Gauteng Department of Agriculture and Rural Development

Strategic Plan

2010 - 2014
It is a great pleasure for me to present to you the 2009-14 Gauteng Department of Agriculture and Rural Development Strategic Plan which replaces all previous submissions tabled to date.

Our Strategic Plan is guided by the Gauteng’s Provincial Government’s Five Year Strategic Priorities and regulatory mandate which are:

1. Create decent work and building of a growing inclusive economy
2. Provide quality education and skills development
3. Better Health care for all
4. Stimulating rural development and food security for all
5. Intensify the fight against crime and corruption
6. Build cohesive and sustainable communities
7. Strengthen the development state and good governance

To realize this mandate GDARD has identified a Vision to build “VIBRANT EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES THAT CONTRIBUTE TO FOOD SECURITY FOR ALL”

We have also adopted the National Outcome-Based approach to enable effective efficient implementation, monitoring and evaluation of performance of our mandate.

We are during this Medium term responsible to lead achievement of the following Outcomes and Outputs:

<table>
<thead>
<tr>
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<th>Outcome 10 consists of four outputs, namely:</th>
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Ms Nandi Mayathula-Khoza
MEC: Gauteng Department of Agriculture and Rural Development
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ABBREVIATIONS

ARC  Agricultural Research Council
BBBEE  Broad Based Black Economic Empowerment
CASP  Comprehensive Agricultural Support Programme
CFO  Chief Financial Officer
COE  Cost of Employees
CRDP  Comprehensive Rural Development Programme
DAFF  Department of Agriculture, Forestry and Fisheries
DRDLR  Department of Rural Development and Land Reform
EIA  Environmental Impact Assessment
EPWP  Extended Public Works Programme
ERP  Extension Revitalisation Programme
FMIP  Financial Management Improvement Plan
GPG  Gauteng Provincial Government
GCRDS  Gauteng Comprehensive Rural Development Strategy
IFSSA  Integrated Food Security Strategy of South Africa
IGR  Intergovernmental Relations
LARP  Land and Agrarian Reform Programme
LRAD  Land Redistribution for Agricultural Development
M&E  Monitoring and Evaluation
MDGS  Millennium Development Goals
MTEF  Medium Term Expenditure Framework
MTSF  Medium Term Strategic Framework
OSD  Occupational Specific Dispensation
PDI  Previous Disadvantaged Individual
PFMA  Public Finance Management Act, Act 29 of 1999
PPPFA  Preferential Procurement Policy Framework Act
QMS  Quality Management System
SCM  Supply Chain Management
SLAS  Service Level Agreements
SMS  Senior Management Service
TAD  Trans-Boundary Animal Diseases
TB  Tuberculosis
WTO  World Trade Organisation
PART A: STRATEGIC OVERVIEW
PART A: STRATEGIC OVERVIEW

1. Vision

Vibrant, equitable, sustainable rural communities, food security for all, protected and enhanced environmental assets and natural resources

2. Mission

Unlocking the full potential of environment, agriculture and rural development to enhance the economic, ecological and social wealth of all the people of the Gauteng through:

- Improved access to affordable, diverse and nutritious food;
- Accelerated sustainable agrarian reform
- Champions of animal health and welfare in a cost-sharing/recovery model;
- Improved rural services and infrastructure to support sustainable livelihoods with respect to agriculture, environment, education, health, transport, and other forms of infrastructure and services;
- Rural job creation linked to skills development and promoting economic livelihoods.
- Sustainable management of natural resources by promoting conservation, better management of waste, reduce greenhouse emissions

3. Values

- Integrity
- Committed
- Accountable
- Respectful
- Empowerment
- Team oriented
- Trend setting
- Responsive
4. Legislative and other mandates

The mandate of the Department is derived from the following legislative framework:

- The Constitution
- The Public Service Act
- Public Service Regulations
- Government’s political mandate and priorities

4.1. Constitutional mandates

The Bill of Rights, section 24 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) deals with the Environment and provides for everyone's right “to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.”

General Constitutional Matters

Constitution of South Africa (1996) In the Constitution (1996) of the Republic of South Africa, an entire Chapter is dedicated to the Bill of Rights of South African citizens. Without going into too much detail, this Bill of Rights inter alia focus on rights such as:

- Everyone has a right to an environment that is protected and not harmful (Section 24).
- Food and water (Section 27 (1)(b)).
- Basic and further education (Section 29).

Schedule 4; Part A: Concurrent national and provincial functional areas.

- Agriculture
- Animal control and diseases
- Disaster management
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- Environment
- Soil Conservation
- Tourism
- Trade
- Urban and rural development

Schedule 4; Part B: National and Provincial Government regulate municipal implementation.

- Municipal planning.

Schedule 5; Part A: Exclusive Provincial Competence

- Abattoirs
- Provincial planning
- Veterinary services (excluding regulation of the profession).

Schedule 5; Part B: Province regulates and monitors municipal implementation

- Fencing and fences
- Markets
- Municipal abattoirs

The Constitution is the supreme law and, in the preamble, put specific emphasis on the recognition of human rights as well as the principles of mutual trust and co-operation.

4.2. Legislative mandates

The core functions and mandates of the Department of Agriculture and Rural Government are governed by the following:
4.3. Policy mandates

- The Strategic Plan for South African Agriculture (in a review process)
- Norms and Standards for Agricultural Training Institutes of South Africa
- Norms and Standards for Extension and Advisory Services in Agriculture
- National Articulation Framework for Agricultural Training programmes
- National Agricultural Research and Development Strategy
- Land and Agrarian Reform Programme (LARP)
- Integrated Food Security and Nutrition Strategy
- National Comprehensive Rural Development Programme (CRDP)(2009)
- Gauteng Employment, Growth and Development Strategy (GEGDS)(2010)
- Gauteng Provincial Spatial Development Strategy (2010)
- Comprehensive Agricultural Support Programme (CASP)
- Integrated Food Security Strategy
- National Biodiversity Strategy and Action Plan
- National Waste Management Strategy

4.4. Planned policy initiatives

- Provincial Act on the Register of Farmers and Farm Workers (2011)
- Update of Gauteng Open Space Plan (2012)
- Review of the State of Environmental Report (2011)
- Finalisation of a Provincial Climate Change Strategy Incorporating Mitigation and Adaptation Plans (2011)
- Gauteng Protected Areas Expansion Strategy (2011)
• The Gauteng Biodiversity Stewardship Programme Operational Manual and Strategy (2011)
• Gauteng Clean and Green Strategy (2010)
• Gauteng C-Plan (Review - 2011)
• Environment Compliance and Enforcement Plans (Review - 2011)
• Strategy on Reclaiming Land from Mine Dumps (2011)
• Gauteng Comprehensive Rural Development Strategy, including:
  • Rural Social Compact (2011)
• Gauteng Agricultural Development Strategy (Review), including
  • Promotion of Agri-Business and Agro-Processing (2010)
  • Gauteng’s Revival of the Maize Triangle, (2010)
  • Gauteng’s Plan to incentivize labour intensity on commercial farms, (2011)
  • Gauteng’s Plan to Revive Agricultural Boards to Support Co-operatives and Farmers, (2010)
• Gauteng Plan to Broaden Access to Bridging Finance in the Agricultural Sector, (2010)
• Gauteng Agriculture Disaster and Risk Mitigation Plan, (2010)
• Gauteng Agriculture Skills Development Strategy, (2011)
• Gauteng Integrated Food Security Strategy including Food for All Roll-Out Plan, (Review - 2011)
• Strategy on Equitable Distribution of Land in Gauteng, (2010)
• Gauteng Extension Revitalisation Strategy (2010)

5. **Situational analysis**

National Government has taken an outcome based performance approach to planning and monitoring performance in the country and identified the following 12 outcomes.
Outcome 1: Improved quality of basic education
Outcome 2: A long and healthy life for all South Africans
Outcome 3: All people in South Africa are and feel safe
Outcome 4: Decent employment through inclusive economic growth
Outcome 5: A skilled and capable workforce to support an inclusive growth path
Outcome 6: An efficient, competitive and responsive economic infrastructure network
Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all
Outcome 8: Sustainable human settlements and improved quality of household life
Outcome 9: A responsive, accountable, effective and efficient local government system
Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced
Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World
Outcome 12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship

Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government’s delivery and implementation plans for its foremost priorities.

Of these, Outcomes 7 and 10 are most relevant to the work of this Department.

Outcome 7 aims to ensure a Vibrant, Equitable and Sustainable Rural Communities and Food Security for All.
Outcome 7 consists of five outputs, namely:

(a) Output 1: Sustainable Agrarian Reform,
(b) Output 2: Improved access to affordable and diverse food,
(c) Output 3: Improved Rural services to Support Sustainable Livelihoods,
(d) Output 4: Improved employment opportunities and economic livelihoods and
(e) Output 5: Enabling Institutional Environment for Sustainable and Inclusive Growth.

Outcome 10 aims to ensure the promotion of environmental integrity that supports human well being and economic efficiency towards sustainable life.

Outcome 10 consists of four outputs, namely:

(a) Output 1: Water Resource Protection
(b) Output 2: Reduced Greenhouse gas emissions, climate change and improved air/ atmospheric quality
(c) Output 3: Sustainable Environmental Management
(d) Output 4: Protected Biodiversity

The achievement of these outcomes will require strengthened collaborative efforts with all key government departments, such as, the Department of Rural Development and Land Reform, Department of Water Affairs, Department of Social Development, Department of Environmental Affairs, Department of Health and Social Development, Department of Education and municipalities.

5.1. Performance environment

5.1.1. Agriculture and Food Security

The Province of Gauteng is the smallest of all the provinces in South Africa, covering an area of approximately 1.7 million hectares which is about 1.4% of the country’s land mass. It has a population of approximately 10.5 million people which is 21.5 % of the national population. Gauteng contributes 33.9 % to the national GDP and its urbanisation is about 96 %. The locality of the province and its physical and economic infrastructure resulted in the province having a large urbanized component that places a huge pressure on the remaining available agricultural land. The agricultural
secondary and tertiary sectors are the largest in the province making it the economic powerhouse of the country. The four major fresh produce markets as well as most processors of food of animal origin are situated in the province. The province also has a well-developed road, air and rail as well as information and telecommunications infrastructure.

Agriculture production in 2008 was an estimated R 9.2 billion (or 0.5% of total provincial production). However, sight must not be lost of the fact that agriculture production facilitates production in especially the agro-processing industry (which is classified as manufacturing in the Province).

It is estimated that - by 2013 - agriculture production in Gauteng will amount to approximately R 13.6 billion - and will constitute 0.50% of total provincial production.

In terms of each of the metropolitan and district municipalities in the Province, agriculture production activities are largely ascribed to the Cities of Johannesburg and Tshwane, as well as the Ekurhuleni Metropolitan Municipality. In 2008, 30.7% of agriculture production in Gauteng occurred within the City of Johannesburg. This is mainly a result of extensive feedlot activity in the City.

In 2008, Gauteng’s agriculture sector recorded GVA of R 4.2 billion - which constituted 0.6% of provincial economic activity.

Generally the agriculture sector is challenging to forecast and many analysts rely on national forecasts when considering various regions. However, by looking at past trends in agriculture as well as expected economic and population growth in the various metros and municipalities within Gauteng, reasonably accurate forecasts (2009 to 2013) were made in terms of growth in the sector.

The agriculture sector is labour-intensive and typically provides employment opportunities to semi-skilled and particularly unskilled employees. In 2008 the agriculture sector in Gauteng sustained a total of 36 560 employment opportunities in Gauteng. This number accounted for 1.0% of the total employees across all sectors in the Province, as well as 4.6% of all agriculture employees across the country.

Annual changes in the number of employees in the agriculture sector across all regions have been uniformly concerning. In 2008 Gauteng measured a decline in the number of employment opportunities in the sector of 2.1%. Similar or larger declines were seen in regions across Gauteng.
The largest municipalities in terms of physical area in Gauteng are the Sedibeng and Metsweding District Municipalities. The smallest municipalities are the City of Johannesburg and Ekurhuleni. Large areas of Sedibeng, Metsweding and the West Rand are covered in cultivated land, forest plantations and grassland, as depicted in the graph below.

The estimated total land size in the hands of the emerging farmers in Gauteng is 37,560 hectares. Of this figure about 13,190 (35%) is owned while the remaining area (65%) is being leased. The value of land owned by emerging farmers is in the region of R305 million according to the recent land valuation reports done by the Provincial Land Reform Office in Gauteng. The leased land is almost close to double this amount. These valuation reports reveal that, on average, the agricultural land including developments is being presently sold for R48,268/ha with a median of R23,150/ha. The costs of farmland are observed to vary per ha, vary from an estimated minimum of R3,113/ha to a maximum of R212,000/ha possibly as a result of the factors already mentioned earlier on.

The estimated number of agricultural smallholdings in the province is between 18,000 and 21,000, of which only a few solely rely on the income derived from agriculture. Most of the owners have other sources of income. This means that much of the land would not be used to its full agricultural potential. A significant portion of this land is high potential agricultural land, and thus it is important to bring this land back into productive agriculture, given that Gauteng Province has a disproportionately high percentage of high potential agricultural land. The average size of a commercial farm in Gauteng is 2,000 ha whilst that of a smallholding is 8 ha. The Gauteng Provincial Government is in the process of disposing of all its land that is not required for government purpose through the Gauteng Farmer Settlement Program (GFSP), which provides for a three (3) year lease with an option to purchase.

The following important farming enterprises are found in Gauteng: livestock (including poultry), horticulture (including floriculture) and crop production (including limited cultivation of herbs and medicinal crops). There are approximately 4,000 farmers in Gauteng of whom 3000 farm on an individual basis and 1000 farm on partnership basis. (Stats S.A, 2008). They employ 39,295 farm workers. This figure excludes those workers who are employed in the agricultural manufacturing, processing and associated industries.
The number of commercial farming units in the province stood at 2,342 in the beginning of 2005. Virtually all farm workers in Gauteng are black whilst approximately 90 percent of farm owners are white. There are now approximately 1,080 black farmers who have acquired land for primary agricultural production as a result of the democratization of our country and the land reform programs such as the Land Redistribution for Agricultural Development (LRAD). The challenge is to promote these farms for commercial purposes and to encourage more farmers to get into Agri-Business/Agro-processing and Exportation of produce, i.e. secondary and tertiary forms of Agriculture respectively.

The services provided by the programme are in high demand by our clients. These services include business plan development and evaluations, market analysis and information dissemination, economic viability studies, entrepreneurship development, value adding to products and assistance with market research. In most cases the demand from our clients exceeded the ability to deliver.

There is increasing pressure on Veterinary export certification services. The technical and professional standards of the service have been addressed and are now of an exceptional standard, however, the increased pressure has affected certain client services and will be addressed by a coordinated client service improvement plan.

To ensure the rendering of appropriate and relevant information dissemination, the Gauteng Department of Agriculture and Rural Development has to respond to a number of matters of importance i.e. the impact of climate change, the carbon footprint of the agricultural sector, carbon mileage as the latest non-tariff barrier to export, the food versus fuel debate, the water quality and quantity for the sector, bio-security concerns, the need for alternative energy sources, recycling, the growing importance of disaster mitigation and management and the increase in occurrence of animal diseases linked to climate change.

The protection of agricultural land is important, but a balance must be maintained for economic development in the broadest sense, i.e. land for farming versus land for nature conservation, tourism, urban development, etc. and the concomitant biodiversity concerns.
5.1.2. Environment and Conservation

The Department’s primary mandates also relate to the following main areas of provincial competence as per Schedules 4 and 5 of the Constitution Act, 1996, namely environment, nature conservation, pollution control, urban and rural development, as well as local government matters related to, among others, air pollution, municipal planning, noise pollution, refuse removal, refuse dumps and solid waste disposal.

In addition to the above-mentioned constitutional mandates, the Department’s current legislative mandates are described in more than twenty national and provincial laws, a number of which the Department is directly responsible for the administration thereof.

The Department’s mandates are further enshrined in a number of key national strategy documents, a number of which also speak to the country’s obligations in terms of international protocols. The National Spatial Development Perspective, National Strategy for Sustainable Development, National Biodiversity Strategy and Action Plan, National Climate Change Response Strategy, National Framework for Air Quality Management and the National Waste Management Strategy, are but some examples in this regard.

The National Department of Environment’s “Strategic Plan for the Environmental Sector 2008 to 2013” is also of particular importance as a national direction giving policy and strategy statement. This Plan in short provides for the following eight core focus areas:

The first two focus areas are cross-sectoral issues “that are of concern to the sector as a whole, that require action across all of its institutions and for which strong leadership within government and society as a whole must be provided by the sector”, “… they require integrated and coordinated policy and action across all sectors of government and society.” The cross-sectoral issues are the -

- implementation of sustainable development; and
- development of appropriate responses to climate change challenges.

The other 4 focus areas are identified as the operational responsibility of the environmental sector, namely:

- Air Quality Management.
- Waste Management.
• Environmental Impact Management.
• Conservation and Sustainable Use of Biodiversity.

Means of implementing the above-mentioned focus areas are the following:

• Sharing responsibility and environmental governance.
• Mainstreaming “environment” into planning growth and development.
• Providing support and capacity.
• Financing the sector.
• Promoting compliance and strengthening enforcement.
• Improving environmental information for decision-making.
• Communication and awareness.

5.1.3. Rural Development

It is true that, of the 97% of people in Gauteng lives in urban areas. Nevertheless, the corollary of this argument is that roughly 3% of the Province’s people live outside the urban areas in rural areas.

As economic growth is an imperative for sustainable rural development, economic growth potential should be the first filter in determining a pilot site. Based on the argument that, all else being equal, current growth is the best indicator for economic potential, a composite index accounting for natural resources, infrastructure and economic activity indicators was developed and fourteen rural development nodes in the Province were consequently identified. Given the multi-dimensional nature of rural development, it is obvious that human needs should be the second filter to be used. Based on indicators extracted from StatsSA reports, the fourteen rural nodes were narrowed down to the four with the highest level of human need. Finally, and as it is rural development, agricultural indicators were used as the third filter. As a result of this process identified nodes, namely, Devon, Bantu Bonke in the Midvaal Local Municipality, Sokhulumi in the Kungwini Local Municipality and Hekpoort in the Mogale City Local Municipality were identified as the most appropriate pilot areas for rural development in Gauteng.
The performance environment of the Department has changed in that different configurations of the national departments were proposed (are place) and must be implemented, and the manner in which these links will be established, as well as the intergovernmental landscape changes, will most probably relate to more engagements at a national and provincial level.

Several matters, however, remain constant i.e. the increase in land reform beneficiaries and concomitant post-settlement needs, the support services to all farmers in the Province and ensuring that agriculture remains competitive and sustainable.

Climate change will lead to additional demands on the limited water resources in the Province and the key strategic challenge over the next five years will be to assist farmers, both commercial and emerging, to utilise their agricultural water as efficient as possible.

The protection of agricultural land is important, but a balance must be maintained for economic development in the broadest sense, i.e. land for farming versus land for nature conservation, tourism, urban development, etc. and the concomitant biodiversity concerns.

Agriculture (and ultimately food security) is dependent on the utilisation of the three major natural phenomena (land, water and climate). If any of these three phenomena are threatened, the negative impact reverberates throughout the Province causing food insecurity, in-migration to towns, unemployment and reduced foreign earnings, for example.

Rural development as a major key priority will impact on service delivery as the Province decided to focus on selected areas, which will translate in the reprioritisation of project funds and human resources. Some matters that should be addressed, and which does not necessarily fall within the mandate of the Department:

(a) Communication infrastructure in rural areas is mixed and a possible solution is to enhance broadband access which could create new opportunities,
(b) Road infrastructure in certain areas is good, but for the most road infrastructure must be upgraded to support the rural development agenda and
(c) A District Developmental Plan on agricultural, environmental and rural development should be developed so as to ensure a focussed approach.
Implementation of the Gauteng Comprehensive Rural Development Programme (GCRDP) as a strategic priority within the government's current Medium Term Strategic Framework will require the intensification of capacity building initiatives for the rural agricultural communities and rural youth. This in turn will require a revision of the vocational training programmes offered at especially the decentralised training centres.

5.2. Organisational environment

The performance environment undoubtedly impacts on the organisational environment and similar themes emerged when this specific environment was discussed. Quite simply, if improved service delivery is not an imperative, then the improvement of the organisational environment has no meaning.

The global financial meltdown and the resultant budget cuts across all departments have put a lot of pressure on the department's financial and human resources. This has necessitated the department to strive to achieve more with less. To ensure relevance and responsiveness to the needs of clients and partners at national, provincial and local level, the department needs to align its internal human capital and recruit talented and competent people who are capable of juggling multiple responsibilities and confident to operate at various levels of government.

To this end the department has identified the need to be more strategic and innovative in how it prioritises programmes in its operational plan by ensuring that it inculcates a culture and practice of integration and collaboration across its Branches to ensure that we leverage on and maximise our limited resources whilst continuing to achieve high levels of quality and impact. In striving to make GDARD a healthy and supportive environment, the Department will continue to implement targeted service delivery and organisational development programmes which will ensure that the Vision and Mandate of the Department are collectively owned by all staff. This may require in downsizing on the non-core functions.

Therefore the following aspects of the organisational environment were highlighted once again, but the recurring theme was the integration of the departmental programmes to provide clients with appropriate, relevant and timely advice, information and support. There has been substantial improvement over the last 5 years, but to give better effect to value for money, efficiency gains and greater impact at farmers’ level, more dedicated efforts must be made over the next 5 years.
The human capital base of the Department must receive a renewed attention, with the attraction of suitable skills and the retention of current staff with knowledge and experience. Below some matters that must receive attention and can and will impact on the Department's ability to fulfil its mandate:

(a) Retention and recruitment of staff is a problem because of the limited number of people available and willing to work for government, and in particular for agriculture as agriculture remains an unattractive career;

(b) The workforce is becoming younger and less experienced, which in turn brings its own challenges,

(c) The Public Service Resolutions for Occupational Specific Dispensation (OSD) for particular technical groupings i.e Environment, Engineers, Engineering Technicians, GIS Technicians and Professionals, Scientists and Scientific Technicians and certain artisans have been approved with effect from 1 July 2009. However the actual implementation and related administrative processes are still to be concluded and could have a major impact on the budget of the Department.

(d) Employees' handbooks (good practice guides and manuals) should be developed to improve institutional capacity building, and

(e) The loss of scarce skills and lack of succession plans for key staff members (many a few years away from retiring) will hamper the performance and organisational environments.

The definition of the Department's client base and the profile of the three divergent client bases linked to service delivery were once again highlighted, especially with regards to profile of the two clients' bases (one section which varies from illiterate and unskilled, while the other section is primarily highly skilled and trained). The delivery of services in the eleven official languages remains a challenge. The membership of commercial agricultural unions is still limited to one part of society and declining with the result that they become more assertive and in fact there is a surge of specific interest groups becoming more assertive. The emerging farmers' unions are proliferating (NAFU, etc) and yet, emerging farmers are still largely unrepresented. Farm workers also are largely unrepresented.

The clients of the Department are geographically dispersed and yet, a number of our clients are in urban and peri-urban areas. It also remains a challenge to help a beneficiary to move from being a successful producer to a successful agricultural
business person. Clients often have unrealistic expectations of the Department and do not know at which level to address problems and to exacerbate the situation some of the officials still do not have clarity of the profile of our clients. One of the challenges is to have more interaction with stakeholders.

5.3. Description of the strategic planning process

This Strategic Plan is a product of thorough and extensive consultation and participation by all levels of management. The process was guided by the new outcomes-based performance approach introduced by government which required the Department to align its activities to strategic Outputs and Outcomes. A number of consultative meetings and workshops were held in which the MEC and the Head of Department (HOD) played leading roles in providing the required strategic guidance.

5.3.1. Stakeholder engagement process

The MEC invited about 300 stakeholders to respond to the two key outcomes which GDARD is the lead agent, as well as to identify specific matters that should receive attention over the next 5 years. Some responses were in line with the key priorities and the provincial mandate, whilst other highlighted the needs, but these fell outside of the mandate.

5.3.2. Strategic Planning Session

A strategic planning session was convened during May 2010 where these issues raised by the stakeholders, the new strategic objectives of the Province and the MTSF strategic objectives were discussed in detail by the broad management of the Department. The broad management of the Department consists of the MEC and the senior managers.
6. Strategic Goals of the Gauteng Department of Agriculture and Rural Development

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<th>Strategic Outcome Goal</th>
<th>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</th>
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<td>To promote and support farmers with means of production and technical expertise over the five year period, thus increasing the sector’s contribution to GDP (currently at 2.2 with an estimated growth of 0.5 percent per year upwards by 2015).</td>
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<td>The contribution agriculture makes to the economy of the Province is reliant on the ability of the sector to export and earn foreign income. Based on the realisation of income, jobs get created or maintained. It is therefore important for the Department to ensure that the sector is supported to maintain at least the same level of performance. The implication is that specific actions and services to the farmers of the Province need to be provided. Below are some of the key services that must be delivered:</td>
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<td>- Through ensuring the application of Animal Disease Act, 1984 (Act 35 of 1984) and Meat Safety Act, 2000 (Act 40 of 2000), the Department will ensure healthy animals, healthy food of animal origin and healthy consumers and through implementation of Zoo-Sanitary and Phyto-sanitary Standards and export facilitation, the facilitation of export of animals and animal products of animal origin can take place.</td>
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<td>- Render a comprehensive research and technology development service in animal and plant production as well as resource utilisation. This service reflects the needs of farmers and addresses the impact of climate change on the agricultural sector in the Province.</td>
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<td>- Develop quantitative and qualitative agricultural economic benchmarks at micro and macro level which can be used to provide financial advice to all role-players. Informed decisions ensure that farming remains a profitable business which, in turn is paramount in achieving this strategic goal.</td>
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<td>- Facilitate access to a comprehensive set of databases, models and relevant statistics.</td>
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<td>- Attract direct investment in the Agricultural Sector of the Province and support export initiatives by both commercial and emerging farmers.</td>
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<td>- Ensuring structured agricultural education and training to all participants in the agricultural sector in order to establish a knowledgeable and competitive sector.</td>
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<td>Facilitate and coordinate rural development in Gauteng and reduction of poverty, underdevelopment, unemployment and inequality. The Provincial Government of Gauteng envisions a Province where, in the rural areas:</td>
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<td></td>
<td>a) Poverty and food shortages will be halved in selected areas by 2015;</td>
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<td>b) Women, children, the aged and people with disabilities are empowered and come into their own;</td>
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<td>c) Rural areas are developed sustainably;</td>
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<td>d) Unemployment can be systematically addressed;</td>
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<td>e) Environmental stability is assured; and</td>
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<td>f) HIV/ Aids infection and TB levels have been reduced considerably.</td>
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<tr>
<td></td>
<td>It is evident that the vision for rural areas cannot be achieved at once, but that a systematic approach needs to be followed. For this reason two pilot areas will be selected and the economic potential, human needs and agricultural capacity will be used as filters to determine the appropriate areas.</td>
</tr>
<tr>
<td></td>
<td>Justification</td>
</tr>
</tbody>
</table>
6. Strategic Goals of the Gauteng Department of Agriculture and Rural Development

<table>
<thead>
<tr>
<th>Strategic Outcome Goal</th>
<th>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The programme links with the Strategic Priorities for the Province, the National Strategic Plan for South African Agriculture, AsgiSA and LARP and these plans and programmes have as strategic objectives the following:</td>
</tr>
<tr>
<td></td>
<td>- Increase standard of living and livelihood of farmers</td>
</tr>
<tr>
<td></td>
<td>- Increase sustainability and viability of farming enterprises</td>
</tr>
<tr>
<td></td>
<td>- Sustainable resource management</td>
</tr>
<tr>
<td>Links</td>
<td>It responds to some of the 8 themes of the Agriculture and Agri-business Sector Plan of the Province, and underlines the importance of productive farming within the national and provincial plans for Food Security at provincial and household levels. This programme links with Agriculture Sector Plan, Gauteng Comprehensive Rural Development Strategy, Gauteng Employment, Growth and Development Strategy and Millennium Development Goals</td>
</tr>
<tr>
<td></td>
<td>Provincial strategic objective: Creation of opportunities for businesses and citizens to grow the economy and employment</td>
</tr>
<tr>
<td></td>
<td>National outcome: Decent employment through inclusive economic growth; vibrant, equitable, sustainable rural communities contributing towards food security for all and an efficient, competitive and responsive economic infrastructure network</td>
</tr>
<tr>
<td></td>
<td>Acceleration of growth and broadening economic participation in the agricultural sector which the strategic goal seeks to achieve is based on the priorities of various policies including ASGISA and BBBEE (Act No. 53 of 2003).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Outcome Goal 2</th>
<th>Outcome 10: Protected and enhanced environment assets and natural resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal statement</td>
<td>Enhance service delivery, through the development and use of innovative systems and processes in environmental management and integrated development planning within the Province that is effective and efficient. This aims to facilitate the implementation of services that give effect to the Constitutional provisions and NEMA Sustainability Principles that support sustainable life and improve the quality of life of all people in the Province.</td>
</tr>
<tr>
<td></td>
<td>Sustainable utilisation development of our scarce natural resources through sound engineering principles is required to ensure competitiveness of the sector and ensure the optimisation of the natural resource base, which is finite.</td>
</tr>
<tr>
<td></td>
<td>Agriculture (and ultimately food security) is dependent on the utilisation of the three major natural phenomena (land, water and climate). If any of these three phenomena are threatened, the negative impact reverberates throughout the Province causing food insecurity, in-migration to towns, unemployment and reduced foreign earnings. The effect of climate change on agriculture in Gauteng will be one of the major determinants of the sustainability of this sector and the competitiveness of its farmers. The service delivery agenda of the Department will include decision making support with relation to the choice of farming activity, the optimal use of natural resources (water and land), the promotion of conservation agricultural practices and the generation of appropriate and sustainable technologies and information in this regard. The Province has experienced a drastic increase in natural disasters during the past three years and the indications are that this trend will continue as the impacts of climate change take effect. Apart from being involved with post disaster mitigation and recovery, it is also necessary to have a pro-active approach towards natural disasters.</td>
</tr>
<tr>
<td>Strategic Outcome</td>
<td>Outcome 10: Protected and enhanced environment assets and natural resources</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Goal 2</td>
<td>To ensure the progressive realisation of environmental rights. The Department, as the lead agent on environmental management and development planning in the Province, will through this goal, develop and use innovative programmes, policy measures, environmental and development frameworks, information systems and technology processes to achieve sustainable development and environmental integrity within the Province. Sustainable utilisation development of our scarce natural resources is required to ensure competitiveness of the sector and the optimisation of the natural resource base, which is finite. Sustainable resource management is the core for a productive agricultural sector, which can ensure food security for the Province.</td>
</tr>
<tr>
<td>Justification</td>
<td>The Department gives effect to the National Environmental Management Act (NEMA), 1998 (Act 107 of 1998) and its’ supporting Specific Environmental Management Acts (e.g. Air Quality Act; Waste Act; Biodiversity Act), in terms of our concurrent constitutional mandate on environmental management and our statutory obligations with regards to development planning. This goal also links to planning instruments such as the Provincial Spatial Development Framework, which is designed to protect the Province’s remaining environmental and rural integrity, including making provision for settlement restructuring, inclusive housing opportunities, rural land use, climate change and renewable energy.</td>
</tr>
<tr>
<td>Links</td>
<td>National outcome: Protect and enhance our environmental assets and natural resources. LandCare South Africa is guided by international conventions to which the South African Government is party and signatory. These include the Convention on Wetlands of International Importance (RAMSAR), the Convention to Combat Desertification, and the Convention on Biological Diversity and the Framework Convention on Climate Change. Links with international programmes such as NEPAD (forum of the African LandCare Network), Man and the Biosphere, World Convention to Combat Desertification and Biodiversity Protection are relevant. The mandate is provided through the Sub-Division of Agricultural Land Act (Act 70 of 1970), the Land Use Planning Ordinance (Ordinance 15 of 1985) and the National Environment Management Act (Act 107 of 1998).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Outcome 12: An efficient, effective and development orientated public service and empowered, fair and inclusive citizenship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal statement</td>
<td>To ensure improved service delivery, Quality and Access by mobilization and utilisation of resources by recruitment and retention of staff members to address scarce skills, increase budget allocation by 200 percent, strengthening partnerships by lobbying them to invest an equivalent of 10 percent of the total service delivery budget over the next five years</td>
</tr>
<tr>
<td>Justification</td>
<td>The department has committed itself to improve delivery of efficient and effective service from the current levels, increase access to internal and external resources effective, efficient, economic and equitable deployment of resources, systems and procedures</td>
</tr>
<tr>
<td>Links</td>
<td>The programme links with the Strategic Priorities for the Province. The achievement of this strategic goal will enhance the efficiencies in the operations of the Department guided by the Batho Pele principles and Public Service Regulations; and achieve the objectives of the Medium Term Strategic Framework. It responds to Outcome 12 of the national Outcomes which is core to the achievement of outcomes 7 and 10.</td>
</tr>
</tbody>
</table>
PART B: STRATEGIC OBJECTIVES
### PART B: STRATEGIC OBJECTIVES

#### 7. Overview

The table below outlines the strategic objectives (outputs) for each strategic goal (outcome):

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outputs</th>
</tr>
</thead>
</table>
| **Output 7: Vibrant, Equitable and Sustainable and Rural communities and Food Security for all** | • Sustainable agrarian reform with a thriving small and large farming sector  
• Improved access to affordable and diverse food  
• Improved rural services to support livelihoods  
• Improved employment opportunities and economic livelihoods  
• Enabling institutional environment for sustainable and inclusive growth |
| **Output 10: Protected & enhanced environmental assets & natural resources** | • Water resource protection  
• Reduced climate change and improved air quality  
• Sustainable natural resource management  
• Protected biodiversity |
| **Output 12: An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship** | • Service delivery quality and access  
• Human Resource Management and Development  
• Efficient and Effective Governance  
• Business Process, Systems, Decision Rights & Accountability  
• Promotion of Active and responsible citizenship |

#### 7.1 Strategic objectives

**Strategic Goal (Output 7): Vibrant, Equitable and Sustainable and Rural communities and Food Security for all**

<table>
<thead>
<tr>
<th>Strategic Objective (output)</th>
<th>Objective Statement</th>
<th>Baseline</th>
<th>Justification</th>
<th>Links</th>
</tr>
</thead>
</table>
| **Output 7: Sustainable Agrarian Reform with a Thriving Small and Large Farming Sector** | To ensure productivity of large scale Commercial Farming and Small-Holder Agriculture Farming  
To provide primary animal health care services and awareness to farmers and previously disadvantaged communities | • 42 farmers supported through Letsema/Ilima program per annum  
• 40 small-holder farmer and cooperatives monitored and supported per annum  
• 25 Farmer imports and exports supported and monitored  
• 200 000 of livestock, poultry and pets vaccinated and treated per annum  
• 47 000 diagnostic tests on commercial and developing farmers per annum  
• 300 training sessions conducted for emerging farmers per annum | To ensure high quality agriculture production by both commercial, small holder farmers and previously disadvantaged communities | Contribute towards vibrant, equitable and sustainable rural communities and food security For All |
<table>
<thead>
<tr>
<th>Strategic Objective (output 2)</th>
<th>Improved Access to Affordable and Diverse Food</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective Statement</td>
<td>To provide support to ensure that household producing part of their own food. To ensure access to nutritious foods by those in need</td>
</tr>
<tr>
<td>Baseline</td>
<td>11 000 homestead food gardens and 34 community food gardens developed per annum</td>
</tr>
<tr>
<td></td>
<td>Food related inspections</td>
</tr>
<tr>
<td>Justification</td>
<td>There has been a global trend towards higher food prices. This has led to people being trapped into food insecurity. Supporting communities will lead to improved access to affordable and diverse food</td>
</tr>
<tr>
<td>Links</td>
<td>Contribute towards vibrant, equitable and sustainable rural communities and food security for all</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective (output 3)</th>
<th>Improved Rural Services to Support Livelihoods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective Statement</td>
<td>To support the implementation of key rural infrastructure To promote agricultural produce and products locally and internationally</td>
</tr>
<tr>
<td>Baseline</td>
<td>• 80 Land reform farms and newly independent acquired farms supported per annum</td>
</tr>
<tr>
<td></td>
<td>• 113 Rural agriculture infrastructure developed per annum for farmers (On and Off-farm infrastructure)</td>
</tr>
<tr>
<td></td>
<td>• Number of key rural infrastructure by GPG departments and municipalities</td>
</tr>
<tr>
<td></td>
<td>• 4 small and large agri-business supported through equity schemes</td>
</tr>
<tr>
<td></td>
<td>• 2 Agri Expos supplemented by market days organized per annum</td>
</tr>
<tr>
<td>Justification</td>
<td>There is a need to improve the quality of life for rural communities</td>
</tr>
<tr>
<td>Links</td>
<td>Contribute towards vibrant, equitable and sustainable rural communities and food security for all</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective (output 4)</th>
<th>Improved Employment Opportunities and Economic Livelihoods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective Statement</td>
<td>To implement rural development economic drivers To support access to economic services and enterprise development services To increase jobs through various programmes including Community Works Programme and EPWP To establishment of a Biotechnology Science Park for harnessing the development of a knowledge based economy.</td>
</tr>
<tr>
<td>Strategic Objective (output 5)</td>
<td>Enabling Institutional Environment for Sustainable and Inclusive Growth</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Objective Statement</td>
<td>To establish institutional arrangements to support rural development</td>
</tr>
<tr>
<td>Baseline</td>
<td>Social compact plan</td>
</tr>
<tr>
<td>Justification</td>
<td>Mobilisation of various stakeholders will help to ensure collaborative implementation of projects thus assisting the province to attain seamless service delivery in rural settings.</td>
</tr>
<tr>
<td>Links</td>
<td>Contribute towards vibrant, equitable and sustainable rural communities and food security for all</td>
</tr>
</tbody>
</table>

Strategic goal (Outcome 10): Protected and enhanced environmental assets and natural resources

<table>
<thead>
<tr>
<th>Strategic Objective (output 1)</th>
<th>Enhanced quality and quantity of water resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective Statement</td>
<td>To protect water resources.</td>
</tr>
</tbody>
</table>
| Baseline                      | 4 priority wetlands identified and management plans developed and implemented per annum  
<p>|                               | 8 projects implemented per annum under Working For Wetlands and Working For Water Programmes |
| Justification                 | Water is a scarce resource that needs continuous protection. |
| Links                         | National Water Management Act                    |</p>
<table>
<thead>
<tr>
<th>Strategic Objective (output 2)</th>
<th>Reduced greenhouse gas emissions, climate change and improved air / atmospheric quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective Statement</td>
<td>To reduce of atmospheric pollutants/ carbon emissions</td>
</tr>
<tr>
<td></td>
<td>To embark on actions geared towards adapting to the impacts of Climate Change</td>
</tr>
<tr>
<td>Baseline</td>
<td>4 reports/ information generated from network of air quality stations produced per annum</td>
</tr>
<tr>
<td></td>
<td>Development and implementation Gauteng Climate Change Adaptation and Mitigation Strategy</td>
</tr>
<tr>
<td>Justification</td>
<td>Reduced greenhouse gas emissions will mitigate climate change and improve air quality</td>
</tr>
<tr>
<td>Links</td>
<td>National Climate Change Response Strategy and provincial Air Quality Management Plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective (output 3)</th>
<th>Sustainable Environmental Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective Statement</td>
<td>To restore and rehabilitate degraded ecosystems</td>
</tr>
<tr>
<td></td>
<td>To support sustainable use and management of land and waste</td>
</tr>
<tr>
<td></td>
<td>To comply, enforce and align to Policy/ Legislative frameworks</td>
</tr>
<tr>
<td></td>
<td>To reduce mining related environmental impacts</td>
</tr>
<tr>
<td>Baseline</td>
<td>• 9 Community Based Natural Resource Management and habitat rehabilitation projects per annum implemented through LandCare</td>
</tr>
<tr>
<td></td>
<td>• Recycling and buyback centres promoted including Food for Waste initiatives</td>
</tr>
<tr>
<td></td>
<td>• 9 Awareness programme on EIAs and waste management standards conducted</td>
</tr>
<tr>
<td></td>
<td>• 1 environmental campaign (Clean and green campaign including BKB implemented)</td>
</tr>
<tr>
<td></td>
<td>• Develop 2 environmental management frameworks</td>
</tr>
<tr>
<td></td>
<td>• Compile and implement State of the Environment Report</td>
</tr>
<tr>
<td></td>
<td>• Roll-out of 15 EMIs to local authorities for enforcement</td>
</tr>
<tr>
<td></td>
<td>• Monitoring of 55% of RODs per annum</td>
</tr>
<tr>
<td></td>
<td>• Strategy and action plans for the Reclamation of Mine Dumps finalised and launched</td>
</tr>
<tr>
<td></td>
<td>• Initiatives for reclamation and management of derelict and ownerless mine/ dumps sites supported</td>
</tr>
<tr>
<td></td>
<td>• Initiatives for Acid Mine Drainage (AMD) management supported</td>
</tr>
<tr>
<td>Justification</td>
<td>There is a need for the province to deal with the continuous unsustainable environmental practices.</td>
</tr>
<tr>
<td>Links</td>
<td>Sustainable environmental actions will ensure a clean and healthy environment as per the constitution and environmental legislation</td>
</tr>
</tbody>
</table>
Strategic Objective
(output 4)  
Protected biodiversity

Objective Statement  
Expansion of the Conservation estate

Baseline

- Gauteng Protected Areas Expansion Strategy finalised and launched
- Provincial stewardship programme established (phase 1 database development)
- 4 priority habitats mapped and protected per annum
- 4 action plans developed to restore, maintain or reduce the decline of population of species of selected taxonomic groups
- 7 reserve management plans developed and implemented
- 2 bio-regional plans developed and implemented
- The Nature Conservation Bill developed

Justification

Biodiversity in the province is under threat as a result of developmental activities

Links

All activities will ensure sustainable protection of biodiversity.

Strategic objectives (Outcome 12): An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship

Strategic Objective (output 1)  
Service Delivery quality and access

Objective Statement

To develop and implement information systems which are used to support GDARD business objectives. The effectiveness of these information systems is to be assessed through a user satisfaction survey.

To procure ICT Infrastructure as required in support of GDARD business objectives

To resolve system incidents that arises in the use of information Systems and technology in support of GDARD business objectives. The effectiveness of these services are to be assessed through a user satisfaction survey from which action plans will be developed to remedy user satisfaction survey findings.

To ensure that key GDARD information systems are available to users as per agreed upon service standard.

To ensure that Project Managers trained and team members trained and thereby enhance Project Management capacity in GDARD

Baseline  
80%
<table>
<thead>
<tr>
<th>Strategic Objective (output 2)</th>
<th>Human resource management and development</th>
</tr>
</thead>
</table>
| **Objective statement**              | Performance development, performance agreements and assessments  
Communicate submission timeframes to all staff  
Recruitment, retention and career pathing  
Revise the Departmental retention Strategy, Recruitment practices and Career pathing and Pipelining to meet market demands  
Discipline  
Train managers on Industrial relations  
Revise SLA with GDF(SSD) on case management timeframes  
HR Planning, skills development and cadre development  
Conduct audit on departmental personnel needs  
Develop and implement a Workplace Skills Plan |
| **Baseline**                         | 95% Compliance in the submission of performance contracts and agreements by senior managers  
18% Improved recruitment and retention in identified occupational categories and associated vacancy rate reduced  
45% Adherence to approved processes and timelines for disciplinary cases  
1 HR Plan  
100% Implementation of mandatory training programmes |

<table>
<thead>
<tr>
<th>Strategic Objective (output 3.1)</th>
<th>Efficient and effective governance</th>
</tr>
</thead>
</table>
| **Objective statement**             | Conduct and facilitate HIV and AIDS awareness and prevention programmes  
Facilitate and monitor programmes empowering designated groups  
Facilitate and monitor the implementation of employment equity in the department  
Facilitate the provision of employee wellness services  
Facilitate the implementation of diversity in the department Monitor and facilitate GDARD’s compliance to Gauteng BBBEE targets on all the elements of the BBBEE Scorecard |
| **Baseline**                        | 1200 Persons accessing HIV and AIDS prevention and awareness programmes  
% compliance with targets for designated groups  
Percentage representation of designated groups, namely, women, black people and people with disabilities  
31% of staff accessing the wellness programmes  
Number of diversity interventions  
% compliance with Provincial Broad Based Black Economic Empowerment Targets |
<table>
<thead>
<tr>
<th>Strategic Objective 3</th>
<th>Output 3.2 Business Process, Systems, Decision Rights &amp; Accountability through</th>
</tr>
</thead>
</table>
| **Objective statement** | • To manage litigation for and on behalf of the Department  
• Provide specialised legal advisory services  
• Policy Development support to line function  
• Vet departmental decisions to ensure legal defensibility.  
• Draft legally defensible contracts.  
• Draft Regulations, Notices and Legislation  
• Policy Development support to the department  
• Facilitate intergovernmental fora engagements |
| **Baseline** | 80% of the cases successfully defended  
80% legal advisory services provided against requested services  
65% of departmental decisions vetted  
65% of legally defensible contracts drafted  
70% of Policy Development  
65% IGR engagements required versus undertaken  
Coordinate departmental inputs into municipal IDPs |

<table>
<thead>
<tr>
<th>Strategic Objective (Output) 3.2</th>
<th>Business Process, Systems, Decision Rights &amp; Accountability through</th>
</tr>
</thead>
</table>
| **Objective statement** | Revise existing policies to be in line with new outcomes  
Draw action plan for adherence to service standards that will ensure effective service delivery  
Do regular maintenance in accordance with the different service manuals for buildings, equipment, vehicles etc  
Maintain an approved maintenance plan  
Maintain an approved Budget Statement 3 at all times  
Refurbish government owned infrastructure (offices) for use by GDARD as opposed to leased infrastructure |
| **Baseline** | Ensure updated policies and regulations - 95%  
Statutory Compliance in terms of approved policies - 85%  
Facilities Management systems availability - 80%  
Meet Maintenance plan target - 90% Construct and maintain infrastructure in the Nature Reserves (80%)  
Provide uninterrupted and enabling support service environment to clients (80%) |
<table>
<thead>
<tr>
<th>Strategic Objective (Output) 3.2</th>
<th>Business processes, systems, decision making rights and accountability</th>
</tr>
</thead>
</table>
| Objective statement            | • To ensure sound accounting services to the Department which culminates in:  
                                 |   • Financial and non-financial audit report  
                                 |   • Compliance to applicable laws and regulations  
                                 | To ensure sound financial management practices in the Department, through  
                                 |   • Compilation of an annual budget  
                                 |   • Variance analysis of expenditure against allocated budget  
                                 | To provide supply chain management support to the Department through:  
                                 |   • Asset verification and reconciliation within stipulated timeframes  
                                 |   • Procurement of goods and services according to an approved demand plan  
                                 |   • Fair distribution of procurement from registered previously disadvantaged service providers in Gauteng Province (youth, women, disabled,)  
                                 |   • Accurate inventory management and control  
                                 |   • Monitor mitigation of departmental risk  
                                 |   • Global risk assessment  
                                 |   • Fraud detection and prevention  |
| Baseline                      | • Annual financial and non-financial audit report  
                                 | • 4 quarterly financial and non-financial audit reports  
                                 | • 100% compliance to applicable laws and regulations  
                                 | • 100% asset verification and reconciliation monthly  
                                 | • 100% procurement of goods and services according to an approved demand plan monthly  
                                 | • 100% analysis of expenditure monthly  
                                 | • 100% collection and management of revenue monthly  
                                 | • 100% compliance to Preferential Procurement Policy, with specific focus on targeted groups in Gauteng  
                                 | • 100% accurate inventory management and control on a monthly basis  
                                 | • Monthly monitoring of measures to mitigate departmental risk (12)  
                                 | • Conduct 1 global risk assessment annually (1)  
                                 | • Monthly fraud detection and prevention reporting (12) |
Strategic Objective

Promotion of Active and responsible citizenship

Objective statement

Community building through public participation/ information sharing – Implementing outreach programme and education/ capacity/ information sharing campaigns

Implement communication/ media strategy

Use various communication channels/ languages/ language levels to convey key messages aligned to Oop and GCIS

Monitor media

Baseline

- Status monitoring (52%)
- 2 Media liaisons
- 2 Major departmental publications

7.2 Risk Management

<table>
<thead>
<tr>
<th>KEY RISKS</th>
<th>DESCRIPTION</th>
<th>MITIGATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of farming skills</td>
<td>Land reform beneficiaries and new farmers do not have appropriate farming skills to make a success of farming ventures</td>
<td>Support through extension services and training</td>
</tr>
<tr>
<td>No balance between development and conservation</td>
<td>Development proposals are competing with available agricultural and conservation areas</td>
<td>Conservation Plan has been developed</td>
</tr>
<tr>
<td>Inability to recruit and retain adequately trained technical personnel</td>
<td>Environment, veterinary services and agriculture are losing scarce skills</td>
<td>Implementation of OSD and prioritization of bursaries for scarce skills</td>
</tr>
<tr>
<td>Disease outbreaks</td>
<td>Disease outbreaks and emergence of trade sensitive, trans-boundary animal diseases affect trade</td>
<td>Public awareness and training of stakeholders</td>
</tr>
<tr>
<td>Unexpected natural disasters</td>
<td>Unexpected natural disasters in natural reserves and farming environment</td>
<td>Risk mitigation management plans are in place</td>
</tr>
</tbody>
</table>
PART C: LINKS TO OTHER PLANS
PART C: LINKS TO OTHER PLANS

8. **Conditional grants\(^1\)**

<table>
<thead>
<tr>
<th>Name of grant</th>
<th>Comprehensive Agricultural Support Programme.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>To expand the provision of agricultural support services, and promote and facilitate agricultural development by targeting subsistence, emerging and commercial farmers.</td>
</tr>
</tbody>
</table>
| Performance indicator       | - Infrastructure provided, i.e. fences, boreholes, dairy parlours, packing sheds, etc.  
                               - Training of farmers in need thereof  
                               - Provision of visible, fit for purpose extension. |
| Continuation                | To be continued for the duration of the period it will take to settle previously disadvantaged farmers until the national target of 30% black farmers on previously white owned land has been reached – at least to 2013. |
| Motivation                  | PDI empowerment to change the face of agriculture. |

<table>
<thead>
<tr>
<th>Name of grant</th>
<th>Ilima/Letsema</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>To assist vulnerable South African farming communities to achieve an increase in agricultural production.</td>
</tr>
</tbody>
</table>
| Performance indicator       | - Increased hectares planted  
                               - Increased yield per unit within agricultural development corridors  
                               - Increase of entrepreneurs supported  
                               - Number of newly established infrastructure  
                               - Increased hectares rehabilitated. |
| Continuation                | To be continued for the duration of the period it will take to settle previously disadvantaged farmers until the national target of 30% black farmers on previously white owned land has been reached – at least to 2013. |
| Motivation                  | PDI empowerment to change the face of agriculture. |

<table>
<thead>
<tr>
<th>Name of grant</th>
<th>Land Care</th>
</tr>
</thead>
</table>
| Purpose                     | To enhance a sustainable conservation of natural resources through a community-based, participatory approach  
                               - To create job opportunities through the Expanded Public Works Programme (EPWP)  
                               - To improve food security within the previously disadvantaged communities |
| Performance indicator       | - Junior Care management implemented  
                               - Veld Care management implemented  
                               - Water Care management implemented  
                               - Soil Care management implemented |
| Continuation                | To be continued until at least 2011/12. |
| Motivation                  | To optimise productivity and sustainable use of natural resources. |

\(^1\) Note that DAFF has indicated that the different conditional grants will be consolidated into one conditional grant, called Comprehensive Assistance Support Programme.