



agriculture & rural development

Department:
agriculture
& rural development
PROVINCE OF KWAZULU-NATAL

SERVICE DELIVERY IMPROVEMENT PLAN 2015-2018

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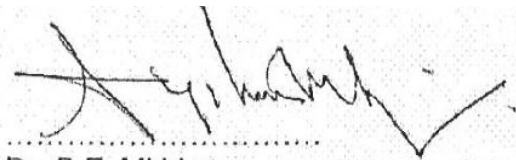
OFFICIAL SIGN OFF

We certify that this Service Delivery Improvement Plan (SDIP) 2015-2018 was developed by the management of the department and stakeholders under the guidance of the MEC Mr. V.C Xaba.

The SDIP states the current situation in respect of its services, identifies service delivery challenges and where the Department aims to be in respect of improving its services delivery efforts.

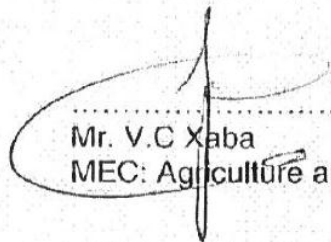
The SDIP takes into consideration all relevant policies, legislations and other mandates for which the Department is responsible.

The SDIP accurately reflects the strategic goals and objectives which the Department will endeavor to achieve over the period of 3 years



Dr. S.F. Mkhize
Head of Department

Date: 26/06/2015



Mr. V.C Xaba
MEC: Agriculture and Rural Development

Date: 26/06/2015

CONSULTED STAKEHOLDERS

External stakeholders

1. Organised Agriculture
 - i. KwaNalu
 - ii. KZN Agriculture Association
 - iii. Black Famers Association
 - iv. Livestock Associations
 - v. Abattoir Industry
 - vi. Wildlife Ranching SA (WRSA)
2. Individual Farmers
3. Representatives of commodity organisation
4. Representatives of Organised agricultural forum

The list of names of external stakeholders is attached as Annexure A.

Internal stakeholders

1. MEC
2. Head of Department
3. Senior General Managers
4. General Managers
5. Senior Managers
6. All other employees of the department

The following components within the department, were targeted in consultation:

Branch: Agriculture Development Services (Directorate: Research and Technology Development, Engineering Services, Directorate: Agriculture (Regions), Directorate: Partnerships and Donor Funding, Directorate: Agricultural Training Institutes, Directorate: Livestock Production; Directorate: Veterinary Services, Directorate: Agriculture Development Services)

Branch: Corporate Services (Directorate: Human Resource Development, Directorate: Management Advisory Services, Directorate: Monitoring & Evaluation)

Branch: Financial Management

Branch: Rural Development

Names of Service Delivery Improvement Champions

1. Office of the MEC

Name : Mr.V.C.Xaba
Designation : MEC
Contact Details : 033-343 8122
Cell : 083-301 1845
Signature : _____

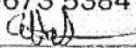
2. HOD

Name : Dr. S.F. Mkhize
Designation : Head of Department
Contact Details : 033-355 9197
Cell : 072-368 2287
Signature : 

3. Branch: Corporate Services

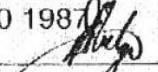
Name : Ms G.J.Majola
Designation : Senior General Manager
Contact Details : 033 355 9601
Cell : 082-767 5372
Signature : 

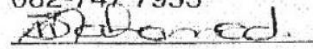
4. Branch: Financial Management


Name : Mr E.Habermann
Designation : Acting Chief Financial Officer
Contact Details : 033-355 9562
Cell : 071-673 5384
Signature : 

SDIP DEVELOPMENT TEAM

5. Directorate: Management Advisory Services

Name : Mr. A. P. Hitge
Designation : Senior Manager
Contact : 033-355 9654
Cell: 082-570 1987
Signature : 

6. Name : Mrs.L.B.Mahomed
Designation : Deputy Manager
Contact : 033-343 8150
Cell : 082-747 7953
Signature : 

7. Name : Mr. J.H.Herbst
Designation : Chief Work Study Analyst
Contact : 033-355 9598
Cell : 071-686 9991
Signature : 

8. Name	:	Mrs.D.Mkhize
Designation	:	Chief Work Study Analyst
Contact	:	033-355 9664
Cell	:	076-941 1658
Signature	:	
9. Name	:	Mrs.F.Ndwalande
Designation	:	Work Study Analyst
Contact	:	033-343 8004
Cell	:	076-935 7789
Signature	:	

INTRODUCTION

The Department of Agriculture and Rural Development bases its strategic objectives as prescribed in Outcome 12, 7, 4 and Output 3 of the National Development Plan (NDP).

- Outcome 12 - Efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship;
- Outcome 7- Vibrant, equitable and sustainable rural communities and food security for all have been identified;
- Outcome 4 - Strengthening employment economic growth and equality in line with the job creation model;
- Output 3 - Improved rural services to support sustainable livelihoods.

In addition, the Provincial Growth and Development Plan (PGDP) identifies 7 strategic goals which are aligned to the Medium Term Strategic Framework outcomes (MTSF). These have been translated into 30 strategic objectives which have been assigned 8 Action Working Groups. Action Working Group 1 is chaired by the Department of Agriculture and Rural Development (DARD) which drives and reports on these activities. Agriculture is of key importance given the comparative advantages that KZN possesses with regard to its land and resources and hence its emphasis on job creation, increasing areas under production, increasing the value of agricultural contribution to the provincial economy and support programmes for commercial farmer development.

The New Growth Path (NGP) places jobs and decent work at the center of micro economic policy. It sets targets of 5 million jobs by 2020. The NGP set target is to increase small holders by 300 000 householders with 145 000 additional jobs coming from agro processing.

In an effort to ensure seamless service delivery that is adequately equipped to support, grow and develop the citizens, in particular, farmers, of the Province, the DARD has developed service standards to guide and ensure the realization of such commitment through the development of the SDIP. The SDIP was developed in consultation with all external stakeholders and beneficiaries of agricultural services as well as officials within the department. The SDIP covers the period from 2015-2018 where upon it would be subjected to an annual review. A guideline from the KZN Office of the Premier and the Department of Public Service and Administration was utilized to ensure that all aspects of the SDIP are adhered to.

The SDIP for the department complies with the provisions of the Constitution of South Africa, 1996; Public Finance Management Act, 1999, Treasury Regulations; the Public Service Act, 2001; the Public Service Regulations; the White Paper on Transforming Public Service Delivery, 1997 as well as the Batho Pele principles.

SERVICES RENDERED BY THE DEPARTMENT

- Agriculture Advisory and Extension Services
- Agriculture Development Services
- Engineering (Infrastructure and Landcare support)
- Veterinary Services
- Research and Technology Development Services
- Rural development and coordination

VISION

A united, sustainable and vibrant agricultural sector with thriving rural communities in balance with nature.

MISSION

To promote, thorough partnerships, sound agricultural practices that stimulate economic growth, food security and advancement of rural communities in KwaZulu-Natal.

VALUES

- **Batho Pele Principles and service orientation-** Departmental officials will conduct themselves in a manner befitting a government that is caring, dedicated and pro-poor, influenced by the spirit of ubuntu.
- **Co-Operative Governance and Strategic Partnerships-** the Department commits itself to the principles of cordial inter-governmental relations and strategic partnerships across all spheres of society, with particular focus on business and civil society organizations as delivery partners.
- **Self-sufficiency and independence-** the Department commits itself to the promotion of self-sufficiency in all its interventions and focuses on the empowerment of people to be more independent and entrepreneurial.
- **Transformation-** Department is an agent of state transformation agenda to change the historical uneven development of the South African and KwaZulu Natal society and its policies must reflect this character at all times.
- **Financial Prudence and Resource Limitations-** the Department is the custodian of public funds and its policies must promote economical use of such limited funds to achieve efficient and effective delivery of public services. Government will always be faced with a challenge of growing public demands and limited resources to fulfil every obligation.

- **Accountability and Transparency**- the Department is obligated to promote good governance by accounting and being transparent to the public, legislature and oversight institutions for its performance and use of public resources.
- **Development and recognition**- The Department's employees are recognized as its most valuable asset and therefore it aspires to ensure the on-going development and recognition of an effective, professional team.

LEGISLATIVE AND OTHER MANDATES

Constitutional mandate

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.

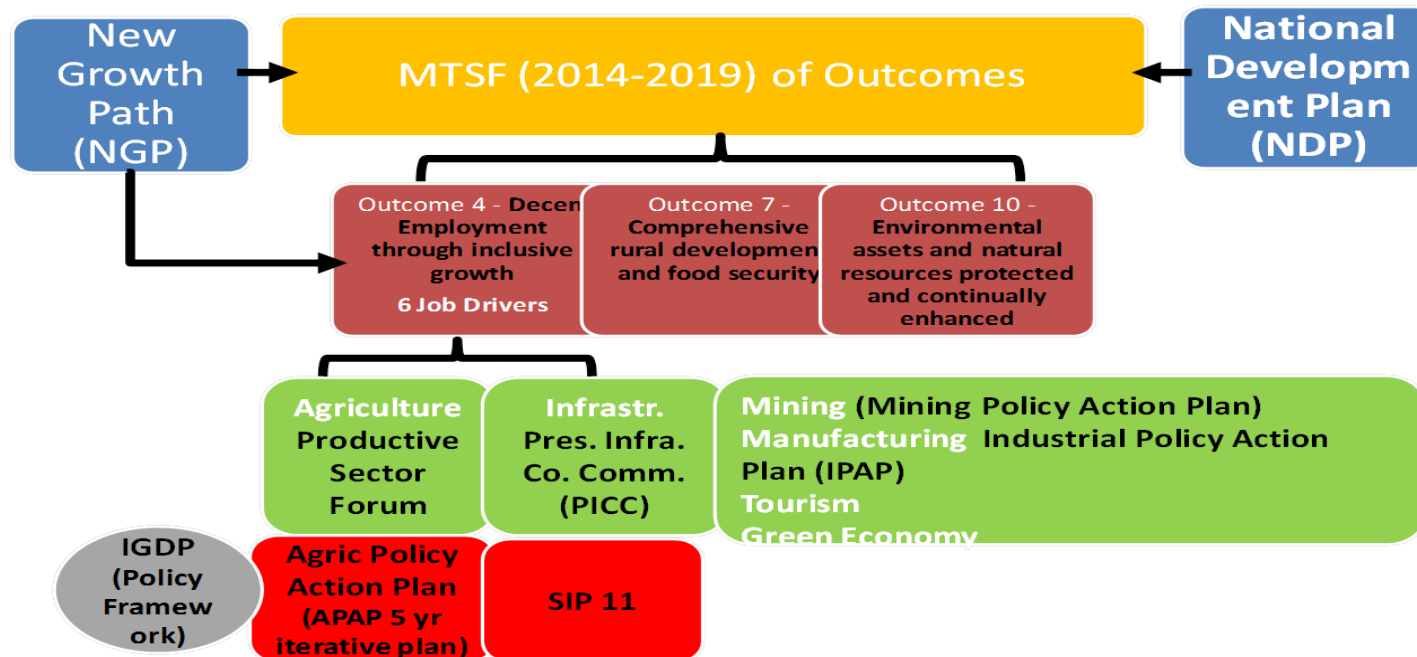
Other Key Policy and Strategy Imperatives

- National Development Plan (Vision 2030)
- New Growth Path (NGP)
- Industrial Policy Action Plan (IPAP)
- Agricultural Policy Action Plan (APAP)
- National Food and Nutrition Security Strategy (Fetsa Tlala)
- Integrated Growth and Development Policy (IGDP)
- Medium Term Strategic Framework 2014-2019

- Medium Term Strategic Framework Outcome 7
- Medium Term Strategic Framework Outcome 4
- Provincial Growth and Development Strategy (PGDS)
- Provincial Growth and Development Plan (PGDP)
- Operation Phakisa
- KZN Agrarian Strategy
- Agricultural Development Policy

Figure 1. National Policy Frameworks

Source: APAP, 2014.



Agricultural Legislation

The following table provides a comprehensive list of Agricultural legislation that drives and influences the Agricultural development function:

Legislation / Policy	Key responsibilities
1. The KZN Animal Protection Act 4 of 1987	<ul style="list-style-type: none"> • Capacity building • Education and awareness creation • Monitoring • Compliance enforcement
2. Conservation of Agricultural resources Act 43 of 1983	<ul style="list-style-type: none"> • Awareness creation • Education • Compliance monitoring • Control • Assessment and approval of development rights
3. Market of Agricultural Products Act 47 of 1996	<ul style="list-style-type: none"> • Monitoring • Creation of access to markets • Development of compliance regime • Enforcement of compliance • Provision of infrastructure
4. Control of Market in rural areas ordinance no 38 of 1965	<ul style="list-style-type: none"> • Compliance enforcement • Monitoring •
5. Subdivision of Agricultural Land Act 10 of 1970	<ul style="list-style-type: none"> • Provision of framework • Implementation of regulations • Awarding of rights • Control
6. Plant Improvement Act 53 of 1976	<ul style="list-style-type: none"> • Provision of regulatory guidelines • Policy development

7. Agricultural Pests Acts 36 of 1983	<ul style="list-style-type: none"> • Definitions • Policy development
8. Agriculture Law Extension Act of 1996	<ul style="list-style-type: none"> • Provision of extension parameters • Provision of regulatory frameworks • Provision of support programmes
9. KwaZulu General Law Amendment Act 3 of 1987	<ul style="list-style-type: none"> • Provision of extension parameters • Provision of regulatory frameworks • Provision of support programmes
10. KwaZulu General Law Amendment Act 21 of 1988	<ul style="list-style-type: none"> • Provision of extension parameters • Provision of regulatory frameworks • Provision of support programmes
11. National Veld and Forest Fire Act 101 of 1998	<ul style="list-style-type: none"> • Contribution and guideline in the preparation of district and provincial disaster management framework
12. Veterinary & Para-Veterinary Professions Act, 1982 (Act 19 of 1982)	<ul style="list-style-type: none"> • Education • Awareness creation • Code of conduct • Compliance enforcement
13. Livestock Improvement Act, 1977 (Act 25 of 1977)	<ul style="list-style-type: none"> • Capacity building • Infrastructure development • Programmes implementation
14. Meat Safety Act, 2000 (Act 40 of 2000) Replacing Abattoir and Cooperation Act	<ul style="list-style-type: none"> • Development of regulatory framework • Provision of safe, wholesome and safe food of animal origin • Prevention of illegal slaughtering • Approving abattoir planning • Creation of awareness
15. South African Medicines and Medical Devices Regulatory Authority (Act, 1998)	<ul style="list-style-type: none"> • Creation of regulatory framework for compliance and enforcement
16. International Animal Health Code of World Organisation for Animal Health (OIE-Office International des Epizooties)	<ul style="list-style-type: none"> • Setting of norms and standards • Compliance and enforcement framework

17. Animal Diseases Act 35 of 1984	<ul style="list-style-type: none"> • Monitoring • Prevention • Control
18. International Code for Laboratory Diagnostic Procedure for Animal Diseases of World Organization for Animal Health.	<ul style="list-style-type: none"> • Setting of norms and standards • Compliance and enforcement
19. The Sanitary and Phytosanitary agreement of the World Trade Organisation (WTO)	<ul style="list-style-type: none"> • Determination of acceptable water harvesting methods • Monitoring of water quality
20. Water Service Act, 1997 (Act 108 of 1997)	<ul style="list-style-type: none"> • Determination of acceptable water harvesting methods • Monitoring of water quality
21. Agricultural Research Act, 1990 (Act 86 of 1990)	<ul style="list-style-type: none"> • Identify area for research • Support research institutions • Establish archival database
22. Agricultural Products Standards Acts, 1990 (Act 119 of 1990)	<ul style="list-style-type: none"> • Establish norm and standards • Policy Development • Compliance
23. Agricultural Produce Agents Acts, Act 12 of 1992	<ul style="list-style-type: none"> • Policy Development • Compliance enforcement
24. Agriculture Development Fund Act, 1993 (Act 175 of 1993)	<ul style="list-style-type: none"> • Identify funding requirements in support of stakeholders • Programme alignment
25. Perishable Product Export Control Act, 1983 (Act 9 of 1983)	<ul style="list-style-type: none"> • Policy Development • Compliance enforcement
26. Fertilisers farm feeds, Agricultural Remedies and stock remedies Act (Act 36 of 1947)	<ul style="list-style-type: none"> • Policy Development • Compliance enforcement
27. Agricultural Credit Act, 1966 (Act 28 of 1966)	<ul style="list-style-type: none"> • Policy Development • Compliance enforcement
28. Marketing Act 1968 (Act 59 of 1958)	<ul style="list-style-type: none"> • Monitoring • Creation of access to markets • Development of compliance regime • Enforcement of compliance • Provision of infrastructure

29. Plant Breeders Right Act (Act 15 of 1976)	<ul style="list-style-type: none"> • Creation of regulatory framework • Monitoring and Compliance
30. Land Redistribution Policy for Agricultural Development	<ul style="list-style-type: none"> • Policy Development
31. Agricultural Debt Management Act, 2001 (Act 45 of 2001)	<ul style="list-style-type: none"> • Policy Development
32. Soil User Planning Ordinance (Ordinance 15 of 1987)	<ul style="list-style-type: none"> • Policy Development
33. Hazardous Substances Act, 1973	<ul style="list-style-type: none"> • Policy Development
34. Environment Conservation Act (Act 73 of 1989)	<ul style="list-style-type: none"> • Policy Development
35. Genetically Modified Organisms Act, 1997 (Act 15 of 1997)	<ul style="list-style-type: none"> • Policy Development
36. Medicines Control Act 101 of 1965	<ul style="list-style-type: none"> • Compliance • Monitoring
37. Food stuffs cosmetics and disinfectants act 54 of 1972	<ul style="list-style-type: none"> • Compliance • Monitoring
38. Conservation of natural resources Act 43 of 1983	<ul style="list-style-type: none"> • Compliance • Monitoring
39. National Environmental Management Act 107 of 1998	<ul style="list-style-type: none"> • Compliance • Monitoring
40. National Environmental Management of Waste Act	<ul style="list-style-type: none"> • Compliance • Monitoring

Transversal Legislation

Legislation assigned to province as part or as a whole	Key Responsibilities
1. The constitution of the RSA, Act 108 of 1996	Implementation and adherence to prescripts for effective overall public service management.
2. PFMA Act 1 of 1999 as amended by Act 29 of 1999	Implementation and adherence to prescript for effective overall public service management.
3. Public Service Act 109 of 1994	Implementation and adherence to prescript for effective overall public service management.
4. Labour Relations Act 66 of 1995	Implementation and adherence to prescript for effective overall public service management and sound labour relations.
5. Skills Development Act 97 of 1998	Implementation and adherence to prescript for effective overall public service management and effective skills development.
6. Employment Equity Act 55 of 1998	Implementation and adherence to prescript for effective overall public service management and employment equity.
7. Promotion of access to Information Act 2 of 2000	Implementation and adherence to prescripts for effective overall public service knowledge management and information control.
8. Promotion of Administrative Justice Act 3 of 2000	Implementation and adherence to prescript for effective overall public service management.
9. Basic Conditions of Employment Act 75 of 1997	Implementation and adherence to prescript for effective overall public service management.

SITUATIONAL ANALYSIS

Agriculture in its basic form is a business where the farmer buys inputs, uses these inputs with their skills, knowledge and abilities to produce a product that they then sell at a market place. Due to a lack in some of these skills, knowledge and abilities including availability of finances and decision models, farming is failing in the rural areas. The lack of success in the rural areas can thus be accounted to amongst other factors the lack of adapted business models and principles for commercial agricultural production.

Some farmers often lack farming skills to utilize the existing land to its fullest capacity leading to incorrect farm usage. This has caused vast farm areas to experience soil erosion, thus significantly reducing yields and profitability. Furthermore, cultural and generational beliefs result in a lack of commitment and willingness to farm, contributing to the under-utilization of farming land.

The demise of the marketing boards presents a major marketing problem for farmers in general and this is just another problem for small and emergent farmers who already struggle with basic agricultural production thus limiting farmers to improve and expand production.

EXTERNAL FACTORS

A. AGRICULTURAL PROFILE

KZN is largely rural in its geography, where poverty is in its peak. In pursuit of rural and agricultural development is central and consequential to achieving the Millennium Development Goals (MDG's). The Millennium Declaration was adopted in September 2000 by 189 world leaders who committed to "free all men, women and children from the abject and dehumanizing conditions of extreme poverty" by the year 2015.

The transformation of the agricultural sector is central to the future growth and wellbeing of KwaZulu-Natal. The population of KZN rural areas accounts for 54% of the total provincial population, and therefore makes it one of the most rural Provinces in the country. Furthermore, if poverty levels are aligned to the rural geography it is evident that the highest concentration of poor are based in the rural areas, and more particularly on communal areas of the Province. This places considerable pressure on the provision of services and infrastructure.

There is also in excess of 300 000ha underutilised but arable farming land under the ITB and it has been a key strategy of the DARD to unlock the vast potential of these lands. However the DARD has had to review its old strategy of carrying out

mechanisation services for farmers as this has created a sense of dependency by farmers and has negatively affected the sustainability of agriculture in these areas of agriculture in these areas.

B. ECONOMIC ANALYSIS

Unemployment was heightened during the global economic recession at the turn of the last decade, with SA losing 1 million jobs and KZN shedding over 120 000 jobs during the period of 2007- 2010. The most concern was the loss of jobs in the agriculture and manufacturing sector.

The 2011 National Census has revealed KZN's changing demographics. The province is home to about 19.8% of South Africa's population with 10.69 million people, and is no longer South Africa's most populous province. Gauteng with 12.91 million people has overtaken KwaZulu-Natal, which now contributes to 23.90% of South Africa's 54 million people. The unemployment rate in KZN stands at 20.8 %. According to Census 2011, 8 in 10 people in KZN are Black African. Unemployment and poverty is most brutal within this racial category and women and children are the main victims of the attendant effects. The guiding objectives of the NDP are the elimination of poverty and the reduction in inequality and all the elements of the plan must demonstrate their effect on these two objectives. With this said, it is therefore crucial for Government to invest in education, expansion of health care facilities and infrastructure for economic growth and employment opportunities. The continued prevalence of poverty, food insecurity, high unemployment and growing inequality in society are all formidable challenges the department will have to address through the newly identified strategy of Agrarian Transformation. (Extracts from Stats SA and DARD 2015-2020 Strategic Plan)

C. CLIMATE

Climate change continues to be a global factor that impacts negatively on the world, the country and the agricultural sector. The ever-increase in unpredictable weather patterns resulting in hotter weather with down pours of rain has posed damaging effects on the agricultural sector. This type of weather impacts directly on agriculture crop and animal production affecting both the producer and consumer.

INTERNAL FACTORS

D. ORGANISATION

The Department has had uncertainty for a long time regarding its organisational structure. This proved unfavourable in aiding the Department to adequately deliver on its strategic objectives and has had inadvertently impacted on the morale of officials with disjointed planning and service delivery efforts. Vigorous consultation sessions were conducted internally and externally with

stakeholders. The proposed organogram has undergone due processes and is pending approval by the Minister of Public Service and Administration for approval.

The lack of business processes results in unclear and duplicated processes and procedures and hence non-maximum utilisation of resources.

E. TECHNOLOGICAL SKILLS DEVELOPMENT

Information Communications Technology (ICT) has become the major facilitator of business activities and has been the catalyst of fundamental processes and operations within the organization. The nature of ICT advancements in technology and government compliance, has led to the review of the Departments ICT Strategy. The Strategy was developed using the Government Wide Enterprise Architecture (GWEA) that interrogates four principles in ICT i.e. Business, Data, Application and Technology. The Strategy aims at bridging the gap between ICT and business by analyzing business and making recommendations for ICT to serve as a tool to ensure effective business. To this effect, technological initiatives are unpacked to improve productivity, reduce costs and improve decision making. The Department has recently migrated to a virtual private network (VPN) which improves ICT security while enhancing connectivity and curbing potential transversal system fraudulent activities. The department is in the process of migrating from a Novell platform to a Microsoft platform in line with that of the Office of the Premier. The department has researched various Microsoft offerings and intend on adopting the Microsoft Office 365 business architecture. The Microsoft Office 365 models looks at access to email and data at anytime and anywhere in the world. This is further enhanced by advanced collaboration and business process automation features such as Share Point and LINC. The Department has also completed a Desktop audit exercise. The aim of this exercise is to implement the Desktop standardisation policy as well as to develop a condition report on current desktops. With aging technology of both hardware and software the Department anticipates to replace a large quantity of desktop computers as well as servers. The life cycle and the speed at which technological facilities become obsolete have increased ICT budget requirements. The ICT Directorate have further factored the implementation of ICT systems to the Local offices, the creation of a data warehouse as well as the implementation of an Agriculture Information Management system (AIMS) as part of the ICT Operational plan for the forthcoming financial year.

F. COMMUNICATION STRATEGY

F.1 Internal

The department lacks an approved binding communication and marketing policy. This has resulted in uncoordinated efforts in ensuring effortless flow of information throughout the Department. This is further exacerbated by the inadequate infrastructure of the department that has seen some offices without network, insufficient budget to profile all programmes and enable the translation

of information for public consumption into isiZulu and lack of integration and communication on transversal issues between the department and public entities.

F.2 External

The low literacy rate of the majority of beneficiaries that the department serves, requires innovative ways to communicate. There is an absence of a feedback mechanism from the public. Such a system is pivotal to truly assess its services and serve as an avenue for the citizens of the Province to engage with the department

PROBLEM STATEMENT

Inadequate, integrated and holistic strategies and plans to grow and support the agricultural sector from an economic and social level.

CONTRIBUTIONS TO PROBLEM STATEMENT

- Inadequate departmental strategy
- Dis-functional organisational structure to support agricultural imperatives
- Disjointed planning and implementation (SCM to timeously support agricultural services/lack of statistics for sound baselines for planning/ lack of communication strategy to encourage a more participative approach to departmental planning)
- Non-business orientated agri-business models
- Non-implementation of modern farming techniques and technologies
- Lack of policies and procedures
- Insufficient supply of skilled/specialised personnel
- Lack of integrated performance systems

NEW APPROACH TO AGRICULTURE - THE AGRARIAN STRATEGY

Agriculture is seen as a primary driver of the KZN economy, given the strategic advantage that the Province has in terms of land and its natural resources. The Province is well endowed with natural resources and this diversity enables wide variations in the type of farming and level of agricultural production throughout the Province.

In line with the National Development Plan, the Provincial Growth and Development Strategy and sector policies, the Department has introduced new approaches that embrace the principles of agriculture as a science and a business. The Department has since adopted the transformation of agricultural sector through the Agrarian strategy that will be supported by an integrated approach to rural development, which will in turn contribute towards addressing food security, job creation and growth of provincial economy.

The strategy identifies with concepts of Agri-Village, Communal Estates, River Valley Models and expediting land reform recapitalisation and post-settlement support. The concepts of Agri-Village, Communal Estates, and River Valley Models offer improved opportunities for sustainable rural areas. Through these interventions, the Department together with the Provincial Government will strive to eradicate poverty, enhance social cohesion, enhance household food security, promote sustainable human settlements, promote safety and security of communities and enhance the productive use of land to ensure sustainability and economic growth.

The 2015 State of the Nation Address (SONA) introduced Government's nine point plan to boost the economy in realisation of the vision, goals and targets as set within the National Development Plan (NDP). Point two of the nine point plan speaks specifically to revitalising agriculture and the agro-processing value chain. In commitment to the realisation thereof, the Provincial Government has emphasised the need through the 2015 State of the Province Address to "Unleash the Agricultural Potential of KwaZulu-Natal". In doing so, this will ensure food security and production, economic growth of the agricultural sector in the KZN economy, provide opportunities for job creation, intensify support to the beneficiaries of land claims and land redistribution processes and the inclusion of more communal areas under the control of traditional leadership engaged in commercial agricultural ventures. In light of this, the Department has necessitated some major shifts in the approach and manner in which it plans to implement and fund agricultural interventions within the 2015-2020 term. These include a new funding and business model for farming projects, introduction of new approaches that embrace the principles of agriculture as a science and a business and the identification of agriculture potential as a job driver. To unlock agricultural potential, the department has conceptualised Agri-villages, Community Estates, River Valley Catalytic Models and Land Reform Support as the pillars of the new Agrarian Transformation that will change the provincial agricultural and rural landscape. The new concepts are not only limited to agricultural growth, but also to ensure integrated development of sustainable rural enterprises that will support further development within that space in the Province. Collectively, the greatest benefit of these, is the promotion of spatial concentration and the coordination of development initiatives that will result in integrated and vibrant rural communities. The strategy of the department therefore reflects its intention to create progressive development from subsistence food security activities to emerging and commercial farmer development, through the development, adaptation and implementation of policies. The strategy further responds to the mandate of integrated rural

development and will take up the challenge of co-ordination and being the catalyst for integrated rural development. This will follow a multi-dimensional perspective incorporating elements of economic development, reduction of vulnerability and environmental sustainability, whilst building on the inherent strengths of the rural citizens and natural resources. In order to ensure that agricultural development, environmental and conservation management; and rural development goals and objectives are met, adaptive research and technology development in the field of agricultural development and environmental management will be boosted and applied. The ultimate success in attaining this strategy will be to employ the right people with the right competencies and skills thereby progressing to achieve a united, sustainable and vibrant agricultural sector with thriving rural communities in balance with nature. (Extracts from the 2015-2020 Departmental Strategic Plan)

i. Research, technology development and extension

Agriculture is a natural science based on well-defined theories and biological process. The production systems of agriculture are based on science that is effected by the environment where the production takes place. The natural resources dictate the potential of production and this is again affected by the climate and topography in which the resources are found. Agricultural production is thus directly influenced by the natural resources and climate, making it difficult to correctly predict what the yields will be as there are so many factors influencing it.

Research and technology development play a very important role to be able to establish new technologies in this ever-changing environment. New technologies and theories need to be tested to establish the probability of achieving the predicted results and to form the basis for scientific founded extension.

The extension services need to be on top of the latest tested technologies to enable them to provide the correct advice for a specific resource environment. The extension staff need to take the technology and translate it into an understandable message for the farmers so that they are able to incorporate the latest technologies in their farming practises.

The extension service staff have been equipped through the “Extension Recovery Programme” in the latest IT technology. This will be enhanced by agricultural technical training specifically aimed at commodities relevant to the extension area of the agricultural advisors. It will be commodity based focussed on the whole value chain, but with the emphasis on primary production. The agricultural advisors will in turn train the farmers on the latest technology in the specific commodity. This will be done in partnership with scientific organisations such as Universities in KZN, Agricultural Research Council and Commodity Organisations.

ii. Commodity Approach

The Agricultural Policy Action Plan (2014) identifies critical commodities that have good opportunities for both import substitution and exports. These include:

- Maize, Soya linked to Poultry
- Red Meat / Dairy
- Vegetables and Potatoes
- Biofuels
- Sugar cane
- Forestry
- Aquaculture / Fisheries

As such the Department will pick these sectors for particular focus in its agrarian transformation strategy.

iii. Business Model

It is thus incumbent on the DARD to come up with a model that could be applied to suite a variety of different situations of ownership, management skills, knowledge and vision to assist the farmers to enter into the commercial agriculture arena.

The model thus proposes that farmers are encouraged to consolidate their areas of production into one composite area, which will provide for a sustainable profitable farming business. The group of farmers will form a managing business entity for their farming enterprise on the composite farming area. It may be agreed that the farmers can lease their land to the farming business entity to ensure a regular income.

iv. Agroprocessing

Three business models have been identified in a study done by University of Pretoria for the DEDTEA, these are:

- Forward/vertical integration model (Farmers): The farmer positions the farming business to perform the distribution/retail functions within the distribution channel. The farmer, however, tries to cut out the “middle man” in the value chain. This model is not directly associated with agro-processing, however with the goal in mind of farmers to cut out the middle man;
- Backward integration model (Agro-processors): The Agro processing companies engage farmers and assist them to form producer groups with each group having a lead farmer. Contracts are signed on price, volume and quality of produce to be supplied;
- Inclusive value chain development model: The agro-input company conducts assessment to identify the major challenges of the smallholder farmer in adopting improved production technologies, access to agro – inputs and factors that account for application of agro – inputs. It designs value chain intervention from production through to the market to meet the needs of the farmers.

v. Land Reform and recapitalisation

One of the key factors identified in the failure of commercial land reform projects is the lack of joint pre- transfer activities that are essential to ensure a seamless transfer process, and support systems are in place for the new entrant commercial farmers. The land acquisition strategy will be based on the following approach:

- The land acquisition strategy will be guided by the prioritised commodities as reflected in the National Development Plan, Agricultural Policy Action Plan (APAP) and the Provincial Growth and Development Strategy / Plan. These commodities have been identified as labour intensive and having significant growth opportunities will be targeted for acquisition and support.
- The District Land Committees, supported by a Provincial Technical Committee will formulate an acquisition strategy for each district. In formulating the district acquisition plan, the District Land Committees will take into account the dominant commodities in district, land acquired/ transferred to date, and gazetted restitutions claims.

- Whilst restitution is rights based, the District Land Committees with the support of the Provincial Technical Committee will guide the strategic prioritisation of claims to be settled in order to unlock the agricultural potential for the area.
- The settlement/ business models for restitution projects will be developed upfront with the respective commodities, and will ensure that there is a separation of the land holding and business entities. All projects will have a clear beneficiation plan to ensure that all claimants benefit from the restituted land.
- The assessment of the farm/s to be acquired and the development of the business plans and post transfer models will be finalised and supported by the District Land and Agricultural and Provincial Technical Committee, prior to submission to the National Land Acquisition Committee for the approval of a project.
- Farmer selection will be done in conjunction with the appropriate commodity organisations at a District level. The DARD will proactively work with commodity organisations and agricultural colleges to develop a pool of skilled farmers, specifically targeting the rural youth.

vi. Agri-Villages

The concept of an agricultural village will form the basis for planning of settlement areas for agricultural development. The principles discussed below should provide some guidelines to take the process forward but these must be seen as guidelines and should thus be adapted for each situation and according to the needs of the specific community.

An Agri-Village in this context suggests the development of a new settlement, or converting an existing nucleus settlement for the purpose of settling rural dwellers in a concentrated settlement pattern.

vii. River Valley Model

The River Valley Catalytic programme is intending to create a platform for integrated planning and development. The river catchment is used as a basis for the development of the rural area. It encompasses a range of projects including irrigation schemes, economic infrastructure, improved market access, social infrastructure and skill development among other. It is meant to:

- Promote integrated, optimal development of natural resources, agriculture, infrastructure, social services, economic development; job creation; skills development; food security; etc.'

- Re-greening the environment and integrate environmental dimensions with other aspects of planning and management.
- Integrate land and water management.
- Focus natural resource benefits for regional development and serve as a regional planning and management strategy.
- Attract development into a river valley area and to promote sustainable rural development.

Through this programme specific river valleys are identified where there is a potential for irrigation development. Downstream and upstream activities in the value chain are identified that will enhance the development of the area to become economically and environmentally sustainable with the aim to achieve rural development, food security and poverty reduction and to contribute to local economic growth and GDP increase.

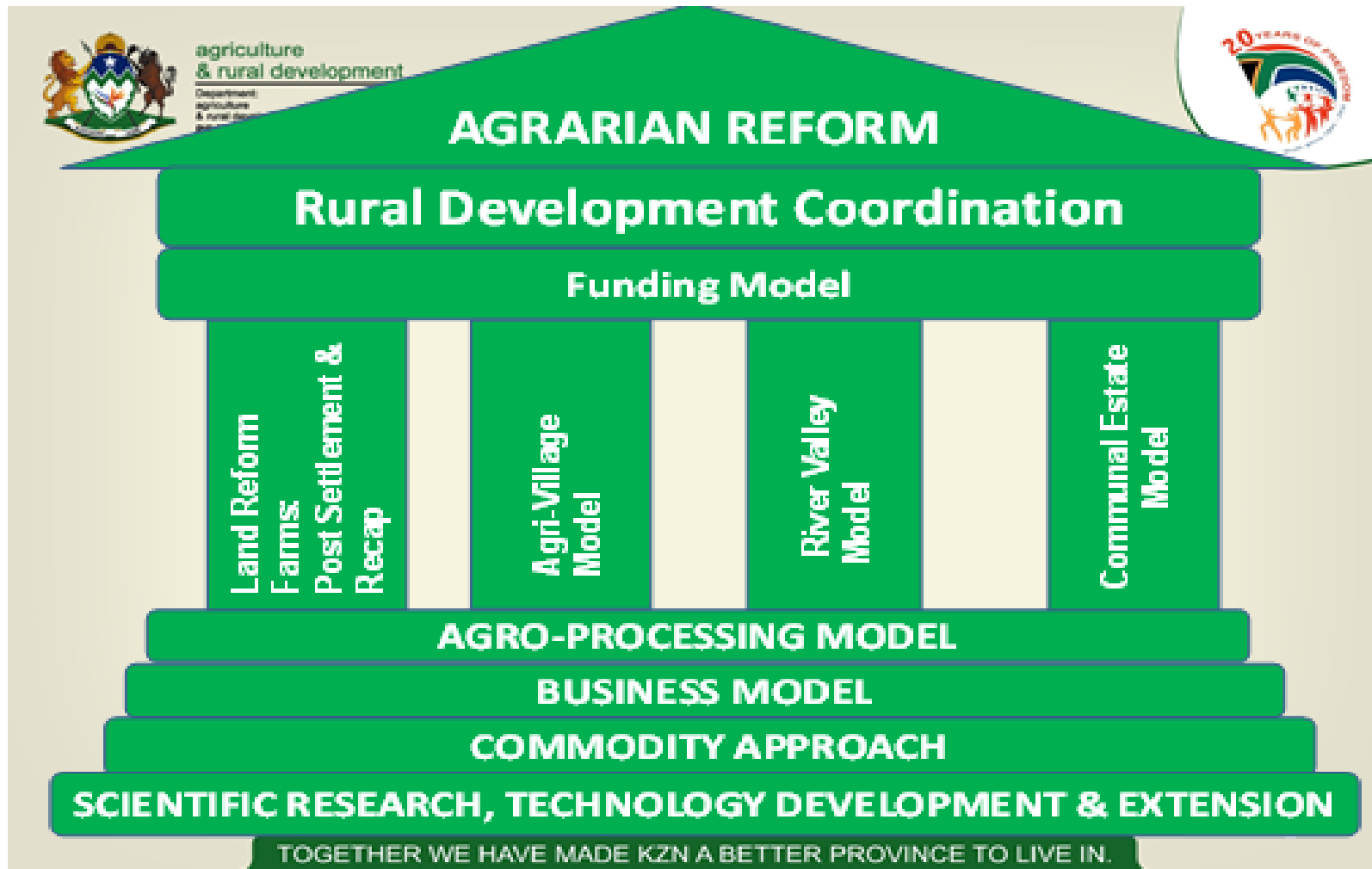
viii. Communal Estates

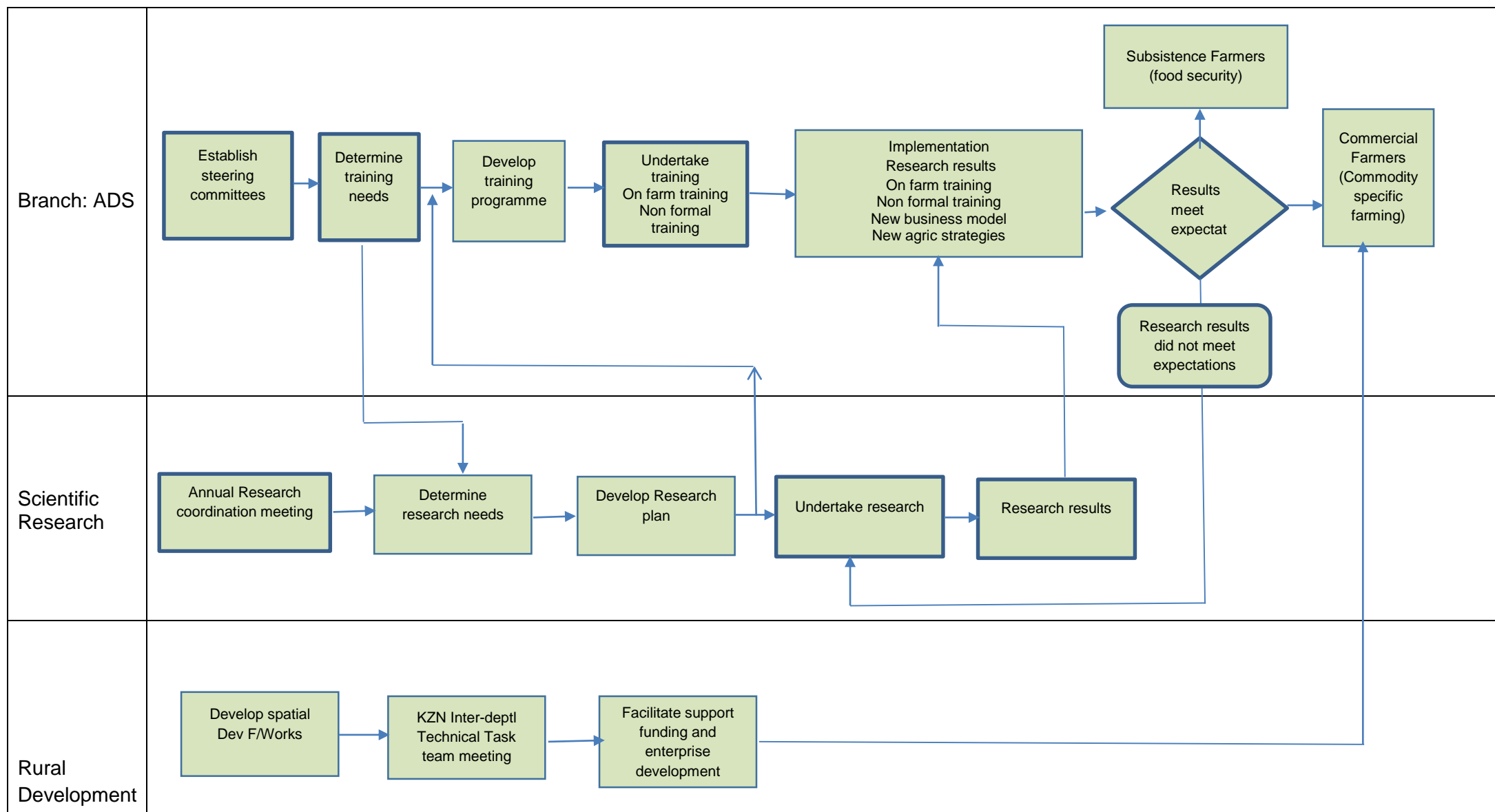
The DARD previously focus had been on food security at a subsistence level. This focus has not led to enhance the development of the agricultural sector and assisted to boost the sectors contribution to the GDP of the province and the country. It is therefore imperative for the DARD to radically change the approach to agricultural development. The DARD has thus decided to take a new path using an approach that has worked in the commercial agriculture, farming as a business for profit that is sustainable. The approach for this is the agricultural communal estate.

The purpose of the agricultural communal estate approach is:

- To propose a radical shift from sub-optimal farming yields and returns to a business where yields and profit is optimised and development takes place.
- To create a sustainable profitable farming business.
- To unlock the economic and agricultural potential in communal areas to stimulate growth in the agricultural sector and create much needed employment, through primary production and agro-processing activities.
- To create an economic viable business for the farmers to fully participate in the domestic and export markets; and

- To promote integrated, optimal development and use of natural resources, agriculture, infrastructure, social services, economic development, job creation, skills development, food security, etc.





PROCESS MAPPING: DEVELOPMENT OF SELF SUSTAINABLE FARMING

ACTION PLAN:

With due consideration to all of the above, the department has since identified the importance to improve in the development of farmers in respect of instituting strategies aimed at developing and supporting a greater degree of self-sustainability and growth of farmers from subsistence to commercial:

ACTION PLAN	ACTIVITIES	RESPONSIBILITY OFFICE	SUB-RESPON-SIBILITY OFFICE(S)
Develop service impact indicators	<ul style="list-style-type: none">➤ Establish a working group➤ Develop plan to deliver on the agrarian strategy (including service impact indicators)	Branch: Agriculture Development Services	Chief Directorate: Agriculture, Vet, Research & Engineering
Upon approval of the organisational structure migration of personnel to be prioritised	<ul style="list-style-type: none">➤ Establish placement committee➤ Conduct skills & qualification audit➤ Facilitate the migration process	Branch: Corporate Services	Chief Directorate: HRM & D
Prioritisation and job evaluation of newly created posts	<ul style="list-style-type: none">➤ Profile and schedule posts for job evaluation➤ Facilitate the development of job descriptions➤ Undertake job evaluation of posts	Branch: Corporate Services	Chief Directorate: HRM & D

ACTION PLAN	ACTIVITIES	RESPONSIBILITY OFFICE	SUB-RESPON-SIBILITY OFFICE(S)
Mapping of processes	<ul style="list-style-type: none"> ➤ Map process ➤ Facilitate the development of SOPS 	Branch: Corporate Services	Chief Directorate: HRM&D
Develop Integrated Technology Systems Framework	<ul style="list-style-type: none"> ➤ Develop implementation plan ➤ Develop data bank/repository ➤ Enhancement of systems 	Branch: Corporate Services	Branch: Corporate Services Chief Directorate: Business Support
Develop plan to initiate training of agricultural advisors and farmers	<ul style="list-style-type: none"> ➤ Skills audit ➤ Develop training programme 	Branch: ADS	Chief Directorate: Agricultural Services
Establish Project Steering Committees and terms of reference	<ul style="list-style-type: none"> ➤ Appointment of committee ➤ Develop Terms of reference 	Branch: ADS	Chief Directorate: Agricultural Services
Finalise memorandum of understandings with commodity associations	<ul style="list-style-type: none"> ➤ Conduct sessions with affected stakeholders ➤ Draft and finalise MOU's 	Branch: Rural Development	Chief Directorate: Rural Enterprise and Industry Development
Finalise training agreements	<ul style="list-style-type: none"> ➤ Conduct sessions with affected stakeholders ➤ Draft and finalise MOU's 	Branch: Corporate Services	Chief Directorate: HRM & D

ACTION PLAN	ACTIVITIES	RESPONSIBILITY OFFICE	SUB-RESPON-SIBILITY OFFICE(S)
Institute standardised supplier contracts	<ul style="list-style-type: none"> ➤ Develop specification requirements ➤ Initiate tender process ➤ Initiate funding model with FDI 	Branch: Financial Management	Chief Directorate: Supply Chain Management
Facilitate infrastructure plans for agricultural schools	<ul style="list-style-type: none"> ➤ Finalise policy on Recapitalisation of agricultural schools ➤ Finalise MOU between DARD & DOE ➤ Appoint assessment & selection panel 	Branch: ADS	ADSS
Develop communication strategy (internal/external)	<ul style="list-style-type: none"> ➤ Finalise draft strategy ➤ Initiate internal communication methods 	Branch: Corporate Services	Chief Directorate: Business Support Services
Establish and facilitate Interdepartmental Task Teams for Rural Development (Land Reform, District Municipality SDF's)	<ul style="list-style-type: none"> ➤ Initiate committees ➤ Develop Provincial strategy & plans ➤ Facilitate rural development initiatives e.g. agri parks, enterprise development, land reform ➤ Co-ordinate monitoring and reporting 	Branch: Rural Development	Chief Directorate: Rural Development Co-ordination
Develop integrated agric information system to aid performance, planning, monitoring and reporting (agtrack, extension suite, monitoring systems)	<ul style="list-style-type: none"> ➤ Undertake needs assessment ➤ Develop ICT Plans 	Branch: Corporate Services Branch: ADS	Chief Directorate: Business Support Chief Directorate: ADS

SERVICE STANDARDS

KEY SERVICE	SERVICE BENEFICIARIES	CURRENT STANDARDS	DESIRED STANDARD			
			2014/15	2015/16	2016/17	2017/18
		QUANTITY				
		QUALITY				
Aid farmers to a level of self-sustainability through integrated Agricultural support/Development services through; > Training & Development > Scientific Support Services > Development support models	Farmers (emerging and Commercial), Organised Agriculture, Members of the Public (Vet)	Consultation	Farmers Day 64148 Consultation Session Demonstration 25 Livestock meetings	Monthly Project planning meetings with communities (PPC) Quarterly Consultation with IDP, DLC Quarterly Consultation meeting with DRDLR Establish 11 District Project steering committees by 30 Sept 2015 (Commodity association) Annual Research	Monthly Project planning meetings with communities Quarterly Consultation with IDP, DLC Quarterly Consultation meeting with DRDLR 90% of compliance with policies and strategies Annual Research	Monthly Project planning meetings with communities Quarterly Consultation with IDP, DLC Quarterly Consultation meeting with DRDLR 99% compliance with policies and strategies Annual Research

				<p>coordination committees forums</p> <p>Monthly Livestock / (Annual) wildlife Association Meetings</p> <p>Annual Client satisfactory survey</p> <p>Twice a year- Provincial Agriculture Education and Training forum</p> <p>12 KITT- KZN Interdepart- mental technical meetings</p> <p>Establish 10 District land agricultural committees</p>	<p>coordination committees forums</p> <p>Monthly Livestock / (Annual) wildlife Association Meetings</p> <p>1 x Feedback report on Client Survey results to EXCO</p> <p>Twice a year- Provincial Agriculture Education and Training forum</p> <p>12 KITT- KZN Interdepartme ntal technical meetings</p> <p>Establish 10 District land agricultural committees</p>	<p>coordination committees forums</p> <p>Monthly Livestock / (Annual) wildlife Association Meetings</p> <p>Annual Client satisfactory survey</p> <p>Twice a year- Provincial Agriculture Education and Training forum</p> <p>12 KITT- KZN Interdepartme ntal technical meetings</p> <p>Establish 10 District and land agricultural committees</p>
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		Access	<p>9221 Demonstrations</p> <p>55 New boreholes established</p> <p>1 Lab established at North Region</p> <p>531 Farmers Days</p> <p>1008 Information Days</p> <p>1 Sale yard</p> <p>Business card for frontline staff</p>	<p>Increase KZN fleet by 40 vehicles & subsidized vehicles by 5% per annum</p> <p>1 x Integrated Technology Systems framework</p> <p>22 Offices be provided with internal & external signage</p> <p>Translation of 8 brochures/ booklets in predominant languages</p> <p>Develop policy on the recapitalisation of agricultural schools</p> <p>Finalise 1 x MOU between DARD and Dept. of Education on</p>	<p>Increase KZN fleet by 40 vehicles & subsidized vehicles by 5% per annum</p> <p>Initiate 50% implementation of integrated technology systems</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Annual Monitoring report</p>	<p>Increase KZN fleet by 40 vehicles & subsidized vehicles as per demand</p> <p>Initiate 100% implementation of integrated technology systems</p> <p>18 Offices be provided with internal & external signage</p> <p>As per demand</p> <p>Nil</p> <p>Annual Monitoring report</p>
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				the recapitalisation of agricultural schools		
				Fund 4 x agricultural schools on infrastructure	Fund 1 x additional agricultural schools on infrastructure	Nil
					Implement Phase 2 funding	Implement Phase 3 funding
				Develop policy on identifying and classifying farmers	Maintain standard	Maintain standard
				2500 farmers to be trained in agricultural techniques	2500 farmers to be trained in agricultural techniques	20% of identified farmers undergo training programme
				Establish 4 MOU's with commodity groups- CITRUS Banks Sugar Cane NWGA	Establish 4 MOU's with commodity groups- Red meat Milk Grain SA Poultry	Maintain standard

				<p>Establish 2 training agreements with tertiary institutions – UKZN & UNIZULU</p> <p>10 Agri Parks Established</p> <p>20 Industries supported in rural development</p>	<p>Establish 2 training agreements with tertiary institutions – Mangosuthu & DUT</p> <p>10 Agri Parks Established</p> <p>20 Industries supported in rural development</p>	<p>Maintain standard</p> <p>10 Agri Parks Established</p> <p>20 Industries supported in rural development</p>
		Courtesy	<p>Attending to customers</p> <p>Acknowledgement of correspondence</p> <p>Answering of telephone</p> <p>Response to telephone messages</p> <p>Client surveys</p> <p>Handling of suggestions</p>	<p>Develop Departmental Code of Ethics</p> <p>50% of Agric Advisors to attend Customer care and diversity training</p> <p>Acknowledge requests within 5 working days and act within services standard</p>	<p>Maintain standard</p> <p>70 % of Agric Advisors to attend Customer care and diversity training</p> <p>Acknowledge requests within 5 working days and act within service standard</p>	<p>Maintain standard</p> <p>100% of Agric Advisors to attend Customer care and diversity training</p> <p>Acknowledge requests within 5 working days and act within service standard</p>

			Wearing of name tags	Develop Name tag policy	Issue 50% of name tags for all officials	Issue 50% of name tags for all officials
				Policy for wearing of uniforms for line function	Procure uniforms for all line function officials	Maintain standard
		Openness & Transparency	Communicate status of projects to clients quarterly	Radio slots - 35 shows, 32 technical shows	Maintain standard	Maintain standard
			Display of service commitment charter	Develop and publish Annual citizen report	Develop and publish Annual citizen report	Develop and publish Annual citizen report
			Display of service delivery improvement plan	Display of Organisational Structure and contacts in all offices	Maintain standard	Maintain standard
			Display of organogram	Display cost of services in 70 Departmental offices and website	Revitalisation of 11 District Offices reception area with TV and updated information	Maintain standard
			1008 Information days	Display of Service Commitment Charter and	Maintain standard	Maintain standard

				Service Delivery Improvement Plan in 70 Departmental offices		
		Information	531 Farmers Days 25 Livestock meetings Translation of departmental documents to isiZulu 1008 Information Days 60 Market Days 9221 Demonstration	32 Radio slots Produce 50 pamphlets Produce 8 brochures per annum Publish 12 publications Nil Participate in annual agricultural show Annual career exhibition	32 Radio slots Produce 50 pamphlets Produce 8 brochures per annum Publish 12 publications Information on services on call hold facility Participate in annual agricultural show Annual career exhibition	32 Radio slots Produce 50 pamphlets Produce 8 brochures per annum Publish 12 publications Maintain standard Participate in annual agricultural show Annual career exhibition
		Redress	Complaints acknowledged in writing Provide	Appointment of 11 District Batho Pele Champions	Establish 11 District Batho Pele Forums	Maintain standard

			<p>progress on complaints to complainants</p> <p>Implement approved complaints policy</p> <p>Suggestion boxes</p> <p>Complaints registers</p>	<p>Departmental Complaint boxes in all Departmental offices (70)</p> <p>Progress on complaints within 10 working days</p> <p>Provision of a Departmental Ombudsperson</p>	<p>Maintain standard</p> <p>Maintain standard</p> <p>Maintain standard</p>	<p>Maintain standard</p> <p>Maintain standard</p> <p>Maintain standard</p>
		Value for Money	<p>Utilisation of 3G cards</p> <p>Monitoring of projects</p> <p>Quality business plans(cost effective versus sustainability)</p> <p>Evaluation of training courses</p> <p>Utilisation of official vehicles</p> <p>Adherence to departmental M&E process</p>	<p>Develop specifications for standard contracts & award 2 suppliers per contract</p> <p>Establish 4 MOU's with commodity groups- CITRUS Banks Sugar Cane NWGA</p> <p>100% evaluation of project proposals - scientific and</p>	<p>Maintain standard</p> <p>Establish 4 MOU's with commodity groups- Red meat Milk Grain SA Poultry</p> <p>90% compliance with policies and strategies</p>	<p>Maintain standard</p> <p>Maintain standard</p> <p>99% compliance with policies and strategies</p>

				financial viability		
				Departmental Risk Management Plan	Departmental Risk Management Plan	Departmental Risk Management Plan
				Annual Monitoring report reflecting 5% compliance to identified risks	Annual Monitoring report reflecting 5% compliance to identified risks	Annual Monitoring report reflecting 5% compliance to identified risks
		Leadership & Strategic Direction	Personal Development plan for staff	Departmental Strategic plan (2015-2018)	Annual review of Departmental Strategic plan (2015-2018)	Annual review of Departmental Strategic plan (2015-2018)
			Development of work plan for staff	Departmental Annual Performance plan	Departmental Annual Performance plan	Departmental Annual Performance plan
			Assessment of employee performance	Departmental Human Resource Plan (2015-2018)	Annual review of Departmental Human Resource Plan (2015-2018)	Annual review of Departmental Human Resource Plan (2015-2018)
			Job Descriptions for posts			
			Strategic planning			
			Operational planning	Quarterly reviews of performance in	Quarterly reviews of performance	Quarterly reviews of performance

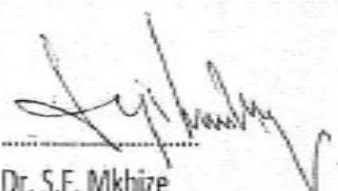
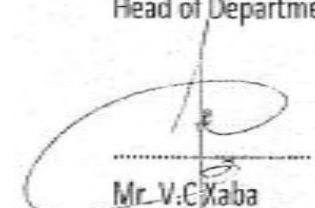
			Monthly staff meetings	line with the Annual Performance Plan Quarterly Departmental EXCO/ MANCO/Branch meetings Annual Department Public Service Week by 30 September 2015	in line with the Annual Performance Plan Quarterly Departmental EXCO/ MANCO/ Branch meetings Annual Department Public Service Week by 30 September 2016	in line with the Annual Performance Plan Quarterly Departmental EXCO/ MANCO/ Branch meetings Annual Department Public Service Week by 30 September 2017
		Encouraging Innovation & rewarding service excellence	<p>EPMDS cash bonus and salary notch increments</p> <p>Departmental service Excellence Awards linked to Premiers Excellence Awards</p> <p>Extension Recovery Recognition system</p>	<p>Annual agricultural best practise conference</p> <p>Nil</p> <p>Host Annual Individual and Team Service Excellence Award</p>	<p>Annual agricultural best practise conference</p> <p>Creation of social facilities</p> <p>5 x entrants for Batho Pele Team of the Year</p> <p>6 x entrants for Individual Service Excellence</p>	<p>Annual agricultural best practise conference</p> <p>Nil</p> <p>7 x entrants for Batho Pele Team of the Year</p> <p>12 x entrants for Individual Service Excellence</p>

			Recognition of performance	Annual Departmental Sports Day	Awards Annual Departmental Sports Day	Awards Annual Departmental Sports Day
		Service Delivery Impact	<p>Client feedback meetings</p> <p>Monitor Suggestions / Complements /Complaints systems</p> <p>The number of self-sustainable cooperatives established per year</p> <p>Monitor income generated per live stock sale</p> <p>Reduction of outbreak of controllable disease</p>	<p>Annual Monitoring Report on Agricultural productivity, vet stats</p> <p>Develop framework that defines measurement/ levels of farmers</p> <p>Annual SDIP implementation report</p> <p>Annual Client Satisfaction Surveys</p>	<p>70% of projects to achieve sustainability – (economic sustainability & technical viability)</p> <p>Maintain standard</p> <p>Annual SDIP implementation report</p> <p>1 x Feedback report on Client Survey results to EXCO</p>	<p>80% of projects to achieve sustainable projects- (economic sustainability & technical viability)</p> <p>Maintain standard</p> <p>Annual SDIP implementation report</p> <p>Annual Client Satisfaction Survey – 5% improvement in client satisfaction levels</p>

		TIME	2014/15	2015/16	2016/17	2017/18
		COST				
		Personnel	870 178 000	964 988 000	1 030 428 000	1 099 634 000
		G & S	931 533 000	864 258 000	873 970 000	905 954 000
		Training & Dev	17 415 000	14 742 000	15 183 000	16 093 000
		HR	3575	3218	3575	3575

SERVICE DELIVERY IMPROVEMENT PLAN COMMITMENT STATEMENT

The KwaZulu-Natal Department of Agriculture & Rural Development commits itself to improve service delivery by overcoming the identified challenges in a manner that is more responsive to the needs of its clients.

 Dr. S.F. Mkhize Head of Department	Date: 26/06/2015
 Mr. V.C. Xaba MEC: Agriculture and Rural Development	Date: 26/06/2015