 Annual Performance Plan is reflected in the table below:

**2023/24 ANNUAL PERFORMANCE REPORT-DEPARTMENT OF AGRICULTURE  
AND RURAL DEVELOPMENT**

**Agriculture and Rural Development Dashboard Report - Annual Performance  
Report**

<b>Programmes</b>	<b>2019/20 APP</b>	<b>2020/21 APP</b>	<b>2021/22 APP</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Programme 1: Administration</b>	<b>62%</b>	<b>65%</b>	<b>83%</b>	<b>92%</b>	<b>95%</b>
<b>Programme 2: Agricultural Development Services</b>	<b>64%</b>	<b>77%</b>	<b>78%</b>	<b>94%</b>	<b>94%</b>
<b>Programme 3: Rural Development</b>	<b>20%</b>	<b>75%</b>	<b>89%</b>	<b>88%</b>	<b>100%</b>
<b>Overall Department's Performance</b>	<b>60%</b>	<b>73%</b>	<b>80%</b>	<b>93%</b>	<b>95%</b>

## Departmental Financial Overview – Expenditure

The table below provides analysis of departmental expenditure against final appropriation at programme level for the 2021/22 and 2022/23 financial years. The departments spending of its budget has improved significantly over the last few financial years with under-expenditure reducing from R98.648 million in 2019/20 to R17.151 million in 2020/21 and R1.016 million in 2021/22.

R'000	2021/22			2022/23		
Programme	Final Appropriation R'000	Actual Expenditure R'000	Over)/ Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	Over)/U nder Expenditure R'000
Administration	34 016	33 680	36	87 734	87 734	
Agriculture	836 232	835 552	80	781 598	781 598	
Rural Development	5 774	5 774		9 916	9 916	
<b>TOTAL</b>	<b>546 022</b>	<b>545 006</b>	<b>016</b>	<b>549 248</b>	<b>549 248</b>	

The Department recorded 100% budget expenditure for the first time in its history during 2022/23. This excellent budget performance was supported by similarly improved service delivery performance with 93% APP targets achieved. This reaffirms the Departments seriousness on matters on governance. The Department is intent on maintaining its audit achievements and drive governance controls maturity.

### Improved Service Delivery

The Department of Agriculture and Rural Development developed a model for service delivery that promotes a culture and practise of high excellence. The Department is pleased to announce the milestones achieved through the implementation of the turnaround programme.

The department image has improved including service delivery as more farmers and other citizen groups experience improved service offerings. In March 2022 the department was awarded with the Premier Service Excellence awards.

The Department during the outbreak of corona virus utilized its laboratories to produce sanitizers which were distributed for use by other government departments together with farming communities as part of COVID–19 responses. The agricultural sector was declared an essential service, the departments distributed relief fund to farmers to continue support in food production. The communication team ensured coherent messaging to farmers.

### **Audit Findings Outcome**

While the Department has remained on a healthy upward trajectory in terms financial performance, the Auditor General has however awarded an unqualified outcome with findings for 2023/24. The AG outcome is a result of the achievement of unqualified opinions expressed on both the financial statements and the performance information (predetermined objectives against the APP). The Clean Audit is a culmination of the implementation of the Turnaround Strategy that the Department's leadership introduced in 2019.

Prior to this outcome, the Department had achieved two successive unqualified audit opinion starting from 2019/20, 2020/21 financial year and the clean audit in 2021/22 financial year. Before 2019/20, the Department has slumped to three successive qualified AG audit opinions.

The positive AG outcome has been achieved on the back of significant improvement of Department expenditure. The Department had very high under-expenditure before. In 2019/20, the Department had R98.648 million under-expenditure. This was reduced to R17.151 million in 2020/21. In 2021/22, the Department recorded a small under-expenditure of R1.016 million, which indicates that the organization is now able to fully spend its budget vote.

Accordingly, the Department believe that this achievement should be cherished because it is a result of concerted effort on the part of the Department's leadership and management to implement AG improvement Action Plan. The Department is already devising further plans to build on this outcome to ensure there is system of governance and service delivery excellence in the institution.

## Part C: Measuring Our Performance

### 3.1 Institutional Performance Information

### 3.2 Impact Statement

<b>Impact Statement</b>	Increased household food security, agricultural growth and inclusive rural development
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### 3.3 Measuring our Outcomes

Outcomes	Outcomes indicators	Baseline	Five-year Targets
Improved institutional capability, corporate governance and digital innovation	Unqualified AG audit outcome	Unqualified AG Audit outcome	Unqualified AG Audit Outcome
Improved agricultural production and food security	Number of households supported with food security interventions in the Province	9 335 households	127 453 households
Increased farmer support & rural economic development	Number of farmers supported for food production	11 962 farmers	63 995 farmers
Improved animal health and reduced disease outbreak	Percentage reduction of animal diseases outbreaks	4 disease out-break	100% reduction in disease outbreak
Increased agricultural research productivity, technology development and climate-smart agriculture	Number of research projects implemented	59 research projects implemented	220 research projects implemented



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#### 4. Key Risks and Mitigations

Outcomes	Key Risks	Mitigation Strategy
Improved institutional capability, corporate governance and digital innovation	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
	Poor contract management	Department to implement a turnaround strategy to improve systems of internal control that will ensure improvement of the Department's audit outcomes.
Improved agricultural production and food security	Budget cuts	Budget Reprioritization
Increased farmer support & rural economic development	Climate change	Implementation of Early Warning system  Promote the use of climate smart varieties (e.g. drought resistant)
Improved animal health and reduced disease outbreak	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
Increased agricultural research productivity, technology development and climate-smart agriculture	Inability to effectively provide research and training due to high vacancy rate	Fill vacant posts

## PUBLIC ENTITIES

### Agri-business Development Agency (ADA)

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R
<b>Agri-Business Development Agency</b>	ADA was established in terms of Cabinet Resolution No. 79 of 29 July 2009 to provide agri-business support services to entrant black commercial farmers who acquired land through the Government's Land Reform Programme and on a private basis. It has grown into a catalytic vehicle that facilitates the growth of a strong, transformed, diversified, dynamic, competitive and sustainable agro-processing industry in KwaZulu-Natal.	Increased number of agribusiness entrepreneurs participating across the commodity value chains Transformed and skilled agribusiness that are competitive in the sector. Improved market access or value chain participation	R194 898 000

## Part D: Technical Indicator Description

Indicator Title	Number of AG audit outcome
Definition	An independent report regarding the reliability and accuracy of financial and performance information which is issued by Auditor General
Source of data	AGSA management letter and AGSA final Audit Report
Method of Calculation / Assessment	Based on the criteria used by the Auditor General in expressing its opinion.
Means of verification	Dated and signed AGSA Audit Report on the 2022/23 annual financial statements
Assumptions	<ul style="list-style-type: none"> <li>• Accurate financial statements</li> <li>• Compliance with laws and regulations</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	N/A
Reporting Cycle	Annually
Desired performance	Unqualified audit opinion on the 2022/23 annual financial statements
Indicator Responsibility	Chief Financial Officer

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<b>Indicator Title</b>	<b>Number of subsistence producers supported</b>
Definition	<p>Subsistence producer refers to Producer that produces primarily for household consumption to meet the daily dietary needs. These producers are not classified as indigents by their municipality. They market limited surplus production with an annual turnover of less than R50 000.</p> <p>Support refers to tangible and non-tangible support:</p> <p>On and off farm infrastructure or</p> <p>Technical and advisory services or</p> <p>Production inputs or</p> <p>Development training or</p> <p>Marketing and business development or</p> <p>Operating capital</p>
Source of data	<p>Provincial Departments of Agriculture (PDA) and Provincial Shared Services Centres (PSSC).</p> <p>(Include province specific information)</p>
Method of Calculation/Assessment	Simple count
Means of verification	Requirements: Id copy, client contact form, signed delivery note/ completion certificate, business proposal or application form or project profile, signed off letter/ memo of approval, approved project list, acknowledgement form
Assumptions	Favourable climatic conditions; No natural disasters; Economic and political stability; (Include province specific information)
Disaggregation of Beneficiaries	<p>Target for Women: 50%</p> <p>Target for Youth: 50%</p> <p>Target for People with Disabilities: 6%</p> <p>(Include province specific information)</p>
Spatial Transformation	All Districts
Calculation Type	Cumulative (At Year-End)
Reporting Cycle	Quarterly
Desired Performance	Higher performance is desirable
Indicator Responsibility	Programme Managers

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<b>Indicator Title</b>	<b>Number of hectares planted for food production through Departmental support</b>
Definition	Number of hectares planted refers to the area of land put under production through the support provided by the Department for crop production in all the districts, this could be in private farm, communal, land reform and / or leased land under production.
Source of data	Planting Recording Forms / Mechanization Form
Method of Calculation / Assessment	Simple count
Means of verification	Beneficiary List, Request Letter, Planting Recording Form / Mechanization Form and ID Copy of the beneficiary,
Assumptions	Climatic conditions will be favourable and the Department will have sufficient budget to procure and deliver production inputs and mechanization support to help producers plant food timeously.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 50%; Target for Youth: 50%; Target for People with Disabilities: 6%; Target for Military Veterans: 1%
Spatial Transformation (where applicable)	All Districts
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Higher performance is desirable.
Indicator Responsibility	Chief Director: Agricultural Producer Support and Development

<b>Indicator Title</b>	<b>Number of smallholder producers supported</b>
Definition	<p>Smallholder Producer is defined as a venture undertaken by an individual or business entity for the purpose of household consumption and deriving a source of income from agriculture activities along the value chain. These are usually the new entrants with an annual turnover ranging from R50 001 – R1 million per annum.</p> <p>Support refers to tangible and non-tangible support:</p> <p>On and off farm infrastructure or</p> <p>Technical and advisory services or</p> <p>Production inputs or</p> <p>Development training or</p>

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	Marketing and business development or Operating capital
Source of data	Provincial Departments of Agriculture (PDA) and Provincial Shared Services Centres (PSSC).  (Include province specific information)
Method of Calculation/Assessment	Simple count
Means of verification	Id copy, approved individual business plan / project profiles / application form , client contact form, signed delivery notes/ completion certificate, signed off letter/ memo of approval
Assumptions	Favourable climatic conditions  No natural disasters  Economic and political stability  (Include province specific information)
Disaggregation of Beneficiaries	Target for Women: 50%  Target for Youth: 50%  Target for People with Disabilities: 6%  (Include province specific information)
Spatial Transformation	All provinces  (Include province specific information)
Calculation Type	Cumulative (At Year-End)
Reporting Cycle	Quarterly
Desired Performance	Higher performance is desirable
Indicator Responsibility	Programme Managers

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<b>Indicator Title</b>	<b>Number of black commercial farmers supported</b>
Definition	<p>Black Commercial farmers is defined as a venture undertaken by an individual or business entity for the purpose of deriving a source of income from agriculture activities along the value chain. These are usually farmers with an annual turnover of more than R1 million per annum.</p> <p>Support refers to tangible: On and off farm infrastructure or production inputs or operating capital.</p>
Source of data	Beneficiary list, letter of request, goods issue form, works completion certificate and beneficiary ID copy.
Method of Calculation / Assessment	Quantitative (simple count)
Means of verification	Beneficiary List, Letter of Request, Goods Issue Form/Works Completion Certificate and Beneficiary ID copy.
Assumptions	It is assumed that the Department will have sufficient resources to provide production inputs to commercial producers thus enabling them to run sustainable agricultural enterprises.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All Districts- Portfolio of Evidence to include GPS Coordinates and Location Details of the Producer supported.
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Higher performance is desirable.
Indicator Responsibility	Chief Director: Agricultural Producer Support and Development

<b>Indicator Title</b>	<b>Number of producers supported with agricultural advice.</b>
Definition	Specific technical agricultural information provided to producers (subsistence, smallholders and commercial) to a group of producers (commodity organizations and other relevant stakeholders) or individuals through site visits, farmers days, information days, demonstrations, training). This is inclusive of consultation to farmers by an Extension Practitioner.
Source of data	DARD Local Municipality Offices
Method of Calculation /	Simple count

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Assessment	
Means of verification	Beneficiary List and Consultation Form signed by producers.
Assumptions	It is assumed the Department will have sufficient extension and advisory support officials to provide agricultural advice to farmers in all the districts to help improve their farming methods and production outputs.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All Districts- Portfolio of evidence to include location details of the farmer advised.
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Higher performance is desirable.
Indicator Responsibility	Chief Director: Agricultural Producer Support and Development

<b>Indicator Title</b>	<b>Number of visits to epidemiological units for veterinary interventions.</b>
Definition	<p>Visits refer to visit by veterinary official or veterinarian on behalf of the state.</p> <p>Epidemiological units include residential areas, villages, conservation areas, dip tanks, crush pens, farms, compartments, dams and establishments.</p> <p>Veterinary interventions include advice, training, awareness, inspections, detection, investigation, control, eradication, prevention, implementation of bio-security measures, primary animal health care, disease surveillance for controlled diseases, including Foot and Mouth Disease (FMD), Contagious Bovine Pleuropneumonia CBPP), Peste des Petits Ruminants (PPR) and Avian Influenza (AI) (epidemiology), enforcement of animal welfare and effective animal census.</p> <p>Clients are defined as any person who uses the services of a veterinarian or para-veterinary professional.</p>
Source of Data	<p>Sources of data may include any of the following:</p> <p>Reports of daily activity generated from the field work</p> <p>Signed Service Book form (Client contact form)</p> <p>Epidemiological visit report</p> <p>(Include province specific information)</p>
Method of Calculation/ Assessment	Simple count



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Means of Verification	<p>Report on the visits carried out in epidemiological units.</p> <p>Service notice/Request form</p> <p>Signed copies of field Report by the farmer/ recipient of service Every report of the visit should indicate the date of the visit, the name(s) of the official(s), types of interventions, the species and numbers attended to.</p> <p>Laboratory results (for the surveillance of 4 diseases) Lab submission forms.</p> <p>(Include province specific information)</p>
Assumptions	<p>Availability of resources</p> <p>Information in the report is reliable, accurate and complete (Include province specific information)</p>
Disaggregation of Beneficiaries	<p>N/A</p> <p>(Include province specific information)</p>
Spatial Transformation	<p>N/A</p> <p>(Include province specific information)</p>
Calculation type	Cumulative (At year-end)
Reporting cycle	Quarterly
Desired performance	Higher performance (Increased coverage of epidemiological units) except in conditions of biosecurity due to diseases outbreaks.
Indicator responsibility	Programme Manager

<b>Indicator Title</b>	<b>Number of animals vaccinated against rabies</b>
Definition	Rabies is a zoonotic disease and controlled animal disease in terms of animal disease act-35 of 1984. This indicator is aimed at conducting free rabies vaccinations in order to reduce the canine mediated rabies cases.
Source of data	Every report of the visit should indicate the date of the visit, the name(s) of the official(s), types of interventions, the species and numbers attended to.
Method of Calculation / Assessment	Simple count, each animal vaccinated is counted
Means of verification	Veterinary Visit Report

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Assumptions	It is assumed there will be sufficient resources to conduct veterinary interventions.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All Districts- PoE to include location information
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Higher performance is desirable.
Indicator Responsibility	Chief Director: VET Services

<b>Indicator Title</b>	<b>Number of inspections conducted on facilities producing meat</b>
Definition	<p>The indicator derives its mandate from the Meat Safety Act, 2000 (Act No. 40 of 2000), which is aimed at the promotion of meat safety. Veterinary services is responsible for the enforcement of the Meat Safety Act and therefore inspections of facilities that are registered under the Meat Safety Act are conducted on a regular basis to ensure compliance to the provisions of the Act. Facilities include abattoirs, meat cutting plants and meat processing plants.</p> <p>The term inspection includes both an inspection and an audit of a facility.</p>
Source of data	<p>Source of data (source documents) may include any of the following: Activity reports</p> <p>Hygiene Assessment System (HAS) reports</p> <p>Inspection checklists</p> <p>Signed Service Book form (Client contact form)</p> <p>Inspection Registers</p> <p>Abattoir Inspection Reports</p> <p>(Include province specific information)</p>
Method of Calculation/Assessment	Simple count
Means of verification	Copies of source documents generated. Each of the source documents must be signed off by the facility manager/owner of the facility inspected/audited

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Assumptions	<p>Availability of resources</p> <p>All registered abattoirs adhere to the minimum percentage levels of compliance to meat safety legislation</p> <p>Availability of the owner of the facility to sign the source document</p> <p>Availability of rural and low throughput facilities managers/owners when inspections are conducted.</p> <p>(Include province specific information)</p>
Disaggregation of Beneficiaries	<p>N/A</p> <p>(Include province specific information)</p>
Spatial Transformation	<p>N/A</p> <p>(Include province specific information)</p>
Calculation Type	Cumulative (At year-end)
Reporting Cycle	Quarterly
Desired Performance	Improved food safety
Indicator Responsibility	Programme Manager

<b>Indicator Title</b>	<b>Number of laboratory tests performed according to approved standards</b>
Definition	Tests refer to any laboratory analysis performed on samples for diagnostic purposes. Tests will be counted only if the method was accredited according to ISO 17025 standard and / or DALRRD approval systems.
Source of Data	<p>Test reports</p> <p>(Include province specific information)</p>
Method of Calculation/ Assessment	Simple count
Means of Verification	<p>Tests will be carried out as per methods accredited by SANAS and/or approved through a DALRRD approval system.</p> <p>Signed Lab test reports reflecting the number of tests performed</p>

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Assumptions	<p>All samples submitted are suitable for testing</p> <p>Samples are submitted for testing and resources to conduct the testing are available</p> <p>(Include province specific information)</p>
Disaggregation of Beneficiaries	<p>N/A</p> <p>(Include province specific information)</p>
Spatial Transformation	<p>N/A</p> <p>(Include province specific information)</p>
Calculation type	Cumulative (At year-end)
Reporting cycle	Quarterly
Desired performance	National and / or international recognition of the disease free declaration status of the country
Indicator responsibility	Programme Manager

<b>Indicator Title</b>	<b>Number of samples collected for targeted animal diseases surveillance</b>
Definition	<p>This indicator is aimed at conducting disease surveillances for</p> <p>Foot and Mouth Disease (FMD), Contagious Bovine</p> <p>Pleuropneumonia CBPP), Peste des Petits Ruminants (PPR) and Avian Influenza (AI). This is in order to know the status of the diseases</p> <p>Also for early detection and response and to maintain access to markets</p>
Source of Data	<p>Sources of data may include any of the following:</p> <p>Signed Service Book form (Client Contact Form)</p> <p>Laboratory samples submission forms</p> <p>Signed Epidemiological visit report. (by official and client)</p> <p>Laboratory sample submission form signed by official (Include province specific information)</p>

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Method of Calculation/ Assessment	Simple count
Means of Verification	Laboratory samples submission forms  Service notice/Request for service  Signed Laboratory sample submission form
Assumptions	Sampling grids/plans are issued to Provinces by DALRRD  Sufficient funding to carry out the surveillance (Include province specific information)
Disaggregation of Beneficiaries	N/A  (Include province specific information)
Spatial Transformation	N/A  (Include province specific information)
Calculation type	Cumulative (At year-end)
Reporting cycle	Quarterly
Desired performance	Higher Performance  For early detection of disease and early response
Indicator responsibility	Programme Manager

<b>Indicator Title</b>	<b>Number of research projects implemented to improve agricultural production</b>
Definition	Research projects refer to experimental and non-experimental work undertaken to acquire knowledge and development of technology solutions that supports agricultural production.
Source of data	Research proposals or final reports or progress reports submitted by the Researchers  (Include province specific information)
Method of Calculation/Assessment	Simple count

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Means of verification	Approved project proposal  OR A progress report for projects in progress  OR A final report for completed projects
Assumptions	Availability of budget and human capital;  Minimal occurrence of natural phenomena;  Research conducted is needs driven  (Include province specific information)
Disaggregation of Beneficiaries	N/A  (Include province specific information)
Spatial Transformation	All provinces  (Include province specific information)
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Higher performance is desirable
Indicator Responsibility	Programme Manager

<b>Indicator Title</b>	<b>Number of new technologies developed for smallholder producers</b>
Definition	New technologies (product, technology, processes, methods, techniques and systems) developed through agricultural research activities, inventions or innovations to improve the efficiency of smallholders.
Source of data	<input type="checkbox"/> Report, patent, product registration, protocol, model and any verifiable hardcopy evidence outlining the technology developed.  (Include province specific information)
Method of Calculation/Assessment	Simple count

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Means of verification	<p>Report indicating new technology</p> <p>OR</p> <p>Patent</p> <p>OR</p> <p>Product registration OR</p> <p>Protocol when it's a new product or process developed</p> <p>OR</p> <p>Feeding Model</p> <p>OR</p> <p>Hard copy evidence</p>
Assumptions	<p>Availability of budget to procure equipment.</p> <p>Availability of human capital shortage <input type="checkbox"/> Minimal occurrence of natural disasters (Include province specific information)</p>
Disaggregation of Beneficiaries	<p>N/A</p> <p>(Include province specific information)</p>
Spatial Transformation	<p>All provinces</p> <p>(Include province specific information)</p>
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Higher performance desirable
Indicator Responsibility	Programme Manager

## Annexures to the Strategic Plan

### Annexure A: District Development Model

Areas of intervention (examples)	Five-year planning period				
	Project description	District Municipality	Location: GPS coordinates	Project Leader	Social partners
Water					
Sanitation					
Roads					
Stormwater					
Electricity					
Environmental Management					