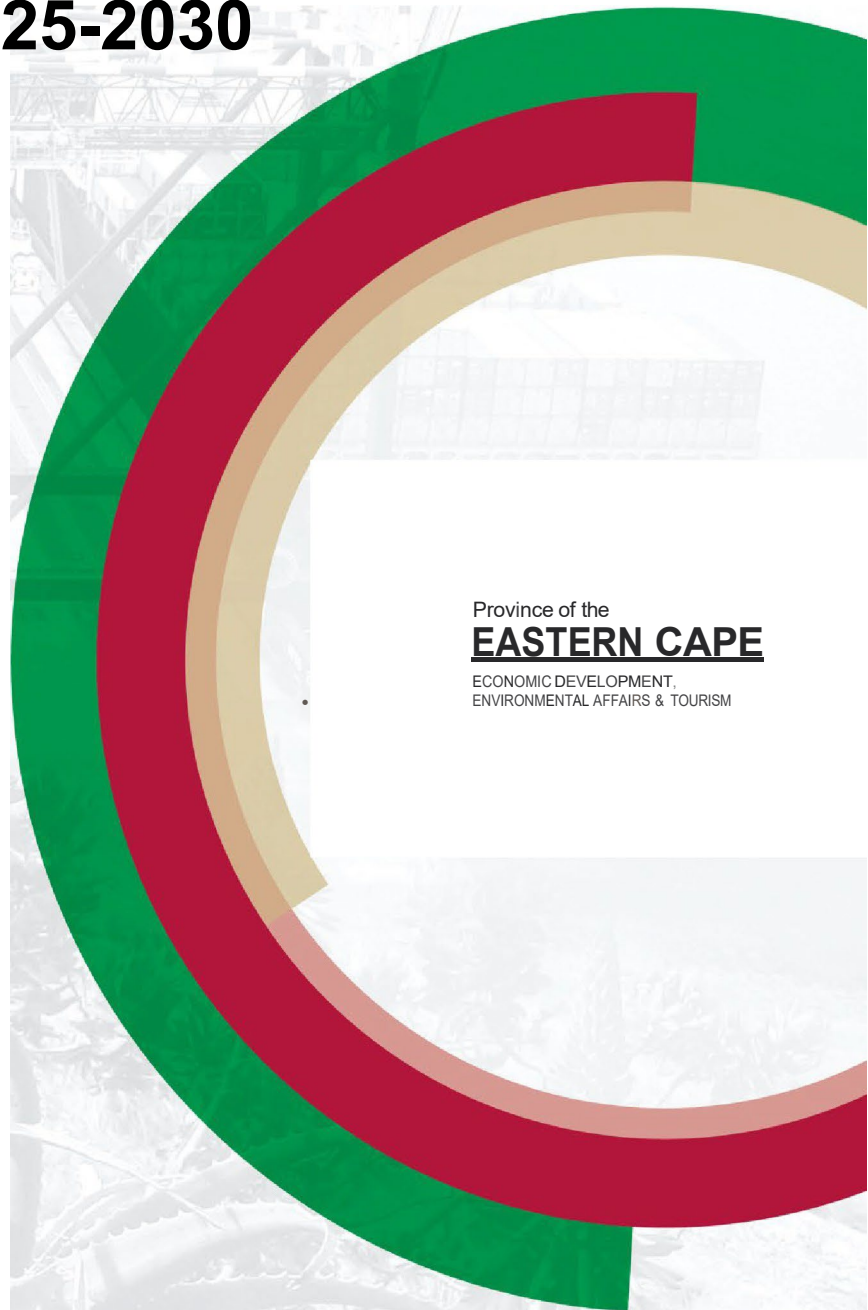


SERVICE DELIVERY MODEL

2025-2030



Province of the
EASTERN CAPE
ECONOMIC DEVELOPMENT,
ENVIRONMENTAL AFFAIRS & TOURISM

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Official Sign Off

It is hereby certified that this Service Delivery Model:

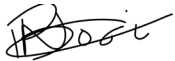
- Was developed by the management of the Department of Economic Development Environmental Affairs and Tourism (DEDEAT) under the strategic leadership of MEC Nonkqubela Pieters.
- Was prepared in line with the Strategic Plan (**2019- 2024**) of the Department of Economic Development Environmental Affairs and Tourism.
- Is compiled with the available information from departmental business units.

Coordinated by:



Director: Organisational Development, Change Management and Service Delivery Improvement

Recommended by:



Chief Director: Economic Development

Date: 19/03/2025



Chief Director: Environmental Management

Date: 19/03/2025



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Date: 19/03/2025

Approved by:



Head of Department

Date: 19/03/2025

Authorised by:



Member of the Executive Council

Date: 31/03/2025

1. Purpose

The purpose of this report is to:

- Tabulate the legislative, regulatory and policy mandates for DEDEAT's assigned functions.
- Define DEDEAT's "As Is" Service Delivery Model per institutional layer.
- Consolidate inputs received from DEDEAT's District Offices and Head Office Programmes to-
 - identify possible "gaps" in the department's service offering; and
 - define transversal service delivery challenges; and
- Define the "gap" between the mandated service requirements and the DEDEAT's "As Is" Service Delivery Model.
- Make recommendations on alternative service delivery offering to enhance service delivery to clients and to mitigate the identified service delivery challenges especially limited (*decreasing*) resource allocations while service demands are increasing.

2. Executive Summary

2.1 DEDEAT's Member of the Executive Council is, in terms of an array of legislative and policy instruments, *inter alia* the assigned provincial authority to-

- develop strategies, plans and instruments to grow the Eastern Cape's economy, inclusive of providing technical support within national, provincial and local government inter-governmental relation structures;
- oversee and enable through the establishment of fit for purpose instruments for the implementation of such plans, monitor implementation and report to the legislature thereon;
- regulate legislative specified, trading and consumer protection activities in the province and oversee the implementation thereof by means of fit for purpose institutional structures, the monitoring of performance and the enforcement thereof;
- empower communities and assist entrepreneurs to partake in mainstream economic and industrial activities to also transform the business and industrial landscape;
- regulate (through legislative powers assigned to the province by the National Environmental Management Act, 1998) activities harmful to the province's environment and sustainability of livelihoods;
- develop statutory prescribed environmental management plans for the province;

- oversee and facilitate the implementation of such plans, monitor implementation and report thereon;
- where applicable, issue licences, permits and authorisations to regulate activities having an impact on the province's biodiversity and coastal assets;
- adjudicate appeals;
- monitor compliance with legislative imperatives and conditions specified in environmental authorisations/permits and where appropriate enforce compliance/initiate prosecution of offenders;
- lead the province's response to the impact of climate change;
- empower communities to conserve the province's biodiversity and coastal assets.

2.2 DEDEAT's Member of the Executive Council is further in terms of the Public Service Act, 1994, the Executive Authority of DEDEAT and must through the departments corporate service structures ensure good governance and the provisioning of public services as contemplated in Section 195 of the Constitution of the Republic of South Africa.

2.3 DEDEAT's service offering covers a vast geographical area characterised by-

- high levels of inequality in terms of infrastructure, income, and industrial/manufacturing/job opportunities; and.
- diverse/unique biospheres and highly complex coastal/estuary systems. Apart from human settlement encroachment and much needed industrial development, climate change also has a significant impact on the resilience of the biodiversity and coastal assets of the service area **even threatening sustainable human livelihoods and social cohesion.**

2.4 The **Programme 2 and 3** services are currently provided by means of a matrix organisational architecture whereby the Head Office Unit is mainly responsible for research, policy instrument development, monitoring, and reporting whilst relatively small Economic Development Units in **six** District Offices and the DEDEAT Public Entities are responsible for operational implementation, oversight, and technical support to stakeholders and inter-governmental relations structures.

2.5 DEDEAT is responsible for the delivery of its diverse service package to a service area consisting of the former Transkei and Ciskei and their legacy of underdevelopment. Throughout the service area very high unemployment numbers are recorded especially amongst the youth. Economic activities are suppressed because of an array of external factors falling outside the control of the provincial government and business. The economic

activity, employment and infrastructure landscapes are also highly unequal throughout the province.

2.6 Likewise, the environmental management service offering covers diverse/unique biospheres and highly complex coastal/estuary systems over a vast area. Apart from human settlement encroachment and much needed industrial development, climate change has a significant impact on the resilience of the biodiversity and coastal assets of the province even threatening sustainable human livelihoods and social cohesion.

2.7 Measured against the legislative and policy mandates matrix as provided at **Appendix A**, possible “gaps” in DEDEAT’s “As Is” Programme 2 Service Delivery Model are related to its functions as **the lead provincial economic development agency** to:

- Drive the strategic intent of the provincial government within inter-governmental structures and then more specifically at district office level technical support in respect of DDM-One Plan development , implementation and monitoring processes.
- Provide and/or source technical, funding and business support to/for the various categories of private and public sector clients inclusive of emerging business entities.
- Provide **expert** technical support to- and exercise oversight in respect of local and regional economic development functions performed by municipalities.
- Technically support sector development initiatives especially in the agriculture light manufacturing and tourism sectors **outside the metros**.
- Monitor implementation and assess the impact/value for money of all government funded economic development projects in the province.

2.8 Measured against the Legislative and Policy Mandates matrix as provided at **Appendix B**, possible “gaps” in DEDEAT’s “As is” **Programme 3** service delivery offering are related to its functions as the lead provincial environmental management and “authorisation” agency to:

- Oversee prescribed environmental planning and authorisation processes assigned to municipalities and the provisioning of **expert** technical support with the implementation thereof.
- Provide **expert** technical support within IGR structures, with the development/ implementation of the DDM- One Plan for municipalities.
- Develop and implement strategies to, in a sustainable manner, “commercialise” the province’s biodiversity and coastal assets with a view to grow local green and blue economies and create sustainable jobs.

- **Adequately** verify compliance with conditions set out in environmental authorisations and permits, enforce compliance and initiate action/support the prosecution of environmental transgressions.
- Provide technical climate change response services at operational levels/to municipalities.

2.9 Major service delivery challenges highlighted by inputs received from the core business programmes are:

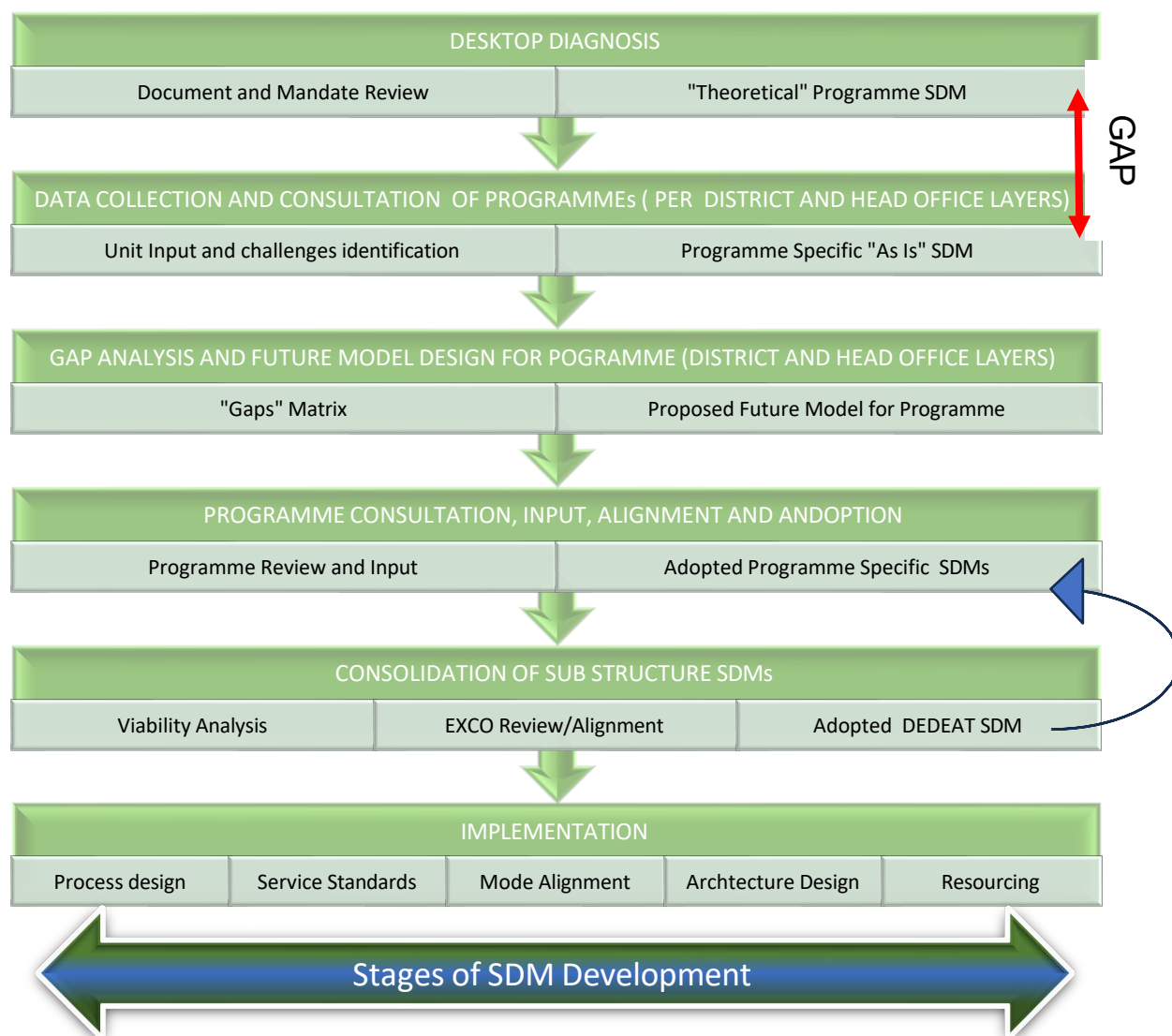
- Lacking ICT capabilities to support e-transactions/permitting/licencing/authorisation/compliance monitoring/reporting processes.
- Inability to adequately service outlying areas and related fit for purpose transport problems.
- High number of vacancies and the lead time to fill such vacancies. In this regard the prolonged period to fill key vacancies such as the post provisions of Chief Director: Economic Development and Chief Director: Environmental Management was noted.
- Weak footprint of DEDEAT Public Entities outside the Province's two Metros.
- Weak footprint of the DEDEAT District Offices in the outlying areas.
- Lacking capabilities within- and resource allocations to municipalities to drive/implement/monitor concurrent local and regional economic development and environmental management functions.
- A lacking business regulatory/compliance framework and capabilities at especially municipalities to protect consumers adequately and proactively against adverse business practices such as the sale of expired food products/ensure that businesses are compliant with taxation and health standards.
- Administration of an "outdated" environmental management regulatory framework. (Cape Ordinance and Transkei/Ciskei legislation) going into the 7th Administration.
- Non-functioning of the Provincial Consumer Tribunal necessitating the referral of unresolved consumer disputes to relevant national dispute resolution and ombud structures.
- Resources are "thinly spread" between DEDEAT and municipalities as an outcome of the system of concurrent function allocation thereby affecting economic and environmental management service delivery, especially in deep rural and dysfunctional municipalities. There is currently no structured mechanism in place to "pool" resourced to enhance service delivery.

- 2.10 In conclusion it seems if the configuration of DEDEAT's service delivery platform is inadequate also in terms of the resourcing thereof (specialised skills requirements [economic development function] numbers, , budgetary allocation, and other tools of the trade).

3. Diagnostic Review Methodology/Process Flow

- 3.1 The following figure provides an overview of the methodology followed for the development of DEDEAT's 2023 Service Delivery Model:

Figure 1



- 3.2 The implementation of the above methodology matrix resulted in the publishing and verification of SDM Reports defining the service delivery landscape, the "as is" SDM,

service delivery challenges/platform, service offering “gaps” and proposed service delivery models for District Offices and Head Office as follows:

Table 1

Organisational Component	Appendix	Remarks
Amathole District Office	C	<ul style="list-style-type: none"> Briefing Session held. Input templates completed. Draft SDM Reports submitted for input. Inputs incorporated in Reports. Content verification sessions. Final SDM Reports published
Alfred Nzo District Office	D	
Chris Hani District Office	E	
Joe Gqabi District Office	F	
OR Tambo District Office	G	
Sarah Baartman District Office	H	<ul style="list-style-type: none"> Briefing Sessions held. Some input templates completed. Draft SDM Reports submitted for input. Some inputs received and incorporated. Final draft SDM Reports issued for sign-off. Sign-off by Programme Managers outstanding despite reminders.
Head Office Programme 2	I	
Head Office Programme 3	J	

- 3.3 The Department of Public Administration and National Treasury adopted generic SDM Models for National and Provincial Departments. For completeness the service offering by Programme 1 organisational components is summarised. **Appendix K.**

4. Service Delivery Landscape

DEDEAT is mandated to provide economic development and environmental management service to the Eastern Cape Province and to represent the related strategic intent of the province within national, provincial and local government inter-governmental relations structures. The service delivery landscape of the various organisational components is extensively recorded in paragraph 4 of the SDM Reports referenced in paragraph 3.2 *supra*.

5. Key Legislative and Policy Mandates

5.1 Mandate Review: Programme 2

- 5.1.1 A detailed overview of the legislative and policy mandates for Programme 2 provincial economic development, industry regulation and consumer protection functions are provided in **Appendix A.**
- 5.1.2 At the beginning of the 6th Administration, the Premier highlighted the following political priorities for the Eastern Cape Provincial Administration:
- Reduction of unemployment by half in 2030

- Acceleration of support to MSME development
- Prioritization of growth (sector-based GDP growth) with employment and youth development spin offs.
- Consistency and committed efforts to provincial mega catalytic projects.
- Focused pattern on building a capable development state and institutionalization of the implementation of the Provincial Development Plan (2019).
- Evidence based monitoring, evaluation, and reporting.

5.1.3 To respond to the indicated political policy imperatives DEDEAT's Strategic Plan identified the following pillars for its service offering:

- A growing, innovative and diversified private sector enabled economy.
- Empowered and skilled communities participating in an inclusive economy.
- Sustainable resource use, responsive infrastructure and diverse investments.
- Enabled, simplified and responsive business processes.

5.1.4 The following figure highlights the 2023-key policy directives for the Programme: **Figure 4**

Premier's State of the Province Address:

- Agriculture, infrastructure development, and manufacturing is identified as three strategic economic areas with the capacity to provide employment opportunities.
- Investment in social and economic infrastructure is critical.
- Establishment of an auto sector aftermarket programme.
- Following Six Mega Infrastructure Projects identified as key enablers for economic growth: N2 Wild Coast Highway, Mzimvubu Water Project, Eastern Cape Transnet Initiatives, N2 Nodal Development' Undersea Cables Projects, Wild Coast SEZ

MEC's Budget Speech

- Economic Development Fund has now been established and will be rolled out in the coming medium term, with the ECDC as the implementing agent.
- A total amount of R270.6 million over the medium term has been allocated, to support MSMEs in the Province. Of this amount, R100 million has been allocated to the Office of the Premier for continued support towards youth owned enterprises over the medium term.
- An amount of R43.8 million over the MTEF is allocated to DEDEAT for LRED.

5.2 Mandate Review: Programme 3

5.2.1 A detailed overview of the legislative and policy mandates for Programme 3 environmental management functions is provided in **Appendix B**.

5.2.2 Apart from the indicated legislative framework, the Biodiversity and Coastal Zone Management functions are also "informed" by International Instruments such as the Convention on Wetlands (Ramsar), Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), Convention on Biological Diversity (CBD), the

United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification (UNCCD).

6. Service Offering Requirements: 2023/24 Annual Performance Plan

- 6.1 Following a desktop review of DEDEAT's 2023/24 Annual Performance Plan (APP) the following performance matrix should be used to cross check linkage with the existing and proposed Departmental/District Office Service Delivery Model.

Table 2

APP OUTPUT INDICATORS	
PROGRAMME 2	PROGRAMME 3
# of sustainable energy initiatives facilitated	# of climate change response interventions implemented
# of manufacturing initiatives facilitated	% of complete Atmospheric Emission Licenses issued within legislated timeframes
# of agro-processing initiatives facilitated	# of compliance inspections conducted
# of investment promotion initiatives facilitated	# of administrative enforcement notices issued for non-compliance with environmental management legislation
# Interventions undertaken to create a conducive business environment	# of completed criminal investigations handed to the NPA for prosecution
# of socio-economic intelligence reports produced	% of complete Environmental Impact Assessment (EIA) applications finalized within legislated time frames
# of qualifying economic development projects funded at local and regional levels	% of complete Waste License applications finalized within legislated timeframes
# of cooperatives provided with nonfinancial support	# of legislated tools developed
# of Provincial Economic Stimulus Fund projects monitored	# Number of inter-governmental sector programmes implemented
Status report on implementation of the Tourism Master Plan 2022-2032	# of environmental research projects completed
# of consumer education programmes implemented	# of functional environmental information management systems maintained
	% of complete biodiversity management permits issued within legislated timeframes.
	# of work opportunities created through environment sector public employment programmes
	# of environmental awareness activities conducted
	# of environmental capacity building activities conducted

7. Theoretical Service Delivery Model: Programme 2

- 7.1 A comprehensive desktop study, inclusive of an analysis of the Annual Performance Plan 2023/24, was conducted to, in line legislative and policy imperatives, define the **Programme 2** service “theoretical” service offering matrix. This is **subject to verification** by the Programme and will assist to also confirm identified “gaps” in the “as is” service deliver model of the ANDO offering matrix.
- 7.2 The DEDEAT’s Economic Development Group’s service delivery platform should theoretically provide the following services:

Table 3

Main Service	Service Offering	Delivering Entity
Programme Management	Strategically direct the operations of the programme in line with legislative, regulatory, strategy and APP imperatives.	Office of the Programme Manager
	Coordinate the provisioning of technical support to National Departments, Provincial Departments and Provincial IGR Structures.	
	Monitor, evaluate and report on/account for the performance of the Programme	
	Provide strategic technical advisory services to the Head of Department and DEDEAT’s Governance Structures.	
Provincial Economic Development Strategy and Policy Instrument Formulation	Research and identify barriers impacting on the growth path of the provincial economy.	DEDEAT Head Office
	Develop/maintain strategy and policy instruments/toolkits to enhance the growth path of the provincial economy (inclusive of norms and standards) and the protection of Consumers.	
	Develop and maintain collaborative strategic partnerships to facilitate the effective, efficient and economic implementation of policy instruments.	
	Develop and maintain a platform for standardised business development and support	
	Identify resourcing models and leverage funding for the implementation of policy instruments.	

Main Service	Service Offering	Delivering Entity
	Monitor, evaluate and report on the impact of policy instruments.	
Specialised Business Sector Policy Development and Support	Research and develop policy instruments for Agri-industry development.	DEDEAT Head Office
	Research and develop policy instruments for Automotive sector development.	
	Research and develop policy instruments for Oceans economy development.	
	Research and develop policy instruments for Light manufacturing development.	
	Research and develop policy instruments for Tourism sector development.	
	Provide technical advisory services on the implementation of the policy instruments to: <ul style="list-style-type: none"> • Industry. • DEDEAT Public Entities and District Offices. 	
	Develop and maintain collaborative partnerships to facilitate the effective, efficient and economic implementation of policy instruments.	
	Identify resourcing models and leverage funding for the implementation of policy instruments.	
	Monitor, evaluate and report on the impact of policy instruments.	
Micro, Small and Medium Enterprise Business Support	Business Advise (technical)	Eastern Cape Development Cooperation (ECDC)
	Business Plan Development	
	Feasibility Studies	
	Due Diligence Reviews	
	Mentorship and Coaching	
	Marketing	
	Intellectual Property	
	Pre-commercialisation studies	
	Skills development training	
	Information sharing.	
Trade and Investment Promotion (Export-ready businesses)	Export readiness assessment analysis.	Eastern Cape Development Cooperation (in collaboration with the Department of Trade and Industry.
	Facilitate access to national export incentive programmes	
	Facilitate participation in provincial, national, and international trade missions.	

Main Service	Service Offering	Delivering Entity
	Development of marketing tools and packages for export products.	
	Develop and provide provincial, national, and international networking structures	
	Provide linkages to prospective international business partners and investors.	
Funding and Financing	IMVABA Co-operative Fund	
	Job Stimulus Fund	
	Local, Regional Economic Fund	DEDEAT District Offices
	Risk Capital Fund	Eastern Cape Development Cooperation
	Township and Rural Entrepreneurship Programme	
	Short Term Finance <ul style="list-style-type: none"> • NEXUS - Trade loan • WORKflow - Contractor loan • POWERplus - Small loan. 	
	Long Term Finance <ul style="list-style-type: none"> • TERMcap • EQUltrader 	
Investor Support	InvestSA One Stop Shop Eastern Cape	Eastern Cape Development Cooperation
Special Economic Zone Investment and Support	Facilities and estate management	<ul style="list-style-type: none"> • East London IDZ • Coega IDZ
	Safety, health, environment, and quality	
	Commercial services	
	Customs and control area	
	Relief from customs duties and VAT trade services	
	Logistics.	
Property Management for MSME Businesses	Facilitating commercial and industrial activity	Eastern Cape Development Cooperation
	Assisting entrepreneurs and/or investors to secure suitable premises particularly in underdeveloped areas.	
	Business Support: <ul style="list-style-type: none"> • Project management • Asset management • Facilities management • Leasehold 	
Consumer Protection	Consumer education and awareness.	DEDEAT District Offices
	Consumer complaints resolution.	
Industry Regulation	Gambling Industry <ul style="list-style-type: none"> • Develop and maintain the regulating framework. • Licencing • Education and awareness 	Eastern Cape Gambling Board

Main Service	Service Offering	Delivering Entity
	<ul style="list-style-type: none"> • Complaints resolution • Compliance monitoring • Enforcement 	
	<u>Liquor Industry</u> <ul style="list-style-type: none"> • Develop and maintain the regulating framework. • Licencing • Education and awareness • Complaints resolution • Compliance monitoring • Enforcement 	Eastern Cape Liquor Board
Tourism Development	<ul style="list-style-type: none"> • Opening of protected areas, provisioning of accommodation and programmes to promote “conservation” tourism. • Market the Eastern Cape as a tourist destination of choice. • Provide technical support to the hospitality industry and entrepreneurs to develop and enhance existing products and services. 	Eastern Cape Parks and Tourism Agency
Economic development technical support to grow the district economy.	Provide technical advice to technical streams established within municipalities under the District Development Model (One Plan) to fast track local economic initiatives without compromising standards. Provide technical support to municipalities and facilitate alignment of Integrated Development Plans with national and provincial strategies/plans. Develop collaborative relations with organised business and other key stakeholders and assist with initiative to unblock barriers depressing economic growth. Promote and provide technical advisory services to the public/emerging entrepreneurs/cooperatives/MSMEs to access support initiatives. Drive initiatives in the District to- <ul style="list-style-type: none"> • Empower citizens and previously disadvantaged individuals. • Transform the district business space. • Promote entrepreneurship development. • Eliminate poverty and create jobs. 	DEDEAT District Offices

Main Service	Service Offering	Delivering Entity
	<ul style="list-style-type: none"> Broaden the participation of MSMEs. 	
	Develop and maintain an inventory of all government led/funded projects in a district, monitor impact and report on value for money spend.	
	Identify challenges to grow the local economy and develop mitigation instruments for stakeholders.	

8. Theoretical Service Delivery Model: Programme 3

- 8.1 A comprehensive desktop study was conducted to, in line legislative and policy imperatives, define the **Programme 3** “theoretical” service offering matrix. This is **subject to verification** by the Programme and will assist to also confirm identified “gaps” in the “as is” service deliver model.
- 8.2 The DEDEAT’s Programme 3 should theoretically provide the following service:

Table 4

Main Service	Service Offering	Delivering Entity
Environmental Impact Management (EIM)	Develop and maintain the provincial EIM policy instruments, norms, and systems.	DEDEAT Head Office
	Monitor and report on the performance of the EIM System.	
	Provide technical support to National Workgroups.	
	Assess appeals and provide technical support to the MEC.	
	Receipt and assess environmental applications by industry, developers, businesses, private individuals.	As per regulatory standards and delegation framework: <ul style="list-style-type: none"> DEDEAT Head Office DEDEAT District Offices
	Issuing of environmental authorisations inclusive of the setting of conditions Issuance of amended environmental authorisations	
	Issuing of amended authorisations	
	Technical advice to Municipalities, Environmental Assessment Practitioners (EAP’s) and the public.	
	On request assess applications and provide technical input to the National Department Forestry, Fisheries and Environment (DFFE) and the Department of Mineral Resources and Energy (DMRE).	

Main Service	Service Offering	Delivering Entity
Biodiversity and Coastal Zone Management. (Note DEDEAT is the legislative assigned lead agency for integrated coastal management services)	Develop and maintain the provincial biodiversity and coastal zone management strategy, policy instruments, norms, and systems.	DEDEAT Head Office
	Develop and maintain Provincial: <ul style="list-style-type: none"> Provincial Coastal Management Programme. Estuarine Management Plans 	
	Develop and maintain the province's biodiversity and coastal zone information platform.	
	Monitor and report on the resilience of the province's biodiversity and coastal zone assets.	
	Develop and oversee the implementation of programmes to enhance the resilience of the province's biodiversity and coastal zone assets.	
	Provide technical support to National and Provincial Working groups, IGR structures and the Provincial Coastal Committee.	
	Provide technical support to develop and monitor the performance of the MEC's Compact with the Eastern Cape Park and Tourism Agency on the management of biodiversity and coastal zone assets within protected areas.	
	Monitor the state of the environment in the coastal zone, identify needs and develop coastal vulnerability response, protection and disaster management strategies and instruments.	
	Receipt evaluate and process permit applications by industry, developers, businesses, farmers, and private individuals.	As per regulatory standards and delegation framework: <ul style="list-style-type: none"> DEDEAT Head Office DEDEAT District Offices
	Issue permits and set conditions for activities impacting on and harvesting of protected species.	
	Provide technical support to stakeholders to grow the "green economy" and the harvesting of biodiversity products in a sustainable manner.	
	Review land use, environmental authorisations, Section 24G and	

Main Service	Service Offering	Delivering Entity
	other applications and provide technical input/recommending conditions, inclusive of commenting on applications where the district office is not the competent authority.	DEDEAT District Office
	Provide technical support to municipalities and facilitate alignment of Integrated Development Plans.	
	Provide technical advice to technical streams established within municipalities under the District Development Model (One Plan) to fast track service delivery without compromising standards.	
	Monitor self-regulatory permitting activities and facilitate corrective action.	
	Implement programmes- <ul style="list-style-type: none"> • to enhance the resilience of the district's biodiversity assets; • on a coastal vulnerability response, protection and disaster management; • to promote public participation to protect the district's biodiversity and coastal assets and establishment of protected areas; and • monitoring the status of the district's biodiversity and coastal assets. 	
	Monitor the resilience of the district's biodiversity and coastal assets with a view to initiate timeous corrective action where required.	
	Provide technical support to the District Coastal Management Committee	
	Provide estuary management support services.	
	Monitor compliance of protected areas with compact standards, provide technical advice and report on their performance.	
	Conduct site inspections	
Air Quality Management	Develop and maintain the provincial air quality management strategy, policy instruments, norms, and systems.	DEDEAT Head Office

Main Service	Service Offering	Delivering Entity
	Develop and maintain the province's Air Quality Management Plan.	
	Develop and maintain the province's air quality information dashboard.	
	Monitor the implementation of the province's Air Quality Management Plan and report thereon.	
	Provide technical support to National Working Groups, IGR structures	
	Receive applications for atmospheric emission licences and registration of controlled emitters for an activity in collaboration with the District Municipality/sets conditions and issues the licence.	As per regulatory standards and delegation framework: <ul style="list-style-type: none"> • DEDEAT Head Office • DEDEAT District Offices
	Receive applications for emission licences, sets conditions and issue licences.	
	Review land use, environmental authorisations, Section 24G and other applications and provide technical input/recommending conditions, inclusive of commenting on applications where the district office is not the competent authority.	
	Provide technical support to the District Municipality/Metro to adjudicate applications for atmospheric emission licences	DEDEAT District Office
	Provide technical advice to technical streams established within municipalities under the District Development Model (One Plan) to fast track service delivery without compromising standards.	
	Facilitate and monitor the implementation of the Province's Air Quality Plan, provide technical support to municipalities/industries and report thereon.	
	Promote the deployment of technologies to limit pollution and limit greenhouse gas emissions towards a low-carbon society.	
	Monitor the service area's air quality, facilitate corrective action and report thereon	

Main Service	Service Offering	Delivering Entity
Waste Management	Develop and maintain the provincial waste management strategy, policy instruments, norms, and systems.	DEDEAT Head Office
	Develop and maintain the province's Integrated Waste Management Plan.	
	Develop and maintain the province's waste information dashboard.	
	Monitor the implementation of the province's Integrated Waste Management Plan and report thereon.	
	Provide technical support to National Working groups, IGR structures.	
	Assess and provide input on waste management applications where the province is not the competent authority, inclusive of wastewater applications where the Department of Water and Sanitation is the competent authority and applications under EIA.	
	Receive applications for waste management licences and amendments thereof as well as registration certificates, sets conditions and issue licences, amendment licences and registration certificates.	As per regulatory standards and delegation framework: <ul style="list-style-type: none"> • DEDEAT Head Office • DEDEAT District Offices
	Review land use, environmental authorisations, Section 24G and other applications and provide technical input/recommending conditions, inclusive of commenting on applications where the district office is not the competent authority.	
	Provide technical support to municipalities to implement best practice waste management	DEDEAT District Office
	Conducts performance audits to advise on licence conditions. facilitate corrective action and report transgressions.	
	Provide technical advice to technical streams established within municipalities under the District Development Model (One Plan) to fast track service delivery without compromising standards.	
	Facilitate and monitor the implementation of the Province's	

Main Service	Service Offering	Delivering Entity
	Integrated Waste Management Plan, provide technical support to municipalities/industries and report thereon.	
Environmental Compliance and Enforcement	Develop and maintain the provincial environmental compliance and enforcement strategy, policy instruments, norms, and systems.	DEDEAT Head Office
	Coordinate investigations of prioritised/cross border environmental crimes with law enforcement and prosecuting entities.	
	Coordinate investigative and prosecuting activities with law enforcing agencies and private sector entities to deal with priority environmental transgressions/crimes as well-as cross border environmental crimes through criminal and administrative enforcement actions.	DEDEAT District Office
	Investigate complaints and contraventions of environmental legislations/non-compliance with conditions set out in authorisations and permits.	
	Develop and maintain strategic partnerships to curtail/prevent environmental crimes.	
	Provide technical assistance to law enforcement agencies and present evidence in court	
Environmental Empowerment Services	Develop and maintain the provincial environmental empowerment strategy, policy instruments, norms, and systems.	DEDEAT Head Office
	Develop environmental awareness communication products/tools	
	Facilitate environmental awareness and education initiatives.	DEDEAT District Office
	Provide environmental knowledge services to the public.	
	Facilitate climate change awareness initiatives.	
	Promote the establishment of conservancies and environmental interest groups in the district.	
Environmental Research	Conduct environmental research and publish products to inform decision-making processes	DEDEAT Head Office

Main Service	Service Offering	Delivering Entity
	Collect, on request, data for environmental research projects.	DEDEAT District Office
Climate Change Response	Conduct research and develop policy instruments and adaption programmes to mitigate the provinces vulnerability to climate change.	DEDEAT Head Office The service offering at district/operational level is under-developed.
	Facilitate the implementation of provincial climate change Adaptation, Mitigation and Resilience programmes.	
	Provide intra and external technical advisory services to decision-makers.	
	Monitor the province's carbon footprint and report on the impact of mitigation programmes.	

9. Service Delivery Model: District Offices

9.1 "As Is" Service Delivery Model: Sub Programme 2

9.1.1 The "As Is" Service Delivery Models of the District Offices are, as per inputs received, defined in paragraph 9.1 of the attached District Service Delivery Reports (see paragraph 3.2 *supra*).

9.2 Sub Programme 2: Identified Service Offering Gaps

9.2.1 Following an analysis of the inputs received and the mirroring thereof against the Sub Programme 2 theoretical service delivery model, the following "gaps" are noted:

- The "lead" role of the District Offices to direct, monitor and report on economic development initiatives in the service area according to the District Development Plan Model is not mentioned by all Districts. Some Districts on the other hand, define this service offering as to "facilitate" the identification and planning of economic development activities as part of the District Development Plan Model.
- Various municipal, provincial, and national entities/departments are implementing local economic development projects, injecting substantial financial resources into the service area. It seems there is currently no **central** monitoring/dashboard mechanism in place to record, track implementation/ sustainability, and to determine value for money invested in such ventures.

- There seems to be a “gap” in the **technical** economic and business development service offering to support line departments and emerging businesses in service areas with the design and sustainable implementation of community and MSME projects. Line departments lack **expert** capabilities to design economic development/job creation projects, model business ventures for cooperatives/MSMEs funded by government, assist with the development of product input/off-set pipelines and to support business ventures in distress. These also include technical support to timeously “secure” bridging capital and enhancing the business management and governance skills of new entrants.

Observation: *The provincial landscape is scattered with government funded but failed community and business development projects.*

- Flowing from the previous bullet, it is also not clear as to whether there should be a service offering by District Offices to identify economic development barriers in the service area and to, within IGR structures, “muscle/convince” other line entities to implement initiatives/projects to minimise such barriers.

Example: *Both national and provincial departments made a substantial investment in the revival and operation of the Ncora Dairy Cooperative. This once flagship business venture is on the verge of failing due to state of the access road which is the responsibility of the EC Transport Department. Cost to maintain bulk milk delivery vehicles is escalating by the day and the inability to transport milk to the process plant during rain is accumulating substantial losses and penalties for the Cooperative. Likewise the Mazeppa Bay Hotel (an asset of DEDEAT’s ECDC had to close recently due to the poor state of the access road.*

- Provide and/or source technical, funding and business support to/for the various categories of clients.
- Provide **expert** technical support to- and exercise oversight in respect of local and regional economic development functions performed by municipalities.
- Technically support sector development initiatives especially in the agriculture light manufacturing and tourism sectors **outside the metros**.

9.3 Sub Programme 2 Service Delivery Challenges

9.3.1 District Offices identified the following **transversal** service delivery challenges:

- Non accessibility of LRED and other funding instruments.
- Turnaround time for decisions where the District Office is not the competent authority is too long.
- Undisclosed LRED funding requirements.

- ICT Network down-time
- Access to the DEDEAT service offering in the rural/outlying areas and the vast service areas of District Offices.
- Lack of specialist capabilities and competencies on sector development programmes.
- The Consumer Logging System is hosted by SITA resulting in frequent down-time affecting the quality of the service offering.
- In view the technical complex mandates on economic development, service delivery is affected by incorrectly resourced district structure both in terms of specialist job categories, number of post provisions and budget allocations.
- The footprint of public entities is a challenge for effective and efficient service delivery in rural/outlying areas.
- The non-functioning of the Provincial Consumer Tribunal is severally affecting service delivery.
- A lacking business regulatory/compliance framework and capabilities at especially municipalities to protect consumers adequately and proactively against adverse business practices such as the sale of expired food products/ensure that businesses are compliant with taxation and health standards.

9.4 Recommended: Service Delivery Model: Sub Programme 2

- 9.4.1 In line with the identified “gaps” and to enrich the narrative description of the service offering as per the district office “as is models, the following generic District Service Delivery Model is recommended for adoption.

Table 5

Main Service	Service Offering
Provide economic development technical support services to grow the service area's economy, facilitate job creation and transform the business landscape.	Provide technical support to work streams established within municipalities under the District Development Model (One Plan) to fast track local economic initiatives.
	Provide technical support to municipalities and facilitate alignment of Integrated Development Plans with national and provincial strategies/plans.
	Develop collaborative relations with organised business and other key stakeholders and assist with initiatives to unblock barriers and regulatory imperatives impacting on the service area's economic growth path.
	Oversee the performance of economic development programmes by Municipalities.
	Represent the strategic intent of DEDEAT in IGR structures and facilitate the alignment of economic development programmes in the service area.
	Promote enterprise development initiatives and opportunities.

Main Service	Service Offering
	Provide technical support to other line departments funding economic development projects (business modelling, feasibility studies, registration, governance practices, etc.)
	Provide business registration (CIPC) support for MSMEs.
	Provide technical advisory services to the public/emerging entrepreneurs/ cooperatives/MSMEs inclusive of mobilising and or to facilitate access to: <ul style="list-style-type: none"> • Funding support. • Business management capacity development. • Product development support. • Market development support.
	Provide technical support to informal business ventures to migrate into the formal business sector.
	Provide technical sector development support especially in relation to the industrial, manufacturing, green economy, tourism and agro-sectors.
	Drive initiatives in the district to: <ul style="list-style-type: none"> • Empower citizens and previously disadvantaged individuals. • Transform the district business space. • Revive township economies. • Create jobs and business opportunities. • Broaden the participation of MSMEs.
	Manage and administer DEDEAT's local and regional economic development programme for the service area by: <ul style="list-style-type: none"> • Promoting the LRED support programme. • Receive and adjudicate funding application inclusive of site inspections. • "Contracting" and facilitate the induction of successful applicants. • Coordinate and leverage the provisioning of technical support to participating business entities. • Monitor and report on the "performance" and sustainability of participating LRED entities.
	Collect economic, investment, job creation, demographic data to inform the development of service area specific economic development/intervention plans.
	Develop and maintain an inventory of all government led/funded projects in a district, monitor impact and report on value for money spend.
	Identify challenges to grow the service area's local economy and develop mitigation instruments for stakeholders.
	Mobilise Entity support for businesses and entrepreneurs in the service area. (Only feasible once a Public Entity Oversight Framework has been approved/implemented.)
Provide consumer protection services	Receive, record, and assess consumer complaints.
	Interact with complainants and business owners/managers to establish the factual basis of complaints received.
	Adjudicate/resolve complaints falling within the ambit of the Eastern Cape Consumer Protection Act, 2018
	Refer complaints falling outside the ambit of the Provincial Consumer Protection Act, 2018 to the relevant Ombud.

Main Service	Service Offering
	Refer unresolved complaints falling within the ambit of the Eastern Cape Consumer Protection Act, 2018, to a Tribunal.
	Consult clients and provide technical advisory services to individuals to register complaints.
	Assess consumer challenges in the service area, identify transversal trends and engage organised business to pro-actively prevent consumer rights violations.
	Provide consumer awareness and empowerment services.

9.5 Mode of Delivery

- 9.5.1 For transactional activities the current mode of delivery is by means of a combination of e-platforms/manual submissions and walk-ins. Going forward full automation will assist to resolve issues related to the servicing of outlying areas, limited resources, and free up time of economic development practitioners in District Offices to attend to more complex tasks. This mode of operation needs to be supported by a stable internet connectivity, deployment of service kiosks to outlying areas, easy to follow guides (isiXhosa and English) and innovative e-applications to ease transactional submissions for clients but also to enable systems performance monitoring procedures.
- 9.5.2 For awareness and client capacity development service offerings the current mode of delivery is predominantly through workshops. Going forward social media platforms and the radio will assist to overcome identified delivery challenges. This mode of delivery needs to be supported by high quality promotional material (videos, flyers, and brochures).
- 9.5.3 It is recommended that the centre of provincial government should consider the establishment of a “district shared service centre” and the pooling of resources to drive economic development programmes in the service area thereby resolve the severe capacity and funding challenges.

9.6 “As Is” Service Delivery Model: Sub Programme 3

- 9.6.1 The “As Is” Service Delivery Models of the District Offices are, as per inputs received, defined in paragraph 10.1 of the attached District Service Delivery Reports (see paragraph 3.2 *supra*).

9.7 Sub Programme 3: Identified Service Offering Gaps

- 9.7.1 Following an analysis of the inputs received and the mirroring thereof against the Sub Programme 3 theoretical service delivery model, the following “gaps” are noted:

- The “lead” role of the District Offices to direct, monitor and report on environmental initiatives in the service area according to the District Development Plan Model.
- The service offering to monitor the status (resilience) of the service area’s biodiversity and coastal assets, to pro-actively initiate corrective action and to contribute to the development of statutory reports were not included in all inputs.
- The service offering to develop collaborative relationships with key stakeholders to enhance self-regulation and the establishment of conservancies/interest support groups were not indicated by all Districts.
- The service offering to facilitate the service area’s response to climate change is not indicated by all Districts.
- The service offering to update the TOPS electronic permitting system, monitor harvesting and importing of exotic species trends and to pro-actively implement corrective action is not mentioned by all Districts.
- The disaster management service to be provided during hazardous spillages and a natural disaster is not mentioned by all Districts.
- The service offering to collect, on request, environmental research data.
- Provisioning of technical support to coastal committees is not indicated by all coastal districts.

9.8 Sub Programme 3 Service Delivery Challenges

9.8.1 District Offices identified the following **transversal** service delivery challenges:

- The adequacy of allocated resources (competency levels, staffing levels, budget and tools of the trade, fit for purpose vehicles, promotional material, etc.).
- The vast service areas, the unique/complex biospheres under management and the impact of human settlements patterns on the environment.
- “Red tape” where other departments are the competent authority and upstream restricted activities are having an impact on the resilience of the service areas biodiversity and coastal assets.
- The capacity at district and local municipality levels to manage the assigned environmental management practices. District Offices indicated that the municipalities have limited capacity on environmental management practices as they do not focus on environmental management programmes but rather focus on waste management and related programmes.

- District Offices highlighted challenges experienced within the criminal justice system to investigate environmental crimes timely and to successfully prosecute such crimes within a reasonable period.
- District Offices highlighted challenges related to the responsibility to regularly adapt to new national policy directives that is usually not funded.
- Underdeveloped compliance and enforcement capabilities.

9.9 Recommended: Service Delivery Model: Sub Programme 3

- 9.9.1 In line with the identified “gaps” and to enrich the narrative description of the service offering as per the district office “as is models, the following generic District Service Delivery Model is recommended for adoption.

Table 6

Main Service	Service Offering
Enhance the resilience of the District’s Biodiversity Assets.	Receive and process and approve (approval according to delegations) permit applications for the harvesting, transport, and possession of threatened or protected species listed in the NEMBA regulatory framework and where appropriate set conditions for such activities.
	Receive and process permit applications for the harvesting, hunting, transport, capture, and captivity of ordinary species listed in the Nature and Environmental Conservation Ordinance, Transkei Decree regulatory framework and where appropriate set conditions for such activities.
	Maintain the TOPS permitting system, monitor trends and pro-actively initiate corrective action to minimise risks associated to the resilience of protected species.
	Comment and make recommendations on permit applications for the keeping of Alien and Invasive species listed in the NEMBA regulatory framework and where appropriate set conditions for such activities
	Oversee the development, adoption and implementation of prescribed biodiversity management plans by municipalities inclusive of providing technical support.
	Provide technical advisory services- <ul style="list-style-type: none"> • within relevant DDM- One Plan structures to adequately conserve the service area’s biodiversity assets and wetlands; • to business entities to grow the district’s green economy; and • to traditional health practitioners, entrepreneurs, and industry on the sustainable harvesting of biodiversity offsets.
	Promote, monitor, and report on self-permitting practices within the service area as well as initiate timeous corrective action where required.
	On request review land use, environmental impact, Section 24G and other applications and provide technical input/recommending

Main Service	Service Offering
	conditions, inclusive of commenting on applications where the district office is not the competent authority.
	Develop and implement district specific programmes- <ul style="list-style-type: none"> • to enhance the resilience of the district's biodiversity assets; • on a disaster/spillage management response; • to promote public participation to protect the service area's biodiversity assets and the establishment of conservancies; and • monitoring the status of the district's biodiversity assets.
	Monitor compliance by conservancies with "compact" standards, provide technical advice and report on "performance".
	Oversee the implementation of the service area's invasive species eradication programme and related EPWP initiatives/report thereon.
	Promote and develop collaborative relations with the game industry, tourism sector, farmers, interest groups, institutions of higher learning and other stakeholders to conserve the service area's biodiversity assets.
	Provide early detection services in respect of non-compliance and initiate enforcement processes.
	Collect biodiversity data within the service area to support research initiatives.
	Monitor the resilience of the service area's biodiversity assets with a view to initiate timeous corrective action where required and contribute to the Provinces State of the Biodiversity Report.
Provide Environmental Impact Management Services	Receipt and assess environmental impact applications by industry, developers, businesses, private individuals.
	Issue environmental impact authorisations inclusive of setting of conditions.
	Issue amended environmental impact authorisations.
	Provide technical advisory services to Municipalities, EM Practitioners, and the public.
	Conduct compliance monitoring with EA for development.
	Received and issue comments for EIA related enquires i.e. Waste and EIA
	Review of Municipal sector tools i.e. SDF, EMF and issue comments for approval by MEC
	On request assess environmental impact applications and provide technical input to DEDEAT Head Office and National Departments (DFFE, DWS, DME, etc.)
Provide Environmental Waste Management Services	Receive applications for waste management licences, sets conditions and issue licences.
	On request review land use, environmental impact, Section 24G and other applications and provide technical input/recommending conditions, inclusive of commenting on applications where the district office is not the competent authority.
	Represent the strategic intent of DEDEAT in IGR structures, provide technical advisory services and ensure IDP alignment with legislative, regulatory and policy imperatives.
	Oversee the development and implementation of statutory waste management plans by municipalities.
	Provide technical support to municipalities to implement best practice waste management practices

Main Service	Service Offering
	Monitor compliance with licence conditions. facilitate corrective action and report transgressions.
	Conduct and adjudicate to the Greenest Municipality Competition
	Participate and conduct to the District Waste Management Forums
	Assist the municipalities to development of Municipality Integrated Waste Management Plans and Waste by-laws
	Conduct awareness / workshop on new law reforms of waste Management
	Provide technical advice to technical streams established within municipalities under the DDM- One Plan arrangement.
	Coordinate the DEDEAT response to the spillage of hazardous materials and products.
	Facilitate and monitor the implementation of the Province's Waste Management Plan, provide technical support to municipalities/industries and report thereon.
Provide Environmental Air Quality Management Services	Receive applications for emission licences, sets conditions and issue licences.
	On request review land use, environmental impact, Section 24G and other applications and provide technical input/recommending conditions, inclusive of commenting on applications where the district office is not the competent authority.
	Provide technical support to the District Municipality on atmospheric emission practices and standards.
	Represent the strategic intent of DEDEAT in IGR structures, provide technical advisory services and ensure IDP alignment with legislative, regulatory and policy imperatives.
	Provide technical advisory services to technical streams established within municipalities under the DDM- One Plan arrangement.
	Facilitate and monitor the implementation of the Province's Air Quality Plan, provide technical support to municipalities/industries and report thereon.
	Promote the deployment of technologies to limit pollution and limit greenhouse gas emissions towards a low-carbon society.
	Audits/ Monitor adherence with set conditions on all AEL Facilities holders
	Assists Municipality in development Municipality Air Quality Management Plans, Air Quality By-laws and Monitor Implementation.
	Conduct Workshops and Awareness on the law's reforms of Air Quality Management Act.
	Coordinate the DEDEAT response to the release of hazardous emissions.
	Monitor the service area's air quality, facilitate corrective action and report thereon
Provide Environmental Compliance and Enforcement Services	Investigate complaints and contraventions of environmental legislations/non-compliance with conditions set out in authorisations.
	Investigate environmental crimes, secure evidence, apprehend suspects and open cases with SAPS.,

Main Service	Service Offering
	<p>Coordinate investigative and prosecuting activities with law enforcing agencies and private sector entities to deal with priority environmental transgressions/crimes as well-as cross border environmental crimes</p> <p>Issue compliance notices and on compliance failure, open cases with SAPS.</p> <p>Develop and maintain strategic partnerships to curtail/prevent environmental crimes.</p> <p>Provide technical assistance to law enforcement agencies and present expert evidence in court. Conduct compliance monitoring inspections.</p>
Provide Climate Change Response Management Services	<p>Mainstream the implementations of the Province's Climate Change Response Strategy in the district.</p> <p>Asses the district's vulnerability to climate change with a view to develop district specific response guidelines.</p> <p>Represent the strategic intent of DEDEAT in IGR structures, provide technical advisory services and ensure IDP alignment with the Province's Climate Change Response Strategy.</p> <p>Coordinate the DEDEAT response to natural disasters.</p> <p>Provide technical advisory services to technical streams established within municipalities under the DDM- One Plan arrangement.</p> <p>Provide technical advisory services to the public, industry, sector departments on best practice initiatives.</p>
Provide Environmental Empowerment Services	<p>Facilitate environmental awareness and education initiatives.</p> <p>Provide environmental knowledge services to the public and institutions of learning.</p> <p>Promote the establishment of conservancies and environmental interest groups in the district.</p> <p>Coordinate promotion programmes as per the environmental calendar.</p> <p>Coordinate participation in events, shows, competitions and exhibitions.</p>
SERVICE OFFERING COASTAL DISTRICT OFFICES	
Provide integrated coastal management services.	<p>Receive and process coastal permit applications in line with the standards set out in NEM: ICMA and other provincial coastal-related legislation and where appropriate set conditions for such activities.</p> <p>Provide technical support to the District Municipality and Local Municipality to ensure that IDPs and implementation of infrastructure projects are aligned to the imperatives set by NEM: ICMA, the Provincial Coastal Management Programme (PCMP) and the Estuary Management programme (EMP) , Wild Coast Environmental Management Programme, and other such programmes.</p> <p>Provide technical advisory services-</p> <ul style="list-style-type: none"> • within relevant District Development Model structures to adequately protect the service area's coastal assets; • to business entities to grow the district's blue economy; and to traditional health practitioners, entrepreneurs, and industry on the sustainable harvesting of coastal products.

Main Service	Service Offering
	Review land use, environmental authorisations, Section 24G and other applications and provide technical input/recommending conditions, inclusive of commenting on applications where the ANDO is not the competent authority.
	Develop and implement district specific programmes- <ul style="list-style-type: none"> • to enhance the resilience of the district's coastal assets; • to enhance the resilience of the service area's estuaries; • on a coastal disaster/spillage management response; • to promote public participation to protect the service area's coastal assets and the establishment of coastal conservancies; and monitoring the status of the service area's coastal assets.
	Provide technical advisory services to- and monitor compliance by coastal municipalities in relation to- <ul style="list-style-type: none"> • enhance and maintain unrestricted access to public coastal property; • incorporate PCMP and EMP imperatives into IDPs; • incorporate declared coastal lines into zoning maps; • manage launching sites; and promulgate by-laws supporting the objectives of ICMA where relevant.
	Provide technical advisory services to- and participate in Municipal Coastal Committees.
	Provide early detection services in respect of non-compliance and initiate enforcement processes.
	Provide scientific research support inclusive of modeling the "behavior" of the service area's estuaries.
	Monitor the resilience of the service area's coastal assets with a view to initiate timeous corrective action where required and contribute to the Provinces State of the Coast Report and other such reports.

9.10 Mode of Delivery

- 9.10.1 For transactional activities the current mode of delivery is by means of a combination of e-platforms/manual submissions and walk-ins. Going forward full automation will assist to resolve issues related to the servicing of outlying areas, limited resources, and free up time of Environmental Officers to attend to more complex tasks. This mode of operation needs to be supported by stable internet connectivity, deployment of service kiosks to outlying areas, easy to follow guides (isiXhosa and English) and innovative e-applications to ease transactional submissions for clients but also to enable monitoring procedures.
- 9.10.2 For awareness and environmental empowerment service offerings, the current mode of delivery is predominantly through workshops. Going forward social media platforms and

the radio will assist to overcome identified delivery challenges. This mode of delivery needs to be supported by high quality promotional material (videos, flyers, and brochures).

- 9.10.3 It is recommended that the centre of provincial government should consider the establishment of a “district shared service centre” and the pooling of resources to drive environmental programmes in the service area thereby resolve capacity and funding challenges.

10. Head Office Programme 2 Service Delivery Model

10.1 “As Is” Service Delivery Model

- 10.1.1 The “As Is” Service Delivery Models of the Head Office Programme 2 is, as per inputs received, defined in paragraph 9.1 of the attached Programme 2 Service Delivery Model Report. **Appendix I**

10.2 Head Office Programme 2: Identified Service Offering Gaps

- 10.2.1 Following an analysis of the inputs received and the mirroring thereof against the Programme 2 theoretical service delivery model, the following “gaps” are noted:
- The service offering to develop, maintain and monitor sub programme policy instruments, operational delegations, toolkits and mainstreaming measures is not captured in the “as is” model for all sub programmes.
 - The inhouse service offering to capacitate the programme’s operational staff to apply and mainstream into municipalities (IDPs and DDM One Plans) “ever-changing” policy measures are not reflected in the “as is” model.
 - The service offering to represent the strategic intent of DEDEAT in Provincial/National IGR structures is not reflected by all sub programmes in the “as is” model.
 - The function to develop collaborative relationships with key stakeholders to enhance the service offering is not mentioned in the “as is” model.
 - The service offering to, from the centre, develop fit for purpose management systems or to facilitate the upgrading of existing systems is not reflected in the “as is” model.
 - The development and mainstreaming of the digital, , and blue economies are not reflected in the “as is” model.
 - The “as is” service offering of the Business Regulation Sub Programme seems to be a coordination and “oversight” function in relation to the Eastern Cape Liquor Board and the Eastern Cape Gambling and Betting Board.

- The “as is” service offering is silent on the capability of HOED to prepare and enhance participation in the digital economy.
- An “as is” capability is not reflected to provide technical support to sector departments with the development of sustainable economic growth and job creation programmes, monitor the implementation thereof, and to report on the value for money spend by the provincial collective.
- An “as is” capability is not reflected to develop and maintain an integrated dashboard of economic growth and job creation projects across all three spheres of government.
- An “as is” capability is not reflected to strengthen and align the skills ecosystem to the provincial industry requirements.

10.3 Head Office Programme 2 Service Delivery Challenges

10.3.1 The Programme identified the following service delivery challenges:

- Staff capacity
- Lack of research services.
- Lack of knowledge on consumer protection laws both by businesses and consumers
- Language barriers
- Access to digital platforms
- Lack of appropriate infrastructure
- Limited human resources
- Limited access to information
- Due to budgetary constraints, the Programme is unable to provide support to businesses.
- No control on programmes implemented by external stakeholders.
- No standard marketing material/on line marketing platforms.
- Limited funding to assist processors to comply with market requirements.
- The “level” of the service delivery platform of the Programme is possibly not fit for purpose to lead/drive the economic development agenda in the Eastern Cape, especially taking into consideration the historical context.
- Requirement to sit on numerous administrative and non-core committees diverts away from the time required to undertake core business work.

10.4 Recommended: Head Office Programme 2 Service Delivery Model

10.4.1 In line with the identified “gaps”, lacking input by some sub programmes and to enrich the narrative description of the service offering as per the “as is model”, the following Head Office Programme 2 Service Delivery Model is recommended for adoption:

Table 7

Main Service	Service Offering
Provide economic research and planning services.	Develop, maintain, and oversee the implementation of the provincial economic research and planning policy instruments, systems, and delegation instruments
	Monitor, evaluate and report on the performance of the provincial economic research and planning policy instruments,
	Conduct research to define economic trends and economic development/catalyst opportunities to assist decision making processes by political governance structures, sector departments, municipalities, investors, and entrepreneurs
	Develop and maintain the PEDS.
	Coordinate processes to report on the performance of the PEDS
	Develop, publish, and maintain socio-economic status/intelligence reports.
	Develop and publish provincial economic impact reports.
	Develop and maintain the provinces economic information hub with up to date agile/spatial economic data and intelligence, inclusive of a project's dashboard for the 3 tiers of government. .
	Develop and maintain strategic partnerships with public entities, institutions of higher learning, research institutions, etc. to secure a free flow of socio- economic data and information.
Integrated Economic Development Services Cluster	
Promote and support an enabling business environment for the creation of opportunities for economic growth and job creation	
Provide enterprise development services. Note: The service offering of District Offices should include capabilities to- <ul style="list-style-type: none"> • unlock participation opportunities for local enterprises in sector development programmes; • provide technical support to municipalities to unblock enterprise development barriers; and • represent the strategic intent of DEDEAT in the development and 	Develop, maintain, and oversee the implementation of the provincial enterprise development policy instruments, systems, and delegation instruments
	Monitor, evaluate and report on the performance of the provincial enterprise development instruments,
	Conduct research to define enterprise implementation barriers, trends, and development opportunities to- <ul style="list-style-type: none"> • assist decision making processes by political governance structures, sector departments, municipalities, investors, and entrepreneurs. • develop mitigation instruments; and enable top management to represent the strategic intent of DEDEAT in various IGR Structures.
	Develop and facilitate the implementation of enterprise development support instruments (mobilise training, funding, and other resources).
	Develop and maintain strategic partnerships with public entities, institutions of higher learning, research institutions, etc. to secure a free flow of enterprise development data and information.
	Develop and maintain awareness promotion instruments.

Main Service	Service Offering
implementation of DDM- One Plans	
Provide regional and local economic development services.	Develop, maintain, and oversee the implementation of the provincial LRED policy instruments, systems, and delegation instruments
	Monitor, evaluate and report on the performance of the provincial LRED policy instruments,
	Conduct research to define LRED barriers, trends, and development opportunities to- <ul style="list-style-type: none"> • assist decision making processes by political governance structures, sector departments, municipalities, investors, and entrepreneurs. • develop mitigation instruments; and • enable top management to represent the strategic intent of DEDEAT in various IGR Structures.
	Coordinate the implementation of DEDEAT's LRED Fund.
	Develop and maintain awareness promotion instruments.
Provide business governance and practice regulatory services.	Develop, maintain, and oversee the implementation of the provincial business and consumer protection policy instruments, systems, and delegation instruments
	Monitor, evaluate and report on the performance of the provincial business regulatory and consumer protection policy instruments,
	Conduct research to define regulatory barriers, trends, and development opportunities to- <ul style="list-style-type: none"> • assist decision making processes by political governance structures, sector departments, municipalities, investors, and entrepreneurs. • develop mitigation instruments; and • enable top management to represent the strategic intent of DEDEAT in various IGR Structures.
	Develop and maintain the province's business regulatory framework with a view to reduce the regulatory burden on businesses through improved legislation, processes, and communication ("red tape" reduction).
	Provide administrative support to the Provincial Consumer Tribunal.
	Develop and maintain awareness promotion instruments.
Trade and Sector Development Services Cluster Stimulate economic growth in targeted sectors through industry development, trade, and investment promotion	
Provide trade and investment services	Develop, maintain, and oversee the implementation of the provincial trade and investment policy instruments, systems, and delegation instruments
	Monitor, evaluate and report on the performance of the provincial trade and investment policy instruments,
	Conduct research to define trade and investment implementation barriers, trends, and development opportunities to-

Main Service	Service Offering
	<ul style="list-style-type: none"> • assist decision making processes by political governance structures, sector departments, municipalities, investors, and entrepreneurs; • develop mitigation instruments/innovative solutions; and <p>enable top management to represent the strategic intent of DEDEAT in various IGR Structures.</p> <p>Develop and maintain strategic partnerships with public entities, institutions of higher learning, research institutions, etc. to secure a free flow of trade and investment data and information.</p> <p>Coordinate the operations of the Provincial Investment Forum.</p> <p>Develop and maintain awareness promotion instruments.</p>
Provide targeted sector development services. Currently: <ul style="list-style-type: none"> • Manufacturing • Tourism • Sustainable Energy • Agro Processing Possible Sector “Gaps” <ul style="list-style-type: none"> • Green Economy • Blue Economy • Digital Economy • Arts and Entertainment 	<p>Develop, maintain, and oversee the implementation of the provincial economic sector policy instruments, systems, and delegation instruments</p> <p>Monitor, evaluate and report on the performance of the provincial economic sector instruments,</p> <p>Conduct research to define economic sector implementation barriers, trends, and sector development opportunities to-</p> <ul style="list-style-type: none"> • assist decision making processes by political governance structures, sector departments, municipalities, investors, and entrepreneurs; • develop mitigation instruments; and <p>enable top management to represent the strategic intent of DEDEAT in various IGR Structures.</p> <p>Develop and maintain strategic partnerships with public entities, institutions of higher learning, research institutions, etc. to secure a free flow of targeted sector data and information.</p> <p>Develop mechanisms to support MSME participation in the production pipeline of sector development programmes.</p> <p>Develop localization value chain mechanisms for the implementation of sector programmes.</p> <p>Provide technical support to municipalities where targeted sector development programmes are implemented to ensure that infrastructure and other implementation barriers are mitigated.</p> <p>Develop and facilitate the implementation of sector specific incentive programmes and or support mechanisms to attract investment and/or ensure sustainability.</p> <p>Develop and facilitate the implementation of business development support instruments (mobilise training, funding, and other resources).</p>
Provide industry skills development and innovation services	<p>Develop, maintain, and oversee the implementation of the province’s industry skills and innovation policy instruments and systems.</p> <p>Monitor, evaluate and report on the performance of the province’s industry skills and innovation policy instruments,</p> <p>Conduct research to define industry skills requirements, trends, and development opportunities to-</p>

Main Service	Service Offering
	<ul style="list-style-type: none"> • assist decision making processes by political governance structures, sector departments, municipalities, investors, and entrepreneurs. • develop innovative solution instruments; and • enable top management to represent the strategic intent of DEDEAT in various IGR Structures.
	Coordinate partnerships and collaborations with stakeholders at national, provincial, and local level to drive systemic changes for the supply of relevant skills aligned to the current and future skills demands of the priority growth sectors in the province.
	Leverage funding opportunities along the skills pipeline to support economic growth programmes.

10.5 Mode of Delivery

10.5.1 Based on the input received on the “as is” model it seems that, ICT functionality/, inadequate resources (human, budget, and tools of the trade), lacking capacity within municipalities to perform concurrent/assigned economic development functions and organisational culture aspects negatively impact on the quality of the Programme 2 service offerings.

10.5.2 The following mode “chances” can be considered for implementation to also overcome partially some of the above-mentioned challenges:

- Rendering services to clients based on Standard Operating Procedures and clearly defined delegation and work standard frameworks. It seems there is an underlying mode of operation based on personal preferences which is not only affecting the quality of the work output but making monitoring and reporting functions highly time consuming with also the possibility to create disparities.
- For awareness and LRED service offerings, the current mode of delivery is predominantly through workshops. Going forward social media platforms and the use of radio slots will assist to overcome identified delivery challenges. This mode of delivery needs to be supported by high quality promotional material (videos, flyers, and brochures).

10.5.3 Through the submissions of all the district offices and HOED a theme developed indicating that given historical imbalances, severe financial (budget) constraints the current service mode to deliver concurrent economic development services resulted in not only duplication but Programme 2 and the economic development units of all municipalities being under-

capacitated and under-resourced. In this regard the centre of provincial government should consider the establishment of a “district shared service centre” and the pooling of resources to drive implementation and alignment of economic development services, resolving capacity and funding challenges. *[The cake was cut so thinly that a lot of crumbs(wastage) was created with limited impact]*

11. Head Office Programme 3 Service Delivery Model

11.1 “As Is” Service Delivery Model

11.1.1 The “As Is” Service Delivery Models of the Head Office Programme 3 is, as per inputs received, defined in paragraph 9.1 of the attached Programme 3 Service Delivery Model Report. **Appendix J**

11.2 Head Office Programme 3: Identified Service Offering Gaps

11.2.1 Following an analysis of the inputs received and the mirroring thereof against the Programme 3 theoretical service delivery model, the following “gaps” are noted:

- Planning for- and coordinating the provincial government’s response to natural disasters in the province.
- Air quality monitoring and dispersion modelling.
- The mandated imperative to develop legislative provincial environmental management plans, monitor the performance thereof and to submit status reports is not defined in the “as is” model.
- The service offering to develop, maintain and monitor provincial environmental policy instruments, operational delegations, toolkits and mainstreaming measures are not captured in the “as is” model for all sub programmes.
- The inhouse service offering to capacitate the programme’s operational staff to apply and mainstream (into municipalities (IDPs and DDM One Plans) “ever-changing” regulatory measures is not reflected in the “as is” model.
- The service offering to provide technical support to the Member of the Executive Council to adjudicate appeals is not indicated in the “as is” model.
- The service offering to represent the strategic intent of DEDEAT in Provincial/National IGR structures is not reflected by all sub programmes in the “as is” model.
- The responsibility to monitor environmental compliance with authorisations/permits/Section 24G/Section 30 notices **issued by Head Office**

(categories not delegated to districts) to government departments/entities, municipalities, developers, private sector institutions, conservancies, farmers, private individuals and to pro-actively initiate corrective action/issue is not confirmed in the “as is” model.

- The external technical advisory service to, on request, provide input on EIA applications not assigned to the province is not confirmed in the “as is” model.
- The function to develop collaborative relationships with key stakeholders to enhance the service offering of the sub programmes is not mentioned in the “as is” model.
- The service offering to, from the centre, develop fit for purpose management systems or to facilitate the upgrading of existing systems (i.e., the TOPS electronic permitting system) is not in the “as is” model.
- The service offering to define punitive action for the transgression of Section 24G notices is not reflected in the “as is” model.
- The responsibility to monitor at a macro level the status of the province’s environment and to initiate corrective measures is not recorded in the “as is model”.
- The “as is” model is not highlighting the service offering to provide expert witness services as part of court procedures.

11.3 Head Office Programme 3 Service Delivery Challenges

11.3.1 The Programme identified the following service delivery challenges:

- Organogram is not responsive to the needs of a comprehensive climate change function. Lack of human resource to perform the climate change function adequately.
- Lack of Municipal Capacity
- Lack of Municipal Commitment
- General misunderstanding of the Air Quality Function by senior Municipal office holders.
- Limited financial resources and opportunities to train Environmental Management Inspectors.
- The National Department’s policy prohibits personnel from being trained if they do not perform more than 50% compliance activities.
- Limited financial resources to provide municipalities with technical requirements.
- The Department does not have the human resources with the requisite technical skills to perform the air quality monitoring function.
- The department does not have the budget to purchase and establish air quality monitoring stations.

- The Department does not have the Budget to maintain air quality Monitoring stations.
- Allegations of environmental crime are not all captured and or investigated to closure.
- The present case load of most investigating offices is excessive and prevents effective investigation. The issue is largely apportioned to the limited allocation of the resources to support the function, (consider; 6 persons sharing a vehicle in a Region with a growing case load on top of 500 cases under investigation... an impossible task which demoralises the existing human resources. This may also be attributed to the attrition of staff due to retirement or resignations.)
- Regional investigations are not informed by environmental priority or supporting intelligence and solely rely on ad hoc allegations of environmental crime being directed to the D:C&E which is often to Head Office. (Allocated resources are realistically insufficient to support proactive enforcement strategy. Thus, NEMA S24G and S30 functions are not comprehensively provided for.)
- Operational objectives are not being met or prioritised by regional based compliance and enforcement units.
- DEDEAT is unable to provide sufficient resources to support effective enforcement activities, (limited operational budget, accommodation cannot be rapidly provisioned, communication constraints, insufficient transport, inadequate crime scene tools and equipment, access to specialised equipment cannot be realised).
- The selection of projects where compliance monitoring is to be undertaken appears to be rather random than informed by strategy.
- Detected non-compliance seldom is drawn into a complaint that is investigated.
- Poor IT connectivity and inability to download environmental applications and requisite reports timeously.

11.4 Recommended: Head Office Programme 3 Service Delivery Model

- 11.4.1 In line with the identified “gaps”, lacking input by some sub programmes and to enrich the narrative description of the service offering as per the “as is model”, the following Head Office Programme 3 Service Delivery Model is recommended for adoption:

Table 8

Main Service	Service Offering
Enhance the resilience of the Province's Biodiversity Assets.	Provide technical support to the EA to develop and maintain the province's biodiversity legislative, regulatory, policy and delegation instruments.
	Develop and maintain the PBSP and the PPAES inclusive of monitoring and reporting on impact through the Provincial State of Biodiversity Report.
	Develop and facilitate the implementation of strategies to ensure the sustainable utilisation of biodiversity resources for community development, job creation and a sustainable biodiversity economy.
	Provide technical input on inter-governmental relations matters inclusive of enabling the EA to represent the strategic intent of the provincial government and represent the intent of DEDEAT in technical forums and workgroups.
	Provide technical support to the EA as "shareholder" of ECPTA.
	Provide technical support to the Accounting Officer in relation to the funding of and reporting on the financial performance of transfers made to ECPTA and other instruments.
	Provide technical support to the Member of the Executive Council to adjudicate appeals
	Provide technical support to Provincail IGR Structures and sector stakeholders through advocacy, mainstreaming and capacity building
	Provide technical support to the EA and Head of Department to monitor functional performance against statutory and policy mandates.
	Develop sector partnerships, special purpose vehicles and provide a projects function to implement cross sectoral biodiversity resilience enhancement initiatives.
	Develop and maintain standard operation procedures and service standards for the biodiversity management function.
	Provide inhouse capacity development services to enable operational staff to apply the constant stream of new regulatory instruments and to mainstream the same into municipalities.
	Develop and maintain the province's central biodiversity information hub.
	Develop and maintain at the macro level strategic partnerships and collaboration to enhance the service offering of the sub programme.
	Receive and process permit applications not delegated to district offices for the harvesting, movement, and export of threatened or protected species listed in the NEMBA regulatory framework and where appropriate set conditions for such activities.
	Receive and process permit applications not delegated to district offices for the import of exotic species listed in the NEMBA regulatory framework and where appropriate set conditions for such activities.
	Maintain the TOPS permitting system, monitor macro trends and pro-actively initiate corrective action to minimise risks associated to the resilience of protected species.

Main Service	Service Offering
	Develop and maintain collaborative relationships with bordering provinces and Lesotho to mitigate the impact of “upstream” and development activities impacting on the resilience of the EC’s biodiversity assets.
	On request review land use, environmental impact, Section 24G and other applications and provide technical input/recommending conditions, inclusive of commenting on applications where Head Office is not the competent authority.
	Develop and at a macro level monitor the implementation of the province’s invasive species eradication programme and related EPWP initiatives/report thereon.
	Provide early detection services in respect of non-compliance and initiate enforcement processes.
	Collect and analyse provincial data to inform the development of biodiversity resilience programmes and status reports
	Monitor the resilience of the service area’s biodiversity assets with a view to initiate timeous corrective action where required and contribute to the Provinces State of the Biodiversity Report.
Provide integrated coastal management services. (ICM)	As assigned the Provincial Lead Agency ensure compliance with ICMA imperatives and strategically/pro-actively direct climate change impact mitigation measures.
	Provide technical support to the EA to develop and maintain the province’s integrated coastal management legislative, regulatory and policy instruments.
	Develop, maintain and co-ordinate the implementation of the Integrated Provincial Coastal Management Programme (IPCMP) and Estuary Management Programme (EMP), inclusive of monitoring impact.
	Monitor the state of the environment in the coastal zone, identify needs and develop coastal vulnerability response, protection and disaster management strategies and instruments.
	Co-ordinate the preparation of a provincial state of the coast report.
	Provide technical, logistical and administrative support to the Provincial Coastal Committee.
	Promote, in collaboration with relevant units/institutions training, education and public awareness programmes.
	Coordinate the provisioning of integrated estuary management services.
	Provide technical input on inter-governmental relations matters inclusive of enabling the EA to represent the strategic intent of the provincial government and represent the intent of the Department in technical forums and structures
	Review land use, environmental authorisations, Section 24G and other applications and provide technical input/recommending conditions.
	Receive and process coastal use applications not delegated to district offices in line with the standards set out in NEM: ICMA and where appropriate set conditions for such activities.
	Monitor compliance with and enforce the provisions ICMA in co-operation with other enforcement units/agencies.

Main Service	Service Offering
	Provide technical support to the Member of the Executive Council to adjudicate appeals
	Develop and facilitate implementation of coastal access strategies inclusive of regulating public launch sites.
	Develop and facilitate the implementation of strategies to ensure the sustainable utilization of coastal resources for community development, job creation and a sustainable blue economy.
	Provide scientific research support inclusive of monitoring and modeling of estuaries.
	Provide a projects function to structure joint initiatives with Sector Departments and Entities in line with the imperatives of the PCMP
	Oversee the provisioning of integrated coastal and estuary management services in the districts.
	Develop and maintain at the macro level strategic partnerships and collaboration to enhance the service offering of the sub programme.
	Develop and maintain standard operation procedures and service standards for the integrated coastal management function.
	Provide inhouse capacity development services to enable operational staff to- <ul style="list-style-type: none"> • apply the constant stream of new regulatory instruments; • mainstream the same into municipalities; • technically assist municipalities to- <ul style="list-style-type: none"> ○ comply with ICMA, IPCMP and EMP imperatives; ○ development of coastal access and use by-laws; ○ ensure IDP and DDM One Plan alignment.
Provide Environmental Impact Management Services (EIM)	Provide technical support to the EA to develop and maintain the province's environmental impact management regulatory, policy and delegation instruments.
	Develop, maintain, and facilitate the enhancement of the EIM application and case management system(s).
	Monitor the performance of the EIM sub programme, report thereon and where required facilitate the implementation of corrective action.
	Develop and maintain standard operation procedures and service standards for the EIM function.
	Provide inhouse capacity development services to enable operational staff to apply the constant stream of new regulatory instruments and to provide technical advisory services to environmental practitioners and clients (developers, industries, municipalities, etc.).
	Develop and maintain at the macro level strategic partnerships and collaboration to enhance the service offering of the sub programme.
	Receipt and assess environmental impact and Section 24G applications not delegated to district offices.
	Issue environmental impact authorisations and Section 24G notices inclusive of setting of conditions (inclusive of offset arrangements) for application categories not delegated to the district offices.

Main Service	Service Offering
	Where needed issue amended environmental impact authorisations and Section 24G notices for categories not delegated to district offices.
	Monitor compliance with authorisations and Section 24G notices issued by Head Office and facilitate enforcement by the Compliance and Enforcement sub programme.
	Provide technical support to the Member of the Executive Council to adjudicate appeals
	On request assess environmental impact and Section 24G applications falling outside the ambit of the DEDEAT functional allocation and provide technical input the competent authority (DFFE, DWS, DME, etc.)
Provide Environmental Waste Management Services	Provide technical support to the EA (the designated provincial authority) to develop and maintain the province's waste management regulatory, policy, norms, standards and delegation instruments.
	Provide technical support to the EA to publish a list of waste management activities that have, or are likely to have, a detrimental effect on the environment/amend the list.
	Assist the EA, in respect of any activity that results in the generation of waste, to by written notice require a person, or by notice in the Provincial Gazette require a category of persons or an industry or a government institution that generates waste to prepare and submit an industry waste management plan for approval.
	Assess industry waste management plans and provide technical support to the EA to set conditions and approve/amend such plans.
	Oversee investigations in respect of contaminated land and if needed, provide technical assistance to the EA to declare such remedial land, direct remedial action and set compliance conditions.
	Provide technical assistance to the EA to approve/amend the statutory integrated waste management plans of municipalities.
	Monitor the performance of integrated waste management plans and report annually thereon to the EA for submission to the Minister.
	Where required facilitate processes to declare a waste product as priority waste.
	Develop and maintain standard operation procedures and service standards for the waste management function.
	Receive applications for waste management licences not delegated to district offices, set conditions and issue licences.
	Provide technical support to the Member of the Executive Council to adjudicate appeals
	Receive and process applications for the transfer of licenses not delegated to district offices.
	Provide technical input on inter-governmental relations matters inclusive of enabling the EA to represent the strategic intent of the provincial government and represent the intent of the Department in technical forums and structures

Main Service	Service Offering
	Monitor compliance with conditions set out in licenses issued by Head Office and where needed revoke or suspend such licenses.
	Develop and maintain the provincial waste management information system.
	Develop and maintain at the macro level strategic partnerships and collaboration to enhance the service offering of the sub programme.
	On request review land use, environmental impact, Section 24G and other applications and provide technical input/recommending conditions, inclusive of commenting on applications where the district office is not the competent authority.
	Provide technical input on inter-governmental relations matters inclusive of enabling the EA to represent the strategic intent of the provincial government and represent the intent of the Department in technical forums and structures
	Provide inhouse capacity development services to enable operational staff to apply the constant stream of new regulatory instruments and to mainstream the same into municipalities.
Provide Environmental Air Quality Management Services	Provide technical support to the EA (the designated provincial authority) to develop and maintain the province's air quality management regulatory, policy, norms, standards, and delegation instruments.
	Provide technical support to the EA to publish a list of substances in ambient air (not included in the national list) which, through ambient concentrations, bioaccumulation, deposition or in any other way, present a threat to health, well-being, or the environment in the province or which the EA reasonably believes present such a threat (excluding those on the national list).
	Provide technical support to the EA to publish a list of activities which result in atmospheric emissions and which the EA reasonably believes have or may have a significant detrimental effect on the environment, including health, social conditions, economic conditions, ecological conditions, or cultural heritage (excluding those on the national list).
	Provide technical support to the EA to declare any appliance or activity, or any appliance or activity falling within a specified category, as a controlled emitter if such appliance or activity, or appliances or activities falling within such category, result in atmospheric emissions which through ambient concentrations, bioaccumulation, deposition or in any other way, present a threat to health or the environment or which the EA reasonably believes presents such a threat (excluding those on the national list).
	Provide technical support to the EA to declare a substance or mixture of substances which, when used as a fuel in a combustion process, result in atmospheric emissions which through ambient concentrations, bioaccumulation, 20 deposition or in any other way, present a threat to health or the environment or which the EA reasonably believes present such a threat, as a controlled fuel.
	Provide technical support to the EA to declare any substance contributing to air pollution as a priority air pollutant.

Main Service	Service Offering
	Provide technical support to the EA to approve statutory pollution prevention plans in respect of a substance declared as a priority air pollutant.
	Monitor and report on the performance of priority air pollutant prevention plans.
	Provide technical support to the EA to declare an area as a priority area and to approve air quality management plans for such areas.
	Provide technical support to the EA to prescribe- <ul style="list-style-type: none"> • measures for the control of dust in specified places or areas, either in general or by specified machinery or in specified instances; • steps that must be taken to prevent nuisance by dust; or • other measures aimed at the control of dust
	Develop, maintain and co-ordinate the implementation of the Provincial Air Quality Management Plan (PAQMP).
	Monitor the performance of the PAQMP
	Where a Metro or district municipality as the designated licensing authority to assess applications to license listed activities is not able to do so, facilitate processes for a formal delegation by Council to DEDEAT to perform the functions of a licensing authority.
	Receive/assess applications for licences where a metro or district municipality is not, able to do so, set conditions and issue licences (only for categories of licenses not delegated to district offices) .
	Monitor the implementation and compliance with conditions specified in licenses issued by Head Office.
	On request review land use, environmental impact, Section 24G and other applications and provide technical input/recommending conditions, inclusive of commenting on applications where the district office is not the competent authority.
	Provide technical input on inter-governmental relations matters inclusive of enabling the EA to represent the strategic intent of the provincial government and represent the intent of the Department in technical forums and structures
	Develop and maintain standard operation procedures and service standards for the waste management function.
	Develop and maintain best practice guidelines.
	Provide inhouse capacity development services to enable operational staff to apply the constant stream of new regulatory instruments and to mainstream the same into municipalities.
	Develop and maintain at the macro level strategic partnerships and collaboration to enhance the service offering of the sub programme.
	Coordinate the DEDEAT response to the release of hazardous emissions.
	Develop and maintain the province emissions inventory.
Provide Environmental	Provide technical support to the EA to develop and maintain the province's environmental compliance and enforcement regulatory, policy, norms, standards and delegation instruments.

Main Service	Service Offering
Compliance and Enforcement Services	Develop and maintain the sub programme's standard operating procedures and service standards.
	Develop and maintain the province's list of priority environmental transgressions and crimes.
	Investigate prioritised contraventions of environmental legislations/non-compliance with conditions set out in authorisations.
	Implement the MINMEC approved enforcement policy on criminal and an administrative action for transgressions..
	Monitor compliance with administrative notices and where appropriate institute criminal procedures.
	In collaboration with law enforcement agencies investigate priority environmental crimes, secure evidence, and open cases with SAPS.
	Represent the strategic intent of DEDEAT in the provincial IGR criminal justice and security clusters.
	Develop and maintain at the macro level strategic partnerships and collaboration to enhance the service offering of the sub programme and to curtail/prevent priority environmental crimes.
	Coordinate investigative and prosecuting activities with law enforcing agencies and private sector entities to deal with priority environmental transgressions/crimes as well-as cross border environmental crimes.
	Develop and maintain DEDEAT's compliance and enforcement information and case management systems.
	In collaboration with District Managers develop and maintain workplans for the sub programme units of district offices, monitor implementation.
	Provide inhouse capacity development services to enable operational staff to apply the constant stream of new regulatory instruments and to apply best practice compliance and enforcement procedures.
	Provide technical assistance to law enforcement agencies and present expert evidence in court
	Attend to and coordinate S24G applications integrated with alleged environmental crime.
	Attend to and coordinate DEDEAT response to Section 30 incidents.
	Attend to and investigate reports of alleged environmental crime in line with SOP's and best practice.
Provide Climate Change Response Management Services	Provide climate change research services: <ul style="list-style-type: none"> • Analyse and interpret international and national best practice strategies and instruments. • Determine the provincial greenhouse gas emission inventory. • Collate, compile and synthesis data as may be required by the Department of Forestry, Fisheries and Environment. • Review the impact of past and current natural disasters trends. • Define the provincial vulnerabilities to climate change. • Define the requirements and targets for provinces transition to a zero-greenhouse emissions economy. • Define the requirements and targets for the province's energy transition.

Main Service	Service Offering
	Provide technical support to the EA to develop and maintain the province's climate change regulatory, policy, norms, standards and delegation instruments.
	Develop and maintain at the macro level strategic partnerships and collaboration to enhance the service offering of the sub programme.
	Provide inhouse capacity development services to enable environmental empowerment staff to mainstream aspects of the climate change response strategy into municipalities and to create public awareness.
	Provide technical advisory services to- and represent DEDEAT's strategic intent in the national workgroup on the country's climate change response/mitigation/ adoption/transition strategies, policies, and sector targets.
	Develop and maintain the province's overarching climate change strategy and policy instruments: <ul style="list-style-type: none"> • Represent DEDEAT's strategic intent in IGR structures to also ensure mainstreaming of climate change strategies into all relevant provincial policies and operations. • Monitor the performances of the strategy and policy instruments and report thereon. • Oversee, comment on- and provide technical advisory services to municipalities with the development and implementation of Municipal Climate Change and Climate Change Response Strategies.
	Develop and maintain the province's climate change mitigation policy instruments and toolkits: <ul style="list-style-type: none"> • Provide technical assistance to sectors and sub sectors to mainstream relevant policies into their operations, adopt and implement Sector Mitigation Plans. • Mainstream the implementation of policy measures to accomplish sector and subsector targets as determined by the Minister from time to time. • Monitor progress with the accomplishment of sector targets, facilitate corrective action and report thereon to the Technical Coordinating Structure and the Premier's Coordinating Forum.
	Develop and maintain the province's climate change adaption policy instruments and toolkits: <ul style="list-style-type: none"> • Provide technical assistance to sectors and sub sectors to mainstream relevant policies into their operations, adopt and implement Sector Adaption Plans. • Mainstream the implementation of policy measures to accomplish sector and subsector adaption objectives. • Monitor the performance/impact of sector adaption plans, provide technical advisory services and report thereon.
	Develop and maintain the province's climate change transition policy instruments and toolkits.
	Coordinate the functioning of the Premier's Coordinating Forum, the Municipal Climate Change Intergovernmental Forum and Technical Workgroups.
Provide Environmental	Develop and maintain the sub programme's, policy, norms, standards and delegation instruments.

Main Service	Service Offering
Empowerment Services	Develop and maintain standard operation procedures and service standards for the sub programme.
	Develop and maintain in collaboration with District Managers the sub programme's events calendar and annual workplan also specifying participation in events, shows, competitions, exhibitions and target groups.
	Monitor the performance of the sub programme and report thereon.
	Develop and maintain at the macro level strategic partnerships and collaboration to enhance the service offering of the sub programme.
	Develop mechanisms to enable district offices to enhance the honorary conservation officer and conservancy mechanisms to increase the footprint and ease the workload of the Programme.
	Facilitate inhouse capacity development services to enable district environmental empowerment staff to mainstream aspects of the climate change response strategy into municipalities and to create public awareness.
	Facilitate inhouse capacity development services to enable district environmental empowerment staff to provide: <ul style="list-style-type: none"> • awareness programmes on the activities of sub programmes for the public and stakeholders; and • awareness and educational programmes for schools and other education institutions.
	Provide technical assistance to DEDEAT's communication unit to communicate important environmental messages to the media.
	Develop awareness and education material for hard copy and electronic distribution.
	Develop innovative environmental empowerment platforms to mitigate challenges associated with physical workshops.
Environmental Research Services	Develop and maintain in collaboration with other sub programmes the Programme's Research Agenda.
	Coordinate research projects to implement the Research Agenda and publish research products.
	Collect data from internal and external sources and undertake field studies.
	Develop and maintain strategic partnerships and collaborative arrangements to enhance the service offering of the sub programme. (Institutions of Higher Education, South African National Biodiversity Institute, etc.)
	Develop and maintain the DEDEAT biodiversity scientific and information hub.

11.5 Mode of Delivery

- 11.5.1 Based on the input received on the "as is" model it seems that systems deficiencies, ICT functionality/connectivity, inadequate resources (human, budget and tools of the trade), lacking capacity within municipalities to perform concurrent/assigned environmental

management functions and organisational culture aspects negatively impact on the quality of the Programme 3 service offerings.

11.5.2 The following mode “chances” can be considered for implementation to also overcome partially some of the above-mentioned challenges:

- Development and implementation of a fully automated and integrated environmental management platform creating a pipeline from application, case management, adjudication, permit/license/authorisation/notice issuing, monitoring to report generating activities. This mode of operation needs to be supported by stable internet connectivity, deployment of service kiosks to outlying areas, easy to follow guides (isiXhosa and English). Provision should also be made for the generation of form and report templates. The current mix of manual and E-Systems to execute work seems not to be a workable arrangement, is extremely time consuming, is generating backlogs and not supportive of case management, monitoring and reporting requirements.
- Rendering services to clients based on Standard Operating Procedures and clearly defined delegation and work standard frameworks. It seems there is an underlying mode of operation based on personal preferences which is not only affecting the quality of the work output but making monitoring and reporting functions highly time consuming with also the possibility to create disparities.
- For awareness and environmental empowerment service offerings, the current mode of delivery is predominantly through workshops. Going forward social media platforms and the use of radio slots will assist to overcome identified delivery challenges. This mode of delivery needs to be supported by high quality promotional material (videos, flyers, and brochures).
- In respect of the provisioning of compliance and enforcement services the Unit propose a joint operations centre (JOC) whereby all compliance and enforcement investigations will be initiated, managed, monitored and closed by the JOC in collaboration with sector departments and the criminal justice system. This will assist to partially overcome existing resource constraints. Regional Offices on the other hand is of the opinion that the current matrix mode of operation is not effective. It will be of critical importance to establish consensus on the differing viewpoints. The Air Quality sub programme mooted the option to “outsource” air quality monitoring function for which there is available capacity.
- Alignment of the service delivery platform to assign specific transactional, compliance detecting and other operational work activities to honorary conservation officers will not only increase the footprint of the Programme in outlying areas but also release the

Programme's professionals from performing mundane work activities and improved conservation of the province's biodiversity assets.

- 11.5.3 Through the submissions of all the district offices and Head Office Units, a theme developed indicating that given historical imbalances, severe financial (budget) constraints the current service mode to deliver concurrent environmental management services resulted in not only duplication but Programme 3 and the environmental units of all municipalities being under-capacitated and under-resourced. In this regard the centre of provincial government should consider the establishment of a "district shared service centre" and the pooling of resources to drive implementation and alignment of environmental programmes in demarcated service areas thereby resolving capacity and funding challenges. *[The cake was cut so thinly that a lot of crumbs(wastage) was created with limited impact on environmental management programmes]*

12. Findings of a General Nature impacting of service delivery.

- 12.1 Various stakeholders indicated that the current arrangements to oversee the functioning of the DEDEAT Public Entities through review meetings is not only highly time consuming but reduces time availability of managers to attend to their core business responsibilities.
- 12.2 There seems to be an entrenched organisational culture of "management by meeting". This has a negative impact on service delivery and affects accountability arrangements/speedily decision-making processes.
- 12.3 Service delivery is taking place in the absence of clearly defined Standard Operating Procedures and operational delegations, thus creating scope for own interpretation and in some instances inconstant decision-making outcomes
- 12.4 It seems that the configuration of the DEDEAT service delivery platform requires alignment to mitigate some of the identified core business service delivery challenges and to adequately resource the core programmes. The resource provisioning for the corporate support programme seems to be out of sync to support a relatively small service delivery platform. Best practice is that the cost of employee allocation for the corporate support function amounts to between 25% and 30% of the total compensation allocation. It was noted that DEDEAT's budget allocation for 2023/24 is R2bn. Transfers to DEDEAT Entities and Municipalities is R1,567,135 leaving DEDEAT Programmes with a budgetary provision of R432m. The allocation per Departmental Programme is as follows:

Table 9

Programme	Compensation of Employees R,000	% of Total	Goods and Services R.000	% of Total	TOTAL	%
One	R124 366	41,77	84162	71,14	208528	50,12
Two	R70 452	23,66	17122	14,47	87574	21,05
Three	R102 919	34,57	17026	14,39	119945	28,83
TOTAL	R297 737	100	118310	100	416047	100

Likewise, the post provisioning for the corporate support programme seems “top heavy” with 14 Senior Management Service post provisions. Programme 2 has 11 and Programme 3 has 7 Senior Management Service post provisions. The 6 Regional Directors perform functions across all departmental programmes.

13. Recommendations.

It is recommended that:

- The proposed generic service delivery model for District Offices (Sub Programme 2)- Paragraph 9.3 *supra* be adopted.
- The proposed generic service delivery model for District Offices (Sub Programme 3)- Paragraph 9.3 *supra* be adopted.
- The proposed generic delivery model for Head Office (Programme 2)- Paragraph 10.4 *supra* be adopted.
- The proposed generic delivery model for Head Office (Programme 3)- Paragraph 11.4 *supra* be adopted.
- DEDEAT develop a comprehensive workplan to mitigate, as far as possible the service delivery challenges mentioned in this report.

APPENDIX A

MANDATE ANALYSIS: PROGRAMME 2

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
LEGISLATIVE MANDATES		
National Small Business Act, 1996		Mandates the Minister (Small Business Development) to issue guidelines for organs state in national, provincial, and local spheres of government to promote small business and the National Small Business Support Strategy
Co-operatives Act, 2005		The Act aims to promote the development of sustainable co-operatives that comply with co-operative principles, thereby increasing the number and variety of economic enterprises operating in the formal
Broad Based Black Economic Empowerment Act, 2003		The Act empowers the Minister to issue codes of good practice and to publish transformation charters. The objectives of the Act are to facilitate broad-based black economic empowerment by promoting economic transformation to enable meaningful participation of black people in the economy.
Preferential Public Procurement Framework Act, 2000		The Act intends to give effect to section 217 (3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217 (2) of the Constitution. The Act aims to advance the development of MSMEs and HDIs.
Co-operative Banks Act, 2007		The Act aims to promote and advance the social and economic welfare of all South Africans by enhancing access to banking services under sustainable conditions. The Act also aims to promote the development of sustainable and responsible co-operative banks, establish an appropriate regulatory framework and regulatory institutions for co-operative banks that protect members of co-operative banks.
Companies Act, 2008		The Act regulates the incorporation, registration, organization, and management of companies.
Special Economic Zones Act, 2014		The Act provides for the designation, promotion, development, operation, and management of Special Economic Zones (SEZs).
Infrastructure Development Act, 2014		The Act aims to facilitate and co-ordinate public infrastructure development, to ensure that infrastructure development is given priority, to promote the development goals of the state through infrastructure development, and to improve the management of infrastructure during all life-cycle phases.
Consumer Protection Act, 2008		The objectives of the Act are to establish national norms and standards relating to consumer protection, to provide for improved standards of consumer information, to prohibit certain unfair marketing and business practices, to promote responsible consumer behaviour, to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements, etc.
National Credit Act, 2005		<p>The primary objective of the Act is to promote a fair, transparent, responsible and accessible credit market and to protect consumers. Some of the main purposes of this Act are to:</p> <ul style="list-style-type: none"> • Promote and advance the social and economic welfare of South Africans. • Promote a fair, non-discriminatory, controlled, competent, sustainable, responsible, efficient and accessible credit marketplace. • Assist over-indebted consumers to restrict their debt.

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		<ul style="list-style-type: none"> • Establish a Regulator to regulate the entire credit market;
National Liquor Act, 2003		The Act provides for establishing national norms and standards in order to maintain economic unity within the liquor industry. It also provides for essential national standards and minimum standards required for the rendering of services. The Act regulates the manufacturing and distribution of liquor at the national level.
National Gambling Act, 2004		The Act provides for the coordination of concurrent national and provincial legislative competence over matters relating to casinos, racing, gambling and wagering, and for the continued regulation of those matters. The Act establishes certain uniform norms and standards applicable to national and provincial regulation and licensing of certain gambling activities and provides for the creation of additional uniform norms and standards applicable throughout the Republic.
National Tourism Act, 2014		To provide for the development and promotion of sustainable tourism for the benefit of the Republic, its residents, and its visitors
Intergovernmental Relations Framework Act, 2005		The Act establishes a framework for the national government, provincial governments, and local governments to promote and facilitate intergovernmental relations, and to provide mechanisms and procedures to facilitate the settlement of intergovernmental disputes. The Act provides a basic architecture of intergovernmental structures, procedures, and processes for the settlement of intergovernmental disputes. The Act aims to enable the government to work coherently, enhance service provision, monitor the implementation of policy and legislation, avoid unnecessary and wasteful duplication, and make sure that the government's national priorities are achieved
Local Government Municipal Systems Act, 2000		<i>Inter alia</i> establishes a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment.
Eastern Cape Development Corporation Act, 1997		The objective of the Act is to plan, finance, co-ordinate, market, promote and implement the development of the Eastern Cape Province and all its people in the fields of industry, commerce, agriculture, transport and finance.
Eastern Cape Consumer Protection Act, 2018		The Act gives DEDEAT wide-ranging powers including the power to establish the Office of the Consumer Protector (OCP) and Consumer Tribunal with full jurisdiction over the Eastern Cape. The main objective of the Act is to provide for the realisation and protection of consumer rights in the Province. It also seeks to promote and advance the social and economic welfare of consumers. In terms of the Act, the OCP is now empowered to initiate and/or receive and investigate consumer complaints; facilitate mediation and conciliation of consumer disputes arising among persons resident or persons carrying business exclusively in the Province. The Office can also issue compliance notices and/ or refer matters to the Consumer Tribunal.
Eastern Cape Liquor Act, 2003		The Act established the Eastern Cape Liquor Board (ECLB) to regulate the registration of retail sales and micro-manufacturing of liquor in the province. The Act aims to manage and reduce the socio-economic and other costs of excessive alcohol consumption by

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		creating an environment in which the entry of new participants into the liquor industry is facilitated. Some of the objectives: <ul style="list-style-type: none"> • To regulate the registration of retail sales and micro-manufacturing of liquor in the province; • To encourage and support the liquor industry in managing and reducing the socio-economic and other costs of excessive alcohol consumption; • To facilitate the entry of new participants into the liquor industry; • To take appropriate steps against those selling liquor outside the regulatory framework; • To ensure that those involved in the liquor industry may attain and maintain adequate standards of service delivery.
Eastern Cape Gambling Act, 1997		The Act regulates all gambling activities in the Eastern Cape Province. The Eastern Cape Gambling Board has the responsibility of regulating these activities, protecting punters, and informing the public about legal and illegal gambling. Some of the objectives are: <ul style="list-style-type: none"> • To regulate all gambling activities in the Eastern Cape Province; • To protect punters; • To inform the public about legal and illegal gambling; • To provide for certain technological developments; • To streamline processes where no objections are lodged against an application for a license.
Eastern Cape Parks and Tourism Agency Act, 2010		The Act provides for the establishment of the Eastern Cape Parks and Tourism Agency to develop and manage protected areas and to promote and facilitate the development of tourism in the province. The Act confers powers, functions, and duties upon the Agency, provides for its management by a Board, establishes the Eastern Cape Tourism Development Fund and the Eastern Cape Biodiversity Conservation and Development Fund, provides for the registration of certain persons and amenities involved in tourism, provides for the collection of levies in respect of registered persons and amenities, provides for the inspection of premise.
Regulations promulgated in terms of the above legislation. Sets the technical standards for service offerings and determines monitoring, evaluation and reporting requirements for DEDEAT.		

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
ENABLING STRATEGIES AND PLANS		
National Development Plan Vision 2030		<p>The Plan aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.</p> <p>Some of the key economic development objectives of the National Development Plan Vision 2030 are:</p> <ul style="list-style-type: none"> • Uniting South Africans of all races and classes around a common program to eliminate poverty and reduce inequality. • Encouraging citizens to be active in their own development, in strengthening democracy and in holding their government accountable. • Raising economic growth, promoting exports and making the economy more labour absorbing. • Focusing on key capabilities of both people and the country.
District Development Model (DDM)		<p>The DDM is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for service. Municipalities around the country is demarcated as development spaces that can be used as centres of service delivery and economic development, including job creation. Under the DDM, all three spheres of government coordinate and integrate development plans and budgets and mobilise the capacity and resources of government and civil society, including business, labour, and community, in pursuit of inclusive growth and job creation.</p> <p>In this regard DEDEAT District Offices need to play a leading role to ensure integration of IDPs with national and provincial economic development and environmental management plans. As such the DEDEAT Office should be able determine whether planned interventions/projects are fit for purpose, provide expert technical advisory services, assist to unblock implementation barriers, monitor and report on the impact of economic development/environmental initiatives to all municipalities within the service area.</p>
Presidential Climate Commission's Just Transition Framework (JTF)		<p>The JTF is a framework for a just transition in South Africa. The framework presents an opportunity to start dealing with practical issues relating to jobs, local economies, skills, social support, and governance. It sets out a shared vision for the just transition, principles to guide the transition, and policies and governance arrangements to give effect to the transition.</p>
National Integrated Small Enterprise Development Master Plan (NISED)		<p>NISED represents a national support strategy as prescribed by the National Small Enterprise Act 1996:</p> <ul style="list-style-type: none"> • To advance the development of a thriving MSME sector that contributes meaningfully to inclusive growth and job creation. • Represents a framework for all actors to commit measurable programmes, products, and services to accelerate small enterprise growth in the economy.

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		Focus on facilitating the growth and development of sustainable smaller enterprises.
National Integrated Small Enterprise Development Plan 2022		<p>Provides for the development of MSMEs across sectors of the economy and all spheres of government. Its objective is to expand the labour market by developing an inclusive economy through MSMEs and cooperatives.</p> <p>It is an outcomes-based strategic support framework for all actors to coordinate, measure, track and monitor their efforts</p>
Local Economic Development Policy Framework		<p>The National Framework for Local Economic Development (LED) in South Africa sets out a vision for the planning and implementation of LED in the country. The framework is anchored on six Core Policy Pillars that will influence the design, development, and implementation:</p> <ul style="list-style-type: none"> • Building diverse and innovation-driven local economies • Developing inclusive economies • Developing learning and skilful economies • Enterprise development and support • Economic governance and infrastructure • Strengthening local systems of innovation.
Integrated Township Economic Development Programme		<p>The Integrated Township Economic Development Programme is part of the implementation of the National Framework for Local Economic Development. The purpose of the Integrated Township Economic Development Programme to respond to the imperative of developing thriving local economies and position township economies as focal points of government interventions and further design and package specific interventions that will be implemented by different role players. To respond to the problems of high unemployment and poverty in townships, township economies have been identified as a critical vehicle to drive the South African economy to an upward trajectory. The programme will be anchored on the following strategic pillars:</p> <ul style="list-style-type: none"> • Spatial Transformation of township economies. • Mapping and profiling of townships. • Exemption incentives for township economies. • Image enhancement of township economies. • Investment strategies of township economies. • Eco-systems for township economies. • Economic infrastructure and technology development.

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
R61 Regional Corridor Development Initiative		<p>The R61 Regional Corridor Development Initiative is part of the Revised National Framework for Local Economic Development. The development of corridors is seen as a potential solution to promote economic development, with the evolution of development corridors resulting in the strengthening of cities and regional centres linked to the benefits exerted by corridors, on the one hand, and strong intra-national and interregional economic integration, on the other.</p> <p>The R61 is a provincial route in SA that connects Beaufort West with Port Shepstone via Graaff-Reinet, Komani, Mthatha and Port Edward within the Eastern Cape the route covers Alfred Nzo, OR Tambo and Chris Hani District Municipalities. There are numerous programs and initiatives that have made significant progress, for instance, the revitalization of industrial parks in Mthatha and Komani, the Agri-Parks programme led by the Department of Rural Development and Land Reform, and the Department of Trade and Industry (DTI)-led programme of the Wild-Coast Special Economic Zone (SEZ).</p>
National Tourism Sector Strategy (NTSS)		<p>Is a blueprint for the tourism sector in South Africa. The overall goal of the strategy rests on five pillars, namely to:</p> <ul style="list-style-type: none"> • Effective marketing. • Facilitate ease of access.. • The visitor experience. • Destination management.. • Broad based benefits.
Tooling Sector Strategy 2024		To prepare South Africa for the 4th Industrial Revolution already underway in most of the developed world economies
Master Plan for the Commercial Forestry Sector in South Africa 2020-2025		<p>The Master Plan for the Commercial Forestry Sector in South Africa is a strategy that was developed to guide and provide strategic policy direction for the country to enhance coordination and targeted support for the forestry sector with the aim to advance economic growth and job creation. Some of the objectives of the Master Plan are:</p> <ul style="list-style-type: none"> • To encourage sector growth, investment, job creation and competitiveness. • To develop MSMEs across sectors of the economy and all spheres of government. • To expand the labour market by developing an inclusive economy through MSMEs and cooperatives. • To coordinate Public-Private Partnerships towards the achievement of a prosperous and transformed South Africa. • To enable the process of formalizing MSMEs to support the transition of informal enterprises to formal businesses.
The South African Poultry Sector Master Plan, 2021		<p>The Master Plan was developed in close partnership between government and several stakeholders in the industry, including poultry producers, processors, exporters, importers and organized labour. The objectives of the master plan are aimed at increasing local chicken consumption and growing demand for chicken, while addressing the export of locally produced cooked and raw chicken products.</p>
South African Retail-Clothing, Textile, Footwear and Leather		The R-CTFL Value Chain Master Plan is an action plan that focuses on the actions of all stakeholders and mechanisms to monitor its implementation so that the sector can be improved and grown,

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
(R-CTFL) Value Chain Master Plan to 2030		thereby creating meaningful employment and socio-economic development. The Master Plan represents the first commitment from a broad array of retailers to buy local, driving local manufacturing and employment. The objectives of the Master Plan include growing the domestic market, increasing purchases of domestic suppliers, accessing and growing export markets, enhancing value chain competitiveness, driving industry transformation with a focus on supporting new entrants – in particular black industrialists – and increasing the level of worker ownership in the sector, and bolstering value chain skills and technology levels.
South Africa's Automotive Industry Master Plan		<p>The Plan (SAAM) is a vision for the automotive industry in South Africa through to 2035. The SAAM's 2035 vision is the achievement of "a globally competitive and transformed industry that actively contributes to the sustainable development of South Africa's productive economy, creating prosperity for industry stakeholders and broader society.</p> <p>The objectives of the SAAM include:</p> <ul style="list-style-type: none"> • Achieving 1% of global vehicle production by 2035 (increase from current 600,000 units to almost 1.4 million units a year). • Increasing local content from current 39% to 60%. • Doubling employment in the value chain from current levels to about 240,000. • Achieving at least level 4 BEE status from 2021. • Supporting the industry based on value addition rather than production sales value.
South African Sugar Value Chain Master Plan 2030		The Master Plan is a plan to return the sugar industry in South Africa to success. The vision and objectives of the Master Plan include restructuring and setting the foundations for diversification, restoring the local market and offtake commitments, producer price restraint and certainty, strategic trade protection, job retention and mitigation, small-scale grower retention and support, transformation, and a managed industry restructuring plan.
South African Steel and Metal Fabrication Master Plan		The Master Plan has several objectives, including supporting local industry, improving industries' overall competitiveness, increasing local content, and supporting job retention and growth. The Master Plan also includes several focus areas such as trade instruments, climate change mitigation, capacity utilization, and support for small businesses.
South African Furniture Industry Master Plan		The Master Plan (FIMP) was established to set clear guidelines and targets for the furniture manufacturing industry as well as guide public sector procurement as part of government's efforts to support and stimulate the industry. The FIMP is centred around three pillars which range from Market Access, Transformation, and Improvement of competitiveness.
The National Spatial Development Perspective (NSDP)		The NSDP is a policy document that provides a framework for spatial development in South Africa. The NSDP aims to guide the location of public investment to promote sustainable growth and development, reduce poverty and inequality, and improve the quality of life for all South Africans. Some of the key objectives of the NSDP include:

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		<ul style="list-style-type: none"> • Promoting economic growth and development in areas with economic potential. • Investing in infrastructure and services in areas with high levels of poverty and deprivation. • Supporting the development of sustainable human settlements. Promoting environmental sustainability.
Eastern Cape Provincial Development Plan, 2030		The Plan 2030 is a roadmap towards achieving the vision of the province, which is that “By 2030, the Eastern Cape will be an enterprising and connected province where all people reach their potential”. The plan aims to serve as a unifying development agenda for all people and institutions in the province. One of the key goals of the plan is to develop an inclusive, equitable, and growing economy. The objectives and actions to achieve this goal include: <ul style="list-style-type: none"> • Improved economic infrastructure that promotes new economic activity across all regions of the Eastern Cape. • Accelerated economic development of rural areas and all regions. • Stronger industry and enterprise support.
Provincial Economic Development Strategy (PEDS) 2017		The Strategy is a plan that interprets the NDP and the ECPDP against specific challenges facing the Eastern Cape focusing on the province’s creative response to these challenges. The objective of the strategy is to advise and assist the provincial government in achieving an integrated development strategy for the province and its constituent regions, to address the economic development of the province, particularly the needs of deprived communities and underdeveloped areas. The strategy also aims to facilitate and coordinate the implementation of development programmes between all key stakeholders.
Provincial Local Economic Development Framework		Listed as an empowering framework the DEDEAT Annual Report and APP.
Provincial MSME Strategy 2020		Listed as an empowering framework the DEDEAT Annual Report and APP.
Provincial Business Incubation Strategy 2018 – 2023		Listed as an empowering framework the DEDEAT Annual Report and APP.
Eastern Cape Local Economic Development Procurement Framework		The Framework directs the government to ensure that 50% of its budget for goods and services is targeted towards suppliers that are based in the Eastern Cape. This is part of the government's efforts to promote local economic development and support local businesses.
Eastern Cape Provincial Spatial Development Framework (ECPSPDF) 2020		The framework outlines the spatial vision, spatial patterns of land uses, directions for future growth, and represents the integration and alignment of all relevant sector policies and plans. The PSDF aims to create a credible and implementable Spatial Development Framework for the Eastern Cape. A sub-objective was to establish appropriate institutional mechanisms to promote spatial and land use management at Provincial and Municipal levels including Traditional Councils. The Eastern Cape Province forms part of a developing state with limited resources, implying that there is a need to achieve coordinated public-sector investment to avoid inefficient and scattered development. This means that prioritization of public investment

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		according to an agreed development philosophy and a spatial development framework is of utmost importance, to ensure sustainable economic development opportunities.
Eastern Cape Provincial Sustainable Energy Strategy		<p>The Strategy provides an enabling environment for sustainable energy development. The key strategic objectives of the strategy include:</p> <ul style="list-style-type: none"> - Job creation and skills development - Alleviating energy poverty - Reducing greenhouse gas emissions and environmental pollution - Improving industrial competitiveness.
Eastern Cape Youth Development Policy		The policy aims to empower young people in the province
EMERGING POLICY IMPERATIVES		
South African Ocean's Economy Master Plan (Draft)		Operation Phakisa is a South African government initiative that focuses on unlocking the economic potential of South Africa's oceans, which could contribute up to R177 billion to the GDP by 2033 and between 800,000 and 1 million direct jobs. The purpose of the Master Plan (OEMP) is to advance stabilization, revival, and growth of the sub-sectors within the ocean economy to ensure increased contribution to job creation, GDP, economic recovery, and potential growth.

APPENDIX B

MANDATE ANALYSIS: PROGRAMME 3

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
LEGISLATIVE MANDATES		
Constitution of the Republic of South Africa, 1996	24	<ul style="list-style-type: none"> • Ensure an environment that is not harmful to the health and wellbeing of the people. • Protect the environment through reasonable legislative and other measures that- <ul style="list-style-type: none"> ○ prevent pollution and ecological degradation. ○ promote conservation; and secure ecological sustainable development and use of natural resources while promoting justifiable economic and social development.
	155(6)	Provincial government must by legislative and other measures provide for the monitoring of local government and promote the development of local government capacity
	Schedule 4A	Assigns concurrent national and provincial legislative competence on local government matters: Pontoons, ferries, jetties, and harbours excluding
	Schedule 5A	Assigns exclusive provincial legislative competence on provincial planning.
	Schedule 5B	Assigns exclusive provincial legislative competence on the following local government matters to the extent set out for provinces in section 155(6)(a) and (7): <ul style="list-style-type: none"> • Beaches
National Environmental Management Act, 1998 (NEMA)	2	Defines the national environmental management principles applicable to the whole of the Republic of South Africa.
	11	Every Province must prepare and maintain an environmental implementation plan (EIP). Note: This is done in line with the various Specialist Acts under NEMA
	16(1)(b)	Every organ of state must report annually within 4 months of the end of its financial year on the implementation of its and adopted implementation or management plan.
	16(3)	The provincial government must ensure that— <ul style="list-style-type: none"> • the relevant provincial environmental implementation plan is complied with by each municipality. • municipalities adhere to the relevant environmental implementation and management plans and the principles contained in section 2 of NEMA in the preparation of any policy programme or plan,

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		including the establishment of integrated development plans and land development objectives.
	17	The MEC may- <ul style="list-style-type: none"> • where a difference or disagreement arises concerning the exercise of any of his functions which may significantly affect the environment; or • before whom an appeal arising from a difference or disagreement regarding the protection of the environment is brought under any law, before reaching a decision, consider the desirability of first referring the matter to conciliation.
	24	Assigns powers to the MEC to- <ul style="list-style-type: none"> • identify activities which may not be commenced without prior authorisation; • identify geographical areas in which specified activities may not be commenced without prior authorisation; • make regulations; • identify existing authorised and permitted activities which must be considered, assessed, evaluated and reported on; and • prepare compilations of information and maps that specify the attributes of the environment in a particular geographical area.
	28	Every person who causes, has caused or may cause significant pollution or degradation of the environment must take reasonable measures to prevent such pollution or degradation from occurring, continuing or recurring. Powers are assigned to the Head of Department to issue a directive to such a person to initiate specific actions or to undertake appropriate corrective action. The Head of Department is also empowered to initiate remedial action where a person fails to comply with a relevant directive and to recover the cost thereof.
	30	Assigns powers to the Head of Department to control emergency incidents that may lead to danger to the public or serious pollution or detriment of the environment.
	35	The MEC is empowered to enter into environmental management co-operation agreements with any person or community for the purpose of promoting compliance with the principles laid down in this Act.
	45(2)	The MEC may make regulations in respect of management cooperation agreements.
	47	Defines the procedure to be followed for the MEC to promulgate regulations.
	40(3)	MEC may declare a bioregion and publish a bioregion plan

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
NEM: Biodiversity Management Act, 1998 (NEMBA)	52(1)(b)	MEC may, publish a provincial list of ecosystems in the province that are threatened and in need of protection.
	54	An organ of state that must prepare an environmental management plan for the listed ecosystems and the local authority must Adopt a IDP that must consider the needs of the protection of listed ecosystems.
	57	A person may not carry out a restricted activity involving a specimen of a listed and threatened species without a Permit issued in terms of the Act.
	76	<ul style="list-style-type: none"> All organs of state in all spheres of government must prepare an invasive species monitoring, control and eradication plan for land under its control, as part of their environmental plans prescribed by Section 11 of the National Environmental Management Act, 1998 The invasive species monitoring. control and eradication plan of municipalities must be part of their IDPs.
		The management authority of a protected area must at regular intervals prepare and submit to the Minister or the MEC for environmental affairs a report on the status of any listed invasive species that occurs in that area.
	87	Regulates the issuing of permits by a competent authority in terms of the Act.
	88 + Regulations	Establishing DEDEAT as a permit issuing authority.
	95,96	Makes provision for an appeals procedure
	99,100	Sets out a consultation process to be followed by the MEC to exercise assigned powers.
NEM: Integrated Coastal Management Act, 1998 (ICMA)	2	The objects of the Act are to- <ul style="list-style-type: none"> determine the coastal zone of the Republic; provide for the coordinated and integrated management of the coastal zone by all spheres of government in accordance with the principles of co-operative governance; preserve, protect, extend and enhance the status of coastal public property as being held in trust by the State on behalf of all South Africans; secure equitable access to the opportunities and benefits of coastal public property; to provide for the establishment, use and management of the coastal protection zone; and give effect to the Republic's obligations in terms of international law regarding coastal management and the marine environment.

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
	3	<p>In fulfilling the rights contained in section 24 of the Constitution of the Republic of South Africa, the State—</p> <ul style="list-style-type: none"> • through its functionaries and institutions implementing this Act, must act as the trustee of the coastal zone; and • must, in implementing this Act, take reasonable measures to achieve the progressive realisation of those rights in the interests of every person.
	12	<p>The State, in its capacity as the public trustee of all coastal public property, must—</p> <ul style="list-style-type: none"> • ensure that coastal public property is used, managed, protected, conserved and enhanced in the interests of the whole community; and • take whatever reasonable legislative and other measures it considers necessary to conserve and protect coastal public property for the benefit of present and future generations.
	22	<p>Subject to section 87, the MEC may by notice declare that with effect from a specified date the whole or any part of a protected area that is not coastal public property, will not form part of the coastal protection zone.</p>
	23	<p>The MEC may, after consultation with the Minister, by notice declare an area that is wholly or partially within the coastal zone to be a special management area or withdraw or amend any such declaration.</p>
	25	<ul style="list-style-type: none"> • The MEC must by notice establish or change coastal management lines- <ul style="list-style-type: none"> ○ to protect coastal public property, private property and public safety; ○ to protect the coastal protection zone; ○ to preserve the aesthetic values of the coastal zone; or ○ for any other reason consistent with the objectives of this Act. • The MEC may, in regulations published in the <i>Gazette</i>, prohibit or restrict the building, erection, alteration or extension of structures that are wholly or partially seaward of a coastal management line.
	28	<p>The WCG Minister may not determine or adjust the coastal boundaries of the coastal protection zone in a manner that changes the coastal boundaries of coastal public property.</p>
	34	<ul style="list-style-type: none"> • Prescribes the responsibility assigned to the WCG Minister to develop an Estuarine Management Plans (EMP) and makes provision that it can form an integral part the Provincial Coastal Management Programme. • Set the requirement for annual reporting to the Minister on the performance of the EMP

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
	38	<ul style="list-style-type: none"> • The Premier of each coastal province must, within two months of the commencement of this Act, designate a provincial organ of state to function as the lead agency for coastal management in the province and must ensure that there is at all times a lead agency for coastal management in the province which is responsible to the MEC. • Each provincial lead agency must, within the province— <ul style="list-style-type: none"> ○ co-ordinate the implementation of the provincial coastal management programme; ○ monitor coastal management in the province to ensure that it is undertaken in an integrated, effective and efficient manner and in accordance with the objects of this Act; ○ monitor the state of the environment in the coastal zone and relevant trends affecting that environment, and identify provincial priority issues; ○ co-ordinate the preparation of a provincial state of the coast report; ○ provide logistical and administrative support to the Provincial Coastal Committee; ○ review reports that relate to determinations and adjustments or that concern policies that may impact on the coastal zone; ○ promote, in collaboration with other appropriate bodies and organisations, ○ training, education and public awareness programmes relating to the protection, conservation and enhancement of the coastal environment and the sustainable use of coastal resources; ○ take all reasonably practical measures to monitor compliance with, and to enforce, this Act, either alone or in co-operation with other enforcement agencies; and ○ perform any other functions assigned to it by the Minister or the MEC under this Act.
	39	<ul style="list-style-type: none"> • The MEC must establish and maintain a Provincial Coastal Committee (PCC) for the province. • A PCC must— <ul style="list-style-type: none"> ○ promote integrated coastal management in the province and the coordinated and effective implementation of this Act and the provincial coastal management programme; ○ advise the MEC, the provincial lead agency and the National Coastal Committee on matters concerning coastal management in the province;

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		<ul style="list-style-type: none"> ○ advise the MEC on developing, finalising, reviewing and amending the provincial coastal management programme; ○ promote a coordinated, inclusive and integrated approach to coastal management within the province by providing a forum for, and promoting, dialogue, co-operation and co-ordination between the key organs of state and other persons involved in coastal management in the province; ○ promote the integration of coastal management concerns and objectives into the plans, programmes and policies of other organs of state whose activities may have caused or may cause adverse effects on the coastal environment; and ○ perform any function delegated to it.
	43	<ul style="list-style-type: none"> • The MEC may appoint any member of the public who has appropriate expertise as a Voluntary Coastal Officer (VCO). • A VCO must exercise the powers and perform the duties assigned to him or her by the MEC in a manner that conserves and protects coastal public property. • The MEC must— <ul style="list-style-type: none"> ○ prescribe the powers and duties of voluntary coastal officers; ○ clearly define the responsibilities and duties of each voluntary coastal officer in his or her letter of appointment; and ○ issue each voluntary coastal officer with an identity card that confirms his or her appointment.
	46	The MEC- <ul style="list-style-type: none"> • prepare and adopt a provincial coastal management programme for managing the coastal zone in the province; • must review the programme at least once every five years; and • may, when necessary, amend the programme.
	51	The MEC is responsible to ensure alignment and consistency between coastal management programmes and other statutory plans.
	55	The MEC may at any time review a municipal coastal management programme and in reviewing it determine whether or not it— <ul style="list-style-type: none"> • complies with, and gives effect to, the objectives of the Act; • is consistent with the national and the provincial coastal management programmes;

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		<ul style="list-style-type: none"> gives adequate protection to coastal public property; and was prepared in a manner that allowed for effective participation by interested and affected parties.
	56	Makes provisioning for the establishment of a coastal zoning scheme by the Minister, the MEC or a Municipality within the coastal zone or coastal management area that may be used or not used for a specified purpose inclusive of prohibiting specific activities and defines the relevant implementing authority.
	58	Assigns the duty to avoid causing adverse effects on coastal environment
	59	<p>If the Minister or the MEC has reason to believe that a person is carrying out, or intends to carry out, an activity that is having, or is likely to have, an adverse effect on the coastal environment then, she/he may issue a written coastal protection notice to the person responsible for that activity—</p> <ul style="list-style-type: none"> prohibiting the activity if it is not already prohibited in terms of the Act; and instructing that person to take appropriate steps to protect the environment.
	60	<p>The Minister or MEC, may issue a written repair or removal notice to any person responsible for a structure on or within the coastal zone if that structure—</p> <ul style="list-style-type: none"> is having or is likely to have an adverse effect on the coastal environment by virtue of its existence, because of its condition or because it has been abandoned; or has been erected, constructed or upgraded in contravention of the Act or any other law.
	61	<p>If a person fails to comply with a notice issued in terms of section 59(1) or (5) or section 60(1) or if the person responsible is not identified after publication of a notice, the MEC may instruct appropriate persons to—</p> <ul style="list-style-type: none"> carry out what is required by the notice; and recover from the person to whom the notice was addressed, or in the circumstances referred to in section 60(4) from any person subsequently found to be responsible for the structure, the costs reasonably incurred in carrying out the required action.
	74 & 75	Provides for an appeals procedure and the establishment of an Advisory Appeal Panel to support the MEC where the notice was issued by a municipality or a person to whom the MEC has delegated such powers.

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
	76	The Minister or the MEC may, at any time after an appeal has been lodged, make any interim order pending the determination of the appeal, that he or she considers equitable or appropriate to achieve the objects of this Act.
	78	<p>The Minister or the MEC must consider the appeal and may -</p> <ul style="list-style-type: none"> • dismiss the appeal and confirm the decision appealed against; • uphold part or all of the appeal and either vary the decision appealed against or set aside the decision and make a new decision; or • refer the appeal back to the appeal panel with directions to investigate and consider specific facts or issues and to report back to the Minister or MEC.
	82	<p>The Minister, the MEC or a municipality concerned may -</p> <ul style="list-style-type: none"> • institute legal proceedings or take other appropriate measures - <ul style="list-style-type: none"> ○ to prevent damage, or recover damages for harm suffered to coastal public property or the coastal environment; or ○ to abate nuisances affecting the rights of the public in its use and enjoyment of coastal public property; and • accept service of legal processes and defend any legal proceedings instituted in connection with coastal public property.
	88	<ul style="list-style-type: none"> • The MEC may in writing direct a municipality to take specified measures if the MEC is satisfied that the municipality is not taking adequate measures to - <ul style="list-style-type: none"> ○ prevent or remedy adverse effects on the coastal environment; ○ adopt or implement a municipal coastal management programme; or ○ give effect to the provincial coastal management programme. • The MEC may not issue a directive without first consulting with the municipality and giving it a reasonable opportunity to make representations. • If the municipality does not comply with a directive the MEC may use any powers granted to her/him under this Act to take measures to prevent or remedy adverse effects on the coastal environment, to implement or monitor compliance with provincial norms and standards, or to give effect to the provincial coastal management programme.

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
	90	<p>The MEC may delegate any power or duty assigned or delegated to her/him in terms of this Act to -</p> <ul style="list-style-type: none"> • the head of the provincial lead agency; • any other organ of state, a statutory functionary, a traditional council or a management authority of a special management area, by agreement; or • an official within her/his department.
	92	<ul style="list-style-type: none"> • The Minister or MEC may issue a verbal directive to any responsible person to stop an activity if such activity poses- <ul style="list-style-type: none"> ○ an immediate risk of serious danger to the public or property; or ○ an immediate risk of serious damage, or potentially significant detriment, to the environment. • A verbal directive must be confirmed in writing at the earliest opportunity, which must be within seven days. • When issuing a verbal directive, the applicable provisions of sections 59 or 60 apply with the necessary changes.
	92	<p>The MEC must-</p> <ul style="list-style-type: none"> • prepare a report on the state of the coastal environment in the province every four years, which must contain any information prescribed by the Minister; • update the report once applicable information pertaining to the coastal environment becomes available; and • submit the report and every update to the Minister.
	94	<p>The MEC must—</p> <ul style="list-style-type: none"> • liaise with coastal municipalities in the province to co-ordinate actions taken by provincial organs of state in the province with actions taken by municipalities; and • monitor compliance by such municipalities with this Act.
NEM: Waste Management Act, 2008	43 and 49	DEDEAT assigned by Minister as the licencing authority for waste and enables the MEC to set conditions for such licences.
	54	The MEC may make regulations for the province concerned,
	62	MEC may establish a provincial waste management information system.
NEM: Air Quality Act, 1998		<p>DEDEAT is responsible to-</p> <ul style="list-style-type: none"> • ensure compliance with national air quality standards, and measures greenhouse gas emissions; • coordinate and enforce the effective management of atmospheric emission licenses and promotes alternative technologies to reduce air pollution and greenhouse gas emissions to achieve a low-carbon society; and

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		<ul style="list-style-type: none"> ensure effective air quality management institutions and planning/reporting mechanisms, including cost-effective options and opportunities for decreasing air pollutants and greenhouse gas emissions in the province.
National Heritage Resources Act, 1999		DEDEAT is responsible to ensure compliance with the Act and Regulations when assessing EIAs and within the provincial protected areas.
Marine Living Resources Act, 1998		<p>The Act seeks to ensure that the country's marine resources are conserved and protected for future generations. The objectives of the Act include:</p> <ul style="list-style-type: none"> Achieving optimum utilization and ecologically sustainable development of marine living resources. Conserving marine living resources for both present and future generations. Providing for the exercise of control over marine living resources in a fair and equitable manner to the benefit of all the citizens of South Africa.
Sea Shore Act, 1935		<p>The Act declares the State President to be the owner of the seashore and the sea within the territorial waters of the Republic. The objectives of the Act include:</p> <ul style="list-style-type: none"> Providing for the grant of rights in respect of the seashore and the sea. Providing for the alienation of portions of the seashore and the sea. Providing for the demarcation of the high and low water marks.
National Forest Act, 1998		The Act intends to promote the sustainable management and development of forests for the benefit of all, create the conditions necessary to restructure forestry in State forests, and provide special measures for the protection of certain forests and trees.
Veld and Forest Fire Management Act, 1998		The Act regulates and controls the management of veld fires. The objectives of the Act are to encourage the development of fire management practices aimed at preventing, combating, and minimizing veld, forest, and other fires.
Mountain Catchment Areas Act, 1970		The Act provides for the conservation, use, management, and control of land situated in mountain catchment areas.
Game Theft Act, 1991		<p>The Act regulates the ownership of game in certain instances, combats the theft and wrongful and unlawful hunting, catching and taking into possession of game, and provides for matters connected therewith.</p> <p>It is also an enabler for DEDEAT's Enforcement function.</p>
National Water Act, 1998		The Acts regulates the sustainable utilisation of water resources and setting requirements for the licencing of wastewater activities to especially prevent the pollution of rivers and estuaries.
Intergovernmental Relations Framework Act, 2005		The Act establishes a framework for the national government, provincial governments, and local governments to promote and facilitate intergovernmental relations, and to provide mechanisms and procedures to facilitate the settlement of intergovernmental disputes. The Act provides a basic architecture of intergovernmental structures, procedures, and processes for the settlement of intergovernmental disputes. The Act aims to enable

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		the government to work coherently, enhance service provision, monitor the implementation of policy and legislation, avoid unnecessary and wasteful duplication, and make sure that the government's national priorities are achieved
Local Government Municipal Systems Act, 2000		<i>Inter alia</i> establishes a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment.
Infrastructure Development Act, 2014		The Act aims to facilitate and co-ordinate public infrastructure development, to ensure that infrastructure development is given priority, to promote the development goals of the state through infrastructure development, and to improve the management of infrastructure during all life-cycle phases.
Transkei Nature and the Environmental Conservation Decree		<i>Inter alia</i> sets out the permit requirements/procedures for threatened of protected species (TOPS) in the Eastern Cape.
Ciskei Conservation Act		<i>Inter alia</i> sets out the permit requirements/procedures for threatened of protected species (TOPS) in the Eastern Cape.
Problem Animal Control Ordinance		Provided for the establishment and registration of hunt clubs for the combating of problem animals
NEMABA Regulations		Provide complex regulatory standards and measures informing-
NEMA ICMA Regulations		<ul style="list-style-type: none"> • where applicable, DEDEAT's service offering to issue licences/permits for restricted activities.
NEMA EIA Regulations		<ul style="list-style-type: none"> • technical advisory functions within the IGR context;
NEMA Air Quality Regulations		<ul style="list-style-type: none"> • assessment of EIA applications and the setting of conditions;
NEMA Waste Regulations		<ul style="list-style-type: none"> • decision-making processes on compliance and enforcement activities; • monitoring, evaluation, and reporting requirements.
ENABLING STRATEGIES AND PLANS		
National Development Plan Outcome 10		Environmental Assets and Natural Resources are well protected and continually enhanced.
District Development Model (DDM)		<p>The DDM is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for service. Municipalities around the country is demarcated as development spaces that can be used as centres of service delivery and economic development, including job creation. Under the DDM, all three spheres of government coordinate and integrate development plans and budgets and mobilise the capacity and resources of government and civil society, including business, labour, and community, in pursuit of inclusive growth and job creation.</p> <p>In this regard DEDEAT District Offices need to play a leading role to ensure integration of IDPs with national and provincial economic</p>

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		development and environmental management plans. As such the DEDEAT Office should be able determine whether planned interventions/projects are fit for purpose, provide expert technical advisory services, assist to unblock implementation barriers, monitor and report on the impact of economic development/environmental initiatives to all municipalities within the service area.
Presidential Climate Commission's Just Transition Framework (JTF)		The JTF is a framework for a just transition in South Africa. The framework presents an opportunity to start dealing with practical issues relating to jobs, local economies, skills, social support, and governance. It sets out a shared vision for the just transition, principles to guide the transition, and policies and governance arrangements to give effect to the transition.
National Strategy for Sustainable Development (2014)		<ul style="list-style-type: none"> • Enhancing systems for integrated planning. • Sustaining Ecosystems. • Efficient utilisation of natural resources. • Promoting the Green Economy
National Biodiversity Strategy and Action Plan (2015)		The National Biodiversity Strategy and Action Plan (NBSAP) is a requirement of contracting parties to the Convention on Biological Diversity (CBD). NBSAPs set out a strategy and plan for contracting parties to fulfil the objectives of the Convention. With the adoption of the CBD's Strategic Plan for Biodiversity the EC Provincial Government is responsible to ensure alignment of its plans and strategies.
National Protected Areas Expansion Strategy (2008).		Achieving expansion of the protective area network enhancing ecological sustainability and resilience to climate change cost effectively.
National Coastal Programme (2014)		<ul style="list-style-type: none"> • Enhanced coastal vulnerability planning. • Equitable access to coastal public property. • Pollution Containment • Enhanced monitoring and reporting • Enhanced compliance and enforcement.
National Climate Change Response Strategy,		<ul style="list-style-type: none"> • The National Climate Change Response Strategy is a national multi-sectoral strategy that aims to respond to climate change in South Africa. The overall objective of the Strategy is to adopt measures and mitigate the adverse impacts of climate change on agriculture, livestock, fisheries, forestry, and natural resources. • South Africa's National Climate Change Adaptation Strategy (NCCAS) supports the country's ability to meet its obligations in terms of the Paris Agreement on Climate Change. The NCCAS outlines a set of objectives, interventions, and outcomes to enable the country to give expression to its commitment to the Paris Agreement.
National Waste Management Strategy, 2020		The Strategy provides for: <ul style="list-style-type: none"> • Institutional arrangements and planning matters i.r.o waste management; • National norms and standards that regulate waste management by all spheres of government; • Specific waste management measures; • Licensing and control of waste management activities;

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		<ul style="list-style-type: none"> • Remediation of contaminated land; • National waste information system; • Compliance and enforcement; • Clearly defined roles and responsibilities of all waste management stakeholders; • A high- level implementation plan with targets, timeframes and accounting and reporting arrangements; and • A monitoring and evaluation framework.
Integrated Pollution and Waste Management Policy		The Integrated Pollution and Waste Management Policy is a holistic and integrated system and process of management, aimed at pollution prevention and minimization at source, managing the impact of pollution and waste on the receiving environment, and remediating damaged environments.
The National Spatial Development Perspective (NSDP)		The NSDP is a policy document that provides a framework for spatial development in South Africa. The NSDP aims to guide the location of public investment to promote sustainable growth and development, reduce poverty and inequality, and improve the quality of life for all South Africans. One of the key objectives is promoting environmental sustainability.
Eastern Cape Biodiversity Conservation Plan		<ul style="list-style-type: none"> • Sets the minimum spatial requirements needed to maintain a living landscape that continues to support all aspects of biodiversity and maintains essential ecological infrastructure. • Serves as the primary source of biodiversity information for land use planning and decision-making. • Inform conservation and restoration in key biodiversity areas.
Eastern Cape Provincial Protected Area Expansion Strategy (PAES)		<ul style="list-style-type: none"> • The PAES is guided by the provincial conservation plan and focuses on areas that address the gaps in the level of protection of certain vegetation types and ecosystems. The identified priority areas represent a pragmatic set of implementation priorities that balance the need for development with the requirement to meet all conservation expansion targets. • Key biodiversity features targeted are the Pondoland Centre of Endemism, the high value montane grasslands and forest mosaics of the Katberg-Amathole, the wetland complexes of Matatiele, remaining pockets of coastal forest and grassland, corridor areas of the Sneeuwberg region, and the under-protected and unique grasslands of the Southern Drakensberg.
Eastern Cape Coastal Management Programme		<ul style="list-style-type: none"> • Defines the pillars of the ECCMP. • Provides a toolkit to enhance the resilience of the coastal assets. • Defines implementation targets.
Eastern Cape Climate Change Response Strategy (ECCCRS).		<p>The strategy consists of four categories: monitoring, mitigation, adaptation, and resilience.</p> <ul style="list-style-type: none"> • Mitigation activities include the reduction of greenhouse gas emissions and green energy production. • Adaption activities include food security and rainwater harvesting. • Resilience looks at increasing the capacity of people and ecosystems to reduce emissions and adapt to climate change.
Eastern Cape Air Quality Management Plan		<ul style="list-style-type: none"> • Defines the goals to enhance the air quality in the Province.

Legislation/Strategy/ Policy	Section	Key Assigned Functions/Responsibilities
		<ul style="list-style-type: none"> • Sets standards for Municipalities to develop and implement Air Quality Management Plans. • Provide a toolkit for Municipalities to adjudicate emission licencing applications.
Eastern Cape Provincial Spatial Development Framework (ECPSDF) 2020		The framework outlines the spatial vision, spatial patterns of land uses, directions for future growth, and represents the integration and alignment of all relevant sector policies and plans. The PSDF aims to create a credible and implementable Spatial Development Framework for the Eastern Cape. A sub-objective was to establish appropriate institutional mechanisms to promote spatial and land use management at Provincial and Municipal levels including Traditional Councils.
Wild Coast Environmental Management Plan,		The Plan is to guide and facilitate development and sustainable use of the Wild Coast. The objectives of the plan include maintaining coastal landforms and physical coastal processes, conserving nature, maintaining access to coastal resources for indigenous cultural activities, maintaining or enhancing public access, management planning, knowledge sharing and community engagement.
Eastern Cape Estuary Management Programme		The Programme promotes the effective management and sustainable use of Eastern Cape Estuaries. The objectives of the first phase of the Programme's implementation are to enable and inform stakeholders so that they can participate in estuary management, improve capacity amongst and collaboration between universities, government, civil society and other institutions, and develop a model estuary management planning process and Strategic Environmental Assessment as tools for supporting estuarine policy, management and research.
EMERGING MANDATES		
Eastern Cape Environmental Management Bill, 2019 Note will repeal outdated Ordinances, Transkei, and Ciskei Legal Instruments.		To supplement national legislation where necessary to protect the environment by providing reasonable measures for- <ul style="list-style-type: none"> • the management, protection and conservation of certain areas of ecological or environmental importance; • the promotion of the sustainable utilisation of the areas of ecological or environmental importance • the management, protection, and conservation of biological diversity and of the components of such biodiversity; and • the use of indigenous biological resources in a sustainable manner.
Climate Change Bill (B9-2022)		The purpose of the bill is to enable the development of an effective climate change response and a long-term, just transition to a low-carbon and climate-resilient economy and society for South Africa in the context of sustainable development ¹ . The bill aims to provide for matters connected with climate change, including the development of a coordinated and integrated response by the economy and society to climate change and its impacts in accordance with the principles of cooperative governance.

