



Province of the
EASTERN CAPE

ECONOMIC DEVELOPMENT,
ENVIRONMENTAL AFFAIRS & TOURISM

FIVE- YEAR STRATEGIC PLAN 2025 - 2030





NONKQUBELA NTOMBOXOLO PIETERS
MEC

EXECUTIVE AUTHORITY STATEMENT

As the Member of the Executive Council for Economic Development, Environmental Affairs and Tourism, I am pleased to present the Department's Strategic Plan for 2025-2030. This plan charts an ambitious course for inclusive economic growth, environmental sustainability, and social transformation in the Eastern Cape Province.

The past five years have seen significant progress in several areas, including the successful attraction of R127 billion in new investment pledges, the establishment of sustainable energy projects generating 293 Megawatts of electricity, and the protection of our rich biodiversity. However, we recognize that considerable challenges remain, particularly in addressing unemployment, accelerating economic transformation, and responding to climate change.

This Strategic Plan emerges at a crucial time for our province. The global economy is undergoing fundamental shifts driven by technological change, environmental imperatives, and evolving trade patterns. The Eastern Cape must position itself to capitalize on these changes while addressing historical inequalities and building resilience against future shocks.

Our vision for 2025-2030 focuses on five strategic pillars:

1. Industrial and Economic Development - We will drive sustainable energy development, revitalize industrial parks, and strengthen our automotive and manufacturing sectors. Our target is to attract billions in new energy automotive investments, while developing new sectors such as the green hydrogen economy.
2. Environmental Management and Sustainable Resource Utilization - Our commitment to environmental protection will be strengthened through enhanced climate change response measures, biodiversity conservation, and sustainable resource management practices.
3. Tourism and Creative Industries - We will leverage our province's natural beauty, rich cultural heritage, and creative talent to develop a vibrant tourism and creative sector that creates jobs and celebrates our unique identity.
4. Human Capital Development - Special emphasis will be placed on developing skills aligned with emerging economic opportunities, particularly in sustainable energy, digital technology, and advanced manufacturing.
5. Operational Excellence and Good Governance - We commit to enhancing institutional capacity, improving service delivery, and ensuring transparent and accountable governance.

The Strategic Plan is anchored in the Provincial Economic Development Strategy (PEDS) and aligns with national priorities, including the Medium-Term Development Plan (MTDP) and the National Development Plan (NDP). It emphasizes inclusive growth, with specific targets for women, youth, and people with disabilities across all our programmes.

Key commitments among others for this period include:

- Creation of 100 439 new jobs in priority sectors by 2030.
- Support at least 3 sustainable energy initiatives in the Province.
- Supporting 1000 black-owned, women-owned, and youth-owned businesses.
- Expanding our conservation estate while promoting sustainable resource use.
- Implementing integrated export support programmes to enhance global competitiveness.

The successful implementation of this plan requires collaboration across government spheres, partnership with the private sector, and active participation from communities. We have established robust monitoring and evaluation mechanisms to track progress and ensure accountability.

I extend my gratitude to the Department's leadership and staff for their dedication in developing this Strategic Plan. Its successful implementation will require continued commitment, innovation, and partnership from all stakeholders.

I hereby endorse this Strategic Plan and commit my office to providing the necessary leadership and support for its implementation.



THE HON. NONKQUBELA NTOMBOXOLO PIETERS (MPL)

MEC for Economic Development, Environmental Affairs & Tourism

ACCOUNTING OFFICER STATEMENT

As the Accounting Officer for the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), I am honoured to present our Strategic Plan for 2025-2030. This plan embodies our commitment to driving sustainable economic growth, environmental stewardship, and inclusive development in the Eastern Cape Province. Our vision of a globally competitive Eastern Cape with a thriving, diversified, and environmentally sustainable economy remains our guiding light as we work to create jobs and improve quality of life for all residents.

The past five years have been marked by significant achievements across our key mandates, despite the challenges posed by global economic uncertainties and environmental pressures. In economic development, we successfully facilitated R127 billion in new investment pledges through the Provincial Investment Conference and supported over 800 MSMEs through various financial and non-financial mechanisms. The establishment of the Economic Development Fund with an initial capital of R100 million has created a sustainable platform for supporting local enterprises and driving economic transformation.

Our environmental management efforts have yielded notable successes, including achieving zero rhino poaching through coordinated enforcement efforts and improving our Environmental Impact Assessment processing efficiency from 79% to 100% completion within legislated timeframes. The gazetting of the Eastern Cape Biodiversity Conservation Plan and implementation of climate change mainstreaming initiatives across municipalities demonstrate our commitment to environmental sustainability and climate resilience.

The tourism sector has shown remarkable recovery and growth, with domestic tourism trips reaching 6.8 million in 2023. We have successfully supported major events, including the Professional Golfers Association Championship, and completed crucial infrastructure upgrades at key nature reserves. These achievements have been underpinned by strong administrative performance, maintaining network uptime above 96% and achieving clean audits for three consecutive years from 2021/22 to 2023/24.

Looking ahead to 2025-2030, our strategic focus encompasses several key priorities aligned with provincial and national development goals. We are placing particular emphasis on economic transformation and job creation through the implementation of sector-specific growth strategies, such as sustainable energy and green hydrogen development. The automotive sector's transition to electric vehicles presents both challenges and opportunities that we are actively addressing through targeted support programmes and infrastructure development.

Environmental sustainability remains at the core of our mandate. We are strengthening our climate change response and adaptation measures, enhancing biodiversity protection, and developing the biodiversity economy. Our approach integrates environmental protection with economic opportunities, promoting sustainable resource use while creating new employment possibilities through the public works programme. The implementation of the N2 wild coast biodiversity offset project in partnership with SANRAL wild coast brings to a close the realisation of EC Province protected area expansion strategy, with a target of 15000 hectares secured through community resolutions.

The tourism and creative industries sectors present significant growth potential for our province. Within our protected areas across the EC Province we are implementing comprehensive tourism infrastructure projects, supporting community-based initiatives, and developing creative industry value chains. Our focus on cultural and heritage tourism aims to showcase the unique offerings of the Eastern Cape while creating sustainable economic opportunities for local communities.

To support these ambitious goals, we are strengthening our institutional capacity through the implementation of integrated ICT systems, enhanced business intelligence capabilities, and improved monitoring and evaluation systems. Our annual budget of R1.8 billion, supplemented by various conditional

grants and own revenue sources, is managed with strict adherence to financial management principles, as evidenced by our consistent clean audit outcomes.

We acknowledge the challenges ahead, including budget constraints amid increasing service delivery demands, infrastructure gaps particularly in rural areas, and skills mismatches in key economic sectors. Climate change impacts and coordination complexities across multiple stakeholders also require careful attention. However, we have developed comprehensive risk mitigation strategies and maintain flexible approaches to programme implementation to address these challenges effectively.

The success of our strategic plan relies heavily on collaboration and partnership. I extend my sincere gratitude to the Honourable MEC for her leadership and guidance, our public entities for their continued collaboration, our dedicated staff for their commitment to service excellence, and our various stakeholders for their support and partnership.

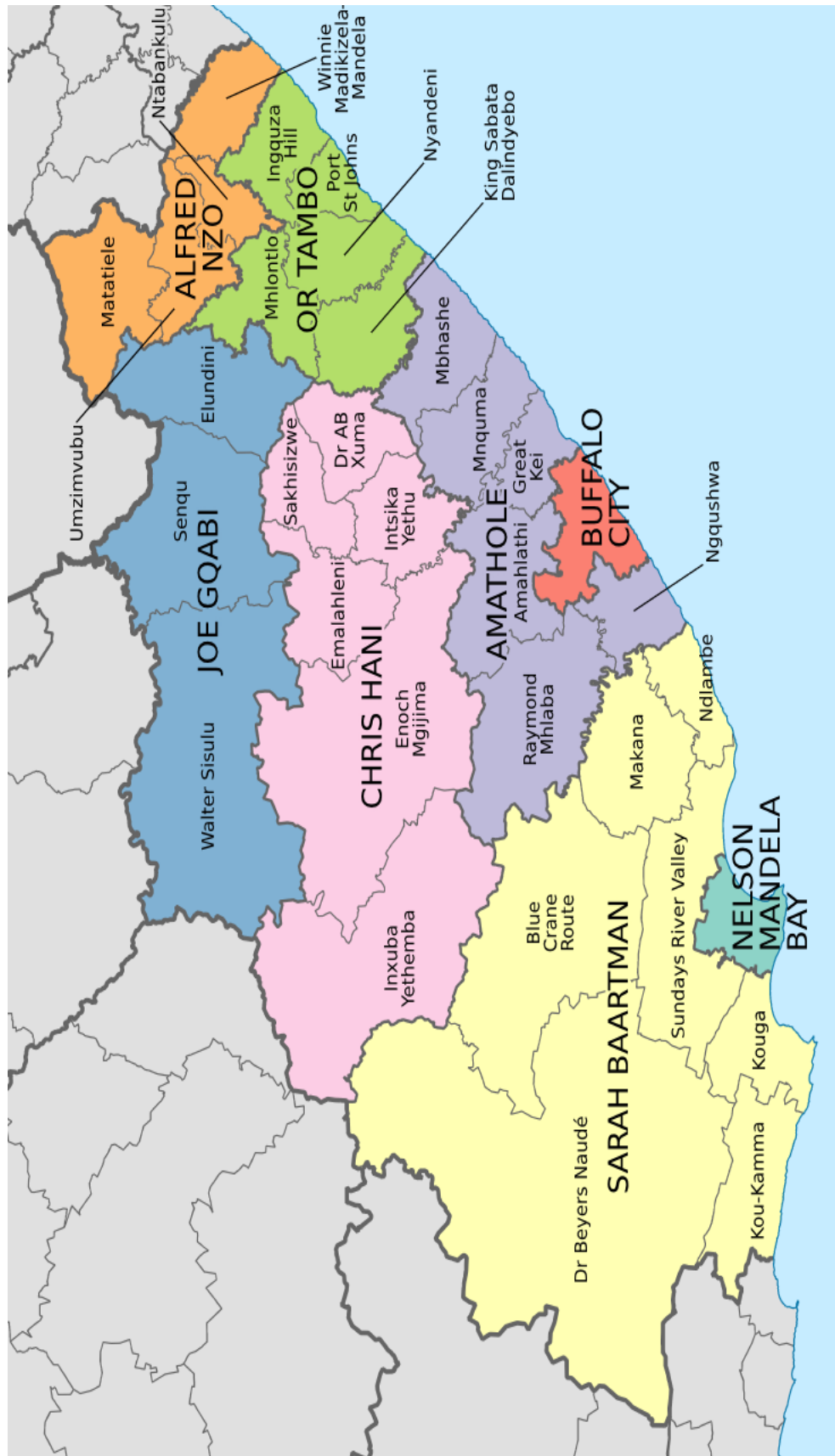
As we move forward, DEDEAT remains steadfast in its commitment to implementing this Strategic Plan effectively and efficiently. We are confident that through focused execution of our priorities and continued collaboration with our partners, we will make significant progress in advancing the development of the Eastern Cape Province.



MS M. MAMA

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

Figure1: Eastern Cape Province (6 Districts & 2 Metros)



OFFICIAL SIGN-OFF

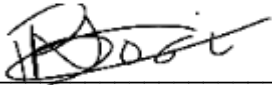
It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Economic Development, Environmental Affairs & Tourism under the guidance of Honorable NN Pieters
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Economic Development, Environmental Affairs & Tourism is responsible
- Accurately reflects the Impact, Outcomes which the Department of Economic Development, Environmental Affairs & Tourism will endeavour to achieve over the period 2025 to 2030.



MR T BOUCHER,

Chief Director: Corporate Management



MS N. BOOI,

Chief Director: Economic Development & Tourism



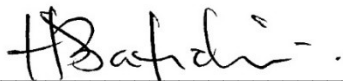
MS. C. NONG,

Chief Director: Environmental Affairs



MS S. JONGILE,

Chief Financial Officer



MR H. BATIDZIRAI,

Director: Strategic Management



MS M. MAMA,

Accounting Officer

Approved by:



MS N.N. PIETERS,

Executive Authority

TABLE OF CONTENTS

PART A: OUR MANDATE	22
1. CONSTITUTIONAL MANDATE	22
2. LEGISLATIVE AND POLICY MANDATES	22
3. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD	28
4. STRATEGIC PILLARS	34
5. RELEVANT COURT RULINGS	35
PART B: OUR STRATEGIC FOCUS	37
6. VISION	37
7. MISSION	37
8. VALUES	37
9. SITUATIONAL ANALYSIS	37
9.1 External Environmental Analysis	38
9.2 Internal Environmental Analysis	63
PART C: MEASURING OUR PERFORMANCE	69
INSTITUTIONAL PERFORMANCE INFORMATION	69
KEY RISKS AND MITIGATIONS	78
PUBLIC ENTITIES	81
PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)	85
ANNEXURE A: DISTRICT DEVELOPMENT MODEL	95
ANNEXURE B: PLANNING PROCESS	98

List of Figures

Figure 1: Eastern Cape Province (6 Districts & 2 Metros)	6
Figure 2: 2020/21 -2024/25 Performance Highlights (includes estimate for 2024/25)	11
Figure 3: Provincial Economic Development Strategy	32
Figure 4: Reduced DEDEAT theory of change (TOC)	69

List of Tables

Table 1: Mandate vs Department Responsibilities	23
Table 2: Values	37
Table 3: Opportunities and Threats	39
Table 4: Strength and weaknesses	63
Table 5: cross impact of strength and weaknesses	66
Table 6: List of all outcome indicators	73
Table 7: Risks and mitigations on outcomes	78
Table 8: Public Entities mandate and outcomes	81

LIST OF ABBREVIATIONS

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

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

MEC	Member of Executive Council
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
NAAMSA	National Association of Automobile Manufacturers of South
NAM	Non-Automotive Manufacturing
NAMC	National Agricultural Marketing Council
NAQ	Nuclear Quality Assurance
NDP	National Development Plan
NEF	National Empowerment Fund
NGO	Non-Governmental Organization
NEMA	National Environmental Management Act
NERSA	National Energy Regulator of South Africa
NMBMC	Nelson Mandela Bay Maritime Cluster
NMU	Nelson Mandela University
NRCS	National Regulator for Compulsory Specifications
NPA	National Prosecuting Authority
NYDA	National Youth Development Agency
OEMs	Original Equipment Manufacturers
OTP	Office of the Premier
OCP	Office of the Consumer Protector
PEDS	Provincial Economic Development Strategy
PESF	Provincial Economic Stimulus Fund
PDP	Provincial Development Plan
PIDS	Provincial Industrial Development Strategy
PMDS	Performance Management and Development System
P-MTDP	Provincial Medium Term Development Plan
PPPFA	Preferential Public Procurement Framework Act
QERO	Quarterly - Economic Review and Outlook
R&D	Research and development
REIPPP	
RODs	Record of decisions
S&T	Science and Technology
SAAM	South Africa Automotive Master
SAAQIS	South African Air Quality Information System

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

2020 – 2025 Strategy Performance

Figure 2: 2020/21 -2024/25 Performance Highlights (includes estimate for 2024/25)

	<i>Eastern Cape Regional Economic Growth Rate</i>	<i>Growth Domestic Product Rate 1.6%</i>
<i>978MSMEs received development support finance and 3125 non-financial</i>	<i>MSMEs Supported</i>	
	<i>Consumer Participants Reached</i>	<i>5000 Consumer participants were reached</i>
<i>410 Compliance were conducted</i>	<i>Compliance inspections</i>	
	<i>EIAs finalized</i>	<i>100% EIAs applications were finalized within legislated timeframes</i>
<i>88.7% permits issued within legislated timeframes</i>	<i>Biodiversity permits issued</i>	
	<i>Hectares added to the Conservation Estate</i>	<i>106,462 ha were added to the Conservation Estate</i>
	<i>58 MSMEs / local entrepreneurs were provided with integrated export support to the value of 11.87bn</i>	<i>Integrated Export Support</i>
<i>Investments realized</i>	<i>72 Investments were realized</i>	

	<i>Value of investments realized R 7,140.59 billion</i>	<i>Value of investments</i>
<i>23.436 People were trained</i>	<i>People trained</i>	
	<i>At least R844.9m collected in gambling revenue</i>	<i>Gambling revenue collected</i>
<i>Compliant liquor licences</i>	<i>56% fully compliant liquor licences applications were processed within 60 working days</i>	
	<i>90 700 jobs were created</i>	<i>Jobs created</i>
<i>METT score</i>	<i>Proportion of reserves with METT-SA score over 67 averaged 83%</i>	
	<i>Spent by domestic tourists in the EC</i>	<i>R 43.8 billion</i>
<i>Number of domestic tourism trips</i>	<i>19.9 million</i>	
	<i>The Eastern Cape's domestic tourism travel ranking stagnated from third (2020) to third (2023) position</i>	<i>Tourism ranking</i>

PAST 5-YEAR NARRATIVE PERFORMANCE

The above table highlights some of the key performance areas of the Department and its public entities over the past 5 years. Performance has been consistently close to the planned targets. Detailed performance is found in the annual reports of the department and its public entities from 2020/21 to 2024/25 financial years. The real impact of DEDEAT's work is to be found in the efficiency, effectiveness and sustainability of all the deliverables. It has however been a challenge to ascertain this due to limitations in resources to conduct evaluations. More efforts will be made in the 7th Administration to measure the impact of our work in relation to recipients and beneficiaries of services offered by the department and its public entities.

Administration Programme Performance Report 2020/21 -2024/25

The Administration Programme is crucial in providing strategic leadership, management, and overall administrative and performance oversight functions to the department. The following report provides summary performance of the Administration Programme from 2020/21 to 2024/25 financial years.

Performance Overview

Indicator	2020/21	2021/22	2022/23	2023/24	2024/25 (estimated)
% network uptime	99.4%	95%	99.5%	99.9%	99.9%
Public Entities Accountability index	9.5	9.5	9.9	10	10
% of suppliers paid within 30 days	100%	100%	100%	100%	100%
Annual audit outcome	Unqualified	Clean	Clean	Clean	Clean
% implementation of work skills plan	105%	92%	155%	100%	100%
% of staff complying with PMDS processes	56.5%	72%	74%	96%	97%

Key Achievements and Trends

1. ICT Infrastructure and Network Uptime

The department has maintained a consistently high network uptime, ranging from 95% to 99.9% over the five-year period. This demonstrates a strong commitment to ensuring reliable ICT infrastructure, which is crucial for the department's operations. The slight fluctuations can be attributed to challenges such as load shedding, but overall, the trend shows improvement, with the highest uptime of 99.9% achieved in 2023/24.

2. Public Entities Accountability Index

During 2020/21 public entity accountability index was at the average of 9,4 and 9,5 in 2021/22. The same index improved to 10 in 2022/23 and maintained at the same value in in 2023/24. Audit outcomes of the Coega Development Corporation (CDC), Eastern Cape Liquor Board (ECLB), East London Industrial Development Zone (ELIDZ) and the Eastern Cape Gambling Board (ECGB) became a clean audit, and this is commendable improvement by public entities.

The DEDEAT group achieved a maximum score (100%) in the Public Entities Accountability index during financial year 2024/25.

This indicates enhanced oversight and governance of public entities under DEDEAT's purview. The department has consistently worked on strengthening partnerships between public entities' Boards, CEOs, and Executives, leading to improved accountability and performance.

The Executive Authority will continue meeting with Chairpersons of the Boards to strengthen governance on a regular basis. The HOD/ CEO Forum, Internal oversight, and validation meetings, will also be conducted on a quarterly basis to discuss financial and non-financial performance with entities.

3. Financial Management

DEDEAT has maintained a perfect record of paying suppliers within 30 days throughout the five-year period, consistently achieving 100%. This demonstrates excellent financial management practices and supports the local economy by ensuring timely payments to suppliers. Furthermore, the department has progressed from an unqualified audit in 2020/21 to achieving clean audits for three consecutive years (2021/22 to 2023/24), showcasing significant improvements in financial governance and compliance.

4. Human Resource Development

The implementation of the workplace skills plan has been consistently strong, with achievement rates ranging from 92% to 155%. The exceptionally high rate of 155% in 2022/23 indicates a strong focus on employee development and training during that period. The department has also made significant strides in improving compliance with Performance Management and Development System (PMDS) processes, increasing from 56.5% in 2020/21 to 96% in 2023/24. This reflects a growing culture of performance management and accountability within the department.

Strategic Initiatives and Achievements

1. **ICT Governance:** The department has implemented a robust ICT governance framework, including the appointment of an ICT Governance Champion and the approval of crucial ICT policies such as the ICT Security Policy and Incident Management Policy.
2. **Public Entity Oversight:** DEDEAT has strengthened its oversight mechanisms, including regular HOD/CEO Forums, coordinated MEC-Chairpersons of Boards/CEOs meetings, and implementation of the Public Entity Oversight Framework.
3. **Financial Management:** The department has maintained high standards of financial management, consistently achieved clean audits and ensured timely payment of suppliers.
4. **Human Resource Management:** Significant progress has been made in staff placement, implementation of the Employment Equity plan, and improving compliance with PMDS processes.
5. **Special Programmes:** The department has exceeded targets in implementing programmes for designated groups, including youth, women, and persons living with disabilities.

Conclusion

The Administration Programme of DEDEAT has shown significant improvements across various performance indicators from 2020/21 to 2024/25. These improvements reflect the department's commitment to efficient and effective governance, financial management, and human resource

development. Moving forward, DEDEAT is well-positioned to continue enhancing its administrative capabilities, supporting the overall mission of promoting economic development, environmental affairs, and tourism in the Eastern Cape.

Economic Development and Tourism Report 2020/21-2024/25

The programme is responsible for administering sustainable economic policies and developing strategies to promote business development and job creation. The following report, covering, Integrated Economic Development Services, Trade and Sector Development, Business Regulations and Governance, Economic Planning and Tourism, provides summary performance of the Economic Development and Tourism programme from 2020/21 to 2024/25 financial years.

Performance Overview

Indicator	2020/21	2021/22	2022/23	2023/24	2024/25 (estimated)
Sustainable energy initiatives facilitated	3	3	3	3	3
Manufacturing initiatives facilitated	6	6	6	6	4
Agro-processing initiatives facilitated	3	3	3	3	3
Trade and investment promotion initiatives facilitated	-	-	4	3	3
Policies reviewed	2	-	-	-	-
Interventions to create conducive business environment	-	-	-	2	1
Socio-economic intelligence reports produced	4	5	4	4	3
Qualifying economic development projects funded	13	5	2	2	4
Cooperatives provided with non-financial support	0	171	310	326	200
Economic infrastructure projects supported (PESF)	15	12	10	9	-
Projects funded by Isiqalo Fund	3	-	-	-	-
Status reports on tourism sector policies/strategies implementation	2	2	2	2	2
Consumer education programmes implemented	6	6	6	6	6

Key Achievements and Trends

1. Integrated Economic Development Services

The department established the Economic Development Fund with an initial capital injection of R100 million in 2022/23. This fund is housed at the ECDC, an entity of the department. Support for cooperatives was significantly increased from 0 in 2020/21 to 326 in 2023/24. Four district MSME summits were hosted to implement the Provincial MSME strategy in 2023. Developed The Provincial MSME strategic framework 2022-2025 was developed, and 2015 companies were supported with registration and other company-related matters in 2023. The number of qualifying economic development projects funded decreased from 13 in 2020/21 to 2 in 2022/23 and 2023/24, mainly due limited uptake caused by substandard business plans and poorly developed applications. Economic infrastructure projects supported through PESF showed a gradual decrease from 15 in 2020/21 to 9 in 2023/24 as the projects came to fruition and the department focused on monitoring of projects.

2. Trade and Sector Development

The department maintained consistent performance in facilitating sustainable energy, manufacturing, and agro-processing initiatives across all four years. New investment pledges worth R127 billion was facilitated through the 3rd Provincial Investment Conference in 2023. Two wind farm projects with a combined capacity of 224 Megawatts and an investment of R4,6 billion were supported in 2022. The masterplan development projects for Butterworth and Fort Jackson Industrial Parks were completed in 2023. The Provincial Infrastructure Steering Committee on Energy and Electricity was established in 2023.

3. Business Regulations and Governance

The Unit conducted business compliance inspections and awareness sessions, targeting counterfeit and illicit trade across all years. A total of 16 sittings of the Eastern Cape Liquor Board Panel of Appeals were facilitated in 2023. The Office of the Consumer Protector consistently implemented six consumer education and awareness programmes each year from 2020 to 2024. A strategic shift included the right to fair value, good quality and safety. This ensured that the department was proactive and well-positioned to co-ordinate and facilitate the directives of the President on the Food Borne Illness and the Classification of a Disaster by the National Department of COGTA in November 2024. The department shifted focus from policy reviews to interventions for creating a conducive business environment in 2023/24.

4. Economic Planning

The Economic Planning Unit produced 4-5 socio-economic intelligence reports annually, providing up-to-date assessments of economic performance. The Unit also initiated the review of the Provincial Economic Development Strategy in 2023.

5. Tourism

The Tourism Unit produced two status reports on tourism sector policies/strategies implementation each year. Some tourism infrastructure projects, including the tourism eco-lodge and administration block at Mkhambathi Nature Reserve, erection of game fence at Oviston and Tsolwana Nature Reserves have been completed in 2024, and the Trans-Baviaans Concession at the Baviaanskloof World Heritage Site is fully operational and rated among the best performing concessions.

Major events such as the Professional Golfers Association Championship, contributing to local job creation and tourism growth were supported. It is pleasing to note that 6.8 million domestic tourism trips were undertaken in 2023, an increase of 3,000,000 from 2020. However, there were delays in completing private operators and concessionaires' tourism facilities at some nature reserves thus impacting on revenue generation.

Conclusion

The Economic Development and Tourism programme has demonstrated resilience and adaptability from 2020 to 2024, navigating challenges such as COVID-19, economic pressures, and infrastructure issues. Notable improvements have been made in cooperative support and investment attraction, while maintaining consistent performance in key areas such as sustainable energy, manufacturing, and agro-processing initiatives. The establishment of the Economic Development Fund and the focus on MSME development are positive steps towards fostering economic growth. However, challenges remain in areas such as project funding and tourism infrastructure development. The programme's consistent focus on consumer education and tourism policy implementation provides a stable foundation for future growth. Moving forward, addressing the identified challenges, particularly the decrease in funded projects and economic

infrastructure support, will be crucial for the continued economic development of the province. The programme's ability to adapt its focus, as seen in the shift towards creating a conducive business environment, will be key to its future success in driving inclusive economic growth in the Eastern Cape.

Environmental Affairs Performance Report, 2020/21-2024/25

The programme is responsible for administering environmental policies, regulating environmental management through instruments such as environmental impact assessments, compliance and enforcement, and biodiversity management tools. Key sub-programmes of Environmental Affairs are Policy Co-ordination and Environmental Planning, Compliance and Enforcement, Environmental Quality Management, Biodiversity Management, and Environmental Empowerment Services.

Performance Overview

Indicator	2020/21	2021/22	2022/23	2023/24	2024/25 (estimated)
Climate change response interventions implemented	-	-	1	1	1
Government-owned ambient air quality monitoring stations meeting minimum data requirements	2	3	1	-	-
Compliance with Annual Ambient Air Quality Standards	NAQI less than 1	NAQI less than 1	NAQI less than 1	NAQI less than 1	-
Percentage of Atmospheric Emission Licenses issued within legislated timeframes	100%	100%	0%	100%	100%
Number of compliance inspections conducted	69	49	111	106	85
Number of administrative enforcement notices issued	55	94	75	57	100
Number of criminal investigations handed to NPA	59	74	63	73	50
Percentage of EIA applications finalized within legislated timeframes	79%	98%	99%	100%	100%
Percentage of waste licence applications finalised within legislated timeframes	0%	100%	100%	100%	100%
Percentage increase in volume of waste recycled	0%	1.4%	0%	-	-
Number of legislative tools developed	1	2	2	2	1
Number of environmental research projects completed	-	0	1	1	1
Percentage of biodiversity permits issued within legislated timeframes	85%	80%	80%	93%	93%
Number of work opportunities created through environmental programmes	757	712	435	879	521
Number of environmental awareness activities conducted	21	27	25	26	24
Number of environmental capacity building activities conducted	14	26	25	24	24

Key Achievements and Trends

1. Policy Co-ordination and Environmental Planning

The Unit undertakes needs based, basic and applied over-arching environmental research projects, and these include studies on Macro invertebrate diversity and water quality of rivers in Xolobeni study which was a collaboration between DEDEAT, Albany Museum and the University of Fort Hare in the 2022/23 financial year, and the “Evaluating perceptions of co-management on small-scale fisheries in the Wild Coast of South Africa” working with Rhodes University.

This study was completed in the 2023/24 financial year. Currently, the unit is reviewing the State of Environment report, in collaboration with the ECPTA and the Provincial Department of Agriculture. This is a multiyear, interdisciplinary work, which will be completed by the end of 2025/26 financial year. Many contributions were made through meetings of various provincial, national and international environmental forums, working groups, conferences and committees. Lastly, the Unit initiated climate change mainstreaming into municipal Integrated Development Plans.

There is need for improved coordination and alignment of climate change initiatives across different sectors and levels of government. The Department of Economic Development, Environmental Affairs and Tourism's (DEDEAT) initiated a 5-year Climate Change Program in the OR Tambo District Municipality (DM) to address climate change mitigation, adaptation and resilience through the identification and implementation of 5 Pilot Projects.

The ECPTA N2 Wild Coast N2 Toll Highway Biodiversity offset project has progressed beyond the planning phase. The implementation has identified within the wild coast areas protected area expansion areas in consultation with the local communities, municipalities and traditional council reached and surpassed the target of 15 000ha in Winnie Madikizela Mandela LM; Ingquza Hill LM and Port St Johns LMs. This is a significant contribution to climate change response, local economic development and biodiversity conservation.

2. Compliance and Enforcement

There was zero rhino poaching in the province through coordinated efforts with SAPS and other enforcement agencies. Numerous administrative notices for unlawful clearing of natural vegetation and non-compliance with waste management legislation were issued during the period. Joint operations along the Wild Coast were conducted to address unplanned and unauthorized development. Increasing offenses related to unlawful building of dams and weirs in wetlands and rivers were tackled. The compliance and enforcement unit had inconsistent operational budget allocations that affected planned operations and collaborative efforts. Issues of the growing trend of environmental crimes, particularly related to poaching and illegal development in sensitive areas need to be addressed.

3. Environmental Quality Management

The percentage of EIA applications finalized within legislated timeframes improved from 79% in 2020/21 to 100% in 2023/24. Climate change projects, including mainstreaming climate change into provincial strategies and policies were implemented. Air quality was monitored through four monitoring stations in major metropolitan areas. There have been ongoing challenges with air quality monitoring stations due to load shedding and equipment maintenance issues. Lastly, the Provincial Integrated Waste Management Plan and Recycling Strategy were developed and

published. The Department has been desirous to accurately measure waste disposal and processing, but difficulties in measuring and increasing the volume of waste recycled across the province prevailed.

4. *Biodiversity Management*

The Eastern Cape Biodiversity Conservation Plan was gazetted in 2020. The Species Biodiversity Management Plans for various fauna and flora species was implemented. Research on Leopard and African Lion populations in key conservation areas was initiated. There was an improved performance on biodiversity permitting with the percentage of biodiversity permits issued within legislated timeframes increasing from 85% in 2020/21 to 93% in 2023/24. The ECPTA N2 wild coast biodiversity offset project has secured through community land resolutions in terms of the interim protection of land rights Act, 36 of 1996 more than 15 000ha in Winnie Madikizela Mandela LM; Ingquza Hill LM and Port St Johns LMs of prime conservation land on the wild coast, its contribution to eco-tourism and wildlife economy cannot be underestimated.

5. *Environmental Empowerment Services*

Numerous environmental awareness and capacity building activities were conducted across the province. Expanded Public Works Programmes (EPWP) projects were successfully implemented in last four years i.e. 2020/21 to 2023/24 financial year with an estimated 521 work opportunities to be created at the end of 2024/25 financial year that represent an overachievement against the target of 500, which is on par with previous four-year performance. The annual environmental awards event was hosted in all six districts of the province. The environmental affairs programme organised and participated in Women in Environment workshops and dialogues annually.

Conclusion

The Environmental Affairs programme has navigated challenges such as budget constraints and increasing environmental pressures. Notable improvements have been made in areas such as EIA application processing, biodiversity permit issuance, and the creation of work opportunities through environmental programmes. The programme has also shown commitment to research, policy development, and stakeholder engagement through various initiatives and collaborations.

However, challenges remain, particularly in areas such as waste recycling measurement, consistent air quality monitoring, and addressing emerging environmental crimes. Moving forward, the programme will be focussing on securing stable funding for critical operations, improving technological infrastructure for environmental monitoring, and enhancing cross-sector collaboration for more effective environmental management and climate change response.

The programme's continued efforts in biodiversity conservation, environmental awareness, and capacity building provide a strong foundation for future environmental protection and sustainable development in the Eastern Cape. The Environmental Affairs programme is well-positioned to continue its vital role in safeguarding the province's natural resources and promoting environmental sustainability.

FINANCIAL PERFORMANCE OVER THE PAST 5 YEARS

Equitable Share

R thousand	2020/21	2021/22	2022/23	2023/24	2024/25
Equitable share	1,329,974	1,415,152	1,347,677	1,953,798	2,127,656
Conditional grants	2,494	2,605	2,823	3,331	3,066
Departmental receipts	1,332,468	1,417,757	1,350,500	1,957,129	2,130,722
Total receipts	116,323	185,387	220,821	203,575	252,448

Equitable share for the department shows steady growth, with a significant increase projected for 2023/24 and 2024/25. Conditional grants remained relatively small but show a general upward trend. Departmental receipts, which closely mirror the equitable share, are expected to increase substantially in 2023/24 and 2024/25. The percentage change from 2023/24 to 2024/25 is positive for most categories, with total receipts expected to increase by 24.0%.

Revenue Receipts

Category	2020/21	2021/22	2022/23	2023/24	2024/25
Tax receipts	112,979	162,198	216,291	196,645	246,411
Casino taxes	83,616	150,155	181,687	178,782	214,418
Horse racing taxes	13,112	9,101	8,460	6,716	10,493
Liquor licences	16,251	22,942	26,144	11,147	21,500
Motor vehicle licences	-	-	-	-	-
Sales of goods/services	976	1,547	1,355	5,162	1,200
Transfers received	-	-	-	-	-
Fines and forfeitures	591	1,013	2,385	1,085	-
Interest, dividends, rent	1,606	58	281	300	4,628
Sales of capital assets	-	135	-	-	-
Financial transactions	171	438	509	383	209
Total receipts	116,323	185,387	220,821	203,575	252,448

Tax Receipts: Is the largest contributor to total receipts, showing consistent growth. This is projected to increase by 25.3% from 2023/24 to 2024/25. Casino Taxes: was the second largest contributor, with significant growth and expected to rise by 19.9% in 2024/25. Liquor Licences: showed a fluctuating trend, with a notable drop in 2023/24 followed by a projected recovery in 2024/25. Horse Racing Taxes: Declined from 2020/21 to 2023/24 but expected to rebound in 2024/25. Fines and Forfeitures: Volatile, peaking in 2022/23 and projected to cease in 2024/25.

Expenditure patterns over the last 5 years

2020/21		2021/22		2022/23		2023/24	
Appropriated	Actual Exp	Appropriated	Actual Exp	Appropriated	Actual Exp	Appropriated	Actual Exp
R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1,386,865	1,339,018	1,454,350	1,425,140	1,378,498	1,358,400	1,957,129	1,937,855

PART A

OUR MANDATE

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

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

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

2. LEGISLATIVE AND POLICY MANDATES

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

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

Table 1: Mandate vs Department Responsibilities

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

Programme	Sub-Programme	Applicable Legislation/Policies	Responsibilities
PROGRAMME 2: ECONOMIC DEVELOPMENT		<ul style="list-style-type: none"> Vision 2030 DPME Planning Framework Medium Term Strategic Framework National Evaluation Policy Framework 	
	Financial Management	<ul style="list-style-type: none"> Public Service Act Public Finance Management Act Treasury Regulations DORA GRAAP 	<ul style="list-style-type: none"> Adhere to sound and verifiable financial management systems and protocols Provide financial management integrity throughout the finance value chain
	Integrated Economic Development	<ul style="list-style-type: none"> White paper on MSME promotion National Small Business Act Eastern Cape Development Corporation Act Co-operatives Act and Co-operatives Bank Act Preferential Public Procurement Framework Act (PPPFA) Provincial Local Economic Development Framework Provincial MSME Strategy 2020 – 2025 Broad Based Black Economic Empowerment Act Companies Act National Integrated Small Enterprise Development Plan 	<ul style="list-style-type: none"> Provide a platform for standardized business development and support Promote MSME and cooperative development Promote equity in the economy Empower citizens and previously disadvantaged Transformation of the business space Entrepreneurship development Poverty elimination Job creation Broaden participation of MSME's in the broader market economy
	Trade and Industry Development	<ul style="list-style-type: none"> Eastern Cape Development Corporation Act National Small Business Act Provincial Economic Development Strategy (PEDS) Special Economic Zones Act (SEZ) Petroleum Products Act Industrial Policy Action Plan IPAP 2018/19-2020/21 Various Master Plans (Forestry, Poultry, R-CTFL, Automotive, Sugar, Steel and Metal) Local Economic Development Policy Framework (LEDPF) Maritime Localization Support Programme Infrastructure Development Act (2014) Hydrogen Society Roadmap (2021) Agriculture & Agro-processing Master Plan (AAMP) Agricultural Products Standards Act (119 of 1999). Foodstuffs, Cosmetics & Disinfectants Act (54 Of 1972) 	<ul style="list-style-type: none"> Promote industry and sector development Promote business development and growth including export of products Provide varied support mechanisms to the provincial economy Encourage the development, growth and increased competitiveness of the South African manufacturing (Value Added) sector Provide support to industry and sector development Facilitate trade promotion retention and attraction of investment in priority sectors Oversight and support on infrastructure projects AAMP aims to promote inclusive growth, competitiveness, transformation, employment & food security. APS Act regulates the sale of fresh vegetables in the republic. FC&D Act ensures fresh vegetables are good for human consumption.

Programme	Sub-Programme	Applicable Legislation/Policies	Responsibilities
PROGRAMME 3: ENVIRONMENTAL AFFAIRS	Business Regulation	<ul style="list-style-type: none"> • Eastern Cape Consumer Protection Act, 2018 • Consumer Protection Act • National Liquor Policy • Eastern Cape Liquor Act • National Liquor Act • Eastern Cape Gambling Amendment Act, 2015 • National Gambling and Betting Act 	<ul style="list-style-type: none"> • Provide certainty in business transactions • Provide redress avenues for consumers who lack resources and information • Attain a fair and equitable marketplace for all consumers • Provide for a stable and thriving liquor industry • Provide for a stable and thriving gambling and betting industry • Facilitate measures to protect citizens from alcohol and gambling side effects
	Economic Planning, Research and Policy Formulation	<ul style="list-style-type: none"> • National Development Plan Vision 2030 • Provincial Development Plan • National Spatial Development Perspective • Provincial Spatial Development Framework • Municipal Systems Act • Integrated Development Plan • Sector Plans 	<ul style="list-style-type: none"> • Consider spatial issues in development • Research and provide accurate and up to date socio-economic data for effective decision making
	Tourism	<ul style="list-style-type: none"> • Eastern Cape Parks and Tourism Agency Act (No 2 of 2010) • Tourism Act (No 3 of 2014) • Eastern Cape Parks and Tourism Act 2024 (uncommenced) 	<ul style="list-style-type: none"> • Create an enabling tourism environment through legislation, policy and strategy development • Create demand and supply for tourism • Ensure sustainability and tourism sector transformation
	Policy Co-ordination and Environmental Planning	<ul style="list-style-type: none"> • NEMA • NEM Act: Biodiversity Act; • Protected Areas Act; • Air Quality Act; Waste Act • Environment Conservation Act • Nature and Environmental Conservation Ordinance • National Heritage Resources • White Paper on Coastal Management • Marine Living Resources • Sea Shore Act • Atmospheric Pollution Prevention • Integrated Pollution and Waste Management Policy • National Forest Act • Veld and Forest Fire Management Act • Transkei Environmental Decree Act • Ciskei Conservation Act • Cape Ordinance 	<ul style="list-style-type: none"> • Reduce greenhouse gas emissions • Promote climate change adaptation and mitigation projects • Protect biodiversity by maintaining and expanding biodiversity parks • Promote safe and healthy air, land and water environment • Implement and enforce environmental legislation and regulations

Programme	Sub-Programme	Applicable Legislation/Policies	Responsibilities
	Compliance / Enforcement	<ul style="list-style-type: none"> Various environmental acts including NEMA, NEM: Biodiversity Act, NEM: Integrated Coastal Management, NEM: Waste Act, Nature and Environmental Conservation Ordinance, National Forest Act, Veld and Forest Fire Act, Marine Living Resources Act, Fencing Act, Mountain Catchment Areas Act 	<ul style="list-style-type: none"> Implement and enforce environmental legislation and regulations Undertake compliance monitoring Coordination of Honorary Nature Conservation Officers (Volunteers)
	Environmental Management	<ul style="list-style-type: none"> NEMA NEMA EIA Regulations NEM: Waste Act Sea Shore Act Environment Conservation Act NEM: Integrated Coastal Management Act NEM: Air Quality Act Atmospheric Pollution Prevention Act White Paper on Climate Change Climate Change Bill 	<ul style="list-style-type: none"> Process Environmental Authorizations/Licenses (Environmental Impact Assessments, Waste management licenses and Atmospheric Emission Licenses) Issue and manage development authorizations as per the legislation Manage waste disposal licensing Conserve natural resources Implement and enforce environmental legislation and regulations Administer environmental appeals Monitor air quality for a healthy environment
	Biodiversity Management	<ul style="list-style-type: none"> Various acts including NEMA, NEM: Biodiversity Act, NEM: Protected Areas Act, Nature and Environmental Conservation Ordinance, Problem Animal Control Ordinance, Game Theft Act, National Forest Act, Veld and Forest Fire Act, NEM: Integrated Coastal Management Act, Sea Shore Act, Marine Living Resources Act, Fencing Act, Mountain Catchment Areas Act, Eastern Cape Parks and Tourism Agency Act 	<ul style="list-style-type: none"> Protect and manage Biodiversity and Eco systems to build resilience to climate change Manage sustainable exploitation by communities of limited resources - Effectively manage a balance between nature (flora and fauna) and humans - Protect sea shores Establish and maintain stewardship programmes and protected environments Conservation and management of water catchments and wetland Coordination of Voluntary Coastal Officers Establish and maintain protected areas Implement and enforce environmental legislation and regulations
	Environmental Empowerment Services	<ul style="list-style-type: none"> Skills Development Act NEM Act NEM Act: Biodiversity Act, 	<ul style="list-style-type: none"> Empower Eastern Cape citizens on environmental issues through capacity building and awareness campaigns.

Programme	Sub-Programme	Applicable Legislation/Policies	Responsibilities
		<ul style="list-style-type: none"> Protected Areas Act, Air Quality Act, Waste Act Environment Conservation Decree of 1992 Nature and Environmental Conservation Ordinance Transkei Environmental Decree Act Ciskei Conservation Act Cape Ordinance All environmental management legislation implemented by the Department 	<ul style="list-style-type: none"> Creating employment and skilling through environmental projects e.g. EPWP
	Environmental Research	<ul style="list-style-type: none"> NEMA NEM Act: Biodiversity Act; Protected Areas Act, Air Quality Act, Waste Act, Integrated Coastal Management Act Climate Change Bill Natural Scientific Professions Act 	<ul style="list-style-type: none"> Conduct basic and applied, needs based research Coordinate environmental research in the province

3. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

The Department's work is informed by a combination of economic and environmental imperatives in the Eastern Cape, key alignment instruments from international, national, provincial and local levels, structural organisation of the DEDEAT Group as well as the available human and financial resources. Key alignment instruments are listed in the table below. During the last 5-year period, the Department developed and/ or continued to make use of policies and strategies that enhance economic, environmental management and tourism development.

These include the Eastern Cape Biodiversity Strategy and Action Plan (ECBSAP), Climate Change Response Strategy, Economic Development Strategy, National Biodiversity Economy Strategy, Integrated Waste Management Plans, Eastern Cape Youth Development Strategy, Provincial National Protected Area Expansion Strategy, Wild coast Environmental Management Plan, Industry Action Plan, Agricultural Policy Action Plan, Tourism Master Implementation Plan, BBBEE policy, ECAIF Automotive Strategy 2024, AIDC Automotive Strategy 2024, EC Tooling sector strategy 2024, Provincial EC Micro Small Medium Enterprise Strategy, 2022-2025, Estuary Management Plan, Co-operative development strategy 2019-2024, Business Incubation Strategy, EC Policy Speeches among others.

During the 7th Administration, the department will pursue opportunities inclined towards inclusive growth and job creation as outlined by the President during the opening of the 7th Parliament of South Africa. This priority is aligned to the Medium-Term Development Plan and the Provincial Medium Term Development Plan.

Goals/ Outcomes/ Priorities Alignment

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

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

To expand on the provincial focus and integrated programmes in the above table, the ESEID Cluster (Economic Sector, Employment and Infrastructure Development) has outlined priorities for the Seventh Administration. Areas relevant for DEDEAT that are integrated in the 2025-2030 strategic plan to ensure alignment with broader provincial development goals are outlined below.

Job creation and skills development form a central component of the ESEID priorities, with ambitious targets for public employment programmes aiming to create over 528,000 jobs for the whole Province. This aligns perfectly with DEDEAT's mandate and will be supported through comprehensive skills development initiatives. These initiatives encompass a range of programmes including bursaries, internships, artisan development, automotive technical training, and graduate incubation programmes. The department will position itself as a key facilitator of these skills development initiatives, particularly in sectors aligned with its economic development mandate.

The focus on MSME and entrepreneurship development presents another critical area for integration. The ESEID framework allocates significant resources, including R160 million for the Isiqalo Youth Fund and R16.8 million for LRED funding, towards entrepreneurship support. DEDEAT will drive the LRED programme, and through the public entities, focus on the development of MSMEs in the construction and automotive aftermarket sectors, as well as supporting the Black Industrialist programme and emerging contractor development.

The creative industries sector receives specific attention in the ESEID priorities, with allocations at the ECDC for film industry development of R23.6 million for film production support and additional funding for the Eastern Cape Film Expo and festival participation. DEDEAT's strategic plan incorporates the strategic intent in the creative industry as part of its broader economic diversification strategy.

The oceans economy development priorities align strongly with DEDEAT's mandate, with specific allocations for small-scale fisheries infrastructure (R10 million) and marine protection and ocean governance (R3 million). DEDEAT will support these initiatives with particular emphasis on sustainable development of coastal resources and marine protection.

Agricultural value chain development represents a significant opportunity, with R772 million allocated for agriculture commercialization programmes in DOA. DEDEAT is interested in ensuring that there is value addition to agro produce through agro processing support measures.

Infrastructure development support, particularly in sustainable energy, presents a crucial area for integration. DEDEAT's strategy is to incorporate support for transmission grid development, sustainable energy procurement, and embedded generation investment programmes. The economic sector's R217 million set aside for climate change response aligns well with DEDEAT's environmental mandate and efforts will be made to integrate with the department's climate change strategies.

Environmental and climate response priorities cut across multiple ESEID initiatives. DEDEAT would like to ensure that environmental considerations and climate change response are integrated across all development programmes, particularly in infrastructure development and economic initiatives.

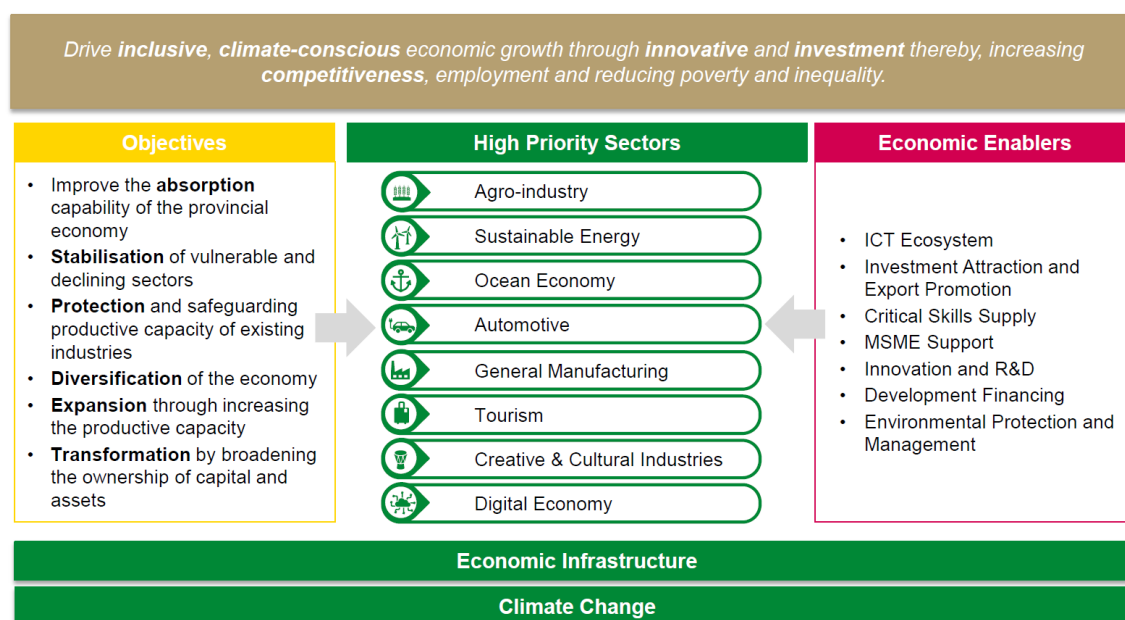
For effectiveness, DEDEAT will:

1. Ensure clear alignment with confirmed MTEF funding allocations.
2. Define specific roles and responsibilities in multi-stakeholder initiatives.
3. Integrate new priorities with existing departmental programmes and public entity mandates.
4. Establish clear monitoring and evaluation frameworks.
5. Maintain strong focus on job creation and economic transformation outcomes.
6. Embed environmental sustainability considerations across all programmes.
7. Leverage partnerships and collaboration opportunities.

This way, we will contribute to provincial development priorities while maintaining focus on our core mandate of driving sustainable economic development, environmental protection, and tourism growth in the Eastern Cape.

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

Figure 3: Provincial Economic Development Strategy



Source: DEDEAT, 2023

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

1. Sustainable energy and energy market development:
 - Supporting transmission grid development
 - Enabling utility-scale energy projects
 - Implementing the EC Green Hydrogen Strategy
 - Developing low-carbon value chains and industrialization
2. Industrial Parks and Manufacturing:
 - Revitalizing state-owned industrial parks
 - Supporting the automotive manufacturing sector
 - Developing the Wild Coast Industrial Park/SEZ
3. Investment promotion and job creation:
 - Grow the value of investment and exports
 - Effective coordination of investment promotion activities.
4. Oceans Economy:
 - Developing coastal and marine tourism
5. Agro-processing:
 - Developing agro-processing industries
6. Environmental Management and Climate Change Response:
 - Implementing climate change adaptation programmes
 - Protecting biodiversity and ecosystems
7. Skills Development and Youth Employment:
 - Providing training and skills development programmes
 - Supporting youth employment initiatives
8. MSME Development:
 - Providing support to medium, small and micro enterprises
9. Tourism Development:
 - Promoting tourism growth and development
10. Cultural and Creative Industries:
 - Supporting the film industry and other creative sectors

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

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

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

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

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

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

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

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

4. STRATEGIC PILLARS

Having embraced the PEDS and considered the situational analysis as well as goals, outcomes and priorities at international, national and local levels, the 10 priorities above have been condensed into five strategic pillars to anchor the department's programmes:

1. Industrial and Economic Development

- Sustainable Energy and Energy Market Development: Supporting sustainable energy projects, green hydrogen strategy, and low-carbon value chains.
- Industrial Parks and Manufacturing: Revitalizing state-owned industrial parks, supporting the automotive sector, and developing the Wild Coast Industrial Park/SEZ.
- Investment Promotion and Job Creation: Attracting investments, supporting priority sectors, and coordinating trade and investment initiatives.
- MSME Development: Providing support to medium, small, and micro enterprises to foster economic growth and job creation.

2. Environmental Management and Sustainable Resource Utilization

- Environmental Management and Climate Change Response: Implementing climate change adaptation programmes, protecting biodiversity, and promoting sustainable resource use.
- Oceans Economy: Developing coastal and marine tourism and aquaculture opportunities.

3. Tourism and Creative Industries

- Tourism Development: Promoting tourism growth, developing eco-tourism, and leveraging the province's natural and cultural assets.
- Creative Industries: Supporting the film industry, cultural industries, and other creative sectors to drive economic diversification and job creation.

4. Human Capital Development

- Skills Development and Youth Employment: Providing training and skills development programmes, particularly in emerging sectors like sustainable energy, digital technologies, and the automotive industry.
- Youth Employment Initiatives: Supporting programmes that create job opportunities for young people and integrate them into the economy.

5. Operational Excellence and Good Governance

- Policy Development and Legislative Alignment: Ensuring that policies and legislation are aligned with national and provincial development goals.
- Monitoring, Evaluation, and Performance Management: Implementing robust monitoring and evaluation frameworks to track progress and ensure accountability.
- Financial Management and Resource Optimization: Maintaining high standards of financial governance and optimizing resource allocation.
- Stakeholder Engagement and Intergovernmental Relations: Strengthening partnerships with stakeholders, including other government departments, private sector, and communities.
- Digitalization and Technology Adoption: Leveraging digital technologies to improve service delivery, enhance efficiency, and support innovation.

5. RELEVANT COURT RULINGS

There are no relevant court rulings as of 31st March 2025.

PART B

OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

6. VISION

To be a leading catalyst for sustainable and inclusive economic growth in the Eastern Cape Province, driving transformation and environmental resource management for a diversified green economy by 2030.

7. MISSION

To advance the Eastern Cape's economic growth through sustainable development, fostering collaborations that maximize our environmental resources and community potential.

8. VALUES

We commit to the following set of values:

Table 2: Values

Value	Meaning
Innovation	Embracing new ideas and technologies to drive progress and solve complex challenges.
Sustainability	Balancing economic development with social & environmental conservation to ensure long-term prosperity.
Inclusivity	Promoting equitable opportunities and benefits for all citizens, with a focus on previously disadvantaged groups.
Integrity	Upholding the highest standards of ethical conduct, transparency, and accountability in all operations.
Collaboration	Fostering partnerships and cooperation among diverse stakeholders to achieve shared goals.

These statements and values are designed to provide a clear, concise direction for DEDEAT's activities and to inspire both employees and stakeholders. They encapsulate the department's commitment to balancing economic development with environmental protection and social progress.

9. SITUATIONAL ANALYSIS

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

9.1 External Environmental Analysis

The following mandate aligned situation analysis in relation to the external environment is presented. It looks at relevant legacy, current and future issues. These opportunities are deemed to have a high probability of materialising with higher potential impact on the positive outcomes of the Department. The threats in the table are deemed to have a high probability of occurring with potential severity in preventing the Department from achieving its outcomes. The external environment should be read in conjunction with the regular publication of the Department called Quarterly - Economic Review and Outlook (QERO).

Opportunities and Threats

In summary, the PESTLE paints the following picture:

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

Table 3: Opportunities and Threats

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

External Analysis	Opportunities	Threats
	<ul style="list-style-type: none"> • Increased focus on the Fourth Industrial Revolution (4IR) and digital economy (future) • Improved stakeholder relations between Provincial and Local Government • Improved stakeholder relations with National, Provincial and Local Government Compliance and enforcement agencies dealing with counterfeit, illicit and sub-standard goods in the marketplace. • Eastern Seaboard Development • Country Investment Strategy 	<ul style="list-style-type: none"> • Government funding is decreasing • Agriculture based economy being impacted by drought/ climate change • labour intensive sectors are declining and shedding jobs • Economic infrastructure poorly maintained and deteriorating • Access to finance is limited • Low productivity • Poor investment in grid transmission infrastructure • Uncompetitive products • Delays in payment of suppliers/ MSMEs • Logistics is poor • Level of entrepreneurship in the Province is low • Red tape • Ease of doing business is poor • Poor implementation of economic policy • Limited access to technology • Tax burden • Lack of coordination of economic activities • Purchasing power of the EC is low • Business confidence is low • Low economic growth (0.8%) • High unemployment especially among youth • Economy not diversified (dominated by the auto sector) • Poor entrepreneurship ecosystem • Low investment levels (approx. 18% of GDP) • Economy concentrated in the Metros • Resource utilities and access under strain – e.g. water, waste • Limited transformation • Increased competition for funding from national level • Lack of comparative and competitive advantage of the region • Limited investment in industrial infrastructure • Lack of market development • Limited industrial capability • Manufacturing sector declining

External Analysis	Opportunities	Threats
		<ul style="list-style-type: none"> • Limited access to markets • Exorbitant cost to access the Eastern Cape • No fiscal support to fund economic reconstruction and recovery plan • Difficulty in tracking the informal sector for support • Depreciating Rand • War between Russia and Ukraine impacts on trade • Potential water scarcity challenges affecting agriculture and industry (future). • Availability of counterfeit and illicit goods in the marketplace leading to serious quality and safety challenges and major threat to the economy
Social	<ul style="list-style-type: none"> • Demographic shifts towards younger population • strong cultural assets • Increased demand for skills development in emerging sectors (future) • Growing emphasis on social entrepreneurship (future) • Changing consumer behaviours towards sustainability (future) 	<ul style="list-style-type: none"> • Deep levels of unemployment • Job losses • Potential social unrest if inequality isn't addressed • Invasion of government properties • Low education and skills • Highly indebted consumers and consumptive expenditure patterns • High food safety risks leading to potential health risks and even death • Proliferation of counterfeit goods • Increased sale of illicit goods comprising the safety of citizens • Undocumented immigrants • Increasing urbanization and its pressure on services • Absence of safety and security • Low buying power • Mismatch between education and industry needs • Unsustainable land use and pollution of the Environment. • Drought and flooding • Few people with tertiary qualifications • Low education passes (matric pass second lowest) • Consumers are highly indebted and consumptive expenditure patterns • High corruption levels

External Analysis	Opportunities	Threats
		<ul style="list-style-type: none"> Youth is mostly impacted by unemployment High crime rate especially in townships Grime (littering and waste) Urbanization increasing and presenting pressure on services Absence of safety and security Net outward migration (20% of skilled) impacts on equitable share Lack of collaboration and partnerships with neighbouring countries/ other Departments Living standards gone down More people in need of housing Poverty rates are high (between 24 – 40%) High inequality (gini coefficient- 0.68)
Technological	<ul style="list-style-type: none"> Investments & potential in wind, solar and gas energy Proposed undersea cable investment can be a game changer for ICT sector in the province High penetration rate of cellphones Pockets of technology excellence, e.g. MBSA Digitalization and the emergence of e-commerce Online transacting platforms e.g. Teams Cloud computing AI tools E-learning has improved Drones to improve efficiency as well as real time satellite Widespread adoption of 5G and IoT technologies (future) Growth in AI and machine learning applications (future) Potential for blockchain in supply chain management (future) 	<ul style="list-style-type: none"> Rate of technology (4IR) impacting on employment and others Emergence of e-commerce impact on brick-and-mortar businesses e.g. banks closing down branches Less use of technology when transacting Broadband penetration is low E-learning not yet embraced Low recycling of e-waste EC not fully ready with 4IR Limited innovation centers in the province Limited R&D funding Manufacturing in 2nd and 3rd tier level on technology Load shedding and energy constraints Aging ICT infrastructure Scam emails and SMSs Increased automation in manufacturing and agriculture potentially displacing jobs (future)
Legal	<ul style="list-style-type: none"> New legislation on waste processing can stimulate alternative economy SEZ Act and Regulations Number of Acts of entities being reviewed to enhance their operations and governance 	<ul style="list-style-type: none"> Trade regime changes e.g. AfCFTA, AGOA, BREXIT No changes to employment laws Incomplete revisions to some Acts, e.g. ECPTA, ECDC, ECLB, ECGB Increased litigious environment

External Analysis	Opportunities	Threats
	<ul style="list-style-type: none"> • Competition laws can be enhanced • Improved Consumer Protection law to enhance protection of rights of consumers • Good environmental legislation, e.g. NEMA etc. • Potential new legislation on sustainable energy and climate change (future) • Enhanced legal framework for public-private partnerships (future) • Possible reforms in labour laws to address gig economy (future) 	<ul style="list-style-type: none"> • Licensing delays • High compliance with legal and regulatory environment • Increased influx of counterfeit and hazardous goods which are not compliant with laws • Some non-compliance with relevant legislation for business • Outdated provincial environmental legislation from pre-1994 still exist • Stricter regulations on data protection and privacy (future)
Environmental	<ul style="list-style-type: none"> • Environmental assets -opportunities in the biodiversity economy • Good stock of pristine biomes in the Eastern Cape • High attention to environmental management • Consistent application of Environmental laws • Presence of 3 global biodiversity hotspots of endemic fauna and flora, namely, the Cape Floristic Region, the Succulent Karoo Eco-Region and the Maputaland-Pondoland -Albany Corridor. • The province has the highest number of key strategic water source areas for ensuring water security • Technology – Virtual working – less cars on the road – good for the environment • Reduction of carbon emissions through installation of sustainable energy • Electric and green hydrogen Motor Vehicles - energy efficiency • Waste Management (Recycling, avoidance, energy etc.) • Alien invasive utilization as a substitute • Beneficiation of alien plants such as Black wattle to produce charcoal and others • Concerted effort in tapping into the indigenous knowledge in the province for the benefit of the environment and the citizens of the province • Increased training opportunities for educators and NGOs in environmental education sector 	<ul style="list-style-type: none"> • Climate Change vulnerability • Climate change denialists • Increase in poaching • Increase in clearing indigenous vegetation • Increase in unlawful coastal development • Land and wetlands degradation • Poor air quality • A high number of environmental crimes • Increased frequency of climate-induced disasters - less water in dams, crops failing, high temperatures, drought, floods etc. (future) • Deteriorating environmental quality • Large volumes of waste going to landfills (2017=1,4 million tons) • Alien and Invasive plants especially in waterways • Plastic pollution • Weak enforcement of environmental laws at local level • Imbalance of Environmental – Social – Economic, one of triggers of this imbalance is exponential population growth • Disjointed environmental education efforts in the province which in turn undermines the work done by stakeholders in the space. • Poor linkages among stakeholders for co-management of natural resources

External Analysis		Opportunities	Threats
Geographic		<ul style="list-style-type: none">• Increased opportunities to capacitate citizens of the province through collaboration with other stakeholders such as NGOs and other government Departments• Increased focus on circular economy principles (future)• Growth in eco-tourism and conservation efforts (future)• Stricter environmental regulations (future)	
		<ul style="list-style-type: none">• Long coastline – opportunities in oceans economy• South and North-Eastern regions are greener	<ul style="list-style-type: none">• Long coastline can be a security threat• Distance from major markets (EU, US, Asia)• Huge country – requires a lot of investment infrastructure & is a challenge for logistics

Impact of Threats and Opportunities (Selected)

1. Political

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

2. Economic

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

3. Social

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

4. Technological

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

5. Legal

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

6. Environmental

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

Cross Impact Analysis

A cross-impact analysis was performed on key threats and opportunities. The analysis revealed the following:

- Sustainable energy development has positive interactions with all threats, offering a comprehensive solution to many challenges.
- The automotive sector remains a crucial opportunity but needs to evolve to address climate change and technological advancement.
- Higher education institutions play a vital role in addressing multiple threats, particularly unemployment and skills gaps.
- The growth of green and circular economy sectors offers significant potential to address climate change, create jobs, and diversify the economy.
- Digital economy and 4IR focus can drive technological readiness and create new job opportunities but requires significant skills development.
- Increased inter-governmental cooperation can help address governance issues and improve the effectiveness of various initiatives.

The strategic implication of this analysis is that DEDEAT should:

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

The above link directly to the 10 priorities highlighted in the section above the strategic pillars.

Expanded situational analysis: past, present and the future:

Agro-Processing

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

In Q2 2024, the country's primary sector contracted following two consecutive quarters of growth. Notably, the agriculture, forestry, and fisheries (AFF) industry plummeted by 15.6 percentage points to reach a contraction of 2.1 percent (q-o-q, sar) in 2Q2024, down from the 13.5 percent (q-o-q, sar) rebound observed in 1Q2024. This was primarily due to decreased economic activities reported for field crops and animal products. It was a tough summer season in Southern Africa, with El Nino-induced droughts that led to significant crop failures in the region.

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

Currently, the sector is transitioning towards more value-added activities. In 2024/25, 40 agro processors were trained on Hazard Analysis Critical Control Point (HACCP), demonstrating a focus on improving food safety and quality standards. The department is developing an Agro Industry Market Intelligence Portal and an Agro-industry Innovation Programme to foster innovation and improve market information.

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

As the province moves forward, key focus areas will include the adoption of climate-smart agricultural practices, the integration of digital technologies in farming and processing, and the development of niche, high-value products for export markets. While challenges remain, particularly in terms of supporting small-scale farmers and improving rural infrastructure, the overall trajectory of the agro-processing sector in the Eastern Cape is positive, with the potential to become a major driver of economic growth and job creation in the province. We need a strategy that would prioritise supporting businesses or processors aiming to export their produce. This will be achieved through the export driven approach that has benefits beyond international trade. We are planning to train 100 agro-processors on Hazard Analysis & Critical Control Points (HACCP) and food safety over five years as well as product testing for processed foods.

Sustainable Energy

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

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

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

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

As the province moves forward, key focus areas will include the development of energy storage solutions, the integration of smart grid technologies, and the promotion of community-owned

¹ Department of Mineral Resources and Energy. (2024). Renewable Energy Report 2024.

renewable energy projects. The transition to electric vehicles in the automotive industry is expected to create synergies with the sustainable energy sector. While challenges remain, particularly in terms of grid infrastructure upgrades and ensuring a just transition for workers in traditional energy sectors, the Eastern Cape is well-positioned to become a leader in South Africa's transition to a low-carbon economy, with the sustainable energy sector serving as a key driver of economic growth and job creation.

Oceans Economy

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

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

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

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

As the province moves forward, key focus areas will include the continued development of the aquaculture sector, exploration of offshore sustainable energy opportunities, particularly wind energy, and the growth of the blue carbon economy. Marine biotechnology presents another area with significant growth potential.

The launch of the ocean economy master plan provided opportunity to small scale fishing cooperative >70 cooperatives issued with long terms fishing rights, through Imvaba Cooperative Fund in 2024-25. ECDC has supported 7 Tsweleni Rock Lobster fishing cooperatives to establish and operate a fish holding and processing facility in Port St Johns rural villages for R2.8million

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

Automotive Sector

The automotive sector has long been a cornerstone of the Eastern Cape's economy, but its journey over the past two decades has been one of significant transformation. In the early 2000s, the sector faced several challenges. Local content in South African-made vehicles was only about 40%, making the industry vulnerable to currency fluctuations. The sector was heavily export-oriented, with over 60% of vehicles produced destined for export markets by 2005. It also grappled with a chronic shortage of skilled workers and low investment in Research and Development (R&D). However, the past decade has seen concerted efforts to address these challenges. By 2023, local content in vehicle production had risen to about 60%. The sector began transitioning towards electric vehicle (EV) production, with two EV models being produced in the Eastern Cape by 2023. R&D investment increased, reaching about 2% of industry revenue by 2022, up from less than 1% in the early 2000s.

Currently, the Eastern Cape remains South Africa's automotive hub, hosting 42% of NAACAM Directory suppliers and four of the seven OEMs in the country. The sector accounts for 4.8% of national GDP³, with the Eastern Cape contributing 46% of vehicles produced and 54% of vehicle exports nationally.⁴ Recent developments include the establishment of 13 Electric Vehicle Charging Stations and various skills development initiatives.

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

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

General Manufacturing

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

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

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

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

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

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

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

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

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

Tourism

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

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

Currently, the Eastern Cape's tourism sector is showing signs of growth and diversification. Recent events like the Professional Golfers Association Championship in 2024 have demonstrated the province's capacity to host large-scale international events. This championship attracted about 5,000 visitors, contributing R6.9 million to local procurement and creating 125 job opportunities.⁸

Looking ahead, the tourism sector in the Eastern Cape is expected to see continued growth and increased international recognition. The ECPTA projects revenue to grow from R19.196 million in FY 2025/26 to R24.261 million in FY 2029/30.⁹ The focus on developing coastal and marine tourism, including cruise tourism and public launch sites, is likely to open up new market segments.

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

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

⁸ PGA Report 2024.

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

Creative and Cultural Industries

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

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

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

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

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

Digital Economy

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

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

Currently, the Eastern Cape is making strides in developing its digital economy. The East London Industrial Development Zone (ELIDZ) is focusing on developing an innovation support ecosystem within its Science and Technology Park, which includes digital technology initiatives. The East

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

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

London Industrial Development Zone (ELIDZ) Annual Report 2023/24 indicates that their Science and Technology Park has incubated 15 tech startups in the past year, creating 78 high-skilled jobs.¹² There's a growing focus on digital skills development, with programmes targeting youth in particular. The Coega Development Corporation (2024) plans for a Digital Investment Programme worth R5.8 billion, including a data free port and hyperscale datacentre complex, expected to create over 1,000 jobs in the next five years.¹³

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

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

The digital economy in the Eastern Cape is showing signs of growth. According to the Eastern Cape ICT Strategy 2023-2028 (Eastern Cape Department of Economic Development, Environmental Affairs and Tourism, 2023), the province aims to increase broadband coverage to 85% of the population by 2028.¹⁴

Skills Development

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

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

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

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

13 Coega Development Corporation. (2024). Strategic Plan 2024-2029.

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

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

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

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

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

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

MSMEs and Entrepreneurship Development

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

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

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

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

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

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

¹⁹ Department of Small Business Development. (2024). Quarterly Bulletin, Q3 2024.

²⁰ East London Industrial Development Zone (ELIDZ). (2024). Incubation Programme Report 2024.

Investment Attraction and Export Promotion

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

However, recent years have seen substantial progress in this area. The province has made significant strides in attracting investment and promoting exports. The latest Provincial Investment Conference attracted R127 billion in investment pledges²¹, and over five instalments of the South African Investment Conference, the province has attracted a total of R137 billion in investment pledges²². These figures demonstrate growing investor confidence in the Eastern Cape.

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

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

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

Innovation and R&D

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

However, recent years have seen growing focus on fostering innovation in the Eastern Cape. The East London Industrial Development Zone (ELIDZ) Science and Technology Park has become a key initiative in this regard. Recent data shows promising developments, with 4 prototypes

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

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

23 Eastern Cape Development Corporation (ECDC). (2024). Investment Monitoring Report 2024.

developed, 3 new innovations commercialized, and 2 new technologies localized in targeted industries in 2023/24.²⁴

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

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

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

Environmental Protection and Climate Change Response

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

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

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

The Department is mandated to enforce the province's environmental mandate through National, provincial environmental legislation and regulations. Currently, there are efforts to combat environmental crimes, with 61 environmental crimes reported in 2023/24.²⁷ The 61 criminal cases

²⁴ East London Industrial Development Zone (ELIDZ). (2024). Innovation Report 2024.

²⁵ South African Weather Service (SAWS). (2024). Climate Change Report 2024.

²⁶ Department of Mineral Resources and Energy (DMRE). (2024). Renewable Energy Report 2024.

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

that were worked on included investigations into; endangered species, syndicated environmental crime, unlawful and unsustainable development throughout the Province, landfill sites and wastewater treatment works as one of the biggest polluters of the environment. A more proactive approach to environmental law enforcement would be attributed to the compliance monitoring inspections conducted by the Department in facilities and development projects whose non-compliance would amount to considerable harm to the environment. There's also an increased focus on sustainable agriculture practices to combat soil erosion and land degradation, and improved waste management systems have been implemented in urban areas, with an increased focus on recycling.

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

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

Economic Infrastructure

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

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

Currently, a bulk infrastructure project valued at R49 million which was set to commence in 2024, will now resume in mid-April 2025 supporting the development of industrial areas. Ongoing upgrades to the ports of East London and Gqeberha are enhancing the province's maritime trade capabilities. The development of sustainable energy projects is contributing to improved energy security and sustainability.

Looking to the future, infrastructure development in the Eastern Cape is expected to accelerate, with a focus on supporting key economic sectors. The completion and full operationalization of various industrial parks and Special Economic Zones (SEZs) are anticipated to drive industrial

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

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

development and job creation. Increased investment in sustainable energy infrastructure is expected, including expanded electricity transmission grids to support new energy projects.

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

Waste Management

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

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

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

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

Biodiversity Economy

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

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

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

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

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

Ensuring sustainable use of resources, navigating complex regulatory frameworks, and ensuring equitable benefit sharing will be key issues to address. With careful planning and stakeholder engagement, the biodiversity economy has the potential to become a significant contributor to the Eastern Cape's sustainable economic development.

Crime Prevention and Safety

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

30 South African National Biodiversity Institute (SANBI). (2024). Provincial Biodiversity Economy Report 2024.

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

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

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

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

Environmental Management

The Eastern Cape has made progress in environmental management. The Department of , Forestry and Fisheries and the Environment State of the Environment Report 2024 indicates that the Eastern Cape has increased its protected area coverage by 2% over the past year (DFFE, 2024).³⁵ The Eastern Cape Biodiversity Conservation Plan 2025-2030 outlines strategies to combat invasive species, restore degraded ecosystems, and promote sustainable use of natural resources (Eastern Cape Parks and Tourism Agency, 2024).³⁶ According to the South African National Biodiversity Institute's Climate Change Vulnerability Assessment for the Eastern Cape 2024, the province has implemented ecosystem-based adaptation strategies in 15 key biodiversity areas (SANBI, 2024).³⁷ The province has also managed to regulate development applications through issuance of environmental authorization, waste management licences and atmospheric emission licences.

Collaborations and Partnerships

The Eastern Cape has made significant strides in fostering collaborations and partnerships across various sectors. According to the Eastern Cape Socio-Economic Consultative Council's Partnership Impact Report 2024, the province has implemented a Provincial Investment Coordination Framework, resulting in a 20% increase in cross-sector collaborations over the past year (ECSECC, 2024).³⁸ The Department of Science and Innovation's Provincial Innovation Systems Report 2024 highlights the Eastern Cape's success in establishing triple helix collaborations, with 15 new university-industry-government partnerships formed in the past year (DSI, 2024).³⁹ The Eastern Cape Development Corporation's Annual Report 2023/24 notes successful collaborations with the Eastern Cape Provincial Arts and Culture Council (ECPACC) to support the creative industries sector, resulting in the incubation of 50 new creative enterprises (ECDCC, 2024).⁴⁰

4IR, AI Integration and Broadband

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

The Eastern Cape Department of Education's Digital Learning Report 2023/24 indicates that 40% of public schools in the province now have access to some form of digital learning platform, a 15% increase from the previous year (ECDoE, 2024).⁴³ The Eastern Cape has made significant progress in improving broadband access and connectivity. The Independent Communications

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

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

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

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

39] Department of Science and Innovation (DSI). (2024). Provincial Innovation Systems Report 2024.

40 Eastern Cape Development Corporation (ECDCC). (2024). Annual Report 2023/24.

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

42] Automotive Industry Development Centre Eastern Cape (AIDC EC). (2024). Industry 4.0 Adoption Report 2024.

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

Authority of South Africa's Provincial ICT Access Index 2024 shows that mobile broadband coverage in the Eastern Cape has increased to 85% of the population, up from 75% in the previous year (ICASA, 2024).⁴⁴

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

Environmental Impact Management

The Eastern Cape has strengthened its environmental impact management practices. The Department of Environment, Forestry and Fisheries' Environmental Impact Assessment (EIA) Effectiveness Review 2024 reports that the Eastern Cape has improved its EIA processing time by 30% over the past two years, while maintaining rigorous environmental standards (DEFF, 2024).⁴⁷ According to the Eastern Cape Department of Economic Development, Environmental Affairs and Tourism's Strategic Environmental Assessment Report 2024, the province has completed comprehensive environmental assessments for all its major development corridors, informing sustainable development planning (DEDEAT, 2024).⁴⁸ The Council for Scientific and Industrial Research's Provincial Environmental Monitoring Report 2024 notes that the Eastern Cape has implemented AI-driven environmental monitoring systems in 5 key biodiversity hotspots, enhancing real-time data collection and analysis (CSIR, 2024).⁴⁹

Conclusion

The Eastern Cape's economic landscape has undergone significant transformation over the past two decades, with each sector showing unique progress and facing distinct challenges. From the revitalization of traditional industries like automotive manufacturing and agriculture to the emergence of new sectors such as the digital economy and biodiversity economy, the province has demonstrated resilience and adaptability. While significant progress has been made, challenges remain. These include addressing infrastructure gaps, particularly in rural areas; ensuring that economic growth translates into broad-based job creation; navigating the complexities of transitioning to a low-carbon economy; and balancing rapid development with environmental conservation.

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

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

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

46 State Information Technology Agency (SITA). (2024). e-Government Readiness Report 2024.

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

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

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

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

9.2 Internal Environmental Analysis

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

DEDEAT Strength and Weaknesses (2025 -2030)

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

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

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

Table 4: Strength and weaknesses

Category	Current Strengths	Current Weaknesses	Projected Strengths (2025-2030)	Projected Weaknesses (2025-2030)
Financial Resources & Assets	<ul style="list-style-type: none"> • R1.8 billion budget vote • Gambling revenue projected to top R1 billion by 2030 • Industrial estates valued in excess of R10 billion • Specialty funds in place (LRED, Job stimulus fund, Imvaba Fund, Economic Development Fund) • Excellent financial management in the Group • Funding availability from DTI, DFFE and others 	<ul style="list-style-type: none"> • Small DEDEAT portion of the Provincial equitable share (2.2%) • Low rental income • Mismatch of human and financial resources • Increased funding requirements that cannot be met • Budget cuts • Dilapidated property portfolio means less revenue 	<ul style="list-style-type: none"> • Potential increase in budget allocation due to improved performance • Growth in gambling revenue and other income streams • Improved financial management systems • Development of new funding models and partnerships 	<ul style="list-style-type: none"> • Continued budget constraints due to economic challenges • Increasing maintenance costs for aging infrastructure • Potential reduction in gambling revenue due to regulatory changes or economic factors

Category	Current Strengths	Current Weaknesses	Projected Strengths (2025-2030)	Projected Weaknesses (2025-2030)
		<ul style="list-style-type: none"> Small and declining loan book for MSME development reduces the revolving fund 		
Services	<ul style="list-style-type: none"> Range of services provided Good technical capacity of staff in various portfolios High quality service support Six public entities DEDEAT present in six Districts New services with partners and Departments 	<ul style="list-style-type: none"> Absence of business intelligence Some services not available in all regions Limited SOPs Concentration of services in the Metros Limited capacity to take up services in local areas Limited capacity for strategic environmental assessments Limited research capacity Indicators not pitched at impact level 	<ul style="list-style-type: none"> Development of comprehensive business intelligence systems Expansion of services to all regions Enhanced research capabilities through partnerships Implementation of impact-focused indicators 	<ul style="list-style-type: none"> Potential service gaps due to rapid technological changes Challenges in maintaining service quality across all regions Difficulty in attracting and retaining specialized skills
Management & Governance	<ul style="list-style-type: none"> SMS staffing in place Communication systems in place Strong political leadership IGR structures in place 	<ul style="list-style-type: none"> Centralization of some functions Low functionality of IGR structures Low accountability Ineffective Service Delivery Model 	<ul style="list-style-type: none"> Implementation of improved governance structures Enhanced accountability mechanisms Development of an effective Service Delivery Model 	<ul style="list-style-type: none"> Potential leadership changes affecting continuity Challenges in adapting to new governance requirements
Processes and Systems	<ul style="list-style-type: none"> Functional systems (BAS, Persal, eVaya, ePermitting, video & audio conferencing) ICT uptime averages above 96% Governance structures in place Cloud computing services 	<ul style="list-style-type: none"> Inadequate compliance to processes Erratic and slow IT services Absence of business intelligence Limited integrated ICT systems No performance management system Inefficiencies and duplication within the DEDEAT Group 	<ul style="list-style-type: none"> Implementation of integrated ICT systems Development of robust business intelligence capabilities Enhanced cybersecurity measures Adoption of advanced digital technologies 	<ul style="list-style-type: none"> Rapid technological changes requiring constant system updates Increased cybersecurity risks Challenges in data management and privacy compliance

Category	Current Strengths	Current Weaknesses	Projected Strengths (2025-2030)	Projected Weaknesses (2025-2030)
		<ul style="list-style-type: none"> • Low governance • Absence of backup system for data • Cyber threats 		
Human Resources	<ul style="list-style-type: none"> • Organizational structure (567 posts) • Satisfactory general capability • Staffing level at +90% 	<ul style="list-style-type: none"> • Low level of general staff capability • Low staff morale • Centralized recruitment negatively impacts the Department • Increasing CoE costs • Ineffective organogram and structure 	<ul style="list-style-type: none"> • Implementation of effective talent management strategies • Development of specialized skills in emerging areas • Improved staff engagement and morale 	<ul style="list-style-type: none"> • Challenges in attracting and retaining skilled personnel • Potential skills gap due to rapid technological changes • Continued pressure on CoE costs
Stakeholder Relations	<ul style="list-style-type: none"> • Vast number of stakeholders in both public and private sector 	<ul style="list-style-type: none"> • Limited effective collaborations • Limited effective coordination in LED, cooperatives, MSMEs • Weak governance & IGR 	<ul style="list-style-type: none"> • Development of strong public-private partnerships • Enhanced coordination mechanisms for LED, cooperatives, and MSMEs • Improved IGR structures and processes 	<ul style="list-style-type: none"> • Potential conflicts with stakeholders due to competing interests • Challenges in maintaining effective communication across diverse stakeholder groups

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

Cross-Impact Analysis of Strength and Weaknesses

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

- +++ : High positive impact
- ++ : Medium positive impact
- +: Low positive impact
- 0: No significant impact
- : Negative impact

Table 5: cross impact of strength and weaknesses

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

Key Inferences

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

Strategic Implications

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

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

Addressing the above is likely to lead to overall enhanced performance and effectiveness in achieving our mandate.

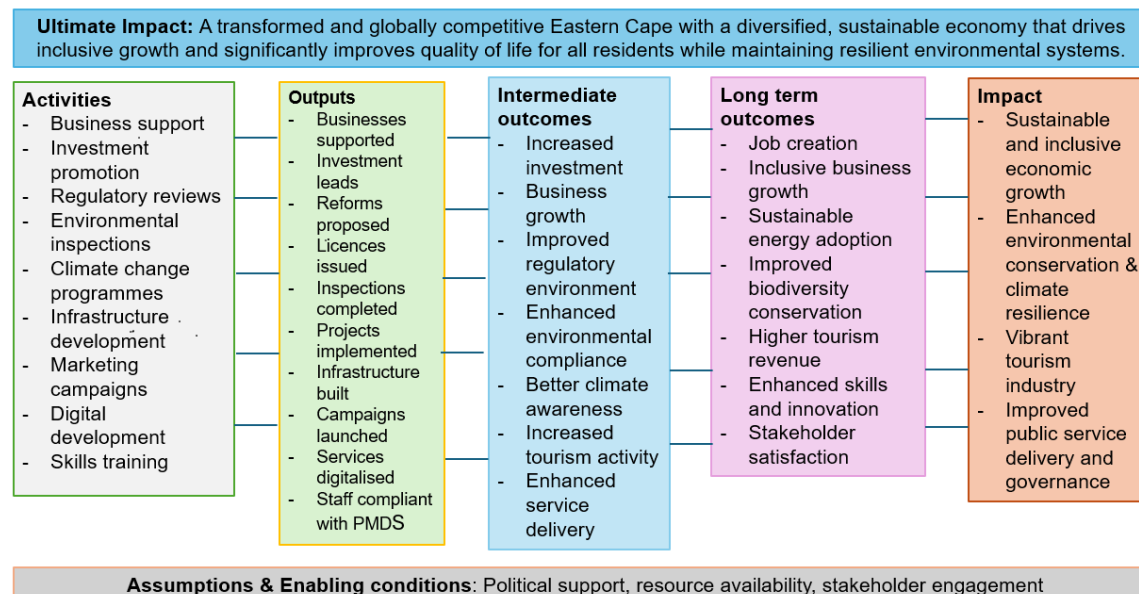
PART C

MEASURING OUR PERFORMANCE

PART C: MEASURING OUR PERFORMANCE

INSTITUTIONAL PERFORMANCE INFORMATION

Figure 4: Reduced DEDEAT theory of change (TOC)



DEDEAT theory of Change Narrative

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

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

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

Foundation for Change

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

Strategic Interventions

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

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

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

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

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

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

Outputs and Immediate Outcomes

These strategic interventions produce tangible outputs across four key areas:

- Economic Growth outputs include investment pledges, energy projects supported, MSMEs supported, export opportunities identified and job creation. These lead to immediate outcomes such as new energy projects developed, operational industrial parks, new investments realised, increased production, sustainable MSMEs, improved market access, export growth, and increased investment value.
- Environmental Protection outputs include expanding protected areas, improving compliance, conserving resources, and recycling waste. These lead to immediate outcomes such as increased protected areas, improved compliance with environmental laws, enhanced biodiversity, and greater environmental awareness.
- Tourism Success outputs include attracting 6.8 million visitors, revenue growth, developing new products, hosting cultural events, and improving infrastructure. These lead to immediate outcomes including increased visitor numbers, revenue growth, improved domestic ranking, and access to new markets.
- Skills and Innovation outputs include a trained workforce, filed patents, research outputs, innovation projects, and digital solutions. These outputs contribute to the immediate outcome of developing skilled workers.

Intermediate Outcomes

The immediate outcomes contribute to four intermediate outcome areas:

- Economic Transformation leads to increased GDP contribution, job creation, investment growth, export expansion, and MSME growth.
- Environmental Sustainability results in climate resilience, protected biodiversity, sustained resources, and reduced waste.

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

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

Critical Success Factors and assumptions

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

1. Political support and leadership
2. Lobbying & Advocacy [Political Championing]
3. Resource and systems adequacy
4. Stakeholder collaboration
5. Private sector engagement
6. Community partnerships
7. Dedicated and active citizens
8. Innovation and adaptation
9. Risk management
10. Alignment with government and citizens' priorities
11. Functional accountability systems
12. Skilled implementers

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

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

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

Impact statement

The following Impact statement has been developed by the Department:

Impact statement

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

Expected impact per strategic pillar:

1. *Industrial and Economic Development*: Sustainable and inclusive economic growth in the Eastern Cape, driven by industrial development, job creation, and investment attraction.
2. *Environmental Management and Sustainable Resource Utilization*: Enhanced environmental sustainability and climate resilience in the Eastern Cape, contributing to long-term ecological and economic stability.
3. *Tourism and Creative Industries*: Increased tourism revenue and cultural industry growth, contributing to job creation and economic diversification.
4. *Human Capital Development*: A skilled and employable workforce that meets the needs of the Eastern Cape's evolving economy.
5. *Operational Excellence and Good Governance*: Efficient and effective service delivery, supported by strong governance, financial management, and stakeholder collaboration.

Measuring Outcomes

The following table presents outcomes, outcome indicators, baselines and targets. A number of indicators are new and do not have baseline indicators. There are different methodologies that can be used to establish change without the presence of baseline data at the beginning of planning. These outcomes have been selected based on the department's maturity level on the input - impact measurement continuum. It is probable that other ancillary outcome measures can be established at the point of measurement.

Table 6: List of all outcome indicators

#	Strategic Pillar	Outcome	Outcome Indicator	Baseline	Five-year target
1.	Industrial and Economic Development	1.1 Increased contribution of key sectors to provincial GDP and job creation.	a) Number of jobs created in priority sectors b) Number of investments operationalised	a) 90700 b) 58	a) 100 439 b) 65
		1.2 Enhanced competitiveness and global participation of Eastern Cape, with a focus on exports and investment attraction.	a) % growth in the value of exports b) % growth in the value of investments	a) New indicator b) New indicator	a) 6% b) 10%
		1.3 Increased share of sustainable energy in the provincial energy mix and growth in the green economy.	a) Amount of installed sustainable energy generation capacity that has reached an operational phase (cumulative). b) Investment value of completed sustainable energy projects (cumulative)	a) New 1578 Megawatts as at 31Dec24) b) New indicator (37,7 Billion as at 31 Dec24)	a) 2,349 Megawatts b) R54,2 Billion
		1.4 Transformed and inclusive economic participation, with a focus on historically disadvantaged individuals, youth, and MSMEs.	a) Percentage of black-owned, women-owned, and youth-owned businesses supported to sustainability b) percentage increase in township and rural enterprises accessing government economic opportunities	a) 30% b) New indicator	a) 30% b) 10%
		1.5 Improved ease of doing business through streamlined regulations and support mechanisms for entrepreneurs and investors.	Percentage change in business satisfaction level on business regulatory issues	New indicator	5%
2	Environmental Management and Sustainable Resource Utilization	1.6 Increased contribution of agro-processing sector to the provincial GDP and job creation.	Percentage increase in MSMEs participating in the agro-processing sector	New indicator	7% increase
		2.1. Sustainable management and utilization of natural resources, including marine and coastal assets.	a) Improved biodiversity conservation and ecosystem management score	New indicator	a) 10% improvement
3	Tourism and Creative Industries	2.2. Enhanced environmental protection and climate change resilience across all sectors.	Climate-Responsive Behaviour Change	New indicator	10%
		3.1. Developed and well-managed tourism sector leveraging the province's natural, cultural, and heritage assets.	a) Annual growth rate in tourism revenue b) Increase in average length of stay for tourists in the Eastern Cape	a) New indicator b) 4:3 (2023)	a) 10% growth b) From 3 to 5 nights

#	Strategic Pillar	Outcome	Outcome Indicator	Baseline	Five-year target
4	Human Development	Capital 4.1. Improved skills and innovation capacity aligned with industry needs, particularly in emerging sectors and technologies.	c) Domestic tourism ranking of the Eastern Cape	c) 3/9 (2023)	c) 2/9
			d) Number of tourists visiting the province annually	d) 6 300 000	7 200 000
			a) Percentage of graduates employed in their field of study within a year of their graduation	a) New indicator	a) 30%
			b) Percentage increase in enrolment and graduation in critical skills programmes	b) New indicator	b) 20%
5	Operational Excellence and Good Governance	5.1. Strengthening institutional capacity and inter-governmental collaboration for effective economic development and environmental management.	c) Number of patents filed	c) New indicator	c) 10 patents
			a) Number of successful inter-departmental collaborative projects implemented	a) New indicator	a) 15 projects
			b) Percentage of departmental services available online or through digital platforms	b) New indicator	b) 60% of services
			c) Improvement in stakeholder satisfaction ratings for DEDEAT services and programmes	c) New indicator	c) From 60% to 85% satisfaction

Explanation of planned performance over the five-year planning period

Among other mandate aligned work, the Department will focus on the following:

1. Increased contribution of key sectors to provincial GDP and job creation

The DEDEAT Group will focus on job creation in line with the priority of inclusive growth and job creation. Most of the jobs will be created by 3 of our public entities, ELIDZ, Coega and ECDC.

- Jobs (including construction of facilities, licensing, operationalization of investors)
- Upgrading of Industrial Parks
- Develop industrial parks and SEZs
- Operationalisation of investors
- Implementation of market access
- Provide MSME support and development
- Facilitate investment promotion
- Implement sector strategies
- Enable trade facilitation
- Issuing of licences

2. Enhanced competitiveness and global participation of Eastern Cape businesses, with a focus on exports and investment attraction

Through the ECDC, ELIDZ and Coega, the department will promote exports to the continent and the rest of the world.

- Export development programmes
- Quality certification systems
- ISO9000 certification
- Product testing

3. Improved skills and innovation capacity aligned with industry needs, particularly in emerging sectors and technologies

- Training at ELIDZ, CDC, ECDC, bursaries, Colleges and Universities
- Production technology
- Learnerships
- Skills audit
- Reskilling programmes
- ECAF youth skills programmes
- Patents and STP programmes
- Hackathon at ELIDZ
- Support skills development initiatives

4. Increased share of sustainable energy in the provincial energy mix and growth in the green economy

DEDEAT, partners and stakeholders will support the development of sustainable energy through the following:

- Support Transmission Grid construction
- Facilitate sustainable energy generation projects
- Enable geographically diverse energy pipeline
- Support green hydrogen projects
- Support Just Energy Transition Implementation Plan

5. Transformed and inclusive economic participation, with a focus on historically disadvantaged individuals, youth, and MSMEs

The department will support black businesses as well as rural and township-based businesses for inclusivity.

- Business development awareness in rural and townships
- Fund MSMEs at all spheres of government
- Training
- Procurement spent on MSMEs
- STTREP programme
- Informal business support
- Township/ Informal Business Bill

6. Developed and well-managed tourism sector leveraging the province's natural, cultural, and heritage assets

- Heritage and sport tourism
- Increase marketing initiatives
- Product development and diversification
- Develop market intelligence
- Promote tourism growth
- Financial and non-financial support through LTOs
- Signage on roads
- Skills development in communities

7. Improved ease of doing business through streamlined regulations and support mechanisms for entrepreneurs and investors

- Review of legislation
- Provision of information on business regulation to businesses
- Baseline studies on ease of doing business
- Provide relevant information to businesses
- Digitalization of information and data
- One-stop shop implementation
- Capacitate municipalities for enforcement
- EIA processing

8. Sustainable management and utilization of natural resources, including marine and coastal assets

- Enable sustainable biodiversity economy projects
- Biodiversity permitting
- Protect biodiversity
- Alien vegetation removal
- Greening of living space
- Implementation of coastal management plans
- Support conservation efforts

9. Enhanced environmental protection and climate change resilience across all sectors

- Waste management systems and recycling
- Enforce environmental regulations
- Monitor environmental compliance
- Implement climate change initiatives
- EIA processing
- EPWP projects
- Environmental awareness

10. Strengthened institutional capacity and inter-governmental collaboration for effective economic development and environmental management

- Digitalisation and integration of processes & systems
- IT security and data protection
- Policy alignment
- Monitoring and evaluation
- Strategic procurement
- Enhance human capital capabilities
- Strengthen governance processes & systems
- Build collaborations with other institutions
- Legislation review and implement POPI Act, PAIA
- Improve provincial footprint
- Optimize resource allocation

DEDEAT focus areas are aligned to the mandate of the department, identified strategic pillars, core programmes of the department, theory of change, NDP, MTDP, PMTDP and provincial priorities, core work of ESEID cluster, topical issues raised by the DEDEAT Group stakeholders, and the resources and capacity of the department.

These indicators are relevant and measurable to the Economic, Tourism and Environmental sectors. There is also a high probability that data and information will be available when the measurement takes place. It's also important to note that some of the information will be collected from third parties, e.g. Statistics South Africa.

For the targets to be achieved the following enablers should be in place:

1. Adequate targeted beneficiaries of all economic and environmental programmes exist
2. Economic fundamentals are put in place at all levels of government
3. The world economy grows at a higher pace
4. The private sector invests its resources to compliment government efforts
5. More hybrid funding and market access is made available
6. More investments in socio-economic infrastructure
7. Consumer and business confidence is in positive territory
8. The political environment remains stable
9. Individuals are willing to be skilled
10. Broadband investments and the cost thereof are lower
11. Research, development and innovation in both the public and private sectors take place at an increased pace
12. More collaborations are realized for all projects
13. Climate change slows down

If most of the outcomes are achieved, it will lead to a diversified, transformed Province with a healthy and safe balanced environment that utilises resources sustainably, where citizens' living conditions are enhanced, and disposable incomes as well as visitor experiences are high. There is a direct link between the achievement of outcomes and the desired impact provided there are other contributors in both the private and public space as well as across sectors.

KEY RISKS AND MITIGATIONS

Table 7: Risks and mitigations on outcomes

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

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

#	Outcomes	Key Risks	Risk Mitigations
			<ul style="list-style-type: none"> Spatial planning with conservation priorities integrated Community-based natural resource management programmes
9.	Enhanced environmental protection and climate change resilience across all sectors.	<ul style="list-style-type: none"> Insufficient climate change adaptation planning Limited integration of environmental considerations in economic planning Resistance to environmental regulation compliance Inadequate disaster risk management capacity Funding constraints for environmental programmes 	<ul style="list-style-type: none"> Sectoral climate adaptation plans and guidelines Strategic Environmental Assessment for all major developments Environmental compliance activities Early warning systems and disaster preparedness capacity Green finance and environmental fiscal reform initiatives
10.	Strengthened institutional capacity and inter-governmental collaboration for effective economic development and environmental management.	<ul style="list-style-type: none"> Silo mentality across government departments Political cycles disrupting programme continuity Budget constraints affecting institutional capacity Inadequate monitoring and evaluation systems Limited stakeholder engagement 	<ul style="list-style-type: none"> Integrated development planning frameworks Long-term strategy institutionalization beyond political terms Shared resources models and efficiency improvements Results-based management systems, regular reporting and evaluations Multi-stakeholder forums for participatory governance

PUBLIC ENTITIES

Table 8: Public Entities mandate and outcomes

Name of Public Entity	Mandate	Outcomes
Eastern Cape Development Corporation (ECDC)	The Eastern Cape Development Corporation was established in terms of the Eastern Cape Development Corporation Act, 2 of 1997. The object of the Corporation as established in terms of the ECDC Act is to plan, finance, co-ordinate, market, promote and implement the development of the Province and all its people in the fields of industry, commerce, agriculture, transport and finance. A White Paper on the Eastern Cape Development Corporation is being developed which will inform the Eastern Cape Development Corporation Bill to align with the Economic Policy direction of the country and the province.	<ol style="list-style-type: none"> 1. Competitive and sustainable MSME Sector 2. A growing diversified and inclusive economy 3. A viable ECDC that offers competitive products and services
East London Industrial Development Zone (ELIDZ)	The IDZ Regulations to the Manufacturing Development Act (MDA), Act.187 of 1993 was the basis for the establishment of the ELIDZ to pursue the aims and objectives of the Industrial Development Zone (IDZ) Programme. The ELIDZ is now guided by the Special Economic Zones Act, 16 of 2014 (SEZ). The main mandate is to secure the attraction of strategic investments for purposes of promoting the export competitiveness of South African manufactured products/services; strengthening, expanding and diversifying the local and regional economy; enabling exploitation (via beneficiation of regional natural resources); securing advanced foreign production and technology methods; and encouraging skills transfer and local intellectual capital development.	<ol style="list-style-type: none"> 1. High-performing, competitive and resilient industries 2. Technology-led innovation and industrial modernisation 3. Sustainable operational efficiencies and global best practices
Coega Development Corporation (CDC)	The Coega Development Corporation (Pty) Ltd ("CDC") was established in 1999 from the derivatives of Regulations promulgated in terms of the Manufacturing Development Act 187 of 1993. The CDC is now guided by the Special Economic Zones Act, 16 of 2014 (SEZ). The main mandate is to secure the attraction of strategic investments for purposes of promoting the export competitiveness of South African manufactured products/services; strengthening, expanding and diversifying the local and regional economy; enabling exploitation (via beneficiation of regional natural resources); securing advanced foreign production and technology methods; and encouraging skills transfer and local intellectual capital development.	<ol style="list-style-type: none"> 1. Achieved Financial Sustainability 2. Increased Market Share 3. Grow the SEZ by Increasing Developed Land 4. Increased Economic Impact 5. Increased MSME participation in economic activities to yield procurement spent of 35% 6. Job Creation 7. Skills Development
Eastern Cape Parks and Tourism Agency (ECPTA)	The Eastern Cape Parks and Tourism Agency was established in terms of the Eastern Cape Parks and Tourism Agency Act, 2 of 2010. The Act has been reviewed, and the Eastern Cape Parks and Tourism	<ol style="list-style-type: none"> 1. Adaptive management of biodiversity sustains ecological services.

Name of Public Entity	Mandate	Outcomes
	Act 2024 has been adopted (but uncommenced pending the development of regulations). The ECPTA's mandate is to develop and manage protected areas and promote and facilitate the development of tourism in the Province. The legislation provides for the establishment of an Eastern Cape Tourism Development Fund to empower and develop previously disadvantaged individuals in the tourism sector; and for an Eastern Cape Biodiversity Conservation and Development Fund to empower and develop previously disadvantaged individuals and to promote biodiversity conservation in Protected Areas.	<ol style="list-style-type: none"> 2. Marginalised individuals and communities actively benefit from biodiversity and tourism. 3. The province is the premier destination connecting people to authentic experiences. 4. The organisation sustains its clean audit status.
Eastern Cape Gambling Board	<p>The Eastern Cape Gambling Amendment Act, 2015 (Act No. 1 of 2015) amended the Eastern Cape Gambling Act, 1997 (Act No. 5 of 1997) and came into operation on 1 August 2016. The ECGB was mandated to oversee all gambling and betting activities in the Province and establish, develop and maintain the Board as an effective and efficient regulatory agency. The oversight functions extend to casino operations, horse racing, route and site operations based on limited pay-out machines (LPMs), bingo halls and clubs, licensing of gaming equipment manufacturers and suppliers, registration of gambling and betting personnel and curbing illegal gambling operations.</p> <p>Proposed amendments to the Eastern Cape Gambling Act were published for comment during 2024. The amendments once finalised and adopted by the Eastern Cape Provincial Legislature will allow for an indefinite licensing regime and allow for Board issue licences for a longer period than currently allowed for under the Act. It is anticipated that this process will be finalised by June 2025.</p>	<ol style="list-style-type: none"> 1. Transformed and Sustainable Gambling Industry in the Province. 2. Compliant and protected gaming industry 3. Educated, Informed and Responsible Punters and General Public. 4. Empowered communities located in areas where there is a gambling footprint as well as impoverished areas. 5. Informed policy decision-making based on Research and Evaluation Outcomes. 6. Effective governance with an enabling work-place environment.
Eastern Cape Liquor Board (ECLB)	The Eastern Cape Liquor Board was established in terms of the Eastern Cape Liquor Act 10 of 2003 with the following mandate: To regulate the registration of retail sales and micro-manufacturing of liquor in the province; to encourage and support the liquor industry in the management and reduction of the socio-economic and other costs of excessive alcohol consumption by creating a conducive environment in which new entrants into the liquor industry is facilitated; measures are taken against those selling liquor outside of the regulatory framework; those involved in the liquor industry attain and maintain adequate standards of service delivery; ward committees and communities are encouraged to participate in the	<ol style="list-style-type: none"> 1. Reduction in alcohol abuse and behavioural change towards alcohol consumption 2. Compliant liquor trading and regulated access to alcohol 3. Efficient licensing 4. Economically active and sustainable liquor traders 5. Empowered liquor traders 6. Good Corporate Governance

Name of Public Entity	Mandate	Outcomes
	<p>consideration of applications for registration certificates; and address the challenges facing the liquor industry in the Province. The Eastern Cape Liquor Authority Act, 2018 (Act No. 4 of 2018) was assented to and published in the Provincial Gazette during March 2019. Regulations in terms of the Eastern Cape Liquor Act (2003) has been finalised and is set to come into operation on 1 March 2025. The amended regulations bring about more stringent compliance requirements for potential as well as current liquor licence holders.</p>	

PART D



**TECHNICAL INDICATOR DESCRIPTORS
(TIDS)**

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

Below is a list of TIDs for all outcome indicators listed in part C above.

1. Number of jobs created in priority sectors

Indicator Title	2. Number of jobs created in priority sectors
Indicator Title	Number of jobs created in priority sectors
Definition	This indicator measures the number of jobs created in identified priority sectors of the Eastern Cape economy in line with PEDS sectors. This includes new jobs and retained jobs for the reporting period.
Source of data	Employment reports, sector surveys, provincial employment statistics, reports from sector-specific development agencies and projects e.g. ELIDZ, Coega and ECDC.
Method of calculation / assessment	Simple count of verified jobs created in priority sectors during the reporting period
Assumptions	Job creation data can be accurately verified and attributed to specific sectors
Disaggregation of beneficiaries	Targets for Women: 30% Targets for Youth: 30% Targets for People with Disabilities: 7%
Spatial Transformation	Ideally, job creation should be distributed across all districts in the Eastern Cape with specific targets for rural and township areas. Most jobs will be created in the SEZs of Coega and ELIDZ.
Desired performance	Creation of 100,439 jobs in priority sectors by year 5 is desirable.
Indicator Responsibility	Director: Trade and Investment Promotion, Economic Development

3. Number of investments operationalized

Indicator Title	Number of investments operationalized
Definition	This indicator measures the number of investment projects that have moved from commitment stage to active operation in the Eastern Cape, indicating successful implementation of investment attraction efforts.
Source of data	Investment project tracking reports, ECDC data, ELIDZ and CDC reports, site verification records
Method of calculation / assessment	Simple count of investment projects that have commenced operations during the reporting period in line with practice notes at ECDC, ELIDZ and Coega.
Assumptions	Clear criteria is defined on what constitutes "operationalized" status for different types of investments
Disaggregation of beneficiaries	N/A
Spatial Transformation	Ideally, investments should be distributed across the province with attention to underserved areas. Most investments will be operationalized in the SEZs of ELIDZ and Coega
Desired performance	65 operationalized investments by year 5 is desirable
Indicator Responsibility	Director: Trade and Investment Promotion, Economic Development

4. Percentage growth in the value of exports

Indicator Title	% growth in the value of exports
Definition	This indicator measures the year-on-year percentage increase in the total value of products and services exported from the Eastern Cape province to international markets. The average increase can be established over the 5-year period
Source of data	Trade statistics, customs data, provincial export records, ECDC export reports
Method of calculation / assessment	$[(\text{Total export value in current year} - \text{Total export value in previous year}) / \text{Total export value in previous year}] \times 100$
Assumptions	Export values can be accurately tracked and attributed to the Eastern Cape. Exports values can be tracked from companies operating in the SEZs and companies that are assisted by the ECDC
Disaggregation of beneficiaries	N/A
Spatial Transformation	Ideally, export growth should be measured across all districts and key export sectors
Desired performance	6% annual growth in export value indicates optimal performance
Indicator Responsibility	Director: Trade and Investment Promotion, Economic Development

5. Percentage growth in the value of investments

Indicator Title	% growth in the value of investments
Definition	This indicator measures the year-on-year percentage increase in the total value of new investments (both foreign and domestic) made in the Eastern Cape economy. Percentage growth can be obtained for the period by comparing the value from the previous period (baseline) to the total value for the 5-year period
Source of data	Investment tracking databases, ECDC, ELIDZ and Coega reports, financial commitment records
Method of calculation / assessment	$[(\text{Total investment value in current year} - \text{Total investment value in previous year}) / \text{Total investment value in previous year}] \times 100$
Assumptions	All significant investments are captured and accurately valued
Disaggregation of beneficiaries	N/A
Spatial Transformation	Investment growth should be tracked across all districts and priority sectors
Desired performance	10% annual growth in investment value is desirable
Indicator Responsibility	Director: Trade and Investment Promotion, Economic Development

6. Amount of installed sustainable energy generation capacity has reached an operational phase.

Indicator Title	Amount of installed sustainable energy generation capacity that has reached an operational phase
Definition	This indicator measures the year-on-year increase in the installed capacity of sustainable energy generation facilities, measured in megawatts.
Source of data	Provincial energy reports, news reports, utility company data, sustainable energy project output statistics
Method of calculation / assessment	Cumulative additions of installed capacity, against a baseline of 1509 Megawatts.
Assumptions	Accurate data on sustainable energy generation.
Disaggregation of beneficiaries	N/A
Spatial Transformation	Province-wide with data collectable for different regions and energy types within the Eastern Cape
Desired performance	2340 Megawatts by the end of the term.
Indicator Responsibility	Director: Sustainable Energy, Economic Development

7. Investment value of completed sustainable energy projects

Indicator Title	Investment value of completed sustainable energy projects
Definition	This indicator measures the investment value of completed utility scale sustainable energy projects (those projects that have completed construction). Inclusive of electricity generation projects, battery energy storage and green hydrogen.
Source of data	Investment reports, news articles, project finance documents, sustainable energy sector surveys, IPP office reports
Method of calculation / assessment	. Sum of investment value of all completed utility scale sustainable energy projects during the term (those projects that have completed construction)
Assumptions	All reported investments have been actually spent and not just committed. Investment figures are adjusted for inflation when analyzing trends.
Disaggregation of beneficiaries	N/A
Spatial Transformation	Investment data should be collectable by region within the Eastern Cape
Desired performance	R17 billion in private sector investment indicates optimal performance
Indicator Responsibility	Director: Sustainable Energy, Economic Development

8. Percentage of black-owned, women-owned, and youth-owned businesses supported to sustainability

Indicator Title	Percentage of black-owned, women-owned, and youth-owned businesses supported to sustainability
Definition	This indicator measures the proportion of businesses owned by previously disadvantaged groups that have received support and achieved sustainable operations (defined as profitable operation for at least 12 months) as a percentage of all businesses supported.
Source of data	Business support programme records, financial statements, monitoring reports, follow-up assessments
Method of calculation / assessment	$(\text{Number of supported businesses from target groups that meet sustainability criteria} / \text{Total number of businesses supported}) \times 100$
Assumptions	Clear criteria for "sustainability" are established and consistently applied
Disaggregation of beneficiaries	Targets for Women: 30% Targets for Youth: 30% Targets for People with Disabilities: 7%
Spatial Transformation	Business support is demand driven. Ideally support should be distributed across urban and rural areas
Desired performance	30% of supported businesses achieving sustainability indicates optimal performance
Indicator Responsibility	Director: Enterprise Development, Economic Development

9. Percentage increase in township and rural enterprises accessing government economic opportunities

Indicator Title	Percentage increase in township and rural enterprises accessing government economic opportunities
Definition	This indicator measures the year-on-year percentage increase in the number of township and rural-based enterprises that have successfully accessed government procurement, contracts, incentives, and other economic opportunities.
Source of data	Government procurement records, enterprise development databases, participation in opportunity access programmes
Method of calculation / assessment	$[(\text{Number of township/rural enterprises accessing opportunities in current year} - \text{Number in previous year}) / \text{Number in previous year}] \times 100$
Assumptions	Clear definition of "government economic opportunities" and reliable tracking of beneficiary enterprises
Disaggregation of beneficiaries	Targets for Women: 30% Targets for Youth: 30% Targets for People with Disabilities: 7%
Spatial Transformation	Data must be collected separately for township and rural areas across all districts
Desired performance	10% annual increase in enterprises accessing opportunities is desirable
Indicator Responsibility	Director: Enterprise Development, Economic Development

10. Percentage change in business satisfaction level on business regulatory issues

Indicator Title	Percentage change in business satisfaction level on business regulatory issues
Definition	This indicator measures the year-on-year change in the satisfaction levels reported by businesses regarding regulatory processes, compliance requirements, and regulatory service delivery in the Eastern Cape. This can be established as an average between year 1 and year 5
Source of data	Business satisfaction surveys, regulatory impact assessments, feedback from business chambers and associations
Method of calculation / assessment	$[(\text{Satisfaction rating in current year} - \text{Satisfaction rating in previous year}) / \text{Satisfaction rating in previous year}] \times 100$
Assumptions	Consistent survey methodology is applied across periods
Disaggregation of beneficiaries	N/A
Spatial Transformation	Satisfaction should be measured across all business regulatory service points
Desired performance	5% improvement in business satisfaction ratings is desirable
Indicator Responsibility	Director: Business Regulation & Governance, Economic Development

11. Percentage increase in MSMEs participating in the agro-processing sector

Indicator Title	Percentage increase in MSMEs participating in the agro-processing sector
Definition	This indicator measures the year-on-year percentage increase in the number of Medium, Small and Micro Enterprises actively participating in the agro-processing value chain in the Eastern Cape.
Source of data	MSME databases, agro-processing sector reports, participation in sector development programme, industry association data
Method of calculation / assessment	$[(\text{Number of MSMEs in agro-processing in current year} - \text{Number in previous year}) / \text{Number in previous year}] \times 100$
Assumptions	Clear criteria defined "active participation" in the agro-processing sector
Disaggregation of beneficiaries	Targets for Women: 30% Targets for Youth: 30% Targets for People with Disabilities: 7%
Spatial Transformation	Participation should be measured across agricultural regions in the province
Desired performance	7% annual increase in MSME participation is desirable
Indicator Responsibility	Director: Agro-processing, Economic Development

12. Improved biodiversity conservation and ecosystem management score

Indicator Title	Improved biodiversity conservation and ecosystem management score
Definition	This indicator measures improvements in biodiversity conservation and ecosystem management through a composite score based on multiple sub-indicators including protected area coverage, species conservation status, and ecosystem health indices.
Source of data	Environmental monitoring reports, biodiversity assessments, conservation status reports, protected area management effectiveness evaluations
Method of calculation / assessment	Composite score based on: - % change in protected area coverage - Change in threatened species status - Ecosystem health indicators - Management effectiveness assessments
Assumptions	Scientific assessment methodologies remain consistent for valid comparison
Disaggregation of beneficiaries	N/A
Spatial Transformation	Assessment must cover all key biodiversity areas in the province
Desired performance	A desired performance of 10% improvement in composite conservation score
Indicator Responsibility	Director: Biodiversity Management, Environmental Affairs

13. Climate-Responsive Behaviour Change

Indicator Title	Climate-Responsive Behaviour Change
Definition	This indicator measures the increase in climate-protective behaviour in the province after exposure to awareness programmes, tracking actions such as water conservation practices, adoption of renewable energy solutions, and participation in ecosystem protection initiatives.
Source of data	Household sustainability surveys, municipal service usage data (water/electricity), renewable energy installation records, conservation programme participation statistics, waste management reports.
Method of calculation / assessment	Composite behaviour change score calculated using: 1. Percentage reduction in household resource consumption (water/energy) 2. Percentage increase in renewable energy adoption 3. Percentage increase in participation in conservation programmes 4. Percentage improvement in sustainable waste management practices Current period measurements compared to baseline or previous period.
Assumptions	1. Behaviour changes can be attributed to awareness programmes 2. Data collection systems are reliable and consistent

Indicator Title	Climate-Responsive Behaviour Change
	External factors (e.g. Economic conditions) are accounted for when analyzing behaviour changes
Disaggregation of beneficiaries	Urban vs rural communities, Income levels, Public vs private sector, Educational institutions
Spatial Transformation	Province-wide measurement with targeted interventions in environmental hotspots and previously disadvantaged communities
Desired performance	10% Climate-Responsive Behaviour Change
Indicator Responsibility	Director: Climate Change, Environmental Affairs

14. Annual growth rate in tourism revenue

Indicator Title	Annual growth rate in tourism revenue
Definition	This indicator measures the year-on-year percentage increase in total tourism revenue generated in the Eastern Cape province.
Source of data	Tourism statistics, visitor spending surveys, accommodation sector data, tourism business revenue reports
Method of calculation / assessment	$[(\text{Tourism revenue in current year} - \text{Tourism revenue in previous year}) / \text{Tourism revenue in previous year}] \times 100$
Assumptions	All tourism revenue streams can be accurately tracked and measured
Disaggregation of beneficiaries	N/A
Spatial Transformation	Revenue data should be collectable for all tourism regions
Desired performance	10% annual growth in tourism revenue
Indicator Responsibility	Director: Tourism Management, Economic Development

15. Increase in average length of stay for tourists in the Eastern Cape

Indicator Title	Increase in average length of stay for tourists in the Eastern Cape
Definition	This indicator measures the change in the average number of days tourists spend in the Eastern Cape during their visits.
Source of data	Tourism surveys, accommodation bookings data, visitor exit surveys
Method of calculation / assessment	Average length of stay in current period compared to average length of stay in previous period
Assumptions	Reliable data on tourist stays can be consistently collected
Disaggregation of beneficiaries	N/A
Spatial Transformation	Length of stay should be measured across all tourism destinations in the province
Desired performance	5 days average length of stay is the preferred performance
Indicator Responsibility	Director: Tourism Management, Economic Development

16. Domestic tourism ranking of the Eastern Cape

Indicator Title	Domestic tourism ranking of the Eastern Cape
Definition	This indicator measures the Eastern Cape's ranking among South African provinces as a domestic tourism destination based on visitor numbers and revenue.
Source of data	National tourism statistics, provincial tourism comparisons, visitor surveys, South African Tourism reports
Method of calculation / assessment	Annual provincial ranking based on standardized tourism metrics
Assumptions	Consistent ranking methodology is applied across all provinces

Indicator Title	Domestic tourism ranking of the Eastern Cape
Disaggregation of beneficiaries	N/A
Spatial Transformation	Rankings should consider performance across all tourism regions
Desired performance	Achievement of top 2 ranking among provinces is desirable
Indicator Responsibility	Director: Tourism Management, Environmental Affairs

17. Number of tourists visiting the province annually

Indicator Title	South African Tourism refers to the number of domestic trips by destination province.
Definition	South African Tourism - Annual Domestic Tourism Performance Report - Total Trips at a Glance.
Source of data	Simple allocation as provided by South African Tourism.
Method of calculation / assessment	Not applicable. This is provided by South African Tourism.
Assumptions	South African Tourism conducts the research.
Disaggregation of beneficiaries	Not Applicable.
Spatial Transformation	Province wide
Desired performance	Cumulative
Indicator Responsibility	Annually

18. Percentage of graduates employed in their field of study within a year of their graduation

Indicator Title	Percentage of graduates employed in their field of study within a year of their graduation
Definition	This indicator measures the proportion of graduates supported by the DEDEAT Group at Eastern Cape educational institutions who secure employment related to their field of study within one year of graduating.
Source of data	Graduate employment surveys, alumni tracking data, higher education institution reports, skills development sector reports
Method of calculation / assessment	$(\text{Number of graduates employed in their field within one year} / \text{Total number of graduates}) \times 100$
Assumptions	Employment-field alignment can be accurately determined
Disaggregation of beneficiaries	N/A
Spatial Transformation	Employment data should be tracked across all regions
Desired performance	30% graduate employment after 1 year is desirable
Indicator Responsibility	Director: Human Resources Development, Corporate Services

19. Percentage increase in enrolment and graduation in critical skills programmes

Indicator Title	Percentage increase in enrolment and graduation in critical skills programmes
Definition	This indicator measures the year-on-year increase in both enrollment and graduation rates in programmes that address identified critical skills gaps in the Eastern Cape economy
Source of data	Educational institution records, skills development reports, enrollment statistics from training providers, graduates
Method of calculation / assessment	$[(\text{Current year figures} - \text{Previous year figures}) / \text{Previous year figures}] \times 100$ for both enrollment and graduation
Assumptions	Critical skills areas are clearly defined and consistently monitored

Indicator Title	Percentage increase in enrolment and graduation in critical skills programmes
Disaggregation of beneficiaries	Targets for Women: 30% Targets for Youth: 30% Targets for People with Disabilities: 7%
Spatial Transformation	Data should be collected from all relevant training institutions across the province
Desired performance	20% annual increase in both enrollment and graduation over the 5-year period
Indicator Responsibility	Director: Human Resources Development, Corporate Services

20. Number of patents filed

Indicator Title	Number of patents filed
Definition	This indicator measures the number of new patent applications filed by individuals, businesses or organizations based in the Eastern Cape.
Source of data	Patent office records, innovation hub reports, R&D institution data, S&T Park - ELIDZ
Method of calculation / assessment	Simple count of new patent applications filed during the reporting period
Assumptions	All relevant patent applications are accurately captured and attributed to the Eastern Cape
Disaggregation of beneficiaries	N/A
Spatial Transformation	Patent applications should be tracked across all regions
Desired performance	10 new patents filed annually indicates optimal performance
Indicator Responsibility	Director: Manufacturing, Economic Development

21. Number of successful inter-departmental collaborative projects implemented

Indicator Title	Number of successful inter-departmental collaborative projects implemented
Definition	This indicator measures the number of projects successfully implemented through collaboration between two or more government departments to achieve integrated service delivery and economic development
Source of data	Project reports, inter-departmental agreements, implementation reviews, joint project evaluations
Method of calculation / assessment	Count of collaborative projects meeting success criteria during reporting period
Assumptions	Clear criteria for project success are established and consistently applied
Disaggregation of beneficiaries	N/A
Spatial Transformation	Projects should span multiple regions where applicable
Desired performance	15 successful collaborative projects over 5-year period are desirable
Indicator Responsibility	Director: HOD's Office

22. Percentage of departmental services available online or through digital platforms

Indicator Title	Percentage of departmental services available online or through digital platforms
Definition	This indicator measures the proportion of DEDEAT services that can be accessed and completed through online platforms or digital channels.
Source of data	Service delivery audit reports, digital platform statistics, e-government assessments, departmental service catalogues
Method of calculation / assessment	$(\text{Number of services available online} / \text{Total number of departmental services}) \times 100$
Assumptions	Clear criteria define what constitutes "available online"
Disaggregation of beneficiaries	N/A
Spatial Transformation	Digital access should be available across all regions
Desired performance	60% of services available online indicates optimal performance
Indicator Responsibility	Director: IT, Corporate Services

23. Improvement in stakeholder satisfaction ratings for DEDEAT services and programmes

Indicator Title	Improvement in stakeholder satisfaction ratings for DEDEAT services and programmes
Definition	This indicator measures the change in stakeholder satisfaction levels with DEDEAT services and programmes based on standardized satisfaction surveys.
Source of data	Stakeholder surveys, feedback forms, service quality assessments, customer experience evaluations
Method of calculation / assessment	Comparison of satisfaction ratings between current and previous period using standardized measurement scales
Assumptions	Consistent survey methodology is applied across periods
Disaggregation of beneficiaries	N/A
Spatial Transformation	Satisfaction should be measured across all service regions
Desired performance	85% target for satisfaction rating is desirable
Indicator Responsibility	Director: HRPP, Corporate Services

ANNEXURES



ANNEXURE A: DISTRICT DEVELOPMENT MODEL

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

Areas of intervention	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinate	Project leader	Social partners
Waste Management	Dr Beyers Naude LM Waste Management project	R2,332m	Sarah Baartman	-	Dr Beyers Naude LM	DEDEAT
Waste Management	Blue crane Route LM Waste Management project	R3m	Sarah Baartman	-	Blue Crane Route LM	DEDEAT
Waste Management	Intsika Yethu LM Community Park in Tsomo Town	R3m	Chris Hani	-	Intsika Yethu LM	DEDEAT
Waste Management	Mhlontlo LM waste management project	R1m	OR Tambo	-	Mhlontlo LM	DEDEAT
Biodiversity management	Matatiele LM Wattle clearing project	R3,066m	Alfred Nzo	-	Matiele LM	DEDEAT
Biodiversity Management	Elundini LM eradication of Alien invasives in wards 5 and 6 project	R3m	Joe Gqabi	-	Elundini LM	DEDEAT
Waste Management	Ngqushwa LM Eco Town Greening Project		Amathole	-	Ngqushwa LM	DEDEAT
Industrial Parks Support	Revitalisation of Komani Industrial Park	R250mil	Chri Hani	31.91874°S, 26.92012°E	CHDA	CHDA, CHDM, DEDEAT, DTIC
Forestry Development Initiatives	New afforestation and or forestry expansion to 100 000 ha in the Eastern Cape Province	R1,5 billion	Alfred Nzo DM, OR Tambo DM, Joe Gqabi DM, Chris Hani DM and Amathole DM	Not available	ECRDA	Private Sector partners, Communities, Entrepreneurs, DALRRD, DEDEAT, DFIs, Commercial Banks
Cannabis/Hemp industrialisation program	Cannabis industry development focusing in industrial & medicinal applications (as per applicable regulations)	R600mil	Province-wide	Not available	Dept of Agric	Public: DTIC, DSBD, DSI, DALRRD, ECRDA, DEDEAT, Dept o Agric, Municipal & State-Owned Entities, Traditional Authority. Private: Investors
Wool & Mohair support	Assist farmers to comply with International Responsible Wool	R10mil	Chris Hani	Not available	Dept of Agric	Dept of Agric, DRDLR, District & Local Municipalities Cape Wool and Mohair,

Areas of intervention	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinate	Project leader	Social partners
	Standards (RWS) and Responsible Mohair Standards (RMS) to achieve premium prices for the sale of their Wool and					NWGA, Private Investors
Environmental protection	Greening and Beautification	R3ml	Chris Hani	32.04195°S, 27.82230°E	DEDEAT	DEDEAT, CHDM, Intsika Yethu LM
Shilo Dairy Fodder Production	Design And Installation Of Irrigation System In SHILOH IRRIGATION SCHEME.	R3 534 311.00	Chris Hani	32.18460°S, 26.82442°E	Dept of Agric	CHDA, CHDM, Dept of Agric
Irrigation Schemes	Revitalization of irrigation schemes	R100iml	Chris Hani	32.18460°S, 26.82442°E 31.81755°S, 27.74600	Dept of Agric	CHDA, CHDM, Dept of Agric
Shilo Winery Processing Plant & expansion of (Wineyard)	Construction of a processing plant	R4mil	Chris Hani	32.18460°S, 26.82442°E	CHDA	CHDA, CHDM, Dept of Agric. DEDEAT, DLARD
Rural sustainable villages project	Environmental protection and sustainable livelihoods development	R150mil	Chris Hani	Various locations	DEDEAT	DEDEAT, CHDM, DOE, Local Municipalities, European Union
RAFI Beef Development	Installation of irrigation system for Beef Development at Inxuba Yethemba Municipality.	R10 500 000	Chris Hani	Various Locations	Dept of Agric	CHDA, CHDM, Dept of Agric
Enoch Mqijima Waste Management	Establishment of three waste sites	R30mil	Chris Hani	Not available	Enoch Mqijima LM	Enoch LM, DFFE, DEDEAT

ANNEXURE B: PLANNING PROCESS

