

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

NORTH WEST PROVINCE

STRATEGIC PLAN

2020/21 – 2024/25 FINANCIAL YEAR

31st March 2020



Executive Authority Statement

I humbly present the Strategic Plan for the Department of Agriculture and Rural Development for the 2020/21- 2024/25 MTSF Period. National Development Plan (NDP) 2030 serves as the national development planning vision for the improvement of the quality of life of our people. The plan outlines the 2019-2024 Medium Term Strategic Framework (MTSF) priorities and interventions to be implemented over the next five years across the North West Province in the sixth administration.



South Africa including the province is still confronted by the persistent triple challenges of poverty, inequality and unemployment. The North West Province is ranked last in terms of poverty and food insecurity where, up to 1.7 million of its 4.03 million citizens live below the poverty line. This poor showing of the Province is attributable to poor skills levels at production and government support levels where government agricultural support does not match the developmental needs of the agricultural need on the ground.

Food security is identified as a challenge for North West province which requires special strategic intervention by all the stakeholders across three spheres of government. To curb the scourge of poverty and hunger, a Ward-based food security approach will be unleashed during the 2020/2021 period.

While over 2.5 million jobs have been created nationwide over the last nine years, many South Africans remain unemployed. Unemployment is disproportionately felt by the youth who account for 63% of the total unemployed, women and people with disabilities. Creating jobs, especially for the youth, is critical to quell rising unemployment and break down the barriers for those excluded from the labour market.

The agriculture economy is still not sufficiently transformed and inclusive, which means it does not serve the needs of all South Africans. The inability to broaden and diversify economic ownership, utilise resources including all agricultural land and human capital, is hindering transformation, growth and development in the agricultural sector. These challenges are magnified by recent Gross Domestic Product (GDP) contractions, low labour absorption rates and rising inflation.



Moreover, inequality remains entrenched largely through income inequality and limited access to assets such as agricultural land and capital, affecting farming communities' ability to participate in the country's mainstream economy. These issues are coupled with perverse spatial and land ownership patterns that exclude many South Africans, particularly women from equally accessing economic opportunities and basic services.

The Plan will over the next five years focus on the five of the seven priorities of the Sixth Administration of Government and related interventions, resourcing, coordination and integration at all programme levels and delivery, through the District Based Delivery Model. The increased role of District municipalities in the coordination of implementation of National, Provincial and Local Government priorities through the District Development Model - "One District; One Plan; One Budget; One Approach" is critical.

Five of the seven priorities, which will be achieved through more focused implementation, coordination and integration by the department, are as follows:

Priority 1: A capable, ethical and developmental state:- A capable, ethical and development state underpins all seven government priorities of the 2019-2024 MTSF.

Priority 2: Economic transformation and job creation:- Improving sustainable long-term growth is needed to sharply reduce unemployment

Priority 3: Education, skills and health:- Expanded access to PSET opportunities

Priority 4: Consolidating the social wage through reliable and quality basic services: Actions to improve the reliability and quality of basic services with a focus on affordability and meeting the needs of vulnerable communities.

Priority 5: Spatial integration, human settlements and local government:- Rural communities must have better opportunities to participate fully in the economic, social and political life of the country.

Emanating from the pronouncement by the President Cyril Ramaphosa in his 2020 State of the Nation Address, the Departmental Strategic Plan prioritises the significant role of women, the youth and disabled persons in our society. These constitute the most deprived groups in our society, which are ravished by compounded factors and forms of discrimination. These



are cross-cutting focus areas that need to be mainstreamed into all elements of departmental programmes to inform all the interventions.

In an effort to minimize the scourge of drought and general water shortage, the department will build government borehole sighting, drilling and reticulation capacity aimed mainly at livestock watering provision with a further potential to assist with human drinking water where necessary.

All the five priorities will be underpinned by good governance, participatory democracy and active citizenry. The priorities to be implemented will be guided by the principle of inclusion of all South Africans, its human resources, capabilities and its people and that no one must be left behind.

I wish to thank all stakeholders that have participated in compiling this Strategic Plan. I trust that the department and the sector will emerge and unite in designing suitable remedial programs and implementing such in dealing with the challenges facing the agriculture and rural development. I hope this plan shall meet the expectations of the public we serve and shall serve as contribution to reduce triple challenges of poverty, unemployment, and inequality in line with National Development Plan 2030.



Hon. SFD Mohono

Executive Authority of Department of Agriculture and Rural Development



Accounting Officer Statement

The departmental vision, mission statements as well as the values were reviewed for implementation in the 2020/21 financial year. The department adopted the following five (5) Medium Term Strategic (MTSF) priorities and seven (7) outcomes for the 2020/21 financial year:

MTSF PRIORITY	OUTCOME
1. A Capable, Ethical and Developmental State	<ul style="list-style-type: none"> Improved leadership, governance and accountability Functional, Efficient and Integrated Government
2. Economic Transformation and Job Creation	<ul style="list-style-type: none"> More decent jobs created and sustained, with youth, women and persons with disabilities prioritised Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities
3. Education, Skills and Health	<ul style="list-style-type: none"> Expanded access to PSET opportunities
4. Consolidating the social wage through reliable and quality basic services	<ul style="list-style-type: none"> Sustainable Community Development Interventions
5. Spatial integration, human settlement and local government	<ul style="list-style-type: none"> Agrarian Transformation

Budget structure of the department comprises of eight (8) programmes currently structured as follows to implement the 2020/21 plan:

Programme	Sub-Programme
1. Administration	1.1. Office of the MEC 1.2. Senior Management 1.3. Corporate Services 1.4. Financial Management 1.5. Communication Services
2. Sustainable Resource Management	2.1. Engineering Services 2.2. Land care 2.3. Land Use Management 2.4. Disaster Risk Management
3. Farmer Support and Development	1.1. Farmer Settlement and Development 1.2. Extension and Advisory Services 1.3. Food Security



Programme	Sub-Programme
4. Veterinary Services	4.1. Animal Health 4.2. Export control 4.3. Veterinary Public Health 4.4. Veterinary Laboratory Services
5. Research and Technology Development	5.1. Research 5.2. Technology Transfer 5.3. Research Infrastructure Support
6. Agricultural Economics Services	6.1. Production Economics and Marketing Support 6.2. Agro-Processing Support 6.3. Macroeconomics Support
7. Structured Agricultural Education and Training	7.1. Higher Education and Training(HET) 7.2. Agricultural Skills Development
8. Rural Development	8.1. Development Planning and Monitoring 8.2. Social Facilitation

The Department acted with greater determination to deliver on agricultural transformation, enhance efficiencies and improve production for the advancement of growth during the previous financial year. Department stimulated key debates and catalysed collaboration with social partners throughout the agricultural value chain during the 2019/20 financial year. To this end more producers were brought into the Agricultural Sector as well as more of the under - utilised land brought under cultivation and livestock production.

As at March 2020, the total number of approved posts is 1,892 with 1,253 posts filled and 639 vacancies. The current vacancy rate is at 34%. Employment Equity statistics in relation to Women at the Senior Management Services (SMS) level for the Department now stands at 42% Males to 58% Females, vis-à-vis 60% Females & 40% Males as reported previously. The Department continues to encourage recruitment of suitably qualified Women on vacant SMS positions. DARD now stands at 52% Males to 48% Females, vis-à-vis 47% Females & 53% Males as reported previously. The Department continues to encourage recruitment of suitably qualified Women on vacant SMS positions.

Efforts in maintaining and/or exceeding the 2% demographic target of People with Disabilities (PWD) in the employ of the Department remains a priority. To this end, DARD stands at 1.5% achievement on People With Disabilities.



Emanating from the pronouncement by the President Cyril Ramaphosa in his 2020 State of the Nation Address, the Departmental Strategic Plan prioritises the significant role of women, the youth and disabled persons in our society.

In order to address the glaring plight of farmers in the Province, the department has developed a new service delivery strategy that seeks to radically change how government agricultural support is packaged. This new strategy groups all animal husbandry support activities into one programme and all arable farming support activities as into one separate but complementary programme. This will ensure and enable that each of the animal husbandry and arable farming activities and projects are coordinated from one central point.

This is a drastic change from the 2019/2020 approach where each of the four districts planned independently on animal husbandry and arable farming support activities, leading to duplications and at times little impact. Owing to limited resources, the Department will be prioritising the following commodities during the first year of the 2020/2021 - 2025 Strategic Plan: yellow maize, sunflower, soya beans, groundnuts, beef, poultry, goats and cotton. These commodities have been selected owing to high prices that they comparatively fetch. Funding will be prioritised to those business plans that have off-take agreements in place.

The overall audit outcome of the department has remained stagnant when compared to prior three years which was financially qualified with material findings on compliance with legislations and predetermined objectives. Some of the misstatements were as a result of inadequate review processes of financial statements and performance report.

Management will strive to improve internal controls relating to the preparation and review of the financial statements and performance report to eliminate material audit finding. Management will also redefine the internal controls to ensure that all sufficient appropriate evidence supporting the reported targets is kept for audit purpose.

Compliance with laws and regulations is still a challenge for the department. Repeat instances of non-compliance with the requirements of the Treasury Regulations were identified. Monitoring controls implemented by management were not adequate. The accounting officer will ensure that adequate action plans are developed and implemented to



prevent instances of non-compliance with legislations. Furthermore, actions will be taken against those officials who fail to ensure that there is compliance with laws and regulations within their areas of responsibility.

I wish to thank all stakeholders who have participated in compiling this Strategic Plan. I trust that the department and the sector will emerge and unite in designing suitable remedial programs and implementing such in dealing with the challenges facing the agriculture and rural development. I hope this plan shall meet the expectations of the public we serve and shall serve as contribution to reduce poverty, unemployment, and inequality in line with National Development Plan 2030.

A handwritten signature in blue ink, appearing to be 'D. Serage', written over a horizontal line.

D. Serage

Accounting Officer of Department of Agriculture and Rural Development



Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Agriculture and Rural Development under the guidance of Hon. SFD Mohono
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Agriculture and Rural Development is responsible
- Accurately reflects the Impact, Outcomes and Outputs which the Department of Agriculture and Rural Development will endeavour to achieve over the period 2020/21.



Ms Olivia Bodigelo-Nyezi
Programme Manager : Administration



Mr Thebe Mothusi
Programme Manager : Agricultural Support Services



Ms Bothoboile Pule
Programme Manager : Agricultural Development Services



Ms Sophy Koikanyang
Chief Financial Officer



Mr Malakia Matlhabe
Head Official Responsible For Planning



Mr Dipepeneneng Serage
Accounting Officer

Approved by:



Hon. SFD Mohono
Executive Authority



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Outcome	Key Risk	Mitigation

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Part A: Our Mandate



1. Constitutional mandate

The Department is governed by certain mandates that are enshrined in the Constitution of South Africa. These relevant sections of the constitution are stipulated below:

Section 27(b) of the Constitution of South Africa, Act 108 of 1996 states that everyone has the right to have access to sufficient food and water; and the state must take reasonable legislative and other measures within its available resources, to achieve the progressive realisation of this right.

2. Legislative and policy mandates

The following list of Acts reflects the National legislation to be implemented by the Provincial Department of Agriculture and Rural Development:

- Agricultural Pests Act, 1983
- Animal Disease Act, 1984
- Animal Identification Act, 2002
- Animal Improvement Act, 1998
- Cape Problem Animal Control Ordinance, 1957
- Communal Property Association Act, 1996
- Conservation of Agricultural Resources Act, 1983
- Land and Agricultural Development Bank Act, 2002
- Marketing of Agricultural Products Act, 1996
- Meat Safety Act, 2002
- National Water Act, 1998)
- National Water Act, 1998
- Problem Animal Control Ordinance, 1957
- Subdivision of Agricultural Land Act, 1970 as amended
- Policy Framework for the Government-Wide Monitoring and Evaluation System (2005)
- Framework for managing Programme Performance Information (FMPPi)(2007)
- National Development Plan (NDP)(2011)
- National Development Plan (NDP) Five-Year Implementation Plan

- Budget Prioritisation Framework
- Medium Term Strategic Framework
- National Evaluation Policy Framework
- Infrastructure Delivery Management System (IDMS)
- United Nations Sustainable Development Goals (SDGs)
- National Treasury Asset Management Framework, 2003
- Comprehensive Rural Development Strategy, 2009
- Integrated and Sustainable Rural Development Programme
- Integrated Food Security Strategy, (2002)
- National Climate Change Response White paper, (2011)

3. Departmental Policies and Strategies over the five year planning period

- 
- Provincial Agro-processing Strategy
 - Comprehensive Rural Development Programme
 - Livestock Water Provisioning Strategy
 - Provincial Aquaculture and Fishery Strategy
 - Provincial Irrigation Strategy
 - Provincial Food and Nutrition Security Strategy
 - Norms and Standards for Vulnerable Groups

4. Relevant Court Rulings

There are no specific court rulings that have a significant, ongoing impact on operations or service delivery obligations of the department.



Part B: Our Strategic Focus

5. Vision

United and transformed agricultural sector for inclusive growth

6. Mission

To ensure sustainable food security, socio- economic growth and transformation of the agricultural sector through research and technology development

7. Values

- ❖ Bathopele Principles
- ❖ Prescripts
- ❖ Science
- ❖ Logic


8. Situational Analysis

Both Internal and External situational analysis were conducted using the PESTLE and SWOT Planning Tools to analyse environmental factors that have an impact on the performance of the department. The results of the PESTLE analysis were used to identify threats and weaknesses used in the SWOT Analysis. These factors identified provided the very strong picture of how the greater environment will determine the success or failure of the department towards the realisation of the identified government priorities.

8.1. External Environment Analysis

South Africa including the province is still confronted by the persistent triple challenges of poverty, inequality and unemployment. The Gini-coefficient remains stubbornly high at 0.68, making South Africa the most unequal country in the world.

While 2.5 million jobs have been created nationwide over the last nine years, many South Africans remain unemployed. Unemployment in Q1 2019 stood at 27.6%, rose further to 29% in Q2, and 29.1% in Q3. This is disproportionately felt by the youth, women and people with disabilities.

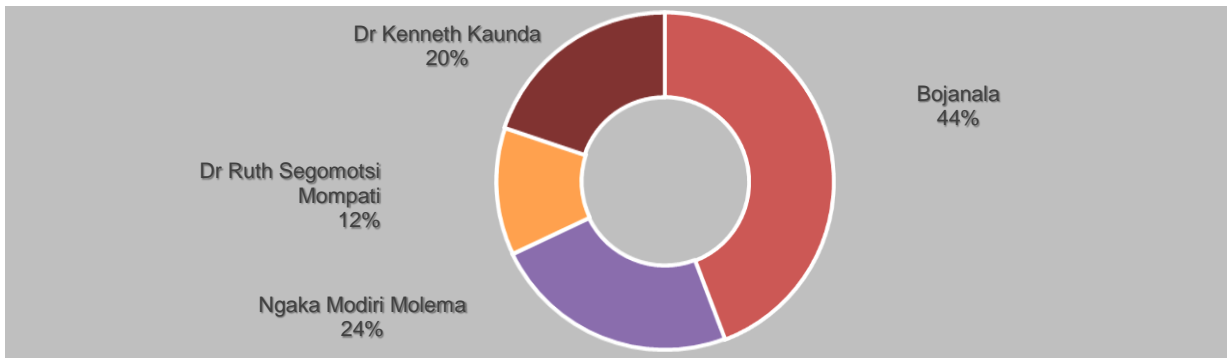


The most pressing problem facing South Africa today is the absence of faster and sustained inclusive economic growth. These challenges are magnified by recent Gross Domestic Product (GDP) contractions, low labour absorption rates and rising inflation.

Over the next five years, the department will prioritise economic transformation and job creation through a set of focused, interlinked departmental programmes. Faster and inclusive growth is key to improving and sustaining higher living standards, and successfully reducing the inequalities that still puncture our economy.

The North West Province is a large and significant local economy in the South African economic context. The area contributes approximately 6.1% to national production with mining, agriculture and manufacturing contributing the largest portion of provincial output taking into consideration that 65% of the province is rural with a low economic base.

The population size of North West province was 4,027,160 during Census 2019 with 51% males, 49% females and youth accounting for 36%. The distribution of the population per district in the province is as follows with Bojanala being the most populated:

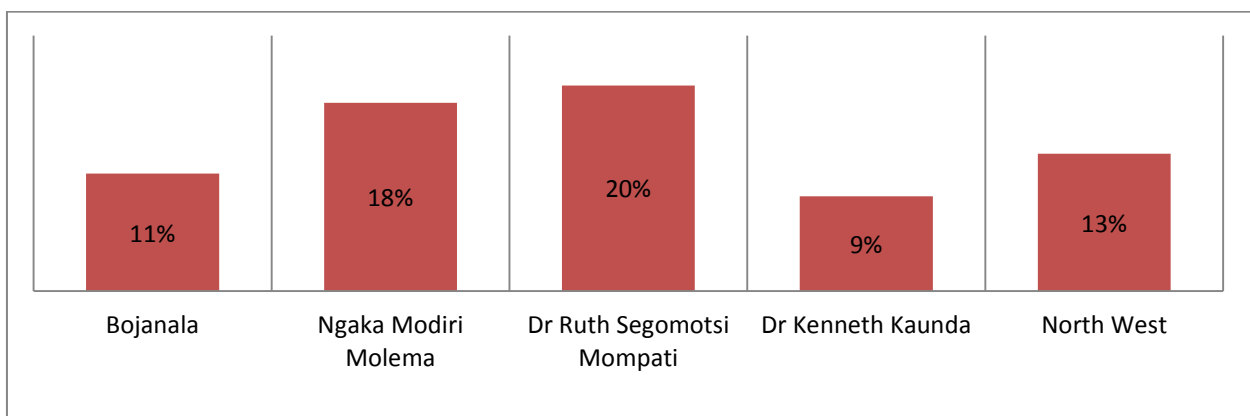


Agriculture as one of the four priority sectors selected for support during the sixth administration, is the most important economic activity in the North West Province. Over the years, the government has given agricultural development a high priority, as its role is critically important to the overall social and economic development of the Province.

In terms of the households involved in Agriculture in the North West Province, only 13% of the households in the province are involved in agriculture with the highest percentage in Dr

Ruth Segomotsi Mompoti District followed by the other three districts as depicted in the

below diagram:

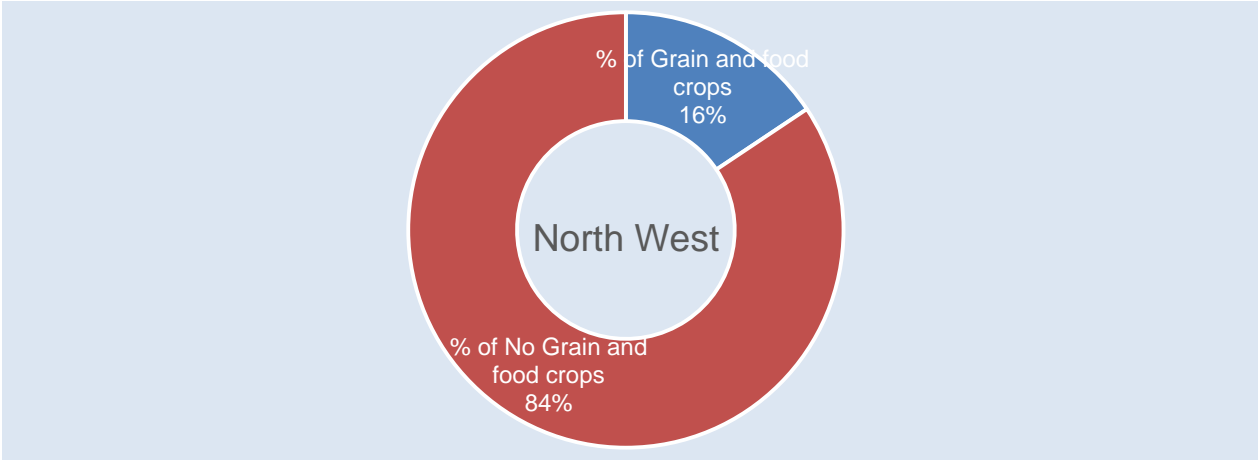


The Province is a summer rainfall area with more sunshine days and warm temperatures. It has a higher average rainfall per annum than the South African average and therefore has an advantage for agriculture. The average annual rainfall in the Province varies between 700 mm in the east to less than 300 mm in the west.

The province is an important food basket in South Africa. The eastern and southern parts are crop-growing regions that produce maize (corn), sunflowers, tobacco, cotton, and citrus fruits. Maize and sunflowers are the most important crops and the North West Province is the major producer of white maize in the country. The Province produced 22 % of all the commercial maize grown in South Africa, of which 78 % was white maize and 22 % yellow maize.

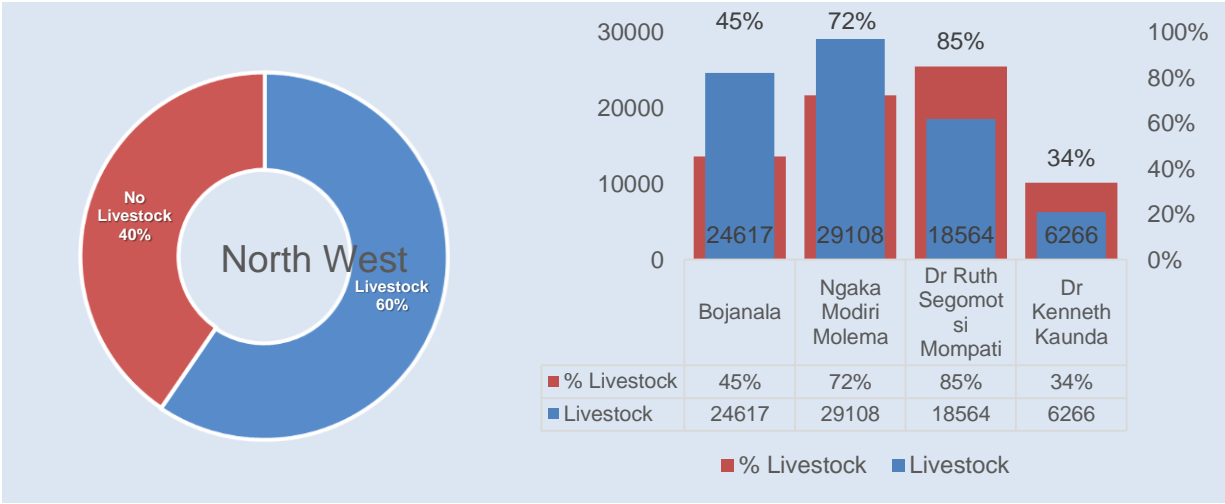
Sunflower is the most important oilseed crop in South Africa and accounts for approximately 60 % of all oilseeds produced locally. The primary by-products of the sunflower seed provide high-value inputs and the North West Province is the second largest producer thereof after Free State. The Province also ranks second after Free State in the dry beans production.

Only thirteen percent (13%) of the households are involved in grains and crop farming, with the highest number in the Bojanala District followed by the other three districts as shown in the diagram below:



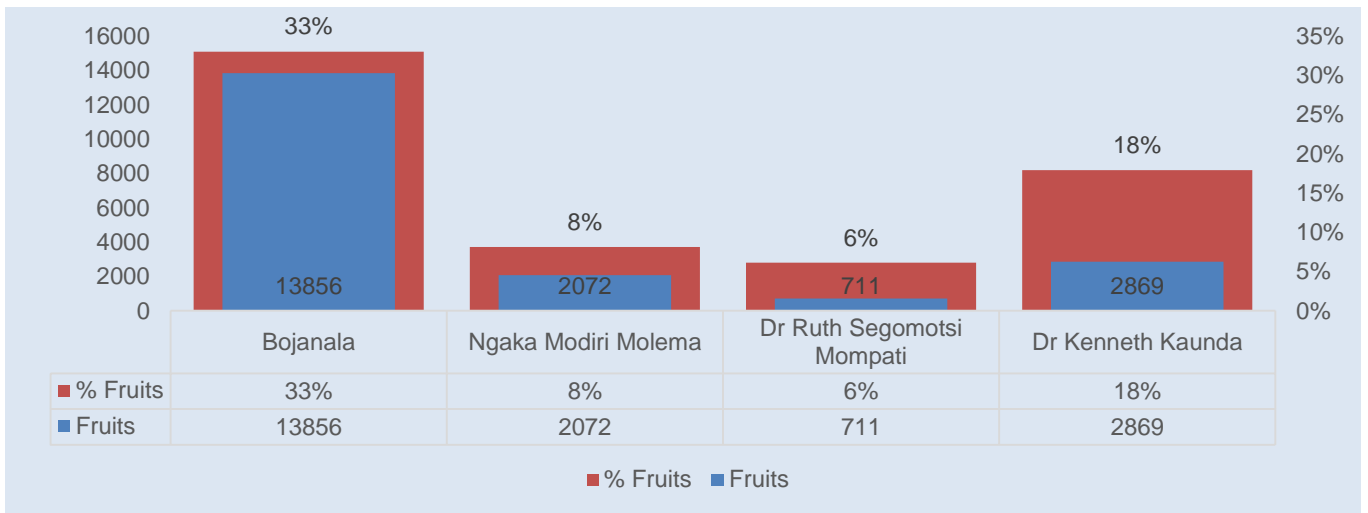
The northern and western parts of the province are well- known for livestock farming, including cattle, sheep and game. North West Province is well known for cattle farming, it is known as the Texas of South Africa. The Province is also the biggest contributor to the poultry industry in South Africa. This contributes a substantial percentage towards the economic growth of the area. Vast opportunities to export cattle to China and goats to Arab countries especially during Islamic festive season exist.

Regarding livestock farming, sixty percent (60%) of the households in the province owns livestock spread throughout the four districts as follows:

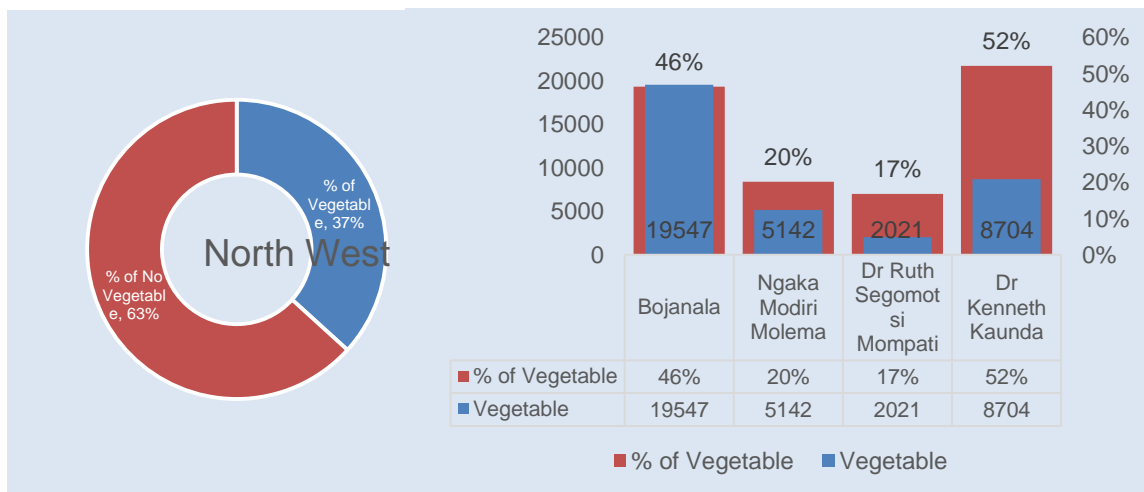


Majority of the fruit production activities are taking place in Bojanala District and approximately twenty one percent (21%) of the households are involved as follows:





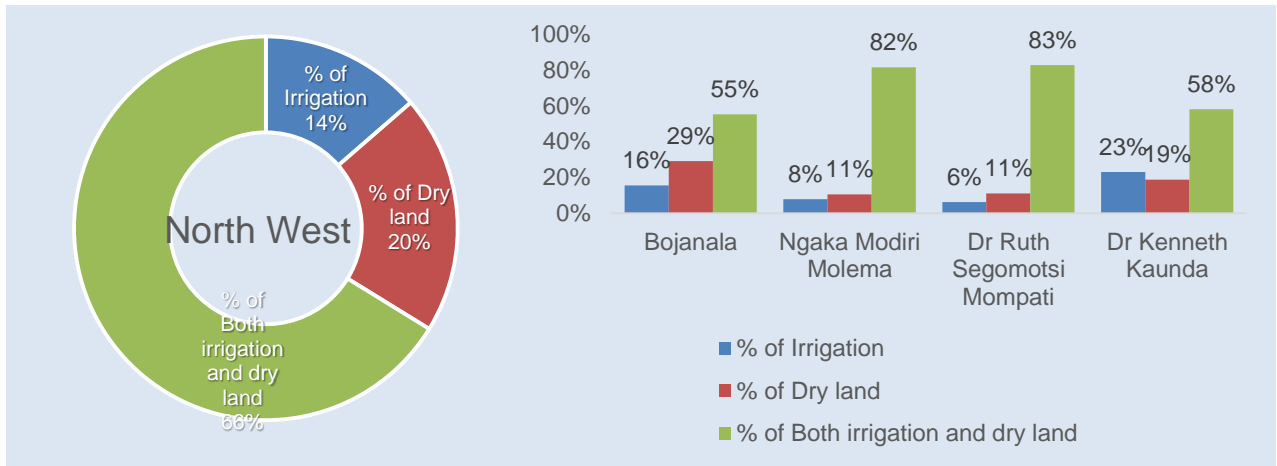
Thirty seven percent (37%) of the households are involved in vegetable production with majority being in the Dr Kenneth Kaunda District followed by other districts as follows:



The sector faces water deprivation on account of climate change which calls for effective mitigation and adaptation agricultural strategies and practices.

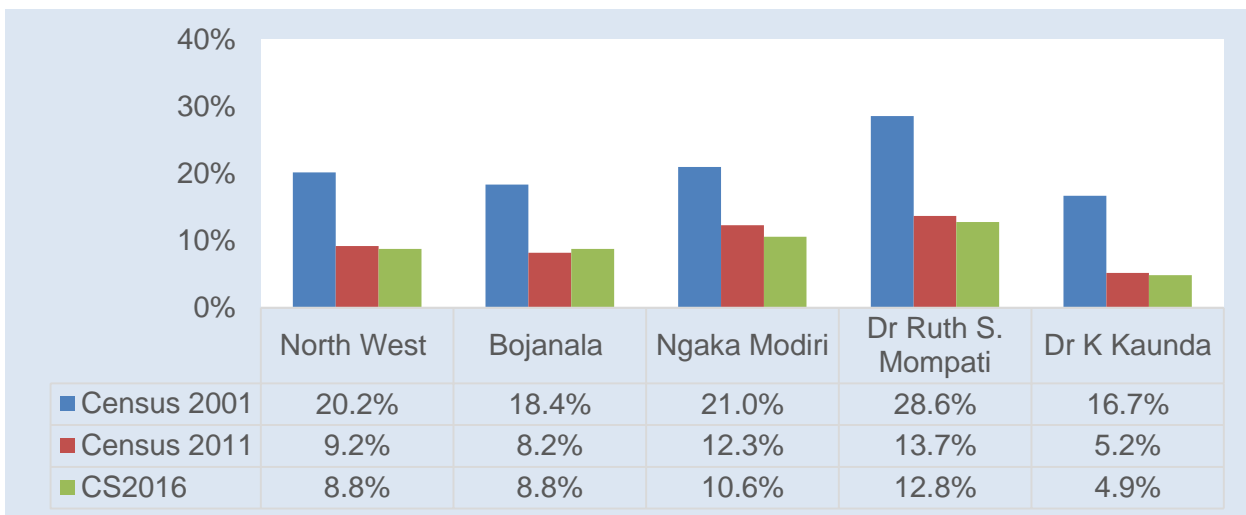
Sixty six percent (66%) of crop production farming is practiced on irrigation and dry land, twenty percent (20%) on dry land and fourteen percent (14%) irrigation land as follows per district:





Agricultural productivity and profitability is intermittently constrained by lack of funding, markets, off- farm and on-farm infrastructure, skills, training & capacity building particularly for the small-holder farmer.

The agricultural sector offers both employment and opportunities for sustaining livelihoods, and there are strong 'upstream' and 'downstream' linkages between the sector and the rest of the economy. Within the rural areas of South Africa's former homelands, 52% of employed people work on farms.



Regarding poverty prevalence for the North West Province by Districts from the above diagram, Dr. Ruth Segomotsi Mompoti had highest prevalence of poverty headcount in the province in 2001 and 2011 and 2016. Dr. Kenneth Kaunda had the lowest prevalence during the three periods with an increase in poverty prevalence in Bojanala district between 2011 and 2016.



The Current strategy of the department is to focus on primary agricultural production with livestock production in Dr Ruth Segomotsi Mompati, grain production in Ngaka Modiri Molema District, Horticultural production in Bojanala with Dr Kenneth Kaunda focusing on pork and poultry.

8.2. Internal Environment Analysis

The departmental vision, mission statements as well as the values were reviewed for implementation in the 2020/21 financial year. The department adopted the following five (5) Medium Term Strategic (MTSF) priorities and seven (7) outcomes for the 2020/21 financial year:

MTSF PRIORITY	OUTCOME
1. A Capable, Ethical and Developmental State	<ul style="list-style-type: none"> • Improved leadership, governance and accountability • Functional, Efficient and Integrated Government
2. Economic Transformation and Job Creation	<ul style="list-style-type: none"> • More decent jobs created and sustained, with youth, women and persons with disabilities prioritised • Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities
3. Education, Skills and Health	<ul style="list-style-type: none"> • Expanded access to PSET opportunities
4. Consolidating the social wage through reliable and quality basic services	<ul style="list-style-type: none"> • Sustainable Community Development Interventions
5. Spatial integration, human settlement and local government	<ul style="list-style-type: none"> • Agrarian Transformation

Five of the seven priorities, which will be achieved through more focused implementation, coordination and integration by the department, are reflected as follows:

Priority 1: A capable, ethical and developmental state

A capable, ethical and development state underpins all seven priorities of the MTSF. It is a vision of strong leadership, a focus on people and improved implementation capability. Facilitating this vision into action will involve a transition to a more functional and integrated government, that is capacitated with professional, responsive, and meritocratic public



servants to strengthen relations and efficiency. Intergovernmental and citizen engagements are also key enablers to this priority to ensure the joint pursuit of a capable state.

Priority 2: Economic transformation and job creation

The most pressing problem facing South Africa today is the absence of faster and sustained inclusive economic growth. Over the next five years, the department will prioritise economic transformation and job creation through a set of focused, interlinked departmental programmes. Faster and inclusive growth is key to improving and sustaining higher living standards, and successfully reducing the inequalities that still puncture our economy. Improving sustainable long-term growth is needed to sharply reduce unemployment. The additional interventions required to support priorities over the next five years require partnerships with social and private sectors to achieve better growth opportunities. The private sector is a key social partner to stimulate growth, serve as an investor for catalytic implementable projects and create much needed jobs. A number of joint public and private sector initiatives are planned by the department to create these needed jobs.

Priority 3: Education, skills and health

Expand access to Post School Education and Training (PSET)

Priority 4: Consolidating the social wage through reliable and quality basic services

The next five years will see consolidated social wage and social protection system to safeguard the livelihoods of all South Africans. This requires actions to improve the reliability and quality of basic services with a focus on affordability and meeting the needs of vulnerable communities.

Priority 5: Spatial integration, human settlements and local government

South Africa's rural communities must have better opportunities to participate fully in the economic, social and political life of the country. People should be able to access high-



quality basic services that enable them to be well nourished, healthy and increasingly skilled. Rural economies will be supported by agriculture, green economy and agro-processing and fisheries. Unfortunately, rural areas are still characterised by great poverty and inequality, with many households trapped in a vicious cycle of poverty.

Given that the effects of climate change and environmental degradation fall most heavily on the poor, this plan enjoins us to strengthen the resilience of its society and economy to the effects of climate change.

The department's strategic focus for the next financial year and the medium term period ahead will be on both grain and livestock primary production. Emphasis on livestock production will be in Dr Ruth Segomotsi Mompati District, Grain and horticulture production in Ngaka Modiri Molema and Bojanala Districts. Strong emphasis will also be on improving household food security throughout the province.

In terms of institutional arrangements, DARD will be responsible for providing policy leadership and to ensure that selected interventions complies with government prescripts. Special focus during this financial year will be on projects which are aligned to sector intervention programmes of the department, sustainable job creation, and poverty alleviation, have high impact and addresses issues of food security.

The budget structure of the department comprises of eight (8) programmes currently structured as follows to implement the 2020/21 plan:



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8. Rural Development	8.1. Development Planning and Monitoring 8.2. Social Facilitation

The envisaged revised organisational structure will of course increase department's capacity to support government's priorities and to address the identified challenges in the agriculture and rural sectors. This organisational structure will further reinforce the systems and processes of the Department and management structures at all levels.

As at March 2020, the total number of approved posts is 1,892 with 1,253 posts filled and 639 vacancies. The current vacancy rate is at 34%. Employment Equity statistics in relation to Women at the Senior Management Services (SMS) level for the Department now stands at 42% Males to 58% Females, vis-à-vis 60% Females & 40% Males as reported previously. The Department continues to encourage recruitment of suitably qualified Women on vacant



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Efforts in maintaining and/or exceeding the 2% demographic target of People with Disabilities (PWD) in the employ of the Department remains a priority. To this end, DARD stands at 1.5% achievement on People With Disabilities.

Emanating from the pronouncement by the President Cyril Ramaphosa in his 2020 State of the Nation Address, the Departmental Annual Performance Plan prioritises the significant role of women, the youth and disabled persons in our society. These constitute the most deprived groups in our society, which are ravished by compounded factors and forms of

discrimination. These are cross-cutting focus areas to be mainstreamed into all elements of departmental programmes to inform all the interventions.

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Management will strive to improve internal controls relating to the preparation and review of the financial statements and performance report to eliminate material audit finding. Management will also redefine the internal controls to ensure that all sufficient appropriate evidence supporting the reported targets is kept for audit purpose.

Compliance with laws and regulations is still a challenge for the department. Repeat instances of non-compliance with the requirements of the Treasury Regulations were identified. Monitoring controls implemented by management were not adequate. The accounting officer will ensure that adequate action plans are developed and implemented to prevent instances of non-compliance with legislations. Furthermore, actions will be taken against those officials who fail to ensure that there is compliance with laws and regulations within their areas of responsibility.



The private sector is a key social partner to stimulate growth, serve as an investor for catalytic implementable projects and create much needed jobs. The Department will establish strategic partnerships with key stakeholders to assist service delivery and for mutual benefit of the parties. Some of these partnerships will not necessarily be private public partnerships as envisaged by the Treasury Regulations but rather joint projects undertaken.

All the five priorities will be underpinned by good governance, participatory democracy and active citizenry. The priorities to be implemented will be guided by the principle of inclusion of all South Africans, its human resources, capabilities and its people and that no one must be left behind.



Part C: Measuring Our Performance



9. Departmental Performance Information

9.1. Measuring the Impact

Impact statement:	Inclusive rural economy and food security
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9.2. Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five year target	2020/21	2021/22	2022/23	2023/24	2024/25
Functional, Efficient and Integrated government	<ul style="list-style-type: none"> Percentage elimination of wasteful and fruitless expenditure in the department 	New Indicator	<ul style="list-style-type: none"> 100% elimination of wasteful and fruitless expenditure in the department from baseline of 2019 by 2024 	25%	50%	75%	90%	100%
	<ul style="list-style-type: none"> Percentage reduction of irregular expenditure 	New Indicator	<ul style="list-style-type: none"> 75% reduction of irregular expenditure 	25%	40%	60%	70%	100%
Improved leadership, governance and accountability	Implementation of the online integrated monitoring system for departmental accountability	Quarterly Progress reports submitted to oversight structures on the implementation of the MTSF Priorities	Quarterly Progress reports submitted to oversight structures on the implementation of the MTSF Priorities	5	5	5	5	5
More decent jobs created and sustained with youth, women and persons with disabilities prioritized	Number of work opportunities reported through public employment programmes	1 779 work opportunities	5 680 Work Opportunities	1136	1179	1222	1100	1043
Increased economic participation ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities	Percentage preferential procurement spend by sex/gender, age and disability	New Indicator	Minimum 40% target for women, 30% for youth and 7% for persons with disabilities	Minimum 40% target for women, 30% for youth and 7% for persons with disabilities	Minimum 40% target for women, 30% for youth and 7% for persons with disabilities	Minimum 40% target for women, 30% for youth and 7% for persons with disabilities	Minimum 40% target for women, 30% for youth and 7% for persons with disabilities	Minimum 40% target for women, 30% for youth and 7% for persons with disabilities



Outcome	Outcome Indicator	Baseline	Five year target	2020/21	2021/22	2022/23	2023/24	2024/25
Expanded access to PSET opportunities (Post school education training & skill development)	Develop and Implement Enrolment plans Agricultural colleges and skills development	159 admissions in colleges	Five year enrolment plans approved and all institutions enroll students accordingly	100	100	100	140	159
Sustainable Community Development Interventions	% of food insecure vulnerable households accessing food through food and nutrition security initiatives	43%	Reduce household vulnerability to hunger to 38% by 2024	42%	41%	40%	39%	38%
Agrarian Transformation	Hectares of degraded land rehabilitated	3 493 hectares	10 000 hectares	2000	2000	2000	2000	2000
	Hectares of land under cultivation	15 441.3	24 000 Hectares	4 800	4 800	4 800	4 800	4 800
	Number of smallholder farmers supported	2 049	3074	615	615	615	615	614

9.3. Explanation of Planned Performance over the Five Year Planning Period.

#	MTSF Priority	Contribution	Rationale for Selection
1.	A Capable, Ethical and Developmental State	Core	Good corporate governance, professional and ethical organisation
2.	Economic Transformation and Job Creation	Core	Ability to stimulate other sectors through the value chain, multiplier effect. Facilitate the commercialization of black farmers to contribute to: GDP, Job creation,
3.	Education, Skills and Health	Enabler	Potchefstroom and Taung Colleges of Agriculture & Kgora Farmer Training Centre provide skills, mandate to skill existing farmers, building capacity through formal and informal training. Integrated Food Security and Nutrition strategy of South Africa, with specific focus on food safety
4	Consolidating the social wage through reliable and quality basic services	Core	DARD provides food production starter packages to improve food security amongst vulnerable groups
5.	Spatial integration, human settlement and local government	Core	Rural economies will be supported by agriculture, green economy and agro-processing and fisheries. Unfortunately, rural areas are still characterised by great poverty and inequality, with many households trapped in a vicious cycle of poverty



10. Key Risks

Outcome	Key Risk	Mitigation
Functional, Efficient and Integrated Government	Inadequate management of irregular and fruitless expenditure	<ul style="list-style-type: none"> • Clear all prior years expenditure for irregular and fruitless and wasteful expenditure. • Implementation of corrective measures. • Capacitate the internal control unit
Improved leadership, governance and accountability	Inadequate compliance to Planning, Monitoring, Evaluation and Reporting Framework.	<ul style="list-style-type: none"> • Strategic Planning sessions support at programme level. • Development of Quarterly Validations schedule for programmes. • Quarterly verification of reported performance information by programme managers • Quarterly Performance validation of POE. • Quarterly submission of the non compliance report to the Accounting Officer • Regular compliance reminders
More decent jobs created and sustained with youth, women and persons with disabilities prioritized	<ul style="list-style-type: none"> • Growing number of illegal foreign workers • Budget Cuts 	<ul style="list-style-type: none"> • Collaboration of law enforcement stakeholders • Prioritising of interventions • Develop a funding model to ensure sustainable funding for job creation initiatives e.g jobs fund
Increased economic participation ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities	Inadequate readiness of rural, black, women and youth within agricultural value chains	<ul style="list-style-type: none"> • Develop a funding model to ensure sustainable participation of rural, black, women and youth within agricultural value chains • Targeted skills development and capacity building programmes
Expanded access to PSET opportunities (Post school education training & skill development)	<ul style="list-style-type: none"> • Lack funding & budget cuts 	<ul style="list-style-type: none"> • Prioritising of scarce skills interventions e.g bursaries
Agrarian Transformation	<ul style="list-style-type: none"> • Climate change • Human resource capacity to conduct research • Lack of funding • Scarce skills and lack of capacity building 	<ul style="list-style-type: none"> • Climate SMART agriculture • Employ additional human resources • Prioritising of scarce skills interventions e.g bursaries



11. Public Entities

There are no public entities to be managed by the department during the period of this plan.

12. 2020 Estimates of Provincial Revenue and Expenditure (EPRP)

The department's operations are funded through the equitable share; Conditional grants and departmental own receipts. The conditional grants make up 21 per cent in the first year of the MTEF, 21 per cent in the mid-year with the same percentage share in the outer 2022/23 financial year.

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Equitable share	742 875	886 381	838 563	905 403	898 573	905 403	955 485	1 009 447	1 094 516
Conditional grants	248 832	218 674	288 771	247 636	245 406	247 636	253 830	270 488	279 616
Land Care Programme Grant: Poverty Relief							8 508	9 082	9 353
Comprehensive Agricultural Support							174 271	186 109	192 737
Ilima/Letsema Projects Grant							67 324	75 297	77 526
Rural, Environment And Agricultural							3 727	-	-
Departmental receipts	11 862	9 755	10 281	12 672	12 672	12 672	13 286	14 001	14 673
Total receipts	1 003 569	1 114 810	1 137 615	1 165 711	1 156 651	1 165 711	1 222 601	1 293 936	1 388 805

The conditional grants funding of the department is made up of the following grants:

- **Comprehensive Agricultural Support Programme**

The aim of this is to provide effective agricultural support services, promote and facilitate agricultural development by targeting beneficiaries of land restitution and redistribution, and other previously disadvantaged producers who have acquired land through private means and are engaged in value-adding enterprises domestically, or involved in exports; to address damages to infrastructure caused by floods. The baseline allocation is R174.271 million in 2020/21 increases to R186.109 million in the mid-year and then increases to R192.737 million in 2022/23.

- **Land Care Programme**

This grant aims to promote sustainable use and management of natural resources by engaging in the initiatives that support the pillars of sustainability (social, economic and environmental) leading to greater productivity, food security, job creation and better well-being for all. The allocation in rand value is R8.508 million in 2020/21, R9.082 million in 2021/22 and R9.353 million in the financial year 2022/23.



- **Illima/ Letsema Grant**

This grant is aimed at assisting vulnerable South African farming communities to achieve an increase in agricultural production and invest in infrastructure that unlocks agricultural production. The 2020 allocation in rand value is R67.324 million in the base year 2020/21 increases to and R75.297 million and R77.526 million in the outer 2022/23 financial year.

- **Expanded Public Works Programme (EPWP)**

This grant is appropriated through the department of Public Works and accessed by this department at spending level. The allocation is an annual allocation and for the base year the amount is allocated as R3.727 million

1. Programme Summary

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Administration	232 058	265 908	280 195	294 085	301 705	213 194	325 682	344 745	360 551
2. Sustainable Resource Management	25 042	75 890	58 852	34 722	33 068	23 585	42 759	41 409	43 231
3. Farmer Support And Development	397 416	403 791	428 484	421 405	430 122	251 230	446 063	472 512	528 859
4. Veterinary Services	116 541	127 386	126 128	141 907	133 126	92 034	139 131	149 175	156 336
5. Research And Technology Develop	49 050	51 064	55 696	67 487	70 744	48 742	75 735	80 204	84 054
6. Agricultural Economics Services	10 224	11 614	12 969	16 461	15 130	10 668	17 619	18 767	19 668
7. Structured Agricultural Education Anc	125 989	101 385	99 557	112 136	110 738	73 903	126 017	137 772	144 384
8. Rural Development Coordination	47 249	80 472	76 832	77 508	62 018	28 783	49 595	49 352	51 722
Total payments and estimates	1 003 569	1 117 510	1 138 713	1 165 711	1 156 651	742 140	1 222 601	1 293 936	1 388 805

Summary of economic classification

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Current payments	745 427	1 025 422	1 100 386	1 118 945	1 115 820	723 465	1 173 508	1 239 516	1 294 414
Compensation of employees	485 543	509 061	559 085	595 419	596 174	425 672	623 800	662 531	694 335
Goods and services	259 784	516 310	541 284	523 526	519 627	297 772	549 708	576 985	600 079
Interest and rent on land	100	51	17	–	19	21	–	–	–
Transfers and subsidies to:	220 255	51 495	5 584	5 376	3 176	3 369	5 056	5 402	5 662
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and account	–	45 000	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and internatio	–	–	–	–	–	–	–	–	–
Public corporations and private ente	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	220 255	6 495	5 584	5 376	3 176	3 369	5 056	5 402	5 662
Payments for capital assets	37 887	40 593	32 743	41 390	37 655	15 305	44 037	49 018	88 729
Buildings and other fixed structures	22 321	25 000	5 032	30 000	10 000	1 054	31 500	33 201	34 795
Machinery and equipment	14 770	14 694	26 762	10 384	26 649	14 021	9 976	13 115	51 102
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	796	899	949	1 006	1 006	230	2 561	2 702	2 832
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–
Payments for financial assets	–	–	–	–	–	–	–	–	–
Total economic classification	1 003 569	1 117 510	1 138 713	1 165 711	1 156 651	742 140	1 222 601	1 293 936	1 388 805



Compensation of employees takes up to 51 per cent of the total allocation in the first year 2020/21 of the MTEF period. The same percentage share as in 2020/21 is found for both the mid-year 2021/22 and outer year 2022/23 of the MTEF. Goods and Services share of the total budget over the MTEF is 44 per cent in 2020/21 as well as 43 per cent in 2021/22 and 2022/23 financial years.



Part D: Technical Indicator Description (TID)

Indicator Title	Percentage elimination of wasteful and fruitless expenditure in the department
Definition	Measures to elimination of wasteful and fruitless expenditure in the Department
Source of data	Fruitless and Wasteful Expenditure Register
Method of Calculation/Assessment	Quantitative
Assumptions	None
Disaggregation of Beneficiaries (Where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	Actual performance higher than targeted performance is desirable
Indicator Responsibility	Chief Financial Officer
Indicator Title	Implementation of the online integrated monitoring system for departmental accountability
Definition	Integrated Monitoring System to submit progress reports on the implementation of the MTSF
Source of data	Organisational Performance reports
Method of Calculation / Assessment	Quantitative/ Qualitative
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	Actual performance higher than targeted performance is desirable
Indicator Responsibility	Chief Director Corporate Services
Indicator Title	Number of work opportunities reported through public employment programmes
Definition	Work opportunities created through CASP, ILIMA Letsema, Landcare and EPWP Incentive Grant and Equitable share
Source of data	Conditional Grants and Equitable Share Analysis Reports
Method of Calculation /Assessment	Quantitative
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	Actual performance higher than targeted performance is desirable
Indicator Responsibility	Responsible Programme Manager



Indicator Title	Percentage preferential procurement spend by sex/gender, age and disability
Definition	Refers to resources spend on vulnerable groups women, youth and people with disabilities
Source of data	Department Expenditure Analysis Report
Method of Calculation / Assessment	Quantitative
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women:40% Target for Youth:30% Target for People with Disabilities:7%
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	Actual performance higher than targeted performance is
Indicator Responsibility	Chief Financial Officer
Indicator Title	Develop and Implement Enrolment plans Agricultural colleges and skills development
Definition	Refers to development and implementation of Enrolment/Admissions plans in the Potchefstroom and Taung Agricultural Colleges as well as Farmer Training Centres
Source of data	Admissions/Enrollment Database
Method of Calculation / Assessment	Quantitative
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation	N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	Actual performance higher than targeted performance is desirable
Indicator Responsibility	Responsible Programme Manager
Indicator Title	Hectares of degraded land rehabilitated
Definition	Reduction in degraded land rehabilitated to production
Source of data	Landcare Conditional Grants Evaluation Reports
Method of Calculation / Assessment	Quantitative & Qualitative
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	Actual performance lower than targeted performance is
Indicator Responsibility	Responsible Programme Manager
Indicator Title	Hectares of land under cultivation
Definition	Increase Ha of land under cultivation in traditional areas



Source of data	Land Use Evaluation Report
Method of Calculation / Assessment	Quantitative
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	Actual performance higher than targeted performance is
Indicator Responsibility	Responsible Manager
Indicator Title	Number of smallholder farmers supported
Definition	Smallholder farmers supported with skills and infrastructure and financial support measures to increased productivity
Source of data	Agricultural Evaluation Study Reports
Method of Calculation / Assessment	Quantitative
Assumptions	N/A
Disaggregation of	N/A
Spatial Transformation	N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	Actual performance higher than targeted performance is desirable
Indicator Responsibility	Responsible Programme Manager

