

PROVINCE OF THE EASTERN CAPE



**Department of Economic Affairs,
Environment and Tourism**

**Annual Performance Plan
(2007/08 to 2009/10)**

Revised/updated December 2006

Foreword by MEC

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MEC

Part A

Overview and strategic plan updates

1. Overview by Head of Department



Adv Naledi Burwana-Bisiwe
Head of Department

Part B

Programme and sub-programme performance targets

3. Programme 1: Administration

The Administrative and Financial Management Programme renders essential support services to the Department as a whole and its activities are conducted through the following:

- The Office of the MEC and support staff provides overall political and policy leadership for the Department.
- The Office of the Head of Department (HoD) is responsible for effective and efficient administrative services in the Department through the management of sub-Programme functions.
- The Administrative Management sub-Programme is responsible for asset management and provisioning services.
- The Financial Management sub-Programme is responsible for financial planning, management and resource control.

- The Special Programmes Unit is responsible for mainstreaming gender, disability and youth issues into Departmental policies, programmes and projects.

Various ancillary services are located in, and directly managed by, the Office of the HoD, including the following:

- Communication services, which provide essential internal services as well as informing the public about the Department's economic development, environmental and tourism deliverables.
- Legal Advisory services, which are provided on a shared service basis by the Office of the Premier in terms of a Service Level Agreement.
- Research Services to support the core functions of the Department.

3.1 Specified policies, priorities and strategic objectives

The Administrative and Financial Management Programme is guided by Strategic Goal 5 in the Department's Five-Year Strategic Plan, which involves establishing and maintaining appropriate organisational systems to manage and administer the financial, operational, communications and legal resources in the Department and in its associated institutional structures.

Key strategic objectives to secure the above goal are the following:

- To establish and maintain appropriate financial management systems in the Department.
- To establish and maintain appropriate asset management and provisioning management systems in the Department.
- To integrate youth, disability, gender and children's issues in all Programmes.

The Administrative and Financial Management Programme has adopted the following strategic interventions for the 2007/08 to 2009/10 MTREF period:

- Analyse staff roles and responsibilities in relation to finance and personnel systems.
- Develop guidelines and procedures manual.
- Develop departmental delegations.
- Populate internal control unit.

3.2 Progress analysis

Procedures to address the following issues were commenced in the 2004/05 financial year and will be concluded and improved upon during the 2007/08 to 2009/10 MTREF period:

- Appropriate measures established and implemented to ensure that the Office of the MEC is adequately funded and provided with the necessary support staff and resources to provide strategic leadership for managing the Department effectively and efficiently.
- The Departmental Budget Committee meets regularly to assess progress related to the Strategic Plan and expenditure against budget.
- The activities of the Special Programmes Unit will be aligned with the Department's involvement in PGDP Programmes to ensure that issues of gender, youth and people with disabilities are included.

3.3 Analysis of constraints and measures planned to overcome them

Key personnel shortages are a constraint to efficient and effective service delivery. Based on an analysis of PGDP responsibilities reflected in the Five-Year Strategic and Performance Plan, the Department's functional organisational structure will be reviewed to improve operational performance.

Service delivery will be strengthened by establishing a fully-fledged Procurement Management System in accordance with Provincial standards and Supply Chain Management procedures.

3.4 Description of planned quality improvement measures

Strengthen financial management and reporting systems, particularly by improving the quality of in-year monitoring procedures for expenditure against budget.

Establish clear links between strategic planning instruments and the process of monthly, quarterly and annual reporting as required by Treasury.

3.5 Specification of measurable objectives and performance indicators

Measurable objectives and indicators for this process are shown in Table 3.1.

Table 3.1: Programme 1 – Financial and Administrative Management

Measurable objectives, performance indicators and targets: Financial and Administrative Management

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Setting of strategic leadership and policy and provide support for the entire department and its public entities	Monitoring the direction of the department in line with the political mandate and constant briefing to the stakeholders	Ensure achievements as per the strategic directions and policies	Approval of the departmental draft policies.	Alignment of strategic plan of the department with the public entities and linkages with the PGDP priorities	Reviewal of Public Entity's legislations and compliance thereof	Monitoring and evaluation
Effective and efficient utilisation of resources, implementation of the turn around strategy to address the deficiencies raised in the audit and port folio report. Effective relationship with public entities, control, monitors and evaluate systems and procedures.						
Promote image of the department and enhance communication		Not started	Monitor Provincial newspapers	Departmental spokesperson in place	Pro-active relationship with media	Effective communication with department,

flow within the department			and radio. Feedback to and from Programme Managers			public entities and stakeholders
Establish and maintain appropriate organisation systems to manage and administer the financial resources in the Department	Development and implementation of financial policies, plans, guidelines and procedures	Draft policies in place. Procedure manuals prepared	Policies and guidelines approved	Full implementation of policies and guidelines	Monitoring of effective implementation of policies and guidelines and continuous improvements thereof	Monitoring of effective implementation of policies and guidelines and continuous improvements thereof
Establish and maintain appropriate organisational systems to manage and administer the administrative resources in the Department	Development and implementation of SCM policies, plans, guidelines and procedures	Full implementation of manual system	Draft policies and guidelines developed	Implementation of policies and guidelines	Monitoring of effective implementation of policies and guidelines and continuous improvements thereof	Monitoring of effective implementation of policies and guidelines and continuous improvements thereof
Management of risks within the department	Risk assessment developed and implemented	Development of the risk assessment report	Draft risk management plan and establishment of forums	Implementation of risk management plan and drafting of anti-corruption and fraud plan	Implementation of anti-corruption and fraud plan and drafting of whistle blowing policy	Implementation of whistle blowing policy and monitoring thereof.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Economic Growth and Infrastructure Cluster Co-ordination	Plan that is aligned to PGDP All EG & I departments fully involved and participating		Mobilise relevant departments	Transversal programmes for whole cluster Youth and Gender Policy guidelines	Pilot Intervention strategies for target groups	Roll out intervention strategies to whole province
Implementation of policies in DEAET	DEAET compliant with policies. SPU concerns mainstreamed		Align HR policies with SPU targets with ref to gender and disabled.	Ensure SPU targets are met	Ensure SPU targets are met	Ensure SPU targets are met
Community awareness of SPU concerns and programmes	Institutionalised days celebrated Target groups made aware of opportunities from government		Youth Career expo Share information about govt programmes with target groups Conscientise re disabled needs	Facilitate expansion of co-op movement Initiate HIV/AIDS programmes	Greater emphasis on children and elderly	Gender, Youth, Elderly, HIV/AIDS
Support to relevant SMMEs and CBOs	SMME structures aligned with department in place		Agreement reached with SAWEN on joint operations Strategy development of NAFCOC youth wing	Institution-building for SAWEN. Strengthen NAFCOC youth	Specific interventions of economic empowerment of women and youth	Build women youth organisations for economic empowerment

3.6 Reconciliation of budget with plan

Table 3.2: Programme 1 – Financial and Administrative Management
Programme budget by sub-programme (R million)

Sub-programme	Year -2 2004/05 (actual)	Year -1 2005/06 (actual)	Base year 2006/07 (estimate)	Average annual change (%)¹	Year 1 2007/08 (budget)	Year 2 2008/09 (MTEF projection)	Year 3 2009/10 (MTEF projection)	Average annual change (%)²
1.1 MEC	2,471	2,329	3,298	25.1%	3,488	3,715	3,920	15.9%
1.2 MEC Core Staff	1,622	2,026	3,031	46.5%	3,283	3,467	3,500	13.4%
1.3 Office of the Head of Department	2,087	8,226	8,705	76%	11,627	11,900	13,320	34.6%
1.4 Administrative Management	9,758	11,149	11,994	18.6%	13,179	13,907	14,532	17.5%
1.5 Financial Management	6,956	14,329	10,498	33.7%	11,147	11,764	12,400	15.3%
1.6 Special Programme	1,072	2,401	2,931	63.4%	3,107	3,281	3,428	14.5%
1.7 Special Functions								
TOTAL PROGRAMME	29,685	48,635	40,457	26.6%	45,831	48,034	51,100	20.8%

1. Average annual change between **Year -2** and **Base year**.
2. Projected average annual change between **Base year** and **Year 3**.

4. Programme 2: Corporate Services

The Human Resources Management Programme renders human resources services and provides guidance on best HR practices to the Department as a whole and its activities are conducted through three directorates:

- The Human Resource Planning and Practices Division/Sub-Programme is responsible for the facilitation of the human resources planning, provisioning and practices.
- The Organisational Development and Efficiency Services Division/Sub-Programme is responsible for facilitating, promoting and co-ordinating OD initiatives and provisioning of efficiency services throughout the Department.
- The Employment relations and HR Development Division/Sub-programme is responsible for sound employment relations, healthy working environment and skills development.

4.1 Specified policies, priorities and strategic objectives

The Human Resources Management Programme is guided by Strategic Goal 5 in the Department's Five-Year Strategic Plan, which involves establishing and maintaining appropriate organisational systems to manage and administer the personnel in the Department. This is in line with the focus on improved quality service delivery.

Key strategic objectives to secure the above goal are the following:

- To establish and maintain appropriate human resource plan and systems in the Department.
- To develop and promote service delivery standards, programmes and other initiatives.
- To promote and enhance good working relations.
- To co-ordinate programme specific and transversal skills development programmes.

The Human Resources Management Programme has adopted the following strategic interventions for the 2007/08 to 2009/10 MTREF period:

- Recruit appropriate and competent personnel into the key vacant posts.
- Continuous capacity empowerment of current staff.
- Analyse staff roles and responsibilities in relation to finance and personnel systems.
- Develop and review existing HR policies, develop guidelines and procedures manual.
- Facilitate and co-ordinate service delivery initiatives.
- Develop departmental delegations.
- Review current organogram and subsequent implementation thereof.
- Facilitate and manage internship and learnership programmes.

4.2 Progress analysis

Procedures to address the following issues were commenced in the 2004/05 financial year and will be concluded and improved upon during the 2007/08 to 2009/10 MTREF period:

- The establishment and resourcing of the Employee Wellness Unit to provide emotional support to employees for better service delivery.
- A clearly defined Workplace Skills Plan will be implemented together with a comprehensive orientation and training programme.
- An EE forum to monitor and ensure compliance in relation to set targets.

4.3 Analysis of constraints and measures planned to overcome them

Delays in turnaround time to fill in the vacant posts and the finalisation and approval of the functional organisational structure to improve operational performance.

Timeous payment of exit benefits to staff. Reluctance of officials to adapt to demands of the PMDS processes. Service delivery will be strengthened by establishing a fully-fledged OD unit that will develop and monitor Service Delivery Improvement plans.

4.4 Description of planned quality improvement measures

Development of service standards for each unit / division/ component that could be linked to performance plans of various officials. Establish a fully fledged OD unit and strengthen organizational human resource management systems.

Establish clear links between performance management and skills development processes as well as organizational performance and individual performance.

4.5 Specification of measurable objectives and performance indicators

Measurable objectives and indicators for this process are shown in Table 4.1.

Table 4.1: Programme 2 – Corporate Services
Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Promotion of best human resource planning and practices	Develop and implement hr policies, plans, guidelines and procedures	Draft departmental hr policies, plans, guidelines and hr handbook.	Draft policies in place. Guidelines and hr handbook completed. HR plan in place.	Approved dept. policies, review of guidelines and hr handbook in line with new collective agreements. HR and EE plan reviewed.	Review EE targets. Information sessions for all employees. Implementation of hr policies.	Review policies in line with collective agreements. Review hr plan in relation to new legislative mandates and EE plan.
Service delivery improvement initiatives/ programs are developed	Programs and plans to improve service delivery developed and implemented.	Introduction of PMDS to all levels of employees	Full implementation of PMDS – quarterly reviews conducted	Unit established for facilitation and implementing service delivery improvement initiatives and Service standards.	Validate, monitor and consolidate quarterly performance reports to inform service delivery programs & WSP. Evaluation of new posts	Consolidate quarterly and annual individual performance reports and align with org performance.
Enhance Skills Development and promotion of sound employer – employee relations.	An approved Skills Development Policy. A comprehensive skills audit report and an informed WSP in place Sound and healthy working environment and improved moral.	Guidelines for disciplinary and Grievance procedures developed.	Departmental Skills Development Policy in place. Skills audit report. WSP aligned to gaps identified through skills audit. An induction / orientation program. Internship and	Consolidation of quarterly performance reports for inputs into WSP and/ Personal developmental plans (PDP's). Identification of critical scarce skills. 18.2 learnerships introduced.	Focused development of critical scarce skills. Clear PDP's identified. Dept. Skills Development policy reviewed.	Skills audit report. Review Skills Development policy. Review of EWP plans

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
			<p>learnership programs in place. Information sessions on these processes as well as applicable collective agreements. An Employee Wellness Program created.</p>	<p>Decrease in grievances and disputes lodged. Workplace forums established. A functional Employee Wellness Program with a plan & program</p>	<p>Review of guidelines and procedures. Sessions conducted. Review EWP plan & program</p>	

4.6 Reconciliation of budget with plan

Table 4.2: Programme 2 – Corporate Services Programme budget (R million)

Sub-programmes	Year -2 2004/05 (actual)	Year -1 2005/06 (actual)	Base year 2006/07 (estimate)	Average annual change (%) ¹	Year 1 2007/08 (budget)	Year 2 2008/09 (MTEF projection)	Year 3 2009/10 (MTEF projection)	Average annual change (%) ²
Human Resources Management	5,719	8,175	14,000	59.2%	15,684	16,570	17,315	19.1%
Total programme	5,719	8,175	14,000	59.2%	15,684	16,570	17,315	19.1%

1. Average annual change between Year -2 and Base year.

2. Projected average annual change between Base year and Year 3.

5. Programme 3: Economic Affairs

5.1 Specified policies, priorities and strategic objectives

The Economic Affairs Programme is responsible for research, policy analysis, strategy implementation, economic growth and development promotion and consumer protection in the Province. The Programme participates in and contributes to National initiatives in co-operation with the DTI and other relevant departments. Initiatives that demand immediate involvement are the Co-operatives Act, the National Small Business Amendment Act 29 of 2004, the Credit Bill, Consumer Protection Bill, the National LED policy guidelines, EU LED Support Programme and Accelerated Shared Growth Initiative (ASGI-SA).

The establishment of the Small Enterprises Development Agency (SEDA) in the Province requires the Department to coordinate the provision of resources for service network establishment, monitoring of programmes and evaluation of their impact. The national legislation further imposes a responsibility on Provinces to ensure that service networks are aligned to the national framework. Underpinning this is the integration of government funded programmes within a single agency network that enables standardisation of services, equitable outreach and benefit across the Province through strengthened capacity of small enterprise support institutions.

The functions of the Economic Affairs Programme are conducted through the following Divisions:

- Economic Affairs Management.
- Enterprise Development.
- Local Economic Development and Spatial Development.
- Education and Compliance
- Office for Investigation and Prohibition of Unfair Business Practice.

District Offices are strategically located to facilitate, co-ordinate and monitor the implementation of local, provincial and national programmes.

At the same time, linkages between the Department and its Public Entities, in this instance, the Eastern Cape Development Corporation (ECDK), Coega IDZ (ECDK subsidiary), East London IDZ, Eastern Cape Liquor Board (ECLB) and the Eastern Cape Gambling and Betting Board (ECGGB), are aligned to these sub-programmes with the aim of achieving operational effectiveness.

In line with their respective mandates, Public Entities are responsible for the implementation of economic growth and development programmes; regulation of liquor, gambling and betting activities; and related social responsibility programmes. Service Level Agreements are entered into for performance-based monitoring and evaluation with all implementing institutions.

The National Spatial Development Initiatives, Provincial Growth and Development Plan and the Integrated Development Plans assist in determining priorities and influencing the allocation of resources, including donor funding.

Outlined below is a brief overview of the core functions and responsibilities of the Economic Affairs Programme:

5.1.1 Regulate Consumer, Liquor, Gambling and Betting

- **Liquor Industry Regulation**
Registration of micro-manufacturing and retail liquor businesses in the province through the Eastern Cape Liquor Board (ECLB).

- **Gambling and Betting**
Regulate gambling and betting industry in the province through the Eastern Cape Gambling and Betting Board (ECGGB).

- **Business Regulation, Consumer Advice and Advocacy**
Promote compliance, consumer awareness and influence policy. Monitor and review the relevant legislative framework, develop and manage related programmes. Provide support to the Office for Investigation and Prohibition of Unfair Business Practice in line with the Unfair Business Practices Act in the Province.

- **Investigation of Unfair Business Practices**
Conduct investigations, prohibit and control unfair business practices in terms of the provisions of the Eastern Cape Consumer Affairs Unfair Business Practices Act 5 1998. Refer matters to the CAFCOM in terms of the National Act.

5.1.2 Facilitate Implementation and Monitoring of Socio-Economic Growth and Development Strategies

- **Promotion of SMMEs**
Promotion of SMMEs development programmes through district offices, ECDC, SEDA and in collaboration with municipalities and other role-players.
- **Investment, Trade and Industrial Promotion**
Promote investment, trade and industrial opportunities through ECDC in collaboration with municipalities and other role-players in the province.
- **Local Economic Development**
Integrate horizontal and vertical development planning, resource provision, management and oversight of selected LED programmes established within the Municipal IDPs and spatial programmes.

5.1.3 Facilitate Provincial IDZ Development Initiatives

The IDZs are of strategic importance towards the attainment of PGDP targets and enhancement of economic growth and development in the Province.

- **Coega Development Corporation (CDC)**
Management and oversight of the CDC in terms of developing world-class infrastructure to establish an IDZ that will provide opportunities for private sector investment in productive and job creating manufacturing sectors.
- **East London Industrial Development Zone (Pty) Ltd.**
Management and oversight of the ELIDZ in terms of developing world-class infrastructure to establish an IDZ that will provide opportunities for private sector investment in productive and job creating manufacturing sectors.

5.2 Progress analysis

Progress towards arrangements for the Annual Performance Plan period (2007/08 to 2009/10) commenced in the 2004/5 financial year and included the following on-going undertakings:

- Participate in Tourism development and transformation programs with ECTB, TOSA and DEAT;
- Participation in the steering committee for the European Union tourism development programme for the Wild Coast;
- Facilitating and lobbying for funding of tourism development;
- Collaborating with ECDC to initiate study to enable the development of a trade and investment strategy for the province;
- Initiate an integrated investment planning programme with local government to spearhead economic development within those local areas;
- Encourage the maximisation of revenue collection for liquor and gambling with the introduction of 2000 Limited Payout Machines;

- In collaboration with ECSECC, setting terms reference for research study on the potential of the services industry;
- Input in the review of the National Consumer Policy and development of the Credit Bill;
- Reviewed and developed strategy to improve image and the effectiveness of the operations of the Office of the Consumer Protector.

Analysis of constraints and measures planned to overcome them

The revised Economic Affairs Programme necessitates a revised structure to ensure delivery on the identified strategies. However, due to budgetary constraints in the 2004/05 financial year, the programme was unable to fund some of the positions needed to fulfil the functions of Research, Policy and Monitoring and Evaluation and Business Regulation and Consumer Affairs. These functions are currently the responsibility of the Chief Director.

The Office of the Chief Director is unable to fully perform its oversight, monitoring and evaluation responsibilities over public entities. The programme is considering a number of measures to address this constraint.

- Reviewed and improved SLAs to provide for both compliance and performance
- Possible engagement of an independent agent to verify project status, as well as compliance with policy imperatives (e.g. BBBEE) and socio-economic impact.
- Internal audit will be undertaken to ensure that allocated funds are properly accounted for.

These measures will not only facilitate expeditious implementation of projects but will also improve early detection of possible non-compliance and effect immediate remedies.

Our Compliance Monitoring function under Business Regulation and Consumer Affairs has noticeable capacity constraints, and we also intend to do a full evaluation of skills requirements and enabling legal framework, so that we may be effective in discharging this mandate by 2007/08.

5.4 Description of planned quality improvement measures

An effective performance evaluation system related to the activities of public entities has not been instituted. Plans are being made to appoint external resources to review, evaluate and suggest proper performance, monitoring and evaluation tools for implementation.

Through a developed monitoring and evaluation system, planned to be established with the assistance of ECSECC, we should be able to effectively account for funding transfer to the public entities and municipalities.

Proper evaluation of the capacity of the compliance monitoring component of the program will be done, with a view to find synergies and partner with the municipalities to ensure effectiveness of this function.

5.5 Specification of measurable objectives and performance indicators

Measurable objectives and performance indicators for Programme 3 for the Annual Performance Plan period are indicated in Table 5.1.

OFFICE OF THE CHIEF DIRECTOR: Research, Planning Coordination, Strategic Guidance, Monitoring and Evaluation In Support of Economic Growth and Development

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
1. Influence Policy and Strategy	a) Reports Identifying Policy Strengths and Gaps	No Assessment	No Assessment	Commission an Evaluation of PGDP Impact	Integration of Proposed Adjustments Into PGDP	Revised PGDP
	b) Inputs in Broad Policy Formulation & Strategy Development Processes	Limited Role	Limited Role	Coordinate Development of Comprehensive Project Implementation Support Systems to Give Effect to ASGISA Objectives	Comprehensive ASGISA Performance Report	ASGISA Performance Report
	c) Policy Imperatives Reflected in Operational Plans	Integrated Targeted Interventions To Benefit Designated Groups	Integrated Targeted Interventions To Benefit Designated Groups	Integrate Youth Economic Development Initiatives In Operational Plans	Integrate Youth Economic Development Initiatives In Operational Plans	Integrate Youth Economic Development Initiatives In Operational Plans

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
2. Inform Planning and Guide Policy Interventions	Baseline Study Data Bank	No Centralised Baseline Data Bank	No Centralised Baseline Data Bank	Commission Centralisation of Databank for Baseline Studies	Data Bank Set-up Stage	Data Bank Fully Resourced
	Policy Implementation Framework	No Regular & Independent Monitoring and Evaluation of Policy Implementation	Fragmented PGDP Critique	Facilitate a Comprehensive Analysis of and Response to the PGDP Critiques	Integrate Review Proposals In Planning	Revised Implementation Strategies

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
3. Facilitate Economic Growth and Development	Growth & Development Index	Performance Monitoring Mechanisms Not In Place	No Performance Monitoring Mechanisms	Commission Economic Growth and Development Performance Monitoring	Regular Release of Growth and Development STATS	Use Empirical Data and Official STATS
4. Efficient and Effective Management Institutional Performance	Performance Reports	Used Service Level Agreements (SLA) and Memoranda of Understanding (MoU)	No Independent Assessments were Done	Commission Independent Evaluation of Performance and Compliance	Commission Independent Evaluation of Performance and Compliance	Revision of Performance and Compliance Monitoring Mechanisms
5. Establish Self-Sustaining Local Economies	Pilot Plan	Initiated Development of Concept document	Approved Concept Document	Promote Piloting of Sustainable Rural Villages	Promote Piloting of Sustainable Rural Villages	Promote Piloting of Sustainable Rural Villages
LED DIVISION: Municipal Support Towards The Development of Local Economies						

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
1. Influence Policy and Strategy	Inputs Towards Provincial LED Policy Development Processes	Participation In Provincial LED Forums	Participation In Provincial LED Forms	Participation In Provincial LED Forums	Participation In Provincial LED Forums	Participation In Provincial LED Forums
	A Record of Issues Raised in National LED Policy and Implementation Framework	Inputs in the Development of National LED Policy and Implementation	No Participation in the National LED Forum But Contributed in the Development of National LED Policy Guidelines	Inputs Towards National LED Policy and Implementation Framework through Formal Participation in the National LED Forum	Presentation and Submissions Presentation and Submissions	Facilitate the implementation of the National LED Policy Framework
2. Influence IDPs to Reflect Provincial Economic Growth and Development Priorities	Input In IDP Review Processes	Formal Representation and Participation In The IDP Review Processes	Formally Communicate National and Provincial Policy Imperatives In District Planning Processes	Formally Communicate National and Provincial Policy Imperatives In District Planning Processes	Interactive Planning Processes To Ensure Consistency and Integration	Service Delivery Optimisation Models
	A Record of Issues	Inputs in the	No Participation	Facilitate a	Integrate	Revised

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
	Raised in National LED Policy and Implementation Framework	Development of National LED Policy and Implementation Framework	in the National LED Forum But Contributed in the Development of National LED Policy Guidelines	Comprehensive Analysis of and Response to the PGDP Critiques	Review Proposals In Planning	Implementation Strategies
	Enhanced Institutional Capacity	Interact with Municipalities, Tertiary Educational and Research Institution, Development and Funding Agencies	Identified Competency Gaps, Development, and Training Areas	Facilitate Development of Appropriate Systems and Training of Led Personnel	Assess and Review Institutional Performance	Competent, Efficient and Effective Institution
	Research and Development Support Programme	Persuaded the University of Fort Hare (UFH) to Continue with R&D on HIV&AIDS	Identified and Initiated Research Support	Apply R&D Results To Benefit HIV&AIDS Victims in Targeted Areas	Publish Results to Widen and Deepen Benefit to HIV&AIDS Victims In Targeted Areas	Competent, Efficient and Effective Institution
		Persuaded the CSIR to Continue with R&D on	Identified and Initiated Research	Apply R&D Results To Benefit	Publish Results to Widen and Deepen Benefit	Competent, Efficient and Effective

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
		Natural Plant Fibres	Support	Local Economies	to the Local Economies	Institution
3. Establish Sound Institutional Linkages To Enhance The Development of Local Economies	Existence of Purpose-driven Structures	Regional Funding Committees Established	District Development Committees (DDC) Not Fully Operational	District Development Committees Fully Aligned with National LED Objectives	DDC Submissions on LED-Related Policy, Strategies and Programmes	Institutional Efficiency and Enhanced Co-operative Governance
4. Ensure The Strategic Alignment of LED Initiatives To Government Programmes	IDP/PGDP/NSDP/ LED – Aligned Initiatives	Supported Approved IDP-aligned LED Projects	Introduced Project Matrix To Enhance Project Management and the Effectiveness of SLAs and MOUs	Minimum of 3 projects per DM and 1 Project in the Metro Funded	Incorporate New Ideas In Project Management Based on Evaluation Results	Model Flagship Projects
ENTERPRISE DEVELOPMENT DIVISION: Provincial Support Towards Development of Enterprises						

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
1. Influence SMME Policy Formulation and Strategy Development Processes	Record of Submissions and Input	Limited Participation In National Policy and Strategy Development Processes	Input On Cooperative Policy Development Framework	Broaden Participation In Policy and Strategy Development Processes	Formal input In National Coordinating Committee On Strategy Related Issues	Formal input In National Coordinating Committee On Strategy Related Issues
2. Promote Integration Of SMME Strategy Implementation	Broad Participation In Policy and Strategy Formulation Processes	No Broad Participation In Strategy Formulation Processes	Input In Final Stages of Coops Bill and Integrated	Identify New Initiatives, Upscale Existing Private Sector Initiatives To Government Policy and Broader Participation of Key Stakeholders In Policy and Strategy Development Processes	Facilitate Involvement and Participation of Key Stakeholders In Policy and Strategy Development Processes	Policy and Strategies That Enjoy Broad Public Support
3. Promote Cooperative Governance and Private Sector Participation In Government Programmes	Vertical and Horizontal Cooperation In Planning And Programme Implementation Result In Institutional and Programme	No Strategy Implementation Vehicle Focus Mainly On Strengthened Dialogue Notational and Scope limited	Participate In National Policy and Strategy Planning and Implementation Processes Focusing On SEDA, COPS and Cabinet	Oversee Implement of Integrated Small Enterprise Development Strategy In The Province Focusing On Cabinet Priority	Structured Institutional Cooperation On Implementation ASGISA/NSDP /IDP/PGDP Initiatives In	Multi-Institutional Strategy Implementation Structures

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
	Alignment	Private Sector	Priority Programmes	Programmes and Projects - ASGISA/NSDP/ID P/PGDP Initiatives In Support of enterprise Development	Support of enterprise Development	
4. Effective Performance Compliance Monitoring	a. Compliance Verification System	No Reliable Compliance Verification System	No Reliable Compliance Verification	Facilitate Development of Policy Compliance Verification System With the dti. Focus On Priority Projects and Info Portal	Use Approved An Credible Compliance Assessment Agent and System	Approved and Comprehensive Compliance Verification System
	b. Compliance Verification Report	No Reliable Compliance Checks	No Reliable Compliance Checks	Commission An Independent Policy Compliance Verification With BBBEE/Public Procurement Tender Requirements/Bid Commitments	Use Credible and Approved Compliance Assessment System	Standardise as Provincial Public Procurement Requirement
EDUCATION AND COMPLIANCE DIVISION: Advocacy, Promotion and Development In Support of Consumer Interests						

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
1. Influence Policy, Strategy and Legislative Framework	Record of Submissions and Inputs	Limited Participation	Standing Representative In Law Review Forums, consideration of Provincial Input In National Credit Bill and the dti Briefing Sessions	Facilitate a dti Pre-Implementation Briefing Sessions and Training on the Credit Act, Inputs in National Consumer Protection Bill Formulation	General Observations On Impact Of Credit Act Implementation In The Province Final submission into the Consumer Protection Bill	Release Preliminary Report on Credit Act Initial Impact On Consumers and Business Relations In the Province
2. Run An Efficient Consumer Support Programme	a) Baseline Data	Raw and Untested Data	Raw and Untested Data	Consolidate Existing Information, Improve Data Integrity and Release Official Stats	Use of Published Data To Guide Education & Awareness Interventions	Acknowledgement of Data Integrity
	b) Use Reliable Data Management System	Inefficient Manual Data Management System	Identified Appropriate Data Management Systems (SAS and the dti piloted Systems)	Utilise Approved and Reliable Data Management System (SAS Software)	Standardised Data Management and Facilitate Establishment Toll-free Service Centre	Availability of Toll-free and Reliable Consumer Support Service

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
3. Raise Awareness and Education of Consumers	Informed, Assertive and Self Reliant Consumer	General But Not Target Specific	General and Targeted Consumer Awareness Campaigns	Coordinate Targeted Consumer Awareness Promotion and Education Programmes	Verifiable Results and Impact	Public Acknowledgement of Service Quality
4. Maintain Acceptable Levels of Trade and Business Compliance	Compliance Promotion Results	Ad Hoc Inspections	Conceptualise Integration of Compliance Campaigns and Record Keeping	Introduce Integrated Compliance Promotion Campaigns	Coordinate Targeted Business Compliance Promotion Programme	Showcase/Role Model Best Performing Businesses and Towns
5. Optimise Performance	a) Partnership Arrangements	Unstructured Cooperation Arrangements	Ad Hoc Consumer Sessions/Workshops	Planned and Targeted Consumer Interventions	Planned and Targeted Consumer Interventions	Multi-Institutional Programmes
	b) Performance Reports	No Performance Reports	No Performance Reports	Strategy Review and Performance Reports	Strategy Review and Performance Reports	Adopted Working/Functional Models
	c) Competent Institutional Capacity	Limited Requisite Skill and Specialist Capacity	General Profiling of Service Competency Demands and Requisite	Motivate Training and Development In Consumer Behaviour Studies, Application/Interpr	Approved Systems and Competent Staff Complement	Competent, Efficient and Effective Institution

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
			Specialist Skills	etation of Statutes and Methodological Approach		
THE OFFICE OF CONSUMER PROTECTOR: Provision of Recourse In support of Unfairly Treated Consumers						

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
1. Influence Policy, Strategy and Legislative Framework	Record of Submissions and Sessions Held	Limited Participation	Integration of Provincial Input In National Policy Formulation and Law Reform Processes	Formal Input On National Consumer Protection Bill	Implement Policy Alignment of Functions To New National Legislation	Report on Preliminary Impact Results
2. Implement Appropriate Remedies To Secure Fair Outcomes	Accessibility of Related Services	Not Adequately Resourced	Not Adequately Resourced	Appropriate and Adequate Resourcing of The Office of the Consumer Protector	Concurrent Implementation of All The Related Consumer Protection Functions	Fully Resourced, Competent, and Effective Office of The Consumer Protector
3. Render Efficient Investigation	Comprehensive and Credible Investigation Reports on Consumer Complaints	No Specialised Investigation Services To Adequately Satisfy Institutional Mandate	No Specialised Investigation Services To Adequately Satisfy Institutional Mandate - DEAET Trade Inspectors Utilised	Conduct Investigation Through Specialised And Appropriate Services	Conduct Investigation Through Specialised And Appropriate Services	Competent Consumer Complaints Investigation Service Section
	Case Status Record and Reports	Case Database Not Archived	No Reliable Database	Introduce Efficient and Reliable Case Management System for	Approved and Reliable Case Management and Referral	Effective and Efficient Case Management

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
				Accessible and Up To Date Information	Systems	
4. Manage Effective Control Measures Against Unfair Business Practices	Record of Proactive Investigations and	Manual Incidence Record and unpackaged Set of Information	No Targeted Investigation Campaigns	Targeted Programmes and Investigation Campaigns Warranted by Empirical Evidence	Targeted Programmes and Investigation Campaigns Warranted by Empirical Evidence	Assertive and Prevention Drive Unit
	Mediation Outcomes			Introduce a Comprehensive Incidence Recording System Introduce and Recording of Mediation Processes and Outcomes	Well Developed and Reliable Recording System In Place	Integrated, Well-Functioning and User-Friendly System

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
5. Effective Prohibition of Unfair Business Practices	Record of Matters to be Brought Before the Consumer Tribunal.	Unclassified Record of Information	No Consumer Tribunal Seating	Dependent on the Availability of Unresolved Consumer Cases	Dependent on the Availability of Unresolved Consumer Cases	Dependent on the Availability of Unresolved Consumer Cases
	Record of Consumer Tribunal Orders, Decisions and Case Status Reports	Unclassified Record of Information	No Consumer Tribunal Seating	Dependent on the Availability of Unresolved Consumer Case	Dependent on the Availability of Unresolved Consumer Matters	Contingent upon Availability of Unresolved Matters
6. Establish and Manage Regulatory Linkages	Linkages with Statutory and Accredited Service Providers	Linkages Exist But No Database Developed	Strengthened and Broadened Linkages	Strengthened and Broadened Linkages	Strengthened and Broadened Linkages	Effective and efficient Service Provider Network

5.6 Reconciliation of budget with plan

**Table 5.2: Programme 3 – Economic Affairs
Programme budget by sub-programme (R million)**

Sub-programmes	Year -2 2004/05 (actual)	Year -1 2005/06 (actual)	Base year 2006/07 (estimate)	Average annual change (%)¹	Year 1 2007/08 (budget)	Year 2 2008/09 (MTEF projection)	Year 3 2009/10 (MTEF projection)	Average annual change (%)²
Liquor Administration	2,559	10,170						
Tourism	20,645	20,532						
Consumer Affairs	10,378	13,071						
Promotion of SMME	43,320	65,155						
Investment, Marketing and Industrial Promotion	12,531	10,740						
Gambling & Betting	13,364	14,364						
Trade Development	4,212	3,150						
Coega Development Corporation	359,431	180,000						
East London IDZ	120,022	105,000						
Local Economic Development	7,375	23,345						
DRISA/AIDC	25,000							
Economic Affairs Management			267,438		319,382	403,388	423,203	36.8%
Enterprise Development			2,800		2,500	2,200	2,299	-21.8%
LED & Spatial Development			23,107		32,753	35,446	37,491	38.4%
Office for Investigation and Prohibiting of UPB			1,512		1,576	1,702	1,778	15%
Business Regulations			2,268		2,363	1,799	1,880	-20.6%
Total programme	618,837	445,527	297,125	-108.3%	358,574	444,535	466,651	36.3%

1. Average annual change between **Year -2 and Base year**.

2. Projected average annual change between **Base year and Year 3**.

6. Programme 4: Environmental Affairs

Programme 4: Environmental Affairs

The mandate of the Chief Directorate: Environmental Affairs is to ensure through legislation and equilibrium between the need for economic, social and spatial development on the one hand, and sustainable use of renewable natural resources on the other, as well as the mitigation of negative impacts of development activities on the environment. The main goal is to ensure the conservation of biodiversity and protection of the environment for sustainable development in the Eastern Cape Province.

The Chief Directorate is divided into 4 directorates, which accurately reflect the programme of Environmental Affairs. The four Directorates are: Directorate of Environmental Impact Management, Air Quality and Waste Management, Biodiversity Conservation and Coastal Management and Enforcement & Compliance Directorate.

The Chief Director is the strategic leader of the programme giving the overall executive direction to the four directorates and the monitoring role to the Eastern Cape Parks Board.

The above structure is reflected in the five regions of the province where each region is headed by the Regional Manager and the Assistant Managers.

6.1 Specified policies, priorities and strategic objectives

Strategic Objectives

- To provide strategic leadership and coordination of the Chief Directorate and Eastern Cape Parks Board.
- To conserve the diversity of landscapes, ecosystems, habitats, biological communities, populations, species and genes in the Eastern Cape.
- To promote conservation and sustainable utilisation of natural resources for the benefit of all, and ensure sustainable coastal management.
- To protect and enhance the quality of the environment for the benefit of humanity.
- To promote Environmental Awareness.
- **To ensure compliance & Enforcement of the Environmental Legislations.**

6.2 Progress analysis

- **Review and consolidation of the Eastern Cape Environmental Legislation.**
- **The second annual Environmental Implementation report submitted to DEAT.**
- Eastern Cape Coastal Programme developed

- Environmental Awareness activities celebrated e.g. Eastern Cape Cleanest Town Competition, World Environmental Day, World Wetlands Day, National Marine Day and Eastern Cape Environmental Awards.
- **Review of the Wild Coast Project for Conservation & Sustainable development.**
- **GEF funding for the Wild Coast Program through ECPC as an implementing agent.**
- **Maloti Drakensberg Transfrontier Project SA Project (Eastern-Lesotho transfontier in progress)**
- **Baviaanskloof Mega Reserve declared as a world heritage site.**
- Chair Coega Environmental Liaison Committee and participate in Coega Environmental Monitoring Committee.
- **Department of Water Affairs and Forestry is engaged in negotiations with DEAET and Premiers office in assigning DWAF Indigenous Forests & personnel to the department as from 2007/08.**
- **Karoo Nature Reserve Transferred to SANPARKS.**
- **Cabinet Resolution on the establishment of the National Pondoland Park.**
-

6.3 Analysis of constraints and measures planned to overcome them

- **Sufficient budget in line with the approved structure**
- **Non filling of critical vacant funded posts.**
- **Strengthening of partnerships with Municipalities & NGO's.**
- Appointment of staff to improve the enforcement and compliance, implementation and monitoring function.
- **Legal support for all programs**
- **High turnover of staff.**

6.4 Description of planned quality improvement measures

- Strengthening partnerships with various stakeholders.
- **Dedicated support for the Chief-Directorate**
- **Appointment of qualified candidates with acceptable time-frames.**
- **Recruitment and Retention strategy to be developed for critical scarce skills.**
- **Designation of Environmental Management Inspectors by the MEC in terms of NEMA.**

6.5 Specification of measurable objectives and performance indicators

See Table 6.1

**Table 6.1: Programme 4 – Environmental Affairs and Tourism
Measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
<p>An effective, efficient and operational Provincial Parks Board</p>	<ul style="list-style-type: none"> ▪ Registration of Parks Board with National Treasury. ▪ Appointment of Board Members and the Executive Management. ▪ Development of Protected Areas Regulations. ▪ Development, revision and implementation of Protected Areas Management Plans. ▪ Submission of annual biodiversity management reports. ▪ Enforcement and compliance reports. ▪ Registration of Protected Areas. ▪ Signing of a Service Level Agreement. 	<ul style="list-style-type: none"> ▪ Board Members appointed. ▪ Staff seconded. ▪ Executive Management posts advertised. ▪ Signing of a Service Level Agreement (SLA). ▪ Transfer of Assets to Parks Board. ▪ Permanent appointment of seconded staff. ▪ Assignment of Provincial Protected Areas to the Parks Board. ▪ Community Private Public 	<ul style="list-style-type: none"> ▪ Completion of Staff transfer to the Parks Board. ▪ Submission of a Biodiversity Performance Management Report to the Department. ▪ Completion of assignment of DWAF Indigenous Forests to the department. ▪ SLA/CPPP initiatives. ▪ Land acquisition for protected areas consolidation. Infrastructure development as per approved operational plans 	<ul style="list-style-type: none"> • Review Service Level Agreement with ECPB • Represent the Department in ECPB • Monitor the performance of the entity 	<ul style="list-style-type: none"> ▪ Provincial GIS database for Provincial Protected Areas. ▪ Registration of Protected Areas in the National Register. ▪ SLA/CPPP initiatives. ▪ Land acquisition for protected areas consolidation. Infrastructure development as per approved operational plans. 	<ul style="list-style-type: none"> ▪ Annual Biodiversity Management Report. ▪ Monitoring and compliance. ▪ SLA/CPPP initiatives. ▪ Land acquisition for protected areas consolidation. Infrastructure development as per approved operational plans.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
		Partnerships initiatives (CPPP). ▪ Consolidation of Protected Areas. Proclamation of Protected Areas as Provincial Parks				
Consolidated Provincial Environmental Legal Framework	<ul style="list-style-type: none"> ▪ Promulgate ECEMA. ▪ Develop and promulgate regulations. ▪ Stakeholder engagement. 	<ul style="list-style-type: none"> ▪ Finalise and promulgate ECEMA with amendments. ▪ Develop and gazette regulations. ▪ Implementation of a standardised permit system. ▪ Establish Provincial Environmental Advisory Council (PEAC). Development of Hazardous 	<ul style="list-style-type: none"> ▪ Implementation of the Environmental Conservation Act and regulations. ▪ Alignment of implementation with the National legislation. 	<ul style="list-style-type: none"> • Drafting of Provincial Regulations in terms of the Provincial Conservation Bill upon enactment • Undertake stakeholder briefing sessions • National Law Reform briefing • Submission of the Draft Hunting Proclamation • Prioritisation of revenue sources 	<ul style="list-style-type: none"> ▪ Review the Act. ▪ Develop waste, EIA listed activities, noise pollution to be in line with National Act. 	Promulgate amendments.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
		Management Plans for submission to the National Department of Environmental Affairs.		e.g. professional hunting, permit and licenses		
Implementation of the coastal management programme Implementation of the strategy	Coastal Management Programme Coastal Land Use and sustainable development Plans in place. An updated illegal	<ul style="list-style-type: none"> ▪ Approval of Coastal Management Programme. ▪ Multi stakeholder Provincial Coastal Forum. ▪ Implementation of Wild Coast Development Strategy. 	<ul style="list-style-type: none"> ▪ Implementation of CMP. ▪ Alignment of Coastal Municipalities' Coastal Management Plans with the CMP. Database developed and updated regularly	Implementation and enforcement of ORV Regulations Demarcation of Coastal	Coastal Land Use Plan Review the development plans and pilot projects	<ul style="list-style-type: none"> ▪ Participate in DME Provincial Working Group. ▪ Strengthen Regional Coastal Forums. ▪ Increase Coastal Development Task Team capacity

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
	development database. Court cases finalised and impacted areas rehabilitated	<ul style="list-style-type: none"> ▪ Involvement in the EU Wild Coast Programme. ▪ Establishment of a Wild Coast Conservation and Sustainable Development Project. ▪ Management Unit. Community consultation		Conservation Area		
Implementation of the Maloti Drakensberg Transfrontier Project	<ul style="list-style-type: none"> ▪ Integration of the strategic plan in the municipalities IDPs. ▪ Funding and implementation of identified projects 	<ul style="list-style-type: none"> ▪ Participation in the PCC, PCU Working Groups, stakeholder consultation and attendance of bilateral meetings. Project identification	<ul style="list-style-type: none"> ▪ Consideration of the proposed southern boundary for inclusion. Linkage of Coleford and Ntsikeni as a biosphere and a community conservation area. 	<ul style="list-style-type: none"> • Co-operative agreements and strategic partnerships including trans-boundary projects, such as - C.A.P.E, Maloti Drakensberg Transfrontier conservation area (MDTP), SKEP, STEP and SANBI (Fish River Biodiversity 	<ul style="list-style-type: none"> ▪ Undertake feasibility study for the extension of Mehlodeng trail through Ongeluksnek to Lesotho. ▪ Develop business plan for funding and implementation. 	<ul style="list-style-type: none"> ▪ Implementation of approved and funded projects. ▪ Inherit the project implementation without PCU after the completion of project term.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
				Initiative)		
Expansion of Protected Areas within the confines of an inter-provincial MOU	<ul style="list-style-type: none"> ▪ Conservation strategy. ▪ Signed inter-provincial MOU 	<ul style="list-style-type: none"> ▪ Stakeholder consultation and development of a conservation strategy. Land purchase (2350ha) vation 	<ul style="list-style-type: none"> ▪ Combined protected areas management plan. ▪ Inclusion of the project in municipalities SDFs. ▪ Facilitate the establishment of conservancies. Consolidate partnerships 	<ul style="list-style-type: none"> • Drafting of the MOU between Free State and Eastern Cape over Ukhahlamba conservation area. • Gariep initiative between Free State, Eastern Cape and Northern Cape 	<ul style="list-style-type: none"> ▪ An expansion and land acquisition plan. ▪ Review of an implementation strategy. ▪ Consolidate conservancy management. 	Land acquisition and introduction of endangered endemic species.
STEP Outcomes implemented in the Fish River Valley	A Fish River Conservation Plan	<ul style="list-style-type: none"> ▪ A Steering Committee appointed. ▪ Inclusion of Tyhefu Community Game Reserve initiative. Completion of fencing and provision of the relevant training 	<ul style="list-style-type: none"> ▪ Completion of the Conservation Plan. ▪ Launching of Tyhefu Community Game Reserve Initiative. Inclusion of the plan in the municipality SDF 	<ul style="list-style-type: none"> • . Co-operative agreements and strategic partnerships including trans-boundary projects, such as - C.A.P.E, Maloti Drakensberg Transfrontier conservation area (MDTP), SKEP, STEP and SANBI (Fish River Biodiversity Initiative) 	Implementation of the Conservation Plan.	Review of the implementation plan

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Consolidated Mega-reserves (250 000ha).	<ul style="list-style-type: none"> ▪ Approved Implementation Business Plan. ▪ Implementing Agent Progress Reports. ▪ Formation of strategic partnerships. 	<ul style="list-style-type: none"> ▪ Baviaanskloof of Steering Committee meetings. Project Implementation ▪ Progress Reports compiled. ▪ Development of Land consolidation plan and 5 year conservation development plan. Stakeholder engagement. 	<ul style="list-style-type: none"> ▪ Approval of Land Consolidation and Conservation Development Plans. ▪ Implementation of C.A.P.E Project Implementation Plan. ▪ Development of an Integrated Management Plan for a World Heritage Site. Stakeholder engagement. 	<ul style="list-style-type: none"> ▪ Implementation of Land Consolidation and Development Plans. ▪ Review of C.A.P.E. PIP. ▪ Identification and sourcing of donor funding and formation of strategic partnerships. Stakeholder engagement 	<ul style="list-style-type: none"> ▪ Implementation of Land Consolidation and Development Plans. ▪ Review of C.A.P.E. PIP. ▪ Identification and sourcing of donor funding and formation of strategic partnerships. ▪ Stakeholder engagement. 	<ul style="list-style-type: none"> ▪ Implementation of Land Consolidation and Development Plans. ▪ Review of C.A.P.E. PIP. ▪ Identification and sourcing of donor funding and formation of strategic partnerships. ▪ Stakeholder engagement.
Provincial Bioregional Plan	<ul style="list-style-type: none"> ▪ Assessment Report ▪ Draft Plan ▪ Approved Plan 	<ul style="list-style-type: none"> ▪ Assessment report finalised. Development of a strategy for the production of bioregional 	<ul style="list-style-type: none"> ▪ Implement STEP, C.A.P.E, Wild Coast and Maloti Drakensberg bioregional plans. ▪ Stakeholder consultation. Inclusion of plans in 	<ul style="list-style-type: none"> • Provincial strategy finalised • Public participation and stakeholder engagement • Publication 	<ul style="list-style-type: none"> ▪ Development of Nama-Karoo and grasslands bioregional plans. ▪ Monitor and evaluate the 	<ul style="list-style-type: none"> ▪ Approval of Nama-Karoo and grasslands bioregional plans. ▪ Implementation of the plans.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
		plans for the Province.	municipalities		implementation of the plans.	
Ensure sustainable management of biological resources through an effective and efficient permit system	<ul style="list-style-type: none"> ▪ Standardised computerized permit system. ▪ Computerised CITES permit system. ▪ Centralised permit database. 	<ul style="list-style-type: none"> ▪ Install the new computerised permit system. ▪ Design new permit formats. ▪ Establish linkages with issuing offices. <p>Web based applications to be activated.</p>	<ul style="list-style-type: none"> ▪ Implementation of system, and evaluation of its effectiveness and make necessary adjustments. ▪ Analysis of data for management purposes. <p>Implementation of cost recovery.</p>	<p>Implementation of permit and license administration and training of staff</p> <p>Biodiversity Resource Management CITES Professional Hunting and Permit administration</p>	<ul style="list-style-type: none"> ▪ Implementation of system, and evaluation of its effectiveness and make necessary adjustments. ▪ GIS linked permit administration. 	<p>Implementation of system, and evaluation of its effectiveness and make necessary adjustments.</p>
Coordinated enforcement and compliance	<ul style="list-style-type: none"> ▪ 20 management staff members trained. ▪ Environmental crime threat analysis. 	<ul style="list-style-type: none"> ▪ Reference of terrestrial cases to the Environmental Court. ▪ Sustain closer working relationship with customs officials. ▪ Appoint Honorary Environmental 	<ul style="list-style-type: none"> ▪ Training of border, airport and harbour customs officials. ▪ Completion of an environmental law enforcement handbook. ▪ Appoint Honorary Environmental Officers. <p>Appointment of Environm Inspectors by the MEC in term</p>	<ul style="list-style-type: none"> • Investigation of all environmental Crime • Co operative governance and stakeholder consultation.(DP P, ECTT, SAPS, • Management Area • EMI training & designation • Develop 	<ul style="list-style-type: none"> ▪ Conduct joint enforcement and compliance operations. ▪ Analysis of annual enforcement and compliance report. ▪ Appointment of Environmental 	<ul style="list-style-type: none"> ▪ Plotting of environmental crimes on GIS. ▪ Environmental crimes report. ▪ Development of the environmental crime reduction strategy.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
		<ul style="list-style-type: none"> al Officers. ▪ Conduct awareness campaign. ▪ Proclaim the annual hunting proclamation ▪ Compile a list of admission of guilt fines. <p>Application of chapter 9A of NEMA in terms of enforcement and compliance.</p>	of NEMA regulations ental Management	Operational Guidelines on Law Enforcement	Management Inspectors	
Implement reasonable steps to avoid the extinction of additional species in the province.	Micro-chipping completed. Decrease in the illegal trade of wild populations and increase in numbers in the wild	<ul style="list-style-type: none"> ▪ Finalise guidelines on the establishment of conservancies. <p>Initiate a Provincial conservancies</p>	Produce a critical endangered species report. Increase law enforcement activities and environmental awareness with regards to the critically endangered		Establish proper quarantine facilities and establish breeding facilities in the distribution range. Establish a Provincial database and	Annual report analysis of critically endangered species in the province.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
		association.	species.		GIS	
Effective coordination and dissemination of environmental awareness information.	Increase the number of participants. Develop information material. Annual Year Planner	Hosting of environmental days celebrations. Environmental awareness programmes. Organise and host environmental awards, cleanest town competition and environmental expo. Developed environmental information displays. Bi-laterals with Municipalities on Provincial EIP and SOER.	Increase participation of multi-stakeholder involvement during various awareness activities. Organise and host environmental awards, cleanest town competition and environmental days celebrations	<ul style="list-style-type: none"> Organize Cleanest Town Competition. Environmental Education awareness Organize provincial clean-up activities	Increase multi-stakeholder involvement in the environmental awareness initiatives. Organise and host environmental awards, cleanest town competition and environmental days celebrations	Increase multi-stakeholder involvement in the environmental awareness initiatives. Organise and host environmental awards, cleanest town competition and environmental days celebrations
Implement an approved organizational structures for the Chief	Approved Organizational structure for the Chief Directorate. Recruitment	Revision and approval of the proposed	Implementation of an approved organizational	<ul style="list-style-type: none"> Implementation of the revised Chief 	Implementation of an organizational	Implementation of an organizational

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Directorate	of staff and training.	organizational structure. Establishment of Eastern Cape Parks Board	structure for the Chief Directorate. Compile and implement training plan.	Directorate's organizational structure to meet service delivery requirements <ul style="list-style-type: none"> • Job evaluations & job descriptions • Recruitment of personnel Skills assessment and training plan	structure for the Chief Directorate. Update a training plan	structure for the Chief Directorate. Update a training plan
An approved SOER that will be monitored on an annual basis	Approved SOER. Monitoring of SOE. Annual Report. Standardized M & E procedures. Increase number of designated group appointments. Contribute funding to the approved designated group project	Development of SOER videos and executive summary. Distribution of SOER CDs to government departments and municipalities	Implementation of SOER and annual update. Compile an annual report for submission to DEAT.	<ul style="list-style-type: none"> • Effect changes on Provincial SoER • Awareness campaign to stakeholders 	Monitoring and evaluation of SOE and submission of Annual Report to DEAT	Monitoring and evaluation of SOE and submission of Annual Report to DEAT
Integration of designated groups in the environmental management mainstream	Identification of potential interns. Project identification and implementation	Increase number of designated group appointments. Contribute funding to the	Increase number of designated group appointments. Contribute funding to the approved designated group	Increase number of designated group appointments. Contribute funding to the approved designated group	Increase number of designated group appointments. Contribute funding to the	Increase number of designated group appointments. Contribute funding to the

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
		approved designated group project	project		approved designated group project	approved designated group project
Ensure that potential negative environmental impacts of developments are mitigated, minimised and controlled	<p>Improve turn around time</p> <p>Document number of ROD processed</p> <p>Annual report</p>	<p>Provincial Working Group established. Training on computerised EIA database and implementation thereof. Implementation of new regulations. Standardised ROD format. Standardized register, monthly reporting of statistics. Appeal process handled at Head Office. Approval of wattle guidelines and afforestation</p>	<p>Establish a Provincial electronic database of applications and Clustering of applications to improve turn around time.</p> <p>Development and implementation of operational guidelines. Improve access to environmental legal advice service. Monitor MOU with DWAF on afforestation/Wattle applications. compliance.</p> <p>Monitor, evaluate and improve the</p>	<ul style="list-style-type: none"> • Identification of sensitive environments for limited developments • Development of self-regulation mechanisms 	<p>Implementation of various assessment tools.</p> <p>Refine clustering of applications in line with the Regulations</p> <p>Revision and updating of operational guidelines</p> <p>Improve access to environmental legal advice service.</p>	<p>Review implementation of the environmental assessment tools.</p> <p>Improve turn around time for processing applications.</p> <p>Revision and updating of operational guidelines.</p> <p>Monitor compliance</p>

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
		process.	application process		Monitor compliance	
To ensure and improve cooperative governance in environmental management in the Province	Appointment of a service provider EXCO approvals CEC approvals Gazetting and publication	Regional workshops. Annual report presentation to the CEC sub committee and progress made to implement it Initiate the establishment of a Provincial CEC	Submit 2 nd Annual report Develop resource material.	Regional workshops. Annual report presentation to the CEC sub committee and progress made to implement it Initiate the establishment of a Provincial CEC	Prepare 2 nd edition of Provincial EIP Submit to CEC sub committee Approval of EIP and gazetting	Submission of Annual Implementation report Monitoring and evaluation of the EIP implementation
To take full responsibility of landfill site permitting	Assignment document	Revision of current institutional arrangement	Resourcing the function. Capacity building/skills	<ul style="list-style-type: none"> Hazardous and General Waste Management Plans Specific waste	Process permit applications for waste disposal sites	Process permit applications for waste disposal sites

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
	<p>Cost recovery plan</p> <p>Training of staff</p>		<p>development</p> <p>Finalise delegation to the regional offices</p> <p>Inter face permit system with EIA database.</p> <p>Assessment of status quo of the existing land fill site</p>	<p>management projects</p> <ul style="list-style-type: none"> • Devolution of general waste function to the Province by DEAT. • Training and capacitating of staff on environmental issues 	<p>Conduct regular inspections</p> <p>Issue directives on the illegal sites. Adopt DWAF minimum requirements guidelines</p>	<p>Conduct regular inspections</p> <p>Issue directives on the illegal sites. Implement closure of illegal landfill sites</p>

6.6 Reconciliation of budget with plan

**Table 6.2: Programme 4 – Environmental Affairs
Programme budget by sub-programme (R million)**

Sub-programmes	Year -2 2004/05 (actual)	Year -1 2005/06 (actual)	Base year 2006/07 (estimate)	Average annual change (%)¹	Year 1 2007/08 (budget)	Year 2 2008/09 (MTEF projection)	Year 3 2009/10 (MTEF projection)	Average annual change (%)²
Environmental Affairs Management	72,129	41,849	40,877	-76.5%	42,729	55,013	57,039	28.3%
Biodiversity Management	30,082	1,769	3,315	-807.5%	3,241	3,000	3,135	-5.7%
Environmental Impact Management	1,497	388	2,022	26%	2,123	2,272	2,374	14.8%
Coastal Management	1,968	572	1,226	-61%	1,287	1,377	1,439	14.8%
Air Quality and Waste Management	156	89	856	81.8%	899	962	1,000	14.4%
Compliance and Enforcement		406	1,200	0	1,500	1,605	1,677	28.4%
Eastern Cape Parks Board		65,000	79,700	0	99,407	101,216	106,185	24.9%
Eastern Cape Tourism Board			21,000	0				
Total programme	105,832	110,073	150,196	29.5%	151,186	165,445	172,849	13.1%

1. Average annual change between **Year -2** and **Base year**.

2. Projected average annual change between **Base year** and **Year 3**.

7. Programme 5: Strategic Management

To establish comprehensive strategic management systems designed to ensure that appropriate procedures are maintained in the Department and its Public Entities with respect to strategic planning, information management and monitoring and evaluation.

The Strategic Management Programme is managed by a General Manager and makes provision for three Sub-Programmes:

- Departmental Government Information Technology Office (DGITO).
- Strategic Planning.
- Monitoring and Evaluation.

M&E initially incorporated into the Strategic Planning Sub-Programme.

The Departmental Government Information Technology Office (DGITO) Sub-Programme consists of three separately budgeted Projects managed by the DGITO:

- Systems Development: GIS, Web Solutions and Business Analysis.
- ITM & Automation
- Knowledge Management: Resource Centre.

The Strategic Planning Sub-Programme establishes, maintains and extends an internal strategic planning function to monitor progress related to the Department's Five-Year Strategic and Performance Plan and to ensure that appropriate alignment linkages are developed with relevant aspects of the PGDP and IDP processes. Initially, monitoring and evaluation functions are included in the specifications for Strategic Planning and will constitute a separate Sub-Programme in due course.

7.1 Information Management

The Information Management Sub-Programme is managed by the DGITO on the basis of three separately budgeted Projects:

- Systems Development: GIS, Web Solutions and Business Analysis.
- **ITM & Automation**
- Knowledge Management: Resource Centre.

7.1.1 Specified policies, priorities and strategic objectives

The responsibilities of the Information Management Sub-Programme are the following:

- To establish, manage and maintain efficient and effective mechanisms and procedures to meet departmental and legislative requirements for information management and information technology systems.
- To develop, manage and administer Information Technology systems in the Department as specified in the DGITO responsibilities.
- To establish and maintain comprehensive economic, environmental and tourism-related information management systems.
- To ensure that adequate electronic and other systems are in place for the efficient utilisation and dissemination of information, including a GIS facility.
- To develop a comprehensive knowledge management resource and promote and facilitate the establishment of an integrated Provincial Information Management System.
- To participate in activities associated with the PGDP ICT Programme designed to develop and implement an appropriately-scaled Provincial ICT sector support strategy, also while developing connectivity and up-scaling government ICT systems and management.

7.1.2 Progress analysis

Systems Development

- The Sharepoint server was piloted at head office and launched in December 2005. **Training on the use sharepoint was conducted by Microsoft**
- A Performance Management System was identified and piloted and launched in December 2005. **System refined in 2006/07**

- The Master Systems Plan has been reviewed and developed. Awaiting finalization from SITA.

ITM & Automation

- Monitoring of service response rate by SITA and delivery through Action Request System (ARS) so as to improve the quality of service.
- Microsoft Network Infrastructure System piloted and gone live in the Department.
- MS EA upgrades implemented for servers and desktops.
- Network cabling completed as per Departmental requirements.

Knowledge Management

- **Electronic Document Management System (EDMS) project**
Final stages of EDMS Project – deployment of the system, scanning of documents underway.
File plan has been designed.
Document policy compiled.
Registry procedure compiled.
User awareness and change management sessions completed.
- **Resource Centre**
Collection growing after identifying reliable and registered suppliers.
Growing usage of resource materials.
Marketing on the intranet.
Good customer care in the resource centre.
Gartner library system being utilized.
Inmagic software purchased for managing library.
Computers bought for resource centres being established in Regional offices.

General

Staff attended relevant ICT conferences, courses and workshops so as to improve skills and keep up to date with latest technologies.

Special Measures

Aligning ICT Organogram with MSP and reviewing Knowledge Management organogram. Recruitment of staff to deliver services.

Submission of budget for funds.

Roll out of Back Office and Desktop software as per Microsoft Enterprise Agreement.

Disaster Recovery Programme to be implemented.

7.1.3 Analysis of constraints and measures planned to overcome them

- Organogram **finalised and recruitment being done on ongoing basis.**
- The plan is towards integrated and comprehensive information management of which Records Management is a crucial component.
- SITA procurement procedures have caused delays in delivering services to Department and payment delays.
- Meetings held with SITA to address concerns. SITA has given firm commitment to enhance delivery.
- SITA skills levels: on-site Microsoft specialist included in current SLA.
- Records Manager not yet appointed.
- Shortage of space for the Resource Centre. **Centre to be moved to lower ground level.**
- Shortage of space for new recruits.
- Problems experienced with suppliers on procurement issues.
- Delays in processing at finance when procuring materials.

7.1.4 Description of planned quality improvement measures

- The Department is considering using the knowledge management concept for the integration of all knowledge in the Department. This will mean putting together the Resource Centre and Records Management functions and linking up with research that is done in the Department. The concept has not been embraced by all managers in the Department and is not clearly understood. This can hamper the quality of improvements to the way in which information is utilised in the Department.
- The signing of the MS EA is a step towards standardising the environment within the Department and thus stabilising Information Communication Technologies.
- Maintain close monitoring of Service Level Agreements to ensure that more efficient services are rendered.

7.1.5 Specification of measurable objectives and performance indicators

To establish, manage and maintain efficient and effective mechanisms and procedures to meet departmental and legislative requirements for information management and information technology systems.

- Table 4.1: Programme 5 – Departmental Government Information Technology Office (DGITO).

Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
ITM & Automation	To develop, manage and administer Information Communication Technology systems in the Department as specified in the DGITO responsibilities.	Annual Network and desktop availability at 98.1%.	Annual Network and desktop availability at 98.1%.	Annual Network and desktop availability at 98.1%.	Annual Network and desktop availability at 98.1%.	Annual Network and desktop availability at 98.1%.
		Installation of Backup solution equipment and software by July 2004.	SITA SLAs signed by 31 March 2006.	SITA SLAs signed by 31 March 2007.	SITA SLAs signed by 31 March 2008.	SITA SLAs signed by 31 March 2008.
		Effective operating systems and updated software facilities to service Departmental programme needs as per MS EA.	Upgrade 25% of Departmental computers by March 2007.	Upgrade 25% of Departmental computers by March 2008.	Upgrade 25% of Departmental computers by March 2009.	Upgrade 25% of Departmental computers by March 2009.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
			Effective operating systems and updated software facilities to service Departmental programme needs as per MS EA.	Renegotiate MS EA by April 2007.	Roll out of Enterprise Agreement software including back office 31 March 2009.	Roll out of Enterprise Agreement software including back office 31 March 2009.
			Purchase of servers required for upgrade of software by March 2007. Upgrade network cabling and switching devices by March 2007.		Monitor and evaluate servers and keep up with technology.	Monitor and evaluate servers and keep up with technology.
Systems Development (GIS) (Web Solutions)	To establish and maintain a comprehensive economic, environmental and tourism-related information	Intranet kept up to date on a daily basis.	Intranet kept up to date on a daily basis.	Intranet kept up to date on a daily basis.	Intranet kept up to date on a daily basis.	Intranet kept up to date on a daily basis.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
(Business Analysis)	management system and to ensure that adequate electronic and other systems are in place for the efficient utilisation and dissemination of information, including a GIS facility.	Manage and administer the web server, GIS server and the SQL database server, as well as the new servers being implemented for new developments within the Department on a daily basis.	Manage and administer the web server, GIS server and the SQL database server, as well as the new servers being implemented for new developments within the Department on a daily basis.	Manage and administer the web server, GIS server and the SQL database server, as well as the new servers being implemented for new developments within the Department on a daily basis.	Manage and administer the web server, GIS server and the SQL database server, as well as the new servers being implemented for new developments within the Department on a daily basis.	Manage and administer the web server, GIS server and the SQL database server, as well as the new servers being implemented for new developments within the Department on a daily basis.
		Develop, populate, market and manage implement Ion of Internet Site by July 2004.	Implement Performance Management System identified by March 2007.	Investigate and analyse connectivity to Public Entities (BizTalk) by March 2008.	Pilot the connectivity to Public Entities (BizTalk) by March 2009.	Pilot the connectivity to Public Entities (BizTalk) by March 2009.
		Launch of Departmental Internet Site by August 2004.				
		Investigate and analyse a Performance Management System by March 2005.				

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Knowledge Management (Resource Centre)	To develop a comprehensive knowledge management resource and promote and facilitate the establishment of an integrated Provincial Information Management System.	EDMS project for the Head Office (Phase 1) to be implemented by October 2004.	Knowledge integration and maintenance for decision support service.	Knowledge integration with parastatals.	Monitor and evaluate the EDMS.	Monitor and evaluate the EDMS.
			(Phase 2) Resource Centre Development and maintenance.			

7.2 Strategic Planning

Objective

To establish, manage and maintain efficient and effective mechanisms and procedures to meet departmental and legislative requirements related to strategic planning and monitoring and evaluation.

The Strategic Planning Sub-Programme is associated with Strategic Goal 10, as indicated in the Five-Year Strategic and Performance Plan: 2005/06 to 2009/10.

Strategic Goal 10: Establish comprehensive strategic management systems to ensure that appropriate procedures are maintained in the Department and its Public Entities with respect to strategic planning, information management and monitoring and evaluation.	
Strategic Objectives:	
1.	To ensure that all Departmental and Public Entity plans are aligned with Provincial processes embodied in the PGDP and Municipal IDPs to give effect to Provincial priorities for economic development.
2.	To manage strategic systems in the Department and its Public Entities in order to establish alignment and cohesion.
3.	To ensure that the Department and its Public Entities establish and maintain strategic planning procedures as specified in National Treasury formats.
4.	To ensure that the DGITO function in the Department serves the information requirements of strategic planning.
5.	To ensure that relevant and appropriate monitoring and evaluation systems are established in the Department and Public Entities.

Measurable Objective	Performance Measure or Indicator	Year -1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Sound Strategic Planning systems are established in the Department, including linkages to Public Entities and Provincial and National sector Departments.	Completed Five-Year Strategic and Performance Plan: 2005/06 to 2009/10. Annual Performance Plan for 2005/06 and the MTREF years 2006/07 to 2007/08.	Plan adopted and implemented from April 1 2005	Review and adapt Strategic Plan where necessary by April 1 2006.	Review and adapt Strategic Plan where necessary by April 1 2007.	Review and adapt Strategic Plan where necessary by April 1 2008.	
	Annual Performance Plan for 2005/06 and the MTREF years 2006/07 to 2007/08.	Plan implemented. Quarterly monitoring system for Performance indicators.	Performance indicators improved based on 2005/06 review.	Performance indicators improved based on 2006/07 review.	Performance indicators improved based on 2007/08 review.	
Five-Year Strategic and Performance Plan is linked to PGDP expectations and specifications.	Implementation procedures established for PGDP programmes related to the Department.	Progress monitored and adjusted based on PGDP Matrix indicators.	Progress monitored and adjusted based on PGDP Matrix indicators.	Progress monitored and adjusted based on PGDP Matrix indicators.	Progress monitored and adjusted based on PGDP Matrix indicators.	
Five-Year Strategic and Performance Plan is reviewed and assessed in the context of PGDP Programmes.	Annual review of Strategic Plan based on PGDP indicators.	Strategic Plan Review conducted on the basis of PGDP progress.	Strategic Plan Review conducted on the basis of PGDP progress.	Strategic Plan Review conducted on the basis of PGDP progress.	Strategic Plan Review conducted on the basis of PGDP progress.	
Five-Year Strategic and Performance Plan is aligned with the Metro and District Municipality IDPs.	Review of Metro and District Municipality IDPs to identify key alignment areas.	Programme established for implementing alignment with IDPs in PGDP context.	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	
Establish sound, effective and efficient participatory	Fully functional and rolled-out electronic M&E system for the	n/a	Monitor quarterly	Monitor quarterly	Monitor quarterly	

Measurable Objective	Performance Measure or Indicator	Year -1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
departmental monitoring and evaluation capacity, systems and reporting.	department, meeting user needs and used by department and public entities.		progress based on agreed indicators.	progress based on agreed indicators.	progress based on agreed indicators.	
	M&E capacity study conducted, recommendations approved and implemented in the department, basic M&E system training successfully conducted.	n/a	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	
	Relevant aspects of the national programme of action and other priority programmes co-ordinate and refined.	n/a	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	
	M&E Audits and Reports of the outputs of the PGDP, relevant aspects of National Programme of action and other priority programmes conducted	n/a	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	
	Well co-ordinated and attended M&E meetings and agreed resolutions made and implemented	n/a	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	

Measurable Objective	Performance Measure or Indicator	Year -1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Assist in the timeous and speedy identification and resolution of various service delivery challenges.	A number and type of service delivery challenges identified, location of these challenges and the extent thereof, a number of challenges successfully resolved. Level and extent of satisfaction of the recipients of services with the overall delivery of services at departmental and public entity level.	n/a	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	
	Increased departmental and public entity awareness and communication via various media	n/a	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	Monitor quarterly progress based on agreed indicators.	

4.6 Reconciliation of budget with plan

**Table 4.2: Programme 5 –Strategic Management
Programme budget by sub-programme (R million)**

Sub-programme	Year -2 2004/05 (actual)	Year -1 2005/06 (actual)	Base year 2006/07 (estimate)	Average annual change (%) ¹	Year 1 2007/08 (budget)	Year 2 2008/09 (MTEF projection)	Year 3 2009/10 (MTEF projection)	Average annual change (%) ²
Information Management	7,918	15,004	16,851	53%	17,812	18,278	19,100	11.8%
Strategic Management			462		2,297	2,400	2,700	
Total	7,918	15,004	17,313	54.3%	20,109	20,678	21,800	20.6%

1. Average annual change between **Year -2** and **Base year**.
2. Projected average annual change between **Base year** and **Year 3**.

8. Programme 6: Tourism Development

The Tourism Programme is responsible for stimulating economic growth thru tourism [development and marketing] initiatives. To achieve its strategic objectives, the programme relies on its implementing agency [ECTB] as well as on corporation with various local government structures.

The programme structure consists of:

- General Manager - who is responsible for strategic leadership and management of relationships with other organisations.
- Senior Manager - responsible for tourism development.
- Manager - responsible for regulatory matters and generic tourism management.

The structure will be supported by Assistant Managers in the five regional offices of the department.

8.1 Specified policies, priorities and strategic objectives

Policies:

Various policies guide and influence the development and promotion of tourism in the Eastern Cape.

- The national White Paper on the Development and Promotion of Tourism in South Africa [Department of Environmental Affairs and Tourism, 1996] - sets out a framework within which tourism should be developed and managed.
- Tourism Act, 1993 – establishes the South African Tourism Board. The Tourism Second Amendment Act, 2000 establishes the Tourism Grading Council of South Africa and provides for the registration of tourist guides.
- Eastern Cape Tourism Board Act, No. 9 of 1995 – establishes the ECTB as a public entity specifically for tourism marketing, development and related functions.
- Green Paper on Tourism, Eastern Cape [1995 Discussion Document, DEAET].
- Eastern Cape Tourism Master Plan, 2003.

Various other related policies such as BEE Act 2003/2004 [DTI], National Environmental Management Act 1998 (amended 19-Feb-2003) [DEAT], Skills Development Act 2003 [Department of Labour], Preferential Procurement Policy Framework Act 2000 [National Treasury]] and so on.

Priorities:

Among other initiatives, the Accelerated and Shared Growth Initiative of South Africa [ASGISA] identifies tourism as another sector that can be explored to accelerate economic growth. The national government has set priorities for tourism which are aimed at supporting ASGISA. The priorities are as follows:

1. Product development and investment
2. Black Economic Empowerment
3. Skills development
4. Market growth
5. Information
6. Transport
7. Safety and Security

Strategic objectives:

The development and promotion of tourism to contribute to economic growth.

Objectives

- To transform the tourism industry by encouraging the participation of historically disadvantaged individuals in the tourism economic mainstream.
- To develop tourism by supporting projects identified thru the Integrated Development Plans of the District Municipalities.
- To promote domestic tourism with focus on supporting the District Municipalities establish tourism information centres.
- To promote tourism to the international market and investment into tourism by assisting the ECTB and ECDC.
- To facilitate scarce skills development focusing on public service employees and emerging entrepreneurs.
- To promote and maintain high quality experiences by encouraging the grading of tourism facilities.

6.2 Progress analysis

Progress is being made to establish a fully fledged programme for tourism. The following activities are being undertaken:

- Tourism development projects have been implemented thru the European Union in the Wild Coast, the sustainability of which depends on DEAET, DEAT, OR Tambo DM and so on.
- The prioritization of the Wild Coast and the Nelson Mandela Metro as focal points for tourism development thru the Global Competitiveness Project. Phase 1 has been finalised and we are working on Phase 2 in collaboration with DEAT.
- The Tourism BEE Charter Council launch in the Eastern Cape to accelerate the transformation of the tourism industry.

- Communication of tourism priorities to various role players in collaboration with DEAT.
- Participation in Skills Development thru a national Steering Committee in terms of ASGISA.
- The procurement of grade accommodation establishment to support the Tourism Grading Council of South Africa.
- Working with the Department of Safety and Liaison to formulate a tourism safety and security strategy.

8.3 Analysis of constraints and measures planned the overcome them

The programme needs to be resourced in terms of human resources and funding in order to tackle the developmental challenges it is confronted with. This will be attended to in the 2007-08 financial year.

A key challenge that emanates internally in the initial stages of the establishment of the Tourism Programme will be to clarify the developmental role of the tourism programme and the LED Unit [Programme 3] in relation to the Development Fund managed by the ECTB so as to eliminate any possible misunderstanding. This could be addressed thru a mandate review exercise.

8.4 Description of planned quality improvement measures

A performance management system will be implemented internally within the programme so as to ensure that responsibilities are carried out so that the programme demonstrates a meaningful impact. With respect to the implementing agency, a Service Level Agreement has been introduced between the DEAT and the ECTB. When the Tourism Programme is fully functional it will be able to monitor the activities of the ECTB.

Specification of measurable objectives and performance indicators

These are reflected in Table 6.1

**Table 6.1: - Tourism Programme
Measurable objectives, performance indicators and targets**

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
To transform the tourism industry by encouraging the participation of historically disadvantaged individuals [HDI] in the tourism economic mainstream – BEE.	Compliance with preferential procurement of tourism services offered by HDI [government departments and public sector organisations]				Launch of the Tourism BEE Charter Council in the Eastern Cape.	Implementation of the procurement tool. Appointment of service provider to facilitate the process.
	Increase in number of black and empowered tourism businesses					5% increase
To develop tourism by supporting projects identified thru the Integrated	1 tourism project per DM is supported				Identification of tourism projects.	Support the tourism projects.

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Development Plans of the District Municipalities.	Implementation of the Global Competitiveness Project focusing on the Wild Coast and Nelson Mandela Metro [Including Vision 2020 for NMMM].			Phase 1	Phase 2: Incorporation of projects into IDP. Business Plan formulation.	Investment tracking.
To facilitate scarce skills development focusing on public service employees and emerging entrepreneurs.	Responsible Tourism Training Programme is roll out to 4 DMs [CDM, ORTDM, ANDM and ADM]			UDM and CHDM are undergoing training	UDM and CHDM are undergoing training	All four DMs
	Provision of training to enhance entrepreneurial skills				Participate in Tourism Skills Development Forum.	Focus on priority skills acquisition.
To promote and maintain high quality experiences by encouraging the grading of tourism facilities.	Government departments and public sector organisations procure services of graded accommodation establishments.			70% compliance	80% compliance	90% compliance

Measurable Objective	Performance Measure or Indicator	Year – 1 (actual) 2005/06	Base year (outcome estimate) 2006/07	Year 1 (target) 2007/08	Year 2 (target) 2008/09	Year 3 (target) 2009/10
Tourism Safety and Security Strategy	Tourism Safety and Security Strategy is formulated and implemented in collaboration with Department of Safety and Liaison.				Strategy formulation	Monitoring of activities of structures
Review of the Tourism Master Plan [TMP].	Revised TMP				Process initiation	Revised MTP and monitoring of implementation.
Relationship building with ECTB and District Municipalities [DMs].	Service Level Agreements with ECTB and supported DMs are finalised.				SLA management	SLA management.

6.6 Reconciliation of budget with plan

**Table 5.2: Programme 6 – Tourism Development
Programme budget by sub-programme (R million)**

Sub-programme	Year -2 2004/05 (actual)	Year -1 2005/06 (actual)	Base year 2006/07 (estimate)	Average annual change (%)¹	Year 1 2007/08 (budget)	Year 2 2008/09 (MTEF projection)	Year 3 2009/10 (MTEF projection)	Average annual change (%)²
Tourism Management					3,589	3,700	4,200	
ECTB [Transfers]					22,000	23,540	24,590	
Total					25,589	27,240	28,790	

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8. Implementation of the capital investment, maintenance and asset management plan

The Department's capital investments are associated with establishing world-class operational infrastructure and service facilities at the East London and Coega Industrial Development Zones. Asset management and maintenance plans are devised and implemented by the Public Entities responsible for each of the IDZs and are overseen by the Department in terms of Service Level Agreements.

Other capital investments are associated with establishing and maintaining tourism facilities at Nature and Game Reserves. Asset management and maintenance plans for these facilities are devised and implemented by the Public Entity responsible and are overseen by the Department in terms of a Service Level Agreement.

8. Medium-term receipts

8.1 Summary of receipts

Table 8.1: Summary of receipts

R 000	Year -2 2004/05 (actual)	Year -1 2005/06 (actual)	Base year 2006/07 (estimate)	Average annual change (%)¹	Year 1 2007/08 (budget)	Year 2 2008/09 (MTEF projection)	Year 3 2009/10 (MTEF projection)	Average annual change (%)²
Voted by legislature [Equitable share] Conditional grants	744,994	584,533	457,601	-62.8%	525,465	615,218	645,366	29.1%
Departmental receipts [Own revenue]	66,071	63,077	61,490	-7.4	91,508	107,284	113,139	45.7%
Total receipts	811,065	647,610	519,091	-56.2	616,973	722,502	758,505	31.6%

9. Departmental receipts collection

Table 9.1: Departmental receipts collection

R 000	Year -2 2004/05 (actual)	Year -1 2005/06 (actual)	Base year 2006/07 (estimate)	Average annual change (%) [†]	Year 1 2007/08 (budget)	Year 2 2008/09 (MTEF projection)	Year 3 2009/10 (MTEF projection)
Tax receipts	55,769	64,318	57,772	3.5%	87,503	102,883	108,214
Sales of Goods and Services	688	515	3,607	80.9%	3,787	4,170	4,680
Interest	1	161	111	99.1%	218	231	245
Financial transactions	9,613	28,777		0			
Departmental receipts	66,071	93,771	61,490	-7.4%	91,508	107,284	113,139

10. Conditional grants

The Department does not receive any conditional grants.

11. Donor funding

The Department is not directly associated with donor funding arrangements. Donor funding inputs to programmes and projects conducted through the Department's Public Entities are indicated in the Performance Plans of the ECDC, the ECTB and the ECPB, where relevant.

12. Medium-Term Expenditure

12.1 Summary of expenditure

Table 12.1: Summary Expenditure by Programme and Public Entity

Sub-programme	Year -2 2004/05 (actual)	Year -1 2005/06 (actual)	Base year 2006/07 (estimate)	Year 1 2007/08 (budget)	Year 2 2008/09 (MTEF projection)	Year 3 2009/10 (MTEF projection)
1. FINANCE AND ADMINISTRATIVE MANAGEMENT	29,685	48,635	40,457	45,831	48,034	51,100
1.1 MEC	2,471	2,329	3,298	3,488	3,715	3,920
1.2 MEC Core Staff	1,622	2,026	3,031	3,283	3,467	3,500
1.3 Office of the Head of Department	2,087	8,226	8,705	11,627	11,900	13,320
1.4 Administrative Management	9,758	11,149	11,994	13,179	13,907	14,532
1.5 Financial Management	6,956	14,329	10,498	11,147	11,764	12,400
1.6 Special Programme	1,072	2,401	2,931	3,107	3,281	3,428
1.7 Special Functions						
2 : CORPORATE SERVICES	5,719	8,175	14,000	15,684	16,570	17,315
2.1 Corporate Services	5,719	8,175	14,000	15,684	16,570	17,315
3 : ECONOMIC AFFAIRS	618,837	445,527	297,125	358,574	444,535	466,651
3.1 Liquor Administration	2,559	10,170				
3.2 Tourism	20,645	20,532				
3.3 Consumer Affairs	10,378	13,071				
3.4 Promotion of SMME	43,320	65,155				
3.5 Investment, Marketing and Industrial Promotion	12,531	10,740				
3.6 Gambling & Betting	13,364	14,364				
3.7 Trade Development	4,212	3,150				
3.8 Coega Development Corporation	359,431	180,000				
3.9 East London IDZ	120,022	105,000				
3.10 Local Economic Development	7,375	23,345				
3.11 DRISA/AIDC	25,000					
3.12 Economic Affairs Management			267,438	319,382	403,388	423,203
3.13 Enterprise Development			2,800	2,500	2,200	2,299
3.14 LED & Spatial Development			23,107	32,753	35,446	37,491
3.15 Office for Investigation and Prohibiting of UPB			1,512	1,576	1,702	1,778
3.16 Business Regulations			2,268	2,363	1,799	1,880
4 : ENVIRONMENTAL AFFAIRS	105,832	110,073	150,196	151,186	165,445	172,849
4.1 Environmental Affairs Management	72,129	41,849	40,877	42,729	55,013	57,039
4.2 Biodiversity Management	30,082	1,769	3,315	3,241	3,000	3,135
4.3 Environmental Impact Management	1,497	388	2,022	2,123	2,272	2,374
4.4 Coastal Management	1,968	572	1,226	1,287	1,377	1,439
4.5 Air Quality and Waste Management	156	89	856	899	962	1,000
4.6 Compliance and Enforcement		406	1,200	1,500	1,605	1,677
4.7 Eastern Cape Parks Board		65,000	79,700	99,407	101,216	106,185
4.8 Eastern Cape Tourism Board			21,000			
5 : STRATEGIC MANAGEMENT	7,918	15,004	17,313	20,109	20,678	21,800
5.1 Information Management	7,918	15,004	16,851	17,812	18,278	19,100
5.2 Strategic Management			462	2,297	2,400	2,700
6 : TOURISM DEVELOPMENT				25,589	27,240	28,790
6.1 Tourism Management				3,589	3,700	4,200
6.2 ECTB [Transfers]				22,000	23,540	24,590
GRAND TOTAL	762,272	619,239	519,091	616,973	722,502	758,505

13. Co-ordination, co-operation and outsourcing plans

13.1 Interdepartmental linkages

The Department maintains close working relationships with key provincial government departments that are involved in infrastructure and economic development programmes. These relationships are co-ordinated through the Economic Growth and Infrastructure Cluster and the Economic Growth and Infrastructure Cabinet Committee.

Participation in the activities of the EG&I Cluster and Cabinet Committee involves the Department in direct and indirect commitments to a number of PGDP programmes, particularly through the ECDC and the ECTB, and these involvements serve to further strengthen inter-departmental linkages and co-operation.

13.2 PGDP alignment and participation

The PGDP is a comprehensive framework for guiding the socio-economic development of the Province over a ten-year period from 2004 to 2014 and is based on the *Strategy Framework for Growth and Development 2004-2014*, adopted by the Provincial Executive Council in June 2003. The PGDP outlines objectives and key outcomes that require to be achieved over the ten-year period in six strategic focus areas: poverty eradication, agrarian transformation, diversification of manufacturing and tourism, infrastructure, human resource development and public sector transformation. The Department participates in the longer-term design of programmes that contain clear and sequenced targets and indicators, time-frames and budgets, and institutional mechanisms and linkages for delivery, co-ordination, monitoring and evaluation that represent the essence of the PGDP. This process forms the basis for re-orientating and aligning the Department's plans and budgets with the strategic intent of the PGDP, including alignment and integration with Municipal IDPs.

The Summary of PGDP Programmes for MTREF 2004 to 2007 indicates the Programmes in which the Department is involved, in some instances as the Lead Department. The Department's 2004/05 budget began to reflect the extent to which provision is made for PGDP priority programmes. This matter will receive on-going attention as the PGDP implementation process unfolds, particularly in terms of institutional arrangements.

The PGDP Programmes in which the Department is directly involved are indicated below:

PGDP Programmes [R'000 where relevant]	Transition Year	First Five-Year Strategic and Performance Plan Cycle				
	2004/05	MTREF Period				
		2005/06	2006/07	2007/08	2008/09	2009/10
MEGA INFRASTRUCTURE DEVELOPMENT						
1. Strategic Rail Infrastructure		Lead Department/Agency: DoT/ECDC				
1.1 Kei Rail [East London-Umtata Development Corridor]	Comprehensive socio-economic and spatial planning programme linked to IDPs and the Kei Rail Corridor.					
1.2 Kei Rail Corridor Extension to Nelson Mandela Metro	DoT, ECDC and IDZs planning and implementation programmes.	DoT Strategic Plan supported by the Economic Growth and Infrastructure Cluster Departments.				
1.3 Kei Rail Corridor Extension to KZN						
1.4 Coega-Sishen Rail Upgrade						
1.5 East London-Gauteng Rail Upgrade						
2. Strategic Road Infrastructure		Lead Department/Agency: DRPW/DoT				
DRPW Roads Programme: Ugie-Langeni Road N2 Toll Road	DoT Strategic Plan supported by the Economic Growth and Infrastructure Cluster Departments.					
3. Spatial Development Initiatives		Lead Department/Agency: DEAET/CDC/ELIDZ/ECDC				
3.1 Coega Industrial Development Zone	359 431 -122 000 237 431 -100 000 137 431	0	0	0	0	0
3.2 East London Industrial Development Zone	120 022	105 000	107 000	113 000	120 000	0
4. Umzimvubu Hydro-Electric Power Project		Lead Department/Agency: DEAET/ECDC				
Integrated energy and irrigation systems	Plan for feasibility studies.	Medium-term planning programme.	0	0	0	0
5. !Gariep Dam Development Programme		Lead Department/Agency: DEAET/ECDC				
Integrated tourism and bulk water distribution systems	2 232	Initial developments with Ukahlamba DM.	0	0	0	0

PGDP Programmes [R'000 where relevant]	Transition Year	First Five-Year Strategic and Performance Plan Cycle				
	2004/05	MTREF Period				
		2005/06	2006/07	2007/08	2008/09	2009/10
MANUFACTURING DIVERSIFICATION AND TOURISM						
1. Automotive Industry Development Programme (AIDC)		Lead Department/Agency: DEAET/ECDC				
Auto and components industry support services	12 200	0	0	0	0	0
1.1 Nelson Mandela Logistics Park		Lead Department/Agency: DEAET/ECDC				
Auto industry logistics systems	5 100	0	0	0	0	0
2. Industrial Support Programme		Lead Department/Agency: DEAET/ECDC				
<i>2.1 Manufacturing Census</i>	Assess existing data-bases. Consult with StatsSA.	Industrial Planning Unit in ECDC.	Methodology and budget with StatsSA.	First Census completed.	Establish procedures for on-going data collection.	Commence planning for next Census in 2011/12.
<i>2.2 Industrial Strategy</i>	Preliminary planning and methodology. Extend to District and Metro IDP LED components.	Confirm scope and structure.	Draft Industrial Strategy completed.	Final Industrial Strategy incorporated into PGDP and IDPs.	Implementation.	Implementation.
<i>2.3 Cluster Formation and Support</i>	Key Sectors and sub-Sectors identified.	Assess AIDC model for adapting.	Promote and facilitate Industrial Clusters.	Establish on-going Cluster-related programmes.	Facilitate implementation conditions.	Review outcomes and re-design Cluster approach.
3. Enterprise Development Finance Programme		Lead Department/Agency: Treasury/ECDC				
<i>3.1 PGDP Venture Capital Fund</i>	Secure additional budget sources (50 000) Re-prioritise ECDC budget envelope.					
<i>3.2 Local Competitiveness Fund</i>	EU process.	EU PGDP/LED Programme methodology and resources.				
<i>3.3 Financial Innovation Fund</i>	EU process.	EU PGDP/LED Programme methodology and resources.				
<i>3.4 Local Government Support Fund</i>	EU process.	EU PGDP/LED Programme methodology and resources.				
4. Agro-Processing Support Programme		Lead Department/Agency: DoA/DEAET/ECDC				
<i>4.1 Existing Commercial Crops</i>	Comprehensive and integrated					
<i>4.2 Expanded Green-house Crops</i>						

PGDP Programmes [R'000 where relevant]	Transition Year	First Five-Year Strategic and Performance Plan Cycle				
	2004/05	MTREF Period				
		2005/06	2006/07	2007/08	2008/09	2009/10
4.3 New (Industrial) Crops	plan developed with DoA. Including pilot projects.	Systematic implementation programme based on IDPs.				
4.4 Animal Products						
4.5 Crafts						
5. Tourism Programme [based on 2004 ECTB Strategic Plan]		Lead Department/Agency: DEAET/ECTB				
5.1 Linked to ECTB Programme and budget	20 645	20 532	21 000	22 000	23 540	**
5.2 Linked to ECPB Programme and budget	**	**	**	**	**	**
6. Timber Industries Development Programme		Lead Department/Agency: DEAET/ECDC				
Forestry, Timber and Wood Products programme	5 000					
7. Cultural Industries Programme		Lead Department/Agency: DSARC				
Arts and culture development	Department of Sport, Arts, Recreation and Culture. Linked to ECTB, where appropriate.					
8. ICT Development Programme		Lead Department/Agency: OTP				
DRISA component of OTP Integrated ICT connectivity programme	6 800	OTP and PGITO on-going.				

The key challenge for the Department in its engagement with PGDP programmes lies in managing resources and (re-)prioritising activities within the available budget parameters in an overall Provincial context of unanticipated resource re-allocations.

The overall scope of the PGDP extends over six Programme Areas and 27 component programmes. While the Department's primary involvements are indicated above, the extent to which the PGDP represents an integrated development planning approach means that the Department also has secondary and ancillary supportive responsibilities, though not necessarily budget commitments, associated with the broad spectrum of PGDP Programmes that are indicated in the Five-Year Strategic Plan. The Department's secondary involvements arise predominantly through the

deliberations of the Economic Growth and Infrastructure Cluster and Cabinet Committee.

The Department participates in the comprehensive monitoring and evaluation procedures that have been established for PGDP Programme implementation. These procedures are linked to the Department's quarterly and annual reporting responsibilities in order to measure progress and to provide for adjustments when required.

13.3 Local government linkages

The Local Economic Development (LED) and economic infrastructure development components of District and Metro Municipality IDPs form the basis for co-operation between the Department and its Public Entities and the local government sphere. This includes ensuring that the Department's strategic plan and MTREF budgets are aligned with District and Metro Municipality IDPs in order to promote the effective co-ordination of economic growth and investment. In 2005/06, the local government sphere in the Province consisted of the following institutions:

- One Category A Metro Municipality (Nelson Mandela).
- Six Category C District Municipalities (Alfred Nzo, Amatole, Cacadu, Chris Hani, O R Tambo and Ukhahlamba).
- 38 Category B Local Municipalities.

The Department is directly involved with local government institutions at the Metro and District municipality levels and relationships with Local Municipalities are managed through and with District Municipalities.

It is anticipated that the Buffalo City Local Municipality, which forms part of the Amatole District Municipality, will be accorded Metro Municipality status during 2005/06. This means that Buffalo City will be excised from the Amatole DM for administrative purposes, but will remain an integral part of the DM's functional economic base. This will have significant financial implications for the Amatole DM since it will transfer the bulk of the DM's revenue base to the new Buffalo City Metro Municipality. Such changes and shifts serve to emphasise the dynamic nature of development planning in the Province and the importance of ensuring that the inter-linked system of IDPs is designed to respond to, and to accommodate, changing social and economic circumstances.

13.4 District and Metro Municipality IDPs

Municipal IDPs are the most important development implementation instruments in the Province and are closely linked to the overall planning framework provided by the PGDP. It is imperative that the Department's strategic and operational relationships with the local government sphere

are progressively strengthened through active participation in formulating and implementing the IDPs of the following Municipalities:

Metro Municipalities	<ul style="list-style-type: none"> ▪ Nelson Mandela ▪ Buffalo City (from 2005/06)
District Municipalities	<ul style="list-style-type: none"> ▪ Alfred Nzo ▪ Amatole ▪ Cacadu ▪ Chris Hani ▪ O R Tambo ▪ Ukhahlamba

13.5 Public entities

The Department has established five Public Entities to perform various economic development functions and to deliver regulatory and advisory services.

Coega Development Corporation (CDC) and East London Industrial Development Zone (ELIDZ) are considered with effect from 2005/6 financial year, subsidiaries of the ECDC.

Operating relationships with Public Entities are conducted on the basis of Service Level Agreements (SLAs) that are monitored by the Chief Financial Officer. Such agreements require due performance to be reported prior to the transfer of funds from the Department, as required by the PFMA.

The Department will undertake a strategic perspective regarding the possible rationalisation of Public Entities, in line with National Government initiatives. Any such developments will be reported in subsequent year adjustments.

The nature and intent of the Public Entities that report to the Department are indicated below:

Table 13.1: Details of public entities

Name of public entity	Main purpose of public entity	Transfers from the departmental budget (R'000)		
		2006/07	2007/08	2008/09
Eastern Cape Development Corporation (ECDC)	To facilitate economic development in the Province by promoting investment, small business development and innovative development financing.	108,000	140,910	218,888
Eastern Cape Tourism Board (ECTB)	To facilitate tourism and tourism development in the Province			

Name of public entity	Main purpose of public entity	Transfers from the departmental budget (R'000)		
		2006/07	2007/08	2008/09
	through innovative product development, marketing and investment promotion.	21,000	22,000	23,540
Eastern Cape Gambling and Betting Board (ECGBB)	To regulate and manage the gambling and betting industry in the Province.	16,746	20,233	20,690
Eastern Cape Liquor Board (ECLB)	To regulate and manage the retail liquor industry in the Province.	14,391	22,305	19,137
Eastern Cape Parks Board (ECPB)	To establish efficient and effective environmental management systems in Protected Areas and to promote private sector investment opportunities in Protected Areas.	79,700	99,407	101,216
Coega Development Corporation (CDC)	To develop the Coega IDZ by investing in world-class infrastructure and to attract sustainable manufacturing investment.	0	0	0
East London Industrial Development Zone (ELIDZ).	To develop the East London IDZ by investing in world-class infrastructure and to attract sustainable manufacturing investment.	107,000	113,000	120,000

14. Public-private partnerships and outsourcing

The Department has not entered into any specific public-private partnership arrangements, but will consider the potential benefits of the model under circumstances that require additional resources from external sources.

Preliminary arrangements for outsourcing defined hospitality functions associated with tourism facilities in nature and game reserves are under consideration by the Eastern Cape Parks Board.

15. Financial Management

The Internal control Unit is fully functional in the department from 2005/06 to assist the head office and regional offices to achieve their objectives, proper management, improved service delivery and abiding to the departments strategic plan and PFMA 1999. The risk management which falls within Internal Control Unit will be functional as from 2006/07 financial year onwards.

Strategies to address audit queries

Financial Audit

Together with officials from the internal audit section of the Office of the Premier, the Department has established an internal Audit Steering Committee. The main objective of this committee is to reduce the incidence of audit queries by addressing issues when they arise and to ensure that internal processes are complied with.

Comparative figures

Until Government moves completely from cash accounting to the accrual basis of accounting, in which case the question of prior- and post-balance year adjustments can be addressed, Departments are not in a position to make corrections affecting such observations.

Suspense Accounts

BAS suspense accounts are cleared on a monthly basis. Telephone and transport expenditure, which previously formed the major part of the suspense accounts, are paid monthly through an invoicing system. The current suspense accounts on BAS are mainly PERSAL-related.

Transfer payments

Service Level Agreements are signed between the Department and Public Entities and are monitored by the appointed Programme Managers. Transfers to all Public Entities will be made on a monthly basis.

Revenue

Revenue previously generated from Provincial nature reserves no longer accrues to the Department. This is as a result of the establishment of the Eastern Cape Parks Board (ECPB), which will retain all revenue generated for its own account.

15.2 Implementation of PFMA

An evaluation on implementation of the PFMA is done monthly on targets achieved and this is reported to the Provincial Treasury.

NOTE:

THE ANNUAL PERFORMANCE PLAN IS A DYNAMIC DOCUMENT AND WILL BE AMENDED AND UPDATED ON A REGULAR BASIS IN CONSULTATION WITH THE EXECUTING AUTHORITY, THE HEAD OF DEPARTMENT AND SENIOR MANAGEMENT IN THE DEPARTMENT AND ITS PUBLIC ENTITIES.