



STRATEGIC PLAN 2003/2004 FOR THE
DEPARTMENT OF AGRICULTURE AND
ENVIRONMENTAL AFFAIRS

CONTENTS

1. INTRODUCTION

2. THE PRIMARY OBJECTIVE OF THE STRATEGIC PLAN

PART A. STRATEGIC OVERVIEW

3.1 STATEMENT OF POLICY AND COMMITMENTS

3.2 A) OVERVIEW BY THE MEC

B) OVERVIEW BY THE ACCOUNTING OFFICER

3.3 VISION

3.4 MISSION STATEMENT

3.5 VALUES

3.6 LEGISLATIVE MANDATE AND CORE FUNCTIONS

3.7 DESCRIPTION OF STATUS QUO

3.8 THE STRATEGIC PLANNING PROCESS

PART B. PROGRAMME AND SUB-PROGRAMME PLANS

3.9 STRATEGIC OBJECTIVES

3.10 MEASURABLE OUTPUTS, ACTIVITIES AND SERVICE DELIVERY
TARGETS

3.11 RECONCILIATION OF BUDGET BY PROGRAMME

3.12 MEDIUM TERM REVENUE

3.13 CO-ORDINATION, CO-OPERATION AND OUTSTANDING PLANS

3.14 FINANCIAL MANAGEMENT

PART C. BACKGROUND INFORMATION

3.15 ANALYSIS OF SERVICE DELIVERY ENVIRONMENT

3.16 ORGANISATION INFORMATION

1. INTRODUCTION

This Strategic Plan is presented in terms of Part 3 of the Treasury Regulations, 2002 and Part III of Chapter 1 of the Public Service Regulations, 2001.

"Each year, the accounting officer of an institution must prepare a strategic plan for the forthcoming MTEF (medium term expenditure framework) period for approval by the relevant executive authority.

The strategic plan must form the basis for the annual reports of accounting officers as required by sections 40(1)(d) and (e) of the Public Finance Management Act"

2. THE PRIMARY OBJECTIVE OF THE STRATEGIC PLAN

The main aim of this strategic plan is to guide the branches in planning their activities and enabling the department to effectively deliver on its legislative and other legal mandates. The plan will help the department to meet its obligations by optimizing the agricultural potential and enhancing environmental stability, building capacity, ensuring structural economic development, people centered development and to enhance skills development within the branches.

PART A. STRATEGIC OVERVIEW

3.1 STATEMENT OF POLICY AND COMMITMENT

- **Unlocking agricultural potential:** Economically viable development of under-utilised agricultural potential; the creation of sustainable employment and the establishment of adequate infrastructure.
- **Food security:** This means production of, or people having the means to acquire, food of quality, which is affordable and accessible.
- **Environment:** Effective and sustainable utilisation and protection of the environment
- **Animal Health:** Control of animal diseases to safeguard human health.
- **Service:** Achieve service delivery excellence

In determining the policy priorities for the 2002/3 MTEF budget, the provincial Cabinet identified the following six strategic provincial policy priorities:

- Reducing poverty and inequality;
- Addressing the impact HIV/AIDS;
- Re-engineering service delivery in government;
- Investing in infrastructure;
- Strengthening of governance; and

- Human capability development.

The provincial policy priorities closely reflect the current priorities of the national government. The department has taken cognizance of these policy priorities in the formulation of this strategic plan. A workshop with the Agriculture and Environmental Portfolio Committees were held to review and discuss the department's Strategic Plan and Budget Submission.

The Portfolio Committees fully endorsed the Department's Strategic Plan.

DESIRED COMMUNITY OUTCOMES

The term *outcomes* is clearly defined in the Guide to Accounting Officers as the *results* of the efforts and activities of government that can be seen and measured in the communities that those governments serve.

There was common agreement that the departmental efforts should positively impact the communities of KwaZulu-Natal in the manner described by the following output statements.

The key strategic outputs arising from these outcomes are: -

- Policy formulation
- Conducting administration functions
- Develop, adapt and transfer appropriate agricultural technology for farmers
- Establish opportunities for developing farmers and communities

- Control of diseases e.g. Trypanosomosis (Nagana), Rabies
- Regular monitoring of clients' birds (Avian Virology)
- Inspection of slaughter facilities
- Identification and provision of agricultural training
- Implementation of the National Waste Management Strategy Action Plans
- Implementation of Integrated Waste and Pollution Management

3.2 A. OVERVIEW BY THE MEC

I present the Strategic Plan (2003/2004) of the KwaZulu Natal Department of Agriculture and Environmental Affairs to the KwaZulu Natal Legislature through the office of the Speaker.

I hope the Strategic Plan will allow the Legislature and its relevant Portfolio Committees effective oversight function over the activities of the Department and the Minister. As a public document I hope the Strategic Plan will also assist the public at large to monitor its implementation by the Department and the Minister.

Of course, the activities of the Department are dynamic and are influenced by a plethora of other factors some of them may be outside our control. The needs of our constituency are many and varied. This reality may force upon the Department to make some adjustments in the implementation of the Strategic Plan. The Minister and the Department will endeavor to adhere to the basic tenets of the Strategic Plan. Should a need arise for fundamental change in the Strategic Plan and its implementation, the stakeholders, especially the KwaZulu Natal Legislature and the KwaZulu Natal Executive Council will be informed at the earliest possible time.

Yours Sincerely,

Dumisani Makhaye - KwaZulu Natal MEC for Agriculture and Environmental Affairs.

Date: 29 April 2003

Signature:.....

3.2 B. OVERVIEW BY THE ACCOUNTING OFFICER

This Department is poised to take practical steps toward achievement of its objective of a Green Revolution over 20 years.

The Department is about to move out of the planning phase and into one of action to further stimulate agriculture in 2003. The Green Revolution, this Department 's Vision 2020, is very much on track. A strategic plan for this Department was prepared and based on this a new organisational structure was determined. The strategy of the Department was revised and stepped up to a considerably higher order than the previous one. The Department has thus restructured itself in the past year to be able to progress in a targeted and measurable manner toward our objectives, in partnership with the private sector, through the KwaZulu-Natal Agricultural Development Trust, and with role players in agriculture, through the KwaZulu-Natal Agricultural Development Forum.

The vision of the Department is to optimise the vast agricultural potential and enhance environmental stability in KwaZulu-Natal.

The mission is to promote, in partnership with relevant role players, a prosperous community through sound agricultural and environmental practices.

The rationale of the Departmental Strategy is based on:

(1)a. The two Strategic Provincial Goals for the province, namely:

- Eradication of poverty and inner quality
- Addressing the HIV /AIDS pandemic, and

b. The six 2003/2004 Provincial Priorities:

- Providing Safety and Security nets for the poor
- Investing in infrastructure
- Developing human capability

- Strengthening governance
- Promoting Rural Development and Urban Renewal
- Investing in job creating economic growth

(2) Client needs as represented by -

The business for unlocking the agricultural potential; and sustainable development of the environment.

The overall objectives of the strategy, which link into the vision and mission are:

- **Unlocking agricultural potential:** This means the economically viable development of under-utilised agricultural potential; the creation of sustainable employment and the establishment of adequate infrastructure.
- **Food security:** This means production of, or people having the means to acquire, food of quality which is affordable and accessible.
- **Environment:** Effective and sustainable utilisation and protection of the environment.
- **Health:** Control of animal diseases to safeguard human health.
- **Service:** Achieve service delivery excellence.
- **Expenditure:** Manage approved budget to stay within parameters and to expend full budget
- **Revenue:** Identify sources of revenue and collect set revenue targets

- **Asset management:** Identify assets, update asset inventory and manage assets in terms of the overall financial management objective.
- **Financial management:** Effective, efficient, economical and transparent use of the resources of the Department.
- **Human resources management:** To ensure competent and motivated employees and to maximise their utilisation in the Department.

Agricultural highlights and achievements of the past year as well as future prospects and challenges are indications of which leverage projects the Department envisages to commence or continue with during the next financial year. The future plans, initiatives and objectives of this Department as well as the past highlights and achievements are listed as follows:

- A start with the Mechanisation Programme (which was launched in August 2002), in which the Department would subsidise the purchase of tractors and equipment for emerging farmers. Tractor companies and the Land Bank are in partnership with this Department to ensure that this project is a success. One of the aims of the project is to establish SMME's. Bulk discounts of up to 31% have been negotiated. This Department has initiated a training programme linked to this programme, capacitating people in respect of maintenance, operation of equipment trades, conservation and business skills.
- A R1 million intervention to bring relief in record time to farmers in East Griqualand who suffered losses due to veld fires.
- The settlement of emerging farmers on 36 000 hectares of

state land on short-term leases, convertible to long-term or freehold once land claims have been adjudicated upon.

- LRAD (Land Redistribution for Agricultural Development) Committees are up and running and the first settlements on state land are being processed. In most instances the delay in finalising land claims have prevented effective settlement.
- A midstream budgetary reprioritisation to launch the R1 million Food Production Packs programme to assist the poor, a response (in partnership with the private sector) to steep increases in food prices. The food starter packs will also assist the unemployed to grow basic crops for 30 days sustenance. It is envisaged that beneficiaries of the programme will appreciate and utilise the opportunity which agriculture offers. The project was officially launched on 11 December 2002 in KwaMashu and it is estimated that each R86-00 pack will convert to approximately R3000-00 in produce.
- Development of a Master Plan for the Makhathini Flats. The objective of the Plan is to guide and attract investment into the area to develop the high agricultural potential and promote the socio-economic development. The development of Makhathini included the restructuring of Mjindi Farming (a public entity); the upgrading of the existing irrigation scheme as well as the establishing of the potential for expansion of the scheme. The first leverage project linked to this plan is the facilitation of a R100 million-cotton ginnery and cotton-growing project on the Makhathini Flats. The project is sure to provide up to 1 900 permanent and seasonal jobs and opportunities for black empowerment
- Participation in the Liege Trade Fair, in Belgium, which

led to a R30 million programme of involvement by the regional government of Flanders in agricultural projects in KwaZulu-Natal. Discussions have been held for expansion of the programme.

- Female Farmer of the year competition: Mahlabathini women's Club made the Province proud when the Club was a winner in the 2002 Female Farmer Competition, the category being Top Producer: Informal Markets. Sandy Wood from Mooi River was the first runner up in the category: Top Producer for the National Market.
- The agricultural extension service as core business of the Department is presently being investigated to develop a strategic plan for reconstruction of the service to promote service excellence
- A total number of 253 agricultural infrastructure projects will be completed in the 2002/03 financial year, involving 6251 participants of which 69% are women and 0.5% disabled and 60% youth with an estimated total of 104 000 beneficiaries
- Acceptance by the provincial Cabinet of a Draft White Paper on Environmental Management.
- Commissioning of a Panel of Investigation into an industrial gas leak at Richards Bay, whose report set sound guidelines for the future.
- Appointment of a Commission of Inquiry into a gas pipeline rupture at Tongaat, whose investigations were still in process.
- A decision to undertake an audit of all pipelines in the province.
- Constant involvement in the Environmental Management of the problematic South Durban Industrial Basin.

- Ezemvelo KZN Wildlife, the provincial conservation agency, which falls under the auspices of this Department completed, it's restructuring during the year and is now well placed to play a leading role in the development of eco-tourism. It had also been given responsibility by the World Bank for operating the South African sector of the Maluti Transfrontier Park.
- The International Year of the Mountain was launched on 7 November 2002. The aim is to increase awareness and knowledge of mountain ecosystems and to promote the conservation and sustainable development of mountains
- Newcastle and Pongola were provincial winners in the cleanest town competition with Newcastle as the overall winner in the Province. Newcastle was also a winner in the National Competition in its category as a smaller municipality.
- The Cites (Convention for the International trade in endangered species)_decision to allow a controlled sale of ivory by South Africa, Namibia and Botswana created the opportunity for the countries of Southern Africa to prove the sustainability of self-funding game management.

New innovations by this Department in Agriculture and Environmental Affairs, include inter alia:

- The application of Liming and Phosphates to fields of small-scale farmers to increase crop production
- The employment intensive Alien Plant Eradication programme for which R70 million has been budgeted over the next 4 years
- Establishment and capacity building of livestock associations and the upgrading of livestock

handling facilities. This project has as its aim the promoting of the huge untapped agricultural potential of the livestock industry. Included in this R56 million project is the provision and rehabilitation of cattle handling facilities

- The R8, 4 million Entumeni sugar cane development project will establish and sustain an additional 700 small scale farmers and the Eshowe community as well as improve the economic production of the existing farmers due to the construction of shorter routes for cane delivery
- Establishment of Agricultural Information Centers, which will disseminate information on agricultural production, land capability, marketing and bio-resources to the clients of the Department
- Mentorship Programme, a pilot project will be undertaken to provide for the appointment of mentors to support new entrant farmers into agriculture
- Farmer Support Programme, which will support initiatives by farmers to promote access to markets for new entrant farmers
- Numerous feasibility studies are presently being undertaken in a wide variety of agricultural opportunities to establish the potential for future investment

3.3 VISION

"To optimise the vast agricultural potential and enhance environmental stability in KwaZulu-Natal."

3.4 MISSION

"To promote, in partnership with relevant role players, a prosperous community through sound agricultural and environmental practices."

3.5 DEPARTMENTAL VALUES

- (1) **Long-term view:** Without losing focus on the short-term priorities, the Department's long term strategy and objectives should guide the overall activities of the Department.
- (2) **Professionalism:** All employees of the Department must without exception perform their duties in a professional, ethical (open and honest) and value-adding manner.
- (3) **Employee development:** The Department's employees is recognised as its most valuable asset and therefore the ongoing development of employees is a key priority.
- (4) **Recognise achievement:** The Department is committed to create a performance driven management approach and Departmental culture, and therefore specific emphasis will be placed on recognising performance.
- (5) **Service orientation:** All employees should strive to deliver excellent service to all its customers and stakeholders.
- (6) **Energising leadership:** Leadership should be guiding, constructive, motivational and lead by example.
- (7) **Customer orientation:** All employees of the Department should continuously keep the Department's customers'

(internal and external) needs and satisfaction in mind, in performing their duties.

- (8) **High staff morale:** The department is committed to facilitate a constructive and supportive work environment.

3.6 LEGISLATIVE MANDATE AND CORE FUNCTIONS

3.6.1 Legislative Mandate

Auxiliary and Associated Services

The objective is to manage the transfer payments to KZN Wildlife, Grants-in-aid, and SA Association for Marine Biological Research and KZN Section of Mountain Cub SA.

The following Acts, rules and regulations govern the core functions of the Department.

- National Environmental Management Act (Act 107 of 1998)
- KZN Nature Conservation Act (Act 9 of 1997)
- Environment Conservation Act (Act 73 of 1989)
- Animal Diseases Act, 1984 (Act 35 of 1984)
- Abattoir Hygiene Act, 1992 (Act 121 of 1992)
- Meat Safety Act, (Act 40 of 2000)

- Conservation of Agricultural Resources Act, 1983 (Act 43 of 1983)
- Fertilisers, Farm Seeds, Agricultural Remedies and Stock Remedies Act 1947 (Act 36 of 1947)
- Problem Animals Control Ordinance, 1978 (ORD No 38 of 1965)
- Livestock Brands Act, 1962 (Act 87 of 1962)
- Agricultural Credit Act, 1966 (Act 28 of 1966)
- Marketing Act, 1968 (Act 59 of 1968)
- Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970)
- Plant Breeder's Right Act (Act No 15 of 1976)
- Plant Improvement Act, 1976 (Act 53 of 1976)
- Livestock Improvement Act, 1977 (Act 25 of 1977)
- Designated Areas Development Act, 1979 (Act No 87 of 1979)
- Veterinary and Para-veterinary Professions Act, 1982 (Act No. 19 of 1982)
- Agricultural Pests Act, 1983 (Act No.36 of 1983)
- Agricultural Research Act, 1990 (Act No. 86 of 1990)

- Agricultural Product Standards Act, 1990 (Act No. 119 of 1990)
- Agricultural Produce Agents Acts, 1992 (Act No. 12 of 1992)
- South African Abattoir Corporation Act, 1992 (Act No. 120 of 1992)
- Agricultural Development Fund Act, 1993 (Act No. 175 Of 1993)

3.6.2 CORE FUNCTIONS

Turning the vision of the department into reality can be achieved by focusing the attention and the energy of all employees and relevant stakeholders on the

Implementation of core functions through the introduction of cost efficient and cost

Effective management systems and programmes. Restructuring has taken place within the department, resulting in a reduction in the Departmental budget from seven programmes to four programmes. The restructuring was due to the formulation of a new strategy for the department, which focuses on all segments of the population, the integration of agriculture and Environment and also emphasizes the inter-dependency of, and reliance on, partnerships of Provincial Government with parastatals, NGO's, private sector, donors and other spheres of Governments.

3.7 DESCRIPTION OF STATUS QUO

This Strategy was informed by the six provincial strategic priorities identified by the Provincial Cabinet. These priorities are:

- Reducing poverty and inequality;
- Addressing the impact of HIV/AIDS;
- Re-engineering service delivery in government;
 - Investing in infrastructure;
- Strengthening of governance; and
- Human capability development.

3.7.1 SUMMARY OF SERVICE DELIVERY AND ORGANISATIONAL CHALLENGES

The historical performances and activities of the department have accumulated a better knowledge that now allows the department to recognize that there are certain constraints that may prevent its Mission from being achieved. This would lead to a great activity within the department, but little measurable impact on some or all of the desirable outcomes statements.

With this in mind, the department considered those challenges and agreed the following to have the most impact on the delivery of the department. These challenges are not intended to be a complaints list, but rather a reminder of the various external and internal influences that have to be planned around when considering the strategic departmental outputs.

- The budgetary allocation was insufficient to deal with the provincial
 - infrastructure backlog.
- Capacity constraints within the department relating to:
 - Human resources (people and skills)
 - Physical resources (Plant and equipment)
 - Natural resources (raw materials);
- Departmental restructuring was considered to impact

negatively on delivery in the short term;

- Untransformed employees or employees who may be resistant to change would impact negatively on delivery;
- HIV/AIDS impact on the workforce;
- Functional boundaries between the three tiers of government not always clearly communicated leading to uncoordinated and sometimes duplicate efforts;
- Roles and activities of the department were not clearly understood or communicated internally and externally;
- Co-ordinated planning between the three tiers of government needs to take effect;
- The impact of the rand/dollar exchange rate on the cost of plant and equipment;
- The topography of KwaZulu-Natal;

3.7.2 INFORMATION SYSTEMS TO MONITOR PROGRESS

Financial Information Systems

- Transaction Information Systems
 - For the management of financial transactions, the production of financial reports and necessary documents both for internal and external use.
- Accounting Information systems
 - Provides records of everything of monetary importance and records each transaction, describing what happened and when it happened. Data analysed will help to meet the demand for management information needs.

- Internal Audit System
- Provides firstly for financial auditing to verify the accuracy of records and activities performed and secondly for operational auditing in order to validate the effectiveness of procedures. Helps to prevent, detect and to correct errors, to achieve productivity from available resources.

Operational Information Systems

These systems will provide information and support managers on decision making at operational, tactical and strategic levels of management. These systems will inter alia:

- Record delivery data as they occur and provide necessary reports;
- Generate results from operational level; and
- Provide top management with the information from the internal and external sources, which will gauge strengths and weaknesses.

Information Reporting Systems

- These systems access databases on finances and operations to produce information.
- Input System, which provides accounting data, conducts special research projects and gathers information;
- Quarterly review reports, which provide for periodic

reporting on progress with regard to department's programmes and to monitor performance of managers and the business units; and

- Geographical Information Systems, based reports, which provide relevant information with regard to public infrastructure and population demographics within a specified area of concern.

3.8 THE STRATEGIC PLANNING PROCESS

- The main purpose of this strategic plan is to guide the business units in planning their activities and enabling the department to effectively deliver on its legislative and other legal mandates. Simply stated, it enables the department to achieve its agreed Mission.

BACKGROUND

Since October 1999 the Department embarked on a number of strategy formulation related activities.

The key outcomes of these were:

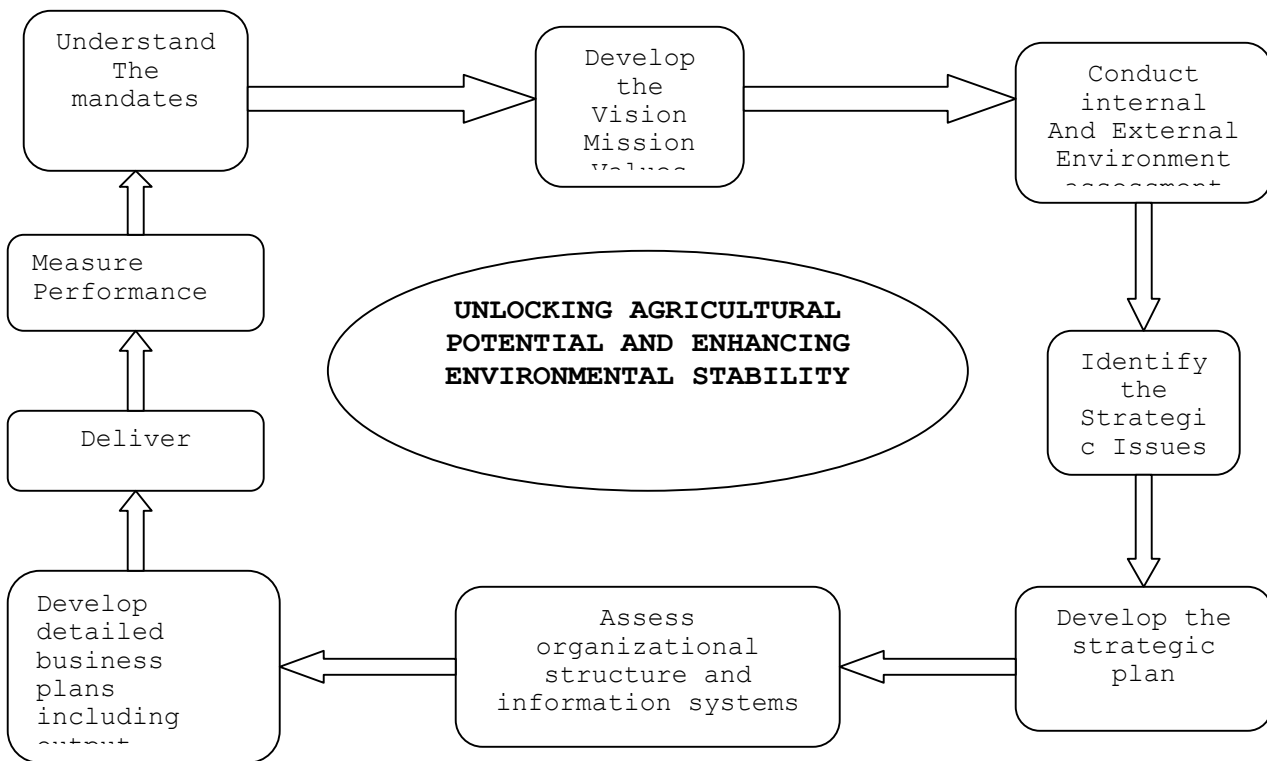
- A Strategic Planning Workshop Report dated 19 - 21 October 1999, on re-confirming the Departmental vision and mission, revisit the previous strategic plan, re-alignment of the strategic direction, revisit outcomes and outputs for measurability and to determine the way forward;
- A management Workshop Report dated 31 January 2001, on the high-level outcome of the measurable, focus

areas and activity - focus area links as well as the next steps; and

- An operational planning Workshop report dated 23 - 25 April 2001, on the KPI's (Key Performance Indicators) per the identified activity, measurement criteria and the next steps for implementation.
- In addition to these strategy related Workshops -
- The Department prepared a draft budget for the period 2002 - 2005; and
- Has commenced a Departmental organisation and post establishment review.
- In terms of a best practice Departmental strategy the present status can be summarised as follows:
- All the abovementioned reports identified certain next steps, which have not all been put into practice.
- The strategic information has not been integrated into a single
- Departmental strategy.
- Some elements of a best practice strategy for the Department have not been addressed yet.
- A need was identified to secure the assistance of a professional service provider to assist the Department to -
- Review all strategy related work done since October 1999;
- Advise on and facilitate the completion of a framework performance management plan for the Department, to comply with the 1 April 2002 deadline as per Public Service Regulation Part VIII;

- Advise on the “roll-down” of the Departmental strategy to Directorate level;
- Advise on linking the Departmental strategy with the framework performance management plan; and
- Review the alignment between the existing Chief-Directorate budgets and the Departmental strategy and advise on the possible corrective steps on any misalignments.

- This strategy serves as the basis for the Department to achieve its strategic objectives by 2020.



3.9 STRATEGIC OBJECTIVES

The strategic objectives of the department are as follows:

- *Unlocking agricultural potential* - The economically viable development of under-utilised agricultural potential;
- *Food security* - The production of, or people having the means to acquire, food of quality, which is affordable and accessible;
- *Environmental management* - Effective and sustainable utilisation and protection of the environment;
- *Animal health* - Control of animal diseases to safeguard human health; and
- *Service* - Achieve service delivery excellence.

3.10 MEASURABLE, OUTPUTS, ACTIVITIES AND SERVICE DELIVERY

TARGETS

Programme 2: Agricultural Development Services

The purpose of this programme is to develop, adapt and transfer appropriate agricultural technology to farmers and other users of agricultural resources, and to establish opportunities for farmers and farming communities.

Previously, this programme was known as Agricultural Development, consisting of a number of sub-programmes related to agricultural development. However, in line with the restructuring of the Department, the Technology Development and Agricultural Training components have been incorporated

with effect from 2003/04.

Programme 2 now comprises of the following four sub-programmes
:

- Regional Services
- Special Projects
- Agricultural Services
- Grant-in-Aid

The objectives of Programme 2 : Agricultural Development
Services are as follows:

- Develop, document and transfer new agricultural technology with the aim of unlocking the agricultural potential of KZN.
- Provide biometrical, information and research services to farmers.
- Enhance technical skills and knowledge of farmers, advisors and extensionist through formal training;
- Provide specialized technical, economic and professional support to farmers in unlocking agricultural potential in KZN;
- Provide an engineering advisory service and promote Landcare and soil conservation;
- Organize, plan and provide agricultural extension and advisory services;
- Provide project management services for all projects undertaken by the Department;
- Provide assistance with the formulation of departmental related policies;

- Render legal assistance in drafting and the application of legislation.

Service Delivery Measures

Output type (Strategic Objectives)	Performance Measures	Performance Targets 2003/2004 Estimates
1 Research and documentation of agricultural technology	<ul style="list-style-type: none"> • No. of Research projects undertaken. • No. of Scientific documents published 	62 projects 146 reports
2 Provision of analytical services for agriculture	<ul style="list-style-type: none"> • No. of Soil, plant and water samples analysed 	32000 soil samples 4500 plant samples 500 water samples
3 Transfer of Agricultural Technology to farmers and advisors	<ul style="list-style-type: none"> • No. of Farmer's day and other presentations • No. of Personal contacts 	72 presentations 560 contacts
4 Production of Agricultural College Graduates	<ul style="list-style-type: none"> • No. of Students graduating 	108 Graduates
5 Provision of Technical Training	<ul style="list-style-type: none"> • No. of courses presented • No. of People trained 	32 courses 640 people
6 Agricultural, Economic and Marketing services	<ul style="list-style-type: none"> • No. of Feasibility studies done • No. of Market information provided 	60 studies 240 requests
7 Provide support to Home Economists and facilitate agricultural projects among the youth	<ul style="list-style-type: none"> • No. of Courses presented • No. of Youth projects facilitated 	30 200 projects 2750 youth participants
8 Facilitate farmer settlement	<ul style="list-style-type: none"> • No. of Applications processed 	123 processed
9 Provide Audio Visual Services	<ul style="list-style-type: none"> • No. of Extension modules completed • No. of Presentation posters completed 	12 modules 395 presentations
10 Technical support and training in engineering and soil conservation	<ul style="list-style-type: none"> • Reaction time to request for advice • No. of Irrigation courses • No. of People trained in land husbandry 	160 requests 70% within set reaction norm 1 per annum 150 per annum

Output type (Strategic Objectives)	Performance Measures	Performance Targets 2003/2004 Estimates
11 Infrastructure development	<ul style="list-style-type: none"> No. of projects completed within budget. 	7 projects completed 1 st year
12 Promotion of Landcare and administration of the conservation of Agricultural Resources Act 43 of 1983	<ul style="list-style-type: none"> No. of Landcare Awareness campaigns 	1
13 Food security	<ul style="list-style-type: none"> Number of extension programmes implemented Number of ad hoc advisory visits to farmers Number of farmer's days (incl demonstrations, agricultural shows, etc) heldxc Number of extension visits to projects Number of informal Training sessions held for farmers 	1 400 59000 700 37000 1900
14 Unlocking agricultural potential	<ul style="list-style-type: none"> Number of extension programmes implemented Number of ad hoc advisory visits to farmers Number of farmer's days (incl demonstrations, agricultural shows, etc) held Number of informal Training sessions held for farmers Number of projects completed 	4700 40000 500 1250 150
15 Project Management	<ul style="list-style-type: none"> Number of projects completed: Number of international projects: 	81 4 Projects
16 Legislation	<ul style="list-style-type: none"> Rationalise Provincial legislation 	Phase 1 to be completed in July 2003

3.9.2 Programme 3: Veterinary and Environmental Services

The aim of this programme is to promote animal health and the quality of animal products, and to ensure the sustainable use and protection of the environment of KwaZulu-Natal through appropriate regulatory and empowerment mechanisms. There are two sub-programmes within this programme, namely Veterinary Services and Environmental Management, the main objectives are as follows:

- Combating and controlling animal diseases and parasites;
- Promoting proper standards of hygiene in the slaughtering of animals in order to obtain meat products for human consumption;
- Rendering diagnostic laboratory services with regard to animal diseases;
- Rendering strategic environmental planning, compliance, assessment and advisory services;
- Ensuring that all environmental implications and consequences of new development are addressed positively to promote economic development; and
- Addressing the unwanted by-products (or waste) and the minimisation of these, to facilitate the safe disposal of waste and to ensure corrective action is taken with respect to pollution events.

Service Delivery Measures

Output type (Strategic Objectives)	Performance Measures	Performance Targets 2003/2004 Estimates
1 Inspection of slaughter facilities	<ul style="list-style-type: none"> No. of inspections and reports on quality and findings. 	950 To comply with Meat Safety Act 40 of 2000
2 Evaluation and approval of structural plans for slaughter facilities	<ul style="list-style-type: none"> No. of site / building inspections No. of plans evaluated 	30 8 upgrades 8 new
3 Compliance with HAS standards (A, B and C grades)	<ul style="list-style-type: none"> Percentage of abattoirs which comply with Hygiene Assessment System (HAS) 	35 60% compliance
4 Control rabies	<ul style="list-style-type: none"> No. of dogs and cats vaccinated No. of positive cases 	472 000 dogs and cats to be vaccinated during the year To decrease by 10% the number of 225 positive cases of 2002
5 Monitoring of controlled diseases.	<ul style="list-style-type: none"> Number of animals vaccinated for Brucellosis Number of animals vaccinated for Anthrax 	76 485 237 472
6 Test for controlled diseases	<ul style="list-style-type: none"> No. of tests done for Brucellosis No. of tests done for TB 	44916 tests 79 439 tests
7 Control of tick infestation and related tick borne diseases	<ul style="list-style-type: none"> No. of dips per animal per year 	1074 dip tanks supplied. 12 - 26 dips per animal
8 Provide a diagnostic laboratory service	<ul style="list-style-type: none"> No. Of tests performed based on compliance of ISO / IEC 17025 	93 288
9 Conduct rural disease survey including resistance	<ul style="list-style-type: none"> No. Of tests performed 	43 692
10 Drafting of new Provincial Legislation	<ul style="list-style-type: none"> Draft of Provincial Coastal White Paper Draft Provincial Environmental Management Bill Draft Provincial Waste Management Bill 	By 3 rd quarter By 4 th quarter By 4 th quarter

Output type (Strategic Objectives)	Performance Measures	Performance Targets 2003/2004 Estimates
11 Environmental governance	<ul style="list-style-type: none"> Provincial Environmental Implementation Plan Municipal Support Programme Coastal governance programme Number of co-operative interdepartmental agreements Institutional arrangements: Provincial Coastal Working Group Provincial Committee for Environmental Coordination 	Compliance Report within legal time-frame Rolled-out in May '03 Designed by 3 rd quarter Six by 4 th quarter Formalise within legal time-frame By 3 rd quarter
12 Promotion of Environmental Empowerment & Capacity Building	<ul style="list-style-type: none"> No. of Environmental events No. of Guideline documents No. of Environmental Literacy packages No. of Environmental action projects No. of Sectoral workshops No. of participants in Cleanest Town Competition 	45 8 5 per quarter 25 20 20 towns
13 Environmental Information Management	<ul style="list-style-type: none"> Establishment of environmental information systems: Provincial State of Environment report Update Waste Information System Coastal assets database and inventory Implementation of EDDSS Development of environmental indicators: Coastal Indicators Information Document Provincial Environmental Indicators 	By 4 th quarter By June 2003 By 4 th quarter By July 2003 By 3 rd quarter By 3 rd quarter
14 Environmental Impact Mitigation	<ul style="list-style-type: none"> Implementation of Environmental Impact Assessment Regulations Template review Implementation of Off Road Vehicles Regulations 	80 Record of Decisions per month by August 2003 4 Task team meetings 6 Boat Launch Site Advisory Group meetings

Output type (Strategic Objectives)	Performance Measures	Performance Targets 2003/2004 Estimates
	<ul style="list-style-type: none"> Facilitate development of waste plans: Integrated Waste Management Plans Provincial Integrated Waste Management Plan Provincial Hazardous Waste Management Plan Conduct Waste Audits Conduct Monitoring and Compliance investigations 	10 for 10 District Municipalities By March 2004 By March 2004 5 SMME's Audited by March 2004 Response to unauthorised development (100%) Audits of Environmental Authorisations granted (1000)
15 Sustainable Resource Use	<ul style="list-style-type: none"> Contribution to implementation of Sustainable Coastal Livelihoods Programme in KZN 	4

3.11 RECONCILIATION OF THE BUDGET BY PROGRAMME

Table 3.3 Summary of expenditure and estimates by Programme

Programmes R000	2000-2001 Actual	2001-2002 Actual	2002-2003 Adj. Budget	2003-2004 Budget	2004-2005 MTEF	2005-2006 MTEF
1. Administration	38,229	78,528	78,435	91,118	100,324	105,640
2. Agricultural Development Services	279,070	298,160	345,765	388,094	407,347	431,787
3. Veterinary & Environmental Services	61,508	68,998	90,857	99,465	109,414	115,976
4. Auxiliary & Associated Services	182,724	207,985	204,098	210,000	211,285	223,962
Sub-total	561,531	653,671	719,155	788,677	828,370	877,365
Statutory payment	391	526	526	562	562	562
Total	561,922	654,197	719,681	789,239	828,932	877,927

Table 3.5 Summary of expenditure and estimates by sub-programme:**Programme 1**

Sub-programmes	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
R000	Actual	Actual	Adj. Budget	Budget	MTEF	MTEF
Ministry	1,848	3,130	3,476	3,534	3,721	3,948
Management Support Services	27,498	39,100	47,472	47,627	50,199	53,211
Financial Management	8,883	36,298	27,487	39,957	46,404	48,481
Total	38,229	78,528	78,435	91,118	100,324	105,640

Table 3.7 Summary of expenditure and estimates by sub-programme:**Programme 2**

Sub-programmes	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
R000	Actual	Actual	Adj. Budget	Budget	MTEF	MTEF
Agricultural Services	73,550	106,229	137,500	140,430	142,696	151,258
Regional Services	150,389	186,891	203,225	231,924	244,651	259,028
Special Projects				11,500	20,000	21,501
Rural Agricultural Development (Prov. conditional grant)	47,701					
Grant-in-Aid	7,430	5,040	5,040	4,240	-	-
<i>Mjindi Farming</i>	5,040	5,040	5,040	4,240		
<i>Mpendle/Ntambanana</i>	2,390					
Total	279,070	298,160	345,765	388,094	407,347	431,787

Table 3.11 Summary of expenditure and estimates by sub-programme:**Programme 3**

Sub-programmes	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
R000	Actual	Actual	Adj. Budget	Budget	MTEF	MTEF
Veterinary Services	54,181	55,086	64,744	67,539	72,400	76,743
Environmental Management	7,327	13,912	26,113	31,926	37,014	39,233
Total	61,508	68,998	90,857	99,465	109,414	115,976

Table 3.15 Summary of expenditure and estimates by sub-programme: Programme**4**

Sub-programmes	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
R000	Actual	Actual	Adj. Budget	Budget	MTEF	MTEF
Grant-in-Aid	240	1,013	266	1,366	1,466	1,554
<i>South African Association for Marine</i>						
<i>Biological Research</i>	230	1,000	252	1,352	1,452	1,539
<i>KwaZulu-Natal Section of Mountain Club</i>						
SA	10	13	14	14	14	15
Subsidy	182,484	206,972	203,832	208,634	209,819	222,408
<i>KwaZulu-Natal Wildlife</i>	182,484	206,972	203,832	208,634	209,819	222,408
Total	182,724	207,985	204,098	210,000	211,285	223,962

3.12 MEDIUM TERM REVENUE**Table 3.1 Summary of revenue**

	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
R000	Actual	Actual	Adj. Budget	Budget	MTEF	MTEF
Equitable share	579,052	672,739	713,649	782,739	828,932	877,927
Conditional grants	900	12,485	4,000	6,500	-	-
<i>Poverty Relief & Infrastructure</i>						
<i>Development</i>		4,133	4,000	6,500		
<i>Land Care Projects</i>		1,152				
<i>Flood Disaster Reconstruction Grant</i>	900	7,200				
Other (specify)						
Total: Revenue	579,952	685,224	717,649	789,239	828,932	877,927

Table 3.2 Departmental revenue collection

R000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
	Actual	Actual	Adj. Budget	Budget	MTEF	MTEF
Current revenue	5,035	14,216	6,137	6,648	7,324	5,461
Tax revenue	-	-	-	-	-	-
<i>Casino taxes</i>						
<i>Motor vehicle licences</i>						
<i>Horseracing</i>						
<i>Other taxes</i>						
Non-tax revenue	5,035	14,216	6,137	6,648	7,324	5,461
<i>Interest</i>	25	1	30	34	37	-
<i>Health patient fees</i>						
<i>Reimbursements</i>						
<i>Other sales</i>	312	134	559	614	678	-
<i>Other revenue</i>	4,698	14,081	5,548	6,000	6,609	5,461
Capital revenue	3,161	354	6,325	4,708	5,129	5,129
Sale of land and buildings			2,500	500	500	
Sale of stock, livestock, etc	3,161	354	3,825	4,208	4,629	5,129
Other capital revenue						
Total: Revenue	8,196	14,570	12,462	11,356	12,453	10,590

3.13 CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS

3.13.1 INTER-DEPARTMENTAL LINKAGES

The department is an active partner in our provincial inter-departmental co-ordination forum for IDPs where medium term planning is progressively being linked across departments.

The departmental input into the Provincial Growth and Development Strategy review will contribute, in the medium term to synergy in service delivery.

3.13.2 LOCAL GOVERNMENT LINKAGES

The Department's business plans are linked to local government priorities at a district and regional community level.

3.14 FINANCIAL MANAGEMENT

3.14.1 STRATEGIES TO ADDRESS AUDIT QUERIES

All material audit queries raised by the Auditor-General during the audit for year ending 31 March 2002 have been addressed and no further outstanding issues are to be carried over to future financial years.

3.14.2 IMPLEMENTATION OF THE PFMA

The department periodically reviews its compliance with the PFMA and is currently engaged in the implementation of the Provincial Treasury Practice Notes. These Practice Notes suggest best practice in the execution of various financial functions, and ensure compliance with the PFMA and Treasury Regulations in the every day transactions undertaken by the Department.

PART C: BACKGROUND INFORMATION

3.15 ANALYSIS OF SERVICE DELIVERY ENVIRONMENT

3.15.1 Policy CHANGES AND TRENDS

This year has been characterised by a provincial review of the KwaZulu-Natal

Growth and Development Strategy. The review arises out of a concern that, since the publication of the document in 1996, the KwaZulu-Natal provincial economy has not performed to expectations. So much so that, despite some growth, KwaZulu-Natal's share of the South African economy has declined. Further, economic growth has, in itself, failed to address both the root causes and symptoms of poverty in the province.

The Department's submission to the Provincial Growth and Development Strategy has drawn attention to the fact that KwaZulu-Natal is considered to have a strong comparative advantage over all other provinces in the agricultural, manufacturing, tourism and transport sectors. It is axiomatic therefore that the performance of these sectors will undoubtedly impact on the sustainability of programmes designed to find meaningful solutions to poverty and equitable development. In this context it is therefore alarming to note the weak performance of the manufacturing sector in KwaZulu-Natal over the past several years.

In as much as the backward and forward linkages associated with agricultural production have a disproportionate impact on economic performance relative to the agricultural sector's

contribution to the Gross Domestic Product (GDP), the weak performance of the manufacturing sector can be linked to the performance of the agricultural sector. It is well documented that while agriculture contributes only some 4% to the GDP of South Africa, more than 30% of the total job opportunities in manufacturing concern agricultural products and represent 25% of manufacturing's contribution to the GDP.

Also of concern is the fact that despite the lifting of sanctions and despite our undoubted beach, entertainment and wildlife tourist attractions, KwaZulu-Natal's share of foreign tourists has dropped from 32% in January 1995 to 19% in January 2001. This significant decline in market share has undoubtedly impacted negatively on the growth of downstream opportunities for the poor (eco and cultural tourism, handcrafts, food and beverages, tour guides, transport).

KwaZulu-Natal's comparative advantage lies in the fact that we are a small province with a large population (7,6% of the land area of South Africa, 20% of South Africa's population). Indeed, if we include our major domestic trading partner, namely Gauteng, then together we occupy only 9% of South Africa's land mass, play host to some 39% of South Africa's population and collectively share more than 50% of South Africa's GDP. Little wonder therefore that the band of roads along the N2 and N3, linking our ports to Gauteng, is the busiest import/export route in South Africa.

3.15.2 ENVIRONMENTAL FACTORS AND EMERGING CHALLENGES

3.15.2.1 Demographic profile of the Province

KwaZulu-Natal has a population of some 9 million people, the majority of whom live in poverty. In terms of racial distribution about 82,5% of the population are Black, 9,1% are Asians, 6,9% are White and 1,4% are Coloured. Although 39% of KwaZulu-Natal's population live in the Durban Metro Unicity, the population is predominantly rural and rural communities have a disproportionate share of KwaZulu-Natal's poor.

3.15.2.2 Employment, income and other relevant information

High levels of poverty are linked, among other factors, to high levels of unemployment. South Africa's expanded unemployment rate is 41,5% (this includes discouraged job seekers who want to work but have given up looking for employment). Our official national unemployment rate is 29,5%. This rate measures only those jobless who are not only willing to work but who have actively looked for work within four weeks of the unemployment survey. KwaZulu-Natal's official unemployment rate is calculated as 33,5%. This means that, as with poverty levels, KwaZulu-Natal has a higher share of South Africa's unemployed than most other provinces.

Further, although KwaZulu-Natal's Human Development Index (HDI) has improved over the past several years, it is still considerably below that of South Africa as a whole. Our provincial HDI should not mask the fact that one third of the districts in KwaZulu-Natal have an HDI rating equal to or below 0,30 which is a strong indication that more than 90% of households in these districts will fall below the Minimum Living Level. Variable HDI measurements reflect that KwaZulu-Natal is characterised by deep rooted and structured inequalities. This is

again reflected in our GINI Co-efficient, which confirms that KwaZulu-Natal has the highest level of inequality in the distribution of income and wealth in the country.

Any programme, which seeks to eradicate poverty and provide greater equity in the provision of services, must necessarily be founded on creating local opportunities where poor people are concentrated. Clearly KwaZulu-Natal requires a rural and urban solution to impact on poverty and to simultaneously create new conditions for sustainable economic growth. It is common cause that KwaZulu-Natal's rural economy has experienced decades of economic stagnation. It cannot possibly now grow without significant government intervention and investment.

KwaZulu-Natal's disproportionate share of South Africa's population, poverty rates, unemployment and inequalities has required of all portfolio ministers that they perform their core functions to: -

- Reverse the spatial inequalities associated with apartheid and separate development
- Catalyse social and economic integration
- Redistribute services to achieve equity
- Promote social and economic development

and they are expected, in the process of achieving these broad planning objectives, to: consult communities and stakeholders to strengthen participatory democracy at all levels of South African society.

ORGANISATIONAL INFORMATION AND THE INSTITUTIONAL ENVIRONMENT

3.16.2 DELEGATIONS

In terms of the Public Finance Management Act, Act 1 of 1999

(PFMA), the Accounting Officer has issued General Delegations of Authority. The department will issue revised delegations during 2003, bringing the delegations in line with the revised Treasury Regulations issued during May 2002.

3.16.3 CAPITAL INVESTMENT MAINTENANCE AND ASSET MANAGEMENT PLAN

The department is currently in the process of developing a comprehensive asset management framework for the department. This asset management framework aims to consolidate all existing asset management plans and to ensure that the department's asset management policies comply with all relevant legislation.

3.16.4 IT SYSTEMS

The department is in the process of developing an Information Technology Strategic Plan, which will provide the department with a co-coordinated plan for the management and development of the **IT** systems in the department.

3.16.5 PERFORMANCE MANAGEMENT SYSTEM

The department has in place a performance management framework for Senior Managers, in line with the guidelines set by the Department of Public Service and Administration, with clear deliverables and time frames for each Strategic Key Result Area. The assessment of performance takes place on an / quarterly basis, with the final evaluation taking place at the end of the financial year.

3.16.6 AUDIT QUERIES

All material audit queries raised by the Auditor-General during the audit for the year ending 31 March 2002, have been addressed and no further outstanding issues are to be carried over to future financial years.

3.16.7 INTERNAL AUDIT

The KwaZulu-Natal Provincial Government has a centralised Internal Audit function, reporting to a Provincial Audit Committee.