



Province of the  
**EASTERN CAPE**

ECONOMIC DEVELOPMENT,  
ENVIRONMENTAL AFFAIRS & TOURISM

# **ANNUAL PERFORMANCE PLAN 2025/26**





NONKQUBELA NTOMBOXOLO PIETERS  
MEC

## Executive Authority Statement

As the Executive Authority for the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), I am pleased to present our Annual Performance Plan for 2025/26. This plan articulates our vision and strategic priorities for the next three years as we work to transform the Eastern Cape's economy while protecting our environmental heritage.

Our department has identified key outcomes that will guide our work through the seventh term of government, to include:

1. Increased contribution of key sectors to provincial GDP and job creation.
2. Enhanced competitiveness and global participation of Eastern Cape businesses, with a focus on exports and investment attraction.
3. Increased share of sustainable energy in the provincial energy mix and growth in the green economy.
4. Transformed and inclusive economic participation, with a focus on historically disadvantaged individuals, youth, and Micro, Small and Medium Enterprises (MSMEs).
5. Improved ease of doing business through streamlined processes, regulations and support mechanisms.
6. Developed and well-managed tourism sector leveraging on the province's natural, cultural, and heritage assets.
7. Improved skills and innovation capacity aligned with industry needs.

To achieve these outcomes, we have prioritized several key initiatives for implementation over the medium term:

**Sustainable Energy and Green Hydrogen Development** - The Eastern Cape is positioning itself as a leader in sustainable energy. With 293 Megawatts of new electricity generation projects currently under development (R6.1 billion investment) and an additional 547 Megawatts that was planned for 2024/25 (R13.7 billion investment), we are making significant strides in energy security and green industrialization. The finalization and implementation of a Provincial Green Hydrogen Strategy will be crucial in establishing the province as a key player in the emerging green hydrogen economy.

**Industrial Development and Manufacturing** - We are revitalizing our industrial parks and strengthening our manufacturing base, with particular focus on the automotive sector. The Wild Coast Industrial Park is projected to create 804 operational jobs from the current investment pipeline and serve as a catalyst for regional development. Support for the automotive sector's transition to electric vehicles (EV) remains a priority, including the development of an EV Ecosystem and Incubator in East London.

**MSME Development and Economic Inclusion** - Our focus on economic inclusion will see increased support to black-owned, women-owned, and youth-owned businesses through various initiatives including the Local and Regional Economic Development (LRED) Fund. We aim to strengthen township and rural economies through targeted enterprise support programmes and improved access to markets.

**Tourism and Creative Industries** - The tourism sector shows promising growth potential, with the Eastern Cape currently ranked third among provinces receiving 6.8 million visitors annually. We will implement the Tourism Master Plan 2022-2032, focusing on infrastructure development, destination marketing, and sector transformation. The creative industries, particularly the film sector, will receive support through the Film Investment Fund, which aims to support 15 productions annually.

**Environmental Protection and Climate Change Response** - Environmental sustainability remains central to our work. We will implement climate change adaptation programmes, strengthen biodiversity protection, and enhance environmental compliance monitoring. The successful implementation of waste management and recycling initiatives will contribute to both environmental protection and job creation through the green economy.

**Skills Development and Innovation** - To support these initiatives, we are strengthening our focus on skills development and innovation. Through partnerships with educational institutions and industry, we will implement targeted training programmes in critical and emerging sectors, particularly in sustainable energy, automotive manufacturing, and digital technologies.

These priorities are supported by a budget of R1.8 billion annually and will be implemented through our network of public entities and in partnership with stakeholders across government, business, and civil society. We have set clear targets and performance indicators to measure our progress and ensure accountability.

I am confident that through focused implementation of these priorities, we will continue to make significant progress toward our vision of a transformed and globally competitive Eastern Cape with a diversified, sustainable, growing and inclusive economy that significantly improves quality of life for all residents while maintaining resilient environmental systems.



**THE HON. NONKQUBELA NTOMBOXOLO PIETERS (MPL)**

*MEC for Economic Development, Environmental Affairs & Tourism*



**MICKEY MAMA**  
**ACCOUNTING OFFICER**

## **Accounting Officer Statement**

I am pleased to present the Department of Economic Development, Environmental Affairs and Tourism's Annual Performance Plan for 2025/26, which outlines our key outputs aligned to the department's strategic priorities and outcomes.

In fulfilling our mandate, DEDEAT continues to play a pivotal role in driving inclusive economic development, environmental protection, and tourism growth in the Eastern Cape. Our plan is firmly aligned with national and provincial priorities while responding to the unique challenges and opportunities in our province.

The department has maintained a stable organizational structure across our programmes, with an eleven percent (11%) vacancy rate that we are addressing through our annual recruitment plan. We have strengthened our governance structures and maintained sound financial management practices, as evidenced by our track record of clean audit opinions. Our aim is to maintain that standard going forward.

In the year ahead, we will build on our institutional strengths and lessons learnt, with a focus on the following areas:

### **Economic Development and Investment**

- Implementation of sector-specific interventions in agro-processing, manufacturing and automotive sectors.
- Facilitation of investment promotion initiatives.
- Support for MSMEs through various funding instruments including the LRED Fund.
- Implementation of the Provincial Economic Development Strategy (PEDS) focusing on eight (8) priority sectors.

### **Environmental Management**

- Strengthening environmental compliance monitoring and enforcement.
- Implementation of climate change response interventions.
- Enhancement of biodiversity management and protection.
- Creation of 500 work opportunities through environmental sector public employment programmes.
- Conducting 24 environmental awareness activities and 24 capacity building initiatives annually.

### **Tourism Development**

- Implementation of the Tourism Master Plan 2022-2032.
- Development of tourism infrastructure projects.
- Support for the film industry through the Film Investment Fund.
- Promotion of cultural and heritage tourism assets.



### Institutional Strengthening

- Digitization of key departmental services and processes.
- Enhancement of public entity oversight and accountability.
- Improvement of supplier payment systems to maintain 100% payment within 30 days.
- Implementation of workplace skills development programmes.

Our total equitable share budget for the department and its public entities is R1.8 billion. These funds will be strategically deployed across our programmes to achieve maximum impact. We have strengthened our financial management systems and controls to ensure efficient utilization of resources and compliance with all relevant legislation.

We have developed comprehensive performance indicators and targets across all programmes up to operational level. A significant number of our programmes have standard operating procedures, and these continue to be developed. Regular monitoring and evaluation will be conducted to track progress and make necessary adjustments to ensure the achievement of our objectives. A long-term evaluation plan is being developed, which will enable the department to evaluate the impact of our key programmes and projects.

Success in implementing this plan requires strong partnerships. We will continue working closely with our public entities namely Eastern Cape Development Corporation (ECDC), East London Industrial Development Zone (ELIDZ), Coega Development Corporation (CDC), Eastern Cape Parks and Tourism Agency (ECPTA), Eastern Cape Gambling Board (ECGB), and Eastern Cape Liquor Board (ECLB), other government departments, and private sector partners to leverage resources and maximize impact.

We have identified key risks and developed appropriate mitigation strategies to ensure successful implementation of our plans. These include measures to address infrastructure challenges, skills gaps, and operational constraints.

I am confident that with the dedication of our staff and the support of our stakeholders, we will make significant progress in achieving our goals. Our focus remains on delivering measurable impacts that contribute to the socio-economic development of the Eastern Cape while ensuring environmental sustainability.

I thank our Executive Authority for her leadership and guidance, our staff for their commitment, and our stakeholders for their continued support and collaboration.



**MS M. MAMA**

*Accounting Officer of Department of Economic Development,  
Environmental Affairs & Tourism*

## OFFICIAL SIGN-OFF


It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Economic Development, Environmental Affairs & Tourism under the guidance of Hon. N.N. Pieters.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Economic Development, Environmental Affairs & Tourism is responsible.
- Accurately reflects Outcomes and Outputs which the Department of Economic Development, Environmental Affairs & Tourism will endeavor to achieve over the period 2025/26.



**MR T BOUCHER,**

*Chief Director: Corporate Management*



**MS N. BOOI,**

*Chief Director: Economic Development & Tourism*



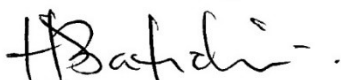
**MS. C. NONG,**

*Chief Director: Environmental Affairs*



**MS S. JONGILE,**

*Chief Financial Officer*



**MR H. BATIDZIRAI,**

*Director: Strategic Management*



**MS M. MAMA,**

*Accounting Officer*

Approved by:



**MS N.N. PIETERS,**

*Executive Authority*

## TABLE OF CONTENT

<b>PART A: OUR MANDATE.....</b>	<b>10</b>
1 RELEVANT LEGISLATIVE AND POLICY MANDATES.....	11
2 INSTITUTIONAL POLICIES AND STRATEGIES.....	17
<b>PART B: OUR STRATEGIC FOCUS .....</b>	<b>25</b>
3 UPDATED SITUATION ANALYSIS .....	25
3.1 EXTERNAL ENVIRONMENT ANALYSIS.....	25
3.2 INTERNAL ENVIRONMENT ANALYSIS .....	46
<b>PART C: MEASURING OUR PERFORMANCE.....</b>	<b>52</b>
4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION .....	56
<b>PROGRAMME 1: ADMINISTRATION .....</b>	<b>59</b>
4.1 Outcomes, Outputs, Performance Indicators and Targets .....	60
4.2. Output Indicators: Annual and Quarterly Targets .....	61
4.3. Explanation of planned performance over the medium-term period .....	61
<b>PROGRAMME 2: ECONOMIC DEVELOPMENT &amp; TOURISM .....</b>	<b>65</b>
5.1 Outcomes, Outputs, Performance Indicators and Targets.....	66
5.2. Output Indicators: Annual and Quarterly Targets .....	68
5.3. Explanation of planned performance over the medium-term period .....	69
<b>PROGRAMME 3: ENVIRONMENTAL MANAGEMENT .....</b>	<b>74</b>
6.1. Outcomes, Outputs, Performance Indicators and Targets.....	75
6.2. Output Indicators: Annual and Quarterly Targets .....	78
6.3. Explanation of planned performance over the medium-term period .....	79
7 PUBLIC ENTITIES .....	82
8 INFRASTRUCTURE PROJECTS .....	83
9 PUBLIC PRIVATE PARTNERSHIPS .....	83
<b>PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS).....</b>	<b>85</b>
<b>ANNEXURES TO THE ANNUAL PERFORMANCE PLAN.....</b>	<b>105</b>
ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN.....	105
ANNEXURE B: CONDITIONAL GRANTS.....	105
ANNEXURE C: CONSOLIDATED INDICATORS .....	106
ANNEXURE D: DISTRICT DEVELOPMENT MODEL PROJECTS .....	108

**LIST OF TABLES**

Table1: Mandate vs Department Responsibilities .....	12
Table 2: Opportunities and Threats .....	26
Table 3: Strength and Weaknesses .....	47
Table 4: Cross-Impact Analysis of Strength and Weaknesses .....	50
Table 5: Posts filled vs vacant posts .....	59
Table 6: MTEF targets for Programme 1, Administration .....	60
Table 7: Quarterly & annual targets for Programme 1, Administration .....	61
Table 8: Summary of payments and estimates: Programme 1- Administration .....	63
Table 9: Key Risks and Mitigations from the Strategic Plan .....	63
Table 10: Posts filled vs vacant posts .....	66
Table 11: MTEF targets for Programme 2, Economic Development and Tourism .....	67
Table 12: Quarterly and annual targets for Programme 2, Economic Development & Tourism .....	68
Table 13: Summary of payments and estimates: Programme 2- Economic Development & Tourism .....	70
Table 14: Key Risks and Mitigations from the Strategic Plan .....	71
Table 15: Posts filled vs vacant posts. ....	75
Table 16: MTEF targets for Programme 3, Environmental Affairs .....	76
Table 17: Quarterly and annual targets for Programme 3, Environmental Affairs .....	78
Table 18: Summary of payments and estimates: Programme 3- Environmental Management .....	80
Table 19: Key Risks and Mitigations from the Strategic Plan .....	81

**LIST OF FIGURES**

Figure 1: Revised Provincial Economic Development Strategy .....	20
Figure 2: DEDEAT theory of change .....	52
Figure 3: Administration Organizational Structure .....	57
Figure 4: Economic Development & Tourism Organizational Structure .....	66
Figure 5: Environmental Affairs Organizational Structure .....	74

## LIST OF ABBREVIATIONS

4IR	4th industrial revolution
AAMP	Agriculture & Agro-processing Master Plan
AI	Artificial Intelligence
AIDC	Automotive Industry Development Centre
AEL	Atmospheric emission licences
AGOA	African Growth and Opportunity Act
ALRRD	Agriculture, Land Reform and Rural Development
APDP	Automotive Production Development programme
APP	Annual Performance Plan
BEE	Black Economic Empowerment
BBBEE	Broad Based Black Economic Empowerment
BCMM	Buffalo City Metropolitan Municipality
CDC	Community Development Corporation
CEO	Chief Executive Officer
CDT	Communications and Digital Technologies
CIPC	Companies Intellectual Property Commission
COEGA	Coega Development Corporation
COGTA	Cooperative Governance and Traditional Affairs
CSIR	Council for Scientific and Industrial Research
DOA	Department of Agriculture
DBSA	Development bank of South Africa
DFFE	Department of Forestry, Fisheries and the Environment
DEDEAT	Department of Economic Development, Environmental Affairs and Tourism
DM	District Municipalities
DoMRE	Department of Mineral Resources and Energy
DMRE	Department of Mineral Resources and Energy
DORA	Digital Operational Resilience Act
DPE	Department of Public Enterprises
DPME	Department of Planning, Monitoring and Evaluation
DSDM	District Service Delivery Model
DTI	Department of Trade and Industry
EC	Eastern Cape
ECAIF	Eastern Cape Automotive Industry Forum
ECBSAP	Eastern Cape Biodiversity Strategy and Action Plan
ECBCSAP	Eastern cape Biodiversity Conservation Strategy and Action Plan
ECDC	Eastern Cape Development Corporation
ECDCS	Eastern Cape Department of Community Safety

ECDOE	Eastern Cape Department of Education
ECGB	Eastern Cape Gambling Board
ECLB	Eastern Cape Liquor Board
ECPTA	Eastern Cape Parks and Tourism Agency
ECSECC	Eastern Cape Socio Economic Consultative Council
ESEID	Economic Sectors Employment and Infrastructure Development
EDTI	Economic Development, Trade and Industry
EFF	Environment, Forestry and Fisheries
EIA	Environmental Impact Assessment
ELIDZ	East London Industrial Development Zone
EPWP	Expanded Public Works Programme
EU	Europe Union
EV	Electric Vehicle
FCM	Federation of Canadian Municipalities
FCS	Fixed Capital Stock
FDI	Foreign direct investment
FSAPP	Framework for Strategic and Annual Performance Plans
GDP	Gross Domestic Product
GDPR	Gross Domestic Product Regional
GEF	Global Environmental Facility
GMC	Greenest Municipality Competition
GP	Gauteng province
GPAP	Government Procurement of Agricultural Products programme
HOD	Head of Department
HACCP	Hazard Analysis Critical Control Point
ICASA	Independent Communications Authority of South Africa
ICT	Information and Communication Technology
IDP's	Integrated Development Plans
IDZ	Industrial Development Zone
IPAs	Investment Promotion Agencies
IT	Information Technology
ITO's	Informal Trader Organizations
IRP	Integrated Resource Plan
IWMP	Integrated Waste Management Plan
JSC	Joint Steering Committee
KZN	Kwa Zulu Natal
LEDPF	Local Economic Development Policy Framework
LM	Local Municipality
LNG	Liquefied natural gas
LPMs	Limited pay-out machines
LRED	Local and Regional Economic Development
LTOs	Local tourism organisations
M&E	Monitoring and Evaluation
MBSA	Mercedes-Benz South Africa

MDA	Manufacturing Development Act
MSMEs	Micro, Small, and Medium Enterprises.
MEC	Member of Executive Council
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
NAAMSA	National Association of Automobile Manufacturers of South
NAM	Non-Automotive Manufacturing
NAMC	National Agricultural Marketing Council
NAQ	Nuclear Quality Assurance
NDP	National Development Plan
NEF	National Empowerment Fund
NGO	Non-Governmental Organization
NEMA	National Environmental Management Act
NERSA	National Energy Regulator of South Africa
NMBMC	Nelson Mandela Bay Maritime Cluster
NMU	Nelson Mandela University
NRCS	National Regulator for Compulsory Specifications
NPA	National Prosecuting Authority
NYDA	National Youth Development Agency
OEMs	Original Equipment Manufacturers
OTP	Office of the Premier
OCP	Office of the Consumer Protector
PEDS	Provincial Economic Development Strategy
PESF	Provincial Economic Stimulus Fund
PDP	Provincial Development Plan
PIDS	Provincial Industrial Development Strategy
PMDS	Performance Management and Development System
P-MTDP	Provincial Medium Term Development Plan
PPPFA	Preferential Public Procurement Framework Act
QERO	Quarterly - Economic Review and Outlook
R&D	Research and development
REIPPP	
RODs	Record of decisions
S&T	Science and Technology
SAAM	South Africa Autosmotive Master
SAAQIS	South African Air Quality Information System
SADC	Southern African Development Community
SAFCOL	South African Forestry Company SOC Limited
SAIFI	System Average Interruption Frequency Index
SALED	SA Low Emission Development
SAIDI	System average interruption duration index
SAIMI	South African International Maritime Institute

SALGA	South African Local Government Association
SAMSA	South African Maritime Safety Authority
SANBI	South African National Biodiversity Institute
SANRAL	South African National Roads Agency
SAWIS	The South African Waste Information System
SAPS	South African Police Service
SARS	South African revenue service
SBD	Small Business Development
SDG	Sustainable Development Goals
SEA	strategic environmental assessments
SEDA	Small Enterprise Development Agency
SERO	Socio-Economic Review and Outlook
SEZ	Special Economic Zone
SITA	State Information Technology Agency
SLA	Service-Level Agreement
SME	Small and Medium Enterprises
MSME	Small Medium Micro Enterprises
SMS	Senior Management Services
STATSSA	Statistics South Africa
STREP	Small Town, Township and Rural Entrepreneurship Support Programme
TOPS	Threatened or Protected Species
USA	United States of America
USAID	United States Agency for International Development
WC	Western Cape
WESSA	Wildlife and Environment Society of South Africa



# PART A

OUR MANDATE

## PART A: OUR MANDATE

### 1. RELEVANT LEGISLATIVE AND POLICY MANDATES

DEDEAT derives its constitutional mandate from Schedules 4 and 5 of the Constitution of the Republic of South Africa, 1996. Key functional areas include:

- Administration of casinos, racing, gambling and wagering.
- Consumer protection.
- Environment and nature conservation.
- Industrial promotion.
- Pollution control.
- Provincial public enterprises.
- Regional planning and development.
- Tourism.
- Trade.
- Urban and rural development.
- Liquor licensing.
- Provincial planning.
- Local Economic Development.

DEDEAT derives its legislative mandates from a raft of national and provincial legislations, as well as policy specifications of nine national Departments, viz, Trade, Industry and Competition (dtic), Fisheries, Forestry and the Environment (DFFE), Tourism (NDT), Mineral Resources, Energy and Electricity (DoEE), Small Business Development (SBD), Science and Technology (S&T), Agriculture, Land Reform and Rural Development (ALRRD) and to some extent Communications and Digital Technologies (CDT).

The applicable Acts and corresponding responsibilities placed on the Department's functional areas are listed as follows

Table1: Mandate vs Department Responsibilities

Programme	Sub-Programme	Applicable Legislation/Policies	Responsibilities
PROGRAMME ADMINISTRATION	1: Office of the HOD	<ul style="list-style-type: none"> <li>National Gender Policy</li> <li>National Youth Development strategy</li> <li>National Disability strategy</li> <li>Employment Equity Act</li> <li>Public Service Act</li> <li>Public Finance Management Act</li> <li>Public Service regulations</li> <li>Labour Relations Act</li> <li>Audit Act</li> <li>Promotion of Access to Information Act</li> <li>Promotion of Administrative Justice Act</li> <li>Public Administration Management Act</li> <li>Protection of Personal Information Act</li> <li>Public Sector Risk Management Framework</li> <li>National Development Plan</li> <li>Provincial Development Plan</li> <li>Various White Papers and national strategies</li> </ul>	<ul style="list-style-type: none"> <li>Promote women, youth and people with disabilities</li> <li>Promote equity and diversity</li> <li>Oversee economic and tourism development as well as environmental management</li> <li>Provide sound working environment</li> <li>Manage risk and protect the Department and its employees</li> <li>Implement and enforce legislation and regulations</li> </ul>
		<ul style="list-style-type: none"> <li>Public Service Act and Regulations</li> <li>Employment Equity Act</li> <li>Skills Development Act</li> <li>Basic Conditions of Employment Act</li> <li>Labour Relations Act</li> <li>Occupational Health and Safety</li> <li>Compensation for Occupational Injuries and Diseases Act-Skills Levies Act</li> <li>Promotion of Equality and Prevention of Unfair Discrimination Act</li> </ul>	<ul style="list-style-type: none"> <li>Promote participatory, consultative and efficient administration</li> <li>Promote equity</li> <li>Improve competency and skills of workforce for efficiency and effectiveness</li> <li>Promote sound, fair, healthy and productive working environment</li> </ul>
		<ul style="list-style-type: none"> <li>Public Service Act</li> <li>Electronic Communications Amendment Act</li> <li>Protection of Personnel Information Act</li> </ul>	<ul style="list-style-type: none"> <li>Promote efficient, effective and secure communication</li> </ul>
		<ul style="list-style-type: none"> <li>Public Service Act</li> <li>Public Finance Management Act</li> <li>Public Service Regulations</li> <li>Provincial Spatial Development Framework</li> </ul>	<ul style="list-style-type: none"> <li>Plan, monitor, report in a transparent manner</li> <li>Implement inclusive and participatory planning processes within the applicable legal and regulatory framework</li> </ul>

Programme	Sub-Programme	Applicable Legislation/Policies	Responsibilities
PROGRAMME 2: ECONOMIC DEVELOPMENT		<ul style="list-style-type: none"> <li>Promotion of Access to Information Act</li> <li>National Development Plan</li> <li>New Growth Path</li> <li>Vision 2030</li> <li>DPME Planning Framework</li> <li>Medium Term Strategic Framework</li> <li>National Evaluation Policy Framework</li> </ul>	<ul style="list-style-type: none"> <li>Plan with relevant data and information that can be applied practically within the province.</li> </ul>
	Financial Management	<ul style="list-style-type: none"> <li>Public Service Act</li> <li>Public Finance Management Act</li> <li>Treasury Regulations</li> <li>DORA</li> <li>GRAAP</li> </ul>	<ul style="list-style-type: none"> <li>Adhere to sound and verifiable financial management systems and protocols</li> <li>Provide financial management integrity throughout the finance value chain</li> </ul>
	Integrated Economic Development	<ul style="list-style-type: none"> <li>White paper on MSME promotion</li> <li>National Small Business Act</li> <li>Eastern Cape Development Corporation Act</li> <li>Co-operatives Act and Co-operatives Bank Act</li> <li>Preferential Public Procurement Framework Act (PPPFA)</li> <li>Provincial Local Economic Development Framework</li> <li>Provincial MSME Strategy 2020 – 2025</li> <li>Broad Based Black Economic Empowerment Act</li> <li>Companies Act</li> <li>National Integrated Small Enterprise Development Plan</li> </ul>	<ul style="list-style-type: none"> <li>Provide a platform for standardized business development and support</li> <li>Promote MSME and cooperative development</li> <li>Promote equity in the economy</li> <li>Empower citizens and previously disadvantaged</li> <li>Transformation of the business space</li> <li>Entrepreneurship development</li> <li>Poverty elimination</li> <li>Job creation</li> <li>Broaden participation of MSME's in the broader market economy</li> </ul>
	Trade and Industry Development	<ul style="list-style-type: none"> <li>Eastern Cape Development Corporation Act</li> <li>National Small Business Act</li> <li>Provincial Economic Development Strategy (PEDS)</li> <li>Special Economic Zones Act (SEZ)</li> <li>Petroleum Products Act</li> <li>Industrial Policy Action Plan IPAP 2018/19-2020/21</li> <li>Various Master Plans (Forestry, Poultry, R-CTFL, Automotive, Sugar, Steel and Metal)</li> <li>Local Economic Development Policy Framework (LEDPF)</li> <li>Maritime Localization Support Programme</li> <li>Infrastructure Development Act (2014)</li> <li>Hydrogen Society Roadmap (2021)</li> </ul>	<ul style="list-style-type: none"> <li>Promote industry and sector development</li> <li>Promote business development and growth including export of products</li> <li>Provide varied support mechanisms to the provincial economy</li> <li>Encourage the development, growth and increased competitiveness of the South African manufacturing (Value Added) sector</li> <li>Provide support to industry and sector development</li> <li>Facilitate trade promotion retention and attraction of investment in priority sectors</li> <li>Oversight and support on infrastructure projects</li> </ul>

Programme	Sub-Programme	Applicable Legislation/Policies	Responsibilities
		<ul style="list-style-type: none"> <li>• Agriculture &amp; Agro-processing Master Plan (AAMP)</li> <li>• Agricultural Products Standards Act (119 of 1999).</li> <li>• Foodstuffs, Cosmetics &amp; Disinfectants Act (54 of 1972)</li> </ul>	<ul style="list-style-type: none"> <li>• AAMP aims to promote inclusive growth, competitiveness, transformation, employment &amp; food security.</li> <li>• APS Act regulates the sale of fresh vegetables in the republic.</li> <li>• FC&amp;D Act ensures fresh vegetables are good for human consumption.</li> </ul>
	Business Regulation	<ul style="list-style-type: none"> <li>• Eastern Cape Consumer Protection Act, 2018</li> <li>• Consumer Protection Act</li> <li>• National Liquor Policy</li> <li>• Eastern Cape Liquor Act</li> <li>• National Liquor Act</li> <li>• Eastern Cape Gambling Amendment Act, 2015</li> <li>• National Gambling and Betting Act</li> </ul>	<ul style="list-style-type: none"> <li>• Provide certainty in business transactions</li> <li>• Provide redress avenues for consumers who lack resources and information</li> <li>• Attain a fair and equitable marketplace for all consumers</li> <li>• Provide for a stable and thriving liquor industry</li> <li>• Provide for a stable and thriving gambling and betting industry</li> <li>• Facilitate measures to protect citizens from alcohol and gambling side effects</li> </ul>
	Economic Planning, Research and Policy Formulation	<ul style="list-style-type: none"> <li>• National Development Plan Vision 2030</li> <li>• Provincial Development Plan</li> <li>• National Spatial Development Perspective</li> <li>• Provincial Spatial Development Framework</li> <li>• Municipal Systems Act</li> <li>• Integrated Development Plan</li> <li>• Sector Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Consider spatial issues in development</li> <li>• Research and provide accurate and up to date socio-economic data for effective decision making</li> </ul>
	Tourism	<ul style="list-style-type: none"> <li>• Eastern Cape Parks and Tourism Agency Act (No 2 of 2010)</li> <li>• Tourism Act (No 3 of 2014)</li> <li>• Eastern Cape Parks and Tourism Act 2024 (uncommenced)</li> </ul>	<ul style="list-style-type: none"> <li>• Create an enabling tourism environment through legislation, policy and strategy development</li> <li>• Create demand and supply for tourism</li> <li>• Ensure sustainability and tourism sector transformation</li> </ul>
PROGRAMME 3: ENVIRONMENTAL AFFAIRS	Policy Co-ordination and Environmental Planning	<ul style="list-style-type: none"> <li>• NEMA</li> <li>• NEM Act: Biodiversity Act;</li> <li>• Protected Areas Act</li> <li>• Air Quality Act; Waste Act</li> <li>• Environment Conservation Act</li> <li>• Nature and Environmental Conservation Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce greenhouse gas emissions</li> <li>• Promote climate change adaptation and mitigation projects</li> <li>• Protect biodiversity by maintaining and expanding biodiversity parks</li> </ul>

Programme	Sub-Programme	Applicable Legislation/Policies	Responsibilities
		<ul style="list-style-type: none"> <li>National Heritage Resources</li> <li>White Paper on Coastal Management</li> <li>Marine Living Resources</li> <li>Sea Shore Act</li> <li>Atmospheric Pollution Prevention</li> <li>Integrated Pollution and Waste Management Policy</li> <li>National Forest Act</li> <li>Veld and Forest Fire Management Act</li> <li>Transkei Environmental Decree Act</li> <li>Ciskei Conservation Act</li> <li>Cape Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>Promote safe and healthy air, land and water environment</li> <li>Implement and enforce environmental legislation and regulations</li> </ul>
	Compliance Enforcement	/ <ul style="list-style-type: none"> <li>Various environmental acts including NEMA, NEM: Biodiversity Act,</li> <li>NEM: Integrated Coastal Management,</li> <li>NEM: Waste Act, Nature and Environmental Conservation Ordinance,</li> <li>National Forest Act,</li> <li>Veld and Forest Fire Act,</li> <li>Marine Living Resources Act,</li> <li>Fencing Act,</li> <li>Mountain Catchment Areas Act</li> </ul>	<ul style="list-style-type: none"> <li>Implement and enforce environmental legislation and regulations</li> <li>Undertake compliance monitoring</li> <li>Coordination of Honorary Nature Conservation Officers (Volunteers)</li> </ul>
	Environmental Management	Quality <ul style="list-style-type: none"> <li>NEMA</li> <li>NEMA EIA Regulations</li> <li>NEM: Waste Act</li> <li>Sea Shore Act</li> <li>Environment Conservation Act</li> <li>NEM: Integrated Coastal Management Act</li> <li>NEM: Air Quality Act</li> <li>Atmospheric Pollution Prevention Act</li> <li>White Paper on Climate Change</li> <li>Climate Change Bill</li> </ul>	<ul style="list-style-type: none"> <li>Process Environmental Authorizations/Licenses (Environmental Impact Assessments, Waste management licenses and Atmospheric Emission Licenses)</li> <li>Issue and manage development authorizations as per the legislation</li> <li>Manage waste disposal licensing</li> <li>Conserve natural resources</li> <li>Implement and enforce environmental legislation and regulations</li> <li>Administer environmental appeals</li> <li>Monitor air quality for a healthy environment</li> </ul>
	Biodiversity Management	<ul style="list-style-type: none"> <li>Various acts including NEMA,</li> <li>NEM: Biodiversity Act,</li> </ul>	<ul style="list-style-type: none"> <li>Protect and manage Biodiversity and Eco systems to build resilience to climate change</li> </ul>



Programme	Sub-Programme	Applicable Legislation/Policies	Responsibilities
		<ul style="list-style-type: none"> <li>NEM: Protected Areas Act, Nature and Environmental Conservation Ordinance,</li> <li>Problem Animal Control Ordinance,</li> <li>Game Theft Act,</li> <li>National Forest Act,</li> <li>Veld and Forest Fire Act,</li> <li>NEM: Integrated Coastal Management Act,</li> <li>Sea Shore Act,</li> <li>Marine Living Resources Act,</li> <li>Fencing Act,</li> <li>Mountain Catchment Areas Act, Eastern Cape Parks and Tourism Agency Act</li> </ul>	<ul style="list-style-type: none"> <li>Manage sustainable exploitation by communities of limited resources</li> <li>- Effectively manage a balance between nature (flora and fauna) and humans</li> <li>- Protect sea shores</li> <li>Establish and maintain stewardship programmes and protected environments</li> <li>Conservation and management of water catchments and wetland</li> <li>Coordination of Voluntary Coastal Officers</li> <li>Establish and maintain protected areas</li> <li>Implement and enforce environmental legislation and regulations</li> </ul>
	Environmental Empowerment Services	<ul style="list-style-type: none"> <li>Skills Development Act</li> <li>NEM Act</li> <li>NEM Act: Biodiversity Act,</li> <li>Protected Areas Act,</li> <li>Air Quality Act,</li> <li>Waste Act</li> <li>Environment Conservation Decree of 1992</li> <li>Nature and Environmental Conservation Ordinance</li> <li>Transkei Environmental Decree Act</li> <li>Ciskei Conservation Act</li> <li>Cape Ordinance</li> <li>All environmental management legislation implemented by the Department</li> </ul>	<ul style="list-style-type: none"> <li>Empower Eastern Cape citizens on environmental issues through capacity building and awareness campaigns.</li> <li>Creating employment and skilling through environmental projects e.g. EPWP</li> </ul>
	Environmental Research	<ul style="list-style-type: none"> <li>NEMA</li> <li>NEM Act: Biodiversity Act; Protected Areas Act,</li> <li>Air Quality Act,</li> <li>Waste Act,</li> <li>Integrated Coastal Management Act</li> <li>Climate Change Bill</li> <li>Natural Scientific Professions Act</li> </ul>	<ul style="list-style-type: none"> <li>Conduct basic and applied, needs based research</li> <li>Coordinate environmental research in the province</li> </ul>

## 2. INSTITUTIONAL POLICIES AND STRATEGIES

The Department's mandate is shaped by a combination of economic and environmental imperatives in the Eastern Cape, key policy alignment instruments at international, national, provincial, and local levels, the structural organization of the DEDEAT Group, and the availability of human and financial resources. A summary of these alignment instruments is provided on the table below.

Over the past five years, the Department has developed and/or continued to implement policies and strategies to enhance economic growth, environmental management, and tourism development. These include:

- Environmental and Climate Strategies: Eastern Cape Biodiversity Strategy and Action Plan (ECBSAP), Climate Change Response Strategy, Integrated Waste Management Plans, Estuary Management Plan, Wild Coast Environmental Management Plan, and the Provincial National Protected Area Expansion Strategy.
- Economic and Industrial Policies: Economic Development Strategy, National Biodiversity Economy Strategy, Industry Action Plan, Agricultural Policy Action Plan, Black Economic Empowerment (B-BBEE) Policy, Eastern Cape Automotive Industry Framework (ECAIF) Strategy 2024, AIDC Automotive Strategy 2024, EC Tooling Sector Strategy 2024, and the Provincial EC Integrated MSME Strategy (2022-2025).
- Business and Youth Development: Eastern Cape Youth Development Strategy, Business Incubation Strategy, and Co-operative Development Strategy (2019-2024).

During the 7th Administration, the Department will focus on inclusive economic growth and job creation, in line with the President's priorities as outlined at the opening of the 7th Parliament of South Africa. These objectives align with the Medium-Term Development Plan (MTDP) and the Provincial Medium-Term Development Plan (PMTDP).

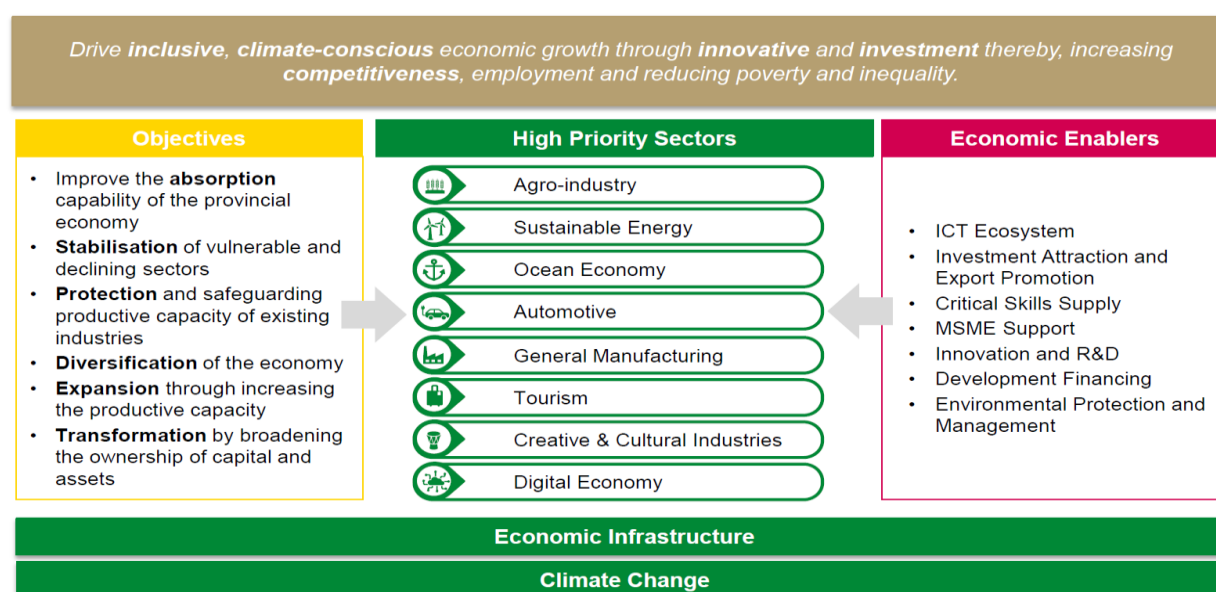
**Goals/ Outcomes/ Priorities Alignment**

Sustainable Development Goals	Africa Agenda Goals	2063 NDP Vision 2030 Priorities	MTDP Priorities	PMTDP Priorities	PDP Goals	Provincial Focus	Integrated Programmes
<ul style="list-style-type: none"> <li>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Transformed Economies</li> </ul>	<ul style="list-style-type: none"> <li>Economic growth and employment</li> </ul>	<ul style="list-style-type: none"> <li>Economy, employment and Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Economic Growth and Job Creation</li> </ul>	<ul style="list-style-type: none"> <li>Innovative and inclusive growing the economy</li> </ul>	<ul style="list-style-type: none"> <li>Job Creation</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive economic growth</li> </ul>
<ul style="list-style-type: none"> <li>Ensure access to affordable, reliable, sustainable and modern energy for all</li> </ul>	<ul style="list-style-type: none"> <li>Modern Agriculture for increased productivity and production</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Transitioning to low carbon economy</li> </ul>	<ul style="list-style-type: none"> <li>Service Delivery (Infrastructure Delivery)</li> </ul>	<ul style="list-style-type: none"> <li>An Enabling Infrastructure network</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Economy (includes Ocean Economy, Climate Change, Environmental Sustainability)</li> </ul>	<ul style="list-style-type: none"> <li>Industrial parks and general Manufacturing</li> </ul>
<ul style="list-style-type: none"> <li>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</li> </ul>	<ul style="list-style-type: none"> <li>Blue/ ocean economy for accelerated economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Rural development</li> </ul>	<ul style="list-style-type: none"> <li>Urbanisation and positioning cities as engines of shared growth and prosperity</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Economic Growth and Job Creation</li> </ul>	<ul style="list-style-type: none"> <li>Rural development and an innovative and high value-agricultural sector</li> </ul>	<ul style="list-style-type: none"> <li>Service Delivery (Social and Economic Infrastructure Development)</li> </ul>	<ul style="list-style-type: none"> <li>sustainable energy and energy market</li> </ul>
<ul style="list-style-type: none"> <li>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</li> </ul>	<ul style="list-style-type: none"> <li>Environmentally sustainable and climate resilient economies and communities</li> </ul>	<ul style="list-style-type: none"> <li>Environment</li> </ul>	<ul style="list-style-type: none"> <li>Transitioning to low carbon economy</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Economic Growth and Job Creation</li> </ul>	<ul style="list-style-type: none"> <li>Environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Food Security, Land Reform &amp; Agriculture Commercialisation</li> </ul>	<ul style="list-style-type: none"> <li>automotive manufacturing</li> </ul>
<ul style="list-style-type: none"> <li>Make cities and human settlements inclusive, safe, resilient and sustainable</li> </ul>	<ul style="list-style-type: none"> <li>World Class Infrastructure crises across Africa</li> </ul>	<ul style="list-style-type: none"> <li>Economic growth and employment</li> </ul>	<ul style="list-style-type: none"> <li>Economy, employment and Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Economic Growth and Job Creation</li> </ul>	<ul style="list-style-type: none"> <li>Human Development</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Economy (includes Ocean Economy, Climate Change, Environmental Sustainability)</li> </ul>	<ul style="list-style-type: none"> <li>oceans economy</li> </ul>

Sustainable Development Goals	Africa Agenda Goals	2063 Vision	NDP Vision 2030 Priorities	MTDP Priorities	PMTDP Priorities	PDP Goals	Provincial Focus	Integrated Programmes
<ul style="list-style-type: none"><li>• Ensure sustainable consumption and production patterns</li></ul>	<ul style="list-style-type: none"><li>• Modern Agriculture for increased productivity and production</li></ul>	<ul style="list-style-type: none"><li>• Economic growth and employment</li></ul>	<ul style="list-style-type: none"><li>• Economy, employment and Infrastructure</li></ul>	<ul style="list-style-type: none"><li>• Inclusive Economic Growth and Job Creation</li></ul>	<ul style="list-style-type: none"><li>• Rural development and an innovative and high value-agricultural sector</li></ul>	<ul style="list-style-type: none"><li>• Food Security, Land Reform &amp; Agriculture Commercialisation</li></ul>	<ul style="list-style-type: none"><li>• agro-processing</li></ul>	

In 2017, the department developed the Provincial Economic Development Strategy (PEDS), which was then reviewed after five years. This strategy is anchored on eight high priority sectors namely agri-industry, sustainable energy, oceans economy, automotive, general manufacturing, tourism, cultural & creative industries and digital economy. These are underpinned by economic enablers in the areas of environmental protection and management, business enterprise, economic infrastructure, broadband, investment, skills, innovation and finance. The PEDS is the organizing framework for DEDEAT programmatic work during the 7th Administration. The plan is summarized in the following diagram.

**Figure 1: Revised Provincial Economic Development Strategy**



Source: DEDEAT, 2023

Based on the alignment instruments, goals, priorities, outcomes and the situational analysis, the following priorities have been identified for focused attention in the 7th Administration:

1. Sustainable energy and energy market development:
  - Supporting transmission grid development.
  - Enabling utility-scale energy projects.
  - Implementing the EC Green Hydrogen Strategy.
  - Developing low-carbon value chains and industrialization.
2. Industrial Parks and Manufacturing:
  - Revitalizing state-owned industrial parks.
  - Supporting the automotive manufacturing sector.
  - Developing the Wild Coast Industrial Park/SEZ.
3. Investment promotion and job creation:
  - Utilisation of trade missions, partnerships and other platforms to grow the provincial investment pipeline.
  - Supporting key provincial economic sectors such as film, creative industries, digital economy, automotive, energy, agro-processing, oceans economy.
4. Oceans Economy:
  - Developing coastal and marine tourism.

5. Agriculture and Agro-processing:
  - Developing agro-processing industries.
  - Promoting food security.
6. Environmental Management and Climate Change Response:
  - Implementing climate change adaptation programmes.
  - Protecting biodiversity and ecosystems.
7. Skills Development and Youth Employment:
  - Providing training and skills development programmes,
  - Supporting youth employment initiatives.
8. MSME Development:
  - Providing support to small, medium and micro enterprises.
  - Supporting Co-operatives across all sectors.
9. Tourism Development:
  - Promoting tourism growth and development.
10. Creative Industries:
  - Supporting the film industry and other creative sectors.

These priorities aim to drive economic growth, create jobs, promote environmental sustainability, and foster inclusive development across the Eastern Cape province. These will be implemented in addition to other programmatic work already undertaken by the department as well as emerging opportunities and initiatives.

These 10 focus areas are aligned with the Premiers' 2025 State of the Province Address (SOPA) address. In his SOPA address, the Premier noted that the provincial economy currently grows at 2.1%, falling short of the 2.8% target set for 2025. This implies that DEDEAT should focus on productive economic activities that can accelerate growth. The DEDEAT will also focus on investment attraction so that more jobs can be created to contribute to the provincial target of over 600,000 people.

The Premier's address highlighted five growth frontiers that align directly with DEDEAT's mandate and provide clear direction for departmental priorities. These are agro-processing, manufacturing, ocean economy, digital economy, and tourism.

We will focus on agro-processing, and value-added products, export and trade development opportunities. This will contribute to rural economic development in the province.

On manufacturing, which is anchored by automotive industries, we will leverage the R11.4 billion investment in electric vehicle charging infrastructure and the R4 billion investment in electric mini-bus manufacturing to promote green industrialization. The latter investment alone is expected to create 1,500 jobs. We will also align our programmes with the auto sector after-market programme, particularly in supporting autobody repairers.

The ocean economy presents growing opportunities with Hamburg and Mbizana Small Harbours being gazetted and Port St Johns now proclaimed as a fishing harbour. We will work with relevant authorities such as DFFE to assist our communities in this sector.

In the digital economy space, we have East London IDZ Science and Technology Park that promotes innovation and skills development in advanced manufacturing, renewable energy, digital forensics, and cloud computing. Work will also focus on the Business Process & Outsourcing (BPO) sector at both the ELIDZ and Coega SEZ.



Tourism development remains a priority that directly aligns with DEDEAT's mandate. We will play a leading role in diversifying tourism offerings to include culture, sports, and heritage attractions.

## STRATEGIC PILLARS

Having embraced the PEDS and considered the situational analysis as well as goals, outcomes and priorities at international, national and local levels, the Department developed the following strategic pillars to anchor its programmes:

1. **Industrial and Economic Development** (Sustainable energy and energy market development, Industrial Parks, Automotive and General Manufacturing, Investment promotion and job creation, MSME Development, Agro-processing)
2. **Environmental Management and Sustainable Resource Utilization** (Environmental Management and Climate Change Response, Oceans Economy)
3. **Tourism and Creative Industries** (Tourism Development, Creative Industries (including film industry)
4. **Human Capital Development** (Skills Development and Youth Employment)
5. **Operational Excellence and Good Governance** (Policy development and legislative alignment, Integrated planning and reporting, financial management and resource optimization, Stakeholder engagement and intergovernmental relations, Monitoring, evaluation, and performance management, Digitalization and technology adoption)

## RELEVANT COURT RULINGS

There are no relevant court rulings as at 1<sup>st</sup> March 2025.

# PART B



**OUR STRATEGIC FOCUS**

## PART B: OUR STRATEGIC FOCUS

### 3. UPDATED SITUATION ANALYSIS

The department has conducted a situational analysis within the context of its mandate, priorities, challenges and opportunities among others. We have made use of Political, Economic, Sociocultural, Technologic, Environmental and Legal (PESTLE) since the analysis helps us understand the broader context in which we operate and how external factors might impact on our strategies and operations. We have made use of PESTLE and Strength, Weakness, opportunities and Threats (SWOT) analyses in conjunction because PESTLE informs the Opportunities and Threats sections of the SWOT analysis. This combination allows for a thorough understanding of both the internal capabilities and the external context, enabling more effective strategic planning.

#### 3.1 External Environment Analysis

The following mandate aligned situation analysis in relation to the external environment is presented. Opportunities presented below have a high probability of materializing with a higher potential impact on the positive outcomes of the Department. Threats presented in the table have a high probability of occurring with potential severity in preventing the Department from achieving its outcomes. The external environment should be read in conjunction with the regular publication of the Department called Quarterly Economic Review and Outlook (QERO).

##### Opportunities and Threats

The following mandate aligned situation analysis in relation to the external environment is presented. The external environment should be read in conjunction with the regular publication of the Department called Socio-Economic Review and Outlook (SERO). In summary, the PESTEL paints the following picture:

1. Political: Opportunities like clear mandates and improved accountability could lead to better governance and development. However, capacity constraints and poor coordination threaten effective service delivery.
2. Economic: The province has significant opportunities in sustainable energy, automotive, general manufacturing sectors, and higher education. However, infrastructure deterioration, high unemployment, and lack of economic diversification pose serious threats to economic growth.
3. Social: The young population and cultural assets present opportunities for innovation and tourism. However, deep unemployment, low skills, and high crime rates threaten social stability and economic development.
4. Technological: Investments in renewable energy and high mobile penetration offer growth opportunities. However, low broadband penetration and lack of 4IR readiness could hinder technological advancement.
5. Environmental: The province's rich biodiversity offers opportunities for eco-tourism and sustainable development. Climate change vulnerability and deforestation are significant threats to the environment and economy.
6. Legal: New legislation in waste management and SEZs could stimulate economic growth. However, an increasingly litigious environment and licensing delays could deter investment.

Table 2: Opportunities and Threats

External Analysis	Opportunities	Threats
Political	<ul style="list-style-type: none"> <li>Province given clear mandate to govern by the electorate</li> <li>Clear political directives (x3 priorities announced by the President)</li> <li>Accountable government through clusters and IGR system</li> <li>Province establishing twin arrangements with other countries and cities</li> <li>Increased focus on inter-governmental cooperation</li> <li>Potential policy shifts towards green economy and sustainable development (future)</li> <li>Increased decentralization of power to provincial governments (future)</li> </ul>	<ul style="list-style-type: none"> <li>Capacity and governance constraints at local government level</li> <li>Poor coordination of activities across Departments and with private sector</li> <li>Lack of trust in all government spheres.</li> <li>Global political instability</li> <li>Possible restructuring of state-owned enterprises (future)</li> </ul>
Economic	<ul style="list-style-type: none"> <li>Presence of 4 Universities and other institutions of higher learning</li> <li>Vast coastline</li> <li>Pristine environment &amp; biomes (x7)</li> <li>Natural beauty of the province</li> <li>Funding opportunity available with national departments</li> <li>Funding in the private sector (Trillions in cash not invested)</li> <li>Emergence of sustainable energy e.g. wind farms and solar energy through REIPPP</li> <li>Integrated Resource Plan for energy</li> <li>EC Automotive Masterplan 2035</li> <li>South African Automotive Masterplan (SAAM) 2035 and Auto sector support Strategies.</li> <li>Changes in BBBEE act – sectoral transformation requirements</li> <li>LED Procurement framework</li> <li>Expansion of the ocean's economy e.g. EC Maritime Manufacturing localization support programme</li> <li>Growth in green and circular economy sectors (future)</li> <li>Increased focus on the Fourth Industrial Revolution (4IR) and digital economy (future)</li> <li>Improved stakeholder relations between Provincial and Local Government</li> <li>Improved stakeholder relations with National, Provincial and Local Government</li> <li>Compliance and enforcement agencies dealing with counterfeit, illicit and sub-standard goods in the marketplace.</li> </ul>	<ul style="list-style-type: none"> <li>Deterioration of infrastructure such as electricity networks, rail and communications infrastructure due to theft and vandalism.</li> <li>Disruption in global supply chains</li> <li>Changing nature of the auto sector to EVs presents risks to investments in the EC</li> <li>Trade wars between USA and China have negative impact on Province</li> <li>The rise in regionalism and protectionism in trade</li> <li>Low incomes</li> <li>Competition among partners wastes resources</li> <li>Unstable investment climate</li> <li>Limited innovation support</li> <li>Distressed industries</li> <li>Lack of incentives for investments</li> <li>Limited power generation</li> <li>Highly indebted consumers</li> <li>Availability of counterfeit and illicit goods in the market place, leading to serious quality and safety challenges and a major threat to the economy</li> <li>land Tenure in Former Homelands impact on investments in wind farms</li> <li>Inadequate product packaging (routes, heritage sites, etc).</li> <li>Government funding is decreasing</li> <li>Agriculture based economy being impacted by drought/ climate</li> </ul>

External Analysis	Opportunities	Threats
<ul style="list-style-type: none"><li>• South Africa Country Investment Strategy</li><li>• Eastern Seaboard Development</li></ul>	<ul style="list-style-type: none"><li>• change</li><li>• labour intensive sectors are declining and shedding jobs</li><li>• Economic infrastructure poorly maintained and deteriorating</li><li>• Access to finance is limited</li><li>• Low productivity</li><li>• Poor investment in grid transmission infrastructure</li><li>• Uncompetitive products</li><li>• Delays in payment of suppliers/ MSMEs</li><li>• Logistics is poor</li><li>• Level of entrepreneurship in the province is low</li><li>• Red tape</li><li>• Ease of doing business is poor</li><li>• Poor implementation of economic policy</li><li>• Limited access to technology</li><li>• Tax burden</li><li>• Lack of coordination of economic activities</li><li>• Purchasing power of the EC is low</li><li>• Business confidence is low</li><li>• Low economic growth (0.8%)</li><li>• High unemployment especially among youth</li><li>• Economy not diversified (dominated by the auto sector)</li><li>• Poor entrepreneurship ecosystem</li><li>• Low investment levels (approx. 18% of GDP)</li><li>• Economy concentrated in the Metros</li><li>• Resource utilities and access under strain— e.g. water, waste</li><li>• Limited transformation</li><li>• Increased competition for funding from national level</li><li>• Lack of comparative and competitive advantage of the region</li><li>• Limited investment in industrial infrastructure</li><li>• Lack of market development</li><li>• Limited industrial capability</li><li>• Manufacturing sector declining</li><li>• Limited access to markets</li><li>• Exorbitant cost to access the Eastern Cape</li><li>• No fiscal support to fund economic reconstruction and recovery plan</li></ul>	



External Analysis	Opportunities	Threats
	<ul style="list-style-type: none"> <li>• Demographic shifts towards younger population</li> <li>• strong cultural assets</li> <li>• Increased demand for skills development in emerging sectors (future)</li> <li>• Growing emphasis on social entrepreneurship (future)</li> <li>• Changing consumer behaviours towards sustainability (future)</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulty in tracking the informal sector for support</li> <li>• Depreciating Rand</li> <li>• War between Russia and Ukraine impacts on trade</li> <li>• Potential water scarcity challenges affecting agriculture and industry (future)</li> <li>• Deep levels of unemployment</li> <li>• Job losses</li> <li>• Potential social unrest if inequality isn't addressed</li> <li>• Invasion of government properties</li> <li>• Low education and skills</li> <li>• Highly indebted consumers and consumptive expenditure patterns</li> <li>• High food safety risks leading to potential health risks and even death</li> <li>• Proliferation of counterfeit and illicit Undocumented immigrants</li> <li>• Increasing urbanization and its pressure on services</li> <li>• Absence of safety and security</li> <li>• Low buying power</li> <li>• Mismatch between education and industry needs</li> <li>• Unsustainable land use and pollution of the Environment.</li> <li>• Drought and flooding</li> <li>• Few people with tertiary qualifications</li> <li>• Low education passes (matric pass second lowest)</li> <li>• Consumers are highly indebted and consumptive expenditure patterns</li> <li>• High corruption levels</li> <li>• Youth mostly impacted by unemployment</li> <li>• High crime rate especially in townships</li> <li>• Grime (littering and waste)</li> <li>• Urbanization increasing and presenting pressure on services</li> <li>• Absence of safety and security</li> <li>• Net outward migration (20% of skilled) impacts on equitable share</li> <li>• Lack of collaboration and partnerships with neighbouring countries/ other Departments</li> <li>• Living standards gone down</li> <li>• More people in need of housing</li> <li>• Poverty rates are high (between 24 – 40%)</li> </ul>

External Analysis	Opportunities	Threats
Technological	<ul style="list-style-type: none"> <li>Investments &amp; potential in wind, solar and gas energy</li> <li>Proposed undersea cable investment can be a game changer for ICT sector in the province</li> <li>High penetration rate of cell phones</li> <li>Pockets of technology excellence, e.g. MBSA</li> <li>Digitalization and the emergence of e-commerce</li> <li>Online transacting platforms e.g. Teams</li> <li>Cloud computing</li> <li>AI tools</li> <li>E-learning has improved</li> <li>Drones to improve efficiency as well as real time satellite</li> <li>Widespread adoption of 5G and IoT technologies (future)</li> <li>Growth in AI and machine learning applications (future)</li> <li>Potential for blockchain in supply chain management (future)</li> </ul>	<ul style="list-style-type: none"> <li>High inequality (gini coefficient- 0.68)</li> <li>Rate of technology (4IR) impacting on employment and others</li> <li>Emergence of e-commerce impact on brick-and-mortar businesses e.g. banks closing down branches</li> <li>Less use of technology when transacting</li> <li>Broadband penetration is low</li> <li>E-learning not yet embraced</li> <li>Low recycling of e-waste</li> <li>EC not fully ready with 4IR</li> <li>Limited innovation centres in the province</li> <li>Limited R&amp;D funding</li> <li>Manufacturing in 2nd and 3rd tier level on technology</li> <li>Load shedding and energy constraints</li> <li>Aging ICT infrastructure</li> <li>Scam emails and SMSs Increased automation in manufacturing and agriculture potentially displacing jobs (future)</li> </ul>
Legal	<ul style="list-style-type: none"> <li>New legislation on waste processing can stimulate alternative economy</li> <li>SEZ Act and Regulations</li> <li>Number of Acts of entities being reviewed to enhance their operations and governance</li> <li>Competition laws can be enhanced</li> <li>Improved Consumer Protection law to enhance protection of rights of consumers</li> <li>Good environmental legislation, e.g. NEMA etc.</li> <li>Potential new legislation on renewable energy and climate change (future)</li> <li>Enhanced legal framework for public-private partnerships (future)</li> <li>Possible reforms in labour laws to address gig economy (future)</li> </ul>	<ul style="list-style-type: none"> <li>Trade regime changes e.g. AfCFTA, AGOA, BREXIT</li> <li>No changes to employment laws</li> <li>Incomplete revisions to some Acts, e.g. ECPTA, ECDC, ECLB, ECGB</li> <li>Increased litigious environment</li> <li>Licensing delays</li> <li>High compliance with legal and regulatory environment</li> <li>Increased influx of counterfeit and hazardous goods which are not compliant with laws</li> <li>Some non-compliance with relevant legislation for business</li> <li>Outdated provincial environmental legislation from pre-1994 still exist (Ciskei Ordinance and Transkei decree)</li> <li>Stricter regulations on data protection and privacy (future)</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>Environmental assets -opportunities in the biodiversity economy</li> <li>Good stock of pristine biomes in the Eastern Cape</li> <li>High attention to environmental management</li> <li>Consistent application of Environmental laws</li> <li>Presence of 3 global biodiversity hotspots of endemic fauna and flora, namely, the Cape Floristic Region, the Succulent Karoo Eco-Region and the Maputaland-Pondoland -Albany Corridor.</li> </ul>	<ul style="list-style-type: none"> <li>Climate Change vulnerability</li> <li>Climate change denialists</li> <li>Increase in poaching</li> <li>Increase in clearing indigenous vegetation</li> <li>Increase in unlawful coastal development</li> <li>Land and wetlands degradation</li> <li>Poor air quality</li> </ul>

External Analysis	Opportunities	Threats
	<ul style="list-style-type: none"> <li>• The province has the highest number of key strategic water source areas for ensuring water security</li> <li>• Technology – Virtual working – less cars on the road – good for the environment</li> <li>• Reduction of carbon emissions through installation of renewable energy</li> <li>• Electric and green hydrogen Motor Vehicles - energy efficiency</li> <li>• Waste Management (Recycling, avoidance, energy etc.)</li> <li>• Alien invasive utilization as a substitute</li> <li>• Beneficiation of alien plants such as Black wattle to produce charcoal and others</li> <li>• Concerted effort in tapping into the indigenous knowledge in the province for the benefit of the environment and the citizens of the province</li> <li>• Increased training opportunities for educators and NGOs in environmental education sector</li> <li>• Increased opportunities to capacitate citizens of the province through collaboration with other stakeholders such as NGOs and other government Departments</li> <li>• Increased focus on circular economy principles (future)</li> <li>• Growth in eco-tourism and conservation efforts (future)</li> <li>• Stricter environmental regulations (future)</li> </ul>	<ul style="list-style-type: none"> <li>• A high number of environmental crimes</li> <li>• Increased frequency of climate-induced disasters - less water in dams, crops failing, high temperatures, drought, floods etc (future)</li> <li>• Deteriorating environmental quality</li> <li>• Large volumes of waste going to landfills (2017=1,4 million tons)</li> <li>• Alien and Invasive plants especially in waterways</li> <li>• Plastic pollution</li> <li>• Weak enforcement of environmental laws at local level</li> <li>• Imbalance of Environmental – Social – Economic</li> <li>• Disjointed environmental education efforts in the province which in turn undermines the work done by stakeholders in the space</li> <li>• Poor linkages among stakeholders for co-management of natural resources</li> </ul>
Geographic	<ul style="list-style-type: none"> <li>• Long coastline – opportunities in oceans economy</li> <li>• South and North-Eastern regions are greener</li> </ul>	<ul style="list-style-type: none"> <li>• Long coastline can be a security threat</li> <li>• Distance from major markets (EU, US, Asia)</li> <li>• Huge country – requires a lot of investment infrastructure and is a challenge for logistics</li> </ul>

## Impact of Threats and Opportunities (Selected)

### 1. Political

- 1.1 Opportunity:** Province given clear mandate to govern by the electorate.
- 1.2 Impact:** Increased political stability and ability to implement long-term development plans.
- 1.3 Opportunity:** Clear political directives (x3 priorities announced by the President).
- 1.4 Impact:** Focused resource allocation and alignment of provincial strategies with national priorities.
- 1.5 Threat:** Capacity and governance constraints at local government level.
- 1.6 Impact:** Hindered service delivery and implementation of development projects at local level.
- 1.7 Threat:** Poor coordination of activities across Departments and with private sector.
- 1.8 Impact:** Inefficient use of resources, duplication of efforts, and missed opportunities for synergies.

### 2. Economic

- 2.1 Opportunity:** Presence of 4 Universities and other institutions of higher learning.
- 2.2 Impact:** Potential for innovation, research and development, and skilled workforce development.
- 2.3 Opportunity:** Emergence of sustainable energy e.g. wind farms and solar energy through REIPPP.
- 2.4 Impact:** Job creation, energy security, and attraction of green investments.
- 2.5 Threat:** Deterioration of infrastructure.
- 2.6 Impact:** Reduced economic productivity, increased costs for businesses, and deterred investments.
- 2.7 Threat:** High unemployment especially among youth.
- 2.8 Impact:** Increased poverty, crime rates, and social unrest.

### 3. Social

- 3.1. Opportunity:** Demographic shifts towards younger population.
- 3.2. Impact:** Potential for innovation, entrepreneurship, and economic growth if properly harnessed.
- 3.3. Opportunity:** Strong cultural assets.
- 3.4. Impact:** Potential for cultural tourism and creative industries development.
- 3.5. Threat:** Deep levels of unemployment.
- 3.6. Impact:** Increased poverty, crime, and social instability.
- 3.7. Threat:** Low education and skills.
- 3.8. Impact:** Mismatch between labour market needs and available skills, hindering economic growth.

### 4. Technological

- 4.1. Opportunity:** Investments & potential in wind, solar and gas energy.
- 4.2. Impact:** Job creation, energy security, and potential for becoming a green energy hub.
- 4.3. Opportunity:** Proposed undersea cable investment.
- 4.4. Impact:** Improved internet connectivity, potential for growth in IT sector and digital economy
- 4.5. Threat:** Broadband penetration is low.
- 4.6. Impact:** Digital divide, limited access to online education and e-commerce opportunities.
- 4.7. Threat:** EC not fully ready with 4IR.
- 4.8. Impact:** Risk of falling behind in technological advancements, affecting competitiveness.

### 5. Legal

- 5.1. Opportunity:** New legislation on waste processing can stimulate alternative economy.
- 5.2. Impact:** Growth in recycling and waste management industries, job creation.
- 5.3. Opportunity:** SEZ Act and Regulations.
- 5.4. Impact:** Attraction of foreign direct investment, job creation in designated areas.
- 5.5. Threat:** Increased litigious environment.
- 5.6. Impact:** Increased costs for businesses, potential deterrent for investors.
- 5.7. Threat:** Licensing delays.
- 5.8. Impact:** Slowed business processes, potential loss of investment opportunities.

## 6. Environmental

- 6.1. Opportunity:** Environmental assets - opportunities in the biodiversity economy and waste economy.
- 6.2. Impact:** Potential for eco-tourism, bio-prospecting, wild and sustainable resource use
- 6.3. Opportunity:** Good stock of pristine biomes in the Eastern Cape.
- 6.4. Impact:** Conservation opportunities, potential for carbon credits, water credits, impact bonds, eco-tourism, bio cultural.
- 6.5. Threat:** Climate Change vulnerability.
- 6.6. Impact:** Risks to agriculture, water security, and coastal communities.
- 6.7. Threat:** Increase in clearing indigenous vegetation.
- 6.8. Impact:** Loss of biodiversity, increased soil erosion, and potential climate change impacts.

### Cross Impact Analysis

A cross-impact analysis was performed on key threats and opportunities. The strategic implication of the analysis is that DEDEAT should:

1. prioritize sustainable energy generation as a key driver of economic growth, job creation, and climate change mitigation.
2. support the transition of the automotive sector towards electric and smart vehicles to maintain its economic importance while addressing environmental concerns.
3. leverage higher education institutions to drive innovation, skills development, and research in key areas like sustainable energy, biodiversity conservation, agro-processing and digital technologies.
4. invest in developing the green and circular economy as a means of economic diversification and environmental sustainability.
5. focus on digital skills development and technological readiness to capitalize on 4IR opportunities.
6. improve inter-governmental cooperation to enhance governance and policy implementation across all sectors.
7. develop targeted strategies to leverage the oceans economy potential, considering its positive impacts across multiple threat areas.
8. address infrastructure challenges, particularly in energy and digital connectivity, to support various economic opportunities.

### Expanded narrative situational analysis:

#### Agro-Processing

The Eastern Cape's agro-processing sector has undergone significant transformation over the past two decades. In the early 2000s, the industry was primarily focused on primary production, with limited value addition. Challenges such as inadequate infrastructure, limited market access, and a lack of processing facilities hindered growth. Small-scale farmers, who made up much of the sector, struggled to compete with large commercial operations.

However, recent years have seen a concerted effort to develop the agro-processing industry. The province has invested in strengthening agricultural value chains, improving rural infrastructure, and enhancing market access for small-scale farmers. Notable initiatives include the Lambasi Agricultural Initiative and the establishment of agro-processing facilities like the Ncora Dairy Project.

Positively, between 2010 and 2015, the Eastern Cape's Agro-processing grew by 1.4% per annum, compared to the 1.0% for the province's total manufacturing sector but lower than the 1.8% for the entire Eastern Cape economy. The Eastern Cape's Agro-processing also outperformed the South African Agro-processing, growing at a rate of 1.4% per annum compared to 0.3% between 2010 and 2015. This suggests that there are factors that are affecting the overall competitiveness of the local Agro-processing.

Despite this positive GDP-R performance, employment growth within the Eastern Cape Agro-industry has grown slower than total provincial employment (2.9%). The Eastern Cape's Agro-processing industry employment growth (1.3%), however grew faster than the national average between 2010 and 2015 (1.2%). The Eastern Cape Agro-processing industry employment growth was also greater than the manufacturing sector as a whole, which over the 2010 to 2015 period contracted by 1.2%. This employment growth has resulted in the creation of 1 100 additional jobs since 2010. The Eastern Cape Agro-processing industry also continues to play an important role in the provincial economy, accounting for 19.9% of manufacturing employment.

Currently, the sector is transitioning towards more value-added activities. In 2023/24, 40 agro-processors were trained on Hazard Analysis Critical Control Point (HACCP), demonstrating a focus on improving food safety and quality standards.<sup>1</sup> The department is developing an Agro Industry Market Intelligence Portal and an Agro-industry Innovation Programme to foster innovation and improve market information.

Looking to the future, the Eastern Cape's agro-processing sector is poised for significant growth. The implementation of the Government Procurement of Agricultural Products programme (GPAP) is expected to provide more market opportunities for local entrepreneurs. The Agro-industry Innovation Programme at the East London Industrial Development Zone (ELIDZ) is anticipated to mainstream innovation in the sector, leading to new products and technologies. The establishment of an Agro-Industry Manufacturing (AIM) cluster is expected to strengthen links between farmers, processors, and markets, potentially leading to a more integrated and efficient agro-industry sector.

As the province moves forward, key focus areas will include the adoption of climate-smart agricultural practices, the integration of digital technologies in farming and processing, and the development of niche, high-value products for export markets.

## **Sustainable Energy**

The Eastern Cape's journey towards sustainable energy has been marked by significant progress over the past two decades. In the early 2000s, the province was heavily dependent on conventional energy sources, with over 90% of South Africa's electricity coming from coal-fired power plants. Up to 2014, the Eastern Cape had minimal electricity generation capacity, with only one 171 Megawatt peaking power generation facility contributing less than 1% to the national grid.

However, the past decade has seen a dramatic shift in the province's energy landscape. By 2023, over 1,000 MW of sustainable energy capacity had been installed, primarily wind and solar. The Eastern Cape has established itself as a leader in wind energy, accounting for over 50% of South Africa's wind energy capacity by 2022. The province has also begun exploring green hydrogen production, with an investor-led feasibility study for a green hydrogen plant in the Coega Special Economic Zone initiated in 2022.

Currently, the Eastern Cape is experiencing strong growth in the renewable energy sector. There are 293 Megawatts of new electricity generation projects under development, representing an investment of R6.1 billion<sup>1</sup>. Key initiatives driving this growth include the Coega Special Economic Zone (SEZ) Renewable Energy Programme and the East London Industrial Development Zone (ELIDZ) renewable energy portfolio.

Looking to the future, the sustainable energy sector in the Eastern Cape is set for further expansion. For 2024/25, an additional 547 Megawatts of projects are set to proceed to construction, with an investment value of R13.7 billion. The implementation of the Provincial Green Hydrogen Strategy is expected to position the Eastern Cape as a key player in the emerging green hydrogen economy.

<sup>1</sup> Department of Mineral Resources and Energy. (2024). Renewable Energy Report 2024



As the province moves forward, key areas will include the development of energy storage solutions, the integration of smart grid technologies, and the promotion of community-owned renewable energy projects. The transition to electric vehicles in the automotive industry is expected to create synergies with the renewable energy sector.

### **Oceans Economy**

The Eastern Cape, with its extensive 800-kilometer coastline, has long held significant potential for developing a thriving oceans economy. However, this potential remained largely untapped in the early 2000s. The province's ports were operating well below capacity, handling less than 10% of South Africa's total port traffic. Despite its rich marine resources, the Eastern Cape contributed less than 5% to South Africa's total fish production, and its aquaculture sector was particularly underdeveloped.

However, the past decade has seen concerted efforts to capitalize on the province's ocean economy potential. Significant investments have been made in upgrading the ports of East London and Gqeberha, with their combined capacity increasing by about 20% between 2018 and 2023. The aquaculture sector has experienced significant growth, with the Eastern Cape producing about 15% of South Africa's aquaculture output by 2023, up from less than 10% in 2010.

Currently, the Eastern Cape is actively working to unlock the full potential of its oceans economy. The province launched its Oceans Economy Master Plan in 2020, aiming to contribute R10.4 billion to provincial GDP and create 33,785 jobs in its first five years of implementation.<sup>2</sup> Key initiatives include the implementation of a Cruise Tourism Programme, facilitation of business licensing for marine activities, and support for public launch sites.

Looking to the future, the oceans economy holds significant promise for the Eastern Cape. By 2033, it's estimated that the oceans economy could contribute up to R177 billion to national GDP and create approximately 1 million jobs. The development of small harbours, in collaboration with the National Department of Public Works and Infrastructure, is expected to boost coastal economic activities. Inter-provincial collaboration with KwaZulu-Natal, Western Cape, and Northern Cape is anticipated to enhance planning, development, and joint-marketing initiatives for coastal and marine tourism.

As the province moves forward, key focus areas will include the continued development of the aquaculture sector, exploration of offshore renewable energy opportunities, particularly wind energy, and the growth of the blue carbon economy. Marine biotechnology presents another area with significant growth potential. While opportunities abound, balancing economic development with marine conservation will be crucial. The success of the Eastern Cape's oceans economy will depend on continued investment in infrastructure, skills development, and innovation, with the potential to position the province as a leading blue economy hub in South Africa and the wider region.

### **Automotive Sector**

The automotive sector has long been a cornerstone of the Eastern Cape's economy, but its journey over the past two decades has been one of significant transformation. In the early 2000s, the sector faced several challenges. Local content in South African-made vehicles was only about 40%, making the industry vulnerable to currency fluctuations. The sector was heavily export-oriented, with over 60% of vehicles produced destined for export markets by 2005. It also grappled with a chronic shortage of skilled workers and low investment in Research and Development (R&D).

<sup>2</sup> Eastern Cape Department of Economic Development, Environmental Affairs and Tourism. (2020). Eastern Cape Maritime Economy Strategy 2020-2025



However, the past decade has seen concerted efforts to address these challenges. By 2023, local content in vehicle production had risen to about 60%. The sector began transitioning towards electric vehicle (EV) production, with two EV models being produced in the Eastern Cape by 2023. R&D investment increased, reaching about 2% of industry revenue by 2022, up from less than 1% in the early 2000s.

Currently, the Eastern Cape remains South Africa's automotive hub, hosting 42% of NAACAM Directory suppliers and four of the seven OEMs in the country. The sector accounts for 4.8% of national GDP<sup>3</sup>, with the Eastern Cape contributing 46% of vehicles produced and 54% of vehicle exports nationally.<sup>4</sup> Recent developments include the establishment of two 13 Electric Vehicle Charging Stations and various skills development initiatives.

Looking to the future, the automotive sector in the Eastern Cape is poised for significant transformation. Plans include attracting R20 billion in investments, establishing an EV Ecosystem and Incubator in East London, and developing a complete EV value chain, including battery manufacturing. The Eastern Cape Automotive Masterplan 2035 sets ambitious targets, including the development of 25 black suppliers over a 10-year horizon and achieving 90% government fleet transition to New Energy Vehicles.<sup>5</sup>

As the province moves forward, key focus areas will include the development of a skilled workforce for EV production, the integration of Industry 4.0 technologies in manufacturing processes, and the creation of a robust local supply chain for EV components.

### **General Manufacturing**

The general manufacturing sector in the Eastern Cape has undergone significant transformation over the past two decades. In the early 2000s, the sector grappled with aging infrastructure, global competition, and a skills shortage. Many manufacturing facilities were operating with outdated technology, leading to inefficiencies and reduced competitiveness. The global financial crisis of 2008-2009 hit the sector hard, leading to job losses and reduced output.

However, recent years have seen concerted efforts to revitalize the sector. Over R500 million has been invested in industrial parks to date, creating 796 construction jobs and supporting 96 MSMEs.<sup>6</sup> These interventions have helped maintain more than 5000 jobs in industrial parks. The revitalization of state-owned industrial parks has been ongoing, with completed masterplans for several parks and secured investments.

Currently, general manufacturing, alongside the automotive sector, represents the largest contributor to the Eastern Cape's provincial economy. The sector has shown resilience and adaptability in the face of challenging global economic conditions. The focus on developing industrial parks and Special Economic Zones (SEZs) has started to bear fruit, attracting new investments and creating additional jobs.

Looking ahead, the general manufacturing sector in the Eastern Cape is expected to see continued growth and modernization. The Wild Coast SEZ Programme, with its investment pipeline of R1.14 billion and potential to create 804 operational jobs, is expected to be a significant driver of manufacturing growth in the region.<sup>7</sup> The implementation of Industry 4.0 technologies is likely to increase productivity and competitiveness.

<sup>3</sup> Statistics South Africa. (2024). Gross Domestic Product: Annual estimates 2013-2023, Regional estimates 2013-2023, Third quarter 2024.

<sup>4</sup> National Association of Automobile Manufacturers of South Africa (NAAMSA). (2024). Annual Automotive Industry Report 2023

<sup>5</sup> Eastern Cape Department of Economic Development, Environmental Affairs and Tourism. (2023). Eastern Cape Automotive Masterplan 2035.

<sup>6</sup> Eastern Cape Development Corporation (ECDC). (2024). Annual Report 2023/24.

<sup>7</sup> Department of Trade, Industry and Competition. (2024). Special Economic Zones Performance Report 2023.

Key focus areas for the future include the adoption of advanced manufacturing technologies, the development of green manufacturing practices, and the creation of innovation ecosystems within industrial parks. The sector is also expected to play a crucial role in the province's efforts to leverage opportunities presented by the African Continental Free Trade Area (AfCFTA).

## **Tourism**

The Eastern Cape's tourism sector has seen significant evolution over the past two decades. In the early 2000s, the sector was largely focused on domestic tourism, with limited international exposure. The province, despite its rich natural beauty, diverse wildlife, and significant cultural heritage, struggled to compete with more established tourism destinations in South Africa.

However, recent years have seen concerted efforts to develop and promote the province's tourism offerings. Significant investments were made in improving tourism infrastructure, including upgrades to roads, airports, and accommodation facilities. The province also focused on developing niche tourism markets, such as adventure tourism and cultural tourism, to differentiate itself from other destinations.

Currently, the Eastern Cape's tourism sector is showing signs of growth and diversification. Recent events like the Professional Golfers Association Championship in 2024 have demonstrated the province's capacity to host large-scale international events. This championship attracted about 5,000 visitors, contributing R6.9 million to local procurement and creating 125 job opportunities.<sup>8</sup> Looking ahead, the tourism sector in the Eastern Cape is expected to see continued growth and increased international recognition. The ECPTA projects revenue to grow from R19.196 million in FY 2025/26 to R24.261 million in FY 2029/30.<sup>9</sup> The focus on developing coastal and marine tourism, including cruise tourism and public launch sites, is likely to open up new market segments.

Key focus areas for the future include the development of eco-tourism initiatives, leveraging the province's natural beauty and biodiversity, the integration of technology to enhance visitor experiences, and the growth of community-based tourism initiatives. The inter-provincial collaboration with KwaZulu-Natal, Western Cape, and Northern Cape is expected to enhance the Eastern Cape's position in regional tourism routes.

## **Creative and Cultural Industries**

The creative and cultural industries in the Eastern Cape have seen significant growth and transformation over the past two decades. In the early 2000s, these industries were relatively underdeveloped compared to other provinces. The sector faced challenges including limited infrastructure for cultural activities, inadequate funding, and a lack of structured support for artists and cultural practitioners.

However, recent years have seen a growing recognition of the potential of these industries. There has been an increased focus on developing local talent and creating platforms for Eastern Cape artists to showcase their work. Community arts centres were established in various parts of the province, providing spaces for creative expression and skills development.

Currently, there's a strong focus on developing these industries, particularly the film sector. The Film Investment Fund aims to support 15 productions per year, attracting over R200 million in investments annually.<sup>10</sup> For 2024/25, R24.15 million was allocated to various film-related initiatives. Projects in the pipeline for October 2024 - March 2025 were expected to create 2,283 jobs and support 386 MSMEs.<sup>11</sup>

<sup>8</sup> PGA Report 2024.

<sup>9</sup> Eastern Cape Parks and Tourism Agency (ECPTA). (2024). Tourism Growth Strategy 2025-2030.

<sup>10</sup> National Film and Video Foundation. (2024). South African Film Industry Economic Impact Assessment Study 2024.

<sup>11</sup> Eastern Cape Department of Sport, Recreation, Arts and Culture. (2024). Creative Industries Development Plan 2024-2029.

Looking to the future, the creative and cultural industries in the Eastern Cape are poised for significant growth. The development of a 10-year Provincial Film Plan is expected to provide a roadmap for the sector's growth. The establishment of the Eastern Cape as a filming destination is likely to attract more productions, creating jobs and stimulating the local economy.

Key focus areas for the future include the integration of technology, such as virtual reality and augmented reality, in cultural experiences, the growth of the gaming and animation industries, and the expansion of the craft sector through e-commerce platforms. The sector is also likely to see increased integration with tourism, creating cultural routes and experiences that showcase the province's heritage and contemporary creativity.

## Digital Economy

The Eastern Cape's digital economy has undergone significant transformation over the past two decades. In the early 2000s, the province lagged behind other regions in terms of digital infrastructure and adoption of digital technologies. Rural areas, in particular, faced significant challenges in terms of internet connectivity and access to digital services. The province's traditional economic sectors were slow to integrate digital technologies, limiting productivity gains and competitiveness.

However, recent years have seen growing recognition of the importance of the digital economy. Efforts were made to improve broadband infrastructure, particularly in urban areas, and initiatives were launched to promote digital literacy, especially among youth.

Currently, the Eastern Cape is making strides in developing its digital economy. The East London Industrial Development Zone (ELIDZ) is focusing on developing an innovation support ecosystem within its Science and Technology Park, which includes digital technology initiatives. The East London Industrial Development Zone (ELIDZ) Annual Report 2023/24 indicates that their Science and Technology Park has incubated 15 tech startups in the past year, creating 78 high-skilled jobs.<sup>12</sup> There's a growing focus on digital skills development, with programs targeting youth in particular. The Coega Development Corporation (2024) plans for a Digital Investment Programme worth R5.8 billion, including a data free port and hyperscale data centre complex, expected to create over 1,000 jobs in the next five years.<sup>13</sup>

Looking ahead, the digital economy is expected to become a key driver of growth and innovation in the Eastern Cape. The province aims to significantly improve digital infrastructure, with plans to expand broadband coverage, particularly in rural areas. The establishment of more tech hubs and innovation centres is anticipated, fostering the growth of tech startups and digital entrepreneurship.

Key future initiatives include the implementation of smart city technologies in major urban areas, the rollout of comprehensive e-government services, expanded programs for digital skills training, and the adoption of Industry 4.0 technologies in traditional manufacturing sectors. The province is also likely to see growth in digital creative industries, e-commerce, fintech, and agritech innovations.

The digital economy in the Eastern Cape is showing signs of growth. According to the Eastern Cape ICT Strategy 2023-2028 (Eastern Cape Department of Economic Development, Environmental Affairs and Tourism, 2023), the province aims to increase broadband coverage to 85% of the population by 2028.<sup>14</sup> While the trajectory is positive, addressing the digital divide and ensuring inclusive growth will remain key challenges. The success of these initiatives will be crucial for enhancing the province's overall competitiveness and creating new economic opportunities across various sectors.

<sup>12</sup> East London Industrial Development Zone (ELIDZ). (2024). Annual Report 2023/24

<sup>13</sup> Coega Development Corporation. (2024). Strategic Plan 2024-2029.

<sup>14</sup> Eastern Cape Department of Economic Development, Environmental Affairs and Tourism. (2023). Eastern Cape ICT Strategy 2023-2028.

## Skills Development

The Eastern Cape's approach to skills development has evolved significantly over the past two decades. In the early 2000s, the province faced significant challenges in aligning its skills development initiatives with the needs of its evolving economy. The education system struggled to produce graduates with the practical skills needed in key economic sectors, and Technical and Vocational Education and Training (TVET) colleges were often underfunded and lacked modern equipment.

However, recent years have seen increased recognition of the critical role of skills development in economic growth. Efforts have been made to strengthen partnerships between educational institutions and industry, aiming to create more relevant curricula and training programs.

Currently, there's a strong focus on targeted skills development programs in the Eastern Cape. The province is implementing several initiatives to address skills gaps in key sectors. In the automotive sector, 42 students are participating in a bursary scheme with Nelson Mandela University (NMU), and 48 apprentices are training on EV/Hybrid Skills.<sup>15</sup> In STEM education, 60 learners from high schools in Nelson Mandela Bay and Buffalo City Metropolitan are going through Science, Technology, Engineering, and Mathematics programs.<sup>16</sup> Industry partnerships, such as the MerSETA skills development partnership, have resulted in the recruitment and placement of 576 youth for upskilling and absorption into the auto sector, with a 98% absorption rate.<sup>17</sup>

Looking to the future, the Eastern Cape plans to expand its skills development initiatives, with a focus on future-oriented skills. The province plans to fund 90 engineering students with bursaries at NMU and support 180 learners through the STEM program. The automotive sector aims to implement a leadership development program for 120 emerging and middle management personnel. There's also a focus on developing skills for the renewable energy sector, particularly in solar and wind energy technologies.

Key focus areas for the future include the establishment of specialized training centres for green hydrogen and electric vehicle technologies, increased emphasis on digital skills development, expansion of entrepreneurship skills programs, and the integration of soft skills development across various training initiatives. The province also plans to expand artisan development programs and prioritize skills development in agriculture and agro-processing.

## MSMEs and Entrepreneurship Development

The development of Micro, Small and Medium Enterprises (MSMEs) and entrepreneurship in the Eastern Cape has seen significant progress over the past two decades. In the early 2000s, MSMEs faced numerous challenges, including limited access to finance, market access barriers, inadequate business development support, and infrastructure challenges, particularly in rural areas.

However, recent years have seen a more comprehensive and coordinated approach to MSME support. The Local and Regional Economic Development (LRED) Fund has become a crucial support mechanism, disbursing more than R200 million over the past decade to support business enterprises.<sup>18</sup> The Imvaba Cooperative Fund has made substantial impact in supporting cooperatives, with recent data showing that 30 cooperatives were financed in 2022/23 (Q1-Q3), supporting 82 women and 69 young people, and creating 171 jobs.<sup>19</sup>

<sup>15</sup> Department of Higher Education and Training. (2024). Provincial Skills Development Report: Eastern Cape

<sup>16</sup> Eastern Cape Department of Education. (2024). Annual Performance Plan 2024/25.

<sup>17</sup> Manufacturing, Engineering and Related Services SETA (merSETA). (2024). Skills Development Report 2023/24.

<sup>18</sup> Eastern Cape Development Corporation (ECDC). (2024). Annual Report 2023/24.

<sup>19</sup> Department of Small Business Development. (2024). Quarterly Bulletin, Q3 2024.

Currently, business incubation programmes are being implemented by entities like the East London Industrial Development Zone (ELIDZ) and CHEMIN. For instance, CHEMIN has onboarded 19 MSMEs that are trading and have generated a total turnover of R1,346,299 to date.<sup>20</sup> There's also an increasing focus on sector-specific support, with 6 Black Suppliers being incubated for access to the auto value chain market.

Looking to the future, the MSME sector is expected to play an increasingly important role in the Eastern Cape's economic development. Plans include the digitalization of the LRED Fund application process, development of targeted support programmes for MSMEs in emerging sectors, and increased efforts to integrate MSMEs into the value chains of larger industries. The establishment of more sector-specific incubators is planned, including an EV Incubator in East London and Automotive Aftermarket Township Hubs.

Key focus areas for the future include increased support for innovative MSMEs, particularly those leveraging technology, enhanced focus on management and technical skills development for MSME owners and employees, and development of programs to help MSMEs access international markets. The province also plans to increase emphasis on supporting MSMEs in adopting sustainable and environmentally friendly business practices.

### **Investment Attraction and Export Promotion**

The Eastern Cape's approach to investment attraction and export promotion has evolved significantly over the past two decades. In the early 2000s, the province struggled to attract significant investments compared to other South African provinces. Limited infrastructure, skills shortages, a narrow export base, and complex regulatory processes often deterred potential investors.

However, recent years have seen substantial progress in this area. The province has made significant strides in attracting investment and promoting exports. The latest Provincial Investment Conference attracted R127 billion in investment pledges<sup>21</sup>, and over five instalments of the South African Investment Conference, the province has attracted a total of R137 billion in investment pledges<sup>22</sup>. These figures demonstrate growing investor confidence in the Eastern Cape.

Currently, the province is actively monitoring declared investment commitments of R120 Billion across different platforms.<sup>22</sup><sup>23</sup> The Department is looking at further leveraging international partnerships and AfCFTA agreements, providing support for market access programmes and incentives. This is helping local businesses, especially MSMEs, to access international markets. While the automotive sector remains crucial, there are increasing investments in sectors such as sustainable energy, agro-processing, and the oceans economy.

Looking to the future, the investment attraction and export promotion strategy for the Eastern Cape is expected to become more targeted and sophisticated. The province aims to attract at least R20 billion in automotive investments. The development of Special Economic Zones, particularly the Wild Coast SEZ and the Coega SEZ, is anticipated to play a crucial role in attracting foreign direct investment.

Key focus areas for the future include attracting investments in green technologies and renewable energy, diversifying export markets through an annual consolidated provincial mission plan, leveraging opportunities presented by the African Continental Free Trade Agreement (AfCFTA), and attracting investments in the digital economy. The province is also likely to focus on aligning investment attraction strategies with skills development initiatives and continue investing in infrastructure to enhance its attractiveness to investors.

<sup>20</sup> East London Industrial Development Zone (ELIDZ). (2024). Incubation Programme Report 2024.

<sup>21</sup> Eastern Cape Department of Economic Development, Environmental Affairs and Tourism. (2024). Eastern Cape Investment Conference Report 2024

<sup>22</sup> Department of Trade, Industry and Competition. (2024). South African Investment Conference Summary Report 2024

<sup>23</sup> Eastern Cape Development Corporation (ECDC). (2024). Investment Monitoring Report 2024.

## Innovation and R&D

The innovation and research and development (R&D) landscape in the Eastern Cape has transformed significantly over the past two decades. In the early 2000s, the province's innovation ecosystem was relatively underdeveloped. It faced challenges such as limited R&D infrastructure, low R&D spending, brain drain of skilled researchers, and weak commercialization of innovations.

However, recent years have seen growing focus on fostering innovation in the Eastern Cape. The East London Industrial Development Zone (ELIDZ) Science and Technology Park has become a key initiative in this regard. Recent data shows promising developments, with 4 prototypes developed, 3 new innovations commercialized, and 2 new technologies localized in targeted industries in 2023/24.<sup>24</sup>

Currently, the ELIDZ has successfully hosted two incubators to support and grow entrepreneurs, fostering a culture of innovation and entrepreneurship. The zone has also partnered with CISCO to support entry-level tech companies, bringing in global expertise to nurture local innovation. There's a growing focus on innovation in key sectors like automotive, with initiatives to develop new technologies for electric and hybrid vehicles.

Looking to the future, the innovation ecosystem in the Eastern Cape is expected to strengthen significantly. The province aims to develop more innovation hubs and technology parks, fostering collaboration between academia, industry, and government. There's likely to be a focus on developing innovations in key sectors like sustainable energy, automotive technology, and agro-processing.

Key focus areas for the future include increased support for the commercialization of research, growth in the start-up ecosystem, integration of Fourth Industrial Revolution (4IR) technologies across various sectors, and increased investment in R&D from both public and private sectors. The province is also likely to see a strong focus on developing innovation skills, including programmes in design thinking, agile methodologies, and entrepreneurship.

## Environmental Protection and Climate Change Response

The Eastern Cape's approach to environmental protection and climate change response has evolved significantly over the past two decades. In the early 2000s, the province faced numerous environmental challenges, including deforestation, soil erosion, water scarcity, biodiversity loss, and air pollution. Climate change response was not a significant focus in provincial policy at this time, and environmental protection efforts were often reactive rather than proactive.

However, recent years have seen a marked shift in approach. The South African Weather Service's Climate Change Report 2024 indicates that the Eastern Cape has implemented a Climate Change Response Programme focusing on various thematic areas, including greenhouse gas mitigation and ecosystem-based adaptation.<sup>25</sup> There's an increased focus on renewable energy development, with 293 Megawatts of new electricity generation projects currently under development.<sup>26</sup> The province has also implemented the Eastern Cape Biodiversity Strategy and Action Plan, focusing on protecting and managing the province's rich biodiversity.

The signing of the Climate Change Act (Act 22 of 2024) has introduced a legal framework to guide and coordinate climate change interventions by all three spheres of government and the private sector. A climate change Risk and Vulnerability Assessment (RVA) has been conducted for the Eastern Cape, which will guide a sector-specific response to climate threats.

<sup>24</sup> East London Industrial Development Zone (ELIDZ). (2024). Innovation Report 2024.

<sup>25</sup> South African Weather Service (SAWS). (2024). Climate Change Report 2024.

<sup>26</sup> Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT). (2024). Annual Report 2023/24.



The Department is mandated to enforce the province's environmental mandate through National and Provincial environmental legislation and Regulations. Currently, there are efforts to combat environmental crimes, with 61 environmental crimes reported in 2023/24.<sup>27</sup> The 61 criminal cases that were worked on included investigations into; endangered species, syndicated environmental crime, unlawful and unsustainable development throughout the province, landfill sites and waste water treatment works as one of the biggest polluters of the environment. The Department was successful in undertaking administrative and criminal enforcement actions in line with its environmental mandate. A more proactive approach to environmental law enforcement can be attributed to the compliance monitoring inspections conducted by the Department in various facilities and development activities whose non-compliance would amount to considerable harm to the environment. There's also an increased focus on sustainable agriculture practices to combat soil erosion and land degradation, and improved waste management systems have been implemented in urban areas, with an increased focus on recycling.

Looking to the future, climate change response is expected to become a central aspect of the Eastern Cape's development strategy. Plans include setting aside 2% of infrastructure budgets for climate change and disaster funding, establishing a Provincial Climate Change Forum, and implementing provincial regulations to enforce emission reduction targets and renewable energy integration.

Key focus areas for the future include investing in real-time warning systems for floods, fires, and storms to protect communities, enhancing management of nature reserves, integrating climate resilience into all major development projects, and playing a leading role in South Africa's transition to a low-carbon economy. The province is also likely to develop comprehensive coastal management strategies to address sea-level rise and invest in water conservation and efficient irrigation systems.

### **Economic Infrastructure**

The development of economic infrastructure in the Eastern Cape has seen significant progress over the past two decades. In the early 2000s, the province faced substantial infrastructure backlogs, particularly in rural areas. Poor road networks, inadequate port facilities, unreliable electricity supply, limited ICT infrastructure, and underdeveloped industrial parks significantly hampered the province's economic competitiveness and ability to attract investment.

However, recent years have seen a strong focus on developing economic infrastructure. Over R500 million has been invested in industrial parks to date, creating 796 construction jobs and supporting 96 MSMEs.<sup>28</sup> These infrastructure interventions have helped maintain more than 5000 jobs in industrial parks. The Wild Coast SEZ Programme has secured land and has an investment pipeline of 9 projects valued at R1.14 billion, estimated to create 804 operational jobs.<sup>29</sup>

Looking to the future, infrastructure development in the Eastern Cape is expected to accelerate, with a focus on supporting key economic sectors. The completion and full operationalization of various industrial parks and Special Economic Zones (SEZs) are anticipated to drive industrial development and job creation. Increased investment in sustainable energy infrastructure is expected, including expanded electricity transmission grids to support new energy projects.

Key focus areas for the future include the development of port infrastructure in line with the Oceans Economy strategy, significant expansion of digital infrastructure including broadband coverage, integration of smart city technologies in urban areas, continued investment in road and rail networks, and development of water infrastructure to address water scarcity challenges. The province is also likely to focus on developing green infrastructure and establishing innovation hubs and technology parks.

<sup>27</sup> Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT). (2024). Annual Report 2023/24.

<sup>28</sup> Eastern Cape Department of Public Works and Infrastructure (ECDPWI). (2024). Annual Report 2023/24.

<sup>29</sup> Department of Trade, Industry and Competition. (2024). Special Economic Zones Performance Report 2024.



## Waste Management

The Eastern Cape's approach to waste management and recycling has undergone significant transformation over the past two decades. In the early 2000s, the province faced substantial challenges in this area. There was limited recycling infrastructure and facilities, and public awareness about the importance of recycling was low. Waste separation at source was inadequate, and there was a limited market for recycled materials. The province struggled with widespread illegal dumping and littering, and there was an overreliance on landfills for waste disposal. Integration of informal waste pickers in the recycling value chain was also limited.

However, recent years have seen notable improvements in the sector. The province has implemented the National Waste Management Strategy 2020, bringing a renewed focus on waste management and recycling. There's a growing emphasis on the circular economy concept, recognizing waste as a potential resource rather than a problem to be disposed of. The number of licensed/ registration of material recovery facilities has increased, and major urban areas have implemented recycling initiatives.

Looking to the future, the recycling sector in the Eastern Cape is expected to undergo significant transformation. The province plans to implement a comprehensive circular economy strategy, moving beyond mere recycling to a more holistic approach to resource management. There are plans for a significant expansion of recycling infrastructure, including in rural areas where such facilities have been lacking.

Key focus areas for the future include the development of innovative recycling technologies for difficult-to-recycle materials, implementation of extended producer responsibility schemes across various sectors, integration of smart technologies in waste collection and sorting, and development of a robust market for recycled materials within the province. The province also plans to implement zero-waste strategies in major urban areas, enhance the integration of informal waste pickers through cooperatives and skills development programs, and implement comprehensive recycling education programmes in schools and communities.

## Biodiversity Economy

The Eastern Cape's biodiversity economy has seen significant evolution over the past two decades. In the early 2000s, the economic potential of biodiversity was largely unrecognized. Traditional uses of biodiversity, such as subsistence hunting and gathering of medicinal plants, were common but not integrated into the formal economy. Conservation efforts were often seen as separate from, or even in conflict with, economic development goals.

However, recent years have seen growing recognition of the economic value of biodiversity. The province has adopted the National Biodiversity Economy Strategy, which aims to create jobs and ensure sustainable utilization of biological resources. The Eastern Cape is home to 14 of the 25 plant species identified nationally for bioprospecting potential. Three species in particular have been identified for mass cultivation: *Aloe ferox*, *Pelargonium*, and Honeybush Tea.<sup>30</sup>

Currently, specific initiatives are underway to develop these resources. In Peddie (Ngqushwa), a community project is cultivating *Aloe ferox*. The Department of Forestry, Fisheries and the Environment (DFFE) is funding the construction of a multipurpose processing facility to support smaller *Aloe ferox* projects in the province. In the wildlife economy, the Eastern Cape has emerged as the second most popular destination for professional hunting in South Africa for the period 2019 to 2022, attracting both national and international hunters.

<sup>30</sup> South African National Biodiversity Institute (SANBI). (2024). Provincial Biodiversity Economy Report 2024

The Eastern Cape Parks and Tourism Agency's Biodiversity Economy Strategy 2025-2030 outlines plans to establish 10 new community-based cultivation projects for indigenous medicinal plants over the next five years, aiming to create 500 jobs in rural areas.<sup>31</sup> Looking to the future, the biodiversity economy in the Eastern Cape has significant growth potential. The province plans to expand its bioprospecting activities, focusing on developing new products from indigenous plants. This could include medicines, cosmetics, and nutraceuticals. There are plans to establish more community-based cultivation projects, linking rural communities directly to biodiversity-based value chains.

Key focus areas for the future include developing more inclusive models of game farming and wildlife tourism, expanding game breeding and auction activities, strengthening research partnerships with universities and biotechnology companies, and developing the skills and capacity needed to support the biodiversity economy. The sector is seen as a significant opportunity for job creation, particularly in rural areas, and as a way to incentivize conservation by demonstrating the economic value of intact ecosystems.

### **Crime Prevention and Safety**

The Eastern Cape has implemented several strategies to address crime and improve safety. The South African Police Service Crime Statistics 2023/24 report indicates a 5% decrease in overall crime rates in the Eastern Cape compared to the previous year (SAPS, 2024).<sup>32</sup> According to the Eastern Cape Department of Community Safety's Annual Report 2023/24, the province has implemented integrated crime prevention strategies involving multiple stakeholders, resulting in a 10% increase in community policing forum participation (ECDCS, 2024).<sup>33</sup> The National Prosecuting Authority's Provincial Performance Report 2023/24 shows a 15% increase in successful prosecutions for corruption cases in the Eastern Cape (NPA, 2024).<sup>34</sup>

### **Environmental Management**

The Eastern Cape has made progress in environmental management. The Department of Forestry, Fisheries and the Environment's State of the Environment Report 2024 indicates that the Eastern Cape has increased its protected area coverage by 2% over the past year (DFFE, 2024).<sup>35</sup> The Eastern Cape Biodiversity Conservation Plan 2025-2030 outlines strategies to combat invasive species, restore degraded ecosystems, and promote sustainable use of natural resources (Eastern Cape Parks and Tourism Agency, 2024).<sup>36</sup> According to the South African National Biodiversity Institute's Climate Change Vulnerability Assessment for the Eastern Cape 2024, the province has implemented ecosystem-based adaptation strategies in 15 key biodiversity areas (SANBI, 2024).<sup>37</sup> The province has committed to finalise 100% of EIA applications within legislated timeframes.

### **Collaborations and Partnerships**

The Eastern Cape has made significant strides in fostering collaborations and partnerships across various sectors. According to the Eastern Cape Socio-Economic Consultative Council's Partnership Impact Report 2024, the province has implemented a Provincial Investment Coordination Framework, resulting in a 20% increase in cross-sector collaborations over the past year (ECSECC, 2024).<sup>38</sup> The Department of Science and Innovation's Provincial Innovation Systems Report 2024 highlights the Eastern Cape's success in establishing triple helix collaborations, with 15 new university-industry-government partnerships formed in

<sup>31</sup> Eastern Cape Parks and Tourism Agency (ECPTA). (2024). Biodiversity Economy Strategy 2025-2030.

<sup>32</sup> South African Police Service (SAPS). (2024). Crime Statistics 2023/24.

<sup>33</sup> Eastern Cape Department of Community Safety (ECDCS). (2024). Annual Report 2023/24.

<sup>34</sup> National Prosecuting Authority (NPA). (2024). Provincial Performance Report 2023/24.

South African National Biodiversity Institute (SANBI). (2024). Climate Change Vulnerability Assessment for the Eastern Cape 2024.

<sup>35</sup> Department of Environment, Forestry and Fisheries (DEFF). (2024). State of the Environment Report 2024.

<sup>36</sup> Eastern Cape Parks and Tourism Agency. (2024). Eastern Cape Biodiversity Conservation Plan 2025-2030.

<sup>37</sup> South African National Biodiversity Institute (SANBI). (2024). Climate Change Vulnerability Assessment for the Eastern Cape 2024

<sup>38</sup> Eastern Cape Socio-Economic Consultative Council (ECSECC). (2024). Partnership Impact Report 2024.

the past year (DSI, 2024).<sup>39</sup> The Eastern Cape Development Corporation's Annual Report 2023/24 notes successful collaborations with the Eastern Cape Provincial Arts and Culture Council (ECPACC) to support the creative industries sector, resulting in the incubation of 50 new creative enterprises (ECDC, 2024).<sup>40</sup>

#### **4IR, AI Integration and Broadband**

The Eastern Cape is making progress in integrating Fourth Industrial Revolution (4IR) technologies and Artificial Intelligence (AI) across various sectors. The Department of Communications and Digital Technologies' Provincial 4IR Readiness Assessment 2024 ranks the Eastern Cape as the third most 4IR-ready province in South Africa (DCDT, 2024).<sup>41</sup> According to the Automotive Industry Development Centre Eastern Cape's Industry 4.0 Adoption Report 2024, 60% of automotive manufacturers in the province have implemented some form of AI or IoT technology in their operations (AIDC EC, 2024).<sup>42</sup>

The Eastern Cape Department of Education's Digital Learning Report 2023/24 indicates that 40% of public schools in the province now have access to some form of digital learning platform, a 15% increase from the previous year (ECDoE, 2024).<sup>43</sup> The Eastern Cape has made significant progress in improving broadband access and connectivity. The Independent Communications Authority of South Africa's Provincial ICT Access Index 2024 shows that mobile broadband coverage in the Eastern Cape has increased to 85% of the population, up from 75% in the previous year (ICASA, 2024).<sup>44</sup>

According to the Eastern Cape Department of Economic Development, Environmental Affairs and Tourism's Digital Economy Strategy 2025-2030, the province aims to provide free Wi-Fi access in all major public spaces across its eight districts by 2028 (DEDEAT, 2024).<sup>45</sup> The State Information Technology Agency's e-Government Readiness Report 2024 indicates that 60% of government services in the Eastern Cape are now available online, a 25% increase from 2022 (SITA, 2024).<sup>46</sup>

#### **Environmental Impact Management**

The Eastern Cape has strengthened its environmental impact management practices. The Department of, Forestry, Fisheries and the Environmental Impact Assessment (EIA) Effectiveness Review 2024 reports that the Eastern Cape has improved its EIA processing time by 30% over the past two years, while maintaining rigorous environmental standards (DFFE, 2024).<sup>47</sup> According to the Eastern Cape Department of Economic Development, Environmental Affairs and Tourism's Strategic Environmental Assessment Report 2024, the province has completed comprehensive environmental assessments for all its major development corridors, informing sustainable development planning (DEDEAT, 2024).<sup>48</sup>

The Council for Scientific and Industrial Research's Provincial Environmental Monitoring Report 2024 notes that the Eastern Cape has implemented AI-driven environmental monitoring systems in 5 key biodiversity hotspots, enhancing real-time data collection and analysis (CSIR, 2024).<sup>49</sup>

<sup>39</sup> Department of Science and Innovation (DSI). (2024). Provincial Innovation Systems Report 2024.

<sup>40</sup> Eastern Cape Development Corporation (ECDC). (2024). Annual Report 2023/24

<sup>41</sup> Department of Communications and Digital Technologies (DCDT). (2024). Provincial 4IR Readiness Assessment 2024

<sup>42</sup> Automotive Industry Development Centre Eastern Cape (AIDC EC). (2024). Industry 4.0 Adoption Report 2024.

<sup>43</sup> Eastern Cape Department of Education (ECDoE). (2024). Digital Learning Report 2023/24

<sup>44</sup> Independent Communications Authority of South Africa (ICASA). (2024). Provincial ICT Access Index 2024.

<sup>45</sup> Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT). (2024). Digital Economy Strategy 2025-2030.

<sup>46</sup> State Information Technology Agency (SITA). (2024). e-Government Readiness Report 2024.

<sup>47</sup> Department of Environment, Forestry and Fisheries (DEFF). (2024). Environmental Impact Assessment (EIA) Effectiveness Review 2024.

<sup>48</sup> Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT). (2024). Strategic Environmental Assessment Report 2024.

<sup>49</sup> Council for Scientific and Industrial Research (CSIR). (2024). Provincial Environmental Monitoring Report 2024.

The Eastern Cape's future economic success will depend on ability to continue adapting to global trends while leveraging unique strengths and resources. By fostering innovation, prioritizing sustainability, and focusing on inclusive growth, the province has the potential to significantly enhance its economic standing within South Africa and beyond.

As the province moves forward, continued collaboration between government, private sector, academia, and communities will be crucial. Regular assessment and adjustment of strategies will be necessary to be on track to achieve our economic development outcomes while improving the quality of life for all residents.

### 3.2 INTERNAL ENVIRONMENT ANALYSIS

The following mandate aligned situation analysis in relation to the internal environment is presented. The strengths presented below have a high probability of enduring with higher potential positive impact on the achievement of outcomes of the Department while weaknesses listed have a high probability of materialising with potential severity in preventing the Department from efficiently achieving its outcomes.

#### **DEDEAT Strength and Weaknesses (2025 -2030)**

The following mandate aligned situation analysis in relation to the internal environment is presented to show current, projected strengths and weaknesses of the Department for the period 2025-2030.

A cross-impact analysis was performed on the strength and weaknesses examining how the strengths and weaknesses interact with and influence each other. These relationships can help in developing more effective strategies and interventions. There are significant interdependencies between DEDEAT's strengths and weaknesses with the following being highlighted:

- Financial resources, while a strength, are not being fully leveraged due to weaknesses in human resource management, business intelligence, and integrated ICT systems.
- The department's wide range of services and presence across districts is a significant strength, but its impact is limited by weaknesses in local capacity, business intelligence, and staff capability.
- Strong political leadership has the potential to address many weaknesses, but its effectiveness is hampered by low accountability and weak governance structures.
- Existing functional systems provide a foundation for improvement, but their impact is limited by the lack of integrated ICT systems and business intelligence.
- High staffing levels are a strength, but low staff morale and capability significantly reduce their potential impact across all areas of operation

Table 3: Strength and Weaknesses

Category	Current Strengths	Current Weaknesses	Projected Strengths (2025-2030)	Projected Weaknesses (2025-2030)
Financial Resources & Assets	<ul style="list-style-type: none"> <li>• R1,8 billion budget vote</li> <li>• Gambling revenue projected to top R1 billion by 2030</li> <li>• Industrial estates valued in excess of R10 billion</li> <li>• Specialty funds in place (LRED, Job stimulus fund, Imvaba Fund, Economic Development Fund)</li> <li>• Excellent financial management in the Group</li> <li>• Funding availability from DTI, DFFE and others</li> </ul>	<ul style="list-style-type: none"> <li>• Small DEDEAT portion of the Provincial equitable share (2.2%)</li> <li>• Low rental income</li> <li>• Mismatch of human and financial resources</li> <li>• Increased funding requirements that cannot be met</li> <li>• Budget cuts</li> <li>• Dilapidated property portfolio means less revenue</li> <li>• Small and declining loan book for MSMEs development reduces the revolving fund</li> </ul>	<ul style="list-style-type: none"> <li>• Potential increase in budget allocation due to improved performance</li> <li>• Growth in gambling revenue and other income streams</li> <li>• Improved financial management systems</li> <li>• Development of new funding models and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Continued budget constraints due to economic challenges</li> <li>• Increasing maintenance costs for aging infrastructure</li> <li>• Potential reduction in gambling revenue due to regulatory changes or economic factors</li> </ul>
Services	<ul style="list-style-type: none"> <li>• Range of services provided</li> <li>• Good technical capacity of staff in various portfolios</li> <li>• High quality service support</li> <li>• Six public entities</li> <li>• DEDEAT present in six Districts</li> <li>• New services with partners and Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of business intelligence</li> <li>• Some services not available in all regions</li> <li>• Limited SOPs</li> <li>• Concentration of services in the Metros</li> <li>• Limited capacity to take up services in local areas</li> <li>• Limited capacity for strategic environmental assessments</li> <li>• Limited research capacity</li> <li>• Indicators not pitched at impact level</li> </ul>	<ul style="list-style-type: none"> <li>• Development of comprehensive business intelligence systems</li> <li>• Expansion of services to all regions</li> <li>• Enhanced research capabilities through partnerships</li> <li>• Implementation of impact-focused indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Potential service gaps due to rapid technological changes</li> <li>• Challenges in maintaining service quality across all regions</li> <li>• Difficulty in attracting and retaining specialized skills</li> </ul>
Management & Governance	<ul style="list-style-type: none"> <li>• SMS staffing in place</li> <li>• Communication systems in place</li> <li>• Strong political leadership</li> <li>• IGR structures in place</li> </ul>	<ul style="list-style-type: none"> <li>• Centralization of some functions</li> <li>• Low functionality of IGR structures</li> <li>• Low accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of improved governance structures</li> <li>• Enhanced accountability mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Potential leadership changes affecting continuity</li> <li>• Challenges in adapting to new governance requirements</li> </ul>

Category	Current Strengths	Current Weaknesses	Projected Strengths (2025-2030)	Projected Weaknesses (2025-2030)
Processes and Systems	<ul style="list-style-type: none"> <li>Functional systems (BAS, Persal, eVaya, ePermitting, video &amp; audio conferencing)</li> <li>ICT uptime averages above 96%</li> <li>Governance structures in place</li> <li>Cloud computing services</li> </ul>	<ul style="list-style-type: none"> <li>Ineffective Service Delivery Model</li> <li>Inadequate compliance to processes</li> <li>Erratic and slow IT services</li> <li>Absence of business intelligence</li> <li>Limited integrated ICT systems</li> <li>No performance management system</li> <li>Inefficiencies and duplication within the DEDEAT Group</li> <li>Low governance</li> <li>Absence of backup system for data</li> <li>Cyber threats</li> </ul>	<ul style="list-style-type: none"> <li>Development of an effective Service Delivery Model</li> <li>Implementation of integrated ICT systems</li> <li>Development of robust business intelligence capabilities</li> <li>Enhanced cybersecurity measures</li> <li>Adoption of advanced digital technologies</li> </ul>	<ul style="list-style-type: none"> <li>Rapid technological changes requiring constant system updates</li> <li>Increased cybersecurity risks</li> <li>Challenges in data management and privacy compliance</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Organizational structure (567 posts)</li> <li>Satisfactory general capability</li> <li>Staffing level at +90%</li> </ul>	<ul style="list-style-type: none"> <li>Low level of general staff capability</li> <li>Low staff morale</li> <li>Centralized recruitment negatively impacts the Department</li> <li>Increasing CoE costs</li> <li>Ineffective organogram and structure</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of effective talent management strategies</li> <li>Development of specialized skills in emerging areas</li> <li>Improved staff engagement and morale</li> </ul>	<ul style="list-style-type: none"> <li>Challenges in attracting and retaining skilled personnel</li> <li>Potential skills gap due to rapid technological changes</li> <li>Continued pressure on CoE costs</li> </ul>
Stakeholder Relations	<ul style="list-style-type: none"> <li>Vast number of stakeholders in both public and private sector</li> </ul>	<ul style="list-style-type: none"> <li>Limited collaborations</li> <li>Limited effective coordination in LED, cooperatives, MSMEs</li> <li>Weak governance &amp; IGR</li> </ul>	<ul style="list-style-type: none"> <li>Development of strong public-private partnerships</li> <li>Enhanced coordination mechanisms for LED, cooperatives, and MSMEs</li> <li>Improved IGR structures and processes</li> </ul>	<ul style="list-style-type: none"> <li>Potential conflicts with stakeholders due to competing interests</li> <li>Challenges in maintaining effective communication across diverse stakeholder groups</li> </ul>

The DEDEAT has significant strengths in terms of its financial resources, range of services, and presence across the province. However, there are challenges in areas such as process efficiency, staff capability, and stakeholder coordination. In the 2025-2030 period, the department has opportunities to leverage technology, improve governance, and enhance the service delivery model. Nevertheless, we must also prepare for potential challenges such as budget constraints, technological disruptions, and evolving stakeholder needs.



## Cross-Impact Analysis of Strength and Weaknesses

A high-level cross-impact analysis of the department's key strengths and weaknesses is presented as follows:

+++ : High positive impact

++ : Medium positive impact

+: Low positive impact

0: No significant impact

-: Negative impact

**Table 4: Cross-Impact Analysis of Strength and Weaknesses**

Strengths / Weaknesses	S1: R1.8bn budget	S2: Range of services across districts	S3: Strong political leadership	W1: Lack of business intelligence	W2: Low accountability	W3: Low staff morale/capability
S1: R1.8bn budget	0	+++	++	++	+	++
S2: Range of services across districts	++	0	++	+++	++	++
S3: Strong political leadership	+++	++	0	++	+++	++
W1: Lack of business intelligence	+++	+++	++	0	+++	++
W2: Low accountability	+++	++	+++	+++	0	+++
W3: Low staff morale/capability	+++	+++	++	+++	+++	0

## Key Inferences

1. The R1.8bn budget supports a range of services.
2. The lack of business intelligence negatively affects most strengths and exacerbates other weaknesses, indicating a critical area for improvement.
3. Strong political leadership has the potential to address low accountability and improve budget allocation.
4. The 90% staffing level is positively impacted by most strengths but is significantly hindered by low staff morale/capability.
5. Limited integrated ICT negatively affects the potential of functional systems and hinders the development of business intelligence.

## Strategic Implications

To maximize the department's performance and effectiveness, strategies would be developed focusing on:

- Developing integrated ICT systems and business intelligence capabilities to better leverage financial and human resources and enhance the effectiveness of existing functional systems.
- Improving staff capability and morale through targeted training, performance management, and organizational culture initiatives to maximize the impact of the high staffing level and improve overall departmental performance.
- Leverage strong political leadership to drive accountability improvements and optimize budget allocation.
- Utilize the range of services and presence across districts to justify increased equitable share and improve resource allocation and develop local capacity.
- Addressing inefficiencies and duplication within the DEDEAT Group to optimize resource utilization.

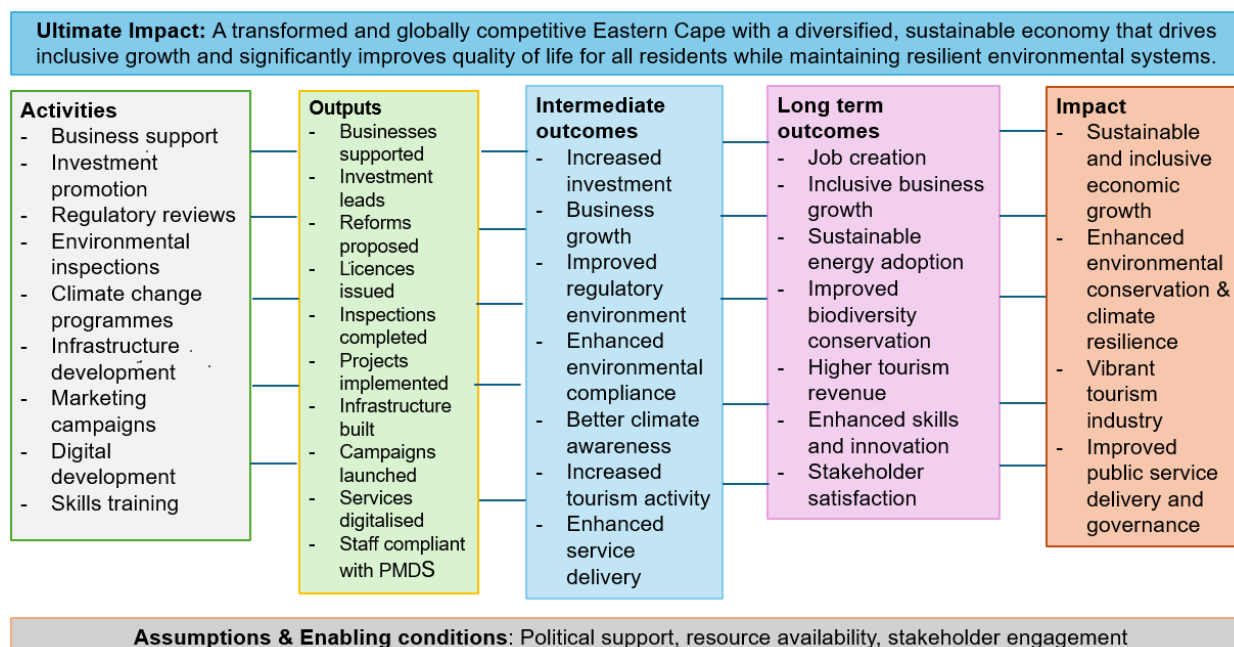
# PART C

**MEASURING OUR PERFORMANCE**

## PART C: MEASURING OUR PERFORMANCE

### INSTITUTIONAL PERFORMANCE INFORMATION

Figure 2: DEDEAT theory of change



### DEDEAT theory of Change Narrative

The above theory of change has been constructed based on the understanding by management of the key requirements of alignment with the NDP2030, MTDP, PMTDPF, Provincial Priorities, ruling party's priorities over the next 5 years and 2024/25 DEDEAT policy speech. Importantly, the activities through to impacts reflect the intersection of ideas and aspiration of both DEDEAT's stakeholders, management and staff that took into consideration PEDS as the anchor strategy for the 7<sup>th</sup> Administration. All other programmed work will be implemented alongside this thrust theory.

The Theory of Change outlines how the DEDEAT aims to work with other stakeholders to transform the province into a globally competitive region. This narrative explains the pathway from foundational inputs to ultimate impact.

The Eastern Cape envisions becoming a globally competitive province characterized by a diversified and sustainable economy, inclusive growth with job creation, protected environmental resources, enhanced quality of life for all residents, resilient systems and institutions, and effective governance. This ambitious vision addresses the interconnected challenges of economic development, environmental sustainability, and social progress.

### Foundation for Change

The Theory of Change is built upon solid foundational inputs that provide the necessary infrastructure and frameworks for all interventions. These include industrial assets (six public entities of the department, partnerships and networks, infrastructure, ICT systems, industrial estates, and monitoring tools) and a strategic framework (legislation and policies, provincial strategies, intergovernmental relations structures, international agreements, and development plans). These foundations provide the launchpad for all strategic interventions.

## Strategic Interventions

To achieve the above vision, the Department has identified five key strategic intervention areas:

**Industrial Economic Development** focuses on revitalizing industrial parks, developing Special Economic Zones, supporting manufacturing, promoting exports, attracting investment, facilitating trade, supporting sustainable energy initiatives, providing enterprise support, and improving market access. These interventions aim to stimulate economic growth and create jobs in key sectors.

**Tourism and Creative Industries** interventions include marketing promotion, infrastructure support, creative sector growth initiatives, cultural preservation efforts, and product development. These activities seek to leverage the province's natural and cultural assets to drive economic growth through tourism.

**Environmental Management** initiatives encompass biodiversity conservation, compliance and enforcement of environmental regulations, natural resource protection, waste management, climate change response, and support for sustainable projects. These interventions aim to protect the province's natural resources while promoting sustainable development.

**Human Capital Development** focuses on skills programmes innovation support, research and development initiatives, capacity development, and knowledge management. These interventions seek to enhance the capabilities of the province's workforce and foster innovation.

**Operational Excellence** interventions include improving service delivery, digital transformation, strengthening governance systems, managing partnerships effectively, and monitoring performance. These activities aim to enhance the efficiency and effectiveness of the Department.

## Outputs and Immediate Outcomes

These strategic interventions produce tangible outputs across four key areas:

**Economic Growth** outputs include investment pledges, energy projects supported, MSMEs supported, export opportunities identified and job creation. These lead to immediate outcomes such as new energy projects developed, operational industrial parks, new investments realised, increased production, sustainable MSMEs, improved market access, export growth, and increased investment value.

**Environmental Protection** outputs include expanding protected areas, improving compliance, conserving resources, and recycling waste. These lead to immediate outcomes such as increased protected areas, improved compliance with environmental laws, enhanced biodiversity, and greater environmental awareness.

**Tourism Success** outputs include attracting 6.8 million visitors, revenue growth, developing new products, hosting cultural events, and improving infrastructure. These lead to immediate outcomes including increased visitor numbers, revenue growth, improved domestic ranking, and access to new markets.

**Skills and Innovation** outputs include a trained workforce, filed patents, research outputs, innovation projects, and digital solutions. These outputs contribute to the immediate outcome of developing skilled workers.

## Intermediate Outcomes

The immediate outcomes contribute to four intermediate outcome areas:

**Economic Transformation** leads to increased GDP contribution, job creation, investment growth, export expansion, and MSME growth.

**Environmental Sustainability** results in climate resilience, protected biodiversity, sustained resources, and reduced waste.

**Social Progress** brings about enhanced skills, an innovative culture, and inclusive development.

**Institutional Excellence** produces efficient systems, strong governance, digital maturity, effective partnerships, and improved service quality.

## Critical Success Factors and assumptions

For the Theory of Change to hold true, some critical success factors should be in place. These include:

- Political support and leadership
- Lobbying & Advocacy [Political Championing]
- Resource and systems adequacy
- Stakeholder collaboration
- Private sector engagement
- Community partnerships
- Dedicated and active citizens
- Innovation and adaptation
- Risk management
- Alignment with government and citizens' priorities
- Functional accountability systems
- Skilled implementers

These factors create an enabling environment for the implementation of strategic interventions and the achievement of desired outcomes.

The Theory of Change is built on several key assumptions, including that investment promotion leads to actual investments and job creation, that compliance inspections lead to improved environmental outcomes, that tourism infrastructure development increases visitor numbers, and that digitization of services improves accessibility and efficiency.

The Theory of Change will be monitored regularly through quarterly, annual and term reviews. Some indicators have been developed and are included in this strategic plan, annual performance plan and operational plan. Some of the work will be performance by the entities of the department and other key partners and stakeholders. Periodic evaluations will be conducted to establish outcomes of our work.

## IMPACT STATEMENT

The following Impact statement has been developed by the Department:

### Impact statement

A transformed and globally competitive Eastern Cape with a diversified, sustainable, growing and inclusive economy that significantly improves quality of life for all residents while maintaining resilient environmental systems.

#### 4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

##### Programme: Administration

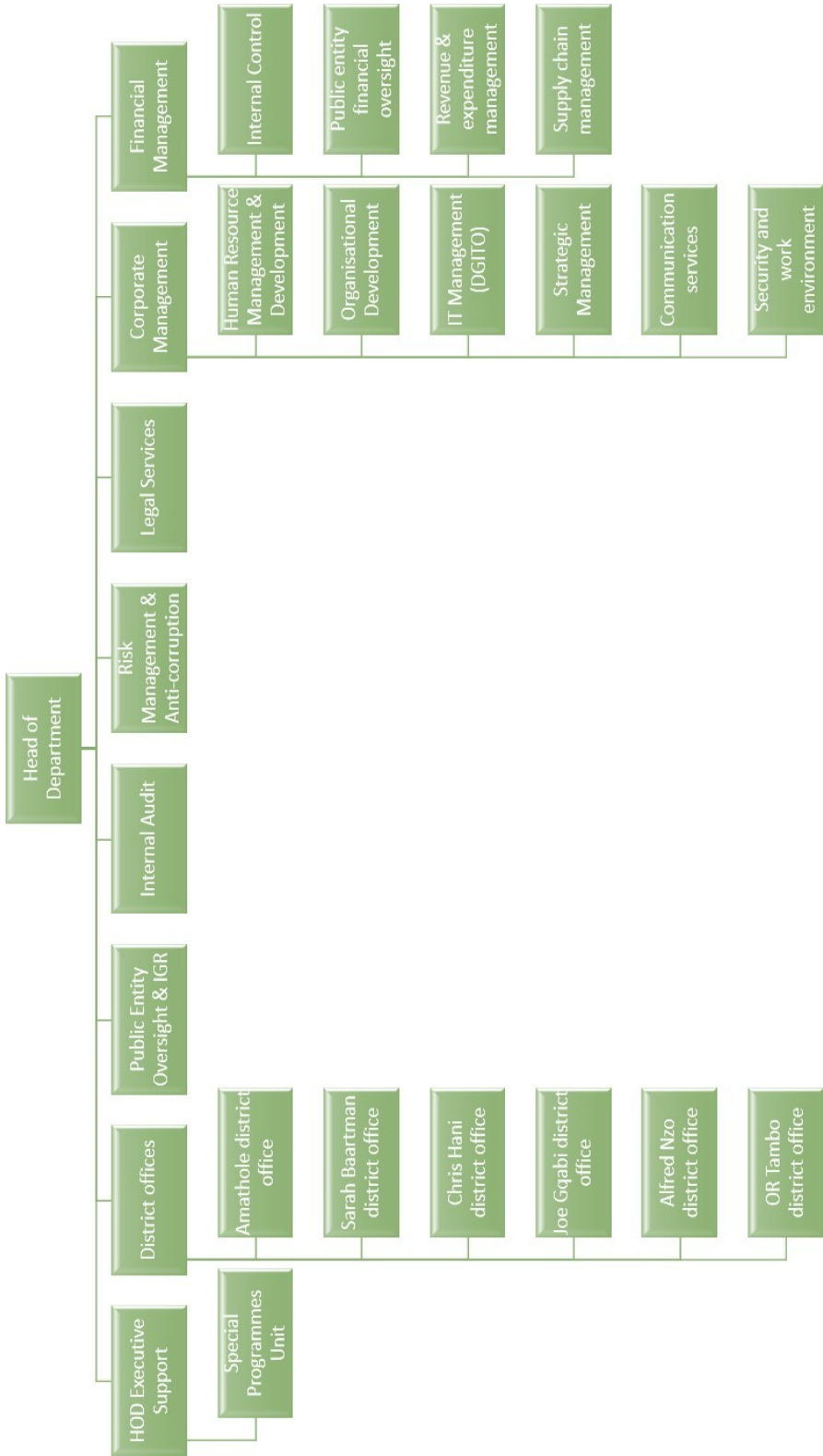
**Purpose:** To provide the Department with strategic leadership and management, as well as overall administrative and performance oversight.

##### Sub-Programmes: Administration

Sub-Programme	Sub-Programme Purpose
1.1: Office of the MEC	Provide overall political and policy leadership for the Department
1.2: Office of the HOD	Provide effective and efficient leadership to the Department through public entity oversight, legal services, risk management, and transversal programmes.
1.3: Financial management	Establish and maintain appropriate financial management systems.
1.4: Corporate Management	Ensure adequate provision of institutional capacity through effective human capital management, IT & knowledge management services, communication, organizational development interventions and strategic management services.

PROGRAMME STRUCTURE:

Figure 3: Administration Organizational Structure







# PROGRAMME 1

## ADMINISTRATION

## PROGRAMME 1: ADMINISTRATION

The table below reflects a staff complement of 273<sup>3</sup> posts, of which 242 are filled. The vacancy rate of 11% represents 30 posts to be filled, in line with the annual recruitment plan.

*Table 5: Posts filled vs vacant posts*

Sub-Programme	Posts on approved establishment	Filled	Vacant <sup>50</sup>	% vacant
OFFICE OF THE MEC	7	6	1	14%
OFFICE OF THE HOD <sup>51</sup>	35	31	4	11%
FINANCIAL MANAGEMENT	62	59	3	5%
CORPORATE MANAGEMENT	145	139	6	4%
Total	249	235	14	6%

Source: Persal data, 7 February 2025

<sup>50</sup> Please note that only funded vacant posts are reflected, as per DPSA directives

<sup>51</sup> Includes Office of the HOD, Internal Audit, Risk Management, Legal Services, PMO, Entity Oversight & IGR

## 4.1 Outcomes, Outputs, Performance Indicators and Targets

Table 6: MTEF targets for Programme 1, Administration

#	Outcome	Outputs	Output Indicators	Annual targets				
				Audited Performance 2023/24	Estimated Performance 2024/25	MTEF Period		
					2025/26	2026/27	2027/28	2028/29
1.	Strengthened institutional capacity	Digitization of DEDEAT services and processes.	Percentage of functions or services digitized	New Indicator	60%	65%	70%	72%
2.	and inter-governmental	Public entities validation & engagements	Public Entities Accountability index	10	10	10	10	10
3.	collaboration for effective economic	Suppliers paid on time	Percentage of suppliers paid within 30 days	100%	100%	100%	100%	100%
4.	development and environmental management.	Effective & efficient implementation of PFMA & other laws	Annual audit outcome	Clean	Clean	Clean	Clean	Clean
5.		Development of inter-departmental collaboration frameworks	Number of inter-departmental projects implemented	New Indicator	3	3	3	3
6.	Improved skills and innovation capacity aligned with industry needs, particularly in emerging sectors and technologies.	Facilitation of skills development programmes in critical and emerging sectors	Percentage implementation of the workskills plan	95%	100%	100%	100%	100%
7.		Staff contracts and <del>plans</del>	Percentage of staff complying with all PMDS processes (contracts and reviews)	95%	100%	100%	100%	100%

## 4.2. Output Indicators: Annual and Quarterly Targets

*Table 7: Quarterly & annual targets for Programme 1, Administration*

#	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.	Percentage of functions or services digitized	60%	-	-	-	60%
2.	Public Entities Accountability index	10	-	-	-	10
3.	Percentage of suppliers paid within 30 days	100%	100%	100%	100%	100%
4.	Annual audit outcome	Clean	-	Clean	-	-
5.	Number of inter-departmental projects implemented	3	-	-	-	3
6.	Percentage implementation of the workplace skills plan	100%	-	100%	100%	100%
7.	Percentage of staff complying with all PMDS processes (contracts and reviews)	100%	100%	-	100%	-

## 4.3. Explanation of planned performance over the medium-term period

Digitized functions or services are key for the productivity of the department. Although a 60% target is set, this may be difficult to achieve because of power challenges being experienced due to loadshedding. A functioning network is key for connectivity and enablement of work of all components of the department. Performance has been consistent over the years and is within the planned threshold set.

With the Public Entities Accountability index, the score of 10 is desirable. This is equivalent to 100% performance on all aspects of the contents of the SLA. All compliance and achievements must be reported. The performance of the public entities of the department is intricately linked to the performance of the department in all key outcomes. Performance has been consistent over the years and is within the planned threshold set. Five of our six public entities received clean audits in 2023/24 financial year.

The government has made it clear that all suppliers with valid invoices must be paid within 30 days. The department aims to pay consistently within 30 days. Timely payment of suppliers stimulates business activities and employment creation. This will lead to better disposable incomes that allow our communities to thrive. Over the past 4 years, the department has been paying its suppliers within the 15-day window. Projections are such that in the near future, it's possible to have single digit figures for average day payment.

A clean audit is aimed for during this period. This will create a conducive environment for good corporate governance and systems to prosper that generate goodwill allowing our partners to trust us and invest in us in order to yield better outcomes for citizens. The department has been receiving clean audits since 2021/22 financial year. It is projected that this will continue into the future as most of the recurring matters have since been resolved.

The department affects performance, financial oversight, risk management processes and internal audit processes on a quarterly basis through HOD/CEOs Forum meetings. This is preceded by performance verification by the senior management. Furthermore, the MEC meets with the Chairpersons of the Boards at least half-yearly to discuss strategic matters affecting DEDEAT Group.

To ensure governance improvement, on an annual basis, the entities are rated through the public entity accountability index and board assessments are done to ensure board functionality. The department reviews legislation for public entities and attends to all matters relating to compliance with legislation and the PFMA. The department is also responsible for board appointments.

Lastly, a high degree of workplace skills plan implementation as well as staff compliance with PMDS

processes will create enough capacity for staff to discharge their functions with vigor. It also allows staff morale to be boosted. This has immediate and long-term boost to efficient execution of all tasks in different portfolios of the organization. Compliance with PMDS processes has been slightly below target due to disputes with supervisors on contracting and review scores resulted in delays with timeous completion and submission of performance agreements and reviews. There was also non-compliance by some officials who are on top notches of their salary scales. Measures and efforts continue to be put in place to ensure the timeous completion of PMDS processes.

The Administration Programme will prioritize the following during the MTEF period:

- PCMT discussion on filling outstanding vacant positions
- Planning with entities on how to address ICT
- Budgeting for ICT requirements.
- ICT Governance discussion at DEDEAT Group level.
- Office Accommodation requirements.
- Accommodation discussion at DEDEAT Group level.
- Need political directive to ensure integration
- Integrated planning process.
- Integrated Reporting and Monitoring system for the DEDEAT Group
- Integrated Risk Management System

The following collaborative efforts will also be pursued:

- Sharing offices with entities at Head-Office level and all six regions
- Sharing resources with entities at Head- Office level and all six regions
- Sharing of the ICT infrastructure.
- The task team to be reconstituted and resume its duties.
- Political support

Working closely with the public entities (where shared services is possible), efforts will be made to facilitate digital transformation. This has become the new normal post COVID-19 pandemic, whereby innovation and digitalization enable us to achieve more with limited resources.

## Programme Resource Considerations

**Table 8: Summary of payments and estimates: Programme 1- Administration**

R thousand	Outcome		Main appropriation		Adjusted appropriation 2024/25		Revised estimate		Medium-term estimates		% change from 2024/25
	2021/22	2022/23	2022/23	2023/24	2023/24	2023/24	2023/24	2023/24	2025/26	2026/27	2027/28
1. Office of the MEC	216	1 119	1 119	1 024	10 270	10 270	10 420	10 420	12 214	17 156	13 014
2. Office of the HOD	25 690	30 037	30 037	31 171	36 907	36 907	37 538	37 538	34 812	37 417	39 098
3. Financial Management	81 799	86 672	86 672	92 326	104 345	104 345	104 345	104 345	96 628	122 258	127 668
4. Corporate Services	92 866	104 320	104 320	119 086	117 604	117 604	116 823	116 823	116 686	124 616	135 546
<b>Total payments and estimates</b>	<b>200 571</b>	<b>222 148</b>	<b>222 148</b>	<b>243 607</b>	<b>269 126</b>	<b>269 126</b>	<b>269 126</b>	<b>269 126</b>	<b>260 340</b>	<b>301 447</b>	<b>315 326</b>

**Table 9: Key Risks and Mitigations from the Strategic Plan**

#	Outcomes	Key Risks	Risk Mitigations
1.	Improved skills and innovation capacity aligned with industry needs, particularly in emerging sectors and technologies.	<ul style="list-style-type: none"> <li>Outdated education curricula not aligned with industry needs</li> <li>Brain drain of skilled professionals from the province</li> <li>Limited R&amp;D investment and innovation infrastructure</li> <li>Digital divide limiting access to skills development</li> <li>Slow adaptation to technological changes</li> </ul>	<ul style="list-style-type: none"> <li>Government- Industry-academia partnerships for curriculum development</li> <li>Retention incentives and entrepreneurial opportunities for skilled youth</li> <li>Innovation hubs and incubators with industry co-funding models</li> <li>Digital access programmes in underserved communities</li> <li>Technology adoption support programmes for businesses</li> </ul>
2.	Strengthened institutional capacity and inter-governmental collaboration for effective economic development and environmental management.	<ul style="list-style-type: none"> <li>Silo mentality across government departments</li> <li>Political cycles disrupting programme continuity</li> <li>Budget constraints affecting institutional capacity</li> <li>Inadequate monitoring and evaluation systems</li> <li>Limited stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Integrated development planning frameworks</li> <li>Long-term strategy institutionalization beyond political terms</li> <li>Shared resources models and efficiency improvements</li> <li>Results-based management systems, regular reporting and evaluations</li> <li>Multi-stakeholder forums for participatory governance</li> </ul>





# PROGRAMME 2

ECONOMIC DEVELOPMENT  
AND TOURISM



## PROGRAMME 2: ECONOMIC DEVELOPMENT & TOURISM

Purpose: The Economic Development and Tourism Programme is primarily responsible for promoting and achieving sustainable economic development and job creation.

Sub-Programmes: Economic Development and Tourism

Sub-Programme	Sub-Programme Purpose
2.1: Integrated Economic Development Services	<ul style="list-style-type: none"> <li>To support and develop business enterprises.</li> <li>To promote economic growth and development of local economies with partnerships with key stakeholders by aligning Local and Regional Economic Development (LRED) initiatives with government programmes.</li> <li>To facilitate the process of empowerment and creation of an enabling business environment for PDIs.</li> </ul>
2.2: Trade and Sector Development	<ul style="list-style-type: none"> <li>To facilitate trade promotion, retention and attraction of investment in priority sectors.</li> <li>To facilitate implementation of National and Provincial Priority Programmes.</li> <li>To create an enabling environment for sustainable economic growth and development in prioritized and emerging sectors in the Eastern Cape.</li> <li>To drive implementation of programmes and interventions in these prioritized sectors: agro-industry, sustainable energy, automotive, general manufacturing, oceans economy and tourism.</li> </ul>
2.3: Business Regulation and Governance	<ul style="list-style-type: none"> <li>To lobby for provision of a regulatory framework that addresses barriers in the broader business environment.</li> <li>To promote good corporate governance principles, stability and efficiency in doing business.</li> <li>To develop, implement and promote measures that ensure the rights and interests of all consumers.</li> <li>To ensure effective implementation of the Eastern Cape Consumer Protection Act, 2018.</li> <li>To promote and maintain an effective and efficient system for regulation of business, industries and sectors.</li> </ul>
2.4: Economic Planning	<ul style="list-style-type: none"> <li>To develop evidence based provincial policies and Strategies which inform decision making processes.</li> <li>To ensure accessible scientific information to inform economic policy and planning processes.</li> </ul>
2.5: Tourism	<ul style="list-style-type: none"> <li>To create an enabling tourism environment through legislation, policy and strategy development</li> <li>To create demand and supply for tourism</li> <li>To ensure sustainability and tourism sector transformation</li> </ul>

## PROGRAMME STRUCTURE:

Figure 4: Economic Development & Tourism Organizational Structure



The Programme has a vacancy rate of approximately 17%, with the most significant proportion being in the Integrated Economic Development and Business Regulation and Governance sub-programmes. In total, 18 out of 108 posts are vacant. Except for two SMS posts at Head Office, most vacant positions are at the regional level. Positions are being filled in line with the current approved annual recruitment plan.

Table 10: Posts filled vs vacant posts

Sub-Programme	Posts on approved establishment	Filled <sup>52</sup>	Vacant [1]	% vacant
INTEGRATED ECONOMIC DEVELOPMENT	57	49	8	14%
TRADE AND INVESTMENT PROMOTION <sup>53</sup>	17	14	3	18%
BUSINESS REGULATION AND GOVERNANCE <sup>54</sup>	35	32	3	9%
POLICY & RESEARCH	2	0	2	100%
Total	111	95	16	14%

Source: Persal data, 7 February 2025

## 5.1 Outcomes, Outputs, Performance Indicators and Targets

All work and output of the department will consciously work to promote women, youth and disabled categories of the provincial population. Where targeting of women, youth and disabled is not possible, reporting thereof (if applicable) will be made. The department will also work in support of the National Infrastructure Plan 2050, contribute to spatial transformation as guided by the National Spatial Development Framework (NSDF) as well as the District Development Model and One Plan.

<sup>52</sup> Please note that only funded vacant posts are reflected, as per DPSA directives

<sup>53</sup> Includes Sustainable Energy, Agro-Processing, Manufacturing, Tourism Development, and Trade and Investment Promotion

<sup>54</sup> Includes BRAG and Office of the Consumer Protector

Table 11: MTEF targets for Programme 2, Economic Development and Tourism

#	Outcome	Outputs	Output Indicators	Annual Targets				
				Audited performance	Estimated Performance	MTEF Period		
						2023/24	2024/25	2025/26
1.	Increased contribution of key sectors to provincial GDP and job creation.	Implementation of sector-specific interventions (e.g., agro industry, general manufacturing, automotive).	Number of manufacturing initiatives supported	6	4	4	4	4
2.			Number of agro-processing initiatives supported	3	3	3	3	3
3.	Enhanced competitiveness and global participation of Eastern Cape with a focus on exports and investment attraction.	Grow the value of exports and investments	Number of investment promotion initiatives supported	3	3	3	3	3
4.			Number of investment (opportunities) leads generated leveraging provincial missions and partnerships	New Indicator	New Indicator	1	1	2
5.	Increased share of sustainable energy in the provincial energy mix and growth in the green economy.	Development of sustainable energy projects (solar, wind, etc.).	Number of sustainable energy initiatives supported	3	3	3	3	3
6.	Transformed and inclusive economic participation, with a focus on historically disadvantaged individuals, youth, and MSMEs.	Support programmes for black-owned, women-owned, and youth-owned businesses.	Number of black-owned, women-owned, and youth-owned businesses supported	New Indicator	New Indicator	200	200	200
7.		Initiatives to integrate township and rural enterprises	Number of township and rural enterprises supported	New Indicator	New Indicator	100	200	200
8.		Support programmes for informal businesses.	Number of informal businesses supported	New Indicator	New Indicator	60	120	200
9.		Support programmes for cooperatives.	Number of cooperatives supported	200	320	200	250	350

#	Outcome	Outputs	Output Indicators	Annual Targets				
				Audited performance	Estimated Performance	MTEF Period		
				2023/24	2024/25	2025/26	2026/27	2027/28
10.	Improved ease of doing business through streamlined regulations and support mechanisms for entrepreneurs and investors.	Simplified regulatory framework	Number of red tape reduction sessions conducted	New Indicator -	New Indicator	4	4	4
11.	Developed and well-managed tourism sector leveraging the province's natural, cultural, and heritage assets.	Marketing campaigns to promote Eastern Cape tourism.	Number of tourism promotion initiatives supported	New Indicator	New Indicator	3	3	3

## 5.2. Output Indicators: Annual and Quarterly Targets

Table 12: Quarterly and annual targets for Programme 2, Economic Development & Tourism

#	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.	Number of manufacturing initiatives supported	4	-	-	-	4
2.	Number of agro-processing initiatives supported	3	-	-	-	3
3.	Number of investment promotion initiatives supported	3	-	-	-	3
4.	Number of investment (opportunities) leads generated leveraging provincial missions and partnerships	1	-	-	-	1
5.	Number of sustainable energy initiatives supported	3	-	-	-	3
6.	Number of black-owned, women-owned, and youth-owned businesses supported	200	50	50	50	50
7.	Number of township and rural enterprises supported	80	25	25	25	5
8.	Number of informal businesses supported	60	15	15	15	15
9.	Number of cooperatives supported	200	50	50	50	50
10.	Number of red tape reduction sessions conducted	4	--	-	-	4
11.	Number of tourism promotion initiatives supported	3	0	0	1	2

### 5.3. Explanation of planned performance over the medium-term period

There are 38 tourism infrastructure projects to be implemented starting with 12 in the first year and 13 in each of the two outer years. These projects are for new works and upgrades both inside and outside the nature reserves. There will be 21 marketing campaigns to promote the Eastern Cape tourism with 7 equally distributed. The number of tourists visiting the province is expected to increase from 6.5 to 6.9 million.

Improved ease of doing business through streamlined regulations and support mechanisms for entrepreneurs and investors would be the main focus of Business Regulation Services during the given period. This work would be conducted through lobbying for regulatory reform in municipalities. The business regulatory forum which is set to convene once a quarter would be the discussion platform for these reforms. In order to measure if these reforms amongst others have yielded the desired results, an annual business satisfaction survey would be conducted.

**Sustainable energy:** Over the period, performance will focus on the three areas of energy infrastructure support and coordination processes; green hydrogen support processes; and support to power producer, minigrid and other sustainable energy initiatives. Activities under these include support to and advocacy for transmission grid development in the Eastern Cape; strategic and institutional coordination and support for green hydrogen; strategic and institutional coordination and support to utility scale energy generation initiatives; wind farm – vulture mitigation programme development, technical, social and oversight support for EC minigrids; and/or support to other Sustainable Energy Initiatives.

In terms of the manufacturing unit over this period, the unit's focus will be on revitalizing of Eastern Cape state-owned industrial parks by providing coordination, monitoring, and institutional support to park owners and key stakeholders. This will include the development of masterplans for all parks, covering infrastructure development, business planning, and investment promotion to drive economic integration. We will also support manufacturing companies in distress through a dedicated Manufacturing Support Centre, which will serve as a portal, help desk, and one-stop shop for assisting manufacturing and agro-processing companies.

Additionally, we will provide both financial and non-financial support linked to the Provincial Job Stimulus Fund, offering incentives for job retention in qualifying MSMEs. Our efforts will extend to implementing the Eastern Cape Maritime Manufacturing Localisation Support Programme, fostering an enabling environment for sector growth, investment attraction, and institutional support, including the refurbishment of Jib cranes at the Port of East London and advocacy to TNPA for the approval of the new marine engineering strategy. Furthermore, we will continue implementing the Eastern Cape Automotive Support Programme and the EC Industrial Clusters Programme, ensuring oversight and support for automotive, non-automotive manufacturing, and tooling clusters. A key priority will be fostering the entry of new Black industrialists into the supply chain, along with initiatives in product development, commercialization, localization, and skills development to enhance the competitiveness of various sectors.

In terms of investment promotion, the focus will be to further enhance coordination of activities in the province in line with the provincial investment framework. Key to the planned activities is the implementation of resolutions of the coordination structures to ensure that challenges and issues affecting investment attraction in the province are resolved. Sectoral support to the provincial priority sectors will be key with a focus on the provincial priority sectors as outlined in the provincial economic development strategy. Building and maintenance of investment intelligence and knowledge to be central to guiding the investment work in the province including provision of support to investors. Effective stakeholder coordination will also be critical in ensuring collaboration amongst the key stakeholders to drive and support provincial investment initiatives. Leveraging provincial missions and partnerships to generate and grow provincial investment leads.

## Programme Resource Considerations

**Table 13: Summary of payments and estimates: Programme 2- Economic Development & Tourism**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates			% change from 2024/25
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28	
1. Integrated Economic Development Se	131 073	153 212	296 622	157 691	154 636	152 743	241 535	234 049	240 185	58,1
2. Trade and Sector Development	551 134	436 872	827 845	1 144 618	724 049	721 528	721 179	939 889	1 165 947	(0,0)
3. Business Regulation & Governance	147 948	161 296	188 829	176 632	176 093	180 360	171 344	170 291	177 955	(5,0)
4. Economic Planning	5 982	5 812	6 275	6 104	4 831	4 925	6 148	6 266	6 549	24,8
5. Tourism	12 616	12 053	16 110	13 900	14 754	14 807	42 885	21 173	22 160	189,6
<b>Total payments and estimates</b>	<b>848 753</b>	<b>769 245</b>	<b>1 335 681</b>	<b>1 498 945</b>	<b>1 074 363</b>	<b>1 074 363</b>	<b>1 183 091</b>	<b>1 371 668</b>	<b>1 612 796</b>	<b>10,1</b>

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates			% change from 2024/25
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28	
<b>Current payments</b>	<b>69 524</b>	<b>78 531</b>	<b>72 875</b>	<b>79 198</b>	<b>76 232</b>	<b>76 232</b>	<b>78 454</b>	<b>90 319</b>	<b>94 862</b>	<b>2,9</b>
Compensation of employees	58 190	59 393	57 477	67 798	64 798	64 798	68 023	78 283	81 807	5,0
Goods and services	11 334	19 138	15 398	11 400	11 434	11 434	10 431	12 036	13 055	(8,8)
Interest and rent on land	—	—	—	—	—	—	—	—	—	—
<b>Transfers and subsidies to:</b>	<b>779 229</b>	<b>690 714</b>	<b>1 262 740</b>	<b>1 419 747</b>	<b>998 131</b>	<b>998 131</b>	<b>1 104 637</b>	<b>1 281 349</b>	<b>1 517 934</b>	<b>10,7</b>
Provinces and municipalities	—	—	200	209	209	209	209	209	209	0,0
Departmental agencies and accounts	771 223	688 604	1 258 777	1 405 938	987 442	987 442	1 097 828	1 273 006	1 509 225	11,2
Higher education institutions	—	—	—	—	—	—	—	—	—	—
Foreign governments and international organisations	—	—	—	—	—	—	—	—	—	—
Public corporations and private enterprises	8 006	2 110	3 763	13 600	10 480	10 480	6 600	8 134	8 500	(37,0)
Non-profit institutions	—	—	—	—	—	—	—	—	—	—
Households	—	—	—	—	—	—	—	—	—	—
<b>Payments for capital assets</b>	<b>—</b>	<b>—</b>	<b>66</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Buildings and other fixed structures	—	—	—	—	—	—	—	—	—	—
Machinery and equipment	—	—	66	—	—	—	—	—	—	—
Heritage Assets	—	—	—	—	—	—	—	—	—	—
Specialised military assets	—	—	—	—	—	—	—	—	—	—
Biological assets	—	—	—	—	—	—	—	—	—	—
Land and sub-soil assets	—	—	—	—	—	—	—	—	—	—
Software and other intangible assets	—	—	—	—	—	—	—	—	—	—
<b>Payments for financial assets</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total economic classification</b>	<b>848 753</b>	<b>769 245</b>	<b>1 335 681</b>	<b>1 498 945</b>	<b>1 074 363</b>	<b>1 074 363</b>	<b>1 183 091</b>	<b>1 371 668</b>	<b>1 612 796</b>	<b>10,1</b>

Table 14: Key Risks and Mitigations from the Strategic Plan

#	Outcomes	Key Risks	Risk Mitigations
1.	Increased contribution of key sectors to provincial GDP and job creation.	<ul style="list-style-type: none"> <li>Economic recession or downturn impacting growth targets</li> <li>Geopolitical instability &amp; global markets disruptions</li> <li>Insufficient investment and disinvestment in key sectors</li> <li>Infrastructure and service limitations (e.g. electricity, water, roads)</li> <li>Skills mismatch between available workforce and sector needs</li> <li>Regulatory barriers to sector growth</li> </ul>	<ul style="list-style-type: none"> <li>Diversification of sector development to build economic resilience</li> <li>Investment promotion and incentives programmes</li> <li>Infrastructure development partnerships with national government</li> <li>Targeted skills development programmes aligned to sector needs</li> <li>Regulatory impact assessments and reform initiatives</li> </ul>
2.	Enhanced competitiveness and global participation of Eastern Cape businesses, with a focus on exports and investment attraction	<ul style="list-style-type: none"> <li>Global market volatility and trade barriers</li> <li>Limited export readiness of local businesses</li> <li>Logistical and infrastructure constraints</li> <li>Inadequate market intelligence and export support</li> </ul>	<ul style="list-style-type: none"> <li>Export development programmes with phased readiness approach</li> <li>Strategic trade agreements and partnerships</li> <li>Investment in key logistics infrastructure and export corridors</li> <li>Market intelligence unit and export helpdesk, support to exporters on trade missions</li> </ul>
3.	Improved skills and innovation capacity aligned with industry needs, particularly in emerging sectors and technologies.	<ul style="list-style-type: none"> <li>Outdated education curricula not aligned with industry needs</li> <li>Brain drain of skilled professionals from the province</li> <li>Limited R&amp;D investment and innovation infrastructure</li> <li>Digital divide limiting access to skills development</li> <li>Slow adaptation to technological changes</li> </ul>	<ul style="list-style-type: none"> <li>Government- Industry-academia partnerships for curriculum development</li> <li>Retention incentives and entrepreneurial opportunities for skilled youth</li> <li>Innovation hubs and incubators with industry co-funding models</li> <li>Digital access programmes in underserved communities</li> <li>Technology adoption support programmes for businesses</li> </ul>
4.	Increased share of sustainable energy in the provincial energy mix and growth in the green economy.	<ul style="list-style-type: none"> <li>Regulatory hurdles for sustainable energy projects</li> <li>Limited financing for green infrastructure</li> <li>Insufficient Electricity Transmission Capacity.</li> <li>Skills gaps in green technology implementation</li> </ul>	<ul style="list-style-type: none"> <li>Policy advocacy for enabling regulatory environment</li> <li>Green finance mechanisms and incentives, including Public Private Partnerships.</li> <li>Stakeholder engagement and just transition frameworks</li> <li>Grid corridor development partnerships</li> <li>Green skills development programmes and certifications</li> </ul>



#	Outcomes	Key Risks	Risk Mitigations
5.	Transformed and inclusive economic participation, with a focus on historically disadvantaged individuals, youth, and MSMEs.	<ul style="list-style-type: none"> <li>Limited access to finance for underserved groups</li> <li>Persistent spatial inequalities and market access barriers</li> <li>Inadequate business development support</li> <li>Information asymmetries about opportunities</li> <li>Policy implementation gaps</li> </ul>	<ul style="list-style-type: none"> <li>Targeted financial inclusion programmes and MSME financing</li> <li>Regional economic development nodes in historically underserved areas</li> <li>Tailored business development support programmes</li> <li>Information dissemination strategies including mobile outreach</li> <li>Monitoring and evaluation of inclusive growth policies</li> </ul>
6.	Developed and well-managed tourism sector leveraging the province's natural, cultural, and heritage assets.	<ul style="list-style-type: none"> <li>Limited infrastructure development and subsequent maintenance thereof</li> <li>Safety and security concerns deterring visitors</li> <li>Degradation of natural and cultural assets</li> <li>Seasonality and market concentration risks</li> <li>Limited tourism skills and service quality</li> </ul>	<ul style="list-style-type: none"> <li>Product diversification through strengthened inter-governmental relations and cluster collaboration to ensure effective and efficient resource utilisation</li> <li>Tourism safety initiative with law enforcement agencies</li> <li>Conservation and heritage preservation programmes</li> <li>Year-round tourism product development and market diversification</li> <li>Tourism skills and service excellence programmes</li> </ul>
7.	Improved ease of doing business through streamlined regulations and support mechanisms for entrepreneurs and investors.	<ul style="list-style-type: none"> <li>Bureaucratic resistance to regulatory reforms</li> <li>Fragmented business support across government agencies</li> <li>Limited capacity to implement digital solutions</li> <li>Corruption and governance challenges</li> <li>Policy uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory guillotine programme to eliminate red tape</li> <li>One-stop shop for business support and investment facilitation</li> <li>Digital transformation of business services and permits</li> <li>Transparency and anti-corruption measures</li> <li>Collaborations with private sector to drive entrepreneurial and investment initiatives</li> </ul>



# **PROGRAMME 3**

## ENVIRONMENTAL MANAGEMENT

## PROGRAMME 3: ENVIRONMENTAL MANAGEMENT

**Purpose:** The programme administers environmental policies that are cascaded from national level in line with the mandate of the Department. Importantly, it regulates environmental management through instruments such as the environmental impact assessments, compliance and enforcement, air quality, waste and biodiversity management tools.

The Programme is also responsible for monitoring and evaluating the work of the Eastern Cape Parks and Tourism Agency (ECPTA), the public entity tasked with implementing biodiversity management systems in Protected Areas and promoting private sector investment in Provincial Parks as well as Tourism development and transformation.

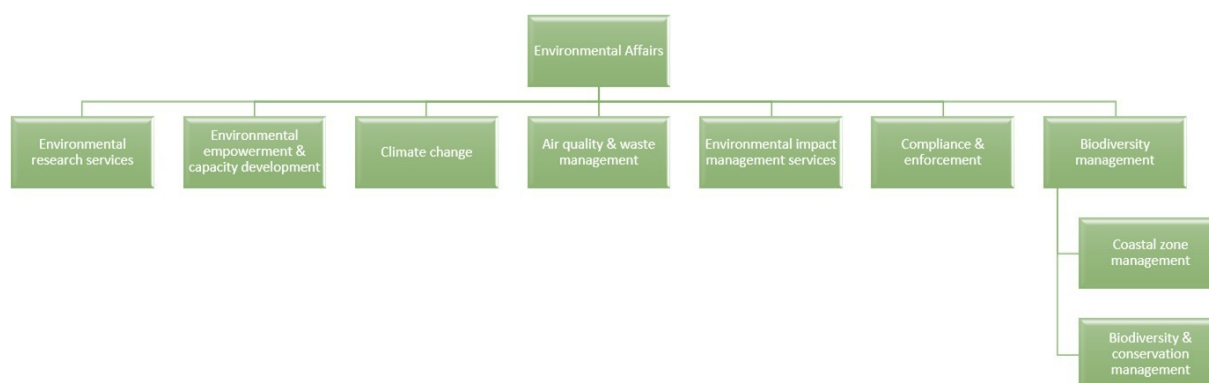
The Programme delivers on its mandate through the following sub-programmes:

### Sub-Programmes: Environmental Affairs

Sub-Programme	Sub-Programme Purpose
3.1: Environmental Policy, Planning and Coordination	<ul style="list-style-type: none"> <li>To establish legislation, policies, programmes, procedures and systems that will effectively empower and support the core functional programmes.</li> </ul>
3.2: Compliance and Enforcement	<ul style="list-style-type: none"> <li>To ensure that environmental legislation is effectively used to protect the environment and its resources from unlawful and unsustainable exploitation and negative impact.</li> </ul>
3.3: Environmental Quality Management	<ul style="list-style-type: none"> <li>To strive towards a safe and healthy environment through effective environmental impact assessment, air quality management, waste and pollution management for the people of the Eastern Cape.</li> </ul>
3.4: Biodiversity Management	<ul style="list-style-type: none"> <li>To conserve the diversity of landscapes, ecosystems, habitats, biological communities, populations, species &amp; genes and promote conservation and sustainable use of natural resources in the Eastern Cape.</li> </ul>
3.5: Environmental Empowerment Services	<ul style="list-style-type: none"> <li>To empower and capacitate the external stakeholders of the Department to meaningfully participate in and contribute to effective environmental management.</li> </ul>

### Programme Structure:

Figure 5: Environmental Affairs Organizational Structure



**Table 15: Posts filled vs vacant posts.**

Sub-Programme	Posts on approved establishment	Filled <sup>55</sup>	Vacant [1]	% vacant
PLANNING AND COORDINATION [2]	13	13	0	0%
ENVIRONMENTAL RESEARCH SERVICES	5	5	2	40%
IMPACT, AIR QUALITY AND WASTE MANAGEMENT	45	44	1	2%
COMPLIANCE AND ENFORCEMENT	47	34	14	30%
BIODIVERSITY AND COASTAL ZONE MANAGEMENT	54	51	3	6%
ENVIRONMENTAL EMPOWERMENT SERVICES	26	24	2	8%
Total	183	171	12	7%

Source: Persal data, 7 February 2025

## 6.1. Outcomes, Outputs, Performance Indicators and Targets

The following indicators are environmental sector indicators for all provincial departments responsible for environmental management. The ECPTA is responsible for directly managing and reporting to DFFE on three indicators, namely, 1) number of hectares under the conservation estate, 2) percentage of area of state managed protected areas assessed with a METT score above 67% and 3) number of biodiversity economy initiatives implemented.

All work and output of the department will consciously work to promote women, youth and disabled categories of the provincial population. Where targeting of women, youth and disabled is not possible, reporting thereof (if applicable) will be made. The department will also work in support of the National Infrastructure Plan 2050, contribute to spatial transformation as guided by the National Spatial Development Framework (NSDF) as well as the District Development Model and One Plan.

<sup>55</sup> Please note that only funded vacant posts are reflected, as per DPSA directives

Table 16: MTEF targets for Programme 3, Environmental Affairs

#	Outcome	Outputs	Output Indicators	Annual targets					
				Audited performance 2024/24	Estimated Performance 2024/25	MTEF Period			
						2025/26	2026/27	2027/28	2028/29
1.	Enhanced environmental protection and climate change resilience	Implementation of climate change adaptation and mitigation projects.	Number of climate change response interventions implemented	1	1	1	1	1	1
2.		Atmospheric Emission Licenses	Percentage of complete Atmospheric Emission Licenses (AELs) issued within legislated timeframes	100%	100%	100%	100%	100%	100%
3.		Compliance inspections conducted	Number of compliance inspections conducted	91	106	90	106	106	106
4.		Compliance notices issued	Number of administrative enforcement notices issued for non-compliance with environmental management legislation	75	79	74	79	79	79
5.			Number of completed criminal investigations handed to the NPA for prosecution	53	52	67	67	67	67
6.		Environmental Authorizations issued	Percentage of complete Environmental Impact Assessment (EIA) applications finalized within legislated timeframes	100%	100%	100%	100%	100%	100%
7.		Waste licenses issued	Percentage of complete Waste License applications finalized within legislated timeframes	100%	100%	100%	100%	100%	100%
8.			Number of legislated tools developed	1	1	1	1	1	1
9.			Number of inter-governmental sector programmes implemented	1	1	1	1	1	1
10.			Number of environmental research projects completed	1	1	1	1	1	1
11.			Number of functional environmental information management systems maintained	1	1	1	1	1	1
12.		Biodiversity permits	Percentage of complete biodiversity management permits issued within legislated timeframes.	80%	80%	80%	80%	80%	80%
13.		Create environmental jobs through public	Number of work opportunities created through environment sector public	593	500	500	500	500	500

#	Outcome	Outputs	Output Indicators	Annual targets					
				Audited performance 2024/24	Estimated Performance 2024/25	MTEF Period			
						2025/26	2026/27	2027/28	2028/29
		employment programmes	employment programmes						
14.		Promote more effective programmes on environmental awareness	Number of environmental activities conducted	24	24	24	24	24	24
15.		Strengthen pipeline human capital within the environmental sector	Number of environmental capacity building activities conducted	24	24	24	24	24	24

## 6.2. Output Indicators: Annual and Quarterly Targets

Table 17: Quarterly and annual targets for Programme 3, Environmental Affairs

#	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.	Number of climate change response interventions implemented	1	-	-	-	1
2.	Percentage of complete Atmospheric Emission Licenses issued within legislated timeframes	100%	100%	100%	100%	100%
3.	Number of compliance inspections conducted	90	23	23	22	22
4.	Number of administrative enforcement notices issued for non-compliance with environmental management legislation	74	19	19	18	18
5.	Number of completed criminal investigations handed to the NPA for prosecution	67	16	17	18	16
6.	Percentage of complete Environmental Impact Assessment (EIA) applications finalized within legislated timeframes.	100%	100%	100%	100%	100%
7.	Percentage of complete Waste License applications finalized within legislated timeframes	100%	100%	100%	100%	100%
8.	Number of legislated tools developed	1	-	-	-	1
9.	Number of inter-governmental sector programmes implemented	1	-	-	-	1
10.	Number of environmental research projects completed	1	-	-	-	1
11.	Number of functional environmental information management systems maintained	1	-	-	-	1
12.	Percentage of complete biodiversity management permits issued within legislated timeframes.	80%	80%	80%	80%	80%
13.	Number of work opportunities created through environment sector public employment programmes	500	-	-	-	500
14.	Number of environmental awareness activities conducted	24	6	6	6	6
15.	Number of environmental capacity building activities conducted	24	6	6	6	6



### 6.3. Explanation of planned performance over the medium-term period

**Environmental Empowerment Services:** The Programme will continue to organize and host environmental capacity building and awareness activities in various Districts with different annual environmental themes as an informed citizen is an empowered decision maker. School environmental competitions will be held on an annual basis with different environmental themes that seek to call into action youth for each year. We will continue to support other institutions that are implementing environmental management initiatives by participating in their planned events or activities. We will continue to participate in the governance structures of department's environment EPWP funded projects implemented by different municipalities as they focus on employing 55% youth, 60% women and 2% Persons with Disability. The National Environmental Days with international themes will be celebrated in different Regions on an annual basis in line with the country's commitment to International Conventions that we are a signatory to.

**Climate Change Management:** The Climate Change Management sub-programme will continue to implement and support interventions aimed at GHG (Greenhouse Gas) reduction; climate change mitigation; adaptation; and disaster risk reduction. Implementation of the Climate Change Act (Act 22 of 2024) as well as the Eastern Cape Climate Change Response Strategy will ensure a holistic and multifaceted response to climate change by the province. The sub-programme will finalize the RVA (Risk and Vulnerability Assessment) for the province to give an indication of the climate threats for the province with up-to-date climate models and sector specific threats identified. This RVA will guide the review of the Eastern Cape Climate Change Response Strategy to ensure it responds directly to the identified threat. This will contribute to South Africa's compliance with the Paris Agreement target of keeping the average temperature increase below 1.5°C.

Phase 2 of the Climate Change Support Programme for O.R. Tambo district will resume with the implementation of the District Nodal Recycling project, aimed at creating a circular economy and reducing the carbon footprint of the plastic packaging industry. This will be achieved by reusing existing plastic material while also creating economic opportunities within the waste recycling sector. Implementation of the project will also divert plastic waste from landfills, which emit methane gas (CH<sub>4</sub>), a very potent GHG that is over 200 times more potent than carbon dioxide (CO<sub>2</sub>). Collectively, these efforts will contribute towards a decarbonized economy, sustainable development, and resilient communities.

**Compliance and Enforcement - The Directorate:** Compliance and Enforcement is mandated to enforce the Provincial Environmental Mandate found in National and Provincial statutory provisions. The mandate is fulfilled by undertaking compliance monitoring of licenses and authorizations, criminal and administrative enforcement.

The targets are limited consequent to budget constraints, activities are "tailored to the provided material" provided. It is difficult to curtail activities to budget limitation as reports of non-compliance with environmental legislation is a contravention of an environmental right enshrined in the Constitution. The budget is shrinking and less outputs will be able to be achieved although environmental crime will most likely increase as government services stretched.

Previous successes that the Directorate: Compliance and Enforcement has exhibited has been consequent to support from sibling organs of state through the Eastern Cape Environmental Crime Working Group and Wildlife Priority Crimes Meetings. And support from Honorary Nature Conservation Officers. Support from the latter is dwindling as the project is not driven by the Department due to human resource capacity issues and the functions assigned by the recently approved establishment.

## PROGRAMME RESOURCE CONSIDERATIONS

**Table 1: Summary of payments and estimates: Programme 3- Environmental Management**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates			% change from 2024/25
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28	
1. Environmental Policy, Planning and Coordination	47 199	35 914	44 102	35 632	38 460	38 460	39 660	38 457	39 446	3,1
2. Compliance and Enforcement	49 944	30 021	27 687	29 028	29 301	29 039	29 503	34 176	35 713	1,6
3. Environmental Quality Management	20 418	25 848	31 064	32 377	30 044	29 959	32 297	36 220	37 851	7,8
4. Biodiversity Management	239 639	255 350	239 995	259 783	271 758	271 334	254 344	249 447	259 543	(6,3)
5. Environmental Empowerment Services	11 233	11 974	15 719	13 210	15 400	16 171	16 521	19 972	20 886	2,2
<b>Total payments and estimates</b>	<b>368 433</b>	<b>359 107</b>	<b>358 567</b>	<b>370 030</b>	<b>384 963</b>	<b>384 963</b>	<b>372 325</b>	<b>378 272</b>	<b>393 439</b>	<b>(3,3)</b>

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates			% change from 2024/25
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28	
<b>Current payments</b>	<b>94 535</b>	<b>106 859</b>	<b>125 421</b>	<b>128 505</b>	<b>129 058</b>	<b>129 058</b>	<b>136 145</b>	<b>152 277</b>	<b>159 494</b>	<b>5,5</b>
Compensation of employees	87 093	97 022	111 874	113 605	116 605	116 605	122 319	136 378	142 531	4,9
Goods and services	7 442	9 837	13 547	14 900	12 453	12 453	13 826	15 899	16 963	11,0
Interest and rent on land	—	—	—	—	—	—	—	—	—	—
<b>Transfers and subsidies to:</b>	<b>273 731</b>	<b>252 198</b>	<b>232 478</b>	<b>241 525</b>	<b>255 905</b>	<b>255 905</b>	<b>236 180</b>	<b>225 995</b>	<b>233 945</b>	<b>(7,7)</b>
Provinces and municipalities	36 968	24 753	24 037	18 398	18 398	18 398	17 398	14 966	14 966	(5,4)
Departmental agencies and accounts	236 763	227 445	206 849	221 627	236 007	236 007	217 282	209 529	217 479	(7,9)
Higher education institutions	—	—	—	—	—	—	—	—	—	—
Foreign governments and international organisations	—	—	—	—	—	—	—	—	—	—
Public corporations and private enterprises	—	—	—	—	—	—	—	—	—	—
Non-profit institutions	—	—	1 592	1 500	1 500	1 500	1 500	1 500	1 500	0,0
Households	—	—	—	—	—	—	—	—	—	—
<b>Payments for capital assets</b>	<b>167</b>	<b>50</b>	<b>668</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Buildings and other fixed structures	—	—	—	—	—	—	—	—	—	—
Machinery and equipment	167	50	668	—	—	—	—	—	—	—
Heritage Assets	—	—	—	—	—	—	—	—	—	—
Specialised military assets	—	—	—	—	—	—	—	—	—	—
Biological assets	—	—	—	—	—	—	—	—	—	—
Land and sub-soil assets	—	—	—	—	—	—	—	—	—	—
Software and other intangible assets	—	—	—	—	—	—	—	—	—	—
<b>Payments for financial assets</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total economic classification</b>	<b>368 433</b>	<b>359 107</b>	<b>358 567</b>	<b>370 030</b>	<b>384 963</b>	<b>384 963</b>	<b>372 325</b>	<b>378 272</b>	<b>393 439</b>	<b>(3,3)</b>

Table 19: Key Risks and Mitigations from the Strategic Plan

#	Outcomes	Key Risks	Risk Mitigations
1.	Sustainable management and utilization of natural resources, including marine and coastal assets.	<ul style="list-style-type: none"> <li>Over-exploitation of natural resources</li> <li>Illegal activities (poaching, logging, mining)</li> <li>Climate change impacts on resource sustainability</li> <li>Competing land use priorities</li> <li>Limited enforcement capacity</li> </ul>	<ul style="list-style-type: none"> <li>Resource management plans with sustainable yield parameters</li> <li>Strengthened monitoring and enforcement partnerships</li> <li>Climate adaptation and mitigation strategies for key resource areas</li> <li>Spatial planning with conservation priorities integrated</li> <li>Community-based natural resource management programmes</li> </ul>
2.	Enhanced environmental protection and climate change resilience across all sectors.	<ul style="list-style-type: none"> <li>Insufficient climate change adaptation planning</li> <li>Limited integration of environmental considerations in economic planning</li> <li>Resistance to environmental regulation compliance</li> <li>Inadequate disaster risk management capacity</li> <li>Funding constraints for environmental programmes</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral climate adaptation plans and guidelines</li> <li>Strategic Environmental Assessment for all major developments</li> <li>Environmental compliance activities</li> <li>Early warning systems and disaster preparedness capacity</li> <li>Green finance and environmental fiscal reform initiatives</li> </ul>
3.	Strengthened institutional capacity and inter-governmental collaboration for effective economic development and environmental management.	<ul style="list-style-type: none"> <li>Silo mentality across government departments</li> <li>Political cycles disrupting programme continuity</li> <li>Budget constraints affecting institutional capacity</li> <li>Inadequate monitoring and evaluation systems</li> <li>Limited stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Integrated development planning frameworks</li> <li>Long-term strategy institutionalization beyond political terms</li> <li>Shared resources models and efficiency improvements</li> <li>Results-based management systems, regular reporting and evaluations</li> <li>Multi-stakeholder forums for participatory governance</li> </ul>

## 7. PUBLIC ENTITIES

Name of Public Entity	Mandate	Outcomes
Eastern Cape Development Corporation (ECDC)	The Eastern Cape Development Corporation was established in terms of the Eastern Cape Development Corporation Act, 2 of 1997. The object of the Corporation as established in terms of the ECDC Act is to plan, finance, co-ordinate, market, promote and implement the development of the Province and all its people in the fields of industry, commerce, agriculture, transport and finance. A White Paper on the Eastern Cape Development Corporation is being developed which will inform the Eastern Cape Development Corporation Bill to align with the Economic Policy direction of the country and the province.	<ol style="list-style-type: none"> <li>1. Competitive and sustainable MSME Sector</li> <li>2. A growing diversified and inclusive economy</li> <li>3. A viable ECDC that offers competitive products and services</li> </ol>
East London Industrial Development Zone (ELIDZ)	The IDZ Regulations to the Manufacturing Development Act (MDA), Act 187 of 1993 was the basis for the establishment of the ELIDZ to pursue the aims and objectives of the Industrial Development Zone (IDZ) Programme. The ELIDZ is now guided by the Special Economic Zones Act, 16 of 2014 (SEZ). The main mandate is to secure the attraction of strategic investments for purposes of promoting the export competitiveness of South African manufactured products/services; strengthening, expanding and diversifying the local and regional economy; enabling exploitation (via beneficiation of regional natural resources); securing advanced foreign production and technology methods; and encouraging skills transfer and local intellectual capital development.	<ol style="list-style-type: none"> <li>1. High-performing, competitive and resilient industries</li> <li>2. Technology-led innovation and industrial modernization</li> <li>3. Sustainable operational efficiencies and global best practices</li> </ol>
CDC Development Corporation (CDC)	The CDC Development Corporation (Pty) Ltd ("CDC") was established in 1999 from the derivatives of Regulations promulgated in terms of the Manufacturing Development Act 187 of 1993. The CDC is now guided by the Special Economic Zones Act, 16 of 2014 (SEZ). The main mandate is to secure the attraction of strategic investments for purposes of promoting the export competitiveness of South African manufactured products/services; strengthening, expanding and diversifying the local and regional economy; enabling exploitation (via beneficiation of regional natural resources); securing advanced foreign production and technology methods; and encouraging skills transfer and local intellectual capital development.	<ol style="list-style-type: none"> <li>1. Achieved Financial Sustainability</li> <li>2. Increased Market Share</li> <li>3. Grow the SEZ by Increasing Developed Land</li> <li>4. Increased Economic Impact</li> <li>5. Increased MSME participation in economic activities to yield procurement spent of 35%</li> <li>6. Job Creation</li> <li>7. Skills Development</li> </ol>
Eastern Cape Parks and Tourism Agency (ECPTA)	The Eastern Cape Parks and Tourism Agency was established in terms of the Eastern Cape Parks and Tourism Agency Act, 2 of 2010. The Act has been revised and the Eastern Cape Parks and Tourism Act, 2024 has been approved but not yet commenced pending the development of regulations. The ECPTA's mandate is to develop and manage protected areas and promote and facilitate the development of tourism in the Province. The legislation provides for the establishment of an Eastern Cape Tourism Development Fund to empower and develop previously disadvantaged individuals in the tourism sector; and for an Eastern Cape Biodiversity Conservation and Development Fund to empower and develop previously disadvantaged individuals and to promote biodiversity conservation in Protected Areas.	<ol style="list-style-type: none"> <li>1. Adaptive management of biodiversity sustain ecological services.</li> <li>2. Marginalized individuals and communities actively benefit from biodiversity and tourism.</li> <li>3. The province is the premier destination connecting people to authentic experiences.</li> <li>4. The organization sustains its clean audit status.</li> </ol>
Eastern Cape Gambling Board	The Eastern Cape Gambling Amendment Act, 2015 (Act No. 1 of 2015) amended the Eastern Cape Gambling Act, 1997 (Act No. 5 of 1997) and came into operation on 1 August 2016. On the 19 <sup>th</sup> February	<ol style="list-style-type: none"> <li>1. Transformed and Sustainable Gambling Industry in the Province.</li> </ol>

Name of Public Entity	Mandate	Outcomes
Eastern Cape Liquor Board (ECLB)	<p>2018 the Honourable Premier published a Proclamation bringing into operation section 4 and section 5 of the Eastern Cape Gambling Amendment Act, 2015 (Act No. 1 of 2015). These sections provide that the juristic person will be known as the Eastern Cape Gambling Board. The ECGB was mandated to oversee all gambling and betting activities in the Province and establish, develop and maintain the Board as an effective and efficient regulatory agency.</p> <p>The oversight functions extend to casino operations, horse racing, route and site operations based on limited pay-out machines (LPMs), bingo halls and clubs, licensing of gaming equipment manufacturers and suppliers, registration of gambling and betting personnel and curbing illegal gambling operations. The Regulations in terms of the Act were published for comment and comments are being considered. It is envisioned that they will be implemented during 2019/2020.</p> <p>The Eastern Cape Liquor Board was established in terms of the Eastern Cape Liquor Act 10 of 2003 with the following mandate: To regulate the registration of retail sales and micro-manufacturing of liquor in the province; to encourage and support the liquor industry in the management and reduction of the socio-economic and other costs of excessive alcohol consumption by creating a conducive environment in which new entrants into the liquor industry is facilitated; measures are taken against those selling liquor outside of the regulatory framework; those involved in the liquor industry are encouraged to participate in the standards of service delivery; ward committees and communities are encouraged to participate in the consideration of applications for registration certificates; and address the challenges facing the liquor industry in the Province. The Eastern Cape Liquor Authority Act, 2018 (Act No. 4 of 2018) was assented to and published in the Provincial Gazette during March 2019. Regulations in terms of the Act will be drafted and will be published for comment once the Hon Premier promulgates the Act.</p>	<ol style="list-style-type: none"> <li>2. Compliant and protected gaming industry</li> <li>3. Educated, Informed and Responsible Punters and General Public.</li> <li>4. Empowered communities located in areas where there is a gambling footprint as well as impoverished areas.</li> <li>5. Informed policy decision-making based on Research and Evaluation Outcomes.</li> <li>6. Effective governance with an enabling work-place environment.</li> </ol> <ol style="list-style-type: none"> <li>1. Reduction in alcohol abuse and behavioural change towards alcohol consumption</li> <li>2. Compliant liquor trading and regulated access to alcohol</li> <li>3. Efficient licensing</li> <li>4. Economically active and sustainable liquor traders</li> <li>5. Empowered liquor traders</li> <li>6. Good Corporate Governance</li> </ol>

## 8. INFRASTRUCTURE PROJECTS

No.	Project name	Programme	Description	Outputs	Start date	Completion date	Total Estimated cost	Current year Expenditure
The department currently does not have new "infrastructure projects". Infrastructure projects are developed and/or supported through the department's public entities. These are listed in their respective corporate plans/ annual performance plans.								

## 9 PUBLIC PRIVATE PARTNERSHIPS

PPP name	Purpose	Outputs	Current Value of Agreement	End-Date of Agreement
The department does not have Public Private Partnerships as defined by the National Treasury.				

# PART D



**TECHNICAL INDICATOR DESCRIPTORS  
(TIDS)**



## PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

The following TIDs were developed within the context of a not fully matured data gathering systems for various portfolios. Extreme care will be taken to target women, youth and people with disabilities (W, Y and PWDs) in lieu of applicable laws and good development practice. Where it is not practical to target W, Y and PWDs due to information asymmetry, the department will endeavor to delineate W, Y and PWDs through reporting. Where practical, spatial dimensions will be shown in the applicable TIDs.

### PROGRAMME 1: ADMINISTRATION

Indicator title	1. Number of Functions or Services Digitized
Definition	Refers to the number of departmental functions or services that have been converted from manual to digital processes to enhance operational efficiency and service delivery.
Source of data	ICT Directorate records, digitization project reports and system deployment documentation
Method of Calculation or Assessment	Simple count of the number of functions or services that have been successfully digitized during the reporting period
Means of verification	Signed schedule/narrative (Director: ICT and Chief Director: Administration) of functions and services digitized, listing the function/service name, implementation date, and system details. Supporting documentation such as system screenshots, user manuals, or implementation reports.
Assumptions	Adequate ICT infrastructure and resources are available to support digitization efforts
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Annually
Desired performance	A higher number of digitized functions or services is desirable
Indicator responsibility	Director: ICT, Corporate Services

Indicator title	2. Public Entities Governance Accountability Index
Definition	Refers to an aggregate score of compliance in relation to the SLAs for all Public Entities of the Department, i.e. ECLB, ECGB, ECPTA, ECDC, ELIDZ and CDC. The score considers the responsibilities of both the department and public entities using a defined instrument. The assessment considers planning, transfers and accountability among others in line with the provisions of the SLAs.
Source of data	Records from Public Entities and Programmes
Method of Calculation or Assessment	Using binary scores of 1 (achieved) or 0 (not achieved), each entity is scored based on the provisions in the SLA using a defined instrument. Each entity score is expressed as a percentage of total which gives a maximum potential score of 100%. The scores of all entities are added up and divided by the number of entities under consideration. The final score is divided by 10 which gives a maximum score of 10.
Means of verification	Signed schedule /narrative (Director: Public entities oversight and Chief Director: Administration) and scoresheet of the Public Entities Accountability Index. In addition to a consolidated score sheet for all entities, a score sheet for each public entity should be provided.
Assumptions	The index is assessed by both the department and public entities
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	100% achievement is the desired performance.
Indicator responsibility	Director: Public Entities Oversight



Indicator title	3. Percentage of suppliers paid within 30 days
Definition	Refers to Percentage of suppliers with valid invoices who are paid within 30 days
Source of data	DEDEAT Finance Section (BAS)
Method of Calculation or Assessment	It's a report from BAS (System generated). Evaya System Report
Means of verification	Signed schedule /narrative (Director: Financial Management and Chief Financial Officer). Finance records (payment stubs)
Assumptions	Suppliers submit their compliant invoices timeously. There is capacity to process in the department
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	100% payment within 30 days
Indicator responsibility	Director: Financial Management

Indicator title	4. Annual Audit Outcome
Definition	Refers to the financial audit outcome issued by the Auditor General at the end of the audit cycle.
Source of data	Auditor General
Method of Calculation or Assessment	Audit outcome as contained in the audit report of the Auditor General
Means of verification	Report of the Auditor General
Assumptions	The outcome is based on a sample. If the sample is not chosen correctly, it may obscure the correctness of the audit results
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non - Cumulative
Reporting cycle	Annually
Desired performance	Clean Audit outcome is desirable
Indicator responsibility	Chief Financial Officer

Indicator title	5. Number of inter-departmental projects implemented
Definition	Projects that are implemented in collaboration with other government departments to achieve common objectives and enhance service delivery efficiency
Source of data	Project reports, memoranda of understanding (MOUs), and inter-departmental [ agreements
Method of Calculation or Assessment	Simple count of the number of projects implemented in collaboration with other departments during the reporting period
Means of verification	Signed schedule/narrative (Director: Office of the HoD and Chief Director: Administration) detailing the inter-departmental projects implemented, including project names, partner departments, implementation timeframes, and outcomes
Assumptions	Willingness of other departments to collaborate and share resources
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Province-wide
Calculation type	Cumulative year-to-date
Reporting cycle	Annually
Desired performance	Higher number of successfully implemented inter-departmental projects is desirable
Indicator responsibility	Director: Office of the HOD

Indicator title	6. Percentage Implementation of the Workplace Skills Plan
Definition	A workplace skills plan is produced annually in line with policy and legislation. The workplace skills plan has deliverables for the year of implementation. The idea is to measure the extent to which those deliverables are implemented during the year. Examples of deliverables in the workplace skills plan include the annual training plan.
Source of data	Personal Development Plans (PDP's); HRD Annual Training Plan; Workplace Skills Implementation Plan reports
Method of Calculation or Assessment	Calculate the degree to which all deliverables have been implemented in the WSP. Add the total and divide by the total number of deliverables in the WSP for the reporting year and multiply by 100.
Means of verification	Signed Workplace Skills Plan (WSP) Implementation reports (Annual Training Report) Signed Workplace Skills Plan statistics.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for Women: 50% Target for Youth: 20% Target for People with Disabilities: 10%
Spatial Transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	A 100% of implementation is desirable
Indicator responsibility	Senior Manager: HRM&D

Indicator title	7. Percentage of Staff Complying with All PMDS Processes (contracts and reviews)
Definition	95 % of staff out of the total employed staff that complete the following within timeframes: i) contracting by 30 April of each year 2) quarterly and annual performance reviews conducted.
Source of data	PMDS Unit – PMDS reports, Performance Reviews and Performance Agreements
Method of Calculation or Assessment	Add the total number of contracts signed timeously (A) and divide by total number of employees who should have signed the agreements. Add total number of reviews completed timeously (R) and divide by total number of employees who should have completed the reviews. Add the two results above and divide by 2 and multiply by 100. (Result of A plus result of R)/2 *100.
Means of verification	Signed report on Performance Agreements and Performance Reviews for all staff for the applicable financial year. Provincial report from the OTP comparing the performance of departments on key HR functions including contracting and performance reviews. Signed contracts and review forms should be kept in files for audit verification.
Assumptions	
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
Desired performance	100% achievement is desirable
Indicator responsibility	Senior Manager: HRD

**PROGRAMME 2: ECONOMIC DEVELOPMENT AND TOURISM**

Indicator title	1. Number of manufacturing initiatives supported
Definition	Support to enterprises, projects, institutions (which includes DEDEAT entities – ECDC, ELIDZ, CDC) and initiatives in the Eastern Cape that directly or indirectly result in the retention or growth of the EC manufacturing sectors namely Automotive-, Non-Automotive-: (Furniture, Plastics, Chemicals, Clothing and Leather, Metals, Electrical and Electronics)- and Agro-Industrial Manufacturing sectors.
Source of data	Records from the Manufacturing Directorate
Method of Calculation or Assessment	Simple count of manufacturing initiatives supported.
Means of verification	Signed schedule/ narrative (Director: Manufacturing and General Manager: Economic Development) of manufacturing initiatives facilitated listing i) support provided; ii) institutions and initiatives that result in the retention or growth of the manufacturing sector.  Source documents in the form of at least one of the following: meeting agendas, minutes, reports, attendance registers, action plans, correspondence or any other relevant documentation must be provided as part of the PoE.
Assumptions	There is less de-industrialization
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Higher number of manufacturing interventions successfully supported is desirable
Indicator responsibility	Director: Manufacturing

Indicator title	2. Number of agro-processing initiatives supported
Definition	Support to MSMEs, projects, institutions (which includes DEDEAT entities – ECDC, ELIDZ, CDC) and initiatives in the Eastern Cape that directly or indirectly result in the retention or growth of the EC agro-processing sectors namely food processing, fish processing, forestry processing and meat products as well as beverages where required and all Agro-Industrial Manufacturing sectors
Source of data	Records of agro-industrial sector and desk top study
Method of Calculation or Assessment	Simple count of agro-processing initiatives supported
Means of verification	Source documents in the form of at least one of the following: meeting agendas, minutes, reports, attendance registers, action plans, correspondence or any other relevant documentation must be provided as part of the PoE
Assumptions	There is potential for growth in the agro-industry
Disaggregation of Beneficiaries (where applicable)	Target for Women: 30% Target for Youth: 30% Target for People with Disabilities: 7%
Spatial Transformation (where applicable)	Province wide
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	A higher number of agro-processing initiatives supported is desirable. These should result in more provincial agro-industry value chain and job creation opportunities
Indicator responsibility	Director: Agro-processing

Indicator title	3. Number of investment promotion initiatives supported
Definition	Support to enterprises, projects, institutions (which includes DEDEAT entities – ECDC, ELIDZ, CDC,), municipalities and initiatives in the Eastern Cape that directly or indirectly result in the retention or attraction of foreign and direct investment in the province.
Source of data	Records from the Director: Trade and Investment Promotion Business Plan and Strategic Plans of the Investment Promotion Entities (ECDC, ELIDZ and CDC) Quarterly Reports from the public entities and other verified sources.
Method of Calculation or Assessment	Simple count of investment initiatives facilitated.
Means of verification	Signed schedule/ narrative (Director: Trade and Investment Promotion and Chief Director: Economic Development) of trade and investment promotion initiatives facilitated listing i) support provided; ii) institutions and initiatives that result in the retention or growth of the manufacturing sector.  Source documents in the form of at least one of the following: meeting agendas, minutes, reports, attendance registers, action plans, correspondence or any other relevant documentation must be provided as part of the PoE.
Assumptions	Sustained and growing domestic and foreign direct investments
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Province-wide
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Growth in the value of investments in the province
Indicator responsibility	Director: Trade and Investment Promotion, Economic Development

Indicator title	4. Number of investment (opportunities) leads generated leveraging provincial missions and partnerships
Definition	Number of investment (opportunities) leads generated leveraging provincial missions and partnerships
Source of data	Stakeholder surveys, stakeholder communication, trade and provincial mission reports, ECDC records, OTP reports, stakeholder reports, entities quarterly reports, other reports from entities
Method of Calculation or Assessment	Simple count of initiatives facilitated. Simple count of trade and investment initiatives facilitated.
Means of verification	Signed schedule/narrative (Director: Trade and Investment and Chief Director: Economic Development) of trade and investment promotion initiatives facilitated listing i) support provided; ii) institutions and initiatives that result in the retention or growth of the manufacturing sector. Source documents in the form of at least one of the following: meeting agendas, minutes, reports, attendance registers, action plans, correspondence or any other relevant documentation must be provided as part of the PoE.
Assumptions	Effective relations with key stakeholders including Office of the Premier: International Relations
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	More leads generated is desirable
Indicator responsibility	Director: Trade and Investment Promotion

Indicator title	5. Number of sustainable energy initiatives supported
Definition	Support to projects, institutions and initiatives in the Eastern Cape that directly or indirectly result in the sustainable generation or consumption of energy.
Source of data	Records from the Sustainable Energy Directorate
Method of Calculation or Assessment	Simple count of sustainable energy initiatives supported.
Means of verification	Signed schedule/ narrative (Director: Sustainable energy and Chief Director: Economic Development) of sustainable energy initiatives facilitated listing support provided to institutions and/or initiatives that directly or indirectly leads to sustainable generation or consumption of energy
Assumptions	Source documents in the form of at least one of the following: meeting agendas, minutes, reports, attendance registers, correspondence or any other relevant documentation, must be provided as part of the PoE
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Province-wide
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Higher number of sustainable energy initiatives supported
Indicator responsibility	Director: Sustainable energy

Indicator title	6. Number of black-owned, women-owned, and youth-owned businesses supported.
Definition	A simple count of the number of women, youth businesses that have been supported through enterprise development initiatives.
Source of data	Reports from the work implemented for support of enterprise development initiatives from the entities, regions, head office and stakeholders collaborated with.
Method of Calculation or Assessment	Simple count of the number of women and youth owned businesses that participated in the enterprise development initiatives.
Means of verification	Schedule of businesses participated in the events organized and initiatives undertaken through enterprise development directorate. This will include attendance registers with all the basic information of those who had participated
Assumptions	The data sourced will be primarily for activities undertaken to support enterprises in general and women and youth specific initiatives.
Disaggregation of Beneficiaries (where applicable)	Targets for Women-owned MSMEs: 30% Targets for Youth-owned MSMEs: 30% Targets for MSMEs owned by People with Disabilities: 7%
Spatial Transformation (where applicable)	Province wide.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Increased participation to benefit women and youth owned enterprises as per the set targets.
Indicator responsibility	Director: Enterprise Development

Indicator title	7. Number of townships and rural enterprises supported.
Definition	The number of enterprises based in rural and township areas that have benefitted from the business support programmes implemented by the department.
Source of data	The list of the attendees derived from the attendance registers; database as may be generated that specify location and basic information of the business owners.
Method of Calculation or Assessment	The simple count of the number of enterprises that have a registered address that is located in the rural areas and townships.
Means of verification	A schedule with all the specific details of each participant that includes the address and location of the business.
Assumptions	The data sourced will be primarily from the targeted beneficiaries who have some form of license or permit to operate a business venture in line with the definition of the National Small Enterprise Act 2022.
Disaggregation of Beneficiaries (where applicable)	Targets for Women-owned MSMEs: 30% Targets for Youth-owned MSMEs: 30% Targets for MSMEs owned by People with Disabilities: 7%
Spatial Transformation (where applicable)	Province wide
Calculation type	Simple count of the number of participants as per the geographical areas.

Indicator title	8. Number of informal businesses supported
Definition	The number of micro and informal enterprises as defined by the National Small Enterprise Act 2022.
Source of data	A list of the names of businesses that have been supported in line with the informal business support programme.
Method of Calculation or Assessment	A simple count of the number of participants through a list or schedule that have benefitted in the support programmes implemented by government departments and development agencies.
Means of verification	Attendance registers and schedule of beneficiaries designed for capturing the beneficiaries.
Assumptions	The participants meet the inherent requirements for the designed programme.
Disaggregation of Beneficiaries (where applicable)	Targets for Women-owned MSMEs: 30% Targets for Youth-owned MSMEs: 30% Targets for MSMEs owned by People with Disabilities: 7%
Spatial Transformation (where applicable)	Province wide.
Calculation type	Non-cumulative count.
Reporting cycle	Quarterly
Desired performance	Increased number of informal economy participants is desirable.
Indicator responsibility	Director: Enterprise Development

Indicator title	9. Number of cooperatives supported
Definition	This refers to Cooperatives that have been provided with technical assistance, that is, training, on governance and financial management, capacity building.
Source of data	Records from DEDEAT Regional Offices and Head office. Referrals from Sector Departments and other Institution (municipalities etc.)
Method of Calculation or Assessment	Simple count of existing cooperatives supported in each quarter
Means of verification	Signed schedule/narrative (Director: Enterprise Development and Chief Director: Economic Development) of Cooperatives supported during the quarter. The schedule should have the following fields: i) name of Cooperatives supported, ii) the nature of support rendered, iii) iv) the regions where these Cooperatives are located and v) the sector in which the Cooperatives are involved in. vi) the demographics- breakdown in terms Gender, Youth, PWD, vii) Attendance registers with members of the cooperatives supported. Signed narrative report on the nature of support provided.
Assumptions	The risk of counting a cooperative more than once if support provided runs across quarters
Disaggregation of Beneficiaries (where applicable)	Target for Women: This is demand driven & statistics will be provided through reporting. All applicable laws & policies will apply. Target for Youth: This is demand driven & statistics will be provided through reporting. All applicable laws & policies will apply. Target for People with Disabilities: 7%
Spatial Transformation (where applicable)	All Regions
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	It is desirable to have more functional cooperatives that comply with legislation and regulations governing cooperatives in South Africa.
Indicator responsibility	Director: Enterprise Development

Indicator title	10. Number of red tape reduction sessions conducted
Definition	Sessions conducted to identify, reduce, or eliminate administrative barriers, excessive regulations, and unnecessary bureaucratic procedures that hinder business operations and economic growth.
Source of data	Records from the Business Regulation & Governance Directorate, session reports, attendance registers, and feedback surveys.
Method of Calculation or Assessment	Simple count of the number of red tape reduction sessions conducted during the reporting period.
Means of verification	Signed schedule/narrative (Director: Business Regulation & Governance and Chief Director: Economic Development) listing session dates, locations, attendees, identified red tape issues, and proposed solutions. Attendance registers, session reports, and action plans must be provided as supporting documentation.
Assumptions	Stakeholders are willing to participate in red tape reduction sessions and provide actionable feedback.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	Higher number of effective red tape reduction sessions that result in the implementation of regulatory reforms.
Indicator responsibility	Director: Business Regulation & Governance



Indicator title	Number of tourism promotion initiatives supported.
Definition	These are events that assist to promote tourism. Two are horse racing focused and are private sector initiatives while one is a government initiative focused on learner development through participation in a national expo.
Source of data	Reports from the organisers, Self generated reports from meetings, attendance registers, etc,
Method of Calculation or Assessment	Simple count of the number of events supported.
Means of verification	Physical attendance of the events, photos, etc.
Assumptions	The organisers have the resources necessary to host the event.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A. All events are held in specific venues/locations
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	On target.
Indicator responsibility	Director: Tourism

**PROGRAMME 3: ENVIRONMENTAL MANAGEMENT**

Indicator title	1. Number of Climate Change Response Interventions Implemented
Definition	This refers to interventions implemented to respond to challenges and potential impacts of climate change. These include provincial climate change programmes, green-house gas mitigation responses, vulnerability and adaptation responses.
Source of data	Implementation reports approved by delegated authority (as per target)
Method of Calculation or Assessment	Actual Annual progress reports per tool implemented
Means of Verification	Signed schedule/ narrative (Deputy Director: Climate Change and Chief Director: Environmental Affairs) of climate change response tools developed (green-house gas mitigation response and adaptation projects).  Supporting evidence in the form of climate change response tools developed (signed off by the accounting officer or his delegated authority) must be attached to this report.
Assumptions	-
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	All Districts
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	More climate change response interventions are desired.
Indicator responsibility	Deputy Director: Climate Change

Indicator title	2. Percentage of Complete Atmospheric Emission Licenses Issued Within Legislated Timeframes
Definition	It shows the percentage of complete air emission license applications where final decisions are made in the reporting period within legislated timeframe
Source of data	Provincial Air emission licenses' registers (Record of air emission licenses' files), and the National Atmospheric Emissions Inventory System (NAEIS).
Method of Calculation or Assessment	The Formula that talks to how the percentage is calculated  $x = \frac{a}{a+b} \times 100; \text{ where:}$ $x = \% \text{ of complete AELs Applications finalized within legislated timeframes; } a = \text{number of AELs / refusal notices issued within legislated timeframes.}$ $b = \text{number of AELs / refusal notices issued outside legislated timeframes.}$ Count the number of AELs issued, every AEL application refused, withdrawn and closed in the reporting period within the legislated timeframe. In addition, express this as a percentage of the total number of applications finalized within legislated timeframe divided by total number of all finalized applications including those finalized outside timeframes. The source document is a manual register as the system continues counting even if the application is returned or additional information is required.
Means of verification	Signed schedule/ narrative (Director: Air Quality and Waste Management and Chief Director: Environmental Affairs) of Atmospheric Emission Licenses with complete applications issued within legislated timeframes during each quarter. The legislated timeframe should be listed on top of the schedule. The schedule should list i) name of license; ii) date license application was submitted; and iii) the time (days) taken to issue the license (in which the license was finalized). The schedule should show the calculation of the indicator to two decimal points.  Consolidated excel spreadsheet register signed by Senior Manager
Assumptions	N/A
Disaggregation of	Target for Women: N/A

Indicator title	2. Percentage of Complete Atmospheric Emission Licenses Issued Within Legislated Timeframes
Beneficiaries (where applicable)	Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	100% of all AELs issued within legislated timeframes
Indicator responsibility	Director: Air Quality and Waste Management

Indicator title	3. Number of Compliance Inspections Conducted
Definition	Number of inspections conducted to assess compliance with authorizations/permits issued in terms of pollution, waste, air quality, impact assessment, protected areas, biodiversity and integrated coastal management requirements. This includes inspections arising from complaints and reports of non-compliance.
Source of data	Signed complete inspection forms from all regions submitted quarterly.
Method of Calculation or Assessment	Actual number of inspections conducted following complaints and / or monitoring compliance with environmental legislative requirements and / or authorizations inspected.
Means of Verification	Signed schedule/ narrative (Director: Compliance and Enforcement and Chief Director: Environmental Affairs) of compliance inspections conducted in the quarter under review. Inspections should be related to authorizations/permits issued. The schedule should highlight i) the regions where these inspections were conducted and ii) the decision of the inspectors. The inspections should be on completed compliance inspection form reflecting the inspection number for the financial year (compliance monitoring inspection number contained in the pre-approved compliance monitoring list. Unplanned compliance monitoring inspections e.g. rhino hunts should be included.)  Director: C&E pre-approved compliance monitoring inspection list (Inspections should be related to authorizations/ permits issued.) Supporting evidence in the form of compliance monitoring forms approved for completion by the Regional Manager. For inclusion as POE the attached report should not include annexures.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	All permits/authorizations issued (proactive) should be inspected
Indicator responsibility	Director: Compliance and Enforcement

Indicator title	4. Number of administrative enforcement notices issued for non-compliance with environmental management legislation
Definition	The number of administrative enforcement actions issued (including administrative notices issued, pre-Directives, Directives, pre-Compliance notices, Compliance notices and warning letters) in response to non-compliances with pollution, waste, air quality, impact assessment, protected areas, biodiversity and integrated coastal management legislative and regulatory requirements including environmental authorizations, etc. <b>Note:</b> A single case of non-compliance can have multiple enforcement actions issued against it.
Source of data	Quarterly statistics submitted from all regional offices OBs.
Method of Calculation or Assessment	Add the number of administrative actions issued.
Means of verification	Signed schedule/ narrative (Director: Compliance and Enforcement and Chief Director: Environmental Affairs) of enforcement actions finalized for non-compliance with

Indicator title	4. Number of administrative enforcement notices issued for non-compliance with environmental management legislation
	environmental management legislation listing i) name of person or company issued with notice of non-compliance with environmental management legislation; ii) date of issue iii) date when the administrative enforcement was issued or finalized.
Assumptions	Notices will be issued in each region
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Less notices should be issued when there is compliance with environmental laws
Indicator responsibility	Director: Compliance and Enforcement

Indicator title	5. Number of completed criminal investigations handed to the NPA for prosecution
Definition	The number of criminal enforcement actions completed for prosecution (finalized investigations in the form of criminal dockets handed to the NPA) in response to non-compliances with pollution, waste, air quality, impact assessment, protected areas, biodiversity and integrated coastal management legislative and regulatory requirements including environmental authorizations, etc.
Source of data	Quarterly statistics submitted on a register of applications finalized or an excel spreadsheet from all regions (also refer to the National Environmental Compliance and Enforcement Report for annual statistics). The entry point is the SAPS charge office/ NPA office
Method of Calculation or Assessment	Actual number of criminal investigations undertaken i.e. finalized and submitted to NPA, criminal dockets and finalized by the province authorized for prosecution by state prosecutors.
Means of Verification	Signed schedule/ narrative (Director: Compliance and Enforcement and Chief Director: Environmental Affairs) of completed criminal investigations handed to the NPA through SAPS for prosecution conducted in the quarter under review. The schedule should highlight i) the regions where criminal activity took place ii) SAPS case reference number and iii) OB entry reference. Supporting evidence in the form of a completed DGF and case docket cover
Assumptions	The police will accept and process the cases
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Number of criminal enforcement actions enough to protect the environment, instill a respect for environmental law in the regulated community and deter would-be offenders. Less actions indicates higher compliance, which is desired. (Resource constraints skew this thinking; less resources less ability to fight environmental crime.)
Indicator responsibility	Director: Compliance and Enforcement

Indicator title	6. Percentage of Complete EIA Applications Finalized Within Legislated Timeframes
Definition	An application refers to when the Competent Authority has received an application form and complete information. The indicator shows the percentage of environmental authorization applications where final decisions are made in the reporting period within legislated timeframes
Source of data	Provincial EIA register.
Method of Calculation or Assessment	<p>FORMULA FOR CALCULATING PERCENTAGE OF COMPLETE EIA APPLICATIONS FINALISED WITHIN LEGISLATED TIMEFRAMES:</p> $x = \frac{a+b+c}{a+b+c} \times 100; \text{ where:}$ <p><math>x</math> = % of complete EIA Applications finalized;  <math>a</math> = number of Environmental Authorizations / Refusal Notices issued within legislated timeframes.  <math>b</math> = number of Environmental Authorizations / Refusal Notices issued outside legislated timeframes.  <math>c</math> = number of EIA Applications withdrawn/closed</p> <p>NB: Please note that the complete EIA Applications finalized for the purpose of calculating this percentage includes all Environmental Authorizations and all Refusal Notices issued and withdrawn/closed applications.</p> <p>Count the number of Environmental authorizations (EA) issued, every application refused, withdrawn and closed in the reporting period within the legislated timeframe. In addition, express this as a percentage of the total number of applications finalized within legislated timeframe divided by total number of all finalized applications including those finalized outside timeframes. The source document is the excel spreadsheet register.</p>
Means of Verification	<p>Signed schedule/ narrative (Director: Environmental Impact Management and Chief Director: Environmental Affairs) of EIA applications finalized during the quarter under review. The legislated timeframe should be listed at the top of the schedule. The schedule should list</p> <p>i) date when the EIA application was received; ii) the activity to be undertaken; iii) the regions where the EIA applications are coming from; iv) the name of the applicant and v) the date when the application was finalized, vi) Reference Number</p> <p>Signed consolidated excel spreadsheet register by Director: EIM</p>
Assumptions	<p>All required documents are submitted in time and are free of errors</p> <p>All regions have sufficient human capital to review and process applications</p> <p>Resources such as vehicles are available for site inspections to be conducted</p>
Disaggregation of Beneficiaries (where applicable)	<p>Target for Women: (N/A)</p> <p>Target for Youth: (N/A)</p> <p>Target for People with Disabilities: (N/A)</p>
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	All applications to be finalized within legislated timeframes
Indicator responsibility	Director: Environmental Impact Management

Indicator title	7. Percentage of Complete Waste License Applications Finalized Within Legislated Time-Frames
Definition	The indicator shows the percentage of waste license applications where final decisions are made in the reporting period within legislated timeframes (also included are amendments to authorizations).
Source of data	Waste licenses' register (Record of waste licenses' files)
Method of Calculation or Assessment	<p>The Formula that talks to how the percentage is calculated</p> $x = \frac{a}{a+b} \times 100; \text{ where:}$ <p><math>x</math> = % of complete Waste License Applications finalized within legislated timeframes; <math>a</math> = number of Waste licenses /refusal notices issued within legislated timeframes.  <math>b</math> = number of waste licenses/refusal notices issued outside legislated timeframes.</p> <p>Count the number of WMLs issued, every WML application refused, withdrawn and closed in the reporting period within the legislated timeframe. In addition, express this as a percentage of the total number of applications finalized within legislated timeframe divided by total number of all finalized applications including those finalized outside timeframes. In the event of a landfill site application, there is a ninety (90) day waiting period of a record of decision from Department of Human Settlement, Water and Sanitation (DHSWS). The source document is the application forms and decisions kept in files at the Regional Offices and may be availed on request.</p>
Means of Verification	<p>Signed schedule/ narrative (Director: and Chief Director: Environmental Affairs)) of WasteLicenses applications finalized within legislated timeframes. The schedule should list the legislated timeframe at the top. The schedule should list i) the name of the applicant ii) when the waste license application was received; ii); the type of waste site; iv) the date when the application was finalized and v) the region / location of the waste site. Only applications finalized within applicable legislated time frame upon receipt of all information will be valid.</p> <p>Consolidated excel spreadsheet register signed by Senior Manager</p>
Assumptions	All information is submitted on time and is free of errors
Disaggregation of Beneficiaries (where applicable)	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation (where applicable)	New areas and poorer regions should apply
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	all Waste Management Licences issued within legislated timeframes
Indicator responsibility	Director: Air Quality and Waste Management.

Indicator title	8. Number of Legislated Tools Developed
Definition	Shows the number of environmental legislative tools; including regulations, norms and standards, guidelines and environmental management plans developed to inform environmental decision making. Examples of such tools include EMF, SOER/Outlook, SEA, EIP, AQMP, IWMP, Biodiversity Plans, etc.
Source of data	Approved Tools (Signed off by the delegated authority)
Method of Calculation or Assessment	Actual number when approved by the delegated authority
Means of verification	Signed schedule/ narrative (Chief director: Environmental Affairs) of legislative tools developed (in relation to legislation, guidelines, policies, procedures) annually. The schedule should list among other regions and date of review.  Comments received from Stakeholders Minutes of BTC and SECSICOM Meetings Gazetted Annual Hunting Proclamation
Assumptions	Accuracy depends on the reliability and validity of data received that informs the development of the legislative tools.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Bi-Annually Annually
Desired performance	More environmental tools should be developed
Indicator responsibility	Chief Director: Environmental Affairs

Indicator title	9. Number of Inter-Governmental Sector Programmes implemented
Definition	Review of sector provincial and municipal tools (e.g. IDPs, PDPs, SDFs, AQMPs, etc.) to facilitate integration of environmental content into tools. The review reports are developed externally but will also include the Environmental Implementation Plan (EIP) Annual Review reports coordinated by the provincial department but involving and in consultation with external stakeholders.
Source of data	Review reports approved and signed off by delegated authority.
Method of Calculation or Assessment	Actual number of municipalities reviewed (tools) in the Province. The documentation should be signed off by the delegated authority.
Means of verification	Signed schedule/ narrative (Chief Director: Environmental Affairs) of intergovernmental sector tools reviewed annually. The schedule should list among other regions and date of review. The regional annual narrative reports should cover inter-governmental sector tools reviewed in relation to IDPs, PDGS, SDF etc. Key issues presented and/or highlighted should be evident in the report.  Supporting evidence in the form of tools developed (dated and approved by the accounting officer) should be attached to the report.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Improved integration of environment issues and content into sector provincial and municipal tools.
Indicator responsibility	Chief Director: Environmental Affairs



Indicator title	10. Number of Environmental Research Projects Completed
Definition	The collective number of different types of research projects completed during the reporting period. This includes reviews, scientific research projects, monitoring projects and collaborative projects.
Source of data	Final research and scientific project reports approved by delegated authority. For monitoring projects over a longer term, it will be the annual progress reports approved by delegated authority.
Method of Calculation or Assessment	A research project is counted when a project has been finalized and approved by the delegated authority or scientific paper been published in the national or international journal. A project is counted only once when finalized irrespective of the number of surveys done or reports compiled on the project during the reporting period.
Means of Verification	Signed schedule/ narrative (Chief Director: Environmental Affairs) of environmental research projects undertaken (reviews, scientific research, monitoring and collaborative research), completed or finalized during the year.  Supporting evidence in the form of research reports completed/finalized (signed off by the lead researcher who may be an official of the Department or an external researcher if the research was outsourced as well as the Programme Manager as confirmation of completion) should be attached to the report.
Assumptions	Budget is available Appointed staff and tools of trade
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	More research tools desired
Indicator responsibility	Chief Director: Environmental Affairs

Indicator title	11. Number of Functional Environmental Information Management Systems Maintained
Definition	It shows the number of relevant environmental knowledge and information management systems developed and effectively maintained by the department (e.g. e-Permit).
Source of data	Reports approved by delegated authority with attached records of operational environmental information management systems that are maintained.
Method of Calculation or Assessment	Count every environmental information management system that is effectively maintained and reported on (Number)
Means of Verification	Signed schedule/ narrative (Chief Director: Environmental Affairs) of functional environmental information management systems. The narrative report (on functional environmental information management systems - ePermitting in this case), can be in the form of audit reports on the functionality of systems maintained by the department. The report(s) must list common challenges experienced and measures taken by the Programme Manager to resolve these., Minutes of Operational /SLA Meetings held between SITA and DEDEAT
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	More functional systems are desirable
Indicator responsibility	Chief Director: Environmental Affairs

Indicator title	12. Percentage of complete biodiversity management permits issued within legislated timeframes
Definition	Measure the turnaround time and level of adherence to prescribed timeframes for processing applications for biodiversity permits issued in terms of NEMBA: Threatened or Protected Species (TOPS) Regulations
Source of data	Provincial permits database ePermits System
Method of Calculation or Assessment	percentage of the biodiversity permits issued within the legislative timeframes (and service standards where there are no legislative timeframes (Number of permits issued within the timeframes / Total number of completed permit applications received) x 100
Means of Verification	Signed schedule/ narrative (Director: Biodiversity and Chief Director: Environmental Affairs of all biodiversity permits issued within legislated timeframes during each quarter. The schedule should list at least i) permit recipient ii) permit number iii) date received iv) date issued and v) region / location  Consolidated excel spreadsheet register of permits issued from Regions and Head Office, Number Percentage of permits issued within time frames. All copies of the permits issued in the regions will be accessible from the E-permit system on request Copies of permits issued at Head Office will be accessed through the E-permit system a
Assumptions	Climate change does not impact on the population of flora and fauna
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	To finalize and make decisions on all permits applications within legislated timeframes)
Indicator responsibility	Director: Biodiversity Management

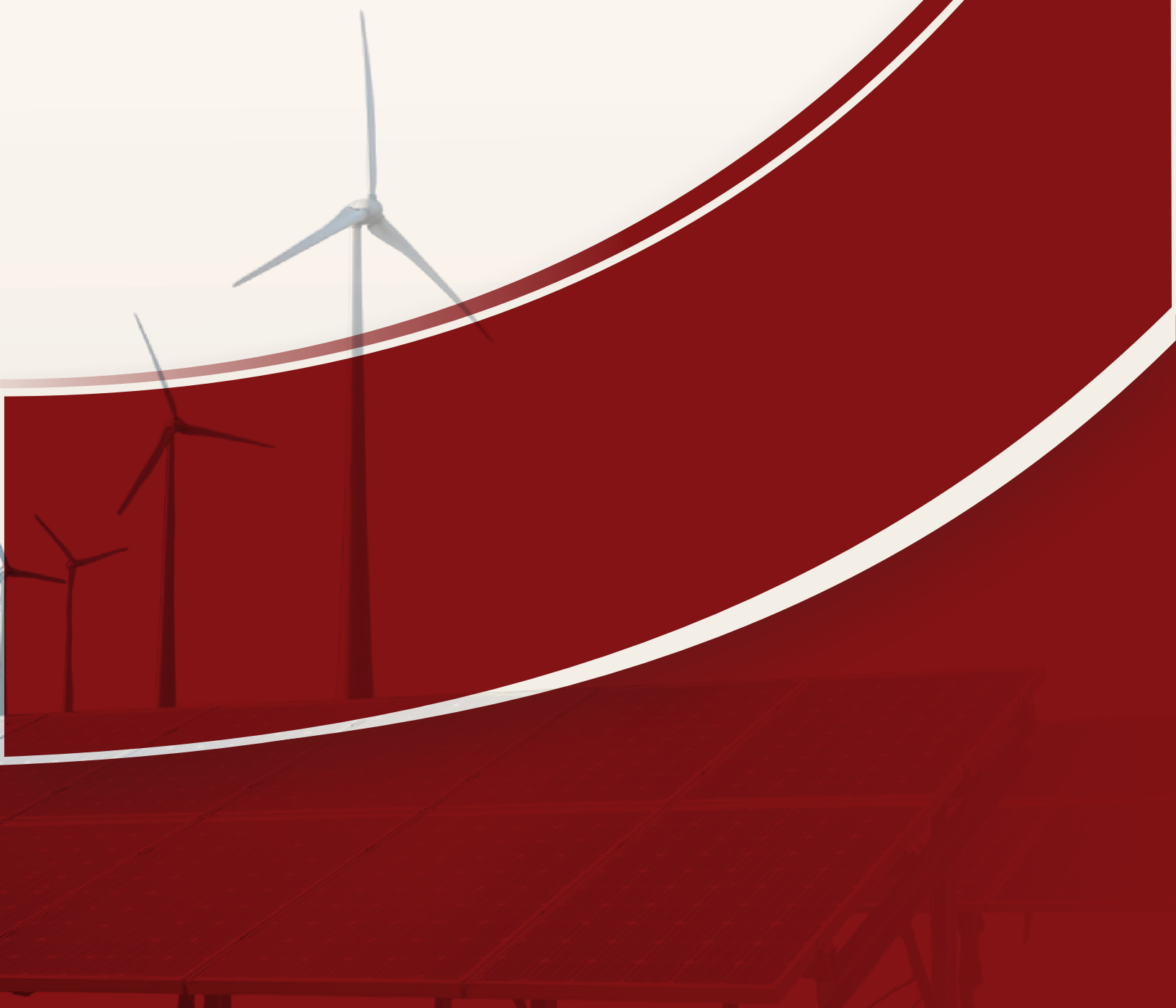
Indicator title	13. Number of work opportunities created through environment sector public employment programmes
Definition	To facilitate creation of work opportunities with a focus on women, youth and people with disabilities through environmental programmes and may include internship, learnerships, volunteer programmes, recycling and buy-back centers, nurseries, etc) This is in relation to formal and informal job opportunities created through environmental programmes.
Source of data	Beneficiaries copy of ID, signed contract, daily time sheets from source e.g., Municipalities
Method of Calculation or Assessment	Add number of jobs as per the contracts and IDs.
Means of Verification	Signed schedule/ narrative (Deputy Director: EES and Chief Director: Environmental Affairs) of work opportunities created through environmental programmes. The schedule should list at least i) name & surname of job participants and ID numbers ii) contract start date iii) contract end date. Jobs created through the departments such as internships, volunteer programmes, EPWP, recycling, buy-back centers, nurseries, etc. should be covered in the report.  Beneficiaries Contracts Beneficiaries Certified ID Copies of Daily Attendance Registers and Payment Sheets
Assumptions	Environmental work opportunities will continue to be available
Disaggregation of Beneficiaries (where applicable)	Target for Women: 60% Target for Youth: 55% Target for People with Disabilities: 7%
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative (Year-End)
Reporting cycle	Annually

Indicator title	13. Number of work opportunities created through environment sector public employment programmes
Desired performance	More work opportunities are desirable for improved socio-economic benefits within the environmental sector
Indicator responsibility	Deputy Director: Environmental Empowerment Services

Indicator title	14. Number of Environmental Awareness Activities Conducted
Definition	This indicator refers to the 1) environmental commemorative days celebrated, 2) participation in the Greenest Municipality Awards, 3) schools in career programmes 4) communities in environmental programmes 5) environmental media campaigns
Source of data	Attendance registers of commemorative day celebrations; entry form and participation certificates for GMA programme; participation certificates for school programme; participation certificates for community programme, newspaper articles; text of radio / TV interviews; time slots of radio / TV broadcasts.
Method of Calculation or Assessment	Add total number of environmental awareness activities conducted
Means of Verification	Signed schedule/ narrative (Deputy Director: EES and Chief Director: Environmental Affairs schedule of environmental awareness activities conducted in communities and schools in the Province. The schedule should list i) the type of activities; ii) the number of activities undertaken; and iii) the location where the activities took place.  Attendance Register(s) Invitation letter Presentation & Agenda or Programme
Assumptions	There is demand for environmental awareness
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	More environmental awareness sessions should be achieved in order to increase the level of environmental awareness and literacy in the province.
Indicator responsibility	Deputy Director: Environmental Empowerment Services

Indicator title	15. Number of Environmental Capacity Building Activities Conducted
Definition	Refers to the number of activities conducted in order to build stakeholder capacity to implement environmental regulatory framework and/or create work opportunities in environmental programmes and / or improve municipal and community environmental capacity.
Source of data	Activity reports and attendance registers
Method of Calculation or Assessment	Count the total number of separate sessions held on environmental capacity building
Means of Verification	Signed schedule/ narrative (Deputy Director: EES and Chief Director: Environmental Affairs) of environmental capacity building activities conducted quarterly. The schedule should list i) the names of stakeholders that attended the environmental capacity building activities; ii) type of environmental activity, and iii) location where the activities took place.  Attendance Register(s) Invitation letter Presentation & Agenda or Programme
Assumptions	There is demand for capacity building
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	More environmental capacity building activities should be achieved for improved sustainable utilization of natural resources and management.
Indicator responsibility	Deputy Director: Environmental Empowerment Services

# ANNEXURES



ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

There were no amendments made to the Strategic Plan.

ANNEXURE B: CONDITIONAL GRANTS

Name of Grant	Purpose	Outputs	Current Annual Budget (R'000)	Period of Grant
EPWP	Job creation through EPWP on Environmental Sector projects.  Encourage municipalities to improve environmental management services in accordance with the environmental legislation	Improve the scope and standard of environmental management and conservation of biological resources in the Local Municipalities funded, by providing assistance in their respective areas.  Ensure that the agreed minimum numbers of jobs are created.  Improve the scope and standard of waste management in the Province, by helping Municipalities.	R 3 422m	2025/26

## ANNEXURE C: CONSOLIDATED INDICATORS

Institution	Output Indicator	Annual Target	Data Source
<b>Administration</b>			
DEDEAT	Percentage of functions or services digitized	60%	DGITO
DEDEAT	Public Entities Accountability index	10	OD's office; all public entities
DEDEAT	Percentage of suppliers paid within 30 days	100%	SCM
DEDEAT	Annual audit outcome	Clean	CFO
DEDEAT	Number of inter-departmental projects implemented	3	Office of the HOD
DEDEAT	Percentage implementation of the work skills plan	100%	HRPP
DEDEAT	Percentage of staff complying with all PMDS processes (contracts and reviews)	100%	HRPP
<b>Economic Development &amp; Tourism</b>			
DEDEAT	Number of manufacturing initiatives facilitated	4	Trade & Industry
DEDEAT	Number of agro-processing initiatives facilitated	3	Trade & Industry
DEDEAT	Number of investment promotion initiatives facilitated	3	Trade & Industry
DEDEAT	Number of investment (opportunities) leads generated leveraging provincial missions and partnerships	1	Trade & Industry
DEDEAT	Number of sustainable energy initiatives facilitated	3	Trade & Industry
ECDC, DEDEAT	Number of black-owned, women-owned, and youth-owned businesses supported	200	Enterprise development & ECDC
ECDC, DEDEAT	Number of township and rural enterprises supported	80	Enterprise development & ECDC
ECDC, DEDEAT	Number of informal businesses supported	60	Enterprise development & ECDC
ECDC, DEDEAT	Cooperatives provided with non-financial support	200	Enterprise development & ECDC
DEDEAT	Number of red tape reduction sessions conducted	4	Business Regulations
ECPTA, DEDEAT	Number of tourism promotion initiatives supported	3	Tourism
<b>Environmental Management</b>			
DEDEAT	Number of climate change response interventions implemented	1	Air Quality
DEDEAT	Percentage of complete Atmospheric Emission Licenses issued within legislated timeframes	100%	Air Quality
DEDEAT	Number of compliance inspections conducted	91	Compliance and enforcement
DEDEAT	Number of administrative enforcement notices issued for non-compliance with environmental management legislation	75	Compliance and enforcement
DEDEAT	Number of completed criminal investigations handed to the NPA for prosecution	53	Compliance and enforcement



Institution	Output Indicator	Annual Target	Data Source
DEDEAT	Percentage of complete EIA applications finalized within legislated timeframes	100%	Environmental impact management
DEDEAT	Percentage of complete Waste License applications finalized within legislated timeframes	100%	Waste management
DEDEAT	Number of legislated tools developed	1	Environmental Policy, Planning and Coordination
DEDEAT	Number of inter-governmental sector programmes implemented	1	Environmental Policy, Planning and Coordination
DEDEAT	Number of environmental research projects completed	1	Environmental Policy, Planning and Coordination
DEDEAT	Number of functional environmental information management systems maintained	1	Environmental Policy, Planning and Coordination
DEDEAT	Percentage of complete biodiversity management permits issued within legislated timeframes	80%	Biodiversity management
DEDEAT	Number of work opportunities created through environmental public employment programmes	593	Environmental empowerment
DEDEAT	Number of environmental awareness activities conducted	24	Environmental empowerment
DEDEAT	Number of environmental capacity building activities conducted	24	Environmental empowerment

## ANNEXURE D: DISTRICT DEVELOPMENT MODEL PROJECTS

Areas of intervention	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Industrial development	Wild Coast Industrial Park (WC SEZ)	R30 m	OR Tambo DM	31°33'0.70"S 28°39'52.53"E	Coega: Program 2 GM/Mr Silevu	Discussion between Coega and COGTA-MISA
State owned industrial parks revitalization	Vulindlela industrial park	DEDEAT funded & completed Master plan 2020	OR Tambo DM	31°34'16.20"S 28°47'51.52"E	ECDC- property	KSD LM, Vulindlela IP industry
Tourism development- coastal & marine tourism	Tourism infrastructure in coastal nature reserves (Hluleka & Silaka; 6-day hiking trail between Port St Johns and Coffee Bay	R10m	OR Tambo DM	Wild coast (Port St Johns & Nyandeni LMs)	ECPTA	Port St Johns; Nyandeni LMs; Traditional counclls Gomolo & Lucingweni A/A
MSME	LRED fund Imvaba cooperative fund	No LRED funded R2m seven small scale fishing coops at Tsweleni Port St Johns	OR Tambo DM	OR Tambo DM projects	DEDEAT ECDC	
Environmental sustainability and coastal development	Climate change program- OR Tambo Region Coastal development plan (gazette out for public comment) Draft gazette (listing of municipality public boat launch sites) to support oceans economy, marine & coastal tourism N2 wild coast Biodiversity offset	Climate change R500 000 Gazettes for public comments	OR Tambo DM	Wild coast	Climate change unit Coastal management	
Waste Management	Dr Beyers Naude LM Waste Management project	R2.332m	Sarah Baartman	-	Dr Beyer Naude LM	DEDEAT
Waste Management	Blue crane Route LM Waste Management project	R3m	Sarah Baartman	-	Blue Crane Route LM	DEDEAT

Areas of intervention	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Waste Management	Intsika Yethu LM Community Park in Tsomo Town	R3m	Chris Hani	-	Intsika Yethu LM	DEDEAT
Waste Management	Mhlontlo LM waste management project	R1m	OR Tambo	-	Mhlontlo LM	DEDEAT
Biodiversity management	Matatiele LM Wattle clearing project	R3,066m	Alfred Nzo	-	Matiele LM	DEDEAT
Biodiversity Management	Elundini LM eradication of Alien invasives in wards 5 and 6 project	R3m	Joe Gqabi	-	Elundini LM	DEDEAT
Waste Management	Ngqushwa LM Eco Town Greening Project		Amathole	-	Ngqushwa LM	DEDEAT
Industrial Parks Support	Revitalisation of Komani Industrial Park	R250mil	Chri Hani	31.91874°S, 26.92012°E	CHDA	CHDA, CHDM, DEDEAT, DTIC
Forestry Development Initiatives	New afforestation and or forestry expansion to 100 000 ha in the Eastern Cape Province	R1,5 billion	Alfred Nzo DM, OR Tambo DM, Joe Gqabi DM, Chris Hani DM and Amathole DM	Not available	ECRDA	Private Sector partners, Communities, Entrepreneurs, DALRRD, DEDEAT, DFI, Commercial Banks
Cannabis/Hemp industrialisation program	Cannabis industry development focusing in industrial & medicinal applications (as per applicable regulations)	R600mil	Province-wide	Not available	Dept of Agric	Public: DTIC, DSBD, DSI, DALRRD, ECRDA, DEDEAT, Dept o Agric, Municipal & State-Owned Entities, Traditional Authority. Private: Investors
Wool & Mohair support	Assist farmers to comply with International Responsible Wool Standards (RWS) and Responsible Mohair Standards (RMS) to achieve premium prices for the sale of their Wool and	R10mil	Chris Hani	Not available	Dept of Agric	Dept of Agric, DRDLR, District & Local Municipalities Cape Wool and Mohair, NWGA, Private Investors

Five-year planning period						
Areas of intervention	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Environmental protection	Greening and Beautification	R3ml	Chris Hani	32.04195°S, 27.82230°E	DEDEAT	DEDEAT, CHDM, Intsika Yethu LM
Shilo Dairy Fodder Production	Design And Installation of Irrigation System In SHILOH IRRIGATION SCHEME.	R3 534 311.00	Chris Hani	32.18460°S, 26.82442°E	Dept of Agric	CHDA, CHDM, Dept of Agric
Irrigation Schemes	Revitalisation of irrigation schemes	R100ml	Chris Hani	32.18460°S, 26.82442°E 31.81755°S, 27.74600	Dept of Agric	CHDA, CHDM, Dept of Agric
Shilo Winery Processing Plant & expansion of (Wineyard)	Construction of a processing plant	R4mil	Chris Hani	32.18460°S, 26.82442°E	CHDA	CHDA, CHDM, Dept of Agric. DEDEAT, DLARD
Rural sustainable villages project	Environmental protection and sustainable livelihoods development	R150mil	Chris Hani	Various locations	DEDEAT	DEDEAT, CHDM, DOE, Local Municipalities, European Union
RAFI Beef Development	Installation of irrigation system for Beef Development at Inxuba Yethemba Municipality.	R10 500 000	Chris Hani	Various Locations	Dept of Agric	CHDA, CHDM, Dept of Agric
Enoch Mgjijima Waste Management	Establishment of three waste sites	R30mil	Chris Hani	Not available	Enoch Mgjijima LM	Enoch LM, DFFE, DEDEAT