

DEPARTMENT OF RURAL DEVELOPMENT

**STRATEGIC PLAN FOR THE FISCAL YEARS
2012 – 2017**

FREE STATE PROVINCE

FOREWORD BY THE MEC



The Free State Executive Council took a decision to move the rural development component from the department of Public Works to Agriculture in order to align the work of government for effectiveness and delivery. We are now a Department for Agriculture and Rural Development that is now fully and functional with two Heads of Departments. In our view this was in line with the ANC conceptualisation regarding the need for rural development to address social cohesion and restoring indigenous cultures as fundamental elements for agrarian transformation. We believe that the Department of Rural Development is now strategically located to look into the needs of the rural communities and we have since forged working relations with National Department of Land Reform in the province with an understanding that food security without land reform will be hopeless.

Our Social Cohesion programmes shall seek to focus on building on shared cultures our rural communities are enshrined upon and throughout history. These shared cultures were central in the building of Ubuntu which was hampered by the effects of the Land Act of 1913 which sought by all means to destroy these cultures. It is with this background in mind that we believe any development that is not cognisant of history is futile. We still see the effects of colonial dispossession within our rural communities depicted through social strifes, evictions and brutal killings. It is expected that rural development must be central in reversing this historical situation and that on its own necessitates an outline of a concerted programme that speaks to the interest of both the people and the government. It is however very clear that in the beginning of our journey is the giant

merchant of a highly insufficient budget that has to be juggled around equipment, transport and human resources which is also inadequate.

Through Mohoma Mobung mega project, we will also identify projects with great potential to improve the physical infrastructure to address access to basic services in our rural communities and build a base for economic opportunities. While it will be responsible for expanding our market platforms, Mohoma Mobung will also address the issue of employment and skills development opportunities to support rural livelihoods. At the end we must boast with having expanded access to affordable and diverse food for all.

In order to achieve our set objectives, our planning is such that we will require information about what every piece of land is used for in our province. Therefore we will lobby for convergence so that political and administrative decisions taken are understood to be key initial measures for development. It means both our work on the rolling out of the Comprehensive Rural Development Programme will be aligned to the Extended Public Works Programme in order to contribute to the income levels of every household. It is critical that a necessary sensitivity is upheld when dealing with these issues so that breaking from the past does not hamper agricultural production nor open old wounds.

In order to build sustainable livelihoods and to reach all rural and poorest communities in the province, an emphasis will have to be made regarding the security of tenure for both our women and youth in agriculture and programmes aimed at their own development. In relation to empowerment of these sectors of rural population we have already had interactive sessions to listen and be in line with their expectations. Mohoma Mobung will also target farmers and make provision for proper agricultural infrastructure, mentorship and training as our strategic goal.

Once the administration capacity of rural development is complete, the structural and financial capacity will enhance efficiency regarding our deliverables. Until then, we are determined to work with what we have and share it with all our people. It clearly shows that our spending patterns will have to change to suit our unwavering plan of action, so that rural areas are also attractive as places for human settlements.

MJ ZWANE

Executive Authority

Agriculture and Rural Development

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

Was developed by the management of the Department of Rural Development under the guidance of MEC MJ ZWANE.

It takes into account all the relevant policies, legislation and other mandates for which the Department of Rural Development is responsible.

It accurately reflects the strategic goals and objectives which the Department of Rural Development will endeavour to achieve over the period 2012 to 2017.

S Dhlamini
Chief Financial Officer


Signature: _____

L Moorosi
Accounting Officer: Rural Development


Signature: _____

Approved by:

MJ Zwane
Executive Authority
Agriculture and Rural Development


Signature: _____

CONTENTS

PART A: STRATEGIC OVERVIEW

1. Vision	6
2. Mission	6
3. Values	6
4. Legislative and other mandatesX	
4.1 Constitutional mandates	6
4.2 Legislative mandates	6
4.3 Policy mandates	7
4.4 Relevant court rulings	7
4.5 Planned policy initiatives	7
5. Situational analysis	8
5.1 Service-delivery environment	8
5.2 Organisational environment	8
5.3 Description of the strategic planning process	8
6. Strategic goals of the department	9

PART B: STRATEGIC OBJECTIVES

7. Programmes 1	11
Strategic objectives	11
Resource considerations	12
Risk management	12
8. Programme 2	13
Strategic Objective	13
Resource considerations	13
Risk management	14
9. Programme 3	15
Strategic objectives	15
Resource considerations	15
Risk management	15

PART C: LINKS TO OTHER PLANS

10. Links to the long-term infrastructure and other capital plans	17
11. Conditional grants	17
12. Public entities	17
13. Public-private partnerships	17

PART A: STRATEGIC OVERVIEW



PART A: STRATEGIC OVERVIEW

1. VISION

“A dynamic, prosperous agricultural sector and a better life for rural communities in the Free State.”

2. MISSION

“To empower the agricultural sector through the provisioning and facilitation of efficient agricultural development support and investment solution sin order to ensure rural development, constant economic growth and sustainable livelihoods.”

3. VALUES

- Transparency;
- Accountability;
- Dedication;
- Integrity;
- Professionalism;
- Enduring and rewarding relationships;
- Passion; and
- Confidentiality

4. LEGISLATIVE AND OTHER MANDATES

4.1 Constitutional mandates

The Department of Rural Development is an integral part of the South African Public Service established in terms of section 197 of the Constitution as read with section 7(1) and 7(2) of the Public Service Act (Act No. 103 of 1994).

4.2 Legislative mandates

A. Transformation legislation.

- The Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)

B. Administrative Legislation

- Employment Equity Act (Act No. 55 of 1998)
- Local Government: Municipal Property Rates Act, (Act No. 6 of 2004)
- Public Finance Management Act (Act No. 1 of 1999 as amended by Act No. 29 of 1999)
- Division of Revenue Act (Annually)
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000)
- Companies Act (Act No. 61 of 1973)
- Public Service Act (Act No. 103 of 1994) and Regulations, 2001
- Labour Relations Act (Act No. 66 of 1995)
- Basic Conditions of Employment Act (Act No. 75 of 1997)
- Skills Development Act (Act No. 97 of 1998)
- National Archives Act (Act No. 43 of 1996)
- Promotion of Access to Information Act (Act No. 2 of 2000)
- Occupational Health and Safety Act (Act No. 85 of 1993)
- Compensation for Occupational Injuries and Diseases Act (Act No. 130 of 1993)
- Collective Agreements
- National Treasury Regulations

- Provincial Treasury Instructions
- Administrative Justice Act (Act No. 3 of 2000)
- Public Holidays Act (Act No. 6 of 1994)
- The National Constitution of South Africa (Act No. 108 of 1996)
- Government Employees Pension Law (1996)
- Unemployment Insurance Act (Act No. 30 of 1966)
- Income Tax Act, 1962 – 4th standard
- Road Traffic Act 46 of 1998

4.3 Policy Mandates

The following are some of the major policy documents guiding the activities of the Department:

- Constitution of the Republic of South Africa, 1996 (Act no.108 of 1996)
- The Integrated Food Security Strategy for South Africa
- Rural Development Framework of 1997
- The Integrated Food Security Strategy for South Africa
- National Comprehensive Rural Development Programme Strategy
- Free State Comprehensive Rural Development Strategy
- Green Paper on Rural Development
- 2009 Manifesto of the Ruling Party
- Free State Growth Development Strategy
- Basic Conditions of Employment Act
- White paper on Rural Development
- Policy on the proposed Rural Development Agency (2001)
- Employment Equity Act
- Labour Relations Act
- Public Service Act
- Public Finance Management Act
- Promotion of Access to Information Act
- Mohoma Mobung

4.4 Relevant court rulings

N/A

4.5 Planned policy initiatives

The following policy documents will be guiding the activities of the Department during the period 2012 to 2017:

- Constitution of the Republic of South Africa, 1996 (Act no.108 of 1996)
- The Integrated Food Security Strategy for South Africa
- Rural Development Framework of 1997
- AgriBEE Charter
- The Integrated Food Security Strategy for South Africa
- Comprehensive Rural Development Programme Strategy
- Free State Comprehensive Rural Development Strategy
- Industrial Policy Action Plan (IPAP2) 2011 - 2013
- Strategic Plan of the Department of Rural Development
- Green Paper on Rural Development
- 2009 Manifesto of the Ruling Party
- Free State Growth Development Strategy
- Basic Conditions of Employment Act
- Employment Equity Act
- Labour Relations Act
- Public Service Act
- Public Finance Management Act
- Mohoma Mobung

5. SITUATIONAL ANALYSIS

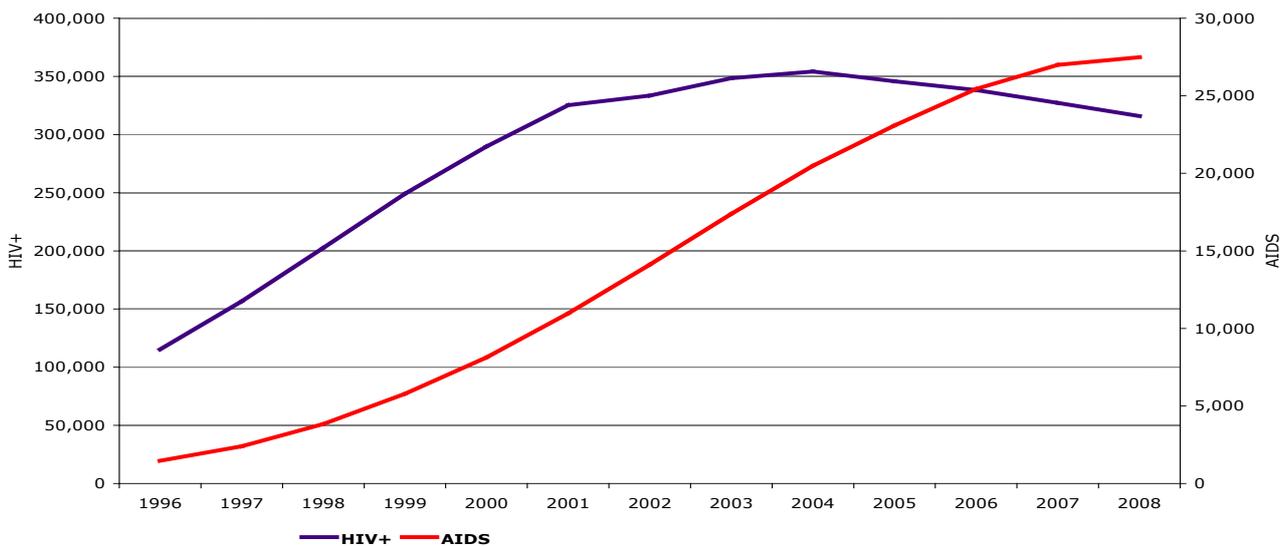
5.1 Performance delivery environment

Rural development is a cross-cutting programme that calls for partnerships with multiple stakeholders both within and outside government. Budgeting, planning and implementation of these programmes cut across different departments and the three spheres of government. In addition very few programmes and services have fully decentralized service points which reach into rural communities, hence the need for the Department of Rural Development to address these. A complex set of partnerships is required to ensure that rural development is achieved. For effective implementation it will be necessary to clearly define roles and responsibilities among all role-players including nongovernmental stakeholders that will provide support and contribute to the achievement of different outputs.

Rural Development must emphasise community and people centred development that leads to communities to take charge of their lives and destiny. They must initiate and implement sustainable activities that give them mastery over their environment. In time they must develop adaptive skills and use their indigenous knowledge to increase their food supply and livelihoods. The role of partners should be to support and assist with resources for communities to attain their desired level of thriving and dignity. The Rural Development Programme is responsible for initiating, facilitating, coordinating and catalysing the implementation of a Comprehensive Rural Development Programme (CRDP), which is a full expression of outcome 7 and support of other outcomes, that leads to sustainable and vibrant rural communities.

The challenges facing rural areas include under utilization and/or unsustainable use of natural resources; poor or lack of access to socio-economic infrastructure and services, public amenities and government services, lack of access to clean water or lack of water resources for both household and agricultural development; low literacy and skills levels, migratory labour practices, decay of the social fabric and decline in indigenous cultural values. In short, there is absence of, or very poor infrastructure and institutional support for meeting minimum or basic human needs, decent shelter, food security, water and sanitation, electricity, social facilities and amenities and decent logistics system – and attracting small sustainable enterprises and industries, artisanal and other technical skills, entrepreneurs, rural-urban linkages, local markets and credit facilities. The need for collaborative effort to bring about integrated development cannot be over emphasised. The Department must lead coordination across all stakeholders to ensure that resources and opportunities reach rural communities.

**HIV+ /AIDS profile
Free State**



In the Xhariep district, unemployment is the highest in Letsemeng (26.9%) and Kopanong (26.7%) local municipality. In the Motheo district, unemployment is the highest in Naledi (27.6%), followed by Mantsopa (24.6%) and Mangaung (23.4%) local municipality. Unemployment in the Lejweleputswa district is the highest in Matjhabeng (37.5%) local municipality, followed by Masilonyana (31.1%). In the Thabo Mofutsanyane district unemployment is by far the highest in Maluti a Phofung (42.7%) local municipality. In the Fezile Dabi district, Ngwathe (27.9%) local municipality is having the highest unemployment rate, followed by Mafube (23.8%).

HIV and AIDS pose a number of challenges and even threaten the future of agricultural industries, given the fact that affected households have to be given leave or time off for social responsibilities such as funerals, etc. While the infected farmers/workers mostly die and as result the most experienced agricultural workforce are replaced with less experience, thus makes the future of the sector worrisome. The figure below presents an overview picture, which clearly shows the increasing trend from 1996 till 2008.

5.2 Organisational environment

Rural Development is a new provincial department, which is at present led by Head of Department, Chief Director and Directors. It has appointed thirty three (32) personnel on contract basis (6-12 months); it is also in the process of finalizing its organisational structure that shall illustrate exactly the number of personnel, expertise and skills needed to drive the strategic needs of the department.

5.3 Description of the strategic planning process

This Strategic Plan follows the guidelines and generic formats provided by the National Department of Rural Development and Land Reform, and the National Treasury.

This document was developed using a participatory process with stakeholders and staff in the Department.

6. STRATEGIC GOALS OF THE DEPARTMENT

The following tables contain the Departmental Goals for the period 2012 to 2017:

Strategic Goal 1	Coordinate the creation of vibrant, equitable and sustainable rural communities
Goal statement	Profile rural wards and mobilise rural households in all free state municipalities, to reach all the poorest rural wards in all municipalities by 2014, and facilitate service delivery through innovative service delivery models.
Justification	To effectively coordinate rural development, as per Outcome 7 and the National Rural Development and Land Reform Strategy.
Links	Outcome 7 of the National Outcomes Based Plan.

Strategic Goal 2	Improved, effective and efficient governance and stakeholder relations
Goal statement	Improved cooperation and services in support of vibrant, equitable and sustainable rural communities.
Justification	To ensure an effective and efficient developmental orientated public service.
Links	Outcome 12 of the National Outcomes Based Plan.

Strategic Goal 3	Transformed and demand based education, training and development facilitation
Goal statement	Profile rural wards and mobilise rural households in all free state municipalities, to reach all the poorest rural wards in all municipalities by 2014, and facilitate service delivery through innovative service delivery models.
Justification	Outcome 5: A skilled and capable workforce to support an inclusive growth path.
Links	National Outcomes Based Plan.

PART B: STRATEGIC OBJECTIVES



PART B: STRATEGIC OBJECTIVES

Programme	Sub-programme
Administration	<ul style="list-style-type: none"> Office of the HOD Monitoring and Reporting
Development Planning	<ul style="list-style-type: none"> Institutional Coordination and Special Projects Rural Infrastructure Development Land and Agrarian Transformation
Social Facilitation	<ul style="list-style-type: none"> Social, Technical, Rural Livelihoods and Institutional Facilitation

7. PROGRAMME 1: ADMINISTRATION

Purpose

The Department of Rural Development will be a new Department as of April 2012. During institutional arrangement consultation processes, both Departments of Agriculture and Rural Development agreed that Financial Management, Internal Audit and Corporate Services would be shared services between the two Departments.

Sub-Programme 1.1: Office of the HOD

Purpose

The purpose of the sub-programme is to provide administrative support to the Office of the HOD. Functions performed will include:

- Rendering strategic and operational support for the office of the HOD
- Ensure provision of secretariat services to Executive management and management meeting
- Follow-up on resolution taken at executive and management meetings
- Execute research, analyse information and compile strategic documents for the HOD

Strategic objectives

Strategic Objective	Provide professional advisory and consulting services to Management
Objective statement	Advisory and consulting services to Management
Baseline	n/a
Justification	Outcome 12
Links	National Outcomes Based Plan

Strategic Objective	Facilitate strategic planning
Objective statement	Strategic planning efficiently facilitated
Baseline	n/a
Justification	Outcome 12
Links	National Outcomes Based Plan

Strategic Objective	Facilitate effective departmental Monitoring and Evaluation
Objective statement	Monitoring and Evaluation efficiently facilitated
Baseline	n/a
Justification	Outcome 12
Links	National Outcomes Based Plan

Resource considerations

The main resource considerations of the sub-programme is budget, and the filling of posts on the approved structure.

Risk management

Strategic Risks	Strategies / Controls
Insufficient resources allocations	Lobby for the allocation of additional funding and for the implementation of the proposed organisational structure.
Incoherent plans and activities due to inadequate coordination.	Coherent and integrated planning and implementation of projects across government departments.

Sub-Programme 1.2: Monitoring and Reporting

Purpose

The purpose of the sub-programme is to provide monitoring and evaluation by collecting, analysing, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management and assessing relevance, efficiency, effectiveness, impact and sustainability.

Strategic Objective	Effective Departmental Monitoring and Evaluation
Objective statement	Monitoring and Evaluation efficiently facilitated
Baseline	n/a
Justification	Outcomes 7 and 12.
Links	Outcome 7 of the National Outcomes Based Plan.

Resource considerations

The main resource considerations of the sub-programme are budget, and the filling of posts on the approved structure.

Risk management

Strategic Risk	Strategy/ Control
Lack of managerial support.	Conduct awareness campaigns to promote the important and operational value of M&E and SP in the organisation.
Poor non-financial data quality.	Implement the Departmental Non-Financial Information Management Policy, including Reporting Delegations, raise awareness amongst managers and conduct formal internal audits.
Non-compliance with reporting requirements.	Implement the Departmental Non-Financial Information Management Policy, including Reporting Delegations, and conduct formal internal audits.

8. PROGRAMME 2: DEVELOPMENT PLANNING

Purpose

To lead and coordinate all provincial government initiatives and projects directed at rural areas.

Sub-Programme 2.1: Institutional Coordination and Special Projects

Purpose

The purpose of the sub-programme is to provide, facilitate and coordinate institutional support and special projects, for the creation of an enabling institutional environment for sustainable and improved growth; the initiation of special projects within the rural development framework and management of cross-cutting institutional support.

Strategic objectives

Strategic Objective	An enabling institutional environment for sustainable and improved development and growth in rural areas.
Objective statement	Coherent and integrated planning and implementation across government with relevant stakeholders.
Baseline	The Rural Development Coordinating Committee has been established and meetings are taking place on a monthly basis.
Justification	To effectively coordinate rural development, as per Outcome 7 and the National Rural Development and Land Reform Strategy.
Links	Outcome 7 of the National Outcomes Based Plan.

Resource considerations

It is expected that the implementation of this sub-programme will most probably be hampered by a lack of human resources, transport facilities, equipment and furniture and an insufficient budget allocation.

Risk management

Strategic Risk	Strategy/ Control
Inadequate consultation and lack of community driven plans.	Adequate planning, profiling and on-going community feedback and participation

Sub-Programme 2.2: Rural Infrastructure Development

Purpose

To facilitate improved access to basic services, economic and income generating opportunities through improved physical infrastructure in rural areas.

Strategic objectives

Strategic Objective	Improved rural employment through the infrastructure development plan
Objective statement	Increase employment through infrastructure development
Baseline	n/a
Justification	Outcome 7
Links	National Outcomes Based Plan

Strategic Objective	Create access to social amenities
Objective statement	Provide social amenities to rural communities
Baseline	n/a
Justification	Outcome 7
Links	National Outcomes Based Plan

Resource considerations

It is expected that the implementation of this sub-programme will most probably be hampered by a lack of human resources, transport facilities, equipment and furniture and an insufficient budget allocation.

Risk management

Strategic Risk	Strategy/ Control
Inadequate planning and resource allocation leading to project delays/abandonment.	To adequately plan the structure of projects and resource allocations.

Sub-Programme 2.3: Land and Agrarian Transformation

Purpose

The purpose of the sub-programme is to facilitate a rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, cropping and community.

Strategic objectives

Strategic Objective	Coordinate integrated broad-based agrarian transformation
Objective statement	Broad based agrarian reform supported
Baseline	n/a
Justification	Outcome 7
Links	National Outcomes Based Plan

Resource considerations

It is expected that the implementation of this sub-programme will most probably be hampered by a lack of human resources, transport facilities, equipment and furniture and an insufficient budget allocation.

Risk management

Strategic Risk	Strategy/ Control
Lack of database to provide information regarding land, use and ownership	Proper planning for and development of broad database across the province

9. PROGRAMME 3: SOCIAL FACILITATION

Sub-Programme 3.1: Social, Technical, Rural Livelihoods and Institutional Facilitation (STRIF)

Purpose

To create and maintain a mutually beneficial partnership between government and rural communities and to link these communities with other partners for sustainable livelihoods, social and economic development, food security and equity of land ownership and use.

Strategic objectives

Strategic Objective	An improved and sustainable rural livelihoods plan.
Objective statement	Improve the livelihoods of rural communities
Baseline	n/a
Justification	Outcome 7 and the National Rural Development and Land Reform Strategy.
Links	National Outcomes Based Plan.

Resource considerations

It is expected that the implementation of this sub-programme will most probably be hampered by a lack of human resources, transport facilities, equipment and furniture and an insufficient budget allocation.

Risk management

Strategic Risk	Strategy/ Control
Inadequate consultation and lack of community driven plans.	Adequate planning, profiling and on-going community feedback and participation

PART C: LINKS TO OTHER PLANS



PART C: LINKS TO OTHER PLANS

10. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Refer to Table B5 in relevant Annual Performance Plans.

11. CONDITIONAL GRANTS

N/A

12. PUBLIC ENTITIES

The Department of Rural Development has no registered public entities.

13. PUBLIC-PRIVATE PARTNERSHIPS

N/A

