



STRATEGIC PLAN 2025 - 2030



agriculture, environmental affairs,
land reform and rural development

Department:
agriculture, environmental affairs,
land reform and rural development .
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF AGRICULTURE, ENVIRONMENTAL AFFAIRS, RURAL
DEVELOPMENT AND LAND REFORM

STRATEGIC PLAN FOR 2025-2030

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LIST OF ABBREVIATIONS

AHOD	Acting Head of Department
APP	Annual Performance Plans
CPA	Communal Property Association
DAERL	Department of Agriculture, Environmental Affairs, Rural Development and Land Reform
DALRRD	Department of Agriculture, Land Reform and Rural development
DDFE	Department of Forestry, Fisheries and Environment
DDM	District Development Model
ERRP	Economic Reconstruction and Recovery Plan
GNU	Government of National Unity
IDP	Integrated Development Plan
MEC	Members of the Executive Council
MTDP	Medium Term Development Plan
MTSF	Medium Term Strategic Frameworks
NDP	National Development Plan
NT	National Treasury
OTP	Office of the Premier
PSSC	Provincial Shared Service Centre
PGDP	Provincial Growth and Development Plan

EXECUTIVE AUTHORITY STATEMENT

The 2025-2030 strategic planning cycle marks the ultimate five years of the country's efforts to contribute towards the goals of the National Development Plan (NDP) 2030. The National Development Plan (NDP) 2030 remains the cornerstone of the long-term development trajectory of South Africa. Following the general elections of 2024 and formation of a Government of National Unity (GNU), government developed the Medium-Term Development Plan (MTDP). The MTDP translates the GNU priorities into a detailed plan and interventions that will implement over the next five years. It is anchored on three priorities, namely:

- Strategic Priority 1: Drive inclusive growth and job creation
- Strategic Priority 2: Reduce poverty and tackle the high cost of living
- Strategic Priority 3: Build a capable, ethical and developmental state

The Northern Cape 7th administration has recommitted itself to the vision of a “*Modern, Growing, and Successful Province*”. Through this strategic plan, the department outlines a plan that seeks to give effect to these priorities as espoused in the MTDP and the vision of the province. The agriculture and environmental sectors are fundamental in growing the country's economy, reducing poverty, and improving food security. The department will continue to support smallholder producers through conditional grants with the provision of on and off-farm infrastructure to improve productivity and job creation, develop requisite skills and facilitate access to markets.

The department has identified various training interventions that are anchored on partnerships with various training institutions. At the centre of all these training interventions will be our own training entity, the Northern Cape Agricultural Training Academy. This academy was launched and is amongst others, one of the key achievements of the 2019/20 to 2024/25 Provincial Priority Areas as espoused in the Provincial Growth and Development Plan (PGDP).

Transformation of key economic sectors remains a fundamental tenet in achieving the states developmental agenda. Amongst these sectors is the wildlife industry, which is widely dominated by minority groups. In responding to the challenges in the wildlife industry, the department has established a game donation scheme whereby surplus game is donated to historically disadvantaged individuals (HDIs).

Other interventions include partnering with the Department of Agriculture, Land Reform and Rural Development to acquire properties suitable for game farming for aspiring game farmers.

At the heart of the transformation agenda is empowerment of women to participate in the agriculture and environment value chain. The efforts to involve the previously marginalised people in the mainstream economy remains critical. In this respect at least 2000 women will be supported with agriculture production inputs and farm infrastructure during the current MTDP period. At the same time, 1500 female subsistence farmers will be assisted with food security initiatives. In addition, the department will continue to empower women, youth and people living with disabilities through its programmes, such as the Extended Public Work programmes (EPWP) and placement of youth graduates on commercial farms.

Protection and conservation of the environment and natural resources remains critical for the province. The province is currently experiencing increased levels of poaching of fauna and flora (reptile and succulents) especially in the Namakwa District. To address this, the department continues to work closely with Conservation South Africa and law enforcement agencies to fight against environmental crime.

Job creation is one of the key priorities in the MTDP 2024-2029. The department is working on measures to save existing jobs whilst at the same time create new and sustainable job opportunities. Conditional grants in both the environment and agriculture sectors will be used optimally to implement projects and programmes that creates job opportunities. In addition, the private sector and other stakeholders will be mobilised to strengthen the job creation initiatives, thereby achieving the Strategic Priority 1: Drive inclusive economic growth and job creation.



GM Manopole, MPL

Executive Authority: Department of Agriculture, Environmental Affairs, Rural Development and Land Reform

ACCOUNTING OFFICER STATEMENT

The 2025-2030 planning was conducted at the time that the country and our province faced enormous socio-economic challenges. Key amongst these is the subdued economic outlook, high levels of unemployment, increase in food prices, increasing poverty levels and widening inequality. Furthermore, an increasing number of people have become food insecure as a result of a depressed economy. In the preceding years, the province has experienced severe drought which resulted in parts of the province being declared as disaster areas.

Against this backdrop, the department has developed a plan that gives effect to the priorities of government while at the same time addressing the prevailing socio-economic challenges. In this respect, the department has identified six outcomes that will be focused on during the MTDP period. These are:

- **Outcome 1:** Improved governance and sound financial management
- **Outcome 2:** Increased contribution of the sector to the provincial GDP
- **Outcome 3:** Increase in the number of commercialised black producers
- **Outcome 4:** Reduced Unemployment rate in the province
- **Outcome 5:** Increase in food security levels in the province
- **Outcome 6:** Biodiversity conserved, and natural resource management enhanced

In the last MTSF period, the department grappled with unfavourable audit outcome in both financial and performance information. The department will therefore focus on internal controls, addressing of audit findings and continuous improvement, developing ethical leadership that sets the tone for the rest of the employees of the department.

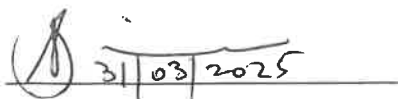
The Northern Cape province currently contributes about 2.3% to the National Gross Domestic Product (GDP) and the Agricultural Sector in the Northern Cape contributes about 7% to the Provincial GDP. Over the MTDP period, the department aims to increase the provincial GDP to 10% by planting high-value crops such as raisins, dates, potato seeds and pecan nuts and also encouraging value-addition through agro-processing.

The department will also focus on increasing the participation of black producers at all levels of the value chain. This could be achieved through targeted funding and leveraging blended financing model. A new implementation model of funding conditional grant projects will unlock value for money for black producers as they would be building portfolios with private sector agri-businesses and ownership.

The Agricultural Sector in the province averages around 38 000 people employed. In terms of what the department contributes through conditional grant funding, just under 5500 jobs will be created over the MTDP period to add to the provincial agriculture. Additional 1000 jobs will be created through environmental sector employment programmes.

The agricultural sector is one of the key sectors that is expected to increase food security levels in the country. The department will intensify awareness on food safety, ensure promotion of animal health, and ensure that abattoirs in the province adheres to meat safety requirements and that the laboratory tests performed are of the highest standards. Households will be encouraged and supported to produce their own food as part of the food insecurity mitigation plan.

To achieve sustainable development, the department will ensure that natural resources are protected, and sustainably used and degraded ecosystems are restored. This will be done through prudent management of nature reserves, research and policy development, implementation of regulations relating to the use of biodiversity and the prevention of pollution, adaptation to climate change, informing spatial planning at all levels, support to other spheres of government and business and also through compliance monitoring and enforcement.



31/03/2025

Adv Thulani Binase

Acting Accounting Officer: Department of Agriculture, Environmental Affairs, Rural Development and Land Reform


OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of Department of Agriculture, Environmental Affairs, Rural Development and Land Reform under the guidance of MEC GM Manopole (MPL).
- Consider all the relevant policies, legislation and other mandates for which the Department of Agriculture, Environmental Affairs, Rural Development and Land Reform is responsible.
- Accurately reflects the Impact and Outcomes which the Department of Agriculture, Environmental Affairs, Rural Development and Land Reform will endeavour to achieve over the period 2025-2030.


N Moletsane Signature:  Date: 27/03/2025
Chief Director: Agricultural Development Services

P Kegakilwe Signature:  Date: 27/03/2025
Chief Director: Agricultural Technical Services

T Sibhono Signature:  Date: 27/03/25
Chief Director: Environment and Nature Conservation

M Ndzilili Signature:  Date: 27/03/2025
Chief Director: Corporate Services

B Motaung Signature:  Date: 27/03/2025
Programme Manager: Human Resource Management

L Mphatsoane Signature:  Date: 27/03/2025
Programme Manager: Financial Management

P Kegakilwe Signature:  Date: 27/03/2025
Acting Programme Manager: Sustainable Resource Use and Management

L Senosi Signature:  Date: 21/03/2025
Programme Manager: Agricultural Producer Support and Development

M Letsie Signature:  Date: 27.3.2025
Programme Manager: Veterinary Services

P Kegakilwe Signature:  Date: 27/03/2025
Acting Programme Manager: Research and Technology Development Services

D Kekana Signature:  Date: 27/03/2025
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S Bonokwane Signature:  Date: 27/3/25
Programme Manager: Rural Development

O Gaoraelwe Signature:  Date: 27/03/2025
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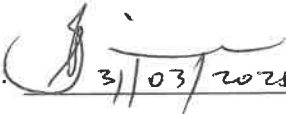
B Fisher Signature:  Date: 27/03/2025
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A Abrahams Signature:  Date: 27.3.25
Sub-Programme Manager: Biodiversity Management

M Dawood Signature:  Date: 27/3/2025
Acting Chief Financial Officer

RL Banda Signature:  Date: 27.3.25
Head Official responsible for Planning

Adv T Binase
Acting Accounting Officer

Signature:  31/03/2025 Date: 31/03/2025

Approved by:

GM Manopole (MPL)
Executive Authority

Signature:  Date: 15/04/2025



PART A

OUR MANDATE



PART A: OUR MANDATE

1. Constitutional Mandate

The Department of Agriculture, Environmental Affairs, Rural Development and Land Reform 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. In particular, the following sections are relevant to the department:

Chapter 2, section 23, 25 and 27

Schedule 4 and 5 of the Constitution

Section 24 of the Constitution states that:

“Everyone has the right -

- a. to an environment that is not harmful to their health or well-being; and
- b. to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that
 - i. prevent pollution and ecological degradation;
 - ii. Promote conservation; and
 - iii. Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.”

2. Legislative and Policy Mandates

The Department functions under several legislative mandates, which include among others the following:

- Agricultural Development Fund Act, 1993 (Act No 175 of 1993)
- Agricultural Product Standards Act, 1990 (Act No 119 of 1990)
- Agricultural Research Act, 1990 (Act No 86 of 1990)
- Animal Diseases Act, 1984 (Act 35 of 1984)
- Animal Identification Act, 2002 (Act No 6 of 2002)
- Animal Improvement Act, 1998 (Act 62 of 1998)
- Broad Based Black Economic Empowerment Act, 2003 (Act No 53 of 2003)
- Climate Change Act, No. 22 of 2024
- Code of Good Practice: Employment of People with Disabilities, 2002

- Codex Alimentarius of the World Health Organization (WHO) and Food and Agricultural Organization (FAO) (International Code on Food Safety)
- Communal Land Rights Act, 2004
- Conservation of Agricultural Resources Act, 1983 (Act 43 of 1983)
- Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)
- Disaster Management Act, 2002 (Act No 57 of 2002)
- District Development Model
- Fencing Act, 1963 (Act No 31 of 1963)
- Fertilizers, Farm feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act 36 of 1947)
- Game Theft Act 105 of 1991 (GTA) to protect wild animals against theft and poaching
- Genetically Modified Organisms Act, 1997 (Act 15 of 1997)
- Hunting norms and standards (NEMBA), notice 1084 of 2010
- Just Transition Framework for South Africa
- Land Redistribution for Agricultural Development (LRAD)
- Land Reform Act, 1997 (Act 3 of 1997)
- Marketing of Agricultural Produce Act, 1996 (Act 47 of 1996)
- Meat Safety Act, 2000 (Act 40 of 2000)
- National Building Regulations and Building Standards Act, 1977 and SANS10400-S
- National Climate Change Response Policy (NCCRP, 2011)
- National Development Plan, Chapter 13, Building a Capable and Developmental State
- National Environmental Management Act 107 of 1998 as amended (NEMA)
- National Environmental Management Act: Environment Impact Assessment Regulations, 2014
- National Environmental Management Air Quality Management Act 39 of 2004 (NEMAQA) as amended
- National Environmental Management Biodiversity Act 10 of 2004 (NEMBA)
- National Environmental Management Protected Areas Act 57 of 2003 (NEMPAA) as amended
- National Environmental Management: Integrated Coastal Management Amendment Act 36 of 2014 (ICM Act)
- National Environmental Management: Waste Act 59 of 2008 (NEMWA)
- The National Environmental Management Laws Amendment Act 2 of 2022 (NEMLAA)
- National Infrastructure Plan 2050

- National Strategic Framework on Reasonable Accommodation for Persons with Disabilities
- National Strategic Plan on Gender-based Violence and Femicide (NSP on GBVF)
- National Waste Management Strategy
- Noise Control Regulations in terms of section 25, 1992
- Northern Cape Land Administration Act, 2003
- Northern Cape Nature Conservation Act 9 of 2009 and its associated Northern Cape Nature Species (TOPS) Regulations, 2007
- Occupational Health and Safety Act, 1993
- Perishable Product Export Control Act, 1983 (Act 9 of 1983)
- Plant Improvement Act, 1976 (Act 53 of 1976)
- Policy On Reasonable Accommodation and Assistive Devices for Employees with Disabilities in The Public Service
- Preferential Procurement Policy Framework Act, 2000 (Act No 5 of 2000)
- Protected Areas Act: Admission of Guilt Fines, 2011
- Provincial Spatial Development Framework (PSDF)
- Provincial Supply Chain Management Policy (April 2006)
- PSCBC Resolution No. 3 of 1999, Remunerative Allowances and Benefits
- Public Finance Management Act, 1999 (PFMA), Act 1 of 1999 as amended by Act 29 of 1999
- Public Service Act, 1994
- Regulations for the Prohibition of the Use, Manufacturing, Import and Export of Asbestos and Asbestos Regulations for Bioprospecting, Access, and Benefit-sharing, 2008
- Regulations for the Proper Administration of Nature Reserves, 2012
- Regulations regarding Waste Disposal Sites, 1994
- Regulations under section 24(d) of the ECA – Plastic Carrier Bags and Plastic Flat Bags, 2003
- Resolution 1 of 2007, Determination on Leave of Absence in the Public Service; and
- Sea Shores Act 21 of 1935
- South African Abattoir Corporation Act, 2005 Repeal (Act no 17 of 2005)
- Stock Theft Act 57 of 1959 as amended
- Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970) (pending repeal)
- Technical Assistance Guidelines on the Employment of People with Disabilities
- The Employment Equity Act No. 55 of 1998

- The International Animal Health Code of the World Organization for Animal Health (OIE – Office International des Epizooties)
- The international Code for Laboratory Diagnostic Procedure for Animal Diseases of the World Organization for Animal Health
- The Job ACCESS Strategic Framework on Recruitment, Employment and Retention of Persons with Disabilities in the Public Service, 2009
- The Labour Relations Act No 66 of 1995
- The Promotion of Equality and Prevention of Unfair Discrimination Act (2000)
- The Sanitary and Phyto-sanitary Agreement of the World Trade Organization (WTO)
- The United Nations Convention on the Rights of Persons with Disabilities and its Optional Protocol in 2007
- The White Paper on the Rights of Persons with Disabilities (WPRPD), approved by Cabinet in December 2015
- Treasury Regulations for Departments, constitutional institutions and public entities issued in March 2005 in terms of the PFMA
- Veterinary and Para-Veterinary Professions Act, 1982 (Act 19 of 1982)
- Water Act, 1998
- White Paper on Affirmative Action in the Public Service, 1998
- White Paper on Integrated National Disability Strategy, 1997
- White Paper on National Climate Change Response, 2011
- White Paper on the Transformation of the Public Service, 1995

International agreements: Work of the department is further guided by international obligations that stem from around 18 international conventions, protocols, treaties and other agreements to which South Africa is a Party. These include:

- Agenda 21
- Convention on Biological Diversity (1995)
- Convention on International Trade in Endangered Species of Fauna and Flora – CITES (1975)
- Convention on Wetlands of International Importance (RAMSAR) (1975)
- Intergovernmental Panel on Climate Change (IPCC)
- Conference of Parties (COP)
- Furthermore, South Africa is a signatory to the Paris Agreement (2016)
- Lusaka Agreement on Co-operative Operations Directed at all Illegal Trade in Wild Fauna & Flora (1974)

- The 2030 Agenda for Sustainable Development goals and its associated Sustainable Development Goals
- The Guidelines of the International Union for Conservation of Nature (IUCN)
- The International Treaty on Plant Genetic Resources for Food and Agriculture (2009) coordinated by the Food and Agriculture Organisation of the United Nations, the Kyoto Protocol (1997)
- The Nagoya Protocol, Convention on the Conservation of Migratory Species of Wild Animals (1991)
- The World Heritage Convention
- United Nations Framework Convention on Climate Change (UNFCCC, 1992)

3. Institutional Policies and Strategies Over the Five-Year Planning Period

The Department will continue with the following policies and strategies in the five-year planning period:

- Coastal Management Programme
- Community Based Natural Resources Management
- Implementation of grant funded projects.
- Implementation of the Provincial livestock development programme (PLDP)
- Management Effectiveness Improvement Strategy for Protected Area Management
- Northern Cape Aquaculture Strategy
- Draft Northern Cape Climate Change Adaptation Response Strategy
- Operation Phakisa: Biodiversity Economy
- Operation Phakisa: Oceans Economy
- Provincial Air Quality Management Plan
- Provincial Integrated Waste Management Plan
- Provincial Protected Area Expansion Strategy
- Strategy toward gender mainstreaming in the environment sector 2016-2021 (Extended to 2025)
- Vaalharts Revitalisation Programme
- National Strategic Plan for HIV, TB and STIs 2023 – 2028
- National Strategic Plan for the Prevention and Control of Non-Communicable Diseases 2022 - 2027

4. Relevant Court Rulings

In 2021, the Pretoria High Court ruled in the Deadly Air case **SCA Case No: 549/2023** that poor air quality in the Highveld Priority Area (HPA) violated the constitutional right to a healthy environment. The court also ordered the government to pass regulations to enforce the Highveld Air Quality Management Plan.



PART B

OUR STRATEGIC FOCUS



PART B: OUR STRATEGIC FOCUS

1. Vision

A transformed, prosperous agriculture and sustainable environment.

2. Mission

The Department will champion agrarian transformation, promote and facilitate increased production, conserve and protect natural resources to ensure economic growth, improved livelihoods and food security for present and future generations.

3. Values

- Responsiveness
- Accountability
- Innovative
- Professionalism
- Integrity
- Efficiency

4. Situational Analysis

The strategic focus of the department will be on:

- Job creation
- Protection and conservation of natural resources
- Alleviate poverty and ensure food security
- Transformation of the sector
- Ensure participation of women, youth and disabled people in the mainstream economy
- Promote green growth initiatives
- Resilience for climate change
- Increasing production and contribution to the gross domestic product (GDP)



This Strategic Plan (SP) has been developed in line with the government's strategic policy documents - Medium-Term Development Plan 2024-2029 (MTDP) priorities and actions, Provincial Growth and Development Plan (PGDP), State of the Province Address (SOPA) commitments, Budget Speech commitments, Operation Phakisa: Agriculture, Land Reform and Rural Development Lab Report, Operation Phakisa Oceans Economy, Economic,

Reconstruction and Recovery Plan (ERRP) and Agriculture and Agro-processing Master Plan (AAMP).

During September 2024, workshops were held with all programmes to start the process of developing the first draft of the 2025-2030 Strategic Plan (SP) and 2025/26 Annual Performance Plan (APP). On 25-27 September 2024, a departmental strategic planning session was held. This session was attended by all officials from Assistant Director upwards. The MEC addressed the session to outline provincial political imperatives while national departments made presentations of sector priorities for the MTDP period. External stakeholders were also provided with an opportunity to engage the department on sector priorities and plans. The outcome of the strategic plan session was a draft Strategic Plan and APP with reviewed Vision and Mission as well as the six outcomes.

The first drafts were submitted to the Office of the Premier (OTP), Department of Agriculture, Land Reform and Rural Development and Department of Forestry, Fisheries and the Environment for analysis. The feedback received from these oversight departments was incorporated in this final document.

Table 1: SWOT Analysis

<p>S</p>	<ul style="list-style-type: none"> • Good stakeholder relations • Diversity • Skilled and experienced staff • Sound Regulatory environment • SANAS Accredited Veterinary Laboratory • Complementary mandates 	 <p>Strengths</p>
<p>W</p>	<ul style="list-style-type: none"> • Poor corporate image and organisational culture • Inadequate security system • Aging staff complement • Resistance to change • Working in silos • Low staff morale • Procurement red tape • High staff turn-over • Lack of induction programmes • Poor communication • Insufficient financial and human capital • Insufficient skills, transfer, mentoring and training • Inadequate and aging infrastructure including ICT • No evaluation of impact and effectiveness of the programmes • Poor planning for sustainable projects and implementation • Unfunded mandates • Effectiveness of the departmental organisational structure 	 <p>Weaknesses</p>

	<ul style="list-style-type: none"> • Partnerships for funding and capacity building • Research stations/nature reserves as biological laboratories • Land availability • Better coordination of efforts between provincial and National department • Funding opportunities such as Blended Financing & Budget Facility for Infrastructure • Positive export trends • Agri Academy • Up skilling and study opportunities 	 Opportunities
	<ul style="list-style-type: none"> • Skills competition between private and government • Cyber attacks • Litigations • Food insecurity • Perceived lack of opportunity in NC • High illiteracy coupled with low business acumen within projects • Declining capacity of natural resources to sustain livelihoods • Change of land use and land degradation • Poaching • Climate change and Natural Disasters • Animal, pest and Plant Diseases • Increasing costs of energy 	 Threats

To address the Weaknesses and Threats identified in the SWOT, the department will focus on the following:

- Implement change management strategies to facilitate staff adaptation and ensure a smooth transition.
- Develop a talent management, mentoring, and coaching policy to attract and retain top-performing employees.
- Conduct a skills audit to ensure employees are sufficiently empowered.
- Establish partnerships with the private sector.
- Finalize the organizational structure to align with the 2025-2030 Strategic Plan.
- Adopting a comprehensive cybersecurity strategy that includes technical solutions, employee education, and proactive planning, in order to significantly reduce the risk of cyberattacks and protect the department's assets.
- Develop an Integrated Food Security Plan that guides all food security interventions across the spheres of government; and ensures the provision of comprehensive, targeted, and coordinated food security interventions.
- Surveillance, educational campaigns to increase awareness among affected communities regarding the risks of animal diseases, collaboration with stakeholders on disease control measures and ensure adherence to regulatory guidelines.

- Put in place Early Warning Systems for weather patterns and possible disasters, provide emergency fodder support to farmers during times of drought, famine, or other crises that might lead to disasters.
- A comprehensive Sectoral Disaster Risk Management Plan will be developed during 2025-2026 financial year, prioritizing proactive disaster risk reduction measures over post-disaster response and recovery.
- To curb the illegal trade in fauna and flora, multi-disciplinary efforts between the DAERL, the South African Police Service (SAPS), State Security Agency (SSA), National Prosecution Agency (NPA), and other law enforcement agencies and the international community (donor agencies) are being implemented.
- Review and approval of the Provincial Climate Change Strategy to ensure compliance and alignment to the Climate Change Act of 2024. Continue with public awareness on climate change as well as focus on programmes to conserve and rehabilitate ecosystems and biodiversity assets.

The table below highlights some of the critical stakeholders within the environment and agricultural sector.

Table 2: Key stakeholders in the environment and agriculture sectors

STAKEHOLDERS	ROLE AND RESPONSIBILITY
Government Departments and Public Institutions	<ul style="list-style-type: none"> • The Department of Agriculture, Land Reform and Rural Development (DALRRD) is responsible for providing leadership in the agriculture and its related sectors. • Department of Forestry, Fisheries and the Environment (DFFE) is responsible for providing leadership in the environment sector. <p>StatsSA, South African Police Service (SAPS), Department of Trade Industry and Competition (DTIC), Department of Tourism (DT), Department of Water and Sanitation (DWS), Department of Public Works (DPW), Department of Employment and Labour (DET) and South African National Accreditation System (SANAS), etc.: provide services to the department and its stakeholders.</p>
State-owned entities	<p>South African Local Government Association (SALGA), National Agricultural Marketing Council (NAMC), Agricultural Research Council (ARC), Council for Scientific and Industrial Research (CSIR), South African National Parks (SANParks), South African Tourism (SAT), South African Weather Service (SAWS), Perishable Products Export Control Board (PPECB), Onderstepoort Biological Product (OBP), Kalahari Kid Corporation (KKC) and South African National Biodiversity Institute (SANBI) provide a range of services to the different stakeholders and the department.</p> <ul style="list-style-type: none"> • Facilitating access to data, generating information and knowledge, building capacity, providing policy advice, provide marketing and advisory services to key stakeholders for sustainable management of agricultural resources. • Conducts research with partners, develops human capital and fosters innovation to support and develop the sectors. • Prevents and control pests and diseases that impact food security, human health, and livelihoods. • Provide quality certification and cold chain management services for producers and exporters of perishable food products.

STAKEHOLDERS	ROLE AND RESPONSIBILITY
Registration bodies	South African Society of Agriculture Extension (SASAE), South African Veterinary Council (SAVC), Environmental Assessment Practitioners Association of South Africa (EAPASA), Engineering Council of South Africa (ECSA) and South African Council for Natural Scientific Professionals (SACNASP) <ul style="list-style-type: none"> Research, training, and mentorship
Producers	<ul style="list-style-type: none"> Large, medium, and small-scale producers responsible for production, processing and/or distribution of agricultural commodities.
Industry associations	Potato SA, Grain SA, South African Poultry Association (SAPA), Raisin SA, National Wool Growers Association (NWGA), African Farmers' Association of South Africa (AFASA), Agricultural Business Chamber of South Africa (Agbiz) and AgriSA: provide technical support, training, mentorship logistics, production capital etc., as well as being involved in or support research for various agricultural topics.
Institutions of higher learning	Universities and Colleges <ul style="list-style-type: none"> Training and research
Financial institutions	Land Bank, Industrial Development Corporation (IDC) and other commercial Banks, e.g. Standard Bank, ABSA, etc. <ul style="list-style-type: none"> Provide analysis, advice, production loans and other financial services.
Labour organisations	National Farmers Union (NAFU), Farmers Union Saamtrek Saamwerk <ul style="list-style-type: none"> Organisations support employees across the agricultural and environment sector.

The Department seeks to ensure that its interventions contribute towards the achievement of the MTDP 2024-2029 priorities, provincial plans as well as sector plans. The outcomes as spelled out in the departmental Strategic Plan are aligned to the MTDP, Provincial Growth and Development Plan (PGDP) and the Agriculture and Agro-processing Master Plan (AAMP) as indicated in the table below.

Table 3: Alignment of MTDP, Outcomes, PGDP and AAMP

MTDP Priority	DAERL Outcomes	PGDP Drivers	AAMP	
			Pillars	Objectives
Priority 1: Drive inclusive growth and job creation	Outcome 2: Increased contribution of the sector to the provincial GDP	Driver 1: Economic transformation, growth and development	Pillar 1: Resolving policy ambiguities and creating an investment-friendly environment Pillar 2: Creating enabling infrastructure Pillar 3: Providing comprehensive farmer assistance, development finance, R&D and extension services	<ul style="list-style-type: none"> Promote and accelerate sustainable transformation in the agriculture and agro processing sectors Enhance competitiveness and entrepreneurship opportunities through technological innovation, innovative financing models for black farmers, infrastructure construction and digitalization Create an effective farmer support system and agro processing incentives. Create decent, growing and inclusive employment, in addition to improving working conditions and fair wages in the sector

MTDP Priority	DAERL Outcomes	PGDP Drivers	AAMP	
			Pillars	Objectives
Priority 1: Drive inclusive growth and job creation	Outcome 6: Biodiversity conserved, and natural resource management enhanced	Driver 3: Environmental Equity and Social Resilience	Pillar 1: Resolving policy ambiguities and creating an investment-friendly environment	<ul style="list-style-type: none"> Enhance resilience to the effects of climate change and promote sustainable management of natural resources Improve the safety of the farming community and reduce stock and crop thefts and farm attacks
	Outcome 2: Increased contribution of the sector to the provincial GDP	Driver 1: Economic transformation, growth and development	Pillar 5: Facilitating market expansion, improving market access, and promoting trade	<ul style="list-style-type: none"> Improve access to local and export markets, which will require constant upgrades in the quality of supply to bolster South Africa's competitiveness
	Outcome 5: Increase in food security levels in the province	Diver 2: Social Equity and Human welfare	Pillar 4: Improving food security, increasing production and employment and ensuring decency and inclusivity	<ul style="list-style-type: none"> Increase food security in South Africa
Priority 3: Build a capable, ethical and developmental state	Outcome 1: Improved governance and sound financial management	Driver 4: Accountable and Effective governance	Pillar 1: Resolving policy ambiguities and creating an investment-friendly environment	<ul style="list-style-type: none"> Create a capable state and enabling policy environment

4.1 External Environment Analysis

4.1.1 Demographics

4.1.1.1 Population

According to Statistics South Africa Census 2022, the Northern Cape has a total population of 1 355 945 people. The population of the province increased by 1.6% annually from 2011 (1 145 861). This represents a 2.2% proportion of the South African population of 62 027 503 people. The ranking in terms of the size of the population of the Northern Cape compared to other provinces remained the same between 2012 and 2022.

Table 4: Total population per District Municipality of the Northern Cape Province: 2022

John Taolo Gaetsewe	Namakwa	Pixley ka Seme	ZF Mgcawu	Frances Baard	Total
272 454	148 935	216 589	283 624	434 343	1 355 945

Source: StatsSA Census 2022

As demonstrated in the table above, Frances Baard (32%) has the highest population followed by ZF Mgcawu (21%) and John Taolo Gaetsewe (20%). Namakwa has the lowest population (11%) followed by Pixley ka Seme (16%).

According to the Provincial Spatial Development Framework (PSDF), the province is plagued by the following key issues:

- High levels of poverty and limited access to resources
- Inadequate access to water and electricity resulting in with many villages relying on contaminated groundwater, unsuitable for human consumption
- Vast distances between towns leading to high transport costs
- High level of water use, and environmental degradation
- Competing land use between mining and agriculture

In line with the SPLUMA Act 16 of 2013, critical factors in achieving spatial and economic transformation in the province include:

- Equitable access to economic and employment opportunities
- Equitable access to transport, energy, water, bulk and communications infrastructure
- Equitable access to land and food security
- Equitable access to social services and public amenities
- Equitable access to a healthy natural environment
- Equitable access to housing and municipal infrastructure
- Equitable access to natural resources

The department has taken into consideration issues that have been highlighted in the PSDF together with the interventions intended to reverse the current situation in the province, hence the departmental outcomes and strategic focus for the 2025-2030 MTDP cycle.

Table 5: Alignment of MTDP, Outcomes, PGDP and PSDF

MTDP Priority	DAERL Outcomes	PGDP Drivers	PSDF Development drivers
Priority 1: Drive inclusive growth and job creation	Outcome 2: Increased contribution of the sector to the provincial GDP	Driver 1: Economic transformation, growth and development	Driver 1: Thriving economic engines
Priority 1: Drive inclusive growth and job creation	Outcome 6: Biodiversity conserved, and natural resource management enhanced	Driver 3: Environmental Equity and Social Resilience	Driver 3: conservation of resources and production areas
	Outcome 2: Increased contribution of the sector to the provincial GDP	Driver 1: Economic transformation, growth and development	Driver 1: Thriving economic engines

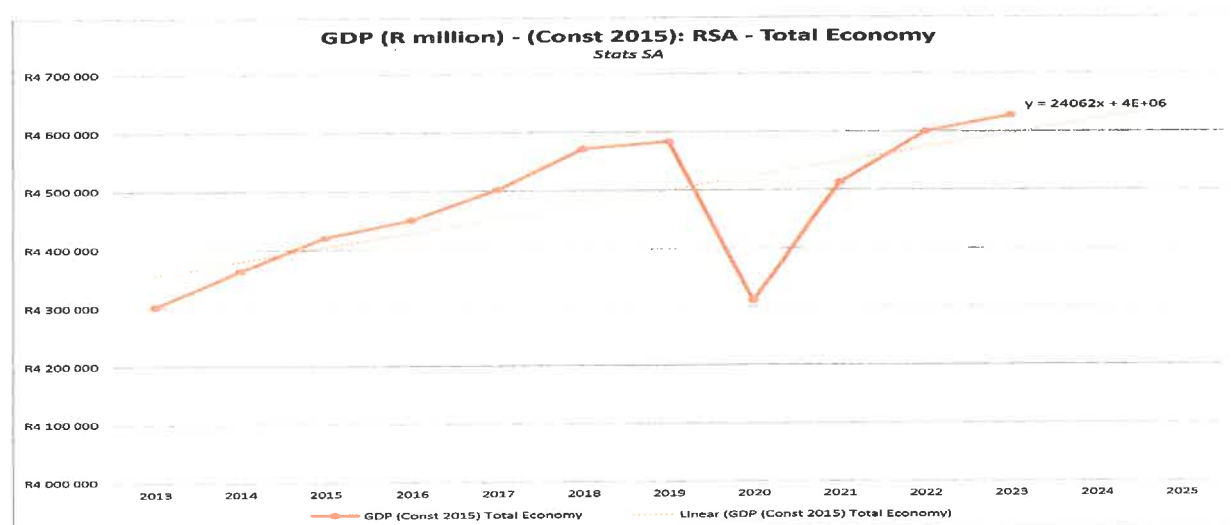
MTDP Priority	DAERL Outcomes	PGDP Drivers	PSDF Development drivers
	Outcome 5: Increase in food security levels in the province	Driver 2: Social Equity and Human welfare	Driver 2: Transforming spaces and livelihoods
Priority 3: Build a capable, ethical and developmental state	Outcome 1: Improved governance and sound financial management	Driver 4: Accountable and Effective governance	Driver 4: Effective Spatial Governance

4.1.2 Economic overview

4.1.2.1 National GDP

The Gross Domestic Product (GDP) increased from R4 583 billion in 2019 to R4 626 billion in 2023 when measured in constant 2015 prices. This reflects a growth of 0.94% over a four-year period or an average of 0.24% per annum.

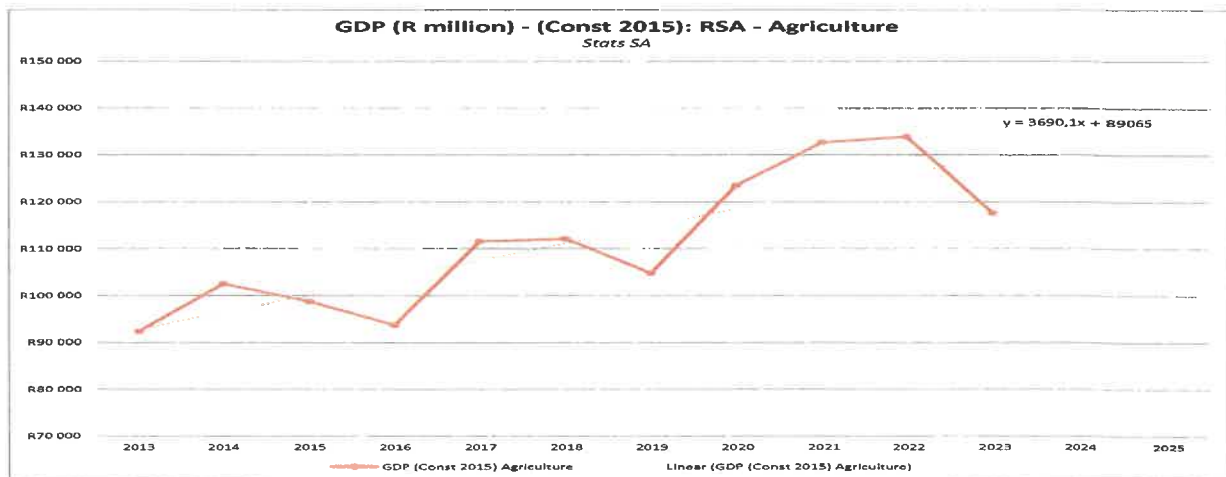
Figure 1: National GDP



Source: StatsSA GDP: Fourth quarter 2023

Over the same period, the agricultural sector increased from R104.8 billion to R117.6 billion, a growth of 12.18% over a four-year period or an average of 3.05% per annum. This increased the share of agriculture to total economy from 2.29% in 2019 to 2.54% in 2023.

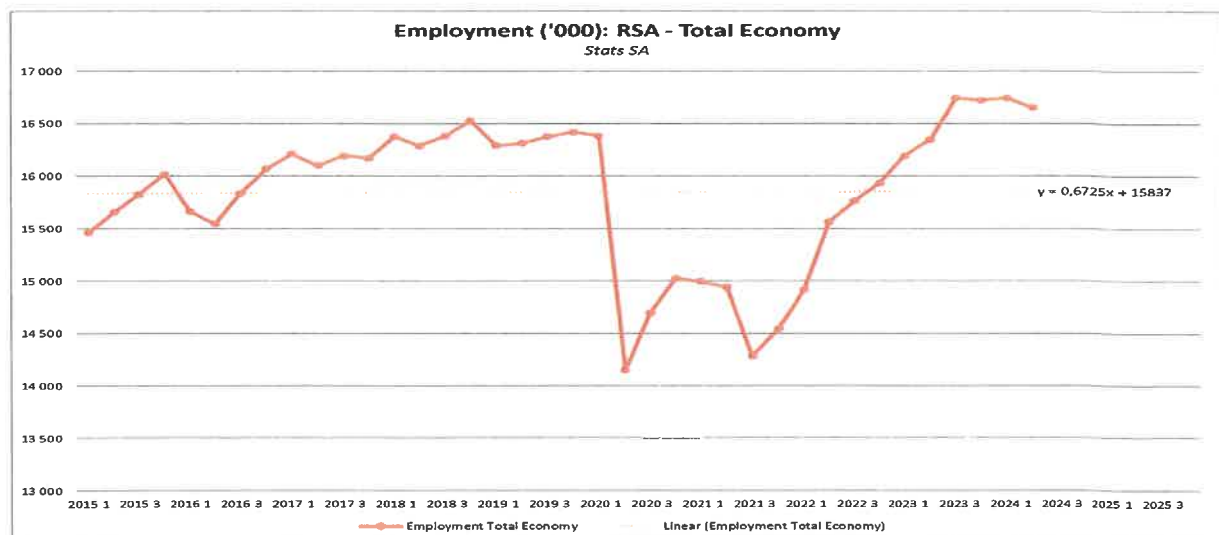
Figure 2: RSA: Agriculture GDP



Source: StatsSA GDP: Fourth quarter 2023

Employment increased from 16.350 million (average of four quarters) in 2019 to 16.502 million, a growth of 0.93% over the four-year period or an average of 0.23% per annum.

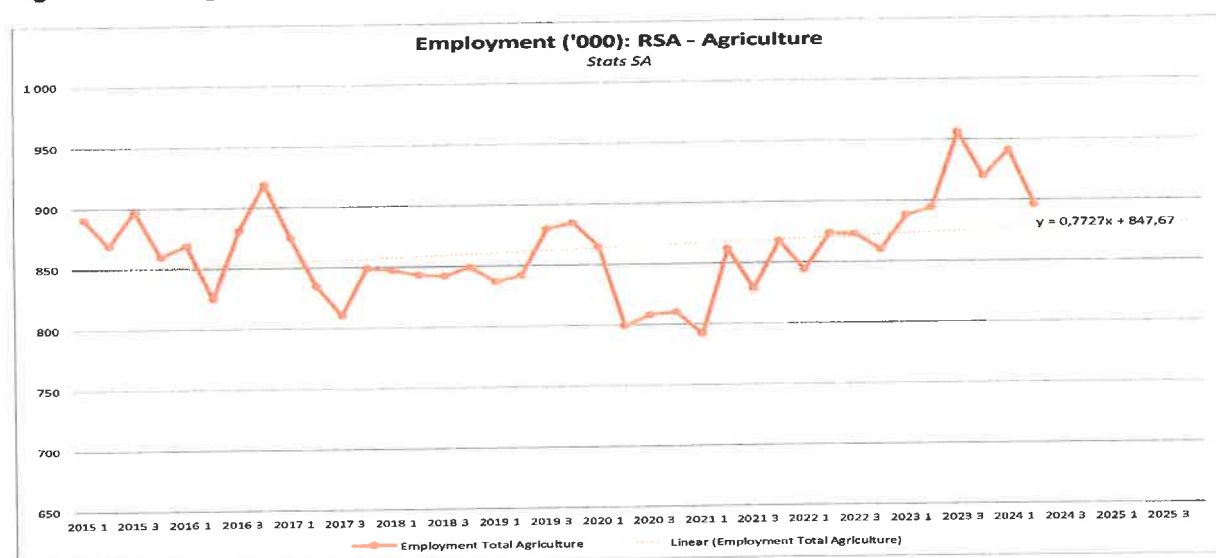
Figure 3: RSA: Employment



Source: StatsSA GDP: Fourth quarter 2023

Over the same period, the agricultural sector increased employment from 861 000 to 915 000, a growth of 6.27% over the four-year period or an average of 1.6% per annum. This increased the share of agriculture to total employment from 5.27% in 2019 to 5.54% in 2023.

Figure 4: RSA: Agriculture Employment

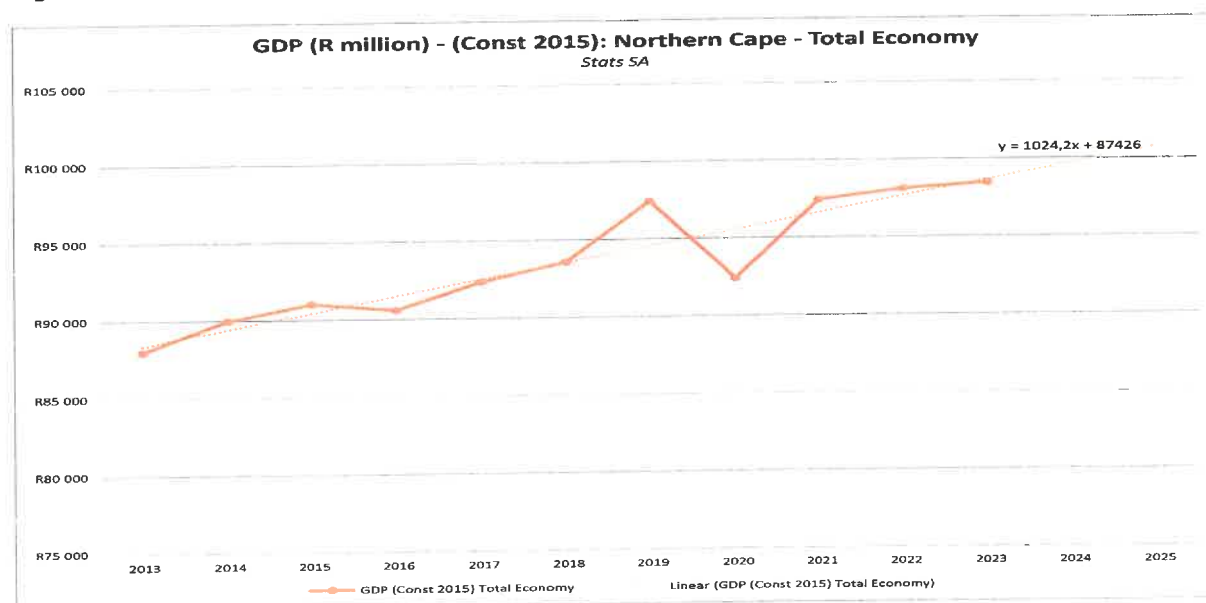


Source: StatsSA GDP: Fourth quarter 2023

4.1.2.2 Provincial GDP

The Gross Domestic Product (GDP) increased from R97.4 billion in 2019 to R98.4 billion in 2023 when measured in constant 2015 prices. This reflects a growth of 1.05% over a four-year period or an average of 0.26% per annum. No provincial data for the different sectors was available for this period.

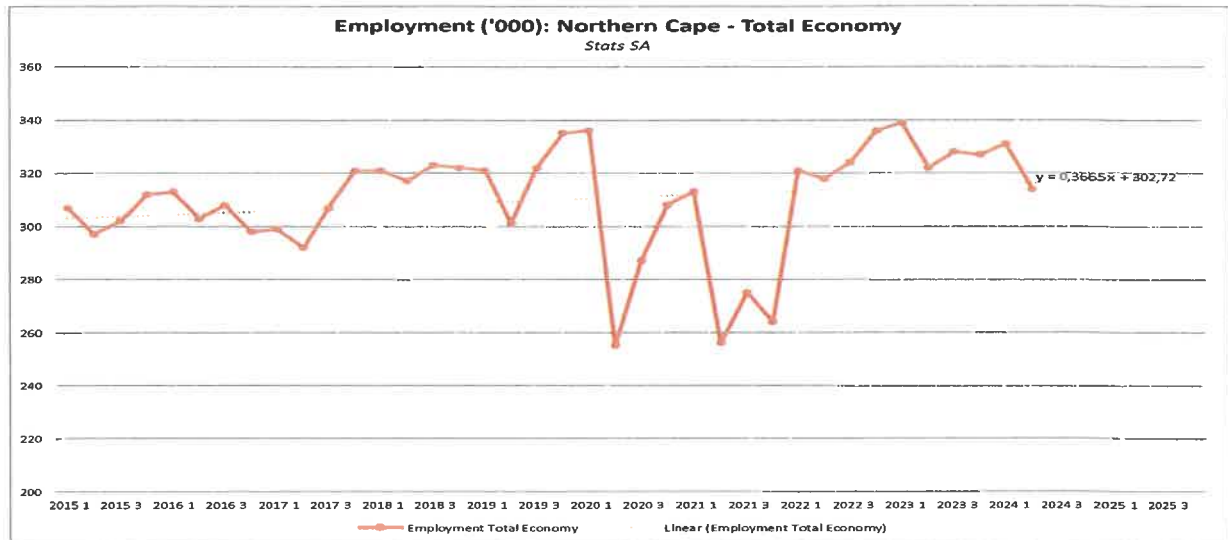
Figure 5: Northern Cape Provincial GDP



Source: StatsSA GDP: Fourth quarter 2023

Employment increased from 320 000 (average of four quarters) in 2019 to 329 000, a growth of 2.81% over the four-year period or an average of 0.70% per annum.

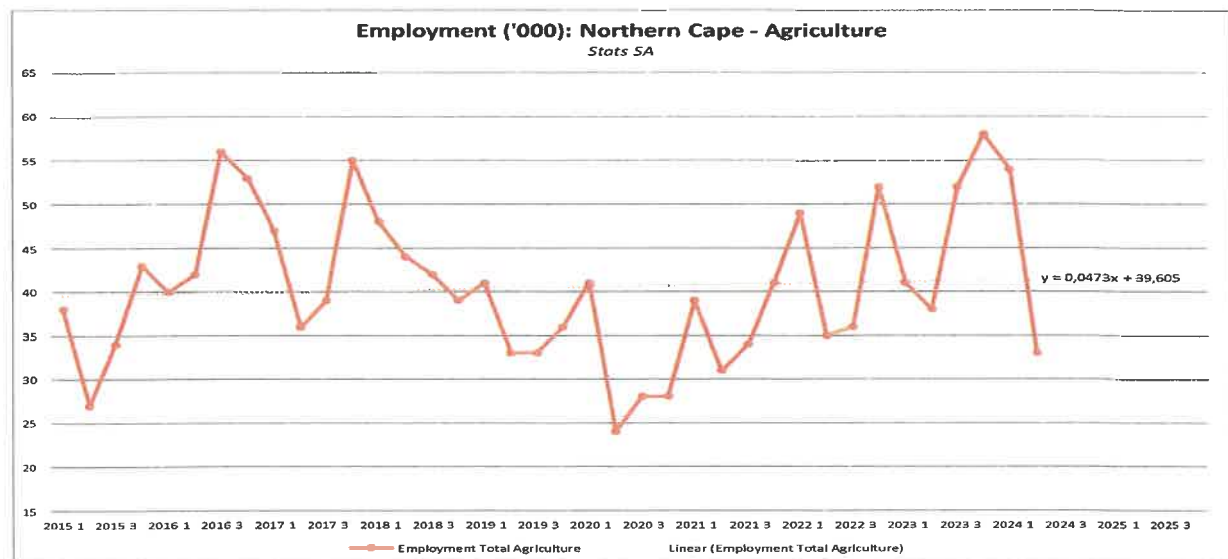
Figure 6: Northern Cape Employment



Source: StatsSA GDP: Fourth quarter 2023

Over the same period, the agricultural sector increased employment from 36 000 to 47 000, a growth of 30.55% over the four-year period or an average of 7.6% per annum. This increased the share of agriculture to total employment from 11.25% in 2019 to 14.29% in 2023.

Figure 7: Northern Cape Agriculture Employment



Source: StatsSA GDP: Fourth quarter 2023

4.1.3 Job Creation

Job creation is one of the key priorities in the MTDP 2024-2029. The department is working on measures to save existing jobs whilst at the same time create new and sustainable job opportunities. Conditional grants in both the environment and agriculture sectors will be used optimally to implement projects and programmes that creates job opportunities. In addition, the private sector and other stakeholders will be mobilised to strengthen the job creation initiatives.

Over the MTDP period, the department intends to create 5000 jobs through the Comprehensive Agriculture Support Programme (CASP) and Ilima/Letsema programmes and 1000 jobs through environmental sector public programmes. Additional 500 jobs will be created through the implementation of LandCare projects.

4.1.4 Overview of Environmental Sector

4.1.4.1 Contextualization of Environmental Pressures

The Northern Cape represents 31% of the country's land area and is home to 6 of the 9 biomes in South Africa, each with its unique combination of climate patterns, geology, soil types, and plants and animals that inhabit the area. The six biomes present in the Northern Cape are: Desert, Nama Karoo, Succulent Karoo, Savanna, Grassland and Fynbos. The rich and unique biodiversity of the Northern Cape is amplified by virtue of it having 23 of the 44 bioregions and 120 of the 435 vegetation units occurring in South Africa. Furthermore, six of the Northern Cape's 23 bioregions and 75 of the 120 vegetation units do not occur in any of the other provinces.

The province houses approximately 4 196 plant species, which is 24% of South Africa's species (however with many of the remote wilderness areas not researched to full potential this species count is probably much higher). More than 30% of the plants within the Northern Cape are endemic, are naturally restricted to a certain region, such as a mountain range or specific vegetation type. Many of these plants are rare or threatened, with a very limited distribution. Of the province's plant species 17% (838 species) are of conservation concern in terms of the Red Data List assessment.

The key pressures on biodiversity in the Northern Cape include changes in hydrological regime and poor water quality, overutilisation of arid rangelands, unsustainable use of biological resources, changes to fire regimes, biological invasions, mining developments climate change and poaching.

The Northern Cape is home to a high diversity of rare and range-restricted succulent species which face the most significant pressure. The most significant threat to these plant species is the massive increase in poaching of succulent species for the international horticultural trade, facilitated through online services and social media, and the fact that many sought-after species can be shipped through postal services. Poaching of large numbers of these plants leads to rapid depletion of small wild populations, significantly increasing these species' risk of extinction.

Climate change is likely to trigger spatial, temporal and compositional shifts in biodiversity. The extent of these impacts on biodiversity and ecosystems is not yet fully understood and more research will have to be conducted to inform modelling and make projections to inform policy.

4.1.4.2 Coastal Management

The Northern Cape coastal zone falls within a single district municipality (DM), the Namakwa DM. It is approximately 413 km in length, and stretches over three local municipalities (LMs), namely the Richtersveld, Nama Khoi and Kamiesberg LMs. The coast of Namakwa DM is rich in marine resources and the attributes of the coastal and offshore environments have had a significant impact on the utilisation of the coastal strip, as well as on the ability of the residents to use these resources for their financial, subsistence and recreational benefits.

The coastal zone represents an important ecological corridor, which links various natural environments and supports important ecological functions. For this reason, numerous Critical Biodiversity Areas have been identified within the coastal zone, areas that are considered irreplaceable, such as the Orange River Mouth wetland area. Conversely, only a small portion of the Northern Cape coastal zone is formally protected within the Namaqua National Park which includes the Spoeg and Groen priority estuaries. Proclamation of the Orange River Mouth Nature Reserve was completed, but the reserve is not operational yet. Moreover, the entire coastal zone is designated as a focus area for the establishment of Marine Protected Areas. To this end, the Namaqua Marine Protected Area is proclaimed and extends from the terrestrial National Park to include the submarine Childs Bank area located approximately 170km offshore to conserve 14 representative cold-water marine habitats and will provide a sanctuary for declining fish stocks. Overall, the major threats to coastal biodiversity include mining, livestock production, cultivation, illegal harvesting, invasive plant infestations, climate change and unsustainable water abstraction.

Effective implementation of the principles of the Integrated Coastal Management (ICM) Amended Act 36 of 2014 requires cohesive compliance and enforcement systems to be established between national and provincial government, to strengthen capacity and collaboration in respect to monitoring in the coastal zone. The most common issues of non-compliance in the Northern Cape coastal zone include off-road vehicle transgressions and illegal boat launching, illegal harvesting, illegal structures and developments within the admiralty reserve and the absence of permits and necessary authorisations for various activities. Compliance monitoring in respect to coastal law enforcement, as well as general monitoring of coastal issues is relatively scarce due to the vast extent of the Northern Cape coast, limited capacity, and funding constraints. An audit of the entire provincial coastline done annually, commissioned to identify sensitive ecological areas along the coast, revealed a plethora of coastal management and compliance issues and is addressed in terms of the ICM Act and other legislation.

Following an assessment of the issues identified during the various coastal audits, eight priority areas were identified as requiring management intervention and incorporation into the Northern Cape Provincial Coastal Management Programme. These priority areas are Facilitation of coastal access; Coastal development planning; Co-operative governance and local government support; Natural and cultural resource management; Climate change adaption and mitigation; Marine and Land-Based Sources of Pollution; and Coastal and Marine Education. These focus areas form the basis of discussions at the Northern Cape Provincial Coastal Committee (NC PCC) meetings. The NC PCC, chaired by the MEC, seeks to promote a co-ordinated, inclusive, and integrated approach to coastal management within the province by providing a forum for, and promoting, dialogue, co-operation, and co-ordination between the key organs of state and other persons involved in coastal management within its area of jurisdiction.

4.1.4.3 Provincial Nature Reserves

The Department is the management authority of eight provincial nature reserves, namely, Doornkloof, Gamsberg, Goegap, Nababiep, Oorlogskloof, Orange River Mouth, Rolfontein and Witsand. The protection of and effective management of the provincial nature reserves plays a key role in the conservation of representative samples of biodiversity ecosystems, habitats and species. The provincial nature reserves cover approximately 98 000 hectares. Human resources at the provincial nature reserves are critically low, with only one-third of all posts filled. This results in only the most important ecological management and monitoring being done, but despite this the management effectiveness score for the provincial nature have shown a steady improvement

over the last number of years. The establishment of partnerships with other conservation agencies, government departments and financial institutions will further enhance the biodiversity and tourism value of the provincial nature reserves.

4.1.4.4 Biodiversity Poaching

In recent years there has been a dramatic and catastrophic increase in the illegal harvesting of succulent plants and reptiles in the Northern Cape, particularly in the Namakwa land region. Due to the high levels of diversity and endemism of species, this has become a national concern as the Succulent Karoo Biome is identified as a global biodiversity hotspot and protecting the unique flora and ecosystems in the region is of both national and international importance. The high demand for the province's unique succulents and reptiles on the international market, coupled with the lack of sustainable economic opportunities in regions where these plants occur, and limited in situ protection measures have resulted in the indiscriminate collection of plants from the wild. This has driven several species to the brink of extinction. In addition, the lack of cultivated material to supply the demand, the growing number of confiscated plants from criminal investigations, and the lack of resources and capacity to manage ex situ collections have highlighted the need for a strategic response.

The Department of Forestry, Fisheries and the Environment (DFFE) with support from the South African National Biodiversity Institute (SANBI) and the Worldwide Fund for Nature South Africa (WWF) together with key role players have developed a multi-faceted National Response Strategy to tackle this issue. The response strategy is a collaborative effort by government departments, conservation authorities, NGO's and local communities to ensure the survival of the province's rich succulent flora whilst promoting sustainable socio-economic development within the country.

The province has seen a steady increase in succulent poaching cases since 2018. Succulent plant poaching is a low-risk but high-reward industry, being exploited by local communities in the Namakwa District due to the socio-economic impacts in the region. Biodiversity crime is a "faceless crime", in that there is no human victim to report the crime.

The illicit trade and poaching of pangolins, lions and rhino continues, even though not a scale as high as for succulents show more of an opportunistic than a coordinated organized crime trend. This is a new phenomenon in the province, and it is hoped that the extensive security provided by the lion farmers will assist ensure their safety. Hunting with dogs (allegedly for food collection) also remains a huge challenge as are wildlife hunting incidents. These are

predominantly occasioned using prohibited methods such as gin traps and snares are increasing.

Even though rhino poaching incidents have decreased compared to prior years, rhino poaching remains a threat to the province. To curb the illegal trade in fauna and flora, multi-disciplinary efforts between the DAERL, the South African Police Service (SAPS), State Security Agency (SSA), National Prosecution Agency (NPA), and other law enforcement agencies and the international community (donor agencies) are being implemented.

Another phenomenon rearing its head is the illegal collection of butterfly species and queen ants for the illicit trade.

4.1.4.5 Transformation of the Wildlife Industry

The wildlife Industry value chain is centered on game and wildlife farming/ranching activities that relate to the stocking, trading, breeding, and hunting of game, and all the services and goods required to support this value chain. The key drivers of this value chain include domestic hunters, international hunters and a growing retail market demand for wildlife products such as game meat and taxidermy products. This sector is therefore characterized by an interesting combination of agriculture, eco-tourism and conservation characteristics.

The wildlife economy drives rural development and prosperity through the sustainable use of wildlife assets, the socio-economic benefits of ecotourism, co-managed conservation areas and related ancillary services to game farms and protected areas. The game breeding and hunting industry has the potential to contribute to job creation, food security and the growing demand for alternative forms of protein supply for domestic and international consumption.

Sustainable hunting is one of the most successful and economically viable approaches to the long-term conservation of wildlife populations including some of the most threatened species. The contribution of the hunting industry to the economy of the Northern Cape is significant. Research conducted on the profile and economic impact of hunting indicates that the Northern Cape is an important role player within the hunting industry, placing it in second place after Limpopo as a preferred hunting destination in South Africa.

The rural-based wildlife economy of the Northern Cape has shown considerable growth over the years with well-established and well-developed game breeding and hunting industries. However, the industry remains highly untransformed with the majority of black people remaining at the periphery of this important industry. The inconsistent application of policies aimed at facilitating transformation along national standards has resulted in previously disadvantaged individuals continually experiencing insufficient access and ownership to land, deficient infrastructure development support and skills transfer, and an inability to wildlife ownership.

The Northern Cape Department of Agriculture Environmental Affairs Rural Development and Land Reform (DAERL) is mandated with the conservation of biodiversity, including the management of provincial nature reserves which host a diversity of habitats and species. The department in its endeavours to ensure the long-term survival and sustainable use of these species, is required, from time to time, to reduce surplus game in provincial nature reserves to meet these reserves' ecological management objectives. The DAERL in line with relevant national policy imperatives has taken a conscious decision to establish a game donation scheme/program whereby surplus game will be donated to historically disadvantaged individuals (HDIs) that have largely been excluded from the game farming industry.

The aim of the DAERL game donation scheme/program is to redress the exclusion of HDIs from the game farming industry by creating opportunities where HDI farmers can establish their own wildlife enterprises. This is achieved through mechanisms for the transparent and equitable supply of founder herds of game to applicants thereby supporting them to establish viable wildlife enterprises, whilst also raising awareness for conservation, protected area management and sustainable utilisation principles in the wildlife industry.

4.1.4.6 Expansion of Protected Areas

The Northern Cape is the largest and most arid province in South Africa, the province making up 30,6% of the South African mainland. The province is rich in biodiversity with an estimated 5 400 plant species many of which are endemic. The Northern Cape's biodiversity significance is further evidenced by the presence of six of the eight biomes found in South Africa and eight of the eighteen national centres of endemism.

The formal declaration of protected areas remains the cornerstone of any biodiversity conservation program, however despite its high biodiversity value by the end of 2020 only approximately 5.5% (equivalent to 2 043 328 ha) of the Northern Cape was deemed protected

in terms of the National Environmental Management: Protected Areas Act (NEMPAA), 2003 (Act No. 57 of 2003). At a national scale this was the second largest extent of protected area of all the provinces, with the Northern Cape contributing 18,1% to the country's total protected area estate.

At the ecosystem level, only 25 ecosystem types (20%) are well protected (i.e. have their targets fully met), while a further 11 types (9%) are categorized as moderately protected. Sixty-eight (or 54%) of ecosystem types are effectively not represented in the protected area network at all.

In addition to the above, there is poor representation of other important components of biodiversity, such as priority areas in the Succulent Karoo, aquatic features such as riparian habitats, estuaries, wetlands and rivers, areas important for ecosystem services and climate change resilience, and areas important for threatened species. This means that the Northern Cape's current protected area network falls far short of sustaining biodiversity and ecological processes over the long term.

Given the scenario above the then Northern Cape Department of Environment & Nature Conservation (now DAERL) in 2017 developed the Northern Cape Protected Area Expansion Strategy (NCPAES). The primary purpose/focus of the NCPAES is to guide the expansion of the Northern Cape's protected area network to include an efficient and representative sample of its diverse biodiversity and ecological systems and to ensure the appropriate legal protection for these areas in line with the provisions of NEMPAA, 2003.

4.1.4.7 Climate Change

The world is increasingly witnessing the frequent occurrence of extreme and unusual climate events such as heavy rainstorms and drought, that has potentially devastating effects on the health of the population and on food security. South Africa is committed to transition to low carbon economy and climate resilient society by 2050.

In the Northern Cape province, the effects of climate change can be seen through extreme weather changes, increased impact on water and other ecosystem services which require an urgent response for adaptation and mitigation. The department will focus on the following interventions over the MTDP period:

- Review and approval of the Provincial Climate Change Strategy as well as ensure compliance and alignment to the Climate Change Act which was promulgated in July 2024.

- Approval, gazetting and implementation of the Provincial Climate Change Adaptation Plan and alignment to the National Adaptation Plan.
- The construction of two tunnels within the Frances Baard district to support the notion of smart agricultural practices.
- Attend and report to the National Committee on Climate Change (NCCC), Intergovernmental Committee on Climate Change IGCCC and the Climate change MINTECH working group.
- Collaboration with research organisations such as the ARC, CSIR and tertiary institutes where the research with beef cattle will continue especially researching the “effective way to reduce the carbon footprint from beef production”.
- Continue with public awareness about climate change and how various communities could ready themselves to deal with it as climate continues to change, and extreme weather events becoming more frequent.
- Disaster Preparedness: Finalise the Disaster Policy.
- *Programmes to conserve and rehabilitate ecosystems and biodiversity assets:* These includes implementation of the Land-Care programmes, placing land under conservation through expansion of the protected area estate.
- Coordinate and report on all provincial adaptation and mitigation interventions to the Monitoring and evaluation committee.

4.1.4.8 Air Quality Management

Although in most parts of the country the quality air is relatively good, there are priority/specific areas where air quality improvements have not been realised fast enough. In South Africa, air pollution continues to be a problem, and the levels of SO₂, PM, and O₃ are a cause for concern. Exposure to air pollution results in numerous respiratory health problems in people and the effects are more pronounced among the elderly, young children and in people with existing respiratory health conditions. The main pollution sources are industrial and mining related emissions, domestic fuel burning, burning of waste and vehicle emissions. Low-income households and informal settlements are dependent on domestic fuels, such as coal, paraffin and wood for cooking and heating. As a result, air quality in low-income settlements remains a concern.

The Department provides air quality management services in the province and actively capacitates and equips municipalities for the associated air quality regulatory functions and mandates of the National Environment Management: Air Quality Act (NEM: AQA, No 39 of

2004). The Department actively supports the municipalities to assess air quality and provides guidance on potential air quality impacts from anthropogenic activities, and natural phenomena.

However, there are areas that remain to be of concern that require not only human resource capacity, but also resources at both Provincial and Municipal level. The AQM identified “hotspots” in the province that require urgent attention, such as, for example, the iron ore and manganese handling processes in the Hotazel Gamagara Corridor, and as well as in the Postmasburg / Olifantshoek area where development poses an emerging air quality risk.

Furthermore, the impact of climate change on air quality management is clearly visible through the elevated trend in PM10 levels that were observed in areas across the province, and which are mostly attributed to windblown dust due to severe drought conditions experienced in the Northern Cape.

In order to ensure the progressive realisation of everyone’s right to air that is not harmful to health and well-being. It is imperative that there is progressive reduction in atmospheric pollutants to levels that result in full compliance with ambient air quality standards. Measures taken to improve air quality:

- Identify areas of concern and designate as hotspots, development and implementation of air quality management plans to concentrate efforts to reduce air pollution in these areas.
- Ensure that all district and local municipalities designate air quality officials for its administration.
- Ensure that all districts as well as local municipalities develop and implement air quality management plans (AQMP) for their jurisdictions.
- Regulation of industrial emissions using both Section 21 and Section 23 Notices of the Air Quality Act (39) 2004.

To protect the air that we breathe, which is both a national and international asset given that it has no boundaries, the most important next step is for the Province and Municipalities to further prioritise air quality management by investing significantly in human resource capacity and ambient air quality monitoring infrastructure in the Northern Cape. Especially with the envisaged developments in the province namely the development of a harbour at Boegoebaai, a Smelter at Gamsberg, and several Green Hydrogen and Ammonium plants across the province and the expansion of the mining industry in the Hotazel area and along the iron ore belt from Postmasburg to Kathu.

4.1.4.9 Waste Management

There is a total of 119 landfill sites in the province of which 92 are municipal landfills and 27 are private sites. Ninety (90) municipal sites are licensed; and 2 are not as their licenses expired and were never renewed. Most municipal landfill sites in the province are non-compliant to license conditions.

Table 6: Licenced and unlicensed waste sites per District Municipality in the Province

DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY LANDFILL SITES		PRIVATE LANDFILL SITES		TOTAL NUMBER OF LANDFILL SITES	
	NO. OF SITES LICENSED	NO. OF SITES UNLICENSED	NO. OF SITES LICENSED	NO. OF SITES UNLICENSED	NO. OF SITES LICENSED	NO. OF SITES UNLICENSED
PIXLEY KA SEME	21	2	0	0	21	2
FRANCES BAARD	10	0	1	0	11	0
JOHN TAOLO						
GAETSEWE	4	0	3	0	7	0
ZF MGCAWU	24	0	6	0	30	0
NAMAQUA	31	0	17	0	48	0
TOTAL	90	2	27	0	117	2

Source: DAERL Waste Management 2024

The challenge of limited available municipal waste management infrastructure and gross noncompliance of municipal waste management facilities is still a big concern in the province. Valorisation of waste as secondary resource material is crucial to creating jobs, reducing environmental impacts of waste management, enhancing the waste economy and protecting the limited available landfill airspace. Regionalisation of waste management services coincide with this and will be further driven by the department. The Department is playing a key facilitation role in driving a regional approach to waste management services in the municipal sector, to improve the availability of integrated waste management infrastructure and in promoting the uptake of alternative of waste treatment technologies in the province.

During this next five-year period the Department will focus the following:

- Plastic waste and the reduction of the environmental impacts of this waste type. A regulatory impact assessment on this waste type is planned, as well as creating consumer awareness of the environmental impact of plastic waste.
- Interventions to improve waste management services delivery to avoid illegal dumping and littering will be pursued.
- The Department will implement the National Waste Management Strategy aimed at minimising the amount of waste generated to unlock economic opportunities. This is

done by promoting recycling through various waste beneficiation initiatives. These initiatives will be expanded and grown to offer more value to beneficiaries.

4.1.4.10 Intergovernmental coordination, Spatial and Development

A key output of the department in terms of Cooperative Governance is to participate in environmental cooperative governance initiatives of the different spheres of government. The National Evaluation Framework and the updated assessment tool from the National Department of Forestry, Fisheries and the Environment (DFFE) is utilised during the Environmental IDP Analysis to guide the crafting, design, improvement and assessment of a credible IDP. Key environmental criteria which demonstrate municipal strategy, vision and compliance with both legislative and policy intent were crafted to assist the assessor during the IDP assessment process.

On an annual basis, the department analyses/assesses the Integrated Development Plans (IDPs) of all 31 Municipalities (District and Local Municipalities). The assessments focus on whether the legislated municipal environmental functions are implemented, whether the required environmental plans have been developed and whether environmental projects are included into municipal planning among others. The department will focus on the outcomes of the assessment to identify areas where support and guidance is needed to improve on environmental management at a local government level.

Hands on Support sessions will also be conducted with all municipalities. During these sessions the outcomes of the analysis will be discussed the department will provide advice/recommendations on improvement measures for the next IDP review. In order to support municipalities to better incorporate the environmental management function into the IDP, the department will continue with the one-on-one sessions with municipalities and providing assistance and guidance in developing environmental profiles for municipalities. The profiles are meant to provide a status quo of the environmental concerns on the ground, the applicable environmental mandates and requirements and may serve as the environmental chapter of the IDP.

Environmental Implementation Plans are required in terms of Chapter 3 of the National Environmental Management Act (NEMA), 1998 (Act No. 107 of 1998 as amended). An EIP describes Departmental policies, plans and programmes that may impact on the environment and how these will comply with NEMA principles and national environmental norms and standards with the aim of ensuring that government integrates environmental considerations

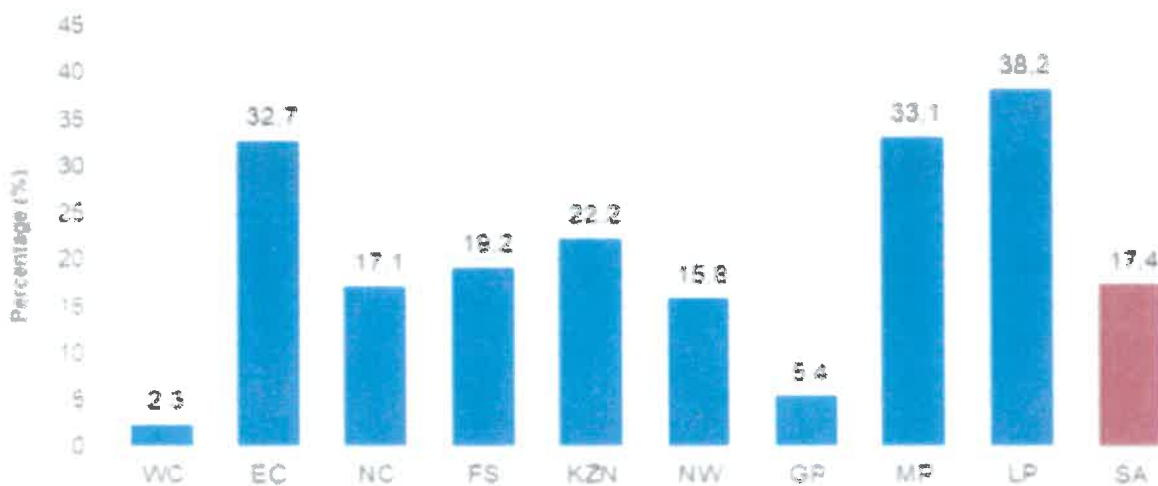
into its core mandate, functions and activities. The current NC Environmental Implementation Plan 2020-2025 must be reviewed within the next MTDP period.

4.1.5 Overview of Agricultural Sector

4.1.5.1 Agricultural practice in Northern Cape

Agriculture contributes significantly to household food security; the figure below indicates the % of households that were involved in agriculture in 2023. Only 17.1% of households were involved in agriculture in 2017. The department intend to increase household participation in the agricultural sector, special emphasis will be on the marginalised groups.

Figure 8: Households involved in Agriculture per province

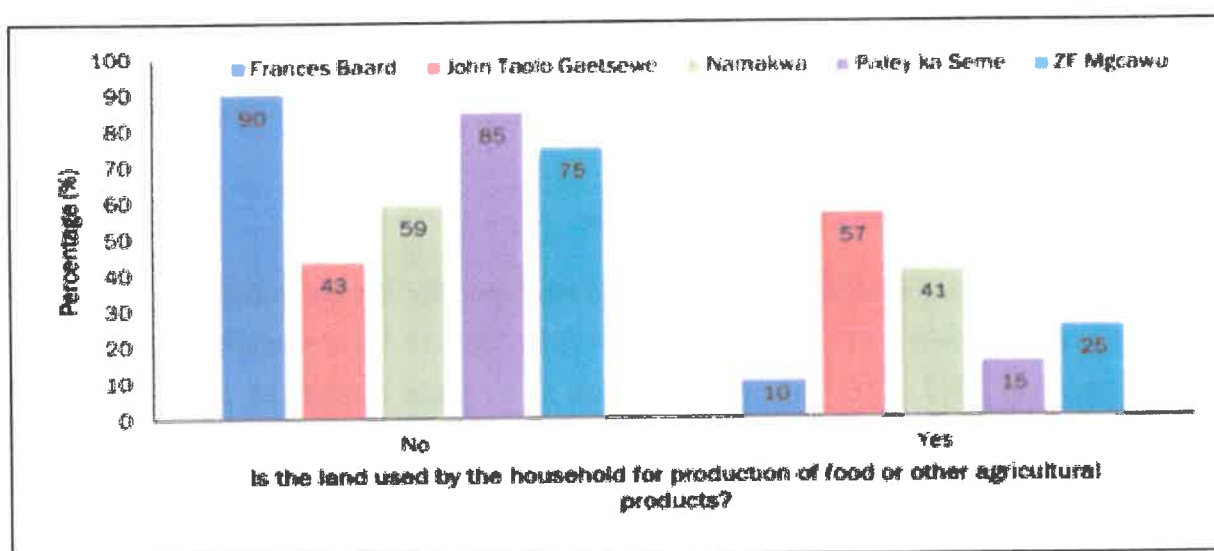


Source: StatsSA GHS, 2023

Land uses for food and agriculture in the Northern Cape

The figure below depicts the land use by household in the Northern Cape. The households in the John Taolo Gaetsewe (JTG) District Municipality use about at least 57% of the land for food production and other agricultural products followed by households from Namakwa District with 41% and 25% in ZF Mgcawu (ZFM) District. France Baard (FB) and Pixley Ka Seme (PKS) use less than 20% of land for agriculture.

Figure 9: Land use for food and other agricultural production



Source: National Food and Nutrition Security Survey Northern Cape Province Report 2023

Table 7: Households Agricultural practice per district

Agricultural Practise	JTG	ZFM	PKS	FB	Namakwa
Livestock production	48%	59%	37%	5%	58%
Poultry production	48%	59%	37%	5%	58%
Grain Production	24%	0	20%	8%	4%
Pulses Production	16%	1%	13%	2%	2%
Fruit	16%	2%	13%	2%	1%

Adopted from National Food and Nutrition Security Survey Northern Cape Province Report 2023

The household in the Northern Cape practices livestock production at a slightly higher rate when compared to other practices. This is attributed to the arid conditions and extreme temperatures experienced in the province, which do not support optimum crop production conditions.

4.1.5.2 Economic Services to Farmers

The department renders different services to farmers that include financial and non-financial. The non-financial include provision advisory services and of information on various aspects of agriculture such as commodity prices, enterprise budget and market information. The financial support includes grant funding that is provided through the Comprehensive Agricultural Support Programme (CASP). The grant funding assist producers to acquire infrastructure such as marketing infrastructure and equipment. Raisin and rooibos producers are assisted with the South African Good Agricultural Practices (SA GAP) accreditation that enhances their access to markets and support to value adding activities.

4.1.5.3 Veterinary Services and Animal Health

The South African Agricultural sector is an export-oriented sector which has to be constantly aware of global developments and risks that could affect the sector's competitiveness in the world. The unfolding global events such as the instability in the Middle East and the enlargement of the BRICS mean both threats and opportunities for meat exports from the Northern Cape.

These global developments and risks include the increased threat of shipping costs and increased transit time due to unstable situations around the Bab-el-Mandeb strait in the Red Sea and the Strait of Hormuz which might affect prices of fuels and oils as well as fertilizers, but the concern is the export facilitation of meat and meat products from South Africa to Saudi Arabia, Iran and Jordan. The Northern Cape was approved in the 6th Administration for exports of Beef and Lamb to these countries and a steady increase of exports from the province has been observed as follows; 4 100 tons of beef in 2023/24 compared to 1 560 tons in 2022/23. In terms of lamb, the province exported 1 581 tons in the 2023/24 year compared to 1 171 tons in the 2022/23 year. This trend is expected to continue as new countries join the BRICS fold and the positive sentiments of South Africa from Muslim countries due to the country's stance at the International Court of Justice (ICJ).

The constant threat of the introduction of Foot and Mouth Disease into the province threatens exports of meat and meat products. The province has been allowed to export meat to countries such as China despite outbreaks of Foot and Mouth Disease in other provinces. The maintenance of the biosecurity measures will therefore be paramount in the 5 years to ensure the continuation of exports to these markets.

The emergence of Rabies in Cape Fur Seals along the Coastal areas of the Northern and Western Cape provinces in June 2024 is a serious concern. While Rabies is endemic in South Africa, it had not previously been reported in Cape Fur Seals before. This outbreak has a potential impact on sea mining activities and tourism in these coastal towns.

To effectively tackle the highlighted activities, the programme will take proactive steps to ensure adequate resources and personnel are available to support export certification, safeguarding industry interests. With no reported cases of Foot and Mouth Disease in the province, maintaining surveillance and awareness efforts remains a top priority to prevent any potential introduction of the disease. Furthermore, ongoing efforts will focus on surveillance, public education, and pet vaccinations along the coastal areas to curb the spread of rabies in Cape Fur seals. Strengthening partnerships with key stakeholders, including the departments of health, education, and DFFE, will be essential to achieving these goals.

a) Vaalharts Brucellosis outbreak

The Brucellosis outbreak at Vaalharts Research Station, exacerbated by illegal farm invasions, has severely compromised the department's livestock program. Despite culling efforts, the disease continues to spread due to the invaders' presence on seven camps. Their activities have breached the buffer zone, facilitating disease transmission to neighboring areas. Although recent screenings have been negative, the risk of a resurgence remains until the final test in January 2025. The outbreak has halted the vital heifer donation scheme, hindering the department's efforts to empower smallholder farmers. A resolution with the illegal land occupiers is crucial to mitigate the outbreak, remove the farm from restrictive measures, and safeguard the department's livestock program.

Veterinary services will implement a comprehensive action plan to address this issue, incorporating strengthened biosecurity measures, ongoing testing, and surveillance efforts. Furthermore, educational campaigns will be launched to increase awareness among affected communities regarding the risks of Brucellosis and the significance of disease control measures. These strategic efforts are designed to restore the integrity of the livestock program and resume key initiatives, such as the heifer donation scheme.

b) Veterinary Diagnostic Services

The veterinary diagnostic service has a full complement to technical personnel. However, the laboratory infrastructure needs a complete overhaul to accommodate a host of new diagnostic methods that are under validation to cover the most common diseases in the province. The new scope will include microbiological techniques for veterinary public health, gamma interferon for bovine tuberculosis and brucella ovis.

To address these challenges, the plan of action will focus on securing funding for infrastructure upgrades, procuring state-of-the-art diagnostic equipment, and implementing comprehensive training programs for laboratory personnel. A phased approach will be adopted to ensure minimal disruption to ongoing diagnostic services, with priority given to critical disease testing capabilities. Collaboration with stakeholders and adherence to regulatory guidelines will be key components in achieving a seamless transition to the expanded diagnostic scope.

c) Highly Pathogenic Avian Influenza

The Northern Cape confirmed its first case of Avian Influenza in Jan Kempdorp. Immediate control measures were implemented to contain the spread of the disease. The province is currently undertaking rigorous control measures to halt the disease's spread and has established measures to lift the quarantine. The cooperation of the farmers has been commendable throughout this process. There have been no new reported cases, but surveillance and monitoring are an ongoing exercise undertaken by the province to maintain the status quo.

4.1.5.4 Natural Disasters

The agricultural sector is exposed to a wide range of disaster risks, including natural hazards which occur at different levels and at different temporal scales. Given agricultural crucial reliance on disaster risk reduction and management, the Department have always been aware and very conscious of the need to keep risks low and promote and implement vulnerability reduction measures.

a) The impact of floods

There was a flash flooding in various areas within the Pixley ka Seme and Namakwa in January and April 2024, consequently that resulted in extensive damage to established rooibos tea plantations and farm access roads. Support measures were mobilized to assist affected farmers.

The province continues to monitor High Water Events resulting from heavy rains in the Vaal and Orange River Catchment areas. The biggest flood risk for the province is very seldom however, flooding can be induced due to management of water releases from Major Dams along catchment areas.

The Early Warning Systems and monitoring of the flow rates on a daily basis by the Department of Water and Sanitation is always shared with farmers. There are still areas of serious concern in the Lower Orange River where the Flood Protection Walls may not hold much longer due to 2021,2022 and 2023 flood damages.

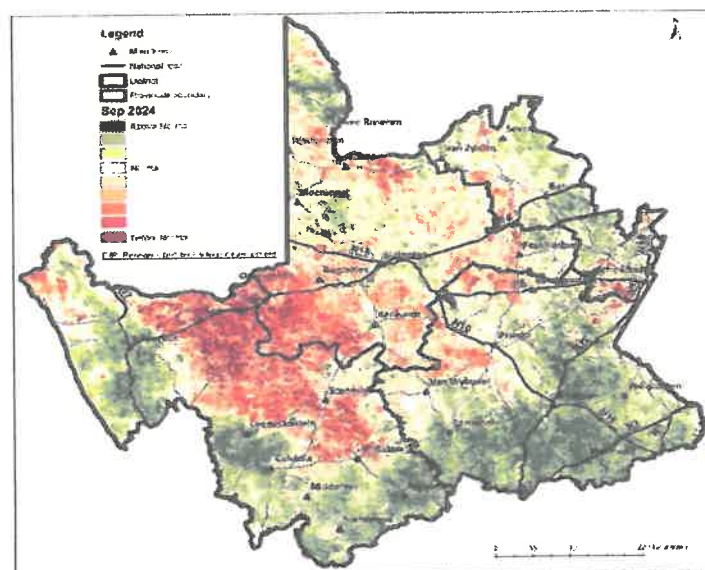
b) The impact of drought

In 2024, the seasonal drought took a significant toll on agricultural production, more especially in north-western part of the province, noting a 10% impact. The drought situation in was

highlighted in the Early Warning report of May 2024 indicating that there was an absence of late summer rains in 2023 as well as the lack of significant rain in the early winter period.

The current state of drought is exacerbated by higher-than-average temperatures in 2024.

Figure 10: Early warning of vegetation condition index of the Northern Cape



Source: DAEARL Q2 Performance Report: 2024

Given the vegetation condition as currently experienced in the province as depicted by the Early Warning Map in figure 1, it is evident that, the vegetation condition remains below normal, and a significant portion can still be classified as extremely dry and experiencing disaster drought.

Based on the vegetation map above, the province has the following portions affected per district.

District	Hectares
John Taolo Gaetsewe	119241
Namakwa	2388251
Pixley ka Seme	348183
ZF Mgcawu	376570
Frances Baard	109322

c) Locust control

Locust outbreak is currently under control with minor outbreak cases reported at Sutherland which the department is currently attending to.

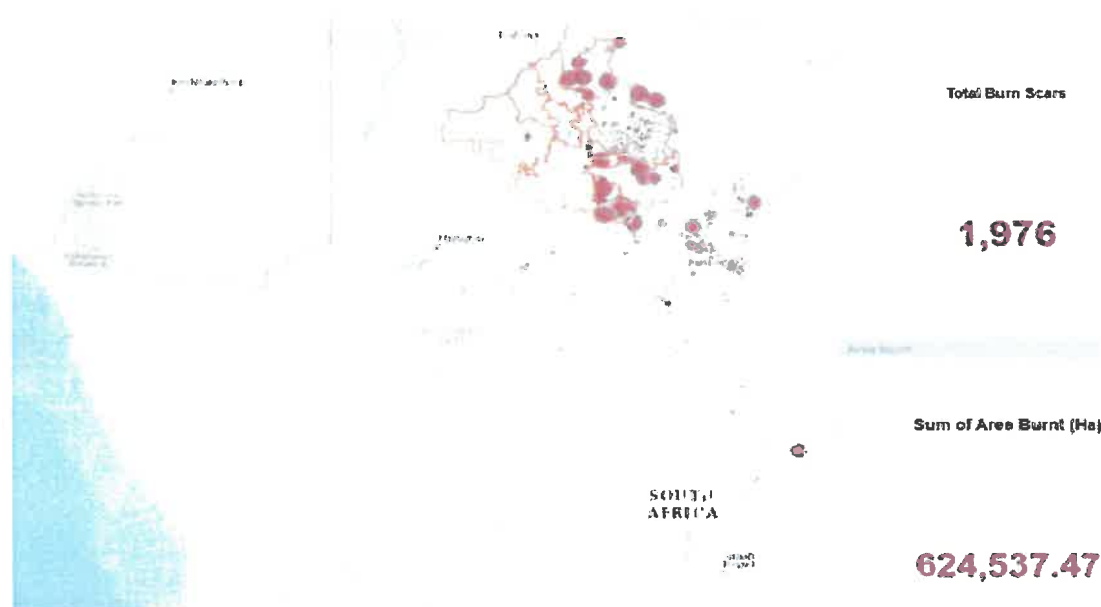
Locust reports that are received from farmers are given through to DAERL team in De Aar and Upington from where it is combatted by the district officials responsible for locust control.

d) Veldt fires in the Northern Cape

The province is prone to veldt fires, occurring mainly during the winter and early spring. There has been major veldfires in many Districts within the Province, JTG District has reported an alarmingly high number of veldfires, surpassing other districts followed by ZF Mgcawu District.

The main causes of veld fires are either natural (lightning) or due to human error (cigarette butts, braai-fires inadequately extinguished, etc.). For 2023-2024 an estimated area of 624 537 hectares were destroyed during the veldfires. The single largest wildfire event which damaged agricultural land was about 42 000 hectares in Madibeng bordering Northwest Province.

Figure 11: Areas destroyed during veld fires



Source: DAEARL Q2 Performance Report: 2024

However, efforts were made in terms of conducting public awareness and trainings to prevent uncontrolled man-made veld fires in various districts.

e) Fodder bank

The main purpose of the existing Departmental Fodder Bank is to provide emergency fodder support to farmers during times of drought, famine, or other crises that might lead to disasters.

Currently the fodder bank has successfully stockpiled estimated 632.1 tons of lucerne bales with an estimated gate value of R2 528 400.00. This strategic reserve serves as a vital resource to support livestock producers during disaster events such as veldfire and other extreme weather events.

Through our partnership with Organized Agriculture, the Department also took a decision to develop certain hectares of maize and lucerne plantation in ZFM, Namakwa, JTG and Frances Baard aiming at expanding the existing fodder bank for the sole purpose of fodder production.

However, it is a concern that fodder storages facilities are limited and therefore alternatives to storing the fodder must be looked at for example the pelleting of the surplus fodder after a production season.

f) Sectoral Disaster Risk Management Plan

Efforts in securing funding from Comprehensive Agricultural Support Programme for disaster related interventions have yielded positive results. A comprehensive Sectoral Disaster Risk Management Plan will be developed during 2025-2026 financial year, prioritizing proactive disaster risk reduction measures over post-disaster response and recovery.

The plan will articulate actions to prevent and mitigate natural disasters and how risk reduction measures are supposed to be dealt with in the long-term and managing emergencies in the shorter term, including aspects of preparedness, response and recovery. It will further strengthen the ability of the agricultural sector in the Northern Cape Province.

4.1.5.5 Agricultural food security initiatives

A National Policy on Food and Nutrition Security for The Republic Of South Africa highlights the following food security challenges facing communities:

- Inadequate safety nets and food emergency management systems to provide for all those who are unable to meet their immediate food needs or to mitigate the impact of natural and non-natural disasters on food security.
- Inadequate access to knowledge and resources to make optimal choices for nutritious and safe diets; In cases where productive land is available, it is not always optimally utilised for food production, often for want of inputs (including finance, equipment and water), or skills; at the same time, there is a need to ensure that overproduction does not drive down prices to the point that farming becomes unprofitable.
- Limited access to processing facilities or markets for small-scale primary producers, including farmers, fishers and foresters.
- Climate change and altered patterns of land use pose a threat to domestic production.

- Inadequate, timely and relevant information on food security.

According to the General Household Survey 2023 South Africa continues to meet food requirements at national level, with a combination of domestic food production and imports. However, RSA households are battling with several challenges that are further exacerbated by unemployment, food prices, fuel prices hikes, unstable household food production, etc.

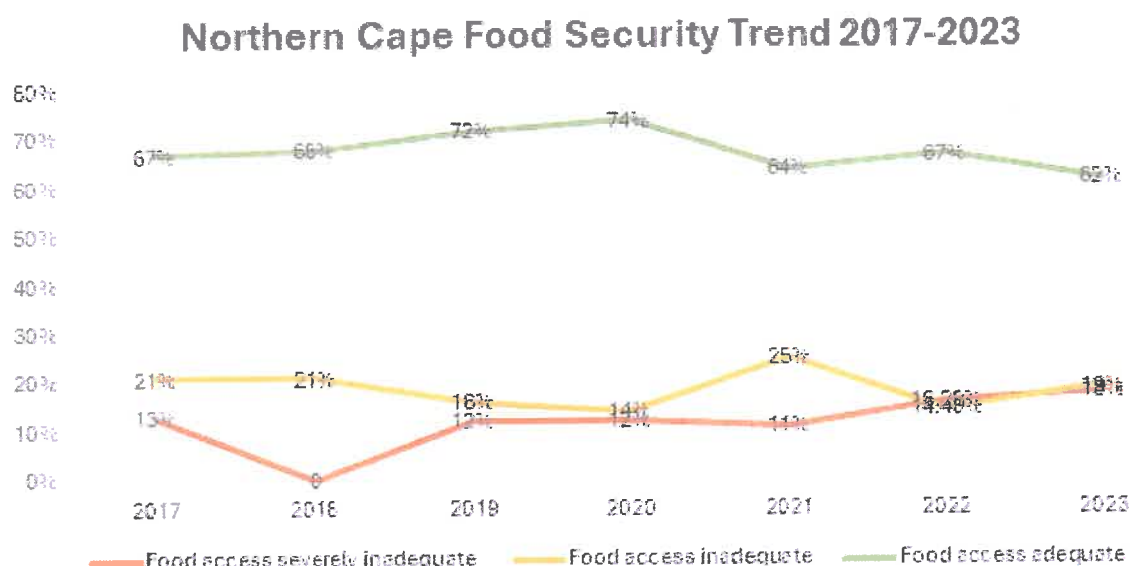
The Northern Cape recorded the lowest proportion of households that had adequate access to food (62,3%). This translates to about 37,7% of the Northern Cape households, out of a total of 379 837 households experiencing inadequate access to food. A closer analysis revealed that 18% of these households (68 371 households), experienced severely inadequate access to food and 19,7% of households (74 828 households) indicated that their access to food was inadequate. In the final analysis it means that a total of 143 199 households go hungry and have inadequate access to food.

Figure 12: Percentage of distribution of household experiencing good adequacy or inadequacy by Province, 2023



Source: StatsSA GHS, 2023

Figure 13: Northern Cape Food Security Trend 2017-2023



Source: StatsSA GHS, 2017-2023

The graph above depicts the 7-year Household food security trends in the province. There has been some fluctuation in the household food security status in the NC. The highest food access percentage was between 2019 and 2020 and post COVID period there was a 10% increase in the households experiencing food inadequacy.

Northern Cape province is faced with the following challenges relating to food security:

- Lack of integration across the spheres of government exacerbates high levels of food insecurity; and
- The current duplicated and uncoordinated delivery of food security interventions by multiple stakeholders.
- Lack of an Integrated Food Security Plan.

The department is addressing food insecurity challenges through the following interventions:

- Develop an Integrated Food Security Plan that guides all food security interventions across the spheres of government; and ensures the provision of comprehensive, targeted, and coordinated food security interventions.
- Increase hectares under production
- Provision of support to all category of producers in the vineyard, red meat and grain commodities
- Supporting waste recyclers
- Donating game to farmers in the province

- Ensuring biosecurity
- Promotion of farmer field schools
- Providing support to vulnerable households in partnership with Department of Social Development and Health
- Implementation of Presidential Employment Stimulus Initiative the Presidential Employment Stimulus (PES) initiative which targets the women, youth, child-headed households, people living with disabilities and Military Veterans.
- Provision of Grant support for infrastructure development of Land Reform Farms for improved and increased production.
- Training and Capacity Building of farmers on agricultural aspects.
- Technical and extension advice on agricultural production

4.1.5.6 Economic Reconstruction and Recovery Plan

Infrastructure investment and delivery

The upgrading of the Vaalharts / Taung irrigation project has been identified as a key project (project #19) under Strategic Infrastructure Projects 11 (SIP11), due to its capability to boost rural infrastructure, create jobs and sustain the livelihoods of the rural communities in Taung. SIP11 (NAMC, 2014) is mandated by the Presidential Infrastructure Coordinating Commission (PICC) and coordinated by the National Agriculture Marketing Council (NAMC). (Agrifusion, 2015). The project is expected to create and sustain an estimated 2 000 direct jobs over the 20-year implementation period and boost emerging agricultural production. The Vaalharts/Taung Irrigation Scheme entails approximately 35 300ha of agricultural land under irrigation and is the largest irrigation scheme in Southern Africa. Components or certain areas of the Scheme are at risk of total collapse in the short- to medium-term, while other areas may follow in the longer term due to the degraded state of the irrigation canals and drainage system. Assurance of supply (domestic water) for the projected 400 000 individuals who reside in the Municipalities serviced by the infrastructure, will also improve significantly as a result of the project. An estimated 40 million cubic meters of irrigation water per annum can be saved if the rehabilitation is completed.

Furthermore, the multiplier effect of agriculture can extend beyond direct economic impacts to include social and environmental benefits as well. For example, sustainable agricultural practices can contribute to improved soil health, reduced greenhouse gas emissions, and greater food security and nutrition for local communities (ICCA, 2020).

Overall, the multiplier effect of agriculture can be a powerful tool for promoting economic development and addressing pressing social and environmental challenges.

Department of Water and Sanitation (DWS) have completed revised Integrated Master Plan for the Vaalharts/Taung Revitalization Program. In 2024/ 25 this plan will be starting to realise with DWS funding the initiation of the designing and contract managing phases.

The Master Plan stated that the National Department of Agriculture, Land Reform and Rural Development (DALRRD) and the Provincial Department of Agricultural, Environment Affairs, Rural Development and Land Reform (DAERL), North-West (DREAD) for a number of functions:

- The Provincial Departments are responsible for soil conservation.
- Support emerging farmers with the provision of input, maintenance of infrastructure, mechanical services as well as extension services.
- DAERL and READ are specifically responsible to assist with provision of on-farm drainage infrastructure.
- DAERL also facilitated other functions within the irrigation scheme revitalisation project through DALRRD, e.g., funding of the Environmental Impact Assessment (EIA) of selected projects.
- READ has a responsibility to assist with planning the agricultural expansions that would follow the extension of the Taung canal (this includes the development of studies and business plans, as well as the procurement of services that may be required).

The scope and pace of development of Vaalharts Revitalization Scheme on farm projects will heavily be dependent on the budget availed. The following infrastructure is planned for development within the MTEF:

- Overnight reservoirs.
- Installation of sub-surface drainage systems.
- Installation of main communal discharge pipelines.

Stock water systems together with the internal and border fences development remain key particularly for sustainable animal production in the province.

The department with the assistance of the National Department of Agriculture, Land Reform and Rural Development has completed the bulk water system at Onseepkans project by installing the 1MW solar PV plant.

4.1.5.7 Women, youth people living with disability interventions

The Department will continue to assist and support upcoming youths, females and people living with disability within the sector through implementation of Conditional Grant as well as Food Security Projects and through Implementation of the Presidential Employment Stimulus Initiative (PES).

The Unemployed Agricultural Graduate programme will continue to be implemented whereby the youth graduates are placed at commercial farms to undergo entrepreneurial skills transfer for a period of two years. To date a total of 242 unemployed agricultural graduates were recruited and placed in relevant smallholder/commercial producers/enterprises to undergo on job training in the areas of production, agro-processing, farm management, governance, business and entrepreneurship under the supervision of experienced mentors. Of the 242 graduates, 22 secured jobs in various areas of the sector and eleven (11) have started their own farming enterprises. The next cohort of agriculture graduate will be employed in 2025/26.

In addition, 64 Assistant Agricultural Practitioners will be appointed for a period of three years. This will consist mainly of youth and women. In support to the vulnerable groups, the department also intends to revive the Youth in Agriculture and Rural Development (YARD), Women in Agriculture and Rural Development (WARD) and Women in Environment programmes. Institutions for People with Disabilities, Schools, Churches, Clinics, Community Centres and Old Age Homes in the province will also be supported with starter packs and the establishment of vegetable gardens.

Table 8: Interventions in the agriculture and environment sectors

	2023/24					2024/25 (Q1-Q2)			
	Youth Female	Youth Male	Adult Female	Adult Male	PWD	Youth Female	Youth male	Adult Female	PWD
CBNRM	109		109		-	56	127	61	10
Job opportunities	179		110		18	53	63	33	4
Bursaries awarded	6		18		-				
Bank SETA Internship	22		18		-				
Internal training: Sign language	5		5						
Learnership: Disabled person					1				
Empowerment sessions (Internal)	2	7	6	-	-				

Gender-Based Violence and Femicide Interventions

The department currently focuses on Pillar 2: Prevention and Restoration of Social Fabric and Pillar 5: Economic Empowerment of the Gender-Based Violence and Femicide Interventions:

In terms of Pillar 2 the focus of is on changing behaviour and social norms that drive GBV with key groups using a variety of approaches. This will be realised through the following interventions:

- Capacity Building workshops for farm and reserve workers.
- Environment Capacity building activities conducted
- Promote gender equality to prevent violence against women

Pillar 5: Economic Empowerment will focus of is on ensuring women, children and LGBTQIA+ persons are access resources that enable them to make healthy choice by capacity building workshops for farms and reserve workers as well as promote gender equality to prevent violence against women. The department also intends to provide support to institutions such as Thuthuzelas and other institutions that are dealing with GBV victims.

During the 2023/24 Financial year the department implemented the following:

- Waste recycling workshop: Opportunities in Waste Management and funding opportunities in waste management, provincial and national budget allocations
- 5 Advocacy sessions for farm workers and dwellers: The session focused on worker rights, Basic Conditions of Employment Act, Minimum Legislation standard and other sources, National Minimum Wage, Employment Equity Act, Security of Land Tenure Act, Gender Based Violence and Femicide and CCMA case lodging were made. Etc
- Empowerment session for women affected by GBV on opportunities in agricultural economics and waste management spaces: Topics covered during presentations: Food Security (backyard gardens) Cooperative, Agri-BEE funding and business growth opportunities in the sector, waste management prospects stressing on registration and compliance, a practical exercise on financial records management and self-defence training.
- Self-defence training for local women affected by GBV and departmental officials: The session was a class act of self-defence displays
- An empowerment workshop for local women affected by GBV The session covered the following topics: Cooperative establishment process, Agri-BEE funding, and business

growth opportunities for women in the sector, business registration process, financial records management practical exercise

- Information distribution: GBV&F infographic was distributed to all staff members
- Support to women, children and LGBTQIA+ persons producers within the agriculture and environment value chain

4.1.5.8 Utilization of technology to achieve organisational goals

Technology plays a critical role in achieving the objectives of the department. As digital transformation accelerates, the adoption of innovative tools and systems is essential for improving efficiency, decision-making, and stakeholder engagement.

The agriculture and environment sectors have embraced various technological advancements to optimize operations, enhance service delivery, and foster engagement with stakeholders. Key areas where technology is currently leveraged include:

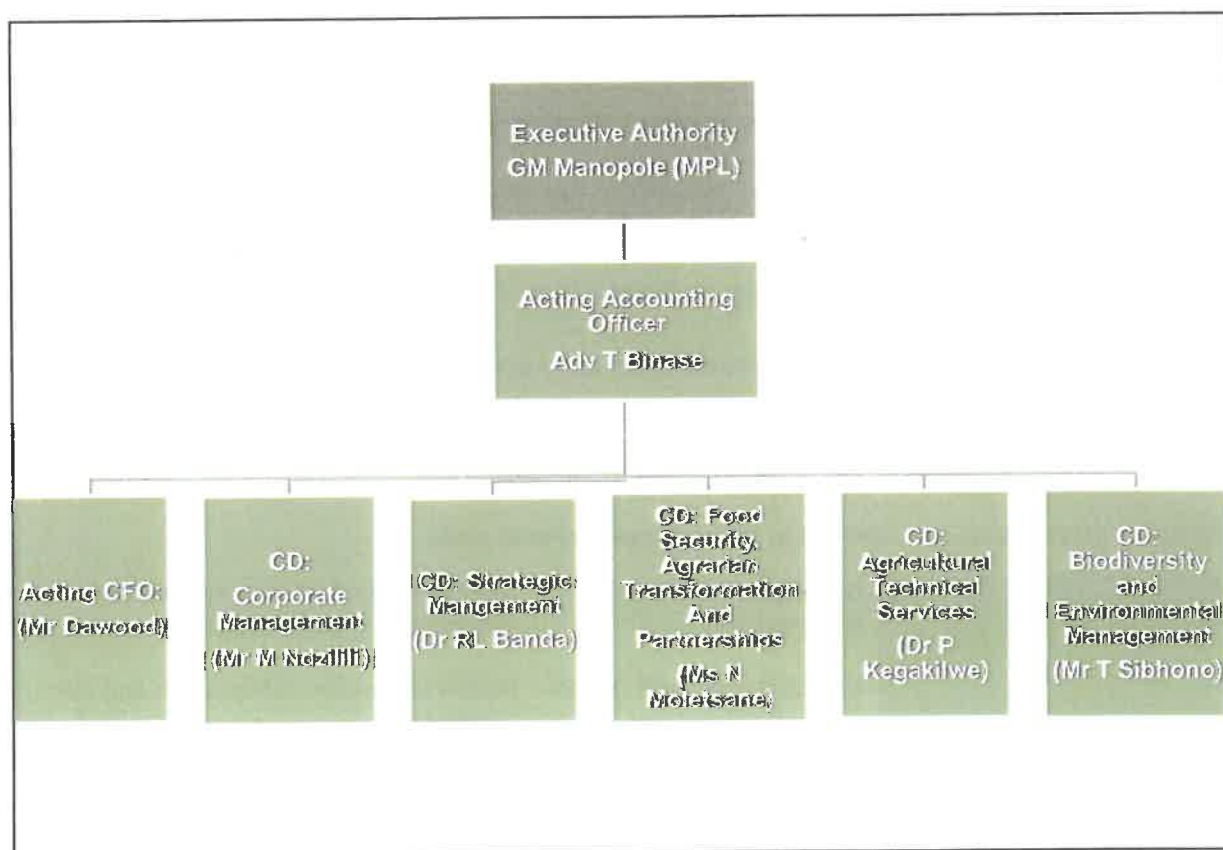
Table 9: Technological advancement to achieve organisational goals

Digital Platforms for Data Collection and Analysis	Geographic Information Systems (GIS)	Used for spatial analysis, environmental monitoring, and land-use planning.
	Remote Sensing and Drones	Monitor crop health, deforestation, and soil conditions.
	Big Data and Predictive Analytics	Assist in forecasting agricultural production, pest outbreaks, and climate-related risks.
Smart Agriculture and Automation	Smart Agriculture and Automation	Sensors for soil moisture, weather conditions, and livestock monitoring.
	Precision Farming	GPS-guided equipment for optimized planting, fertilization, and irrigation.
	Automated Greenhouse Management	AI-driven climate control and irrigation systems to improve yields.
Stakeholder Engagement and Communication	Mobile Applications	Farmers and environmental practitioners access real-time information on best practices, weather updates, and market prices.
	Online Portals and e-Government Services	Digitized permits, compliance tracking, and service applications.
	Social media and Digital Campaigns	Public awareness on conservation efforts, climate change, and agricultural policies.
Climate Change and Sustainability Initiatives	Climate Change and Sustainability Initiatives	Ensures traceability of agricultural products and sustainable practices.
	AI-driven Climate Models	Predict climate change impacts and inform policy development.
	Renewable Energy Integration	Solar-powered irrigation and off-grid sustainable solutions.

4.2 Internal Environment Analysis

4.2.1 Capacity to deliver on mandate: Human Resources

Figure 14: Organisational Structure



The staff component of the department is 692 of which 375 are female and 317 are males. There are 79 vacancies. This means that the total number of posts is 771. Currently the vacancy rate is at 10.25%. The department has sought approval from the Office of the Premier and Provincial Treasury to fill vacant positions and is currently awaiting a response. Once approval is received, the process of filling these vacancies will begin in the 2025/26 period.

Additionally, the department is in the process of finalising the Retention and Talent Management Policy, aimed at reducing employee turnover, identifying and attracting top talent, and retaining valuable staff members.

Table 10: Equity Salary level 9-15

	African		Indian		Coloured		White		
Salary Level – Notch	Female	Male	Female	Male	Female	Male	Female	Male	TOTAL
15	0	0	0	0	0	0	0	0	0

	African		Indian		Coloured		White		
Salary Level – Notch	Female	Male	Female	Male	Female	Male	Female	Male	TOTAL
14	1	4	0	0	1	0	0	0	6
13	2	5	0	1	2	1	0	2	13
12	8	9	0	0	1	1	3	7	29
11	15	17	0	0	5	4	3	6	50
10	5	10	0	0	3	5	2	7	32
9	9	21	0	0	2	0	2	2	36
TOTAL	40	66	0	1	14	11	10	24	166

Table 11: Salary level 3-8

	African		Indian		Coloured		White		
Salary Level – Notch	Female	Male	Female	Male	Female	Male	Female	Male	TOTAL
8	58	38	1	0	18	16	8	1	140
7	23	22	0	1	14	8	6	2	76
6	15	4	0	1	3	0	0	0	23
5	55	21	2	0	19	15	7	0	119
4	3	4	0	0	2	10	0	0	19
3	55	34	0	0	22	38	0	0	149
TOTAL	209	123	3	2	78	87	21	3	526

The Department has not reached the 2% target for people with disabilities. It is currently standing at 0.56% (2 males and 2 females). As an intervention targeted recruitment will be prioritized. The Department will also liaise with the Office of Status of Persons with Disabilities (OSPD) to source strategies to enhance the targeted. About 56% of the staff in the department are women. The 50% representivity for women in senior management in the department is currently not achieved, the status is 35%. All future appointments in this echelon will be prioritized to appointing females.

Table 12: People with disabilities

African		Indian		Coloured		White		Total
Female	Male	Female	Male	Female	Male	Female	Male	
1	-	-	-	1	2	-	-	4

The structure is in the process of being reviewed to align it with the Corporate Model of the DPSA and the DPSA directive on organisational structuring, 2015. A Service Delivery Model (SDM) is in place, which informs the proposed organisational structure. However, DALRRD is currently developing a generic for SDM for all provincial departments of Agriculture to ensure standardisation of all organisational structures. According to the approved macro-organisational structure, the Department is headed by a Deputy Director-General with six Chief Directors. However, there is one vacant Director posts namely: Asset and Supply Chain Management.

Cost containment has a negative effect not only on the filling of the much-needed posts, but also on the delivery of mandatory functions such as trainings and bursaries. Moreover, this also results in overtime, overworked (dual functions) stressed staff and very limited prospects for promotion and staff advancement. Critical service delivery gets affected, to name a few: export opportunities might diminish due to lack of State Veterinarians to certify products, research stations and reserves operating without farm manager and sufficient farm aids.

The departmental attrition rate in terms of the Veterinary officials threatens the maintenance of biosecurity measures which have so far enabled the export of beef and lamb to China, Saudi Arabia, Iran and Jordan. In 2024, only 2 of the 5 districts have Veterinarians, which means the required level vigilance and maintaining exports are directly threatened. The situation is no different with the Crop and Animal Scientist as valuable research on the impact of climate change on animals and crops is threatened. The department had built a reputable portfolio of research in the climate change and impact of disasters.

This attrition rate and the incapacity to replace human resources is a direct threat to two key strategic priorities which are “Inclusive growth & Job Creation” and “A Capable and ethical State”. The department will focus on provision of career development opportunities, promotion of work life balance and recognition of achievements through rewards.

4.2.1.1 Employee Health and Wellness

The aim of the Health and Wellness programme in the department is to assist personnel in maintaining physical, emotional, and mental health as well as assisting the department to thrive in delivering its mandate. While a health and wellness programme can't singlehandedly resolve an employee's health issues, it does play a significant role in supporting optimal employee functioning. Encouraging employees to proactively take care of their well-being by participating in the health and wellness programme can help fuel a vibrant organizational culture comprised of motivated and engaged individuals.

The integrated approach to employee health and wellness recognises the importance of linking individual health, safety and wellness, organisational wellness, environmental sustainability, quality management to productivity and improved service delivery outcomes.

Encouraging staff to address stress and anxiety, maintain a harmonious work-life balance, manage chronic illness and practice self-care can boost work performance, productivity, engagement, morale, presentism and retention. Moreover, facilitating an effective health and wellness programme can potentially reduce health care costs. The department has been presented with a high volume of mental illness related cases. The latest GEMS report notes that 21% of staff members suffers from mental illness which can affect their effectiveness. An increase in absenteeism due to ill health is prevalent. To address the rising concerns related to mental health, the department plans to appoint a reputable professional in the field and is also considering signing a memorandum of understanding with NGOs to support efforts in managing mental health issues.

To ensure that individuals with disabilities have equal access to employment and other opportunities the department will develop a reasonable workplace accommodation policy. The department has also partnered with internal stakeholders to proactively give advice and consultation on the known departmental Gender Based Violence (GBV) cases and to minimise the adverse impacts of the events as well as promote organisational effectiveness.

4.2.1.2 Human Resource Development (HRD)

The department has a responsibility to focus on the implementation of bursary awards, training and development of staff. The review of the Bursary policy will be prioritised as it affects the budget adversely. The department has done well in implementing developmental programmes and will therefore focus on mandatory and transversal trainings that will enhance performance of employees directly linked to the core of each programme.

4.2.2 ICT Capacity to deliver on Mandate

The Information and Communication Technology (ICT) department is crucial in enabling the department to fulfil its mandate. The ICT department is responsible for provisioning and maintaining IT infrastructure, software resources, and providing internal training to ensure maximum performance and achieve the department's strategic vision of a transformed, prosperous agriculture and sustainable environment.

4.2.2.1 Departmental Programmes for Overlapping Functions and Technology Standardization

The department runs multiple programmes, including technical advisory services, disaster risk management, infrastructure development, environmental conservation, and agricultural production support. The department has identified the following as overlapping functions across different programmes:

- **Training and Capacity Building:** Several units provide training on agricultural best practices, climate change adaptation, and financial literacy for farmers.
- **Stakeholder Engagement & Partnerships:** Multiple units engage stakeholders, leading to fragmented coordination between government, private sector, and research institutions.

To streamline workflows, eliminate redundancies, and enhance efficiency, the following technology-driven roadmap will be implemented over the MTDP period:

Table 13: Technology-driven Roadmap

Key Technologies	Activity Breakdown
Integrated Information Systems	<ul style="list-style-type: none">• Implement a Centralized Data Management System to consolidate agricultural research, farm productivity metrics, and climate change adaptation strategies.• Develop a Unified Farmer Database to standardize information across producer support, extension services, and environmental initiatives.
Automation of Administrative and Support Functions	<ul style="list-style-type: none">• Introduce AI-powered Chatbots and Virtual Assistants to handle routine queries for farmers and stakeholders.• Automate Compliance Reporting by integrating environmental impact assessments with real-time data collection.
Digital Training and Capacity Building	<ul style="list-style-type: none">• Develop an E-Learning Platform for agricultural extension officers and farmers to access standardized training modules.• Leverage Remote Sensing and GIS Technologies for real-time monitoring of land use, climate impact, and disaster risk preparedness.

Key Technologies	Activity Breakdown
Enhanced Communication and Stakeholder Collaboration	<ul style="list-style-type: none"> • Adopt a Unified Communication Platform using Microsoft 365 tools for inter-departmental collaboration and document sharing. • Establish an Online Stakeholder Portal for real-time engagement with partners in research, industry, and government.

4.2.2.2 Existing Governance Framework and Committees

The department's IT Charter aligns with Version 2 of the Corporate Governance of Information and Communication Technology Policy Framework (CGICTPF) to guide governance implementation. Governance Structures Implemented:

- Executive Management Committee (EXCO): Provides strategic oversight of ICT.
- ICT Strategic/Steering Committee: Ensures ICT alignment with business objectives.
- ICT Operations Committee: Oversees execution of ICT plans.
- Risk Management Framework Established: The IT Charter includes an ICT Risk Management Policy, which is part of the Enterprise Risk Management (ERM) policy.
- Delegation of Roles & Responsibilities Defined: Governance roles are assigned using the RACI model (Responsible, Accountable, Consulted, Informed).

4.2.2.3 Policies Developed

The department has developed several key ICT policies, pending discussion at the ICT Steering Committee meeting:

- Acceptable End-User Policy – Guidelines on the proper use of ICT resources.
- ICT Change Management Policy – Ensures controlled IT system changes.
- IT Project Management Policy – Standardizes IT project implementation.
- ICT Business Continuity Plan (BCP) – Ensures IT resilience in disasters.
- IT Service Management Plan – Defines service delivery standards.

These policies address critical governance aspects but must be formally adopted and implemented.

4.2.2.4 IT Skill Competency Assessment and Development Plan

The department has a total staff of 692, including 4 ICT staff and 3 vacant and funded ICT posts. This results in a current ratio of ICT staff to employees of 1:175. To deliver on our outcomes, the department intends to increase the ICT staff complement to achieve a ratio of at least 1:100.

The department's IT team has strong experience in traditional IT operations but requires upskilling in modern technologies such as cloud computing, cybersecurity, automation, and advanced networking. The table below demonstrates an assessment of the team's current competencies and skills gaps:

Table 14: Competencies and skills gaps

Role	Current Competencies	Skill Gaps
IT Manager	IT and Management Degree, MCSE (15 yrs ago), COBIT, ITIL Foundation	Latest Microsoft 365 and Azure, IT Governance (COBIT/TOGAF), Cybersecurity (CISM, CISSP), Cloud Management (AWS, Azure), AI and Automation
IT Engineers (3)	CompTIA training, 15 yrs experience, IT Support, CCNA (6+ yrs ago)	Cloud Technologies (Microsoft 365, Azure, AWS), Scripting (PowerShell, Python), Security Awareness (CompTIA Security+, CISSP), Endpoint and Server Management, Cloud Security, Cybersecurity Certifications (CEH, Security+)

To modernize and upskill the IT team, the department should invest in targeted training programs and certifications. The table below outlines the recommended training plan.

Table 15: Training plan to upskill IT Team

IT Role	Training Focus	Recommended Certifications	Timeframe
IT Manager	IT Governance, Cloud Security, AI & Automation	COBIT 2019, CISM/CISSP, AWS/Azure Security, AI for IT Management	2025-2026
IT Engineers (3)	Cloud & Security Fundamentals, Automation	Microsoft 365 Security, CompTIA Security+, PowerShell & Python for IT	2025-2026
All IT Staff	Cybersecurity Awareness, AI-Driven IT Management	Google Cybersecurity, AI in IT Operations (AIOps)	Ongoing

4.2.2.5 Digital Literacy Plan for End-Users

To enhance overall digital proficiency, the IT unit should conduct monthly training workshops for department staff on:

- Microsoft 365 Tools (Teams, OneDrive, SharePoint)
- Cybersecurity Awareness (Phishing, Secure Passwords)
- Remote Work Best Practices
- Basic Cloud Storage and Collaboration Tools

4.2.2.6 ICT Portfolio Assessment and Benchmarking

This assessment evaluates the department's ICT capabilities against industry benchmarks and best practices, focusing on infrastructure, security, digital transformation, and operational efficiency. It compares the department's ICT landscape with similar government agencies and global ICT standards to identify gaps and areas for improvement. Based on this analysis, a strategic ICT Improvement Plan will be implemented.

Table 16: Benchmarking Analysis: Department vs Industry Best Practices

ICT Domain	Current State (Department ICT)	Industry Best Practice	Gaps Identified
Infrastructure and Cloud Computing	Primarily on-premises systems with limited cloud adoption	Hybrid cloud model (Azure, AWS, Google Cloud) with scalability and disaster recovery	Limited cloud integration, outdated hardware, lack of scalability
Cybersecurity and Data Protection	Basic cybersecurity controls, limited endpoint security, no dedicated SOC	Advanced Zero-Trust Security, AI-based threat detection, Multi-Factor Authentication (MFA), and 24/7 monitoring	No SOC, limited real-time threat detection, weak compliance enforcement
Networking and Connectivity	Traditional LAN/WAN with limited SD-WAN implementation	High-speed, SD-WAN, and IoT-enabled network for improved resilience and security	Limited WAN redundancy, no IoT network readiness
Enterprise Applications and Automation	Manual processes and isolated systems, Microsoft 365 adoption incomplete	AI-powered process automation, ERP, and real-time data integration	Lack of AI-driven automation and integration across units
End-User Digital Literacy	Limited training, basic Microsoft 365 usage, reactive IT support	Proactive IT training, self-service knowledge base, digital-first approach	Low user engagement, no structured digital upskilling program
IT Governance and Compliance	ITIL-trained personnel, no structured IT governance framework (COBIT, ISO 27001)	Full IT governance with COBIT, NIST, or ISO 27001 compliance	Lack of formalized IT governance & risk management framework

4.2.2.7 ICT Improvement Plan (2025-2030)

The Strategic Goals and Objectives of the ICT are as follows:

- Modernize ICT infrastructure and adopt cloud computing.
- Implement AI and automation for improved service delivery.
- Enhance cybersecurity posture and compliance.
- Upskill ICT personnel and improve digital literacy.
- Improve data integration and business intelligence.

Table 17: Roadmap for ICT Transformation

Phase	Key Actions	Expected Benefits	Timeframe
Phase 1: Infrastructure Modernization	Cloud migration (Microsoft Azure), deploy SD-WAN, enhance network security	Scalability, cost efficiency, improved uptime	2025-2026
Phase 2: Cybersecurity Enhancement	Implement SOC, AI-driven threat detection, MFA, compliance audits	Improved security, regulatory compliance	2026
Phase 3: AI and Automation Deployment	Automate IT helpdesk, integrate AI-powered chatbots, implement process automation	Reduced manual workload, improved service efficiency	2026-2027
Phase 4: Digital Literacy and IT Skill Upskilling	Staff training on cloud, cybersecurity, automation (Microsoft, AWS, Cisco)	Improved productivity, better service delivery	2027

4.2.2.8 Strategic alignment to MTDP Priorities

The digitalization of Public Services is aligned to Strategic Priority 3 of the Medium-Term Development Plan (MTDP): "Building a capable, ethical, and developmental state", with a specific focus on digitalizing public services to enhance efficiency, transparency, and accessibility.

Table 18: Alignment with Strategic Priority 3

Enhancing Public Service efficiency	<ul style="list-style-type: none"> • AI automation and digital workflows reduce manual inefficiencies • Real-time data access ensures faster decision-making
Improving Government Transparency and Accountability	<ul style="list-style-type: none"> • Public dashboards provide real-time performance tracking • Open data portal improves citizen engagement
Increasing Accessibility and Inclusion	<ul style="list-style-type: none"> • Mobile-friendly online services for rural communities • Digital literacy training for citizens and staff

The table below outlines the annual targets and aligns digital initiatives for the period 2025-2030.

Table 19: Roadmap for Digitalization: 205-2030

Year	Key Digitalization Initiatives	Annual Targets	Expected Outcomes
2025	Develop Digital Service Delivery Portal	<ul style="list-style-type: none"> Launch Phase 1 (online applications for grants, permits) Train 100+ staff on platform usage 	<ul style="list-style-type: none"> 50% reduction in paper-based processes Faster service delivery
2026	Deploy AI-powered Chatbots and Automation	<ul style="list-style-type: none"> Implement AI assistant for grant and permit inquiries Automate 50% of document processing 	<ul style="list-style-type: none"> 30% improvement in response time Reduced administrative workload
2027	Launch Centralized Data Hub	<ul style="list-style-type: none"> Integrate real-time analytics for decision-making Publish public service performance dashboards 	<ul style="list-style-type: none"> Data-driven governance Increased public trust through transparency
2028	Implement Cybersecurity and e-KYC Verification	<ul style="list-style-type: none"> Apply MFA & secure digital ID for online services Conduct 200+ staff and public cybersecurity training 	<ul style="list-style-type: none"> Stronger data security Minimized fraud risks
2029-2030	Full Digital Training & AI-Enabled Governance	<ul style="list-style-type: none"> AI-driven predictive analytics for service optimization Achieve 85% paperless operations 	<ul style="list-style-type: none"> Highly efficient e-government Proactive, data-driven policy making

4.2.2.9 IT projects currently underway

- Koopmansfontein research farm: Extension of MTN data to the farm manager's house and buildings around the farm.
- Rietrivier: Installation of IT networks and Wi-Fi for additional training rooms
- De Aar, Upington, and Springbok offices: Installation of additional data network points (pending employee relocation to new extended building)
- Upington and Springbok offices: Connection to MTN WAN.
- Upgrade the Reserves and research Farms WAN connection to be VoIP ready.
- Unified telephone system with cloud PABX service provider (yet to be sourced)

4.2.3 Status of the Department regarding compliance with the B-BEE Act

The department is adhering to B-BEE Act. The system the department uses can select the suppliers who are registered on CSD database. On a monthly basis a report is send to Provincial Treasury regarding the compliance with B-BEE Act.

The performance of the department is regularly monitored and accounted for using the prescribed frameworks. Evaluation of programmes and projects can however not be implemented due to staff and budget constraints.

The department has the necessary procedures in place for the implementation of the Promotion of Access to Information Act (PAIA) and the Promotion of Administrative Justice Act (PAJA).

4.2.4 Audit Outcome

The department received a qualified audit opinion on both financial and non-financial performance information in 2023/24. The qualifying matters were mainly attributed to fleet management & effects of Implementing Agents transactions. Fleet issues comprise primarily of the administration of the fleet services, inaccuracies of billing & record keeping and also to internal controls.

An audit action plan has since been developed to address issues raised by Auditor General and Internal Audit, as well as improve the control environment of the department.

The department has a very close working relationship with Internal Audit to ensure the adequacy, appropriateness, and completeness of the audit action plan. The department has re-committed itself towards a clean audit outcome.

Table 20: DAERL Audit Outcomes over a 4-year period

Selected Programmes	2019/20	2020/21	2021/22	2022/23	2023/24
Programme 3	Unqualified	Unqualified	Unqualified	Qualified	Qualified
Programme 8	Unqualified	-	-	Qualified	Qualified

4.2.5 Capacity to deliver on mandate: Financial Resources

The outcome contributes towards the MTDP priority 3: Build a capable, ethical and developmental state. An effective financial management and corporate governance leads to

effective public service delivery, outcomes and objectives of government in the most economic, efficient and effective way.

The outcome is aimed at encouraging compliance with legislative requirements which are meant to enhance efficiency, value for money, accountability and transparency in the government institutions.

Implementation of internal controls, addressing of audit findings and continuous improvement, developing ethical leadership that sets the tone for the rest of the employees of the department, and capacitation of staff are some of the ways the department will achieve this outcome.

In addition, outcome contributes to the Sustainable Development Goals (SDGs) in particular to: **DG17: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.**

The enablers to achieve the five-year targets:

- **Capable leadership:** The department has capable leadership which will enable the department to achieve good governance and efficient management of the departmental finances, performance, human resources and ITC.
- **Principles, policies and frameworks:** there are policies and framework in place to guide the department to achieve improved governance and financial management, e.g., PSA, and MTDP aligned strategic plans, etc.
- **Organizational structure:** The structure of the department addresses the mandates of the department and allows for good governance and management practices to be implemented
- Synergy and focused governance strategies

Budget and MTEF estimates

Expenditure trends for the period 2019/20 - 2023/24 displays an annual spending average of 96%.

Table 21: Expenditure trends for the period 2019/20-2023/24

R'000	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000
Budget	735 027	661 277	726 390	743 025	714 580
Expenditure	728 790	590 367	677 494	742 566	710 866

R'000	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000
Variance	6 237	70 910	48 896	459	3 714
% Spent	99%	89%	93%	100%	99%

The 10% decline in spending from 99% to 89% in 2020/2021 is attributed to a corresponding budget cut of 10%. The negative growth is attributed to the global pandemic of Covid-19. The different adjusted lockdown levels restricted economic activity and human interaction for most of the 2020/21 financial year. It also dictated that government reprioritise budget allocations to aid the fight against Covid-19. Budget cuts have severely affected the ability of government to roll out service delivery at a scale envisaged when the MTSF period begun. The carry over effect and impact on this drastic reprioritisation is felt in the years ensuing the cut. Although a 10% increase is affected in the 2021/2022 financial year, is followed by a 2% increase in the 2022/2023 from the 2021/2022 financial year, with a 4% decline in the 2023/2024 financial year.

This fluctuating movement of the 2020/2021 – 2023/2024 financial is represented by a 3% average growth rate. This becomes important to note as this is from a very low base on which the 2024/2025 original base allocation is measured and ultimately forms the basis of the next MTEF period (2025/2026 – 2027/2028). The average growth rate over the MTEF period is calculated at 6% from the original budget allocation 2024/2025 financial year.

Programmes	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
		Audited		Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
Administration	201 868	206 102	222 116	215 335	205 546	218 980	219 555	242 603	253 532
Sustainable Resource Management	28 824	29 939	26 829	34 278	33 722	30 792	31 117	37 363	39 045
Farmer Support And Development	240 346	287 704	225 374	225 269	255 214	262 734	256 289	271 810	293 408
Veterinary Services	46 558	48 469	52 843	53 189	51 577	50 708	53 690	59 325	61 995
Technical Research And Development Services	57 732	57 423	66 740	65 907	60 354	58 243	64 269	71 016	74 207
Agricultural Economics	11 908	11 620	13 784	13 230	11 486	10 308	11 679	12 905	13 485
Rural Development Coordination	18 596	22 420	26 517	27 807	23 705	22 523	19 887	21 974	22 962
Environment and Nature Conservation	71 662	78 889	76 663	83 964	76 657	72 440	78 528	86 772	90 671
Total	677 494	742 566	710 866	718 978	718 261	726 728	735 014	803 768	849 305

Economic Classification	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
		Audited		Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
Current payments	542 333	599 196	597 200	621 163	565 464	561 536	627 619	740 414	771 115
Compensation of employees	348 001	349 707	362 625	390 637	386 105	381 636	427 608	460 814	480 497
Salaries and wages	295 909	297 124	305 762	336 951	330 036	321 803	359 213	390 457	406 233
Social contributions	52 092	52 583	56 863	53 686	56 069	59 833	68 395	70 357	74 264
Goods and services	194 330	249 486	234 546	230 526	179 354	179 880	200 011	279 600	290 618
of which									
Administrative fees	7 252	21 823	18 156	3 191	2 860	909	2 565	2 751	3 127
Advertising	788	1 780	1 935	2 544	2 791	987	2 684	652	682
Minor assets	166	150	494	2 361	2 517	2 322	2 288	899	1 173
Audit costs: External	7 259	6 772	8 516	7 500	8 406	8 652	8 984	9 449	9 875
Bursaries: Employees	173	244	1 060	1 900	1 525	464	205	251	262
Catering: Departmental activities	1 122	1 877	1 413	1 996	1 866	1 684	2 043	680	710
Communication (G&S)	3 789	3 977	3 716	3 689	4 917	5 628	5 031	4 410	4 597
Computer services	4 289	9 870	13 871	3 600	2 832	4 082	4 183	6 331	6 616
Consultants: Business and advisory services	10 396	8 261	3 039	803	385	882	1 410	549	997
Infrastructure and planning services	345	-	310	-	5	5	-	95	99
Laboratory services	6	185	14	13	68	73	14	15	16
Legal services (G&S)	13	4 001	-	-	6 250	1 621	-	-	-
Science and technological services	-	-	1 512	-	-	375	-	-	-
Contractors	10 630	11 290	15 321	21 405	10 477	11 645	11 532	13 000	12 486
Agency and support/outsourced services	-	3 456	4 274	6 215	3 666	3 064	2 355	625	652
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	5 680	8 346	14 584	24 203	15 936	16 058	13 157	14 169	15 207
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	437	1 087	347	1 309	322	13	42	76	80
Inventory: Farming supplies	14 381	6 576	14 695	17 514	10 597	15 306	6 723	6 589	6 888
Inventory: Food and food supplies	7	667	79	51	51	18	46	90	94
Inventory: Fuel, oil and gas	682	6 766	591	1 635	1 681	1 295	1 736	887	1 157
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	1 486	1 044	458	3 417	3 393	2 834	1 266	1 115	1 165
Inventory: Medical supplies	-	-	-	168	12	-	4	58	61
Inventory: Medicine	40	506	449	55	228	541	103	75	78
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	38 502	49 789	21 359	15 591	8 398	8 391	55 199	127 630	130 239
Consumable supplies	10 037	10 546	12 583	15 281	16 985	17 205	5 917	8 203	9 570
Consumables: Stationery, printing and office supplies	1 278	1 513	1 171	1 702	2 098	1 364	1 392	1 009	1 053
Operating leases	16 290	15 298	15 485	19 136	19 136	21 480	22 079	23 073	24 111
Rental and hiring	123	152	177	41	1 051	723	34	36	38
Property payments	24 793	24 029	27 501	20 415	17 435	23 535	25 878	13 391	13 992
Transport provided: Departmental activity	-	-	8 653	80	-	-	80	84	88
Travel and subsistence	25 986	42 000	35 761	42 669	27 257	22 877	15 488	37 222	39 038
Training and development	6 755	10 207	1 944	7 106	3 173	3 245	4 039	3 675	3 841
Operating payments	1 323	1 162	3 240	3 093	2 466	1 765	835	1 528	1 598
Venues and facilities	302	2 112	1 838	1 843	570	837	2 699	983	1 028
Interest and rent on land	2	3	29	-	5	20	-	-	-
Transfers and subsidies	95 700	43 438	7 052	5 025	98 769	107 228	79 590	41 075	54 440
Provinces and municipalities	299	16	225	-	108	109	-	-	-
Departmental agencies and accounts	2 850	2 770	2 895	3 025	3 025	3 025	3 161	3 306	3 455
Universities and technicians	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	90 729	35 615	30	-	-	10 470	-	-	-
Non-profit institutions	-	3 911	2 845	-	10 469	-	-	-	-
Households	1 822	1 126	1 057	2 000	85 167	93 624	76 429	37 769	50 985
Payments for capital assets	39 461	99 932	106 614	92 790	54 028	57 964	27 805	22 279	23 750
Buildings and other fixed structures	15 736	72 106	85 937	63 877	27 277	24 102	7 644	2 402	2 416
Buildings	25	65	11 033	1 969	732	762	-	2 154	2 251
Other fixed structures	15 711	72 041	74 904	61 908	26 545	23 340	7 644	248	165
Machinery and equipment	21 536	27 753	19 535	27 146	26 735	19 282	18 140	19 780	21 233
Transport equipment	4 928	5 576	8 254	7 594	10 673	13 470	12 451	13 062	13 660
Other machinery and equipment	16 608	22 177	11 281	19 552	16 062	5 812	5 689	6 718	7 573
Heritage Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	2 189	73	1 142	1 767	16	14 580	2 021	97	101
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	677 494	742 566	710 866	718 978	718 261	726 728	735 014	803 768	849 305

The expenditure trend for the period 2021/22-2023/24 fluctuated, and it showed an average annual nominal decline of 31.6 percent. The total allocation for 2025/26 increased by 10.3 percent to R735.014 million. The average increase over the MTEF period is 29.4 percent an allocation of R803.746 million for the outer year. The major budget increase is on conditional grants and the equitable share is declining by 2 percent.

For the period of 2021/22-2023/24 the average annual nominal growth of compensation is a decline of 4 percent due to a low rate is due to high vacancy rate in the department. Goods and services have a decline on average annual growth of 6.9 percent.

Compensation of employees increased to R427.608 million in 2025/26 financial year from R390.637 million in 2024/25 financial year. The average growth over the MTEF is 5.5 percent and this include 1.5 percent pay progression and 5.5 percent salary increase adjustment. The allocation for salaries and related costs of employees in the department accounts for 54.6 percent of the total allocation in the department in 2025/26 financial year.

The allocation of goods and services decreases to R200.011 million in 2025/26 financial year from R230.526 million in 2024/25 financial year which is 13 percentage.



PART C

MEASURING OUR PERFORMANCE



PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PERFORMANCE INFORMATION

1.1 Measuring the Impact

Impact Statement A thriving and inclusive agricultural and sustainable environment sector.

NR	MTDP PRIORITY	CONTRIBUTION	RATIONALE FOR SELECTION
1.	Drive inclusive growth and job creation	Core	Direct and indirect jobs created through departmental funded projects (Economic transformation is also key in accordance with our vision)
3.	Build a capable, ethical and developmental state	Core	Good corporate governance, professional and ethical organisation

1.2 Measuring Outcomes

To realise “A thriving and inclusive agricultural and sustainable environment sector”, the department intends to focus on the following outcomes:

- **Outcome 1:** Improved governance and sound financial management
- **Outcome 2:** Increased contribution of the sector to the provincial GDP
- **Outcome 3:** Increase in the number of commercialised black producers
- **Outcome 4:** Reduced Unemployment rate in the province
- **Outcome 5:** Increase in food security levels in the province
- **Outcome 6:** Biodiversity conserved, and natural resource management enhanced

Table 22: Linking MTDP priorities to the Outcomes

MTDP Priority	Outcomes	Outcome Indicators	Baseline	Five-year targets
Priority 3: Build a capable, ethical and developmental state	Outcome 1: Improved governance and sound financial management	Achievement of Clean audit Outcome	Qualified Audit Opinion	Clean Audit Outcome
Priority 1: Drive inclusive growth and job creation	Outcome 2: Increased contribution of the sector to the provincial GDP	Value of contribution of agriculture to the GDP The value of primary agricultural production	R4.8 billion R7.8 billion	R5 billion R8.2 billion

MTDP Priority	Outcomes	Outcome Indicators	Baseline	Five-year targets
Priority 1: Drive inclusive growth and job creation	Outcome 3: Increase in the number of commercialised black producers	Number of black producers commercialised i	13 ¹	23
	Outcome 4: Reduced Unemployment rate in the province	Number of jobs create in the Northern Cape agricultural sector	38000	42000
		Number of jobs created through environmental interventions	2930	3930
	Outcome 5: Increase in food security levels in the province	Percentage of Households with adequate access to food	62.4% (Source: GHS 2023)	70%
		Proportion of households involved in agricultural production activities	17.1% (Source: GHS 2023)	25%
	Outcome 6: Biodiversity conserved and natural resource management enhanced	Hectares of land officially designated as protected areas	68 920,47 ha	150 000 ha
		Management effectiveness of provincial nature reserves improved	45%	70%

1.3 Explanation of Planned Performance Over the Five-Year Planning Period

Table 23: Challenges and Outcomes

Challenges	DAERL Outcomes
Poor governance and inefficient financial management	Outcome 1: Improved governance and sound financial management
Declining contribution of the agricultural sector to the GDP	Outcome 2: Increased contribution of the sector to the provincial GDP
Many black farmers and producers face significant barriers to becoming commercially successful	Outcome 3: Increase in the number of commercialised black producers
High unemployment rate in the province	Outcome 4: Reduced Unemployment rate in the province
About 37,7% of the Northern Cape households experience inadequate access to food	Outcome 5: Increase in food security levels in the province
Loss of biodiversity, degradation of ecosystems, and the unsustainable use of land and natural resources	Outcome 6: Biodiversity conserved and natural resource management enhanced

¹ The baseline represents the producers supported through DAERL's efforts since 2019/20 -2023//24 financial year

The table above outlines the challenges faced by the Northern Cape province and the changes the DAERL and its sector partners are working towards through the implementation of various strategies.

As noted in the previous sections, the department has received an unfavourable audit opinion. To address this, the department plans to implement interventions over the MTDP period aimed at achieving Outcome 1: Improved governance and sound financial management.

The department's mandate is to develop and grow the sector. In support of this, it will assist producers in expanding the sector and increasing its contribution to the GDP. This will involve providing advisory services, training, infrastructure support, and financial assistance where applicable. Additionally, the department will encourage producers to adopt and use technology as needed, with a focus on empowering women, youth, and people with disabilities.

For the sector to grow and generate job opportunities, as well as boost its GDP contribution, it is essential to recognize the potential of the agriculture and environment sectors to create more jobs than many other sectors. However, the Northern Cape's biodiversity sector faces critical challenges, including biodiversity loss, ecosystem degradation, and unsustainable land and resource use. Interventions aimed at restoring biodiversity, rejuvenating vegetation, and promoting sustainable land practices are essential to addressing these issues.

To achieve the five-year targets, the department will need both financial and human resources. Adequate budgetary allocations and the filling of vacant funded positions will be crucial to meeting these targets. A stable political environment and more predictable climatic conditions will also be key to success. With growth, the sector will create more opportunities and generate increased revenue, helping to reduce food insecurity, unemployment, and poverty.

Annexure B and the sections below provide additional information on the outcomes and interventions.

OUTCOME 1: IMPROVED GOVERNANCE AND SOUND FINANCIAL MANAGEMENT

The outcome contributes towards the MTDP priority 3: A capable, ethical and developmental state. An effective financial management and corporate governance leads to effective public service delivery, outcomes and objectives of government in the most economic, efficient and effective way.

The outcome is aimed at encouraging compliance with legislative requirements which are meant to enhance efficiency, value for money, accountability and transparency in the government institutions.

Implementation of internal controls, addressing of audit findings and developing ethical leadership and capacitation of staff are some of the ways the department will achieve this outcome.

Figure 15: Key elements of governance



Source: Tarnaka times, 2023

In addition, this outcome contributes to the Sustainable Development Goals (SDGs) in particular to:

- **SDG17:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

The enablers to achieve the five-year targets:

- **Capable leadership:** The department has capable leadership which will enable the department to achieve good governance and efficient management of the departmental finances, performance, human resources and ICT.
- **Principles, policies and frameworks:** there are policies and framework in place to guide the department to achieve improved governance and financial management, e.g. PFMA, PSA, and MTDP aligned strategic plans, etc.

- **Organizational structure:** The structure of the department addresses the mandates of the department and allows for good governance and management practices to be implemented.

OUTCOME 2: INCREASED CONTRIBUTION OF THE SECTOR TO THE PROVINCIAL GDP

This Outcome is linked to the Strategic Priority: Inclusive Growth and Job Creation. The Northern Cape currently contributes about 2.3% to the National GDP and the Agricultural Sector in the Northern Cape contributes about 7% to the Provincial GDP. The Northern Cape agriculture has potential for growth especially in the Namakwa District along the Orange River where about 3 200 Ha of which 2 000 Ha have water rights, remain fallow and could be planted with high value crops such as raisins, dates, potato seeds, onions and Pecan nuts. There is at least 1 600 Ha of lands that could be planted with Rooibos in the Hantam area with exponential prospects of value-addition through agro-processing.

The Livestock Sector is in a recovery phase following on the prolonged droughts of 2013 until 2019 and the opening of markets for Beef and Lamb in China and the Middle East is positive for growth of this subsector.

If these fallow lands are put under production in the next 5 years and the livestock sector maintains the export markets, real growth will show in the contribution of Agriculture to the Provincial GDP.

In order to realise Increased contribution of the sector to the provincial GDP, it is imperative that obstacles that affects economic growth are removed, and participation of previously marginalised individuals is prioritised. In his 2024 Opening of Parliament address, the President of South Africa, Mr Ramaphosa, emphasised that economic growth must inclusive, transformational and wealth and opportunities must be redistributed fairly. It must promote the empowerment of Black South Africans, women, and all those who were historically marginalized and excluded from the mainstream economy.

He further emphasised the importance of removal of the social, economic, cultural and other barriers to the full participation of persons with disabilities and other vulnerable groups in the economy.

The department and sectoral partners will contribute to the participation of HDIs in the mainstream economy by improving post-settlement support, providing access to finance and

markets and ensuring participation of previously marginalised groups in the game farming industry. This will improve productivity and production of the sector which will ultimately increase the contribution to the provincial GDP.

The Enablers of this outcome to achieve the five-year target are:

- Conditional Grant funding and leveraging Blended Financing & private sector partnerships. Establishment costs for new, high value crops require capital and with proper planning, building partnerships, the province could attract the required capital.
- Maintain Strict Biosecurity measures to increase exports of animals and animal products. This will require proper staffing of relevant units and maintaining a Continuous Professional Development.

OUTCOME 3: INCREASE IN THE NUMBER OF COMMERCIALISED BLACK PRODUCERS

This Outcome is linked to Strategic Priority: Drive inclusive growth and job creation. The agriculture sector has been identified as a key contributor for both transformation and growth and job creation. The term Inclusive Growth suggests a transformative agenda that ensures participation of black producers at all levels of the value chain. This could be achieved through the creation of commercial producers that will serve as drivers of economic transformation.

Commercialisation of Black Producers is aimed at supporting Black farmers to transition from subsistence farming to commercial production. The programme on commercialisation of black producers was announced during the 2017 State of the Nation Address.

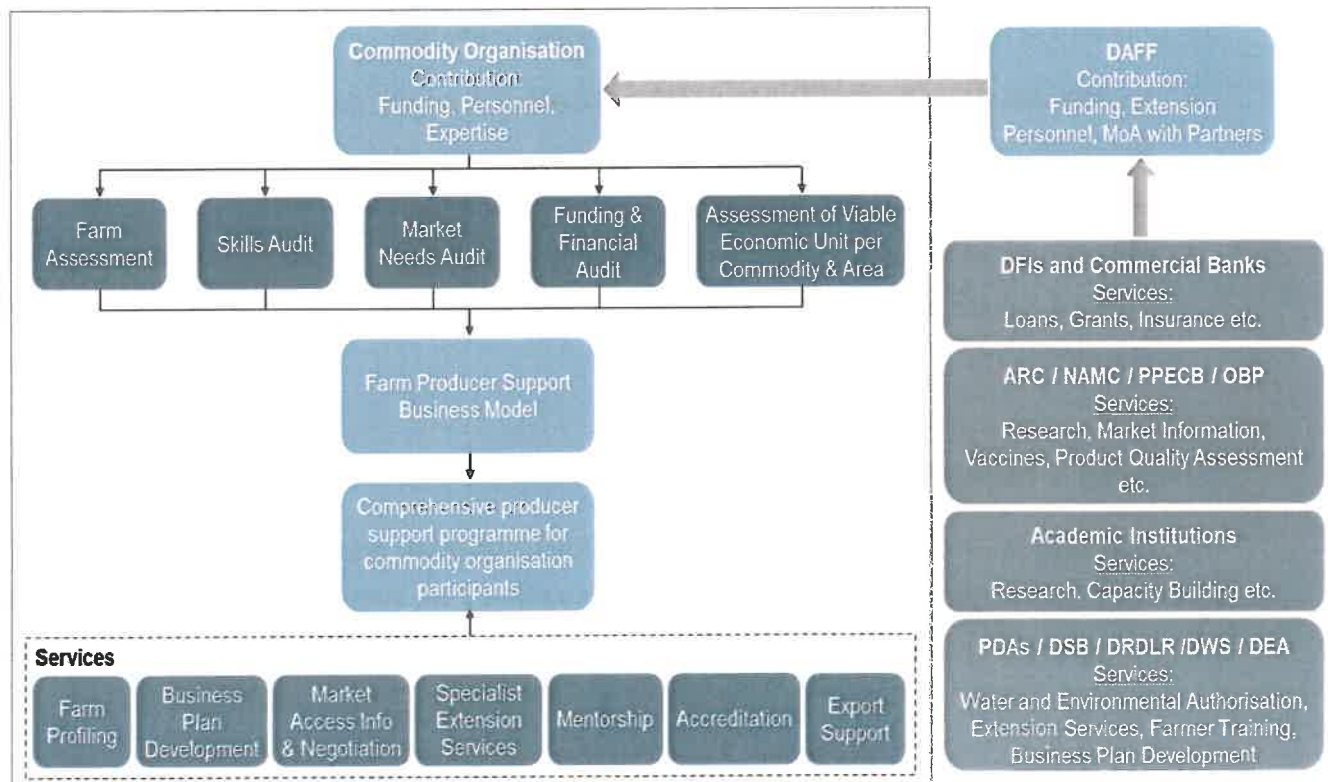
Broader results of commercialising producers include:

- Increased value and volumes produced by smallholder producers
- Increased wealth creation and sustainable employment
- Increased access to profitable local, national and export market by black producers
- Improved sustainable food production and food security
- Increased producers' growth and expansion
- Increased contribution of agriculture to the GDP

The programme has two phases: **dynamic business model** which is a development phase for potential producers to operate at commercial level and **re-engineering of agricultural development finance** which focuses on provision of blended funding to commercialize black

producers The Department will focus on **dynamic business model** during the MTDP period and will focus on Agriculture Policy Action Plan (APAP) commodities.

Figure 16: Black Producers Commercialisation Programme (BPCP): Development Phase-Business Model



Source: National Framework for the Commercialisation of Black Producers (Presentation to Portfolio Committee Workshop, 6 March 2019)

The Enablers of this outcome to achieve the five-year target are:

- Implementation model of Conditional grant funding that puts more value in the pocket of a farmer and assists in leveraging private sector funding.
- Functional agricultural marketing systems.
- Funding opportunities: AgriBEE Fund, Agro-Processing Support Scheme (APSS), Agro-Processing Linkage Scheme (APL).
- Agricultural Research.
- Relations with Development Financing Institutes such as LandBank and Industrial Development Cooperation.

OUTCOME 4: REDUCED UNEMPLOYMENT RATE IN THE PROVINCE

This Outcome is linked to the Strategic Priority: Inclusive Growth and Job Creation. The Agricultural Sector in the province averages around 38 000 people employed. The achievement of Outcome 1 above will greatly contribute to the creation of new jobs along the value-chain. In terms of what the department contributes through conditional grant funding, just under 1000 jobs can be created to add to the provincial agriculture jobs. It is feasible to increase the provincial jobs to 10 000.

Enablers for this Outcome for five years are:

- A sustained achievement of increase in the provincial GDP will automatically increase the number of jobs.
- Targeting of High Value crops which have a high-income potential and high labour absorption.

OUTCOME 5: INCREASED FOOD SECURITY LEVELS IN THE PROVINCE

The outcome relates to the MTDP priority 1: Drive inclusive economic growth and job creation. National Development Plan (NDP) identifies Food and Nutrition Security as a key element of both poverty and inequality: The agricultural sector is one of the key sectors that is expected to increase food security levels in the country.

To achieve Food security, the food ingested must also be safe and accessible. The department will intensify awareness on food safety, ensure promotion of animal health, and ensure that abattoirs in the province adheres to meat safety requirements and that the laboratory tests performed are of the highest standards.

The outcome contributes to the Sustainable Development Goals (SDGs) in particular the following:

- **SDG2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Enablers to achieve the five-year targets includes:

- **National Policy on Food & Nutrition Security** provides a broad framework in ensuring that the citizen's right to have access to sufficient food is realised. The policy serves as

a guide to national, provincial and local government in pursuing food security at every level food security and wellbeing of society as guided by six indivisible principles.

- **South African National Accreditation System (SANAS) accredited Laboratory:** The provincial laboratory achieved SANAS and DAFF accreditation. The laboratory continues to serve neighbouring provinces which could not achieve their SANAS accreditation.
- **Partnerships:** Existing partnerships with stakeholders, such as communities, other government department, the private sector, will enable the department to achieve the outcome.

OUTCOME 6: BIODIVERSITY CONSERVED, AND NATURAL RESOURCE MANAGEMENT ENHANCED

The outcome relates to the MTDP Priority 1: Drive inclusive economic growth and job creation. The Outcome supports the constitutional right for an environment that is not harmful and that is protected for current and future generations.

Sustainable development has 3 pillars, economic sustainability, social sustainability and environmental sustainability. Thus, to achieve sustainable development the department must ensure that natural resources are protected, and sustainably used and degraded ecosystems are restored. This is done through management of nature reserves, research, policy development, implementation of regulations relating to the use of biodiversity and the prevention of pollution. As well as adaptation to climate change, informing spatial planning at all levels, support to other spheres of government and business and also through compliance monitoring and enforcement.

Understanding our biodiversity and ecosystem services on a landscape scale to support sustainable development is critical. Furthermore, the potential impacts of developments on these ecosystem services are to be understood to make decisions that will guide development in the province towards sustainability and building resilience to the effects of climate change, particularly in poorer communities. Transgressors that over-extract, pollute, poach etcetera are to be identified and where required legislation is to be enforced.

Protection of species and ecosystems contributes to the ability to adapt to climate change, water security & ecological sustainability, the protection of species and social and economic benefits. Protection is achieved through the expansion of provincial nature reserves and the stewardship programme with other (private) landowners.

The outcome contributes to the Sustainable Development Goals (SDGs) in particular the following:

- **SDG13:** Take urgent action to combat climate change and its impacts.
- **SDG14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- **SDG15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Enablers to achieve the five-year targets:

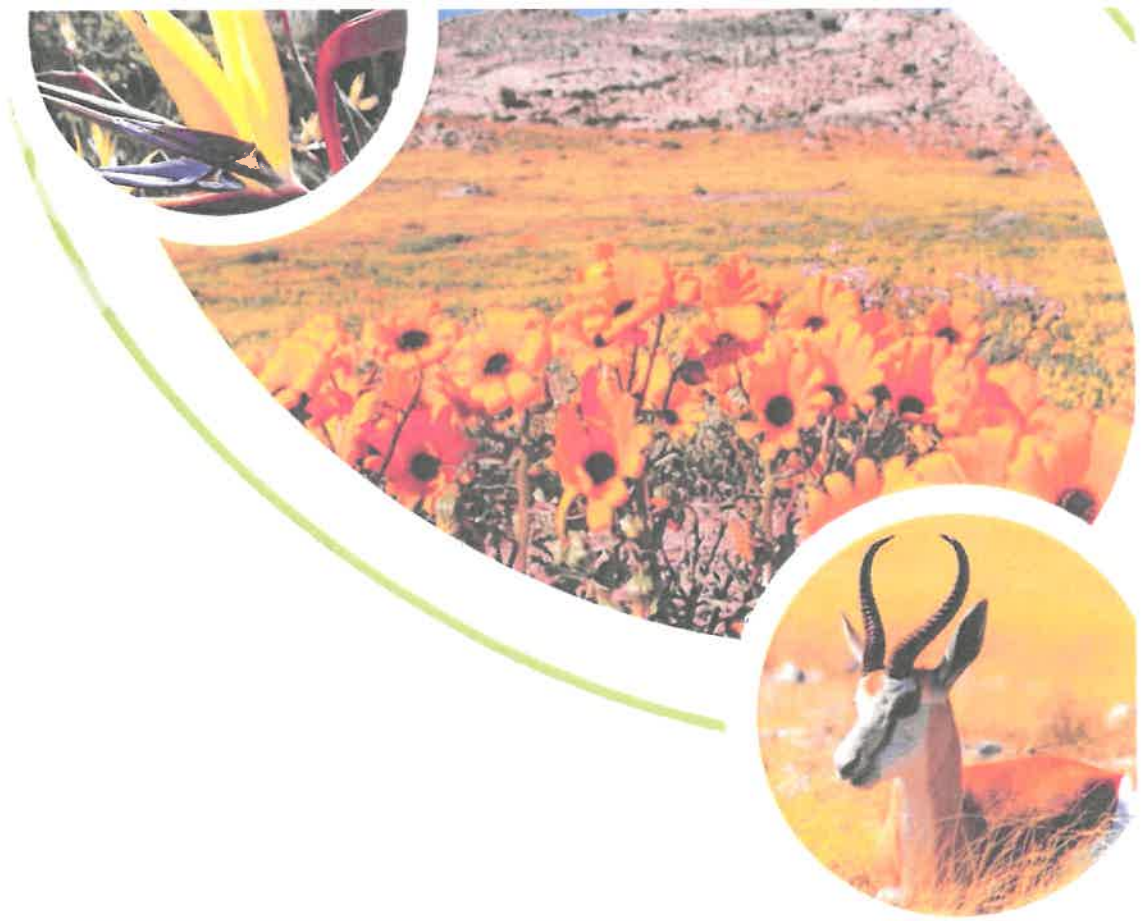
- Knowledge and information - on the status of ecosystems and species; planned developments and their potential cumulative impacts; threats and opportunities; environmental management best practices feasible in the provincial contexts. This knowledge and information will be used to inform decision making processes.
- Partnerships: existing partnerships with stakeholders, such as other government departments, communities, the private sector, non-governmental organisations and academia will enable the department to achieve the outcome.
- Skills development and awareness in the sector and beyond, especially in municipalities, will enable the department to achieve the outcome.

2. KEY RISKS AND MITIGATION

Outcomes	Key Risk	Risk Mitigation
Outcome 1: Improved governance and sound financial management	<ul style="list-style-type: none"> • Failure to implement consequence management administration. • Hampering the process of consequence management. • Lack of Consequence management. <p>Unfavourable audit opinion from Auditor General with regards to Financial and non-financial performance reporting.</p>	<ul style="list-style-type: none"> • Enforce compliance to policies and relevant legislation: training, roadshow, consequence management. • Timely, procedural and fair labour relations processes • Maintaining, recording, safeguarding and timely retrieval of information/documents. • Maintaining and monitoring existing controls. • Workshops with officials in various directorates (once a year).
Outcome 3: Increase in the number of commercialised black producers	Lack of Funding	<ul style="list-style-type: none"> • Increase attractiveness of projects to funders through bankable plans and improved governance in projects
Outcome 2: Increased contribution of the sector to the provincial GDP	<p>Natural and manmade disasters. Decrease in food production and productivity.</p> <p>Inefficient adaptation/mitigation on climate change (COP26).</p> <p>Insufficient funding reserved for natural disaster.</p> <p>Collapse of the diagnostic capability resulting in SANAS Accreditation loss.</p>	<ul style="list-style-type: none"> • Request additional budget (PMTEC). • Awareness campaigns (Farmers days and Training). <p>Continuous monitoring.</p> <p>Partner with private sector to source funding.</p> <ul style="list-style-type: none"> • Address staffing concerns promptly. • Provide adequate training for new staff. • Prioritize the well-being and satisfaction of the remaining employees to prevent burnout and further resignations.
Outcome 4: Reduced Unemployment rate in the province	Natural and manmade disasters (crop and livestock production).	Improved early warning systems and risk mitigation packages.
Outcome 5: Increase in food security levels in the province	Natural and manmade disasters (crop and livestock production).	Improved early warning systems and risk mitigation packages.
Outcome 6: Biodiversity conserved, and natural resource management enhanced	<p>Increased poaching.</p> <p>Inability to promote the development and conservation on natural agricultural resource through regulated land use.</p> <p>Pollution of the environment (COP26).</p>	<p>Appointment of additional field rangers with appropriate training and experience.</p> <p>Full implementation of acts.</p> <p>The risk assessment for provincial nature reserves as a means of addressing the risk is not appropriate in this context and has thus been removed.</p>

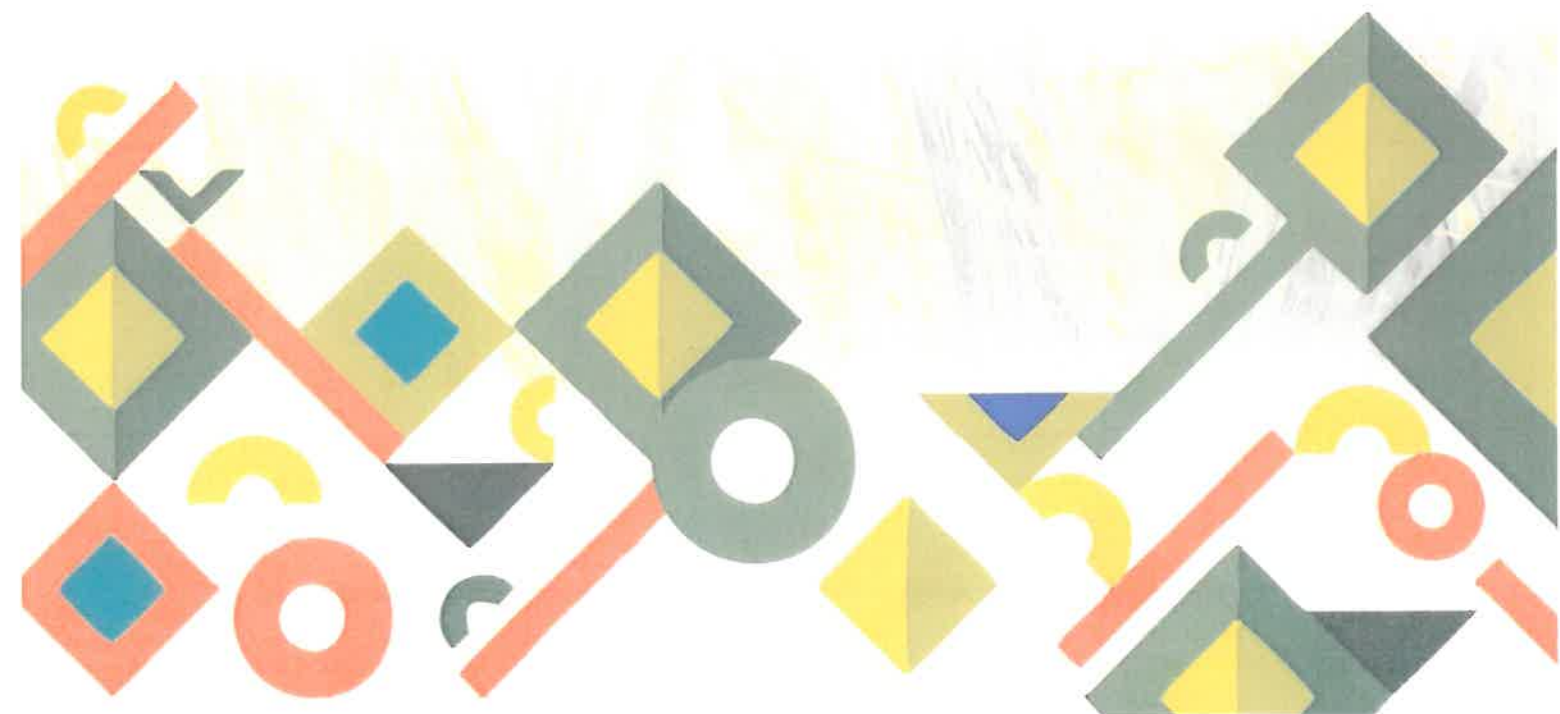
3. PUBLIC ENTITIES

Name of the public Entity	Mandate	Outcome	Current annual budget (R thousand)
N/A			



PART D

TECHNICAL INDICATOR DESCRIPTION



PART D: TECHNICAL INDICATOR DESCRIPTION

OUTCOME 1: IMPROVED GOVERNANCE AND SOUND FINANCIAL MANAGEMENT

Indicator title	Achievement of Clean audit Outcome
Definition	Clean Audit Outcome refers to financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation.
Source of date	Auditor General Audit Report
Method of Calculation /assessment	Opinion Outcome of the Auditor General
Assumptions	Internal controls are adequate
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	Clean Audit Opinion
Indicator Responsibility	Chief Financial officer

OUTCOME 2: INCREASED CONTRIBUTION OF THE SECTOR TO PROVINCIAL GDP

Indicator Title	Value of contribution of agriculture to the GDP
Definition	<p>The indicator measures monetary value of agriculture to the GDP of the province.</p> <p>Gross Domestic Product (GDP) is the total monetary or market value of all the finished goods and services produced within a country's borders in a specific time.</p>
Source Of Data	Source: Statistics South Africa regional GDP report (annual basis)
Method Of Calculation / Assessment	Total production *prices of the commodities in the basket
Assumptions	Data availability
Disaggregation of beneficiaries	N/A
Spatial Transformation	5 districts in the Northern Cape
Desired Performance	Higher performance
Indicator Responsibility	Chief Director: Agricultural Development Service

Indicator Title	Value of primary agricultural production
Definition	Measuring the Gross value of primary agricultural production in the Northern Cape Province.
Source Of Data	Source: Statistics South Africa
Method Of Calculation / Assessment	The total primary agricultural production multiplied by the prices of the commodities included in the basket of primary agricultural produce.
Assumptions	Data availability
Disaggregation of beneficiaries	N/A
Spatial Transformation	Agricultural production will be from the whole province
Desired Performance Indicator	Higher performance
Responsibility	Chief Director: Agricultural Development Service

OUTCOME 3: INCREASE IN THE NUMBER OF COMMERCIALISED BLACK PRODUCERS

Indicator Title	The number of Black producers commercialised
Definition	<p>Refers to black producers that are commercialised by the Department in in line with the Black Producers Commercialisation Programmes since its inception in 2017.</p> <p>“Black Producers” means a Black Person (Africans, Coloureds and Indians) who is 18 years or older and who conducts an Agricultural Enterprise. These individuals or business entities supported, must have been active participants in the agricultural value chain, at a smallholder level.</p> <p>“Commercialisation”: Is a phenomenon where production is governed by commercial considerations; certain specialised crops and animals are produced not for family consumption but for sale in local, national and even on international markets. The products should satisfy customer's choice, and the producer should earn a profit.</p> <p>The process to commercialize the producers encompasses:</p> <ol style="list-style-type: none"> Conduct farm and farmer needs assessments of identified producers, Assistance with business plan development, Skills and capacity building including record keeping, Accreditation e.g. Global GAP or SA GAP certification and facilitation of access to markets, Infrastructural and input support to enable achievement of at least R1000 001 turnover per annum. <p>Annual turnover of a commercialised farmers should be R1000 001 and more.</p>

Indicator Title	The number of Black producers commercialised
	The Department will focus on dynamic business model during the MTDP period.
Source of data	DAERL reports on Black Producers commercialisation Programme
Method of calculation or assessment	Simple count of supported producers The producers will be counted once in a financial year
Assumption	All data is available and reliable
Disaggregation of beneficiaries	Target for women: 5(50%), Target for youth:4(40%) Target for people with disabilities: 1(10%)
Spatial Transformation	All 5 Districts
Desired Performance	Higher performance
Indicator Responsibility	Chief Director: Agricultural Development Service

OUTCOME 4: REDUCED UNEMPLOYMENT RATE IN THE PROVINCE

Indicator Title	Number of jobs created in the Northern Cape agricultural sector
Definition	The indicator measures the percentage change in jobs created by the agricultural sector in the province.
Source Of Data	Source: Statistics South Africa Labour Survey
Method Of Calculation / Assessment	Simple count of jobs created in the sector The figures will be extracted from Stats SA labour force Survey
Assumptions	StatsSA will continue to publish employment data at provincial level
Disaggregation of beneficiaries	2000(50%) Youth 2000 (50%) Women 40(2%) People with disability
Spatial Transformation	Jobs will be created in 5 districts in the Northern Cape
Desired Performance	Higher performance
Indicator Responsibility	Chief Director: Agricultural Development Service

Indicator Title	Number of jobs created through environmental interventions
Definition	The indicator measures the number of jobs created through environmental projects in the sector.
Source Of Data	Registered projects on the national EPWP reporting system. Non-EPWP project files and or Interns / Learners datasheet
Method Of Calculation / Assessment	Count each job created in the sector within the reporting period.
Assumptions	Data is reliable and accurate
Disaggregation of beneficiaries	500(50%) Youth 500 (50%) Women 100(10%) People with disability

Indicator Title	Number of jobs created through environmental interventions
Spatial Transformation	N/A
Desired Performance	Create more sustainable work opportunities
Indicator Responsibility	Chief Director: Agricultural Development Service

OUTCOME 5: INCREASE IN FOOD SECURITY LEVELS IN THE PROVINCE

Indicator Title	Percentage of Households with adequate access to food
Definition	<p>The indicated measures Households with adequate access to food.</p> <p>Household is a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or single person who lives alone.</p>
Source Of Data	Source: Statistics South Africa, General Household Survey
Method Of Calculation / Assessment	<p>Calculate the % households by using the Household Food Insecurity Access Scale (HFIAS).</p> <p>Total of number of households with adequate access to food / households interviewed*100.</p> <p>Measurement of hunger and food access is calculated using a shortened version of the Household Food Insecurity Access Scale (HFIAS). The GHS asks respondents whether households have experienced hunger in the past 12 months. To compute the food adequacy indicator eight questions are used from the GHS i.e. Households who respond positively to two to five of these questions are classified as having inadequate access to food. Those who respond positively to 6 to 8 of these questions are then classified as having severe inadequate access to food. Those with a score of less than 2 are considered to have adequate access to food.</p>
Assumptions	All required capacity is available
Disaggregation of beneficiaries	N/A
Spatial Transformation	5 districts in the Northern Cape
Desired Performance	Higher performance
Indicator Responsibility	Chief Director: Agricultural Development Service

Indicator Title	Proportion of households involved in agricultural production activities
Definition	The indicator measures the proportion of households involved in agricultural production activities.

Indicator Title	Proportion of households involved in agricultural production activities
	<p>Household is a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or single person who lives alone.</p> <p>Agricultural activities include the production of fruits and vegetables, grains and other food crops n fish farming, forestry, game farming, etc.</p>
Source Of Data	Source: Statistics South Africa, Census 2011 and Community Survey 2016
Method Of Calculation / Assessment	<p>Total of number of households involved in agricultural activities / households interviewed.</p> <p>Households interviewed = Total of individuals involved in agricultural activities + total number of households not involved in agricultural activities.</p> <p>The figures will be extracted from Stats SA labour force Survey.</p>
Assumptions	All required capacity is available
Disaggregation of beneficiaries	N/A
Spatial Transformation	5 districts in the Northern Cape
Desired Performance	Higher performance
Indicator Responsibility	Chief Director: Agricultural Development Service

OUTCOME 6: BIODIVERSITY CONSERVED, AND NATURAL RESOURCE MANAGEMENT ENHANCED

Indicator Title	Hectares of land officially designated as protected areas
Definition	Measure the size (number of hectares) of the Northern Cape's land area which has been declared/proclaimed to be under formal protection.
Source Of Data	Provincial gazettes of proclaimed protected areas
Method Of Calculation / Assessment	Number of hectares gazetted for provincially and privately managed land under formal protection
Assumptions	Landowners that are willing to declare their land as protected areas. Funding availability to ensure implementation of legal processes as per the National Environmental Management Protected Areas Act, 2003.
Disaggregation of beneficiaries	Private and communal landowners and conservation authorities
Spatial Transformation	Land areas that have been identified as priority conservation areas in the Northern Cape Protected Areas Expansion Strategy
Desired Performance	Expansion of the protected areas estate in line with the provincial protected area expansion strategy with additional land to be declared at approximately 30 000 hectares per annum

Indicator Title	Hectares of land officially designated as protected areas
Indicator Responsibility	Chief Director: Environment and Nature Conservation

Indicator Title	Management effectiveness of provincial nature reserves improved
Definition	Measure the improvement in the effectiveness of how effectively the DAERL is implementing and overseeing the operations, conservation efforts, and policies within the Provincial Nature Reserves (PNR) to meet conservation goals and sustainable land management.
Source Of Data	METT Reports
Method Of Calculation / Assessment	<p>To calculate improvement, the baseline score that reflects the management effectiveness at a starting point in time must be established and improvements are assessed annually using the Management Effectiveness Tracking Tool (METT), tool which evaluates aspects like biodiversity conservation, monitoring, legal compliance, and stakeholder engagement.</p> <p>Calculation:</p> <p>Improvement = METT Score Year 5 minus METT Score Baseline</p> <p>The formula provides a percentage change in management effectiveness, showing how much improvement has been made since the baseline.</p>
Assumptions	Management efforts remain relatively consistent throughout the evaluation period.
Disaggregation of beneficiaries	N/A
Spatial Transformation	All provincial nature reserves
Desired Performance	Higher than the set target
Indicator Responsibility	Chief Director: Environment and Nature Conservation



ANNEXURES TO THE STRATEGIC PLAN



ANNEXURES TO THE STRATEGIC PLAN

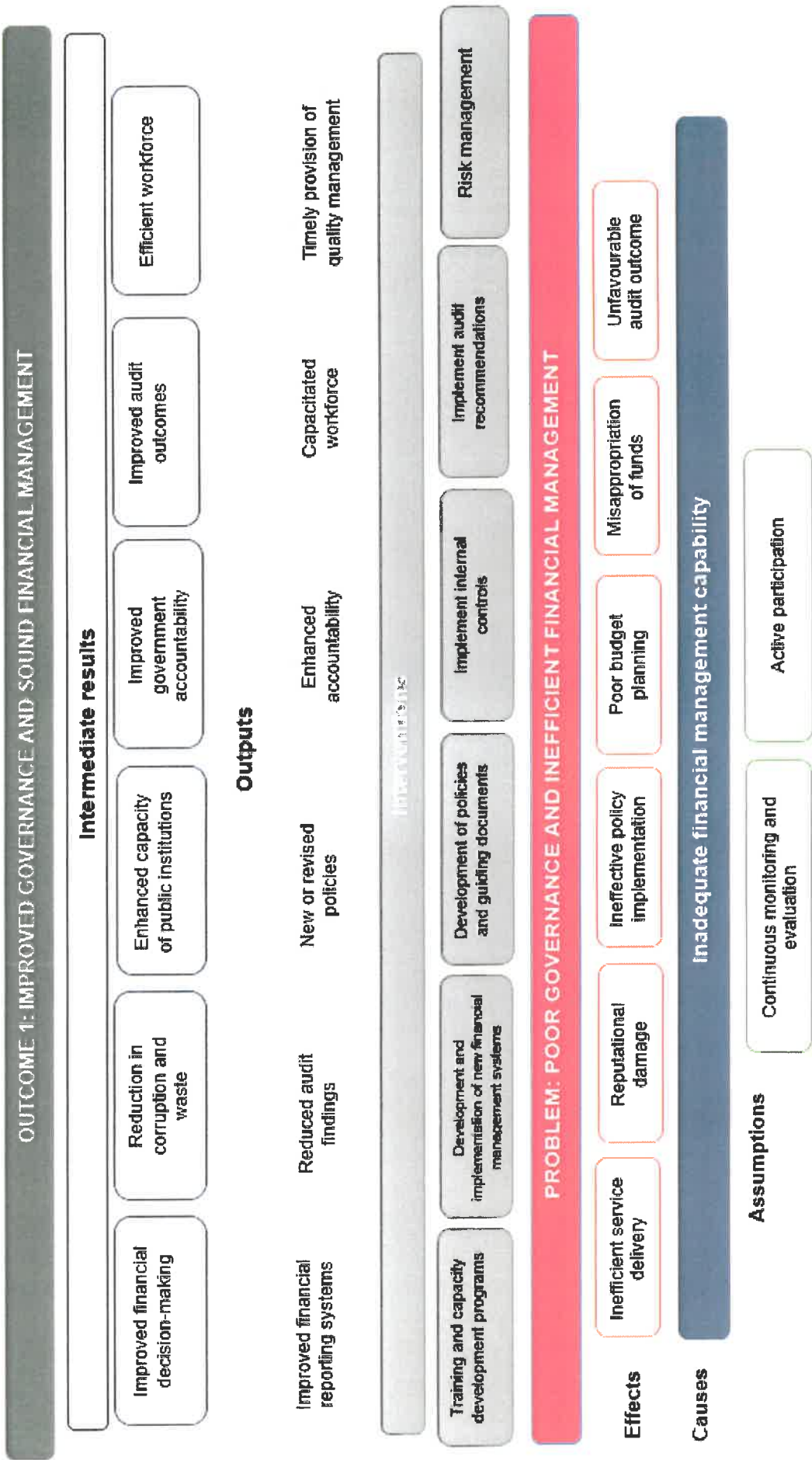
ANNEXURE A: NSDF and the DISTRICT DELIVERY MODEL

The Department has identified the following projects and services to be delivered in intervention: Agriculture and Environmental management.

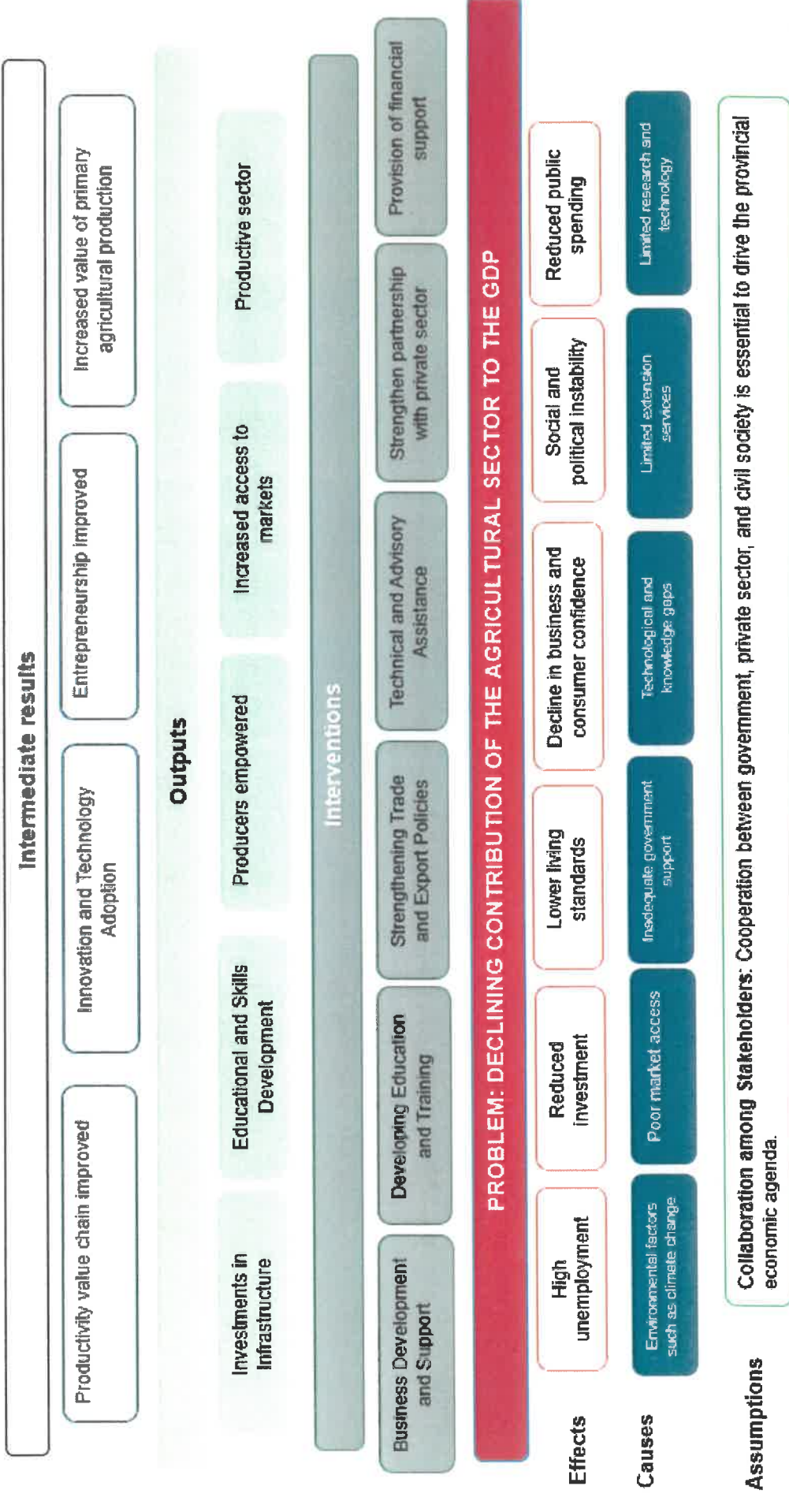
Area of Intervention in the NSDF and DDM		Five-year Planning Period							
	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/+X)	Latitude (North/South/-Y)
Environment	IG-Learnership project	Learnership programme to give the youth a chance to get experiential training in the workplace	R448 440.00	John Taolo Gaetsewe DM, ZF Mgcawu DM, Pixley Ka Seme DM, Frances Baard DM	TBC	DAERL Managers	Municipalities, Local Communities	23.1918° E 21.4753° E 23.3824° E 24.3341° E 19°30'E	27.2210° S 28.0445° S 30.1787° S 28.4251° S 30°30'S
	IG-Working on Waste	The programme focuses on domestic waste management and the cleaning of public open spaces and community parks	R671 205.60	Namakwa DM John Taolo Gaetsewe DM, ZF Mgcawu DM, Pixley Ka Seme DM, Frances Baard DM Namakwa DM	TBC	DAERL Managers	Municipalities, Local Communities	23.1918° E 21.4753° E 23.3824° E 24.3341° E 19°30'E	27.2210° S 28.0445° S 30.1787° S 28.4251° S 30°30'S
	IG-Maintenance of Nature Reserves	Clearing & Maintenance of fence line, including firebreaks along the fence line. Control of invasive alien plants. Maintenance of reserve facilities and infrastructure.	R305 424.00	Pixley Ka Seme, Namakwa	Doomkloof, Rolfontein and Oorlogskloof Nature Reserves	DAERL Reserve Managers	Municipalities, Local Communities	23.3824° E 30°30'S 19°30'E	30.1787° S
Agriculture									

Area of Intervention in the NSDF and DDM	Five-year Planning Period								
	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/+/-X)	Latitude (North/South/-Y)
IG- Agriculture Food Security project		Planting, Nursing and maintenance of gardens in Communities	R206 545,00	John Taolo	TBC	DAERL Managers	Municipalities,	23.1918° E	27.2210° S
				Gaetsewe DM, ZF			Local	21.4753° E	28.0445° S
				Mgcawu DM,			Communities	23.3824° E	30.1787° S
				Pixley Ka Seme DM, Frances				24.3341° E	28.4251° S
				Baard DM				19°30'E	30°30'S
				Namakwa DM					

ANNEXURE B: Result based Approach



OUTCOME 2: INCREASED CONTRIBUTION OF THE SECTOR TO THE PROVINCIAL GROSS DOMESTIC PRODUCT (GDP)



OUTCOME 3: INCREASE IN THE NUMBER OF COMMERCIALISED BLACK PRODUCERS

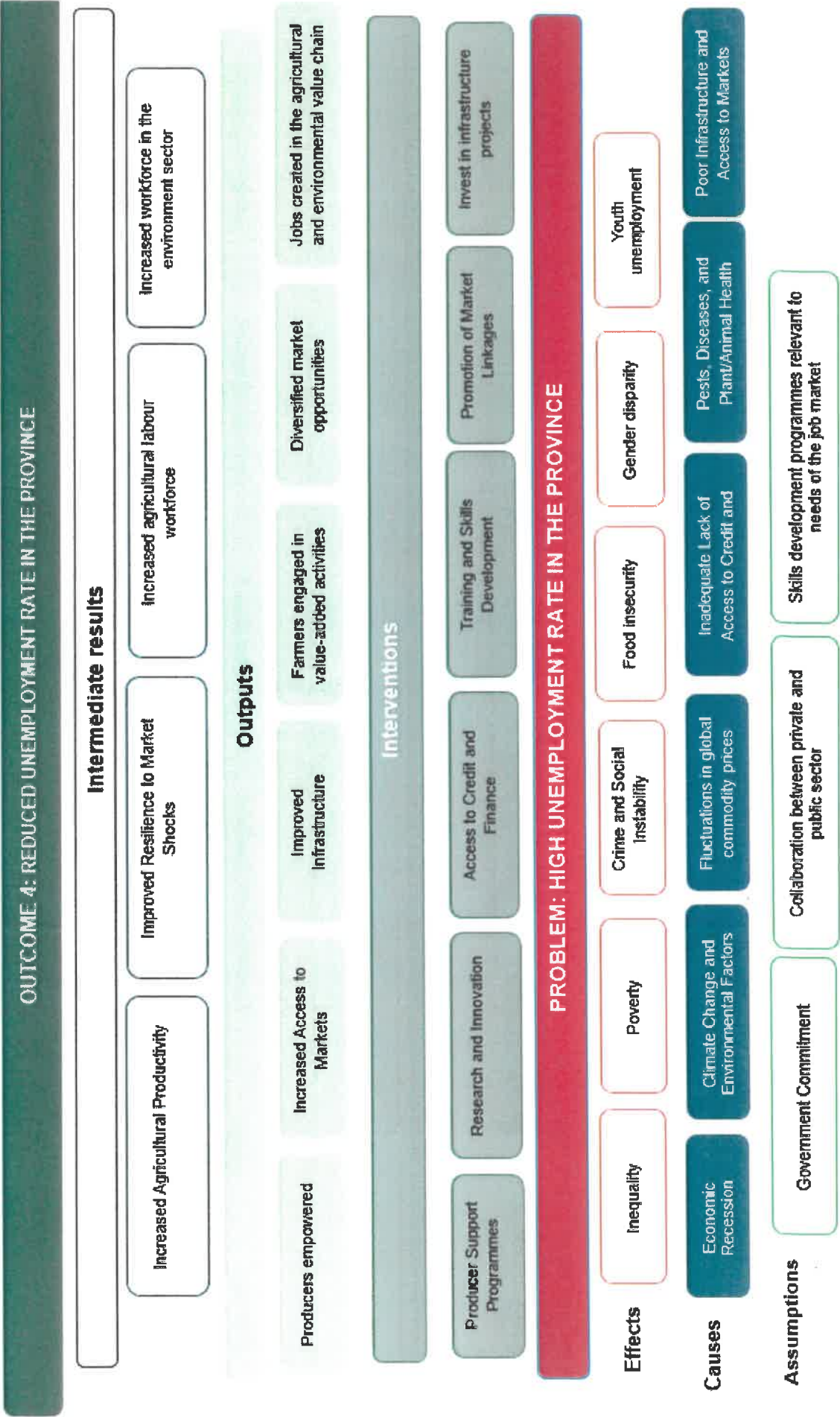


Outputs

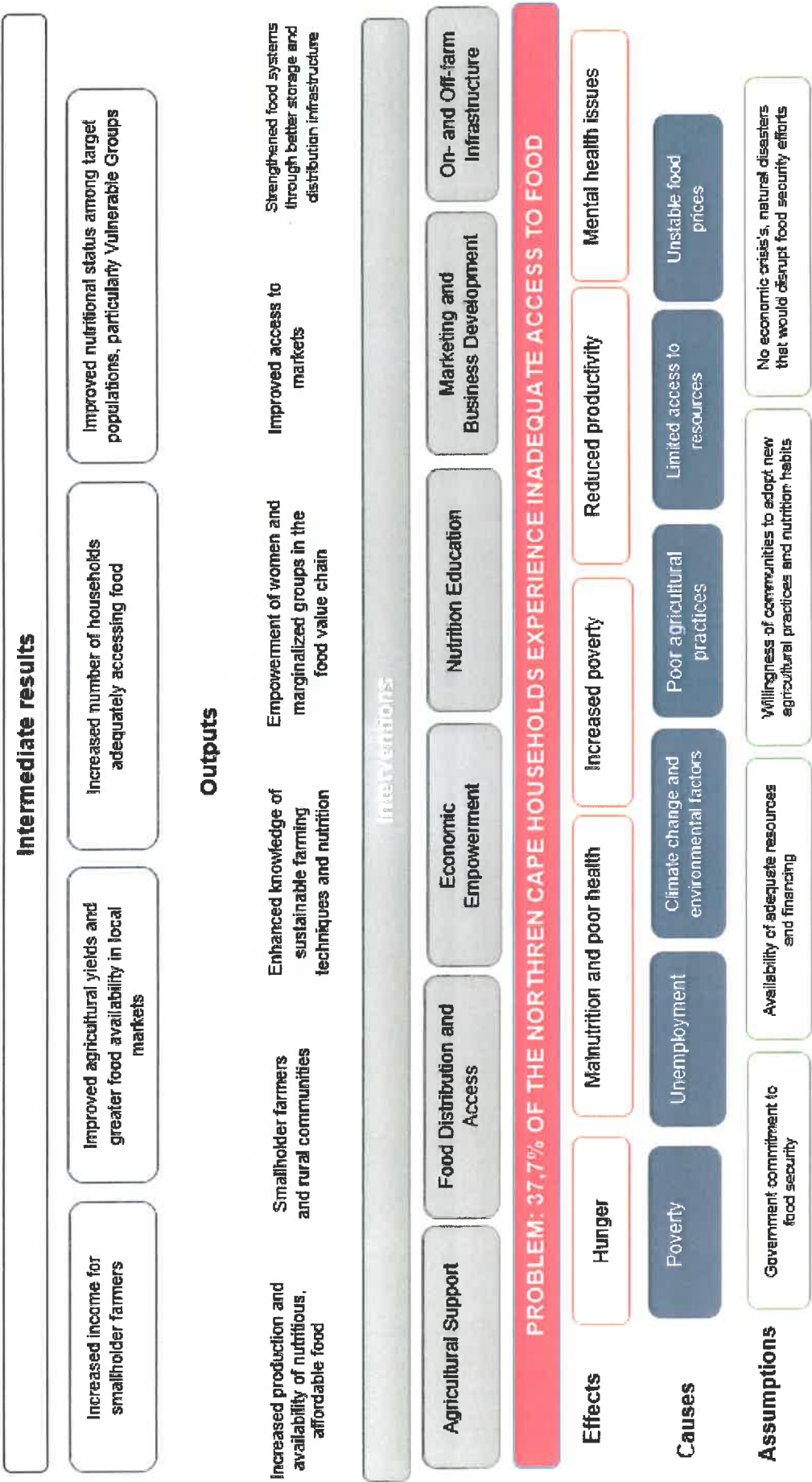


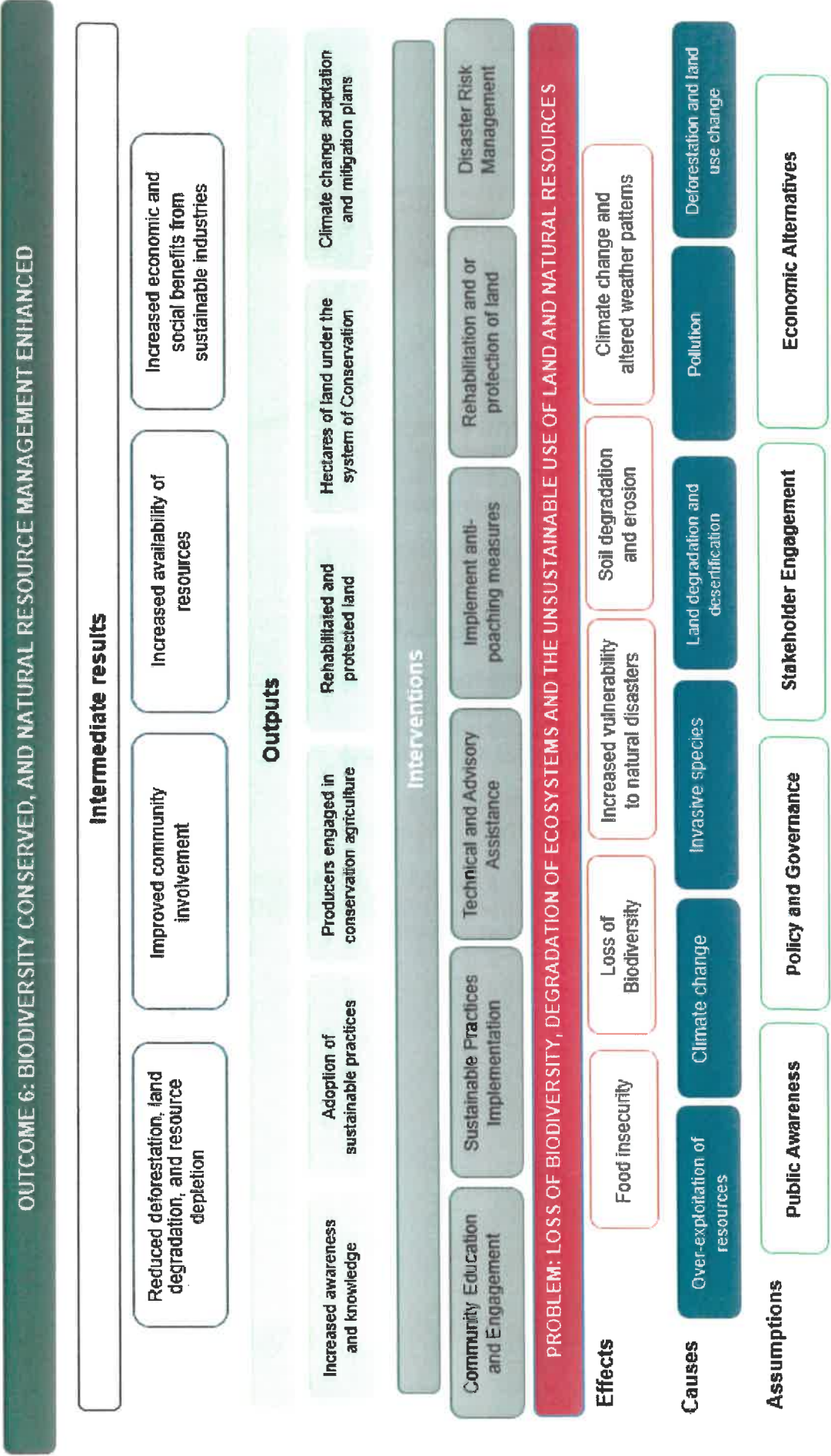
PROBLEM: BLACK PRODUCERS FACE SIGNIFICANT BARRIERS TO BECOMING COMMERCIALY SUCCESSFUL





OUTCOME 5: INCREASE IN FOOD SECURITY LEVELS IN THE PROVINCE







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