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

2018/19 – 2020/21

SERVICE DELIVERY IMPROVEMENT PLAN

The Service Delivery Improvement Plan (SDIP) is developed in line with the requirements of the Public Service Regulation 38 (2016). The plan has been developed in consultation with relevant officials and recipients of services being prioritised in the current strategic cycle. One of the criteria utilized to select the services was “services that have a huge direct bearing on communities of the Eastern Cape Province”. I have no doubt that the plan will go a long way in improving both consumer services and environmental impact management in the Province. Progress reports will be produced on a quarterly basis and will be integrated in the annual report.

I hereby give my full support to this SDIP plan and commit to do whatever is necessary to support its implementation.

The Honourable Sakhumzi Somyo (MPL)
MEC for Economic Development, Environmental Affairs and Tourism

OFFICIAL SIGN - OFF

It is hereby certified that this Service Delivery Improvement Plan (SDIP):

- Was developed by the management of the of the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) under the guidance of the Member of Executive Council, Hon Sakhumzi Somyo;

- Takes into account all the relevant policies, legislation and other mandates for which the DEDEAT is responsible;
- Accurately reflects the strategic goals and objectives which the DEDEAT will endeavour to achieve over the period 2018/19 to 2020/21.

Ms Sibongile Jongile **Signature:**

Chief Financial Officer

Mr Tyronne Boucher **Signature:**
Chief Director: Strategic and Information Management

Mr Bongani Gxilishe **Signature:**
Accounting Officer

Approved by:

Mr Sakhumzi Somyo **Signature:**
Hon. MEC for Economic Development, Environmental Affairs & Tourism

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LIST OF ABBREVIATIONS AND ACRONYMS

DEDEAT	- Department of Economic Development, Environmental Affairs
EIA	- Environment Impact Assessment
HR	- Human Resources
MEC	- Member of Executive Council
EC	- Eastern Cape
CPA	- Consumer Protection Act
NEMA	- National Environment Management Act
NEAS	- National Environment Authorisation System
NEMBA	- National Environmental Management Biodiversity Act
SDIP	- Service Delivery Improvement Plan
IPAP	- Industrial Policy Action Plan
IT	- Information Technology
IMF	- International Monetary Fund
IDZ	- Industrial Development Zone
MTSF	- Medium Term Strategic Framework
IPP	- Independent Power Producer
BBBEE	- Broad Based Black Economic Empowerment
GDP	- Gross Domestic Product
ELIDZ	- East London Industrial Development Zone
GVA	- Gross Value Added
EC	- Eastern Cape
DPME	- Department of Performance Monitoring and Evaluation
PIDS	- Provincial Industrial Development Strategy

SECTION A: INTRODUCTION

Process followed

1.1 Consultations

The consultation process focused only on the two (2) key services chosen form the core programmes of the Department namely, Economic Development and Environmental Affairs. The following various consultation platforms were used consulting clients in terms of regulatory and support services by the process owners at times with the Strategic Management and OTP. One meeting was held in the third quarter of this financial year.

1.1.1 Consumer Protection Forum

The Eastern Cape Office of the Consumer Protector forms part of the Consumer Protection Forum, which is a voluntary organisation consisting of all Provincial Consumer Protection Offices, National Regulators such as the National Credit Regulator, the National Consumer Commission, National Regulator for Compulsory Specifications, the Financial Services Board, the Council for Medical Schemes and the Independent Communication Authority of South Africa.

1.1.1.1 Consumer Protection Forum Sub committees

There are furthermore two (2) sub committees to the Forum known as the Consumer Education Committee, who are responsible for facilitating and coordinating joint education awareness themes in relation to critical areas that affect consumers and the Consumer Compliance Committee (which met on the first, second and third quarter), where issues relating to compliance and enforcement of consumer complaints are discussed and referral methods or guidance are provided to ensure effective and efficient facilitation of the Mediation and Conciliation of consumer complaints as provided for in the Consumer Protection Act. There were two meetings in the first and fourth quarter of this financial year.

1.1.2. Traditional Leadership, Business, Municipalities

Consultation occurred within the Eastern Cape Province between Consumer Protection, Traditional Leadership, Business, Municipalities and the public on Education and Awareness workshops on quarterly basis.

1.1.3. Mintech Working Group 5

The quarterly meetings of the national Mintech Working Group 5, EIA Implementation Workshop and NEAS Task Team attended to ensure that legislation is interpreted and applied correctly. At the same time National DEA and Provinces consulted on matters with national implications.

1.1.4. Provincial Environmental Impact Management Forum of the 8 - 9 June 2018

Quarterly meetings of the Provincial Environmental Impact Management Forum were held to inform and consult external stakeholders. The quarterly meetings followed by the Environmental Quality Management Technical Committee meetings, ensuring that the issues raised by stakeholders are communicated to all DEDEAT District Offices.

1.1.5. Municipal Infrastructure Forums at Provincial and District levels

All meetings of Municipal Infrastructure Forums at Provincial and District levels will be attended to inform and consult key stakeholders. At a District level IGR Forums will also be utilized, while in the two Metros Bilateral Forums will be maintained for this purpose.

1.2 Joint EXCO/ MANCO

The SMS meeting on the 19 June 2017 in the meeting resolved that the Strategic Management continue with the two (2) current key services so that impact could be measured. The third key service on investigation of environmental crime incidents (e.g. poaching of rhinos, cycads etc.) be attended to pending the buy in from the Green Scorpions. There are number of reasons here in terms especially confidentiality in the portfolio of evidence. Due to the nature of the work of the Green Scorpions especially confidentiality, this key service won't be included in this SDIP. The second meeting of the 24 October 2017 endorsed the SDIP team members and signed letters by the HOD were distributed to the members. Quarterly meetings were held with districts on SDIP and the sign off date of this document will be the 27 February 2018

The sources that assisted in choosing the key services are the following:

- Complaints from the public
- Walk ins from the clients at service points
- Portfolio Committee of Economic Development, Environmental Affairs & Tourism

1.3 The SDIP team

This SDIP has been prepared by a team consisting of the following people:

- Mr Herbert Batidzirai (Director: Strategic Planning & Management; 043-605 7022)
- Ms Charnette Ferreira (Director: Consumer Protection Services; 043-605 7059)
- Mr Gerry Pienaar (Director: Impact Management; 043 - 605 7151)
- Ms Cecilia Gyan (Assistant Director: Impact Management; 043 – 605 7099)
- Mr Makhaya Zokoza (Deputy Director: Tourism Development; 043-605 7203)
- Mr Melikhaya Mnyaka (Deputy Director: Strategic Planning & Management; 043-605 7143)
- Mr Bongani Ndyoko (Deputy Director: Consumer Protection; 043-605 7338)
- Ms Kolosa Mbambisa (Assistant Director: Business Analysis; 043 – 605 7200)

1.4 Communication plan

The communication plan is informed by the DEDEAT planning calendar and it's not a stand-alone.

Stakeholder	Time frame	Purpose	Responsibility
Consumer Protection, Districts and Business	31/10 – 30/11/2017	To keep the stakeholders abreast about the SDIP and updating the SOP.	Consumer Protection and Strategic Management
Impact Management with Stakeholders	October – December 2017	Seeking the buy in form the stakeholder on the SOP.	Impact Management, OTP and Strategic Management
Compliance and Enforcement (Green Scorpions)	October – December 2017	To seek consensus on the question of confidentiality of information.	Strategic Management and Compliance Management
Districts/ Regions with Stakeholders	27/11 - 12/12/2017	Meeting on Departmental plans including SDIP, service standards and charters	Strategic Management
Joint Exco, Manco, MMS and Public Entities	27/2/2018	Sign –off SDIP	HOD and Strategic Management

SECTION B: STRATEGIC OVERVIEW

Vision

Sustainable development underpinned by economic growth and sound environmental management.

Mission

To lead economic development and environmental management in the Eastern Cape.

Values

LIFT

- Leadership: We influence the thinking and development of the Eastern Cape; develop team skills at every level and lead in research, planning, performance management and financial results.

- Integrity: We remain honest and loyal while maintaining high professional standards.

- Flexibility: Within the framework of the law, our operations are amenable to adjustments in line with changes in the operating environment.

- Teamwork: We design, implement and review our work through strong relationships, respect and sharing across boundaries to achieve our objectives.

Listed services excluding Programme 1: Administration

The department has the following listed services:

Programme	Sub - Programme	Sub-Sub-Programmes	Key services
Economic Development	2.1: Integrated Economic Development Services	Economic Empowerment	Disseminate information on business opportunities
	2.2: Trade and Sector Development	Sector Development	Provide information on carbon reduction initiatives
		Sector Development	Provide information on carbon reduction initiatives
	2.3. Business Regulation and Governance	Consumer Protection	Provide consumer education; Provide consumer complaint support
	2.4. Economic Planning	Policy and Planning	Issue economic research reports
	2.5. Tourism	Tourism Growth and Development	Promote tourism education
Environmental Affairs	3.2 Compliance and Enforcement		Investigate environmental crimes
	3.3 Environmental Quality Management		Issue EIA decisions called authorisations; Provide information on carbon reduction initiatives
	3.4 Biodiversity Management		Issue permits and licenses
	3.5 Environmental Empowerment Services		Provide environmental awareness

Updated Situational Analysis

The Department's value chain is designed to ensure shared economic growth, sustainable development and tourism. A new service delivery model was developed in 2016/17 but the key features of the previous combination of delivery mechanism involving head office, regional offices, public entities and to a limited extent consultants' services remains unchanged. The Department has finalised its organisational structure and is still awaiting approval by the DPSA. The outline of programmes and sub-programmes has not changed while the department has aligned its programmes to the key policy and programmatic imperatives of 2018/19 financial year. This plan should be read in conjunction with the 2018/19 - 2020/21 APPs and Corporate Plans of Public Entities as well as District Operational Plans that outline the comparative advantages of each District and the challenges faced.

Figure 1: Service delivery chain

The following value proposition is applicable during the MTSF period 2015/16 to 2019/20.

Figure 2: Value proposition

VALUE PROPOSITION		
Customers: **Investors, manufacturers, unemployed and community**	**Services:** Economic Development and Environment Management	**Positioning:** Custodians of legislation and Policy

ALIGN RESOURCE SYSTEM	FINANCIAL MODEL
Services: Economic development and environmental management	**Sources of funding:** Equitable share, own revenue
Capabilities: Research, policy analysis, planning and programme implementation	**Public Economic Value:** Increase tax base and reduce strain on welfare system
Resources: ±800 employees, ±R1.6 billion, office infrastructure and IT system	**Growing available funding:** Partnership with DFIs and donors
Extent: Globally	
Partners: SOEs, DFIs, other spheres of government	

MARKET SPACE OFFERING
Scope: Research to advisory services **Customers access: Regional Offices, SOE and internet** **Organized for accessibility: Devolved to municipal level**

The department's programmes are aligned to six of the 14 outcomes developed by the Department of Performance Monitoring and Evaluation (DPME) in 2010. The strategic plan outlines the links as shown on pages 45, 54 – 55, 60 – 62 and 66 - 67 of the strategic plan. The Risk Management sections of the strategic plan also provide the risk mitigation measures which are part of the operational plan of the department.

Performance environment

5.1 Global Economic Outlook

2016 saw global economies grapple with low inflation, low commodity prices, capital flows into emerging markets and the continuation of accommodative monetary policy. Global growth remained below pre-financial crisis levels and persistently underperforms forecasts.

Whilst lower growth in China, as the world's largest importer and exporter, means that even small changes in Chinese demand have major impacts on countries, especially emerging economy, commodity exporters.

Global growth estimates for 2016 were at 3.1% for 2016 and moderately higher at 3.4% for 2017 (IMF, 2016b). Whilst comparing global growth to that of key advanced or developing countries and regions. Global growth has remained persistently below 4%

over this period. This being below pre-financial crisis levels when global growth was at 5.6% in 2007 (IMF, 2016b).

Global growth has been falling short of expectations in both advanced and emerging economies. As time passes, since the financial crisis of 2009, the reasons for low growth are becoming increasingly complex. These complex forces include demographic changes, declines in productivity growth, lower commodity prices and regional shocks (IMF, 2016a). Reasons also differ between advanced and the developing and emerging economies.

The impact of US President Trump's policies on South Africa, in late 2016, was still rather uncertain, but fiscal led expansions are likely to strength the US dollar. This would lead to higher financial burdens on dollar denominated debt, although it would support commodity exports from South Africa and increase export earnings. An appreciating dollar however would see a realignment of global exchange rates and this would provide conditions for capital flight from emerging markets. Improved US growth would also provide the space for the US Federal Reserve Bank to raise interest rates and there could be a greater normalisation on bond markets. This would in turn impact on capital flows to emerging markets.

Greater trade protectionist policies between the US and its trading partners would limit the potential global trade growth and thwart trade liberalisation efforts. It is however unclear to what extent South Africa will be negatively or positively affected by changing trading relationships and if South Africa would be directly focused on.

Low global growth will continue, into the medium term, due to limited trade growth, low factor productivity and limited private investment. Low global demand will impact on South Africa's ability to export and grow its industries. Commodity prices have been low but are recovering from the shock in 2015 and were expected to pick up in 2017. This should be positive for commodity exporters in South Africa although increasing oil prices will place increased strain on the current account.

National Economic Performance

The year that was 2016 saw an erratic pattern of economic activity for South Africa. Going into 2016, a very low bar for economic performance was set with a dramatically depreciated rand by the end of 2015 and a prolonged drought having a debilitating effect on the economy and spill over effects into the price of food staples. Manufacturing came under pressure in the 3rd quarter, and the year saw weak manufacturing performance. Mining growth improved, as global commodity prices began to rally; whilst households cut back on purchases, especially in durable good purchases and motor vehicles. 2016 was a particularly bad year for the domestic retail motor industry. Consumer confidence was down for the 8th consecutive quarter this resulted in households reducing expenditure and holding off on large purchases. This was good in terms of debt consolidation trend for households but resulted in volatility in trade sector.

Real gross fixed capital formation registered its fourth consecutive quarterly decline in the 3rd quarter of 2016. This was due to a significant drop in the capital investment by the private sector due to low consumer and business confidence levels. Employment creation was subdued in 2016 with the unemployment rate increasing to a record high of 27.1% (SARB, 2016a). Youth unemployment remains one of the most pressing social and economic issues facing the country with 38.2% of all persons aged 15-34 years old out of employment.

The twelve-month rate of consumer inflation was above the upper limit of the target for most of the year, with food price inflation being the main driver. Producer price inflation increased significantly in agriculture and food processing due to the cost of imported grains and drought induced impacts. Consumers felt the pinch in 2016, with sugar costing 28% more than the previous year and milled grain being 15.7% more expensive. Sugar-sweetened-beverages will increase further in 2017, as from April, when a new tax comes into effect.

SARB confirms SA is in the downward phase of the business cycle. The expected moderate growth in GDP in 2017 is aligned to growing momentum in the leading and coincident indicators (Figure 3.1). The SARB’s composite leading business cycle indicator started to rise in May 2016, and it continued to climb through August and September. Movements in this indicator typically lead the general business cycle by between 6 and 12 months. Thus, indications are that moderate growth is to be expected in the short term and that a turning point in the current downward business cycle has been reached (SARB, 2016a; The World Bank, 2017).

Economic Recession & Downgrading

South Africa has entered recession for the first time in eight years, piling pressure on a government facing corruption allegations and credit downgrades. Data from Statistics South Africa showed the first quarter contraction, in 2017 was led by weak manufacturing and trade, suggesting high unemployment and stagnant wages were dragging down South Africa's long-resilient consumer sector, analysts said. Political instability, high unemployment and credit ratings downgrades have dented business and consumer confidence in South Africa and the rand extended its losses against the dollar, while government bonds also weakened.

South Africa's economy contracted by 0.7% in the first three months of 2017 after shrinking by 0.3% in the fourth quarter of 2016, lagging market expectations of a quarter-on-quarter GDP expansion of 0.9%. It was the first time two consecutive quarters showed contraction — a definition of recession — since the second quarter of 2009, although there have been individual quarters of so-called negative growth in more recent years.

It could take South Africa seven years to work its way back up into investment grade from its junk status, according to economists. However, such an eventuality is solely dependent on the lengths policy makers and other key sectors of the economy are willing to go to ensure the country's recovery. Economists also say the recent downgrades of the country's credit status to junk will certainly lead to an interest rate hike, and this could come as early as next month. Economists have warned that it would get even tighter over the coming months if the political situation in the country did not show any improvement. They also forecast a decrease in spending by consumers, less business investment, no job creation opportunities, and in the longer term, the government's inability to meet its revenue targets.

GDP growth forecast will drop to 0.2% from 1.1% previously. We also lower our 2018 GDP forecast to 0.7% from 1.5% previously, and 2019 from 1.7% to 1.0%. Already, the rand has depreciated and this, they say, will lead to a rise in inflation. The government will also have to pay more in interest on money it borrows, leaving it with less money to spend on basic services such as water, electricity, education, welfare and other services. The government will have to pay more in interest on any money it borrows and this means there is less money available for basic infrastructure spend, such as water, electricity, education.

The forecasts GDP growth of 1.2% in 2017 and 2.1% in 2018, but the reshuffle has raised downside risks. Above all else, our country should not be drawn into borrowing even more money that would have to be repaid at higher rates of interest. The country's junk status review 20 years ago were different to the current untenable situation.

14 Point Plan

Finance Minister Malusi Gigaba expressed his vision for the South African economy, when he unveiled government's inclusive growth plan to grow the economy. The 14-point action plan aims to lift the economy to a higher growth path through rebuilding business confidence and to staving off the risk of a downgrade on local bonds.

The 14-point action plan contains targets and timelines and each intervention is assigned to a minister and focuses on a range of issues from energy to state-owned enterprises (SOE). It requires that Eskom approach the National Energy Regulator regarding its hardship by the end of the month. Another target is for a case to be developed and be submitted to the Treasury and the Eskom board for the company to receive soft support until a tariff adjustment next year. The plan also focuses the recapitalisation and guarantees of SOEs, which includes the reduction of guarantees to SOEs and the need to continue engagements on framework for the disposal of non-core assets by March next year.

Junk status basically means that the South African government would have less money to spend on social needs that the lower working class depend on, like housing, education and social grants. Effectively the country and the province have less expenditure available to reduce poverty and inequality levels in society. This in turn means that there will be far less budget available to spend on projects and initiatives aimed for and funded in previous financial years. Government is now poorer and individuals who are employed in the public sector will eventually receive lower real wages, assuming government does not try to further debt-finance higher salaries

Eastern Cape

The final outcome of economic growth should be an improvement in the overall quality of life as measured by various socio-economic development indicators, if this growth is to be inclusive. Socio-economic improvements however, can also have positive impacts on growth. Government policies aimed at these improvements thus become agents of economic growth and thereby creating favourable conditions for economic development. The review of socio-economic conditions and developments in the Eastern Cape focuses on population dynamics, income, poverty, education, access to services, labour market conditions and the nature of the economy in terms of GDP-R and trade. These areas provide a perspective of the context in which the Eastern Cape economy operates, including key current and emerging trends.

The provincial economy generally grew at a faster rate than the population between 2010 and 2015. This resulted in an increase in average income as measured by GDP-R per capita in the Eastern Cape during 2015. Although there is a noticeable variation in GDP-R per capita across the province, the figure has risen across all districts including the two metros, albeit only marginally in the Buffalo City Metro.

Levels of poverty in the Eastern Cape, as measured by the South African Multidimensional Poverty Index (SAMPI), are the highest in the country. This, coupled with low household incomes, places considerable pressure on the government to provide basic services that are required to offset some of the more severe effects of poverty. Poverty levels in the Eastern Cape are highest in the former homeland areas due to migration and income patterns, as well the presence of large social backlogs.

The rise in per capita income in the Eastern Cape, combined with small improvements in the poverty headcount, suggests that these indicators are moving in the right direction, albeit at a very slow pace. The extent of these improvements however, vary across the province.

The pace of population growth in the Eastern Cape impacts significantly on the delivery of education in the province. The Eastern Cape Education Department experienced a decrease in overall learner enrolment between 2010 and 2014. A marginal increase in learner numbers however, was registered between 2013 and 2014.

The Eastern Cape has, in the past years, been unable to outperform the national economy's GDP performance. This is despite weak national growth on the back of global economic uncertainty. While this will likely remain true over the forecasted period, due to the constraints to growth, it is still anticipated that the province will be able to achieve moderate growth. Economic growth in the Eastern Cape is expected to be between 1.0% and 1.7% between 2017 and 2019, primarily driven by the tertiary sector. Despite weak economic performance, automotive exports from the Eastern Cape have increased notably on the back of a weaker rand.

Change in the labour market over the past five years has been relatively subdued, both nationally and provincially. In the Eastern Cape, employment growth was lower than the growth in the provincial labour force. Despite this, employment growth in the province was slightly higher than the national rate. The provincial labour force expanded at a more rapid pace than what was observed nationally, partly related to a higher number of job seekers in the province. These trends combined to put upward pressure on the provincial unemployment rate which rose to 41.3% in the third quarter of 2016.

Working-age individuals within the Eastern Cape are less likely to participate in the labour market than are their counterparts nationally, leading to high unemployment rates. This pattern is observed across a wide variety of demographic characteristics, but is particularly strong amongst Black Africans, 15 to 24 year olds, and those with only some secondary school education.

A more inclusive growth path in the South African context requires a focus on growing employment in a way that promotes a more labour intensive production structure and makes more intensive use of less skilled workers. This is particularly true for the Eastern Cape economy. The strengthening of investments in human capital formation (in education and training, and health) remains a key factor in improving the ability of the labour force to compete in a global economy. This is particularly important given the Eastern Cape's poor attainment levels in mathematics.

Oceans Economy

South Africa's ocean economy offers extractive economic opportunities in mining, offshore oil and gas, fishing and aquaculture and non-extractive economic opportunities in other areas such as marine tourism and leisure, marine manufacturing, transportation and other related activities. These are key focus areas towards developing the maritime sector (SAMSA, 2012).

The ocean economy has great potential in the Eastern Cape due its multi sectoral nature which is based on some existing economic activities and the promise of developing new industries. It is also felt to hold the potential to diversify the provincial economy allowing a move away from over reliance in the automotive industry and a greater spread of economic activities through the province. The Eastern Cape is positioning itself as a national player in Human Resource development in the maritime sector, with Nelson Mandela Metropolitan University (NMMU) to develop the Maritime and Marine Sciences School, which will specifically cater for the needs of the sector.

The Operation Phakisa prioritised projects for the Eastern Cape include the overarching plans for systems improvements and revenue generation models. Specific projects for East London aim to unlock the boat-building industry in the city with the refurbishment of the existing slipway facility to facilitate private sector investment. The required investment for refurbishment and investment in the East London Port by the TNPA is R215 million and from private sector R300 million (Operation Phakisa, 2014). Port Elizabeth project includes refurbishment of the lead in jetty.

To date progress in the Maritime Transport and Manufacturing includes:

- Creation of task team consisting of stakeholders in the boatbuilding building industry,
- Investment (of R320 million) in existing ship repair facilities at 5 ports including Port Elizabeth and East London.
- East London boat building facilities, project analysis to be completed in January 2016.
- Refurbishment of lead-in jetty in Port Elizabeth in execution, 80% completed.

Maritime Transport and Manufacturing Activities

Marine Transport and Manufacturing (MTM) includes activities in the marine transport sector including cargo handling, national registry and flagging; and the manufacturing sector which includes marine vessel building, rig and ship repair and offshore oil and gas services.

Approximately 10.6 million tons of cargo were handled by Eastern Cape ports in 2015. The bulk of this cargo was handled by the Port of Port Elizabeth (8.6 million tons, 80.6%), followed by the East London Port (R2.0 million, 18.7%) and the Port of Ngqura (72 785 tons, 0.7%). A further 891 196 of TEUs14 were landed or shipped by these ports during 2015 (2014: 1.0 million). The majority (71.4%) of these TEUs were handled by the Port of Ngqura (2014: 68.3%) (Transnet, 2016).

Significant growth is expected in transhipment containers from and to the Port of Ngqura. At present current demand stands at 765 000 TEUs, which is expected to grow to 3 million TEUs by 2043. Volumes of manganese moving through the Port of Ngqura are expected to increase to 13 million tons per annum in 2020 following the relocation of the terminal from the Port Elizabeth harbour.

The Port Elizabeth Port currently handles around 9 million tons of cargo per annum, which is expected to decrease to 4 million tons per annum with the removal of manganese and crude oil to the Port of Ngqura (Transnet, 2014). Container volumes will grow as the container terminal is set to expand and is reconfigured with deeper berths. Container demand is expected to grow to 3 million TEUs by 2043. Automotive export and import volumes are expected to grow from 115 000 to 280 000 units per year by 2043.

Moderate growth is expected in transhipment containers from and to the Port of East London. At present current average demand stands at 50 000 TEUs which is expected to grow to 140 000 TEUs by 2043. Vehicle volumes are forecast to grow from their current levels of 80 000 units per annum to 240 000 units per annum by 2043 (Transnet, 2014).

There is only one major boat building firm in the Eastern Cape, Tag Yachts, a locally-based manufacturer of luxury catamarans destined for the United States market. This business plans to relocate from St Francis Bay to larger premises at the Port of Port

Elizabeth in 2016. This will necessitate an investment of between R60 million and R80 million and increase employment from its currently level of 48 to 200 (DEDEAT, 2016b).

Fisheries and Aquaculture

Aquaculture comprises diverse systems of farming plants and animals in inland, coastal and marine areas, using and producing a wide variety of animal and plant species. Aquaculture can be a very productive use of resources, with the amount of food produced per hectare considerably higher than with arable farming or livestock rearing. Aqua feed resource production is one of the fastest expanding agricultural industries in the world, with growth rates in excess of 30% per year.

Another aspect of the aquaculture industry is the wild capture component which comprises those aquatic based organisms that are caught rather than propagated under controlled conditions. These wild capture fisheries are primarily located in oceans and around coasts and continental shelves, but can also be found in inland lakes and rivers. International trends however, have shown that aquatic organisms reared under controlled conditions are becoming increasingly more common, particularly given the decline in wild capture stocks.

Given the relative infancy of the aquaculture industry, both nationally and provincially, there are only a limited number of aquaculture facilities currently operating in the Eastern Cape. At present, the majority of these are located in the Sarah Baartman District Municipality (see Table 3.10). In addition to these facilities, the Coega Development Corporation (CDC) has announced plans to develop a R2 billion aqua-farming facility on 300 hectares of land at the Coega IDZ. This development will include dedicating 80 hectares to abalone farming by 2020, and a further 120 hectares to finfish farming. These farms are anticipated to create 2 080 permanent jobs, with all abalone produced exported to the Far East.

Geographic location of marine and freshwater aquaculture projects in the Eastern Cape

Area	Marine Aquaculture	Freshwater Aquaculture
Sarah Baartman	2	4
Amathole	2	2
Chris Hani	-	2
Joe Gqabi	-	1
O.R. Tambo	-	2
Alfred Nzo	-	-
Nelson Mandela Bay	1	-
Buffalo City	1	1
Eastern Cape	**6**	**12**

Source: DAFF (2014)

Despite the limited number of a marine or freshwater aquaculture projects in the Eastern Cape, the province does have a sizable wildcatch fishing industry. Collectively these two industries generated R228.1 million in GVA-R for the Eastern Cape in 2015, 47.7% higher than the R154.5 million generated in 2010. This GVA-R was almost exclusively derived from the chokka (squid) and line fish industries based out of the Port Elizabeth and East London harbours.

The Eastern Cape fisheries industry, which only grew by 0.9% in 2014. Despite this low growth rate in 2014, which was below both the national (4.7%), the strong GDP-R growth in the preceding years made it possible for the industry to attain an average year-on-year growth rate of 8.1% between 2010 and 2015, outperforming the national average of 6.0%.

GVA-R and employment contribution of the Fisheries Industry

South Africa	Value		Annual Growth Rate (2010 – 2015)
	2010	2015	
GVA-R (in R, millions)	R2 766.0	R3 709.8	6.0%
Employment	36 811	52 244	7.3%
Eastern Cape	**Value 2010**	**Value 2010**	**Annual Growth Rate (2010 – 2015)**
GVA-R (in R, millions)	R154.5	R228.1	8.1%
Employment	4 009	5 905	8.1%

Source: Urban-Econ calculations based on Quantec (2017)

The strong GDP-R growth rate of the fisheries industry between 2010 and 2015 had a corresponding positive impact on employment. Over the 2010 to 2015 period employment rose by 8.1% year-on-year, with the industry adding 1 896 new jobs. In comparison, employment in the South African fisheries industry grew by only 7.3% year-on-year over the same period.

Tourism

The tourism industry has been identified as a key mechanism for economic growth and job creation in South Africa in both the National Development Plan (NDP) and the New Growth Path. These documents both recognise that South Africa has a diverse range of product offerings, numerous competitive advantages and several unique selling points that, to date, have not been fully utilised. The geographic spread of these offerings also provides an opportunity for planners to not only capitalise on them to reach conventional economic targets, but to also use them as a vehicle for the growth and development of rural economies.

It should be noted that tourism is not a distinctive economic sector on its own. The Standard Industrial Classification (SIC) used to classify economic sectors in the South African economy does not recognise tourism as a separate sector. This is because the tourism industry is a consumption-based service industry that does not produce a tangible product. The tourism industry however, utilises the products and services of other classified sectors including trade, transport and business services.

The tourism industry can therefore be defined as related to all the goods and services linked to a person staying and travelling outside of their area of residence. While this is a useful definition, it frequently leads to classification errors as it includes many different sources of goods and services from a diverse set of sectors.

The World Tourism Organisation (UNWTO) provides a more formal definition of tourism as comprising all those activities of a person travelling to and staying in places other than their usual environment for less than one consecutive year for leisure, business and other purposes, excluding employment (WTO, 2000). For travel to be classified as tourism, it must meet the following three criteria:

- Displacement from a traveller’s usual environment
- The purpose of the travel must be for a reason other than earning an income
- The duration of the travel must be for less than a year.

Acknowledging these factors, the following section will review the Eastern Cape tourism industry in the South African context.

Eastern Cape Tourism Performance

Domestic Tourism

An estimated 3.4 million domestic trips were undertaken to the Eastern Cape in 2015 – a 2.0% increase from the 3.3 million trips in 2014. This made the Eastern Cape the fourth most attractive province for domestic tourists after KwaZulu-Natal, Limpopo and Gauteng. Domestic trips to the Eastern Cape have fallen somewhat since 2010, when domestic trips peaked at 3.8 million visits. This decline was most marked between 2009 and 2010, when the total number of domestic trips to the province declined by 29.8%.

Domestic Tourism Revenue by Province (R, Billions)[1]

Province	2014	2015	Percentage Share
Eastern Cape	R3.0	R4.2	17.0%
Free State	R1.1	R1.0	4.1%
Gauteng	R4.2	R2.4	9.9%
KwaZulu-Natal	R5.1	R5.8	23.6%
Limpopo	R5.7	R5.4	22.1%
Mpumalanga	R2.5	R1.9	7.9%
Northern Cape	R0.5	R0.3	1.1%
North West	R2.0	R1.2	5.0%
Western Cape	R2.8	R2.3	9.3%
Total	**R26.8**	**R24.5**	

Source: SAT (2016)

Domestic tourism within the Eastern Cape is largely intra-provincial – it comprises mainly of Eastern Cape residents travelling to other parts of the province. This trend remained little changed in 2015, when the overwhelming majority (81.3%) of domestic trips were intra-provincial compared to 76.2% in 2014. The main reason cited for these trips was to visit friends and relatives (2015: 63.4%; 2014: 74.2%).

The increase in the total number of domestic trips undertaken between 2014 and 2015 coupled with an increase (1.1%) in the average spend per trip had a positive impact on the Eastern Cape's tourism revenue, which, over the period, rose by 36.1%. This means that the Eastern Cape generated R4.2 billion from domestic trips in 2015 compared to

[1] Total Domestic Tourism Revenue is calculated by applying the annual number of domestic trips per province by the Total Spend per Trip for South Africa (2014: R950, 2015: R960). These figures are estimates as the value of Spend per Trip varies based on the nature of the trip i.e. Domestic tourists that travel for business purposes spent 2.2 times more than the 2015 average. SOURCE: Urban-Econ calculations based on South African Tourism (SAT). 2016. 2015 Annual Tourism Report.

R3.0 billion in 2014. This notable increase in revenue from domestic tourism, despite low growth in tourism spend and domestic trips was attributed to the Eastern Cape increasing its share of total domestic trips, from 11.1% in 2014 to 17.0% in 2015.

Provincial Tourism Supply

Most of the attractions in the Eastern Cape are either nature/adventure based (25.7%), or linked to arts and crafts (22.0%) (DEDEAT, 2013). Nature/adventure based attractions include: nature reserves, hiking trails, game drives, horse riding, mountain biking, etc. Some of the more important natural assets in the Eastern Cape are the Wild Coast, Southern Drakensberg and the Great Karoo. The province also possesses a great number of state and privately owned game reserves and several natural parks such as the Great Addo Elephant National Park and the Garden Route National Park.

The province also has rich traditional heritage mostly rooted in Xhosa culture. As well as this rich cultural heritage, the Eastern Cape also benefits from being the birth place of a number of struggle heroes, the most notable being Nelson Mandela. Despite the province having such significant cultural, historical and liberation potential, products related thereto are largely undeveloped.

The majority of tourism product clustering in the Eastern Cape occurs along the coast, particularly in areas such as Port Elizabeth, East London and Port Alfred. Tourism clustering is also concentrated around areas of economic activity, social infrastructure, medical facilities and transport networks such as Grahamstown and Addo.

In terms of accommodation supply, the DEDEAT (2013) geospatial database identified approximately 1 619 accommodation entities in the Eastern Cape. The majority of these establishments were either guest houses (28.0%) or bed and breakfasts (26.3%). Of these establishments, the Tourism Grading Council of South Africa indicated that in 2013 approximately 732 were graded. The Eastern Cape had the fourth highest number of graded establishments after Western Cape, Gauteng and KwaZulu-Natal (DEDEAT, 2015).

Agri- Industry

Agriculture together with the broader agri-industry have advanced immensely in recent years in order to capture an ever-increasing global consumer market which demands high-quality, well-packaged, and ready-to-eat agri-products. In order to address this trend, rural subsistence-based farming that targets local-markets should be combined with large-scale commercial farming focusing on export-markets. There is also opportunity to connect rural small-holders directly to global markets through partnerships between multi-nationals and local communities.

A shift in mind-set is needed from agriculture as a low-potential and low-income sector, to agriculture with the potential as a high value-adding and technologically-empowered sector focusing on the full value-chain proposition ultimately penetrating into global markets – the youth in the Eastern Cape foresee agriculture as a dead-end without realising the real potential for high-tech commercial agriculture. Globally, agri-industries play a critical role in manufacturing, contributing 61.0% of total manufacturing value added in agricultural based economies, 42.0% in countries in transition, and 37.0% in urbanised developing countries (World Bank, 2008). In South Africa, the manufacturing sector contributed 14.1% to national GVA in 2015. The agri-industries segment of the greater manufacturing sector in contrast only contribution 3.0% to national GVA. The agri-industry however plays an important role in the manufacturing sector, contributing 21.3% and 19.4% of the manufacturing sector's GVA and total employment respectively.

In 2015, the total real GVA-R for the agri-industry in the Eastern Cape was approximately R6.8 billion. This represented a 7.4% increase from 2010 when the GVA-R was approximately R6.3 billion. As of 2015, the agri-industry accounted for 23.9% of the total manufacturing sector's GVA-R, and 3.3% of the total GVA-R of the Eastern Cape. In addition to accounting for a significant share of total manufacturing GVA-R, the agri-industry's overall contribution has increased marginally since 2010 when it accounted for 23.4% of total manufacturing GVA-R. This suggests that the agri-industry is becoming increasingly important sub-sector of the Eastern Cape manufacturing sector.

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

GVA-R and employment contribution of the Agri-industry

South Africa	Value		Annual Growth Rate
	2010	2015	(2010 – 2015)
GVA-R (in R, millions)	R79 363.9	R80 731.1	0.3%
Employment	250 459	266 403	1.2%
Eastern Cape	**Value**	**Value**	**Annual Growth Rate**
	2010	**2010**	**(2010 – 2015)**
GVA-R (in R, millions)	R6 396.1	R6 872.1	1.4%
Employment	17 113	18 213	1.3%

Source: Urban-Econ calculations based on Quantec (2017)

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

Socio-economic Infrastructure

Broadly speaking socio-economic infrastructure comprises investments and related services that raise the productivity of other types of physical capital, e.g. transport, power, water systems, communication (Perkins, 2011). Perkins (2011) further observes that infrastructure is fundamentally important to economic development, as it supports not only a location's productivity and competitiveness, but also its social and environmental wellbeing.

The Organisation of Economic Cooperation and Development (OECD) suggests that investment in infrastructure, particularly in network infrastructure such as transport and communications, generally tends to boost long-term economic output more than other forms of physical investment. This is because infrastructure investment provides positive benefits to a range of other sectors (OECD, 2009b). For example, high-quality transport systems improve business efficiency, innovation, competition and trade, support agglomerations of economic activity, and facilitate a mobile and flexible labour force. The National Development Plan has also identified inadequate, under maintained infrastructure as a development constraint/inhibiter in South Africa, third only to low levels of employment and the poor quality of education provision (NPC, 2011).

More generally, micro-economic theory suggests that expenditure on infrastructure contributes to economic development if the benefits of the investment outweigh the costs (these benefits and costs include both positive and negative externalities). In this way, infrastructure spending can generate value for the Eastern Cape.
The Eastern Cape Infrastructure Plan (ECIP) identifies three corridors in the Eastern Cape that are a priority for economic infrastructure including:

- Nelson Mandela Metro City region: NMB, Kouga, Sundays River Valley and Ndlambe
- N2-N6 Central region: Buffalo City, Amahlati, Lukhanji, Nkonkobe, Great Kei and Mnquma
- Wild Coast Region: KSD linked to new Wild Coast Corridor including Mbashe, Nyandeni, Port St Johns, Mbizana, Ingquza Hill and Matatiele

Key to ensuring that the economic infrastructure supports the objectives of both PDP and PEDS is to align the Eastern Cape's R8.1 billion 2016/17 infrastructure budget with critical infrastructure elements along the corridors identified by ECIP. Equally important is to ensure that the Department of Roads and Public Works continues to receive a significant portion of the Eastern Cape infrastructure spend. Based on the Eastern Cape 2016/2017 Medium Term Budget Policy Statement, the Department currently receives 28.9% of the provincial infrastructure allocation. Ideally this should be increased to 30.0% in line with other provincial allocations in South Africa.

The department will address these challenges and take advantage of opportunities within the context of the Medium Term Strategic Framework (MTSF), the Provincial Strategic Framework (PSF), draft Vision 2030 of the Province, the National

Development Plan (NDP) and numerous strategies and frameworks. Importantly, the Department will continue to implement its programmes in line with the following key outcomes:

- *Outcome 4:*
  Decent employment through inclusive economic growth. Under this outcome, the following policies and strategies are used to drive DEDEAT programmes: IPAP3; National Development Plan; New Growth Path; National LED Framework; the provincial PGDS (Vision 2030); Provincial Strategic Framework; Job Fund Strategy; Provincial Industrial Development Strategy (PIDS); and SIP3.
- *Outcome 5:*
  A skilled and capable workforce to support an inclusive growth path. DEDEAT will directly and indirectly, through various capacity and skills development initiatives, contribute to enhancing the skills-base of the Eastern Cape
- *Outcome 6:*
  An efficient, competitive and responsive economic infrastructure network. This will be done through the Special Economic Zones (SEZ) programme as well as the social infrastructure programme.
- *Outcome 7:*
  Rural development, land and agrarian reform, food security. Greater collaboration with the Department of Rural Development and Agriculture. Promotion of agro-industry to support sustainable economic development. Influence collaborating departments to improve road networks linking farm and non-farm activities in strategic rural locations. Enhancing meat and food processing capacity. Ensure the integration and expansion of Parks with local communities. Develop, transform and expand the hunting industry. Promote investment in the agro-industry sector and export of agro-products.
- *Outcome 10:*
  Environmental assets and natural resources that are well protected and continually enhanced. This will be done through various environmental programmes and the work of the Eastern Cape Parks and Tourism Agency (ECPTA).
- *Outcome 12:*
  An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship. This will be implemented through all

three programmes of the department, e.g. the consumer protection services will continue to conduct awareness programmes throughout the Province.

5.1.2 Environmental Management

The work on environmental management will be guided by the National Environmental Management Act (NEMA) and all other applicable pieces of legislation. The following key issues on environment are worth noting:

Climate Change

Issues of environment are critical for development especially within the context of the global environmental processes managed by the United Nations. To date, COP17 and its sub-processes are focused on putting in place rule books and procedures for countries to follow in order to ensure the successful implementation of the Paris Agreement. During the course of the year the Department has been focused on assisting all the District Municipalities in developing Climate Change Response Strategies and mainstreaming Climate Change responses into the Municipal IDP's; incorporating Climate Change into the Eastern Cape Biodiversity Conservation Strategy and Action Plan and into the Provincial Spatial Development Plan.

In an era where the catastrophic impact of climate change is increasingly obvious, economic progress must be tempered by a consciousness of the impact of such progress on the environment. Climate change is a serious threat to biodiversity and ecosystem integrity with potential enormous economic and social consequences as evident by the unusual weather patterns.

The Eastern Cape Climate Change Response Strategy identifies fires and drought as posing a significant risk to communities and agriculture in the province. During the course of the year 3 significant fires were experienced in the Province occurring in the Sarah Baartman/ Nelson Mandela Bay Metro; Amahlathi Local Municipality and Joe Gqabi District Municipality. In total these fires were responsible for destroying close to 200 000 hectares of land. With regards to the drought situation all District; except Alfred Nzo; has been affected. The impacts are exceptionally severe in the Sarah Baartman, Amathole and Chris Hani Region with strict water restrictions being put in place to safe guard this critical resource.

Compliance and Enforcement

The rhino poaching figure for the Eastern Cape was reduced from 19 in 2016 to 12 in 2017. An astonishing 23 arrests were made relating to rhino crimes through collaboration and coordinated efforts between SAPS, DPCI, SANParks, ECPTA and DEDEAT. This shows that the cooperative governance structures, including the Provincial Environmental Crime Working Group which is chaired by DEDEAT, are paying dividends.

It has come to light that extensive unlawful clearing of thicket vegetation, unique to the Eastern Cape, is occurring in the Sarah Baartman District. Investigations in collaboration with the Thicket Forum, NGOs and Tertiary Education institutions have resulted in administrative enforcement action being undertaken.

Illegal hunting cases, particularly by hunters using dogs, are increasing in the province. A notable conviction was that of a hunter who hunted a leopard without a permit in the Grahamstown area.

Environmental Impact Management

There are two different processes that apply to EIA applications, these are specified in the listing notices attached to the EIA Regulations. For activities with lesser environmental impacts a Basic Assessment process is undertaken, which is a shortened, less onerous and cheaper process. For large developmental activities a Scoping and Environmental Impact Reporting process must be followed. The current National EIA Regulations promulgated in 2014, and amended in April 2017, stipulates that a Competent Authority such as DEDEAT should finalize EIA applications within 107 days after receipt of either a Basic Assessment Report or a full Environmental Impact Report as the case may be. In the Annual Performance Plan of the Department the relevant target specifies that 98% of applications should be finalized within these time-frames. In the 2016/17 financial year 96% of applications were finalized within stipulated time-frames and for the first three [3] quarters of 2017/18 performance was at 100%. In addition the average turnaround time has also consistently been significantly shorter than the stipulated 107 days. Adherence to time-frames can therefore not be regarded as a significant area for improvement.

In spite of the performance referred to above there is still a perception that EIA processes hamper development, also with respect to the cost of processes for applicants. Since the EIA Regulations are national regulations the National Department of Environmental Affairs is continuously attempting to as much as possible stream-line and improve the efficiency of processes. The EIA Regulations specify processes in great detail and DEDEAT is legally bound to follow the legislated processes exactly as they are, with no discretion to deviate from the legislated processes.

In an effort to improve the coordination efficiency of EIA implementation in the Province DEDEAT has taken a number of steps, which are outlined below:

- An external forum has been established which meets quarterly and is attended by stakeholders such as local authorities, environmental assessment practitioners and other organs of state. Although attendance is good there are still many stakeholders that do not make use of this opportunity.

- Participation in Provincial and District Infrastructure Development Forums has been prioritized and has significantly contributed to a better understanding of EIA processes on the part of organs of state and local authorities.

- Participation in quarterly co-operative decision making structures, including the Department of Water and Sanitation's Licensing Authorization Application Committee and Committee on Coordination of Agricultural Water, the Eastern Cape Forestry Sector Forum [DAFF] and the Regional Mining Development Committee [REMDEC] of the Department of Mineral Resources DMR.

- The Regional Offices of DEDEAT participate in District Forums.

- The Environmental Empowerment Services units in DEDEAT Regions undertake regular, targeted capacity building and awareness raising activities.

As mentioned above DEDEAT is bound by the National EIA Regulations and does not have the discretion to deviate from legislated processes, time-frames are already met and co-ordination and awareness and capacity building activities are already undertaken to the extent that capacity allows. The current challenge is therefore essentially one of capacity in terms of both human and financial resources, and it is difficult to see how current performance can be improved without additional resources becoming available. The organisational structure of the EIM Directorate, and in fact of the Environmental Affairs Programme as a whole, is totally inadequate. There is no GIS capacity, no research capacity and no capacity and resources to undertake major strategic level planning activities, such as Strategic Environmental Assessments. The Head Office component of the EIM Directorate contains only 3 officials, supported by 3 administrative staff and it is impossible for the unit to cope with the existing workload, and even less to expand current activities to further improve service delivery.

Waste and Air Quality Management

The Department is responsible for the licensing and registration of general landfill sites and transfer stations to assist in ensuring an effective waste management by the municipalities and industry. This provides an opportunity for the department to proactively participate in this space as waste management poses a health risk if not properly managed, as much as they have huge economic potential. The Department is also reviewing its Integrated Waste Management Plan which will be later gazetted for implementation as required by the National Environmental Management: Waste Act (59 of 2008) (NEM: WA). Waste management and recycling projects are now emphasised by the department and as a result a new Eastern Cape Provincial Recycling Strategy is being developed.

Also in an effort to reach out to our external stakeholders the department holds an external waste management forum that meets quarterly and also Participation in SALGA Provincial Climate Change, Environment and Waste Management Forum where Municipal Councilors also sit.

Through the network of air monitoring stations, air quality is monitored in both Port Elizabeth and East London. During the course of the year two exceedences of air quality standards were noted in Port Elizabeth. The first exceedence has been attributed to the serious veld fire experienced in the Western part of the province while the second was as a result of fossil fuel burning in the Markman Township.

Two stations in the Port Elizabeth region have been identified to form part of the National Air Quality Indicator network. This indicator provides a National scope on whether air quality in South Africa is improving or deteriorating and we are happy to report that the indicator is reflecting an improving air quality.

Biodiversity Management

The Eastern Cape is globally recognised for its high biodiversity value and scenic beauty. It has the highest biome diversity of any province. The Province is also unique among provinces in that it overlaps with three centres of biological endemism i.e. the Albany Center, the Drakensberg Center and the Pondoland Centre.

The Department has reviewed the Eastern Cape Biodiversity Conservation Strategy and Action Plan (ECBCSAP) which will address the urgent need to identify and map critical biodiversity areas and priorities for conservation in the Province. It will also provide land use planning guidelines, recommending biodiversity –friendly activities in priority areas. It is intended to be used by technical users and decision-makers in the spheres of planning, development and environment.

In the process of implementing the National Biodiversity Economy Strategy, the Department is co-chairing with Western Cape the Honeybush Community of Practice (CoP) which has been identified by the Biodiversity Lab to address some of the challenges in the Biotrade/Bioprospecting Industry. The CoP is to provide a collaborative strategy amongst all role players of the Honeybush Industry to sustainably grow and also achieve sustainability and promotion of the Industry by protecting the biodiversity and enhancing industry in entirety. Government has to conceptualise and guide the industry on models and /or best practices regarding legislative compliance.

The e-permit system has been developed by SITA and was live from August 2017 to enhance and facilitate the issuing of biodiversity permits in the province.

The Department, with the Eastern Cape Parks and Tourism Agency, will work with local governments, communities, conservation organisations and other landholders to ensure that the protected area estate is expanded. The idea is to expand protected areas at an average rate of 5% per annum. Enhancing land-use planning capacity and co-ordination will facilitate better local management of resources.

Coastal Management

Since the enactment of National Environmental Management: Integrated Coastal Management Act (24 of 2008) (ICM Act), the Department is chairing an operational Eastern Cape Provincial Coastal Committee (EC PCC) for coordination of coastal management activities and projects by various stakeholders. The Department has gazetted the establishment of coastal management lines (formerly called coastal setback lines) in Nelson Mandela Bay Metro (NMBM) area. A strategy for this process will be developed flowing from the NMBM pilot project. New regulations under ICM Act for the control of vehicle use on the coastal zone as well as boat launching sites have been gazetted in June 2014 for implementation and the department gazetted 48 public boat launch sites for implementation. The department has completed the development of Operational Environmental Management Plans (OEMPs) for 48 Public Boat Launch Sites, one generic OEMP and one template for Memorandum of Agreement for Municipalities that will be managing the Boat Launch Sites in the Province. Marine and aquaculture development are areas that warrant attention as they have the duel benefit of environmental protection and economic development. There has been increased interest in aquaculture farming in the Coega Development Corporation IDZ, East London IDZ and other selected sites along the coast in terms of Operation Phakisa. Market potential is abounding.

Environmental Empowerment

The Department continues to celebrate the international declared environmental days like World Environment Day, World Wetlands Day etc. to create awareness and commitment to protect the environment. Themed capacity building for various stakeholders is held targeting different stakeholders across the Province. All this requires the mobilisation of officials, community stakeholders and scholars throughout the Province. In this regard, the department will continue to mobilise schools to participate in the Provincial Environmental Awards Programme where they compete and showcase projects that promote environmental protection and sustainable development. In addition, projects designed to contribute to land restoration and waste management are being implemented in partnership with various municipalities. Through these projects, EPWP jobs are created thus communities are empowered in the process including improvement in waste management.

Implications for the Department

The department will continue to provide its services under the seven strategic pillars identified in the strategic plan. The response to the above challenges and opportunities is contained in the section with programme indicators below as well as the detailed operational plan of the Department. A detailed SWOT analysis is listed in the strategic plan, Table 7, pages 37 - 40.

SECTION C: THE IMPROVEMENT PLAN

The objectives of the SDIP

The objectives of the SDIP is to implement service improvement standards to the identified two the (2) key services focused on closing gaps that hinders effective and efficient service delivery to the beneficiaries. It also outlines the services provided by the department, hence it focuses on improvement of services rendered.

Through a consultative process, the Department has decided to focus on the following two (2) priority services:

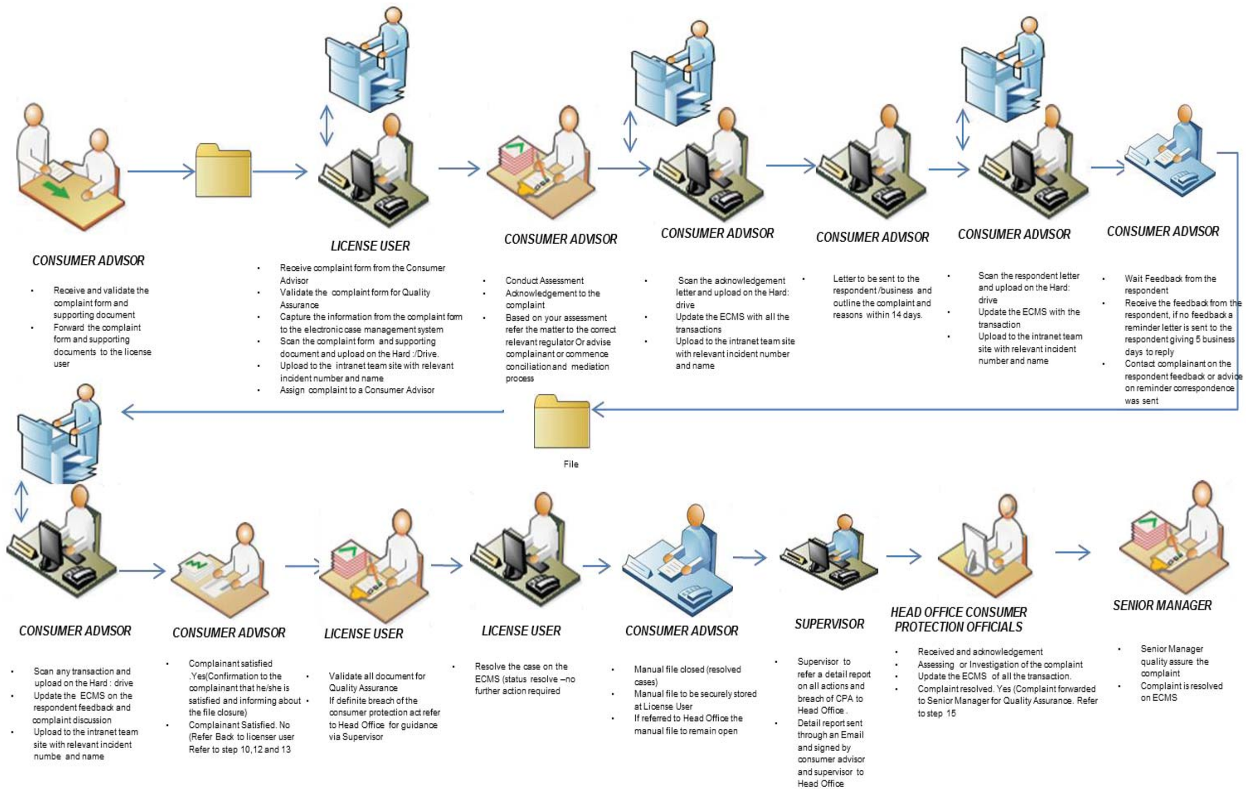
Key Service	Programme	Beneficiaries
1. Provide consumer complaint support	Programme 2	General business, community and consumers of any goods or services in the Eastern Cape Province.
2. Issue EIA decisions called authorisation	Programme 3	Private individuals, general business community and other government departments and agencies wanting to develop a listed activity or in a listed area.

Alignment of SDIP with planning documents (APP and OPS Plan)

Policy directive	Indicator		SDIP Key Services	Portfolio of Evidence
	Annual Performance Plan	Operational Plan		
Outcome 12: Improving public service and democratic institutions and empowered citizens & **Outcome 4**		Percentage of Complaints Received, Resolved or Finalised	Provide consumer complaint support	The narrative report on consumer complaints received resolved/ finalised; The schedule should list i) the region where the complaint was launched; ii) the date when the complaint was received; iii) the sector where the complaint emanates from (e.g., banking sector); iv) the date when the complaint was resolved and v) how the complaint was resolved or closed.
Outcome 10: Sustainable resource management and use & **NDP Priority:** Environmental Sustainability	Percentage of complete EIA applications finalized within legislated time-frames		Issue EIA decisions called authorisation	See Technical Indicator Evidence Reference Manual (TIERM) on website or in 2018 APP.

	STEP BY STEP GUIDE				

DIAGRAM: CONSUMER COMPLAINT SUPPORT WORKFLOW MANAGEMENT



Title: CONSUMER COMPLAINT SUPPORT

Nr	Task Name	Task Procedure	Responsibility	Time Frames	Supporting Documentation	Service Standard
1.	Receiving	1. Receive and validate the complaints 2. Forward the complaint form and supporting document to the License User.	Consumer Advisor	Within one working day	Complaint Form, Support documents	90 days
2.	License User validation	1. Receive complaint form from the Consumer Advisor 2. Validate the complaint form and supporting documents for Quality Assurance. 3. Capture the information from the complaint. form to the electronic case management system 4. Scan the complaint form, supporting documents and upload on the Hard:/Drive and rename accordingly. 5. Upload to the intranet team site with relevant incident number and name. 6. Assign complaint to a Consumer Advisor.	Licence User	Within one working day	Complaint Form, Support documents	
3.	Acknowledgement and assessment	Assessment: 1. Whether the complaint indicates a prima facie breach of Consumer Protection Legislation; 2. What further action or information is required to enable the consumer protection official to make a more informed analysis of the complaint; 3. Whether further evidence is required from the complainant (contract, letters or an affidavit setting out more details of the complaint) 4. In determining the best course of action, the following further circumstances should be considered: 5. The alleged conduct is a breach of consumer protection legislation; 6. An alternate dispute resolution agent duly accredited by the NCC is in a position to resolve the complaint; 7. Another statutory regulatory authority is in existence and has jurisdiction and mandate to resolve that type	Consumer Advisor	Within 2 working days	Acknowledgement letter, Complaint form, Supporting documents	

		of complaint; 8. The alleged conduct is of such a nature that it falls within the jurisdiction of the NCC or NCR; 9. The complaint may be part of a joint compliance priority as may be determined in Consumer Protection Forums or in terms of a referral protocol with other statutory regulatory bodies or ombudsman; 10. Any special circumstances attached to the complaint that give the complaint added significance i.e. Disability, complaint that trend analysis indicates is becoming more common, class of complainant that puts them in a susceptible category eg Rural, poor, illiterate, aged, i.e. More vulnerable consumers; 11. The matter has been referred by another Consumer Protection Authority or Ombud; 12. The Complainant has been advised and is willing to support the proposed action by the Office of the Consumer Protector; 13. An assessment of the credibility of the witness and the evidence in support of the complaint; 14. Timeousness of the complaint as compared to the time of the alleged breach of rights and the effect of any prescription; 15. Availability of corroborative evidence more especially where a verbal agreement has been entered into; 16. Availability of obvious defences; 17. A history of complaints against the alleged Respondent; 18. Legislative requirements governing Alternate Dispute Resolution and action/mandate available to the Office of the Consumer Protector; Acknowledgement to the complainant: I. Write a letter to the complainant acknowledging complaint and advising of assessment as to whether the complaint will be mediated, resolved or referred and furnish with the reasons for your action. 2. Based on your assessment refer the matter to the correct relevant regulator 3. Or advise complainant or commence conciliation and mediation process 4. If not a breach of CPA, the file can be closed.			

4.	Scanning and updating of the system	1. Scan the acknowledgement letter and upload on the Hard: drive. 2. Update the ECMS with all the transactions. 3. Upload to the intranet team site with relevant incident number and name.	Consumer Advisor	Within 2 working days	Acknowledgement letter
5.	Letter to respondent	1. Letter to be sent to the respondent /business and outline the complaint and reasons for breach of CPA, requesting a response within 14 days.	Consumer Advisor	Within 5 working days	Allegation letter
6.	Scanning and updating the system	1. Scan the respondent letter and upload on the Hard: drive 2. Update the ECMS with all the transaction. 3. Upload to the intranet team site with relevant incident number and name.	Consumer Advisor	Within one working day	Allegation letter
7.	Feedback	1. Wait Feedback from the respondent 2. Receive the feedback from the respondent or if no feedback a reminder letter is sent to the respondent giving 5 business days to reply. 3. Contact complainant on the respondent feedback or advice on reminder correspondence was sent.	Consumer advisor	Within 14 calendar days	Receipt of respondent correspondence and/or Settlement Agreement, Reminder letter
8.	Scanning and updating the system	1. Scan any transaction and upload on the Hard: drive 2. Update the ECMS on the respondent feedback and complaint discussion. 3. Upload to the intranet team site with relevant incident number and name.	Consumer Advisor	Within one working day	Supporting documents
9.	Complainant Satisfied	1. Complainant satisfied. Yes (Confirmation to the complainant that he/she is satisfied and informing about the file closure). 2. Complainant Satisfied. No (Refer Back to licenser user Refer to step 10, 12 and 13.	Consumer Advisor	Within 30 working days	Confirmation letter and Settlement Agreement
10.	Validation	1. Validate all document for Quality Assurance 2. If definite breach of the CPA refers to Head Office for guidance via supervisors.	License User	Within one working day	Detail report, Supporting documents include allegation letter and all letters

11.	Resolve	1. Resolve the case on the ECMS (Status resolve – no further action required).	License User	Within one working day	System
12	Manual File	1. Manual file closed (resolved cases). 2. Manual file to be securely stored at License User office. 3. If referred to Head Office, the Manual file to remain open.	Consumer Advisor/License User	Within 2 working days	Complaint Form Proof of Resolution
13	Referral to Head Office	1. Supervisor to refer a detailed report on all actions and breach of CPA to Head Office. 2. Detail report sent through an Email and signed by Consumer advisor and Supervisor to Head Office.	Supervisor	Within 2 working days	Detail Report Signed by Consumer Advisor and Supervisor
14	Receiving and Assessment	1. Received and acknowledgement. 2. Assessing and providing guidance or Investigation of the complaint. 3. Update the ECMS of all the transaction. 4. Complaint resolved. Yes (Complaint forwarded to Senior Manager for Quality Assurance. Refer to step 15.	Head Office Consumer Protection officials	Within 60 days	Complainant file Detail Report Signed by Consumer Advisor and Supervisor
15	Quality Assurance	1. Senior Manager quality assures the complaint. 2. Complaint is resolved on the ECMS. 3 Inform the Supervisor of outcome (Supervisor Refer to Step 12).	Senior Manager	Immediately	Syste m

Key service 1: Provide consumer complaint support

Situational analysis

Services offered by the Office of the Consumer Protector consist of walk in complainants at the Regional Offices and also through emails and telefaxes received. These complaints are opened on the Electronic Case Management System. The complaint is assessed and assigned to a Consumer Protection Official to facilitate the mediation and conciliation of the complaint. Telephonic enquiries are received at the Consumer Protection Call Centre and uploaded on an Electronic Case Management System where after the complaint is assigned to the Regional Office for assessment and assignment to a Consumer Protection Official to facilitate the mediation and conciliation of the complaint. For the past three (3) years Sarah Baartman Region received the most complaints and the Department resolved on average 600 complaints per annum. Over the period, complaints analysed per sector, which were higher than normal were Motor Vehicle Complaints (mainly 2^{nd} hand motor vehicles) and Furniture and household appliances (defects, deliveries, warranties). There however is a growing trend in relation to the lay-buy of building material from building suppliers as well as network charges on Cellphones.

The Consumer Protection Unit has actively forged partnerships with National Regulators, Ombudsman with jurisdiction and Provincial Regulatory Bodies responsible for consumer protection. These partnerships not only increase the awareness created within the Province as Regulators participate in joint education and awareness programmes, but furthermore strive to ensure that consumers are assisted and receive efficient redress when consumer rights are abused or prejudiced by referring complaints to the appropriate Regulator with requisite jurisdiction, thus ensuring that the consumer receives the most effective redress.

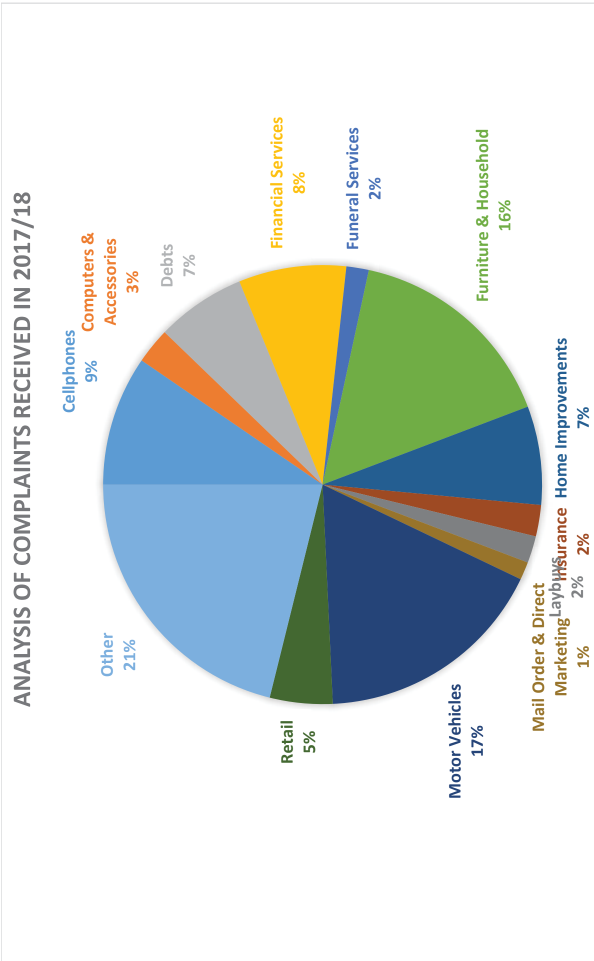
Problem statement

Services offered by the Office of the Consumer Protector previously only consisted of walk in complainants. Research indicated that there was a need to introduce technological advancements to ensure that the Office was in a position to be more accessible to the public within the Eastern Cape.

In the 2017/2018 Financial Year, there was a marked increase in the number of email complaints received by the Office of the Consumer Protector on the consumer.protector@dedea.gov.za email. These complaints when analysed came from across the Province. A number of consumers from Africa and as far as Brazil have also lodged complaints.

There has furthermore been an increase in complaints lodged at the Consumer Protection Share Call Centre, however these complainants reside mostly in the Amathole and Sarah Baartman Regions. The Office will be required to analyse such complaints to ascertain whether the increase is due to the fact that the complainants reside within the Metro's with easy access to information regarding the services offered by the Office of the Consumer Protector. Once this analysis is done, it will assist in informing the Education Improvement Plan as well as a Communication Strategy for the Office.

Through our awareness sessions, we have identified that the general public is not aware of the services offered by the Office of the Consumer Protector, despite marketing and creating awareness. Due to this phenomenon, and research indicating that many citizens from the youth to the elderly make use of social networking media, the Office of the Consumer Protector will be embarking on a pilot project in the 2018/2019 financial year and has developed a Multimedia Information Sharing Plan.


ANALYSIS OF COMPLAINTS RECEIVED IN 2017/18
Cellphones 9%
Computers & Accessories 3%
Debts 7%
Financial Services 8%
Funeral Services 2%
Furniture & Household 16%
Home Improvements 7%
Insurance 2%
Laybuys 2%
Mail Order & Direct Marketing 1%
Motor Vehicles 17%
Retail 5%
Other 21%

Key Service	Provide consumer complaint support				
Service Beneficiary	General business, community and consumers of any goods or services in the Eastern Cape Province.				
Standard	We will provide consumer complaint advice and support to consumers on all lodged complaints from one(1) Month to ninety days as per Standard Operating Procedure (SOP).				
	Audited quantity	**Estimated Performance 2017/2018**	**Desired quantity**		
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
Creating an enabling regulatory function that ensures legal and regulatory compliance.	547 complaints were received. 70 Complaints were carried over from the 2016/2017 Financial year as they had not been resolved. 554 complaints were resolved, closed or referred to other Regulatory Bodies with jurisdiction to deal with the specific type of complaint. The Annual performance for complaint support services indicating the percentage of complaints received which are resolved for the 2016/2017 financial year was 89%.	75% of consumer complaints received resolved / finalised within the time frame.	75% of consumer complaints received resolved / finalised within the time frame.	80% of consumer complaints received resolved / finalised within the time frame.	80% of consumer complaints received resolved / finalised within the time frame
	Desired standard quality 2016/2017	**Desired quality standard 2017/2018**	**Desired standard quality 2018/2019**	**Desired standard quality 2019/2020**	**Desired standard quality 2020/21**
This is the resolution rate or the reduction in turnaround time	75 awareness workshops were held sharing information with 6089 attendees for the year.	75% of consumer complaints received resolved / finalised within the time frame of the Standard Operating Procedure (SOP).	75% of consumer complaints received resolved / finalised within the time frame of the Standard Operating Procedure (SOP).	80% of complaints received resolved / finalised within the time frame of the Standard Operating Procedure (SOP).	80% of consumer complaints received resolved / finalised within the time frame of the Standard Operating Procedure (SOP).he time frame
Legal standards if applicable (including Standard Operating	Consumer complaints resolved within the time-frame ranges from one (1) month to ninety days as per the SOP.	Consumer complaints resolved within the time-frame from one (1) month to ninety days as per the SOP. SOP	Consumer complaints resolved within the time-frame from one (1) month to ninety days as per	Consumer complaints resolved within the time-frame as per the SOP.	Consumer complaints resolved within the time-frame. SOP to be

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	Audited quantity	Estimated Performance 2017/2018	Desired quantity		
Performance Area	2016/2017		2018/2019	2019/2020	2020/2021
Procedures SOPs)		reviewed	the SOP. SOP will be reviewed depending on the Eastern Cape Consumer Protection bill, 2016		reviewed
Consultation Improving on the consumer education through awareness workshop	The following six (6) education programmes and 75 awareness workshops were held the year: – The Office of the Consumer Protector conducted in quarter (1) one – Financial Literacy in quarter two (2) – Consumer Rights in quarter two (2) – Right to fair value, good quality and safety in quarter three (3) – Spend Wisely Campaign in quarter three (3) before Christmas The Right to fair and honest dealing (Contracts and Lay-by's). The Programme was amended in the Education Business Plan to "In Harmony we can grow the economy through Tourism". This was a joint awareness programme	Conduct six (6) education programmes which consist of 85 awareness workshops held quarterly in all regions targeting 5000 consumers. The six education programmes are the following: – The Office of the Consumer Protector – Financial Literacy – Consumer Rights – Right to fair value, good quality and safety – Spend Wisely	Conduct six (6) education programmes which consist of 124 awareness workshops held in all regions targeting 8600 consumers. The six education programmes are the following: – The Office of the Consumer Protector – Financial Literacy – Consumer Rights – Right to fair value, good	Conduct six (6) education programmes held in all regions targeting 10 000 consumers. The six education programmes are the following: – The Office of the Consumer Protector – Financial Literacy – Consumer Rights – Right to fair value, good quality and	Conduct six (6) education programmes held in all regions targeting 12 000 consumers. The six education programmes are the following: – The Office of the Consumer Protector – Financial Literacy – Consumer Rights – Right to fair value, good quality and

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	Audited quantity	**Estimated Performance 2017/2018**	**Desired quantity**		
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
	with the Tourism Grading Council of South Africa, the Tourism, BRAG and LRED Units of the Department in quarter four (4).	Campaign – Growing the Economy through Tourism.	quality and safety – Spend Wisely Campaign – Growing the Economy through Tourism.	safety – Spend Wisely Campaign – Growing the Economy through Tourism.	safety – Spend Wisely Campaign – Growing the Economy through Tourism.
Courtesy Providing constant feedback to the consumers	Consumers were given time frames in terms of resolution and given feedback at appropriate intervals	The officials are to give constant feedback to the consumers at appropriate time intervals. Reports drawn from electronic case management system on the number of users, complaints trends and the level of consumer satisfaction.	The officials are to give constant feedback to the consumers at appropriate time intervals. Reports drawn from electronic case management system on the number of users, complaints trends and the level of consumer satisfaction.	The officials are to give constant feedback to the consumers at appropriate time intervals. Reports drawn from electronic case management system on the number of users, complaints trends and the level of consumer satisfaction.	The officials are to give constant feedback to the consumers at appropriate time intervals. Reports drawn from electronic case management system on the number of users, complaints trends and the level of consumer satisfaction.

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	Audited quantity	**Estimated Performance 2017/2018**	**Desired quantity**		
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
Access Improving access to the Department and its district offices	The call centre is accessible to all consumers and members of the public who have any enquiries or complaints to lodge. Enquiries and complaints are also received by way of walk – in by the public at all regional offices and emails are received on a daily basis on consumer.protector@dedea.gov.za email.	The call centre (share call) is accessible to the consumers in Xhosa and English and it helps in reducing travelling costs by the consumers. The walk-ins and faxes also used by consumers. Due to the vastness of the Province, mobile teams will be visiting the communities	The call centre (share call) is accessible to the consumers in Xhosa and English and it helps in reducing travelling costs by the consumers. The walk-ins and faxes also used by consumers Due to the vastness of the Province, mobile teams will be visiting the communities.	The call centre (share call) is accessible to the consumers in Xhosa and English and it helps in reducing travelling costs by the consumers. The walk-ins and faxes also used by consumers Mobile teams visiting communities quarterly.	The call centre (share call) is accessible to the consumers in Xhosa and English and it helps in reducing travelling costs by the consumers. The walk-ins and faxes also used by consumers. Mobile teams visiting communities quarterly.
Information Advocating the relevant services applicable to consumers	Information was shared with 6089 attendees for the year due to the six (6) education programmes.	The six (6) education programmes are the following: – The Office of the Consumer Protector will be conducted in quarter one – In quarter two (2) Financial Literacy	The six (6) education programmes are the following: – The Office of the Consumer Protector will be conducted in quarter one – In quarter two (2) Financial	Six (6) education programmes will be conducted according to trend analysis and educational material aligned to each programme will be developed	Six (6) education programmes will be conducted according to trend analysis and educational material aligned to each programme will be developed

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	Audited quantity	**Estimated Performance 2017/2018**	**Desired quantity**		
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
		– Consumer Rights will also be in quarter two (2) – Right to fair value, good quality and safety will be done in quarter three (3) – Spend Wisely Campaign will be done in quarter three (3) before Christmas – Growing the Economy through Tourism will be conducted Radio interviews will be conducted, posters and flyers be distributed. – mobile teams will also conduct information sharing sessions in faraway communities. – Educational	Literacy – Consumer Rights will also be in quarter two (2) – Right to fair value, good quality and safety will be done in quarter three (3) – Spend Wisely Campaign will be done in quarter three (3) before Christmas – Growing the Economy through Tourism will be conducted Radio interviews will be conducted, posters and flyers be		

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	Audited quantity	**Estimated Performance 2017/2018**	**Desired quantity**		
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
		material for all six programmes has been developed	distributed. – mobile teams will also conduct information sharing sessions in faraway communities. – Educational material for all six programmes has been developed		
Openness and transparency Informing the consumer on the consumer rights and the negotiation of the resolution	The District supervisor and Head Office Management regularly monitor and evaluate complaints and oversight is done and guidance provided on turnaround time.	The electronic case management system allows the Supervisor and the Consumer Protector a bird's eye view an all complaints lodged and captured in the system. Consumers are given time frames in terms of resolution.	The electronic case management system allows the Supervisor and the Consumer Protector a bird's eye view an all complaints lodged and captured in the system. Consumers are given time frames in terms of resolution.	The electronic case management system allows the Supervisor and the Consumer Protector a bird's eye view an all complaints lodged and captured in the system. Consumers are given time frames in terms of resolution.	The electronic case management system allows the Supervisor and the Consumer Protector a bird's eye view an all complaints lodged and captured in the system. Consumers are given time frames in terms of resolution.

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	Audited quantity	**Estimated Performance 2017/2018**	**Desired quantity**		
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
Redress Ensuring rapid response and resolution	The redress is in two ways: internal and external. Internally the Consumer Protection at Head Office monitors the complaints lodged, externally the complainants were given feedback at appropriate times.	The electronic case management system allows the Supervisor and the Consumer Protector a bird's eye view on all complaints lodged and captured in the system.	The electronic case management system allows the Supervisor and the Consumer Protector a bird's eye view on all complaints lodged and captured in the system.	The electronic case management system allows the Supervisor and the Consumer Protector a bird's eye view on all complaints lodged and captured in the system.	The electronic case management system allows the Supervisor and the Consumer Protector a bird's eye view on all complaints lodged and captured in the system.
Value for money Support in monetary terms to the consumers in complaints resolved	The total savings on resolved complaints for Consumers for the 2016/2017 Financial year was approximately R1,1 million.	The estimated savings maybe ± R700 00	The estimated projection of R1.5 million	The number of complaints received will determine the total savings on resolved complaints	The number of complaints received will determine the total savings on resolved complaints
Time	The turnaround time is per the standard operating procedures (SOP).	The improved turnaround time-frame from one (1) month to ninety days as per the SOP.	The improved turnaround time-frame from one (1) month to ninety days as per the SOP.	The improved turnaround time-frame from one (1) month to ninety days as per the SOP.	The improved turnaround time-frame from one (1) month to ninety days as per the SOP.
Cost	R1,4 million (CoE of CP)	R9.7 million	R12.4 million	R15 million	R17 million
Human Resources Address personnel shortage within the Consumer	Core team of 26 members	Core team of 27 members	Core team of 29 members (The structure hasn't been approved yet and the number of members	Core team of 33 members	Core team of 35 members

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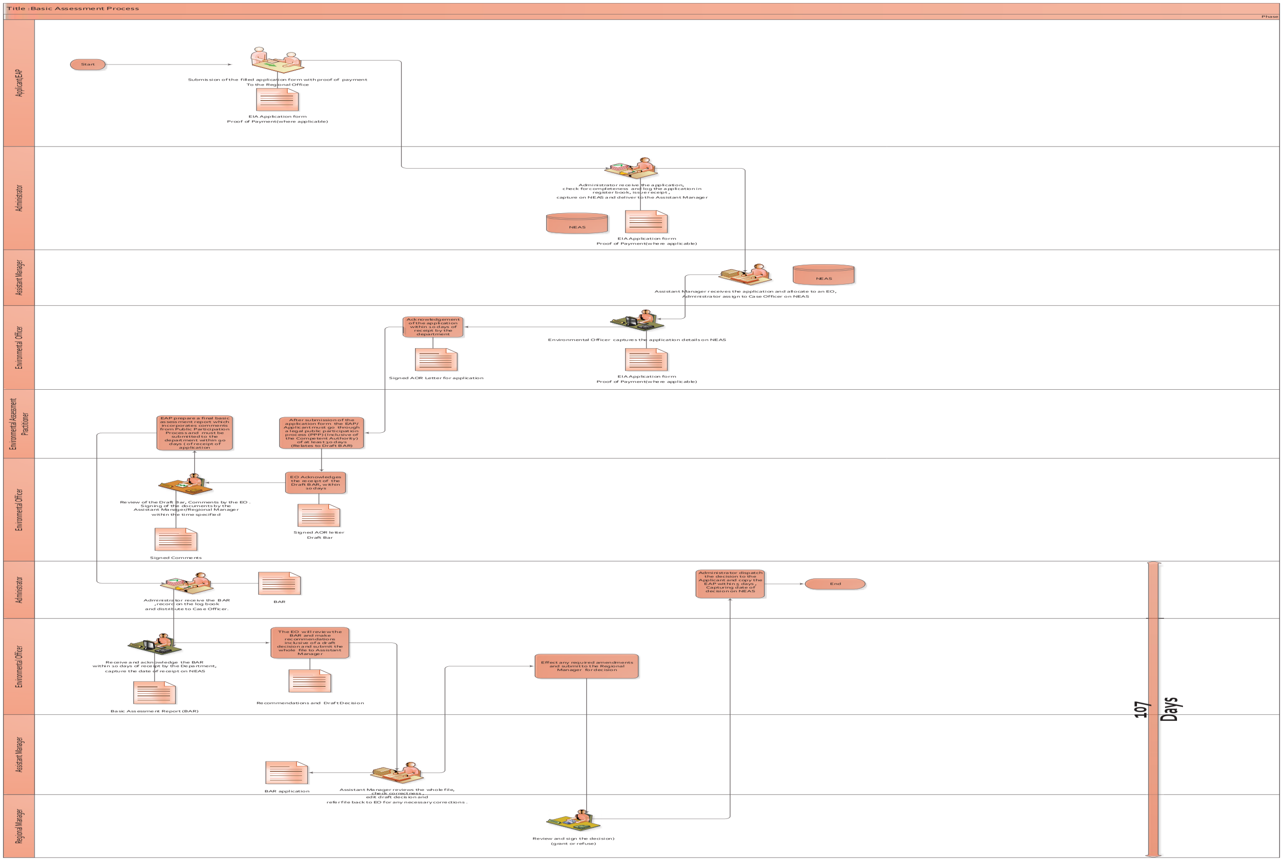
	Audited quantity	**Estimated Performance 2017/2018**	**Desired quantity**		
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
Protection			may increase)		

Programme 3

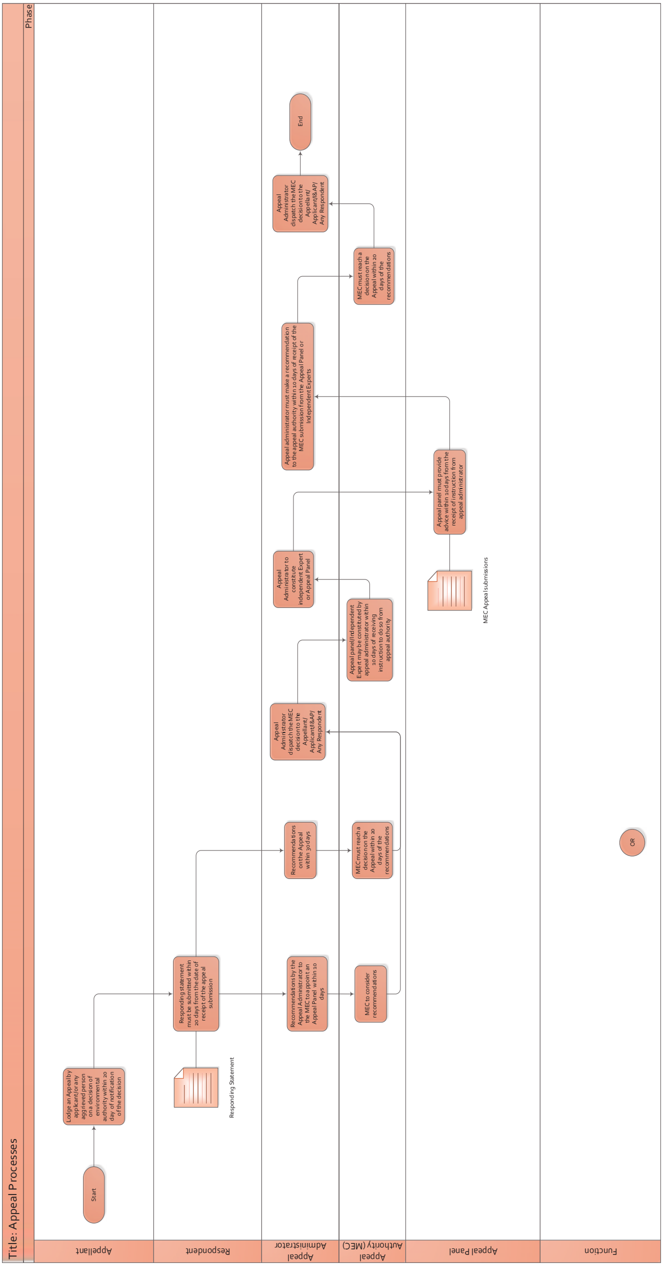
Key Service: Issuing of EIA decisions called authorisations

Service Beneficiary: Private individuals, general business community, other government departments and agencies wanting to develop a listed activity or in a listed area.

The Process mapping and standard operating procedure of key service 2


Title :Basic Assessment Process
Phase
Applicant/EAP
Administrator
Assistant Manager
Environmental Officer
Environmental Assessment Practitioner
Environmental Officer
Administrator
Environmental Officer
Assistant Manager
Regional Manager
Start
Submission of the filled application form with proof of payment To the Regional Office
EIA Application form
Proof of Payment(where applicable)
Administrator receive the application, check for completeness and log the application in register book, issue receipt, capture on NEAS and deliver to the Assistant Manager
NEAS
EIA Application form
Proof of Payment(where applicable)
Assistant Manager receives the application and allocate to an EO, Administrator assign to Case Officer on NEAS
NEAS
Acknowledgement of the application within 10 days of receipt by the department
Environmental Officer captures the application details on NEAS
Signed AOR Letter for application
EIA Application form
Proof of Payment(where applicable)
EAP prepare a final basic assessment report which incorporates comments from Public Participation Process and must be submitted to the department within 90 days (of receipt of application
After submission of the application form the EAP/ Applicant must go through a legal public participation process (PPP) (Inclusive of the Competent Authority) of at least 30 days (Relates to Draft BAR)
Review of the Draft Bar, Comments by the EO . Signing of the documents by the Assistant Manager/Regional Manager within the time specified
EO Acknowledges the receipt of the Draft BAR, within 10 days
Signed Comments
Signed AOR letter
Draft Bar
Administrator receive the BAR ,record on the log book and distribute to Case Officer.
BAR
Administrator dispatch the decision to the Applicant and copy the EAP within 5 days , Capturing date of decision on NEAS
End
Receive and acknowledge the BAR within 10 days of receipt by the Department, capture the date of receipt on NEAS
The EO will review the BAR and make recommendations inclusive of a draft decision and submit the whole file to Assistant Manager
Effect any required amendments and submit to the Regional Manager for decision
Basic Assessment Report (BAR)
Recommendations and Draft Decision
BAR application
Assistant Manager reviews the whole file, check correctness , edit draft decision and refer file back to EO for any necessary corrections .
Review and sign the decision) (grant or refuse)
107 Days

Title: Scoping and Environmental Impact Reporting (S/EIR)
Applicant/EAP
Administrator
Assistant Manager
Environmental Officer
Environmental Assessment Practitioner
Environmental Officer
Administrator
Environmental Officer
Assistant Manager
Regional Manager


Title: Appeal Processes
Phase
Appellant
Respondent
Appeal Administrator
Appeal Authority (MEC)
Appeal Panel
Function
Start
Lodge an Appeal by applicant/or any aggrieved person on a decision of environmental authority within 20 day of notification of the decision
Responding statement must be submitted within 20 days from the date of receipt of the appeal submission
Responding Statement
Recommendations by the Appeal Administrator to the MEC to appoint an Appeal Panel within 10 days
MEC to consider recommendations
Recommendations on the Appeal within 30 days
MEC must reach a decision on the Appeal within 20 days of the recommendations
Appeal Administrator dispatch the MEC decision to the Appellant/ Applicant/I&AP/ Any Respondent
Appeal panel/Independent Expert may be constituted by appeal administrator within 10 days of receiving instruction to do so from appeal authority
Appeal Administrator to constitute independent Expert or Appeal Panel
MEC Appeal submissions
Appeal panel must provide advice within 10 days from the receipt of instruction from appeal administrator
Appeal administrator must make a recommendation to the appeal authority within 10 days of receipt of the MEC submission from the Appeal Panel or Independent Experts
MEC must reach a decision on the Appeal within 20 days of the recommendations
Appeal Administrator dispatch the MEC decision to the Appellant/ Applicant/I&AP/ Any Respondent
End
OR

Situational analysis

There are two different processes that apply to EIA applications, these are specified in the listing notices attached to the EIA Regulations. For activities with lesser environmental impacts a Basic Assessment process is undertaken, which is a shortened, less onerous and cheaper process. For large developmental activities a Scoping and Environmental Impact Report process must be followed. The current National EIA Regulations promulgated in 2014, and amended in April 2017, stipulates that a Competent Authority such as DEDEAT should finalize EIA applications within 107 days after receipt of either a Basic Assessment Report or a full Environmental Impact Report as the case may be. In the Annual Performance Plan of the Department the relevant target specifies that 98% of applications should be finalized within these time-frames. In the 2016/17 financial year 96% of applications were finalized within stipulated time-frames and for the first three [3] quarters of 2017/18 performance was at 100%. In addition, the average turnaround time has also consistently been significantly shorter than the stipulated 107 days. Adherence to time-frames can therefore not be regarded as a significant area for improvement.

In spite of the performance referred to above there is still a perception that EIA processes hamper development, also with respect to the cost of processes for applicants. Since the EIA Regulations are national regulations the National Department of Environmental Affairs is continuously attempting to as much as possible stream-line and improve the efficiency of processes. The EIA Regulations specify processes in great detail and DEDEAT is legally bound to follow the legislated processes exactly as they are, with no discretion to deviate from the legislated processes.

In an effort to improve the coordination efficiency of EIA implementation in the Province DEDEAT has taken a number of steps, which are outlined below:

- An external forum has been established which meets quarterly and is attended by stakeholders such as local authorities, environmental assessment practitioners and other organs of state. Although attendance is good there are still many stakeholders that do not make use of this opportunity.

- Participation in Provincial and District Infrastructure Development Forums has been prioritized and has significantly contributed to a better understanding of EIA processes on the part of organs of state and local authorities.

- The Regional Offices of DEDEAT participate in District Forums.

- The Environmental Empowerment Services units in DEDEAT Regions undertake regular, targeted capacity building and awareness raising activities.

Problem statement

TABLE OF EIA STATISTICS RELEVANT TO THE DEDEAT SERVICE DELIVERY IMPROVEMENT PLAN

YEAR	QUARTER	% Finalized within time-frames [Target 98}	Average turnaround BAR	Average turnaround S& EIR
2015/16	1	86	23 against 30 days legislated	41 against 45 days legislated
	2	93	24 against 30 days legislated	28 against 45 days legislated
	3 [2010 Regs]	100	17.8 against 30 days legislated	33 against 45 legislated
	3 [2014 Regs]		54 against 107 legislated	30 against 107 legislated
	4	100	24 against 107 legislated	30 against 107 legislated
2016/17	1	96	62 against 107 legislated	74 against 107 legislated
	2	95	66 against 107 legislated	66 against 107 legislated
	3	100	71 against 107 legislated	63 against 107 legislated
	4	98	Not calculated	Not calculated
2017/18	1	100	Data not yet audited	Data not yet audited
	2	100	Data not yet audited	Data not yet audited
	3	100	Data not yet audited	Data not yet audited

Notes

1. Up to Quarter 3 2015/16 the bulk of applications were finalized under the 2010 EIA Regulations, with time-frames as indicated. As from Quarter 4 2015/16 the bulk of applications were finalized under the 2014 EIA Regulations, with time-frames as indicated.

2. Calculation of average turnaround is not mandatory but is almost always done to paint a more complete picture.

3. The transition from the 2010 to the 2014 EIA Regulations with different created a very complex situation, but it is believed that the table above is a very good reflection of actual performance.

The application for the EIA is done by the consultants on behalf of the applicant. The applicants are complaining about the long EIA process, the challenge is the quality of information (incomplete most of the time) and causing the delay in the processing of applications. The local municipalities are failing to complying in EIA in terms of establishing new settlements because communities first construct shacks in the open spaces that are not authorised.

Environmental Impact Assessment (EIA) is a requirement for all listed activities. EIA processing time has improved tremendously over the last four (4) years. On average, over the past four (4) years, the Department in terms of 2010 Regulations had taken 30 days to process basic EIA applications and 45 days to process full Scoping. In terms of 2014 Regulations 107 days to process both the Basic Assessment Report and full Scoping. The challenge is the quality of information and reports from the consultants who run to the press and MEC and applicants that are causing delays in the processing of applications.

Key Service	Issuing of EIA decisions called authorisations				
Service Beneficiary	Private individuals, general business community, other government departments and agencies				
Standard	We will issue decisions called Authorizations on all EIA applications with complete information in line with timeframes				
	Audited quantity	**Estimated Performance 2017/2018**		**Desired quantity**	
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
Creating an enabling regulatory function that ensures legal and regulatory compliance.	For the reporting period 97.3% (109 of 115) of authorizations were issued within time-frames against the target of 98%.	98% of EIA applications with complete information finalized within legislated time-frames	98% of EIA applications with complete information finalized within legislated time-frames	98% of EIA applications with complete information finalized within legislated time-frames	98% of EIA applications with complete information finalized within legislated time-frames.
	Desired standard quality 2016/2017	**Desired quality standard 2017/2018**	**Desired standard quality 2018/2019**	**Desired standard quality 2019/2020**	**Desired standard quality 2020/2021**
	The turnaround time was 107 days.	The turnaround time is 107 days.	The turnaround time is 107 days.	The turnaround time as per the regulations	The turnaround time as per the regulations
Legal standards if applicable (including Standard Operating Procedures SOPs)		The SOP is being developed and will be signed by the accounting authority	The SOP as per the regulations		The SOP will be reviewed.
Consultation Improving on the consumer education through awareness workshop	Four (4) quarterly infrastructure forums were attended for the reporting period. Similar forums were attended at district level.	Conduct four (4) stakeholder forum sessions per quarter where all the governance and compliance issues are addressed.	Conduct four (4) stakeholder forum sessions per quarter where all the governance and compliance issues are addressed.	Conduct four (4) stakeholder forum sessions per quarter where all the governance and compliance issues are addressed.	Conduct four (4) stakeholder forum sessions per quarter where all the governance and compliance issues are addressed.

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	Audited quantity	**Estimated Performance 2017/2018**		**Desired quantity**	
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
Courtesy Providing constant feedback to the clients who frequently complain about the process	The following Stakeholder namely, Environmental Quality Management (EQM) Forum, and EQM Technical Committee meetings were briefed on the sessions.	SOP and BPM will be posted in regions	A customer care line will be established and promoted to the general public and business community. SOP and BPM will be posted in regions	A customer care line will be established and promoted to the general public and business community. SOP and BPM will be posted in regions	SOP and BPM will be reviewed.
Access Improving access to the Department and its district offices	NEAS was not accessible to the public yet and access is through walk ins at regional offices.	The business process mapping and the SOP will be updated as per the inputs from the service beneficiaries.	The application forms are accessed through NEAS and walk-ins in districts and head office.	The application forms are accessed through NEAS and walk-ins in districts and head office.	The application forms are accessed through NEAS and walk-ins in districts and head office.
Information Advocating the relevant services applicable to clients	Dissemination of information was done through quarterly forums.	The stakeholder forum sessions are held once in a quarter province wide, sharing information about EAIs and debunking the myth that the Department is slow in issuing decisions	Posters and flyers distributed across the province. The stakeholder forum sessions are held once in a quarter province wide.	The stakeholder forum sessions are held quarterly province wide.	The stakeholder forum sessions are held quarterly province wide.

Key Service	Issuing of EIA decisions called authorisations				
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	Audited quantity	**Estimated Performance 2017/2018**		**Desired quantity**	
Performance Area	**2016/2017**		**2018/2019**	**2019/2020**	**2020/2021**
Openness and transparency Providing accurate information and costs involved upfront	The legislated 30 day public participation process is an obligatory part of the EIA application.	The legislated 30 day public participation process is an obligatory part of the EIA application.	The legislated 30 day public participation process is an obligatory part of the EIA application.	The legislated 30 day public participation process is an obligatory part of the EIA application.	The legislated 30 day public participation process is an obligatory part of the EIA application.
Redress Ensuring rapid response and resolution	Seven (7) appeals were received, nine (9) finalised and four (4) pending for the reporting period.	The clients must lodge an appeal within ± 20 days after the decision and the appeal is ± 90 days, only the MEC can upheld or rescind the appeal.	The clients must lodge an appeal within ± 20 days after the decision and the appeal is ± 90 days, only the MEC can upheld or rescind the appeal.	The clients must lodge an appeal within ± 20 days after the decision and the appeal is ± 90 days, only the MEC can upheld or rescind the appeal.	The clients must lodge an appeal within ± 20 days after the decision and the appeal is ± 90 days, only the MEC can upheld or rescind the appeal.
Value for money Support in monetary terms to the consumers in complaints resolved	Applications were finalised within the legislated timeframes	Applications finalised within the legislated timeframes	Applications finalised within the legislated timeframes	Applications finalised within the legislated timeframes	Applications finalised within the legislated timeframes
Time	The EIA Regulations have changed; the new time-frame is 107 days. This was on average achieved.	The turnaround time is 107 days.	The turnaround time is per the SOP.	The turnaround time is per the SOP.	The turnaround time is per the SOP.
Human Resources Address personnel shortage within the Impact Management	Core team of 27 members	The new structure has not been approved	Core team of 40 members	Core team of 45 members	Core team of 45 members

SECTION D: REPORTING

These key services do find expression in the DEDEAT planning documents namely the Annual Performance Plan and Operational Plan because they are aligned to two (2) performance indicators. The DEDEAT reporting template consists of the SOPA, MEC policy speech, SDIP and risk register. The two (2) key services are reported quarterly with the respective portfolio of evidence. The reports are analysed and Portfolio of Evidence (PoE) verified by the M&E unit for the reported actuals. The Strategic Management Unit convenes the SDIP team, review the consolidated report, the HoD signs the report and it is submitted to both OTP and DPSATh.

A publication produced by DEDEAT:

Physical Address

Beacon Hill
Hockley Close
King Williams Town
SOUTH AFRICA
5605

Postal Address

P/Bag X0054
Bhisho
SOUTH AFRICA
5605

Tel: +27 (0) 43 605 7000
www.dedea.gov.za

Contact Person: Mr Herbert Batidzirai
Telephone: 043 605 7022
Email: herbert.batidzirai@dedea.gov.za