

KZN AGRICULTURE AND RURAL DEVELOPMENT SERVICE DELIVERY MODEL (SDM) INDICATING THE SHIFT FROM THE CURRENT TO THE PROPOSED

A. GENERAL MANDATE <small>(Document capturing mandate)</small>	B. SPECIFIC MANDATE <small>(Relevant section, subsections capturing mandate)</small>	C. FUNCTIONS/ROLES AND RESPONSIBILITIES <small>(List the functions you perform, emanating from the specific mandate listed in B.)</small>	D. SERVICES <small>(List the services you provide, emanating from the functions/roles and responsibilities listed in C)</small>	E. SERVICE RECIPIENTS <small>(List the recipients of your services – are they internal or external?)</small>	F. CURRENT MODE OF DELIVERY <small>(Specify how the service is currently rendered: centralised through Head Office; decentralised through regional offices; outsourced, etc)</small>	G. ANALYSIS <small>(List the advantage/disadvantages, risks/assumptions of the current mode of delivery; and specify the degree to which ICT is currently used and how it can be improved)</small>	F. AGREED SDM <small>(After consultation with internal and external stakeholders)</small>
LEGAL							
Constitution	Ch 2 Sect 27 (1)(b); everyone has a right to sufficient food and shelter	Agricultural development through Livestock production capacity development Unleashing agricultural potential	Livestock production extension and advisory services	Subsistence farmers, Commercial farmers, Small holder farmers, farmers	Multi-faceted management approach of regional model (generalist managing various specialised fields)	Service delivery and professionalism compromised as non-specialist manage specialised disciplines	1 competent authority for every discipline/Accountability for disciplines by specialists (Agriculture, Veterinary, Research, Engineering, Finance and Corporate Services)
Public Service Act	Schedule 2 of the Act indicates proclaimed provincial departments	Agricultural development through Crop production capacity development Unleashing agricultural potential	Crop production extension and advisory services	Subsistence farmers, Commercial farmers, Small holder farmers, farmers	Line function operating on dual management resulting in duplication of functions and losing emphasis towards a common goal	Dual accountability and responsibility <i>Example:</i> 2013/2014 Performance report, Livestock Production reported 1 357 633 animals vaccinated, 305354 were dewormed and tattooing and branding. This is confusing Livestock Production and Veterinary Services functions and also prompt service delivery	1 Branch for Agricultural Development Services to ensure improved coordination and service delivery supported by new service delivery line function model - the cross functional approach and shortened decision making by reporting straight from District to Head Office The objective is to improve on responsibilities and accountability and ultimately the performance results
Public Service Regulations	Part 111 B2(a) of the PSR entrusts the EA with the authority to determine the organisational structure of the Department	Agricultural Infrastructure development	Engineering design and development in agricultural projects	Extension and advisory services components	No clear link between Head Office and Regional Office, as well as clear role segregation between Head office and Regional/District offices as some head office components are also involved in implementation	lack of appropriate delegations and lengthy decision making process	All line and staff function; planning, policy, strategies, coordination, monitoring & evaluation - Head Office. The implementation of Administration Services will be rendered at two service points into new service delivery model for administration
Public Finance Management Act (PFMA)		Agricultural Education and Training provision	Provide accredited and non-accredited higher education and further education and training in	Aspirant farmer students, farmers, departmental staff		Service model not focussed on Farmer self-reliance <i>Example:</i> 2013/2014 Performance report indicates that through the	Implementation of all line functionary services - District Office and Local Office which is the new focal point for service



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			agriculture			Food Security programme 478 826 households supported with seed, 35 897 gardens established. Through the Mechanisation programme, about 12 000 hectares were planted with maize, 4 000 with beans and 1 500 with other crops. There is no evidence of the ultimate crop yield which should be exponentially perpetual	delivery This is intended to eliminate confusion and duplication of roles which compromise service delivery, and to intensify it at this one level which is the coalface for service delivery
Labour Relations Act (LRA)		Agricultural research services provisioning	This is professional support for the above service	Agriculture components/farming community			
Agricultural legislation e.g. Livestock Improvement Act, Plant Improvement Act, Animal Disease Act, Meat Safety Act, Agricultural Research Act		Promote animal health	Animal Diseases prevention and control	Agriculture components/farming community/animal owners			
Rural Development guidelines/strategy		Promote safe meat provisioning	Regulate abattoirs and slaughtering	Meat producers/abattoirs			
		Corporate Governance and an integrated service delivery Ensure effective public service management	Human resource management	Departmental staff/components	No clear link between Head Office and Regional Office administration or support components. These units in the regions report to Regional General Managers.	There is an anomaly in that there is no reporting link of these components to the head office components and the head office has no jurisdiction over them. The head office components however have to do departmental reporting to Treasury and Auditor-general and the ultimate accountability for administrative and financial matters is at head office level.	All administrative support services (Finance and Corporate) will be managed by a competent authority, discipline-to-discipline. In addition, Head Office at Cedara will focus on policy, strategy development, coordination, training, control and reporting. All implementation will take place at Service Centers (North and South) as a detachment of Head Office.
			Human resource development	Departmental staff/components	As above	As above	As above
DEPARTMENTAL							
Strategic Plan	extension specialist advisory services and progressive training and mentorship to households and farmers;	Corporate Governance and an integrated service delivery Provide effective public financial management	Supply chain management	Departmental staff/components	as above	As above	As above

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	Undertake appropriate adaptive agricultural research, technology development and transfer to advance agriculture Prevention, control and/or eradication of animal diseases. Agricultural engineering						
Annual Report	Provide effective and efficient corporate and strategic support services to MEC, HOD and Department. Provide effective Human Resource Capacity Provide effective and efficient transparent financial & risk management systems		Financial accounting and administration	Departmental staff/components	As above	As above	As above
Court Rulings			Management accounting	Departmental staff/components	As above	As above	As above
			Internal control and organisational risk management	Departmental staff/components			
		Integrated coordination of rural development implementation	Coordinate the implementation of the strategic framework for rural development	Farmers, Rural Communities, Businesses, Industry/Business/Local Communities	New mandate	N/A	The function is organisationally centralised as a branch but will be executed in cooperative manner with other departmental components, other departments and stakeholders for coordinated planning, implementation and reporting. The objective is to realise Outcome 7: Vibrant, Equitable and sustainable Rural communities and Food Security for all

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			Facilitate and coordinate rural development spatial planning		New mandate	N/A	As above
POLITICAL							
State of the Province Address	Poverty alleviation, Job creation, Agrarian Revolution, Land Reform	Provide economics, marketing and value adding	Optimise rural development monitoring, evaluation and reporting		New mandate	N/A	As above
Budget Speech	Agricultural production is valuable to the provincial economy for improving the quality of livelihoods of the people of KZN	Promoting business entity and social organisation	Provide economic services for agribusiness development		New mandate	N/A	As above
NDP	The implementation of Outcome 7: Vibrant, Equitable and sustainable Rural communities and Food Security for all						