



## agriculture, land reform & rural development

Department:  
agriculture, land reform & rural development  
NORTHERN CAPE PROVINCE  
REPUBLIC OF SOUTH AFRICA



# SERVICE DELIVERY IMPROVEMENT PLAN 2015/2016 – 2017/2018

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## OFFICIAL SIGN – OFF

It is hereby certified that this Service Delivery Improvement Plan was developed by the management of the Department of Agriculture, Land Reform and Rural Development (DALR&RD) under the guidance of MEC GNJ Shushu (MPL); was prepared in line with the 2015/2020 Strategic Plan and the Annual Performance Plan (2015/2016) of the Department of Agriculture, Land Reform and Rural Development; accurately reflects the primary or key services areas the Department will endeavour to achieve given the resources made available in the budget for the 2015/16 financial year.

Signature: 

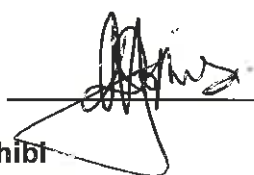
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Date: 13/03/2015

Mr. WVD Mothibi  
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Approved by:

Signature: 

Date: 13/03/2015

Mr. GNJ Shushu, MPL  
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## 1. Introduction

The DALR&RD Service Delivery Improvement Plan 2015/16-2017/18 in line with Chapter 1, Part III of the Public Service Regulations, 1999 (as amended). The regulations require the Executive Authorities to establish and sustain a service delivery improvement programme for the department which should include the service delivery charter. Inter alia, the SDIP should:

- (a) Specify the main services provided to different types of actual and potential customers;
- (b) Contain consultation arrangements with the department's actual and potential customers;
- (c) With due regard to the customer's means of access to the services and the barriers to the increased access thereof, specifying the mechanisms or strategies to be utilised progressively to remove the barriers so that access to services is increased;
- (d) Indicate standards for the main services to be provided;
- (e) Contain arrangements as to how information about the department's services are to be provided; and
- (f) Stipulate a system or mechanisms for complaints handling.

The Service Delivery Improvement Plan (SDIP, 2015-2018) for the Department of Agriculture, Land Reform and Rural Development (DALR&RD) is informed by the current 2015-2019 Strategic Plan, and is aligned to the Annual Performance Plan for 2015/16. This SDIP sets out the primary service areas that the DALR&RD intends to deliver on for the next three years.

Through this SDIP the department seeks to give expression to its commitment to the Batho Pele principles and contribution to building the capacity of the state to deliver on its mandate to the people of South Africa and the Northern Cape Province in particular. It outlines the obligation of the department to continuously look at ways in which the quality of services provided can be enhanced in the quest to achieve *"a transformed, vibrant agricultural sector for food security and sustainable rural development"*. In line with the departmental monitoring and evaluation plan, SDIP will be monitored on a quarterly basis as part of the quarterly performance reporting.

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## 2. Approach in developing the DALR&RD SDIP

The DALR&RD used the following approach in developing its SDIP:

### Step 1:

A departmental cross-cutting team was constituted which will have representatives from following programme units within the department, namely:

Branch	Name	Designation	Gender	Race
Corporate Services	Ms N. Dzilili	Assistant Director: HRD	Female	African
	Mr S. Silevu	Acting Manager: Legal Services	Male	African
	Ms D. Mabotsa	Assistant Director: HRM	Female	African
Financial Management	Ms A. Mathibela		Female	African
	Ms J. Kushane		Female	African
Programme 2	Mr P. Kanyasa		Male	African
Programme 3	Ms Mashishi		Female	African
	Mr Ramapoko		Male	African
Programme 4	Dr T. Prinsloo		Female	White
	Dr A. Victor		Male	White
Programme 6	Mr M. Bashi		Male	
Programme 7	Mr M. Moleko		Male	
PPME	Mr L. Banda	Chief Director	Male	African
	Mr R. Williams	Deputy Director	Male	African
	Ms P. Manyane	Deputy Director	Female	African
	Ms T. Sophete	Assistant Director	Female	African

### **3. PART A: STRATEGIC OVERVIEW**

#### **3.1. Vision**

A transformed, vibrant agricultural sector for food security and sustainable rural development

#### **3.2. Mission**

The Department as a lead agent in the sector, will champion land and agrarian transformation, promote and facilitate increased production and provide expertise for improved livelihoods, sustainable rural development and food security for all.

#### **3.3. Values**

In executing this mandate, the department will always be guided by the Batho Pele Principles. In addition, the department has adopted values that must guide the conduct of the officials in delivering services to the public. These are:

- Responsiveness;
- Sacrifice;
- Professionalism;
- Accountability;
- Respect; and
- Innovation

#### **3.4. Legislative and other Mandates**

The Department of Agriculture, Land Reform and Rural Development is an integral part of the South African Public Service established in terms of section 197 of the Constitution and read with section 7 (1) and 7 (2) of the Public Services Act of 1994. There have been no significant changes to the department's legislative and other mandates as outlined in the strategic plan.

##### **3.4.1. Our Mandate**

The mandate of the Department of Agriculture, Land Reform and Rural Development is to provide:

1. agricultural engineering support service to farmers in order to ensure sustainable development and management of agricultural resources;
2. support to farmers and rural communities through agricultural development programmes;
3. veterinary services to clients in order to ensure healthy animals, safe animal products and welfare of people of South Africa;
4. expert and needs based research, development and technology transfer services impacting on development objectives;
5. Timely and relevant agricultural economic services to the sector in support of sustainable agricultural and agri-business development to increase economic growth; and

- To co-ordinate the intervention programmes of all departments and institutions in rural areas to ensure that the land and agrarian reform and rural development mandate is achieved.

The following are the core strategic goals of the department:

- Ensure sustainable use and management of natural resources;
- Promote optimal agricultural production throughout the value chain to ensure food security;
- Ensure bio-safety and bio-security for the wellness of the public;
- Sector support to economic growth and development; and
- Coordinate and facilitate sustainable livelihood programmes in rural areas.

### **3.4.2 Our Customers**

The department has identified the following as its main customers:

- The Premier of the Northern Cape Province
- Members of the Executive Council of the Province
- Members of the Northern Cape Provincial Legislature
- Farmers
- Farm dwellers
- Commodity groups
- Traditional Leaders
- Rural communities
- Land Reform Beneficiaries
- Other government departments
- Municipalities.

### **3.4.3 Commitment to our customers**

The department of Agriculture, Land Reform and Rural Development commit to its customers that it will at all-time ensure that:

- All services are rendered within the spirit of the Constitution of Republic of South Africa and other enabling legislations;
- The delivery of services is guided by the Batho-Pele principles;
- Officials are professional at all times and strive to improve the quality of work and outputs;
- The department is responsive to the needs of its customers and stakeholders;
- Information on services rendered by the department is widely and timeously disseminated to customers;
- Work together across all programmes and projects within the Department and in partnership with other role-players to improve quality and efficiency of service delivery.



#### **3.4.4 Engagement with our customers**

Our customers will be engaged through the following mechanisms:

- EXCO outreach programmes;
- Ministerial outreach programmes;
- Extension service;
- Service delivery monitoring exercises;
- Department website;
- Attendance of Implementation Forums;
- Farmworker development workshops; and
- Regularly held agricultural information days.

The department will also consistently engage the staff through meetings held in line with the Governance Model. These include Broad Management Forums and Staff Indaba. Engagement with staff will be to ensure that they are encouraged to advance the objectives of the department and they participate and own developed programmes or interventions.

#### **3.4.5 List of services rendered by the DALR&RD**

- Extension and Advisory Services
- Veterinary Services

## **4. Situational Analysis**

### **4.1 Problem Statement**

The Department had a moderate vacancy rate in certain fields. Key among the causes is the continuous challenges with regard to recruiting and retaining scarce skills such as Veterinary Laboratory technologist, Engineers, Agricultural Economists, and Scientists as a result of competition with private sector and other Province. The shortage of skilled personnel has a negative bearing on the department delivering its key services to its customers.

### **4.2 Performance Environment**

The period between 2009-2014 was underpinned by an environmental context characterised by economic downturn resulting from the global economic crisis affecting every region of the world. It was during this period that the effects of the world economic crisis became more pronounced in South Africa. In 2009 the country went into recession. The South African economy grew by 2.5 percent in 2012 and experienced a decline in 2013 when it grew by 1.8 percent. Mainly due to electricity shortages, the IMF projects outlook for 2015 and 2016 at growth rate of 2.1 percent and 2.5 percent respectively. At a global level a series of extraordinary fiscal and monetary measures helped to stabilise the economy but challenges still remain in bringing it back to higher employment and rising living standards.

Performance of the provincial economy was below the national average during the period 2009-2012, averaging 1.1 percent and contributing 2.2 percent to the national GDP by 2012. The provincial agricultural sector contributed an average of 6.6 to provincial economy between 2009 and 2012. The subdued economic growth in the province has had a negative effect on employment. According to the Quarterly Labour Force Survey by 2013 the unemployment rate in the province was 27.9 as compared to the national rate of 25.2 percent. The agriculture sector was one of the hardest hit with the number of people employed decreasing by 2000 from 46 000 in 2012 to 44 000 in 2013. Accordingly, the challenge of sector is to reignite economic growth that will lead to higher levels of employment. The department has also developed a job creation strategy to address job losses and create additional job opportunities in the sector.

The level of unemployment coupled with rapidly rising food prices results in an increased number of households being food insecure. *Statistics South Africa Household Survey of 2012* estimates that 21.2 percent of households in South Africa are food insecure. Although this remains a serious situation it has improved from 23.6 percent of 2010. Results of this survey also indicate that 29.7 percent of households in the Northern Cape Province had inadequate or severely inadequate food access. This means that at least 97 416 of the 328 000 households in the Northern Cape experience difficulties in accessing food. *The Food Price Monitor* of 2014 published by the National

Agricultural Marketing Council (NAMC) shows that from January 2013 to January 2014 the cost of the basic food basket increased by approximately R 15.00 (+3.3%) in nominal terms from R 460.00 to R 475.00. It also shows that those living in rural areas pay marginal more for basic food.

It is therefore imperative that the department implement rapidly programmes and interventions that will alleviate food security situation particularly for households in the rural areas. This include implementation of *Fetsa Tlala Integrated Food Production Initiative* whose initial focus is to plant maize, beans, potatoes and vegetables on one million hectares of land between 2012/2013 and 2018/19 financial years. In the Northern Cape, the 2013/14 summer crop of maize was planted on 632 hectares of land in Namakwa (120 ha), Frances Baard (500 ha) and John Taolo Gaetsewe (12 ha) District Municipalities. The 2013/14 winter crop of wheat was planted on 83 ha in Frances Baard. Furthermore both the Comprehensive Agricultural Support Programme (CASP) and ILEMA are being used respectively to create a favourable and supportive agricultural services environment for the farming community, in particular subsistence, smallholder and black commercial farmers; and to reduce poverty through increased food production initiatives. In the MTSF 2014-2019 these programmes will target increasing production by smallholder producers to increase food security.

#### **4.3 Organisational environment**

Key to positioning the department to effectively and meaningfully contribute to government MTSF priorities is the organizational capacity and arrangement. Over the past few years the organizational structure has been reviewed to ensure that key mandates are institutionalised and that the department becomes responsive to the challenges being experienced. In particular, accommodation has been made for Rural Development which is both one of the priorities of government and new departmental mandate after the 2009 general elections. The structure has been finalised and in part implemented.

During the 2010/11 financial year the department decided to engage in a change management process focusing on aimed at transformation, diversity management and improvement of service delivery. The change management engagement process identified a number of challenges and weakness that the department need to focus on in order to ensure that the staff is enabled to perform optimally and the culture of delivery is institutionalised. These included training; improved organisational communication and regular consultations; provision of adequate office equipment including IT; and diversity management. The department will continue to focus on the areas identified to ensure that it is placed in a position to effectively discharge its mandate.

The audit of the 2011/12 by the Auditor-General of South Africa (AGSA) also highlighted some of the administrative and compliance issues that the department must focus on. In addition, the Management Performance Assessment Tool (MPAT) enabled the department to reflect on the functionality of key management performance areas. These include the planning and monitoring and evaluation capacity; the capacity of human resource function to provide strategic support to line functions thereby achieving performance objectives; and functionality of internal control measures as they relate mainly to financial management. A standing committee has been established consisting of MPAT Key Performance Areas managers to ensure that the department continuously monitors and improved on management performance areas. The results of these assessments will continuously serve as inputs to the development of improvement plans.

## 5. Part B: Service Delivery Improvement Plan

### 5.1 Veterinary Services

Key Service	Service Beneficiaries	Current Standard		Desired Standard			
		2014/15		2015/16	2016/17	2017/18	
Primary Animal HealthCare interventions using the mobile veterinary truck	Resource poor communities in the most remote and rural areas of the province with special emphasis on 1. Indigent persons 2. Pensioners 3. Child headed households 4. Persons with disability	<b>Quantity</b> At least 7 primary animal health outreach interventions to the rural poor communities in the province targeting between 20 and 40 animals sterilization at each session.	7	9	12	14	
		<b>Quality</b> Sterilization is professionally done and under hygienic conditions by experienced veterinarians using the state of the art mobile veterinary truck	According to the agreed Standard Operating Procedures (SOP)  Registration with SAVC is a requirement for vets and para-vets	According to the agreed Standard Operating Procedures (SOP)  Registration with SAVC is a requirement for vets and para-vets	According to the agreed Standard Operating Procedures (SOP)  Registration with SAVC is a requirement for vets and para-vets	According to the agreed Standard Operating Procedures (SOP)  Registration with SAVC is a requirement for vets and para-vets	
		<b>Consultation</b> <ul style="list-style-type: none"> <li>The AHT consult the CDW when compiling the list of the people that need assistance</li> <li>The schedule of the visits is drawn by the AHT and discussed with the CDW.</li> </ul>	Telephonic contact  Regular contact meetings between AHT and CDW before the campaign  Itinerary of planned visits to be discussed with CDW	Telephonic contact  Regular contact meetings between AHT and CDW before the campaign  Itinerary of planned visits to be discussed with CDW	Telephonic contact  Regular contact meetings between AHT and CDW before the campaign  Itinerary of planned visits to be discussed with CDW	Telephonic contact  Regular contact meetings between AHT and CDW before the campaign  Itinerary of planned visits to be discussed with CDW	

		<p><b>Access</b></p> <ul style="list-style-type: none"> <li>• The service is offered for free to deserving individuals (target group)</li> <li>• List of deserving individuals is supplied by the local Community Develop Worker.</li> <li>• Custom-made 4x4 truck is able to reach areas inaccessible by ordinary mode of transport to ensure wider coverage.</li> <li>• Officials transport pets belonging to the aged and disabled to the truck during spay campaigns</li> </ul>	<p>Community to be informed of visit 4 weeks in advance</p> <p>Itinerary to be placed on notice board at Tribal offices, municipal offices</p>	<p>Community to be informed of visit 4 weeks in advance</p> <p>Itinerary to be placed on notice board at Tribal offices, municipal offices</p>	<p>Community to be informed of visit 4 weeks in advance</p> <p>Itinerary to be placed on notice board at Tribal offices, municipal offices</p>	<p>Community to be informed of visit 4 weeks in advance</p> <p>Itinerary to be placed on notice board at Tribal offices, municipal offices</p>
		<p><b>Courtesy</b></p> <ul style="list-style-type: none"> <li>• The mobile vet truck policy document outlines the procedure on managing the truck and highlights the grievance procedure.</li> <li>• Veterinary officials are governed by the South African Veterinary Council Code of Conduct</li> <li>• As public servants, they have to abide by the Public Service Code of Conduct</li> </ul>	<p>Staff training on interpersonal relation is lacking</p> <p>Each employee has been provided with Code of conduct</p>	<p>Staff training on interpersonal relation to be improved</p> <p>Employees to familiarize themselves with code of conduct</p>	<p>Staff training on interpersonal relation to be improved</p> <p>Employees to familiarize themselves with code of conduct</p>	<p>Staff training on interpersonal relation to be improved</p> <p>Employees to familiarize themselves with code of conduct</p>
		<p><b>Openness and Transparency</b></p>				

		<ul style="list-style-type: none"> <li>All activities related to primary animal health care are reported in the Veterinary and Departmental Annual reports</li> <li>Veterinary tariffs list approved by treasury is placed on notice boards (reception area) and are also available on request</li> <li>The mobile veterinary truck policy outlines the roles and responsibilities that pertain to the usage of the truck</li> </ul>	Approved treasury list is always put on notice boards for clients to see	Approved treasury list to be put on notice boards for clients to see	Approved treasury list to be put on notice boards for clients to see	Approved treasury list to be put on notice boards for clients to see
		<p><b>Information</b></p> <ul style="list-style-type: none"> <li>Information is disseminated to the community by Animal Health Technician and Community development workers</li> <li>Local radio and newspapers is also used to reach the people in a particular area.</li> <li>Sharing of information also takes place during tribal ,community meetings and Agricultural forum meetings</li> <li>Other platforms that were are using</li> </ul>	<p>Departmental website should be updated and be accessible to clients</p> <p>Departmental Annual Report should be made accessible to client</p>	<p>Departmental website should be updated and be accessible to clients</p> <p>Departmental Annual Report should be made accessible to client</p>	<p>Departmental website should be updated and be accessible to clients</p> <p>Departmental Annual Report should be made accessible to client</p>	<p>Departmental website should be updated and be accessible to clients</p> <p>Departmental Annual Report should be made accessible to client</p>

		is the departmental newsletter, website				
		<b>Redress</b> <ul style="list-style-type: none"> <li>All complaints are directed to the Deputy Director: Animal Health who may refer the complaint to the Director</li> <li>Code of conduct exists for public servants and professionals e.g. PSC code and SAVC code.</li> </ul>	Departmental grievance procedure should be explained to clients	Departmental grievance procedure should be explained to clients	Departmental grievance procedure should be explained to clients	Departmental grievance procedure should be explained to clients
		<b>Value for Money</b> <ul style="list-style-type: none"> <li>Deal only with simple and straightforward procedures on the truck.</li> <li>Specialized and complicated surgeries are referred to the private vets.</li> <li>We have observed improvement on responsible pet ownership</li> </ul>	Service delivery achievements should be noted in the departmental annual report	Service delivery achievements should be noted in the departmental annual report	Service delivery achievements should be noted in the departmental annual report	Service delivery achievements should be noted in the departmental annual report
		<b>Time</b> Depend on factors such as budget, demand and available manpower				
		<b>Cost</b> It's a free service rendered to target group identified as follows: <ol style="list-style-type: none"> <li>Indigent persons</li> <li>Pensioners</li> <li>Child headed households</li> <li>Persons with disability</li> </ol>	Availability of an approved budget to render the service  List of indigent people from municipality	Availability of an approved budget to render the service  List of indigent people from municipality	Availability of an approved budget to render the service  List of indigent people from municipality	Availability of an approved budget to render the service  List of indigent people from municipality



		<b>Human Resources</b> <ul style="list-style-type: none"> <li>• At each session, there has to be at least 2 experienced vets overseeing the spay campaign</li> <li>• Breakdown of tasks prior to surgery and the allocation of specific tasks to para-veterinarians is key to the success of the spay campaign</li> </ul>	Optimal usage of available resources	Optimal usage of available resources	Optimal usage of available resources	Optimal usage of available resources
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5.2 Extension Services

Key Service	Service Beneficiaries	Current Standard		Desired Standard			
		2013/14		2014/15	2015/16	2016/17	
Extension and advisory Services	Farmers  Land reform beneficiaries  Communities	<b>Quantity</b>	<ul style="list-style-type: none"> <li>Supporting Beneficiaries of departmental agricultural development programmes with: (agricultural demonstrations, training, farmers days, supporting commodity groups, infrastructure, machinery and production input.</li> </ul>	4258 famers and beneficiaries	6590 farmers and beneficiaries	5244 farmers and beneficiaries	7001 farmers and beneficiaries
		<b>Quality</b>	<ul style="list-style-type: none"> <li>Assist and support all the farming communities and beneficiaries</li> </ul>	As per the norms and standards for agricultural extension and advisory service	According to farmers needs assessment, reaching out to all beneficiaries within reasonable time	Monitoring the impact of the support on production	Implementation of an improvement plan resulting on the monitoring of the impact assessment.
		<b>Consultation</b>	Meetings, workshops, information sessions, individual contact sessions, demonstrations	Meetings, workshops, information sessions, demonstrations individual contact sessions	Meetings, workshops, information sessions, demonstrations individual contact sessions	Meetings, workshops, information sessions, individual contact sessions, demonstrations	Meetings, workshops, information sessions, individual contact sessions, demonstrations
		<b>Access</b>	District, Ward, farm level	District, Ward, farm level	District, Ward, farm level	District, Ward, farm level	District, Ward, farm level
		<b>Courtesy</b>	Complaints are lodged to the HOD and MEC in writing, telephonically	Complaints are lodged to the HOD and MEC in writing, telephonically	Complaints are lodged to the HOD and MEC in writing, telephonically, e-mail	<ul style="list-style-type: none"> <li>Complaints are lodged to the HOD and MEC in writing, telephonically-mail</li> <li>Explore the possibility of introducing the Hotline</li> </ul>	
		<b>Openness and Transparency</b>	Meetings, workshops, information sessions,	Meetings, workshops, information sessions,	Meetings, workshops, information sessions,	Meetings, workshops, information sessions, individual contact sessions, Introduce and	

Key Service	Service Beneficiaries	Current Standard		Desired Standard		
			individual contact sessions	individual contact sessions	individual contact sessions, Introduce and place feedback boxes at district offices	place feedback boxes at district offices introduce web-based complains, on the departmental intranet.
		<b>Information</b>	Meetings, workshops, information sessions, individual contact sessions, telephones	Phones, faxes, emails and public announcements	Meetings, workshops, information sessions, individual contact sessions, telephones, posting of agricultural economic information	Meetings, workshops, information sessions, individual contact sessions, telephones  Explore the use of Electronic media
		<b>Redress</b>	Response given to the grievances by the Senior manager, HOD office, and the MEC to the farmers	Shorten the turn -around time of responses	Shorten the turn -around time of responses and act on the grievances	Put in the corrective measures on grievances lodged.
		<b>Value for Money</b>	Applying cost saving principles in the delivery of services,	Strive to stick within budget and specifications	Applying cost saving principles in the delivery of services, Ensuring compliance with prescribed specifications	Applying cost saving principles in the delivery of services,
		<b>Time</b>	Respond to clients within a reasonable time	Improve the response time to clients	Reduce the turn-around time to responding	Measure if turn-around time is reduced
		<b>Cost</b>	As a service delivery directorate clients are not charged however the directorate uses the allocated annual budget for the services.  <b>Total budget allocation R168 489 million</b>	As a service delivery directorate clients are not charged however the directorate uses the allocated annual budget for the services.  <b>Total budget allocation R169 082</b>	As a service delivery directorate clients are not charged however the directorate uses the allocated annual budget for the services <b>Total budget allocation R167 906 million</b>	As a service delivery directorate clients are not charged however the directorate uses the allocated annual budget for the services <b>Total budget allocation R214 710 million</b>

Key Service	Service Beneficiaries	Current Standard		Desired Standard		
		<b>Human Resources</b>	Staff complement of 101, including support staff Technical staff - 62	117 staff complement including support staff 64 Technical 53 support staff	Staff complement of 127, including support staff Technical staff - 74	Staff complement 137 Technical staff – 84  Support staff - 46

## **6. Part C: SDIP Implementation, monitoring and reporting methods**

The service delivery improvement plan is aligned to the strategic plan objectives with a specific measure of improving identified services. The implementation of the plan is infused into the day to day operational activities of the department, in particular the programme in which the standard is monitored.

The standard is equally reported on a quarterly basis to the PPMME Unit, thereby facilitating tracking of compliance on a quarterly basis. The improvement actions planned herein, will be monitored through the in year performance quarterly monitoring

## **7. Conclusion**

The DALR&RD is committed to delivering on its mandatory obligations and continuously strive to improve its services to its clients and appropriately account to its stakeholders. There is a deliberate intent from the Top Management to see to the successful implementation of the improvement plan and achieve the objectives set out in this document.