



SIYAVUNA STRATEGIC PLAN

2004 – 2009



Department of
Agriculture and
Environmental
Affairs



2004 – 2009

Department of

Agriculture and

Environmental Affairs





FOREWORD

The Department's Strategic Plan 2004 - 2009 provides an outline of our commitment towards service delivery to the people of KwaZulu-Natal, our actions towards eradication of poverty and underdevelopment. The Department strives to optimise the vast agricultural potential and enhance environmental stability. The years ahead provide for further development and continued progress towards our contribution to sustainable development in the KwaZulu-Natal Province and ensure that the next decade of democracy is characterized by success in the delivery of services to communities.

Our key internally focused strategic priorities for the next year will include amongst other, the following:

- ⇒ Transformation of the department into a world-class service provider
- ⇒ Redesign of the service delivery model
- ⇒ Development of new partnerships
- ⇒ Fast track the development and implementation of New Flagship Programmes

There are critical areas of review in the department, which I have personally prioritised in the drive to transform the department. These include but not limited to

- ⇒ Departmental restructuring process
- ⇒ Performance management
- ⇒ Implementation of the Siyavuna Plan as the turnaround programme of the department.
- ⇒ Compliance to Corporate Governance policies
- ⇒ Land Reform programme

These priorities will ensure that the department contributes positively towards:

- ⇒ Affirmative procurement to sustain Broad Based Black Economic Empowerment, capacitating of SMME's, skills development of emerging farmers.
- ⇒ Good governance, establishing effective and efficient administrative best practices, transforming systems and processes and implementing measures to root out fraud and corruption both within our Department as well as within the agencies that we appoint.





⇒ The empowerment of communities to farm the land they own and form part of the mainstream agriculture economy.

I am convinced that we have what it takes to attain our vision, goals and objectives as outlined in the strategic plan. The commitment that will be shown by our internal stakeholders will catapult this department to high service levels in the public sector. Our commitment, enthusiasm and dedication will be the key to our future success, the success of the provincial government and that of the people of KwaZulu-Natal.

MEC for the Department of Agriculture and Environmental Affairs,
KwaZulu-Natal





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PART A: STRATEGIC OVERVIEW

1. *EXECUTIVE SUMMARY*

South Africa has been in the forefront of public policy development since its first democratic election in 1994. In essence the new policy frameworks have sought to lay the foundation for how South Africa will approach the challenging task of building itself into a world class nation that contributes and competes meaningfully in the global social, political and economic environment. Within this context, the issue of sustainable growth and development has been elevated to centre stage. Hence, South Africa's approach to growth and development places particular emphasis on sustainability. KwaZulu-Natal has taken up this challenge and given its particular context, has made agricultural development and environmental management key components of its growth and development strategy. In particular, the Department of Agriculture and Environmental Affairs (DAEA) is charged with the responsibility to harness the massive potential for agricultural growth and development within the province. The combined challenges of poverty, unemployment and HIV/Aids have created increased demand for the DAEA to sharpen its strategic focus and deliver tangible results.

The essence of the DAEA's strategy how to utilise agricultural potential and environmental stability as key vehicles in building a prosperous community. The notion of prosperous transcends the current challenges of poverty and unemployment and instead focuses on self-reliance, entrepreneurship, empowerment and continuous growth and development.

HEAD OF DEPARTMENT: KZN DAEA





2. *VISION*

`To optimise the vast agricultural potential and enhance environmental stability'

3. *MISSION*

`To take full advantage of the agricultural and natural resources potential in the province and enhance the commitment to sustainable development in managing and protecting the provinces natural resources whilst promoting community development through sound corporate practices.

4. *GUIDING VALUES*

⇒ Professionalism and work ethics

⇒ Sustainable development

⇒ Service excellence

⇒ Corporate Governance

⇒ Batho Pele

⇒ Cost Effectiveness and Quality

⇒ Transformation





5. *SECTORAL SITUATION ANALYSIS*

The DAEA operates in an extremely diverse sector as is reflected in the patterns of the provincial agricultural and environmental trends. The table below identifies certain statistics pertinent to agriculture within the province.

Population	8.5m
Area of province	9,2m ha
Cultivated land	1,2m ha
Suitable for dry cultivation	2,8m ha
Field crops as % of SA	19.4 %
Horticultural crops as % of SA	5.2 %
Gross value of agricultural production as % of SA	15.5 %

The following critical interventions within the agricultural and environmental sectors require priority.

- ⇒ To ensure increased access of previously disadvantaged farmers and communities in the agricultural mainstream economy.
- ⇒ Alignment and compliance with international best practices
- ⇒ Sustainable land use management
- ⇒ Effective participation in the land redistribution process
- ⇒ Maintenance of a tight fiscal discipline
- ⇒ Ensuring a transparent and effective engagement with sectoral stakeholders and role players.





5.1 SERVICE DELIVERY ENVIRONMENT AND CHALLENGES

The strategic business plan of the DAEA unfolds within a broader national and provincial strategic context. In a public sector context, alignment to national and provincial priorities is of critical importance if the overall strategic thrust of government is to be achieved. Hence, the MEC for DAEA has interpreted these national and provincial priorities in order to make them relevant for DAEA. This interpretation is driven both by the need for policy and strategy alignment as well as the political imperative to address key needs and challenges of the community. The key overarching service delivery challenge for the department was how it could optimally utilise its resources to maximise the impact it was achieving. This challenge is identified against the backdrop that poverty that poverty, unemployment and the social and economic impact of HIV/AIDs continues to exert a huge negative influence and impact on the province and its people. In addition, the opportunities that have been created need to be converted into tangible benefits that ultimately would be demonstrated in things such as:

- ⇒ **Increased production yields**
- ⇒ **Creation of new jobs**
- ⇒ **Increased food security**
- ⇒ **Increased household income**
- ⇒ **Access to new and or profitable markets**
- ⇒ **Sustainable economic growth**





A number of specific challenges have been identified as critical in terms of their potential impact on service delivery issues:

- ⇒ The social and economic impact of HIV/AIDS
- ⇒ High rate of unemployment and poverty in the province
- ⇒ Targeted implementation of the BBBEE policy
- ⇒ Barriers to increased production, which include knowledge and capacity to farm effectively, access to resources, access to markets and business skills.
- ⇒ The negative impact of alien weed, animal disease, soil erosion and related. on agricultural development and environmental preservation.
- ⇒ Inter-Governmental relations and co-operative governance.
- ⇒ Enhancing international partnerships and co-operation.
- ⇒ Barriers to sustainable development





5.3. SWOT ANALYSIS

To identify specific obstacles to effective service delivery, a SWOT Analysis was undertaken. This is reflected as -

INTERNAL ENVIRONMENT			
STRENGTHS	ENHANCED	WEAKNESSES	INTERVENTION
1. Experience and knowledge of the industry	<ul style="list-style-type: none"> Human Resources Development Strategy Best practice operational norms and standards 	1. Intergovernmental relations	<ul style="list-style-type: none"> Service Level Agreements with the relevant organs of state
		2. Shortage of professional and technical skills	<ul style="list-style-type: none"> Review of the recruitment policy of scarce skills. Review conditions of service in respect of scarce skills Enhancement of the skills development plan
2. Established infrastructure and technical expertise throughout the organisation	<ul style="list-style-type: none"> Strategic positioning and resourcing Decision-making process through the review of delegation of powers and other related aspects 	3. Unidentified workplace issues negatively impacting the staff morale	<ul style="list-style-type: none"> Employee survey and implementation of a management programme to address the survey findings
		4. Lack of co-ordinated and transparent hierarchical structures.	<ul style="list-style-type: none"> Finalisation of the restructuring process
5. Co-operations and partnerships with international strategic partners	4. Co-operation and partnerships that are aligned to the MTEF and the strategy of the department		





EXTERNAL ENVIRONMENT			
OPPORTUNITIES	DEVELOPMENT	THREATS	PREVENTATIVE MEASURE
<ul style="list-style-type: none"> ○ National marketing opportunities ○ Export Markets 	<ul style="list-style-type: none"> ○ Packaging of agricultural and ecotourism products ○ Identification and elimination of barriers to exports ○ Identifying key opportunities for export (international, national and local) 	<ul style="list-style-type: none"> ○ Breakdown of relationships with public entities 	<ul style="list-style-type: none"> ○ Strict application of the provisions of the PFMA ○ Improved and transparent communication strategy
		<ul style="list-style-type: none"> ○ Lack of compliance to policies 	<ul style="list-style-type: none"> ○ Monitoring of compliance by pre and post audits
<ul style="list-style-type: none"> ○ New indigenous medicine and bio-diesel markets ○ Creation of new products ○ Entrepreneurial skills development ○ Creation of a healthy environment and quality foods 	<ul style="list-style-type: none"> ○ Research and development ○ Processing methods accessible to small scale farmers ○ Technical advice in terms of issues such as hygiene, nutrition and quality foods 	<ul style="list-style-type: none"> ○ HIV/AIDs 	<ul style="list-style-type: none"> ○ Implementation of an Effective Employee Assistance Programme
<ul style="list-style-type: none"> ○ Youth Development ○ Establishing and capacitating livestock forums ○ Capacitating crop farmers ○ Teaching business skills to new entrepreneurs. 	<ul style="list-style-type: none"> ○ Learnerships focusing on unemployed youth 		





EXTERNAL ENVIRONMENT	
OPPORTUNITIES	<i>DEVELOPMENT</i>
<ul style="list-style-type: none"> Land use management 	<ul style="list-style-type: none"> Application of optimal land use options Optimal soil tillage systems Farmer capacity building
<ul style="list-style-type: none"> Creating strategic partnerships 	<ul style="list-style-type: none"> The Agricultural Development Trust (public/private partnerships and Agri-industries)) Partnerships with international, national, provincial and local government Clustering of emerging farmers (higher yields and better quality)
<ul style="list-style-type: none"> Supporting emerging farmers 	<ul style="list-style-type: none"> Supporting/partnering with land reform initiatives Accelerating sustainable livelihood and emerging farmer development
<ul style="list-style-type: none"> Enhancing the growth potential of all agricultural and related sectors. 	<ul style="list-style-type: none"> Addressing critical areas of poverty Building sustainable livelihoods





5.3. ORGANISATIONAL ENVIRONMENT AND CHALLENGES

The successful implementation of the departmental strategy requires certain organisational improvements to be put in place. This entails a focus on the organisational structures, culture, processes and systems. A number of specific challenges have been identified.

- ⇒ Alignment of the structure to the strategy
- ⇒ Lack of a performance management system
- ⇒ Lack of synergy and integration in the department
- ⇒ Lack of standard operating procedures: financial, operational and reporting
- ⇒ Lack of professionalism and work ethics
- ⇒ Lack of a structured departmental strategy implementation methodology
- ⇒ Lack of an effective marketing and communication strategy
- ⇒ Compliance with corporate governance policies
- ⇒ HIV/AIDs





6.3. PROVINCIAL CHALLENGES

The Department of Agriculture and Environmental Affairs – KwaZulu Natal recognises the following provincial challenges contained in the Provincial Growth and Development Strategy (PGDS) which informed the departmental strategic planning process for the 2004 – 2009 MTEF periods. These challenges include:

- ⇒ Building a people focused, effective and efficient government that brings normality, peace and safety to communities through inter-governmental cooperation with civil society and the private sector;
- ⇒ Implementing a governmental transformation programme that is performance driven and creates a platform for growth and development, that delivers integrated services to communities and build the capacity of government and the people of the Province;
- ⇒ Implementing a competitive investment programme that makes maximum use of the resources of the Province; capitalize on the competitive strengths of the Province and create synergies between public and private sector investments;
- ⇒ Establish a local economy that eradicates poverty, creates new opportunities for local communities and entrepreneurs through a support programme delivering access to finance and the building of human capabilities;
- ⇒ To reduce poverty and create sustainable communities by eliminating the unequal distribution of wealth and social services;
- ⇒ Addressing the HIV/AIDS pandemic and rolling back its economic and social impact; and





6. *LEGISLATIVE MANDATES*

6.1. Legislation

A. **Veterinary and animal health related legislation:**

- ⇒ Animal Diseases Act, 1984 (Act 35 of 1984)
- ⇒ Abattoir Hygiene Act, 1992
- ⇒ Problem Animals Control Ordinance, 1978 (ORD No 38 of 1965)
- ⇒ Livestock Brands Act, 1962 (Act 87 of 1962)
- ⇒ Livestock Improvement Act, 1977 (Act 25 of 1977)
- ⇒ South African Abattoir Corporation Act, 1992 (Act No. 120 of 1992)
- ⇒ Meat Safety Act, 2000 (Act 40 of 2000)
- ⇒ Animal Improvement Act, 1998 (Act 62 of 1998)
- ⇒ South African Medicines and Medical Devices Regulatory Authority Act, 1998 (Act 132 of 1998)
- ⇒ The International Animal Health Code of the World Organisation for Animal Health (OIE – Office International des Epizooties)
- ⇒ The International Code for Laboratory Diagnostic Procedure for Animal Diseases of the World Organisation for Animal Health.
- ⇒ The Sanitary and Phytosanitary Agreement of the World Trade Organisation (WTO).





B. Plant and Crop related legislation

- ⇒ Water Services Act, 1997 (Act 108 of 1997)
- ⇒ Act on Marketing of Agricultural Products, 1996 (Act 47 of 1996)
- ⇒ Codex Alimentarius of the World Health Organisation (WHO) and Food and Agricultural Organisation (FAO) (International Code on Food Safety).
- ⇒ 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)
- ⇒ Agricultural Development Fund Act, 1993 (Act No. 175 of 1993)
- ⇒ Perishable Product Export Control Act, 1983 (Act 9 of 1983)
- ⇒ Agricultural Products Standards Act, 1990
- ⇒ Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act 36 of 1947)
- ⇒ Agricultural Credit Act, 1966 (Act 28 of 1966)
- ⇒ Marketing Act, 1968 (Act 59 of 1968)
- ⇒ Plant Breeder's Right Act (Act No 15 of 1976)
- ⇒ Plant Improvement Act, 1976 (Act 53 of 1976)

C. Soil conservation and land care:

- ⇒ Land Redistribution Policy for Agricultural Development
- ⇒ Designated Areas Development Act, 1979 (Act No 87 of 1979)
- ⇒ Soil user planning ordinance (Ordinance 15 of 1985)
- ⇒ Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act 36 of 1947)
- ⇒ Conservation of Agricultural Resources Act, 1983
- ⇒ Atmospheric Pollution Prevention Act, 1965
- ⇒ Hazardous Substances Act, 1973
- ⇒ Water Act, 1998
- ⇒ National Environmental Management Act (Act 107 of 1998)





- ⇒ Environment Conservation Act (Act 73 of 1989)
- ⇒ Generally Modified Organisms Act, 1997 (Act 15 of 1997)

D. Land and Land reform

- ⇒ Land Reform Act, 1997 (Act 3 of 1997)
- ⇒ Conservation of Agricultural Resources Act (Act 43 of 1983)
- ⇒ Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970) (pending repeal)
- ⇒ Provision of Land and Assistance Act, 1993 (Act 126 of 1993)
- ⇒ Nature and Environmental Conservation Ordinance, Ordinance 19 of 1974
- ⇒ Nature Reserve Validation Ordinance, Ordinance 3 of 1982

6.3. Administrative Mandates

- ⇒ Public Finance Management Act (Act 1 of 1999 as amended by Act 29 of 1999)
- ⇒ Division of Revenue Act (Annually)
- ⇒ Preferential Procurement Policy Framework Act (Act 5 of 2000)
- ⇒ Companies Act (Act 61 of 1973)
- ⇒ Extension of Security of Tenure Act (Act 62 of 1997)
- ⇒ Public Service Regulations, 2001
- ⇒ Labour Relations Act (Act 66 of 1995)
- ⇒ Basic Conditions of Employment Act (Act 75 of 1997)
- ⇒ Skills Development Act (Act 97 of 1998)
- ⇒ National Archives Act (Act 43 of 1996)
- ⇒ Promotion of Access to Information Act (Act 2 of 2000)
- ⇒ Occupational Health and Safety Act (Act 85 of 1993)
- ⇒ Compensation for Occupational Injuries and Diseases Act (Act 130 of 1993)
- ⇒ Collective Agreements
- ⇒ National Treasury Regulations
- ⇒ Tender Board Regulations
- ⇒ Provincial Treasury Instructions
- ⇒ Administrative Justice Act (Act 3 of 2000)





6.4 Provincial and National Initiatives

- ⇒ Siyavuna Programme
- ⇒ EPWP:
- ⇒ Land Reform Initiatives:
- ⇒ Food Security Programmes

6.5 Special Programmes

- ⇒ Siyavuna Programme:
- ⇒ Alien weed eradication programme
- ⇒ Tea Industry Programmes
- ⇒ Revitalisation of Nguni breed and livestock industry
- ⇒ Mushroom and dry land rice programme





7. STAKEHOLDER ANALYSIS

This section provides the department with clarity in managing institutional arrangements, service and product expectations thereby promoting inter-governmental development across all tiers of government and stakeholder relationships.

STAKEHOLDER NAME AND KEY ROLE PLAYERS	EXPECTED SERVICE OR PRODUCT OUTPUT FROM THE DEPARTMENT	QUALITY AND STANDARD OF EXPECTED SERVICE OR PRODUCT FROM THE DEPARTMENT	LEVEL OF SATISFACTION	FEEDBACK MECHANISM
MEC	<ul style="list-style-type: none"> ○ Reports ○ Service Delivery ○ Professional advice ○ Support 	<ul style="list-style-type: none"> ○ Relevant Legislation ○ Directives ○ Cabinet resolutions ○ MINMEC and MINTECH ○ Parliament 		<ul style="list-style-type: none"> ○ Responses and answers ○ Compliance ○ Meetings and sessions ○ Reports ○ Complaints and feedback from stakeholders
Provincial and National Government Departments and statutory bodies	<ul style="list-style-type: none"> ○ Agricultural Services ○ Environmental Services ○ Veterinary Services ○ Laboratory Services ○ Research Services 	<ul style="list-style-type: none"> ○ Standards prescribed by relevant Professional Bodies ○ Compliance with relevant legislation and regulations ○ Constitutional mandate 		<ul style="list-style-type: none"> ○ Progress and financial reports ○ Liaison meetings ○ Complaints and compliments ○ Client survey





STAKEHOLDER NAME AND KEY ROLE PLAYERS	EXPECTED SERVICE OR PRODUCT OUTPUT FROM THE DEPARTMENT	QUALITY AND STANDARD OF EXPECTED SERVICE OR PRODUCT FROM THE DEPARTMENT	LEVEL OF SATISFACTION	FEEDBACK MECHANISM
Portfolio Committee	<ul style="list-style-type: none"> ○ Reports ○ Replies to questions for hearings ○ Advice and guidance 	<ul style="list-style-type: none"> ○ Relevant Legislation 		<ul style="list-style-type: none"> ○ Meetings ○ Parliamentary questions ○ Reports
Office of the Auditor-General	<ul style="list-style-type: none"> ○ Financial Statements ○ Payment for services ○ Response to queries ○ Information 	<ul style="list-style-type: none"> ○ PFMA ○ GRAAP ○ Other relevant legislation 		<ul style="list-style-type: none"> ○ Audit Reports ○ Responses ○ SCOPA hearings
Local Government	<ul style="list-style-type: none"> ○ Inter-governmental development planning and capacity building ○ Queries from Izimbizo ○ Payment for municipal services ○ Funding of certain agricultural and environmental projects 	<ul style="list-style-type: none"> ○ As per the national ones above 		<ul style="list-style-type: none"> ○ Izimbizo





STAKEHOLDER NAME AND KEY ROLE PLAYERS	EXPECTED SERVICE OR PRODUCT OUTPUT FROM THE DEPARTMENT	QUALITY AND STANDARD OF EXPECTED SERVICE OR PRODUCT FROM THE DEPARTMENT	LEVEL OF SATISFACTION	FEEDBACK MECHANISM
Suppliers, consultants and contractors	⇒ Reviewed procurement process ⇒ Prompt payment ⇒ Information sharing ⇒ Job award ⇒ Training ⇒ Professional advice ⇒ Efficient project management	⇒ Contractual obligations ⇒ Accurate and reliable information ⇒ Relevant legislation		○ Consultation ○ Meetings ○ Reports ○ Complaints and compliments
Professional Bodies	⇒ Transparent and fair allocation of work to consultants ⇒ Prompt payment of professional fees in terms of current fee scale	⇒ Quarterly reports of appointments ⇒ Contractual obligations ⇒ Relevant legislation		○ Consultation ○ Meetings ○ Reports ○ Complaints and compliments





STAKEHOLDER NAME AND KEY ROLE PLAYERS	EXPECTED SERVICE OR PRODUCT OUTPUT FROM THE DEPARTMENT	QUALITY AND STANDARD OF EXPECTED SERVICE OR PRODUCT FROM THE DEPARTMENT	LEVEL OF SATISFACTION	FEEDBACK MECHANISM
Staff / Employees	<ul style="list-style-type: none"> ○ Fair labour practice ○ Provide a conducive work environment ○ Fair remuneration ○ Training and development ○ Benefits and incentives ○ Work security ○ Recognition and advice ○ Performance assessments and agreements ○ Compliance with Occupational Health and Safety Act 	<ul style="list-style-type: none"> ○ Basic Conditions of Employment Act and Labour Relations act, Public Service Act; Collective Agreements ○ Relevant legislation 		<ul style="list-style-type: none"> ○ Reports ○ Grievances ○ Staff turnover ○ Employee survey ○ Performance appraisal
Organised Labour	<ul style="list-style-type: none"> ○ Administration ○ Recognition ○ Compliance with collective agreements and relevant legislation. ○ Advice 	<ul style="list-style-type: none"> ○ Basic Conditions of Employment Act and Labour Relations act, Public Service Act; Promotion of Administrative Justice Act. Collective Agreements ○ Other Relevant legislation 		Consultation Work-based forum





STAKEHOLDER NAME AND KEY ROLE PLAYERS	EXPECTED SERVICE OR PRODUCT OUTPUT FROM THE DEPARTMENT	QUALITY AND STANDARD OF EXPECTED SERVICE OR PRODUCT FROM THE DEPARTMENT	LEVEL OF SATISFACTION	FEEDBACK MECHANISM
Organised Business	<ul style="list-style-type: none"> ○ Infrastructural Investment ○ Policy/legislative direction 	<ul style="list-style-type: none"> ○ Municipal structure systems, and national building regulations ○ Relevant Legislation 		Consultation
Public/community	<ul style="list-style-type: none"> ○ Service delivery ○ Job creation ○ Poverty alleviation ○ Entrepreneurial Training 	<ul style="list-style-type: none"> ○ Batho Pele principles 		
Tertiary Institutions	<ul style="list-style-type: none"> ○ Bursaries ○ Learnerships and internships ○ Research Projects ○ Employment for graduates ○ Partnership 	<ul style="list-style-type: none"> ○ Policies ○ Skills development Act ○ Quality assurance ○ HRD strategy 		
Provincial Cabinet	Cabinet memo - information Advice	<ul style="list-style-type: none"> ○ Relevant legislation and directives from Cabinet 		<ul style="list-style-type: none"> ○ Resolutions ○ Timeous submission of memos
Private Sector	<ul style="list-style-type: none"> ○ Partnerships ○ Professional services rendered ○ Co-operation ○ Collaboration 	<ul style="list-style-type: none"> ○ Relevant legislation 		





STAKEHOLDER NAME AND KEY ROLE PLAYERS	EXPECTED SERVICE OR PRODUCT OUTPUT FROM THE DEPARTMENT	QUALITY AND STANDARD OF EXPECTED SERVICE OR PRODUCT FROM THE DEPARTMENT	LEVEL OF SATISFACTION	FEEDBACK MECHANISM
Public Entities	<ul style="list-style-type: none"> Partnerships Payments for services rendered Briefings Standard documentation/specifications 	<ul style="list-style-type: none"> Relevant legislation 		<ul style="list-style-type: none">





8. POLICIES, PRIORITIES AND STRATEGIC GOALS

The Department's Siyavuna Strategic Plan 2004 – 2009 provides an outline of our commitment towards service delivery to (major stakeholder) and the people of the province of KwaZulu-Natal, and our actions towards good governance and sound administration. The following sections highlight key policies, strategic priorities and goals for the next MTEF period.

8.1 POLICIES

- ⇒ AgriBEE
- ⇒ Land Reform
- ⇒ Procurement Policy
- ⇒ Security and Risk Management
- ⇒ Appointment of consultants
- ⇒ Emerging Farmers model
- ⇒ Human Resource Management Policies

8.2 PRIORITIES

- ⇒ Affirmative procurement to sustain Black women, youth, disabled and Blacks. Economic Empowerment capacitating of Small, Medium and Micro Enterprises (SMMEs) , skills development of small and emerging contractors, preparing them for participation in the mainstream economy.
- ⇒ Good governance, establishing effective and efficient administrative best practices, transforming systems and processes and instituting measures to root out fraud and corruption both within our Department as well as within the service providers and strategic partners.
- ⇒ Progressive implementation of the Community aligned Expanded Public Works Programmes pooling the resources of the Public and Private Sectors to address the vast needs of the communities for infrastructure and services.





- ⇒ Strict compliance with all labour related legislation (Skills Development Act, Employment Equity Act, and Affirmative Action Policy) with specific reference to addressing the issue of women in senior positions within the department.
- ⇒ Alleviation of poverty and eradication of inequality.
- ⇒ Re-engineering and enhancing integrated service delivery in government

8.3 STRATEGIC GOALS

The following strategic goals were developed and adopted by the executive management of the Department of Agriculture and Environmental; Affairs:

- ⇒ Globally competitive agricultural production
- ⇒ Accessible, quality and available food
- ⇒ Farmer succession (emergent to commercial)
- ⇒ Sustainable job creation (BBBEE)
- ⇒ Development of new markets and diverse products developed
- ⇒ Safe, healthy and sustainable environments
- ⇒ Sustainable natural resource utilisation and community participation
- ⇒ Improved national and international trade access and competitiveness
- ⇒ A transformed department geared for service excellence and compliance with its legislative mandate
- ⇒ To improve integrated Service Delivery
- ⇒ To ensure effective and efficient management of the departments financial resources
- ⇒ To have competent, empowered and motivated workforce.





⇒ 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. The strategic plan forms the core of how the organisation will function for the next 5 years in its quest to achieve the stated vision and service delivery to its stakeholders. The department has embarked on the following process in its strategic planning process and has mapped out the way forward to finalise the strategy planning process:

9.1 STRATEGY PROCESS TO DATE

The Department developed this Siyavuna Strategic Plan 2004 - 2009 in response to the provincial priorities as set out by the Premier in his state of the province address, the Provincial Growth and Development Strategy, the guidelines from National Department, the Treasury Format and the previous Strategy Plan. These provincial priorities set the strategic plan priorities for the next MTEF cycle.

9.2 STRATEGY PROCESS – WAY FORWARD

In pursuit of finalising the strategic planning process and the relevant documentation, the following processes will be undertaken:

- ⇒ Consultations with internal and external stakeholders.
- ⇒ The Management Committee of the department to acknowledge the challenges facing the department in its quest to achieve service delivery.
- ⇒ Consultation with the Portfolio Committee where the Executive Committee members will engage the members of the Committee on the current and desired processes of the department and also the challenges facing the department. The members of the Portfolio Committee will also be able to voice out their expectations.
- ⇒ Consider inputs from the consultations, consolidate and finalise the Strategy Document.
- ⇒ Adoption of an implementation model and methodology.





PART C: PROGRAMMES AND SUB-PROGRAMMES

The department historically has modelled its programmes broadly on its core business and functions. The strategic review undertaken to develop this strategic business plan has highlighted the need to refine the programmes so that they are closely aligned to the strategic outcomes of the department. Given the timing of the strategic planning process, the process of programme refinement will continue as part of the process of cascading the strategy throughout the organisation.

⇒ *PROGRAMME 1 – ADMINISTRATION*

10.1. MANAGEMENT

10.1.1 SITUATION ANALYSIS:

This programme aims to provide transversal support services across the department. The emphasis is on ensuring that these support services are geared towards ensuring that the department functions efficiently, are focused on its core business and effectively complies with its legislative mandate.

10.1.3 STRATEGIC OBJECTIVES

The strategic objectives of the programme are aligned to the legislative mandate and strategic outcomes of department.

Objective 1:	To provide a efficient and effective advisory and support services to the Minister
Objective 2:	To establish and implement policy development and strategic management system within the department
Objective 3:	To establish a fully integrated corporate service function that delivers effective and efficient services
Objective 4:	To ensure that the department complies with its legal mandate and is effectively protected from legal risk exposure





Objective 5:	To develop and manage a human resources strategy
Objective 6:	To improve financial management in line with the PFMA
Objective 7:	Development and maintenance of effective, efficient and transparent financial management systems to support SMS
Objective 8:	To ensure effective management of departmental assets
Objective 9:	To provide effective management advisory services
Objective 10:	To ensure effective communication and information management

10.2. MINISTRY

10.2.1 SITUATION ANALYSIS:

This programme aims to provide strategic and political support to the department. The programme guides the alignment of activities in the department to those set out in the provincial strategy. The emphasis is on ensuring that the department strategies and programmes are geared towards the attainment of provincial goals.

10.2.3 STRATEGIC OBJECTIVES:

Objective 1:	To provide overall policy direction (Both Strategic and Political)
Objective 2:	To monitor and reduce security threats and risks within the department
Objective 3:	To achieve high level of beneficiary satisfaction and employment opportunities
Objective 4:	To drive the department's participation in the alleviation of poverty in KwaZulu-Natal
Objective 5:	To improve the public image and manner in which the department is perceived
Objective 6:	To provide response and quick service on cabinet and parliamentary matters





11. PROGRAMME 2 – AGRICULTURAL DEVELOPMENT SERVICES

11.1. SUB PROGRAMMES

- ⇒ Resource Management
- ⇒ Farmer Support and Development
- ⇒ Veterinary Services
- ⇒ Technology Research and Development Services
- ⇒ Agricultural Economics
- ⇒ Agricultural Training

10.1.2 **SITUATION ANALYSIS:**

This programme seeks to sustainably unlock the agricultural potential of the province and to create food security for all the inhabitants of the province.

It entails

- ⇒ Development, adaptation and transfer of appropriate agricultural technology to farmers and other users of natural agricultural resources
- ⇒ Establishment of opportunities for developing farmers and communities.
- ⇒ Other services are the training of agricultural college students, farmers, farm managers and agri-industry staff, and the provision of analytical services to farmers. The promotion of animal health and the quality of animal products, including the combating and controlling of animal diseases and parasites, is a further service.





1 1.3 STRATEGIC OBJECTIVES:

Objective 1:	To enhance the global competitiveness of agricultural production through targeted research and the creation of new export opportunities for medium and small scale farmers.
Objective 2:	To ensure the development of new and diverse products that will enhance and strengthen agricultural production and reduce the dependency on imports where viable local potential exists
Objective 3:	To support emerging farmers and the Land Reform process through Agricultural development and training.
Objective 4:	To conduct relevant research and extend the research capacity of the province through partnerships To conduct relevant research and extend the research capacity of the province through partnerships
Objective 5:	To implement infrastructure projects that support competitive and sustainable production
Objective 6:	To promote food security and the production of food crops with high nutritional value
Objective 7:	To empower communities with respect to veterinary knowledge and enhance animal health, production and welfare thereby ensuring effective prevention, control and eradication of economically important and zoonotic diseases.
Objective 8:	To promote agri-business and empower communities in respect of agricultural development whilst supporting SMME development and job creation.
Objective 9:	To halt resource degradation and raise awareness of land care
Objective 10:	Establishing and maintaining partnerships between investors and beneficiaries in order to ensure sustainable agricultural ,environmental and economic investments.





12. PROGRAMME 3 – ENVIRONMENTAL MANAGEMENT

12.1 SITUATION ANALYSIS:

This programme aims to ensure effective compliance and governance in respect of environmental management while simultaneously focusing on key issues such as community empowerment, information management and dissemination and sustainable rural development

12.3 STRATEGIC OBJECTIVES:

Objective 1:	To effectively develop and implement environmental legislation and policy
Objective 2:	To strengthen environmental governance and facilitate effective public / community participation
Objective 3:	To promote natural and community based sustainable resource use and manage sustainable job creation
Objective 4:	To facilitate environmental information management for informed decision making
Objective 5:	To facilitate environmental impact mitigation that will promote sustainable development and a safe, healthy and sustainable environment





13. PROGRAMME 4 – CONSERVATION

Ezemvelo KZN Wildlife was allocated additional funding of R45 million in 2004/05, specifically earmarked for alien weed control, conservation infrastructure, ecotourism and improvements in condition of service. EKZNW is currently reviewing its business in terms of structures and processes to improve strategic alignment and to ensure more effective and efficient operations.

The additional funding provided for ecotourism will assist in increasing the return on investment within the next 3 years, resulting in increased benefits with regard to poverty alleviation and job creation in remote rural areas, as well as increased funding for biodiversity conservation and improved internal controls. There will be greater emphasis on public private partnerships and community equity share, with the intention of encouraging private sector investment, and local community equity and involvement. Community partnerships remain a vital component, and the focus for 2004/05 will be to increase the number and level of functioning of Local Boards. Local Boards are critical for promoting local decision-making regarding the management of nature conservation and heritage sources within protected areas, as well as for promoting the integration of activities of a protected area into the surrounding area.

Biodiversity conservation's focus for 2004/05 will be on the revision of the protected area management plans in accordance with the Biodiversity Bill/Act, a greater emphasis on the eradication of *Chromolaena*, and increased awareness and protection programmes for critically endangered elements of biodiversity that require protection outside the protected area network.





PART C: SERVICE DELIVERY IMPROVEMENT PLAN

The Service Delivery Improvement Plan is currently under review after being allocated a “champion” and will be added in the plan after completion.

PART D: DAEA INFORMATION

13 ANNEXURE A: FINANCIAL INFORMATION

- ⇒ FINANCIAL MANAGEMENT
- ⇒ AUDIT QUERIES
- ⇒ INTERNAL AUDIT
- ⇒ IMPLEMENTATION OF THE PFMA

14 ANNEXURE B: ORGANISATIONAL INFORMATION

- ⇒ ORGANISATIONAL DESIGN

The organisational Structure has been finalised and will form the basis for the design and effective use of the implementation model and methodology. The implementation of the Strategy will be driven at a high level by the Siyavuna initiatives.

- ⇒ DEPARTMENTAL STRATEGY BALANCED SCORECARD

The Department is currently in the process of developing the Corporate and cascaded scorecards and this information will feature on the Siyavuna Strategic Plan at the appropriate time.





⇒ DELEGATION OF POWERS / AUTHORITY

The current Delegation of Powers /Authority is currently under review and will be included in the Siyavuna Strat Plan after the alignment has been completed.

⇒ INFORMATION AND COMMUNICATION TECHNOLOGY SYSTEMS

The department will be aggressively looking at ways of enhancing its ICT services and an integral part of this process is the designing of the ICT Strategy and its subsequent implementation.

⇒ PERSONNEL

The Department has redefined the role of Human Resources as a primal provider of support to the business strategy of the department. The goals of the Human Resources Strategy will be incorporated in the updating of the current Human Resources Plan.

⇒ PERFORMANCE MANAGEMENT SYSTEM

The corner stone of the implementation and monitoring of service delivery within the department is the continuous management of performance. The department will set in place a performance management system closely based on the data collected during the cascading process using the Balanced Scorecard.

⇒ INTERNAL AUDIT

The Internal Audit function of the department is handled with the sole aim of ensuring that processes internally are done as per the regulations requirements and are reported on effectively. The function ensures good Financial Management and Corporate Governance within the department.





⇒ RISK MANAGEMENT

The department has assets spread across the province and incorporated in the management of these assets is the management of its losses. The department aims to achieve all these in line with the National Requirements.

⇒ FINANCIAL MANAGEMENT

The management of the department's finances will be administered with close guidance and compliance with the PFMA.

