



agriculture  
& rural development

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Department:  
agriculture  
& rural development  
PROVINCE OF KWAZULU-NATAL

# DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

## 2nd QUARTER SERVICE DELIVERY IMPROVEMENT PLAN (2020-2021) PROGRESS REPORT

## 1 INTRODUCTION

The Departmental Service Delivery Improvement Plan covers the 2018-2021 Medium Term Expenditure Framework. There are four Departmental Strategic goals, namely:

Strategic Goals	Strategic Objectives
1. Corporate governance and integrated service delivery	Provision of sound, responsive and transformed corporate and financial management systems.
2. Develop and promote the agricultural potential in KwaZulu-Natal.	Promotion of optimal agricultural production for improved economic development and job creation.
3. Sustainable natural environmental management	Promotion of natural resource conservation for improved agricultural production.
4. Promote sustainable rural livelihoods	Improve access to services in rural areas through coordination.

***Annual Performance Plan 2018/2019***

The SDIP focuses on improving service delivery aimed at strategic objective number 2 i.e. Develop and promote the agricultural potential in KwaZulu-Natal.

## PREPATORY PROCESS

An analysis of the following documents were undertaken to establish the current organizational performance, client views of departmental services and departmental strategic direction for the upcoming financial year:

- 2015/2016 Client Satisfaction Survey;
- 2016/2017 Annual Report;
- 2016/2017 Auditor-General findings;
- 2016/2017 Annual Service Delivery Improvement Plan Progress report;
- 2018/2019 Annual Performance Plan.

## SDIP DEVELOPMENT APPROACH

2018-2021 SDIP Development Project Plan is attached as **Annexure B**.

Date of meeting	Target audience	Objective
21 September 2017	SDIP Development Committee	Adopt situational analysis and brainstorm areas for improvement
15 – 17 November 2017	SDIP Co-ordinators	SDIP training and development
18-19 January 2018	SDIP Development Committee	Brainstorming key service areas and service standards SDIP Development forward planning
5 February 2018	Branch: Rural Development management	Refine service standards
22 February 2018	Branch: Agriculture Development Services management	Refine service standards
27 February 2018	SDIP Development Committee	Input and adopt first draft SDIP
8 March 2018	Organised Agriculture, Farmers, Commodity Organisations	Consult on service standards
27 March 2018	EXCO	Present SDIP and adoption

## COMMUNICATION PLAN

The Departmental Service Standards will be translated into a Service Commitment Charter. These will be displayed on notice boards in all District and Local Offices and the Departmental website i.e. [www.kzndard.gov.za/strategic\\_documents](http://www.kzndard.gov.za/strategic_documents).

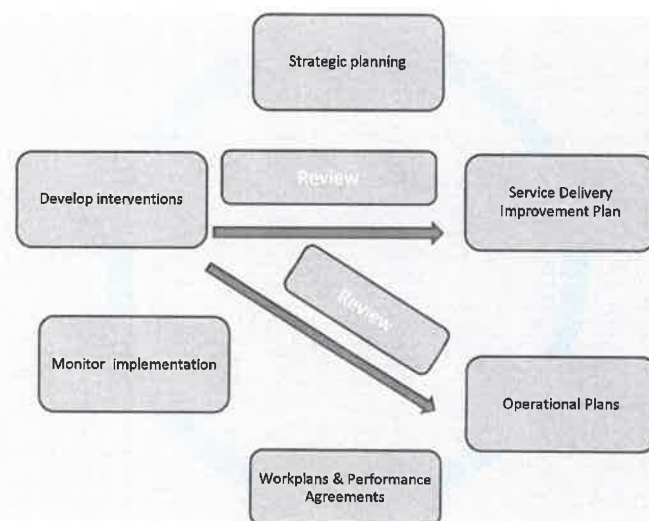
## IMPLEMENTATION PLAN

In the implementation of the SDIP, the Department aims to create alignment in its strategic, annual performance and service delivery improvement plans. This will take effect through the cascading of these plans into operational plans, workplans and performance agreements to realise client-orientated and effective service delivery.

Regular monitoring of progress on such plans will require the outputs to inform the following:

- Implementation of interventions;
- Review of plans;

Below is a diagram of the planning alignment, implementation and monitoring of the Departmental SDIP.



## REPORTING PLAN

Reporting on the Departmental SDIP will take place as follows:

REPORT	PERIOD	DUE DATE	SUBMISSION TO
Half-year progress	01 April to 30 September of every financial year	31 October of every financial year	EXCO
Half-Yearly implementation progress report	01 April to 30 September of every financial year	30 October of every financial year	Office of the Premier
Annual implementation progress	01 April – 31 March of every financial year	31 May of every financial year within the MTEF cycle	EXCO
Annual implementation progress report	01 April – 31 March of every financial year	30 June of every financial year within the MTEF cycle	Office of the Premier DPSA
	01 April – 31 March of every financial year	31 March as at the 3 <sup>rd</sup> year of the MTEF period	Office of the Premier DPSA

## MONITORING PLAN

The Directorate: Integrated Planning, Policy, Monitoring and Evaluate will co-ordinate monitoring of the SDIP through the Departmental SDIP Development and Batho Pele Forum as appointed by the Acting Head of Department.

The Departmental SDIP Development and Batho Pele Forum will meet quarterly whereby reports to monitor progress on the SDIP will be undertaken.

## EVALUATION PLAN

The Department will evaluate the implementation of the Service Delivery Improvement Plan (2018-2021) annually.

## CHANGE MANAGEMENT PLAN

In the Department's endeavor to facilitate change to rendering responsive crop production to ensure food nutrition and security, there are critical changes required to the pre-planning and management of mechanization, infrastructure support and agricultural production inputs.

The support of critical baselines such as the establishment and re-design of policies, plans and standard operating procedures are needed.

Reason for change	Scope of change	Stakeholders	Benefits of change	Communication Plan
To promote responsive and effective crop production services.	Mechanisation management services	Agriculture Advisors Project Office (ADS)	Provision of timeous services aligned to planting seasons.	Workshops to internal and external service beneficiaries.
	Planning for production inputs	Engineering Services	Responsive services aligned to client needs.	
	Planning for infrastructure support	Scientific and Research Services Supply Chain Management Management Advisory Services		

## SITUATIONAL ANALYSIS

The importance of agriculture in the KwaZulu-Natal province cannot be over-emphasised. The rural character of the province, together with the vast arable land that is available, especially in communal areas, avails agriculture as a vehicle that can be optimised to pursue radical socio-economic transformation.

South Africa and KwaZulu-Natal are currently party to intense discussions around land ownership, provoked by the calls for expropriation without compensation, including the parliamentary process in relation to the matter. The calls for land to be returned to rightful owners is not only limited to

private commercial land but it also includes, in the case of this province, for the land custodianship of Ingonyama Trust to be reviewed. For agriculture, land ownership uncertainty translate into investment jittery, which may mean there is less capital injection into production, expansion of farms and agricultural enterprises.

The outbreak of diseases is a major strategic threat in the operating environment of the Department. The recent cases of rabies, avian and listeriosis diseases poses a major threat to human life, food safety and industry reputation, which further to loss of human life, can be financially ruinous to companies. This calls for vigilance and added capacity in the veterinary services to ensure there is adequate diseases surveillance, laboratory testing and vaccinations to prevent future re-emergence of such outbreaks.

It is an unfortunate development that at the time of preparing this plan, there were already cases of loss of life resulting from rabies infection, which spiked along the coastal belt of the province affecting South Coast, Durban, ILembe District and King Cetshwayo District (eMpangeni/Richards Bay areas). In response, the Department has undertaken massive vaccination programme covering the entire province, but still, with particular focus to the areas where the outbreak was detected.

The avian infection affected chicken stock in the northern part of KZN, mainly, and contributed to declined performance in the projects that the Department is supporting. There had been no cases of listeriosis in the province but the Department was working in partnership with its national counterparts and other stakeholders to monitor the situation.

The Province of KZN is currently facing emerging from serious drought conditions. Crop and livestock production is threatened when drought persists. Irrigation becomes incredibly difficult and the projections of yields is reduced. Such conditions could affect the food security status of vulnerable households and communities. Not only that, but can also affect agricultural income derived from crop sales.

In the previous financial year, the Department had responded to the drought by allocating budget tailor-made for drought relief, including distribution of animal feed, drilling of boreholes in communal areas especially those that are severely affected. Furthermore, the Department has continued to support the agricultural community by establishing irrigation schemes especially in the most affected districts; assisting farmers to switch to drought tolerant species; providing water harvesting support and promoting conservation agriculture practices.

The overall impact of drought was also a contributing factor, which hindered the Department from achievement of set milestones during the previous financial year especially those that were set with a reasonable expectation of better weather conditions. However, through stakeholder engagements, the Department will continue to intensify its measures that seek to support farmers in the province in order to unleash the agricultural potential.

## **PERFORMANCE DELIVERY ENVIRONMENT**

### **Changing Policy Environment**

The key fundamental reason for the conceptualisation of the National Development Plan (NDP) was to dress the triple challenge of poverty, unemployment and inequality prevalent in South Africa. To ameliorate the above challenge, the NDP identifies agricultural sector as one of the most

important elements in sustaining food production to improve the living conditions of the people, especially the rural poor through smallholder farmers in enhancing productivity and market access.

The National Development Plan also places agriculture in the heartbeat of the South African economy with a potential to create about one million jobs by 2030. It also places more emphasis on inclusive growth with rural communities encouraged to partake fully in the economic, social and political opportunities for people in rural areas.

During 2010, the South African government launched the New Growth Path (NGP). The plan states that by 2020, the KwaZulu-Natal will be a prosperous Province with healthy, secure and skilled population, acting as a gate way to Africa.

The NGP provides a solid framework to drive economic development that facilitates job creation. The target is the creation of about 5 million new job opportunities by 2020. The strategy is to target labour-absorbing sectors of the economy and make them sources of job creation. The NGP identified agricultural, mining value chains and manufacturing services as key sectors that must boost the economic growth. Concerning the agricultural sector, the NGP aims to create 300 000 opportunities for households and 145 000 new jobs in agro-processing by the year 2020.

Furthermore, the KwaZulu-Natal Provincial Growth and Development Plan (KZNPGDP) acknowledges that poverty is one of the greatest challenges facing KwaZulu-Natal. The province is also hampered by the poor provision of social services, an increasing reliance on social welfare programmes and backlogs in the provision of water, sanitation, electricity, and rural infrastructure.

All these developmental plans place agriculture very high in the government agenda in dealing with the triple challenge of poverty, inequality and unemployment.

The Department has subsequently shifted focus of the strategy, from some of the core elements of Agrarian Transformation Strategy to Food Security as the primary consideration for agricultural support. The social policy elements of agriculture have since eclipsed the business orientation upon which the initial agrarian reform measures were premised. The approach to mechanisation is also an ongoing subject of review and intense discussion in the Department, in particular as it relates to the custody of tractors and related assets.

Nonetheless, the Department continues to play a leading role in the implementation of KZN flagship public programmes- Operation Vula and Radical Agrarian Socio-Economic Transformation (RASET). It is extending support to food security interventions and supporting food production. Smallholder and commercial farmers are being prepared for promotion to mainstream agriculture. The Department is providing coordination support to rural development initiatives in the province.



## **Socio-Economic profile**

In terms of the latest updates by Stats SA (2016), KwaZulu-Natal province is still the second largest province in country in terms of the population size. The Province is also said to be the second largest contributor to the National economy with the highest rate of poverty, unemployment, HIV prevalence and food insecurity amongst the many challenges that are affecting the province.

The mandate of the Department to further develop agriculture and develop the lives of rural communities remains a mammoth task. According to the Stats SA report in 2016, the overall population of 3 538 213 still does not have adequate access to food in KwaZulu-Natal.

### **Agricultural Profile**

According to Stats SA agricultural households report (2016), almost two thirds of agricultural households are in KZN followed by the Eastern Cape and Limpopo. Non-agricultural households in Kwazulu-Natal stand at 71.8%. Furthermore, the distribution of agricultural households is as follows.

- Livestock 24.5 %
- Poultry 27.5%
- Vegetable 30.3%
- Crops 16.6% and other is at 16.1%

Another problem that hampered the potential of the sector is drought and poor climatic conditions which has affected the prices of food, not necessarily in the Province but throughout the country.

The slow redistribution of 44% of land owned by state in the province results in little progress of the Agrarian Transformation Strategy and this compromise the extent at which agricultural potential of the province is unleashed.

### **Organisational Environment**

The Department has been trying to implement the new organisational structure approved in the financial year 2015/2016. The matching and placing process that was implemented after the structure approval has been concluded and most of the employees are now in their new positions, with few exceptional cases that are still being reviewed.

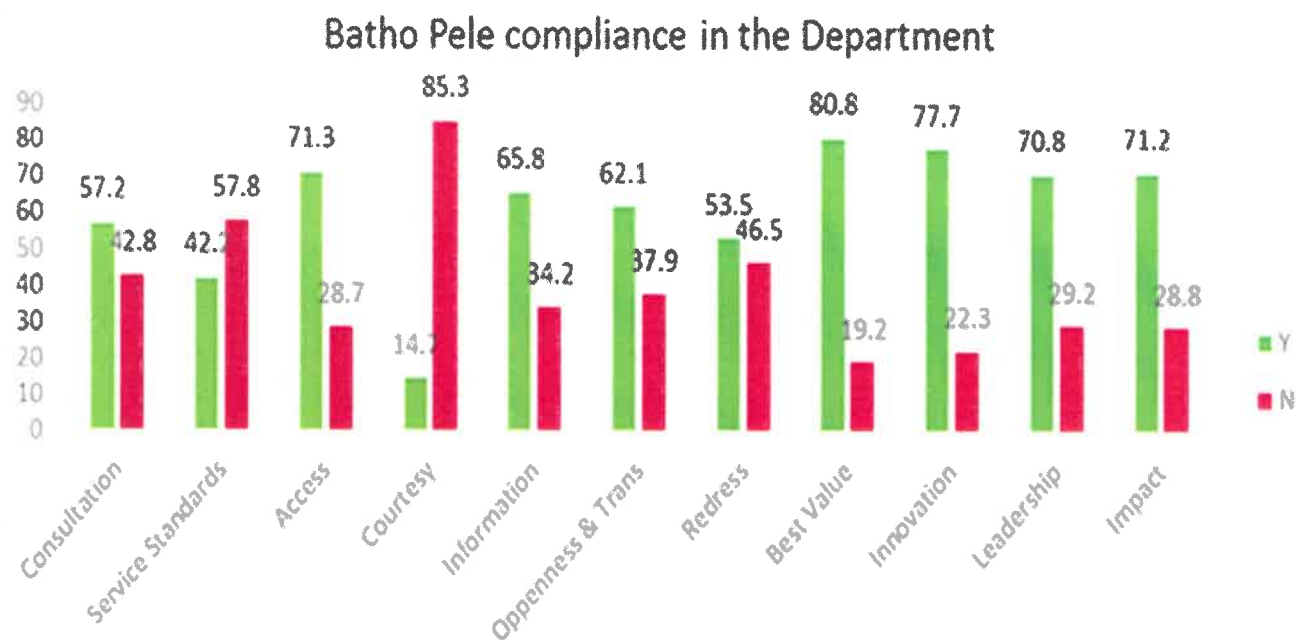
The Department has collapsed regions in its structure as was previously the case and instead, to give greater attention to service delivery in the locality, introduced District Directors for all eleven provincial District including eThekweni Metro. The majority of District Director positions are filled and in the few cases where there are still vacancies, the Department is busy finalising recruitment. The Department aims to improve its operational

efficiency with this model, allow for quicker decision-making in local offices and as well as senior representation, including in other intergovernmental structures.

Organisational restructuring is a massive undertaking. If not carefully managed, it could lead to disruptions of operations. The Department is still dealing with some residual issues in this regard to ensure that service delivery machinery is not compromised. In addition, the new structure takes into consideration the recently defined focus of the Departmental Strategy that stresses Food and Nutritious Security

The Department, as with the rest of public service, is operating in an environment of serious financial constraints that are part of the cost-cutting measures and budget cuts experienced in government. As a result, the Department has to balance its mandate of supporting agricultural production and availability of funds. This has affected the number of projects the Department is able to fund. Department has to review its project commitments, which could strain social relations between the department and its clients.

### 2015/2016 CLIENT SATISFACTION SURVEY



Summary of findings of the client satisfaction survey of 2015/16 are detailed hereunder:

- Small holder farmers were not receiving adequate support from the department to grow their business. In terms of the agrarian strategy, smallholder farmers only qualified for advisory support and not infrastructure and financial support.
- The added burden of drought placed on crop and high price of feed for livestock limited the capacity of small-holder farmers to generate small profits or income. Few agricultural advisors sourced support through the rural development programme and others partnered with other provincial departments.
- It was found that support to small holder farmers was not quite explicit in the agrarian strategy to establish consistency in the support and providing guidance to agricultural advisors in this regard. The support to such farmers consumed lots of time with low yields.
- In so far as communal estates were concerned, it was indicated that the department provided extensive support. There was however additional need for support in terms of tractors to harvest on large areas of land as well as storage facilities for harvested crop and lack of transport and market linkages to grow co-operatives.
- Farmers in urban areas were hardest hit as they did not qualify for support due to the limited availability of land in urban areas. Land in urban areas is leased for farming and this exempts these farmers from qualifying for support. Available land is prioritized for development, squeezing farming out of urban areas.

## **2016/2017 ANNUAL REPORT**

During the year under review, the KZN Province was faced with a serious drought season along with thirst, hunger and anguish as livestock as well as crops perished. This drought experienced undermined farm yields and including the entire Provincial harvest, reducing household food availability and agricultural income derived from crop sales. Poor harvest during 2016 has also undermined endeavours the Province had undertaken to ensure food security. Impact on production was also severe as evident during the decline in the yield of crops such as maize, potatoes, maize and others. Amongst other measures adopted to respond to the above, the Department allocated a specific budget tailor made for drought relief, including the distribution of animal feed, drilling of boreholes etc. However, management of these relief measures by the Department had its own challenges. Issues of cross district boarder dynamics where famers from one district moved to collect animal feeds from another district was identified as one of the challenges that the Department had to deal with. At a different dimension, the drought phenomenon that has been experienced and poor climatic conditions pushed the prices of food sky high. As such, low income households especially in rural areas had to spend half of their income on food. Given the high unemployment and poverty levels, some households found it difficult to cope with extreme food price hikes. *2016/2017 Departmental Annual Report*

The 2016/2017 Departmental Annual Report reflects the effects of drought as evident in the reported achievements on the decline in the yield of crops such as maize, potatoes, maize and others.

Area	Indicators	Target 2016/2017	Achievements
Extension & advisory	No. of ha under irrigation for small holder farmers	2500	199
	No. of jobs created	1000	895
Crop production	No. of ha maize established	15500	5974
	No. of ha beans established	5800	3099
	No. of ha of vegetables established	700	92
	No. of ha of soya beans established	1600	861
	No. of ha of sugar cane established	1445	132
	No. of ha of cotton established	1000	905
	No. of ha of groundnuts established	665	123.3
	No. of ha of banana under production	130	0
	No. of ha of macadamia established	150	0

	No. of ha of citrus fruits established.	105	0
	No. of ha of pineapple established	25	0
Food Security	No. of ha cultivated for food	25 865	11 376
	No. of households benefitting from agricultural food security initiatives	2130	11102
	No. of community gardens established	170	23
	No. of household gardens established	1370	60
	No. of institutional gardens supported	190	130
	No. of livestock food security projects established	400	4
	No. of food security tunnels established	198	8
	No. of mushroom food security projects resuscitated	60	0

**SOURCE: 2016/2017 DEPARTMENTAL ANNUAL REPORT**

The overall impact of the drought phenomenon had a huge negative impact and undermined the progress made by the Department to achieve its strategic objectives as it is evident that the Department could not achieve the targets of the number of hectares cultivated for food production in communal areas and land reform projects. Lastly, the drought had a huge impact on the Department's ability to achieve some targets set for the 2016/17 financial year especially those that were set with reasonable expectation of normal summer rainfall.



2.

Key Service	BASE YEAR PERFORMANCE LEVELS 2019/2020	Desired target 2020/2021	2nd Quarter Achievements 2020/2021
Key service 1  <b>Extension and Advisory Services</b>	200 x Sustainable enterprises and industries promoted in areas with economic potential  This indicator has been reviewed to include the number of Agric businesses supported with production economics services Annual target 2000	200 x Sustainable enterprises and industries promoted in areas with economic potential  This indicator has been reviewed to include the number of Agric businesses supported with production economics services Annual target 2000	Not as Annual Performance Plan indicator
	12 000 hectares planted for food production	20 938 hectares planted for food production	805.225 Hectares planted for food production
	22 361 households supported with agricultural food production initiatives	21 277 households supported with agricultural food production initiatives	4 860 Households supported with agricultural food production initiatives
	22 500 Smallholder producers supported with agricultural advice	4 567 Smallholder producers supported with agricultural advice	1 173 Smallholder producers supported with agricultural advice.
	1 500 hectares under irrigation by Smallholder farmers	1 510 hectares under irrigation by Small holder farmers	The indicator is no longer applicable. It included under food production
	3750 Smallholder producers receiving support	4 138 Smallholder producers receiving support	1 985 Smallholder producers receiving support
	100 Commercial farmers supported	33 Commercial farmers supported	08 Commercial farmers supported

	<b>Quantity: current status &amp; projected targets</b>	<b>Current quantity</b>	<b>Desired quantity Year 1 or year 2 or year 3</b>	<b>2nd Quarter Achievements 2020/2021</b>
<b>3.</b>	<b>Batho Pele principles)</b>	<b>2019/2020</b>	<b>YEAR 3 2020/2021</b>	
<b>3.1</b>	<b>Consultation:</b>	66 i.e 11 District Stakeholder engagement sessions (DTT) to improve pre-planting planning around mechanisation 6 times per annum	66 i.e 11 District Stakeholder engagement sessions (DTT) to improve pre-planting planning around mechanisation 6 times per annum	37 X DTT meetings held, i.e. <ul style="list-style-type: none"> <li>• King Cetshwayo X01</li> <li>• Umkhanyakude X08</li> <li>• Zululand X05</li> <li>• Uthukela X03</li> <li>• Ilembe X20</li> </ul>
		Consultation sessions on the development of Agricultural Development Masterplan implementation framework by 31 July 2019.	N/A	N/A
<b>3.2</b>	<b>Courtesy:</b>	56 Workshops i.e 1 x Workshop per Local Municipality per annum to communities on project application process	56 Workshops i.e 1 x Workshop per Local Municipality per annum to communities on project application process	29 X Workshops held, i.e. <ul style="list-style-type: none"> <li>• King Cetshwayo X01</li> <li>• Ethekwini X01</li> <li>• uMkhanyakude X01</li> <li>• Umgungundlovu X03</li> <li>• Zululand X22</li> <li>• Ilembe X01</li> </ul>

		Professional Code of Ethics	Professional Code of Ethics	<p>The professional Code of Ethics for Agriculture Advisors is prescribed by SACNASP.</p> <p>88% i.e. 397 out of 449 of Agricultural Advisors are registered to South African Council for Natural Scientific Professions (SACNASP).</p>
3.3	Access:	Establish contract for the appointment of a Mechanisation service provider to render planting and ploughing services.	Establish contract for the appointment of a Mechanisation service provider to render planting and ploughing services	<p>Mechanisation service provider appointed in November 2018.</p> <p>The mechanisation contract expired on the 31 October 2020. Contract was extended until 30 November 2020, which was duly approved on the 28 October 2020.</p>
		100% implementation of 12 000 hectares planted for food production	100% implementation of 12 500 hectares planted for food production	3.85% of hectares planted for food production, i.e. 805.225ha
		Establish 3 x standing contracts i.e 1 x Fertiliser, 1 x Seed, 1 x Agro-chemicals	Establish 3 x standing contracts i.e 1 x Fertiliser, 1 x Seed, 1 x Agro-chemicals	<p>The standing Departmental contract for fertiliser: advertised in 28 August 2020 and closed on the 17 September 2020. It is in the evaluation stage.</p> <p>Seeds and Agro Chemicals: advertised on 2 October 2020 and closed 26</p>



				October 2020 and is at the evaluation stage.
		11 245 farmers supported	11 245 farmers supported	1 173 Smallholder and commercial farmers supported with agricultural advice
3.4	Information	56 Workshops i.e 1 x Workshop per Local Municipality per annum to communities on project application process	56 Workshops i.e 1 x Workshop per Local Municipality per annum to communities on project application process	29 Workshops held, i.e. <ul style="list-style-type: none"> <li>• King Cetshwayo X01</li> <li>• Ethekwini X01</li> <li>• uMkhanyakude X01</li> <li>• Umgungundlovu X03</li> <li>• Zululand X22</li> <li>• Ilembe X01</li> </ul>
		50 x projects mentored	50 x projects mentored	11 projects mentored, i.e. <ul style="list-style-type: none"> <li>• King Cetshwayo X07</li> <li>• uMgungundlovu X01</li> <li>• uMzinyathi X03</li> </ul>
3.5	Openness & transparency:	11 x Awareness workshops on the Agricultural Development Master Plan	11 x Awareness workshops Agricultural Development Masterplan Implementation framework	01 awareness workshops <ul style="list-style-type: none"> <li>• Ilembe X01</li> </ul>

		11 x Quarterly status report on project implementation to Inter Governmental Relationship structures	11 x Quarterly status report on project implementation to Inter Governmental Relationship structures (DTT)	12 IGR structure meetings, i.e. <ul style="list-style-type: none"> <li>• King Cetshwayo X01</li> <li>• uMgungundlovu X06</li> <li>• uMkhanyakude X01</li> <li>• Zululand X03</li> <li>• Ilembe X01</li> </ul>
		11 x District Project steering committee status report	11 District Project steering committee status report	17 District Project Steering Committee meetings, i.e. <ul style="list-style-type: none"> <li>• King Cetshwayo X01</li> <li>• uMgungundlovu X02</li> <li>• uMkhanyakude X09</li> <li>• Zululand X05</li> </ul>
		56 x Local Project steering committee status report	56 x Local Project steering committee status report	18 Local Project Steering Committee meetings, i.e. <ul style="list-style-type: none"> <li>• King Cetshwayo X04</li> <li>• uMgungundlovu X06</li> <li>• uMkhanyakude X04</li> <li>• Zululand X04</li> </ul>
		4 x Provincial project steering committee quarterly meetings	4 x Provincial project steering committee quarterly meetings	No Provincial project steering committee meetings were held in Quarter 2
3.6	Redress:	Implement manual complaints management system in 11 x Districts	100% aligned complaints management system.	Nil
3.7	Value for money:	Implemented contract for mechanisation agent	100% implementation of planting plan	The provincial launch for the 2020/21 Multi-Planting Season Programme was successfully launched by the Hon Premier Mr S. Zikalala and Hon. MEC Mrs B. Sithole-Moloi on the 23 October 2020 at Harry Gwala District.

				Districts are planning to host their respective District Multi-Planting Season Programme launches with District MEC Champions.
		Establish 3 x standing contracts: 1x Fertiliser, 1 x Seed, 1 x agro-chemicals	Establish 3 x standing contracts: 1x Fertiliser, 1 x Seed, 1 x agro-chemicals	<p>The standing Departmental contract for fertiliser: advertised in 28 August 2020 and closed on the 17 September 2020. It is in the evaluation stage.</p> <p>Seeds and Agro Chemicals: advertised on 2 October 2020 and closed 26 October 2020 and is at the evaluation stage.</p>
		100% implementation of project approval process and project evaluation	N/A	N/A
		Establish 3 x standing contracts: 1 x Fencing, 1 x irrigation, 1 x boreholes	Establish 3 x standing contracts: 1 x Fencing, 1 x irrigation, 1 x boreholes	<p>Fencing: contract has been re advertised. Development of SLA for potential service providers pending.</p> <p>Irrigation: the project started in July 2020 and it will be finalised on the 30 March 2021. Contracts will be for the following District/Local areas: 1x Zululand, 1x Phongola and 1x Indumo Umkhanyakude.</p>

				<p>Boreholes: Budget is confirmed for two boreholes at Amajuba and Harry Gwala Districts.</p> <p>Quotation for 1x borehole at Amajuba (Dan Hauser) invited on the 18 November 2019 and closed on the 3 December 2019 and awarded 25 February 2020.</p> <p>Quotation for 1x borehole at Harry Gwala (Dr Nkosazane Zuma) invited on the 5 December 2019 and closed on the 5 December 2020 and awarded on the 25 February 2020.</p> <p>Both contracts are in progress and expected to be finalised by end of the current financial year.</p>
3.8	<b>Service Delivery Impact</b>	20% increase in production of 12 000 ha planted	20% increase in production of 12 500 ha planted	6.44% of hectares planted for food production, i.e. 805.225ha
3.9	<b>Leadership and Strategic Direction</b>	Annual Departmental strategic planning (2015-2020)	Annual Departmental strategic planning (2015-2020)	<p>The Department developed and approved the 2020-2025 Strategic Plan.</p> <p>The Strategic Planning documents are aligned with the 2019-2024 Medium Term Strategic Framework priorities.</p>

		Host Annual Public Service Week by 31 October 2019	Host Annual Public Service Week by 31 October 2020	1 x National public service week on 28 September 2020 – 02 October 2020.
		Approved Mechanisation policy/framework (including contract mechanisation services) by 30th September 2019	N/A	N/A
		Re-engineered Process map of mechanisation upon approval of the policy/framework by 31 October 2018.	N/A	3 x Mechanisation business processes were completed and approved in November 2018
<b>3.10</b>	<b>Encouraging Innovation and rewarding Excellence</b>	Annual implementation of Extension Awards by 31 March 2020	Annual implementation of Extension Awards by 31 March 2020	No events planned for 2020 due to covid-19
		Annual Female entrepreneur awards (FEA) by 31 August 2019	Annual Female entrepreneur awards (FEA) by 31 August 2020	Annual Female entrepreneur awards which was scheduled for 31 August 2020 did not take place due to covid-19. The funds have been reprioritised for mentorship programme
		6 x District Garden/agricultural/market competitions	6 x District Garden/agricultural/market competitions	Nil
		4 x District Extension Conference per annum	4 x District Extension Conference per annum	The conferences was cancelled due to covid-19 the budget was sent back to National (DAFF)

				The department is in the planning process for 2021/2022 extension conference
		1 x Agricultural component to participate in the Premier's Service Excellence Awards in July 2019	1 x Agricultural component to participate in the Premier's Service Excellence Awards in July 2020	DSEA Awards for 2019/2020 were cancelled due to covid-19
		1 x Agricultural entry in the Centre for Public Service Innovation	1 x Agricultural entry in the Centre for Public Service Innovation	Call for entries in CPSI circulated in the departmental website in 9 October 2020.
4.	<b>Challenges/gaps encountered per service:</b>	<p>The outbreak of covid-19 pandemic affected the department's ability to achieve on the planned deliverables as the department had to prioritise budget for PPEs.</p> <p>The lack of finalisation and approval of the Agricultural Masterplan. The Agricultural Master Plan is in the draft stage which, impacts on the implementation of consistent agricultural approaches throughout the department.</p> <p>The absence of indicators to measure the increase in food production level outcomes hampers our ability to adequately reflect service delivery productivity and impact.</p>		
5.	<b>Mitigation factors/intervention per service:</b>	<p>Department has reviewed planned targets and re-prioritised budget.</p> <p>Establish baselines to measure the impact of food production levels.</p> <p>The finalisation and approval of the Agricultural Masterplan.</p>		
6.	<b>Suggestions/recommendations:</b>	<p>The department has shown commitment towards service delivery improvement. It is suggested that the department consider the development of outcome indicators to measure productivity and impact of agricultural service delivery. The benefits of such initiative can be utilised to promote agriculture.</p>		

7.	<b>Conclusion:</b>	The department has worked consistently in implementing service standards to address service delivery bottlenecks and challenges.
8.	<b>Signature of HOD &amp; Date of approval by HOD</b>	