



Department of Agriculture, Conservation, and Environment

Gauteng Province

Strategic Plan 2004 to 2009

Incorporating detailed planning information for the 2004 / 2005 financial year

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1. Introductory information

1.1 Foreword by the MEC, Mr Khabisi Mosunkutu

The people of South Africa have come a long way in the short space of ten years to transform from a situation of hopelessness to that of an emerging, strong, transparent, human rights focused, people focused, non racial and non sexist democracy. The challenges that we have had to surmount were both big and small, complex and easy, but we the people forged ahead, united in the common articulated vision of creating a “better life for all”. The lives of ordinary citizens have changed for the better in many ways over the past decade. The confirmation of this was the overwhelming majority with which the ruling party was brought back to power, with a new, stronger mandate to continue with “Project South Africa”. There are still areas that require us to redouble our efforts and we are confident in our collective ability and determination to change the world for the better.

In his state of the nation address in May President Thabo Mbeki spelt out in detail the work that all of us have to do to overcome the challenges that still face our people. The President presented to the nation an ambitious program of what the government, in close collaboration with Civil Society, Organised Labour, the Private sector, Citizens and all People of goodwill will do to honour the people's contract to create work and fight poverty

The responsibilities of the Department of Agriculture, Conservation and Environment are extensive and are primarily focused on natural resource management in the context of the protection and conservation of the non renewable resource base. In a densely populated, highly urbanised province such as Gauteng, these functional responsibilities assume even greater importance. The protection and sustainable utilisation of our finite natural resource base are prerequisites for continued economic growth and the creation of a safe and healthy living environment and the meeting of basic needs, inclusive of access to safe and adequate water supplies and nutritious food.

For many people living in Gauteng the business of protection and sustainable use of our natural resource base may seem a distant issue far removed from the reality of the poverty and stress of daily living. Life for the majority is consumed by long transport queues, uncomfortable and lengthy journeys, worrying every day about how to stretch paltry resources to feed and clothe families, trudging streets seeking employment, desperately accessing resources to create incomes, and, for many, maintaining and nurturing family life with minimal shelter and with little access to water and electricity.

However, the business of protection and sustainable use of our natural resource base has everything to do with conditions of poverty and social deprivation. We will not achieve environmental sustainability without eradicating poverty, and we will not eradicate poverty without striving for environmental sustainability. If we are to “*meet the needs of present generations without compromising the ability of future generations to meet their own needs*”, then we must focus on not only the conservation and management of our natural resources, but also the social and economic dimensions of development.

An understanding of a sustainable approach to the environment will make us understand that we will not change these conditions of poverty if we do not change our relationships with the environment. Indeed, the economic activities that are the basis of the ‘better life’ that we wish to bequeath to our

children can only be sustainable if they are environmentally sustainable. Economic growth is essential in Gauteng, as is the development of infrastructure. Gauteng constitutes only 1.4% of our country's land, but we are home to nearly 20% of our people and we account for 40% of the national economic activity. The housing backlog is about half a million. At present, one in four of our homes are 'shacks', and one in three of our homes consists of only two rooms or less. These needs for development and employment creation, services and infrastructure, housing, roads, schools, clinics and waste collection services place huge demands on the natural resource base — on our soil, water and air.

An understanding of sustainable development will lead to the conclusion that development that seems to meet the needs of the poor in the present but which is not environmentally sustainable can in fact in the long term make our children poorer, and can compromise their survival. If we allow our factories and our vehicles to pollute air, our children will not be able to breathe. If we build houses so that we lose our wetlands and so lose our natural capacity to manage flooding, and clean our water we compromise the very substance of life. If we build roads in places where the last surviving members of a plant or animal species exist, we lose the richness of our biodiversity and irreplaceable genetic material. If we wastefully consume non-renewable resources of the earth — those that cannot be replenished but can be used until they are completely depleted — what are we leaving to sustain a better life in the future? If we consume energy and water carelessly with no thought for the future, what we do leave for our children? So, environmental concerns are inseparable from social and economic concerns, and must be integrated into sustainable development practices that make a better life for our people, particularly the poor.

If we are together to achieve our constitutional rights to a safe and healthy environment every component of society has responsibilities. It is the responsibility of elected representative to make environmental sustainability a key component of planning in every sphere of development. It is the responsibility of the people of Gauteng, members of community organisations, trade unions, industry, and NGO's to join government to give effect to our common commitment to the creation of a safe healthy and sustainable living environment, for ourselves and for future generations.

We must remember that we will not achieve the economic goals we have set without attending to the environmental sustainability of our economic and developmental decisions and practices. The benefits of growth and development must be fully shared. True development is guided by equity, justice and social and environmental considerations.

The Strategic Plan for the Department of Agriculture, Conservation and Environment is an encapsulation of the tasks we have humbly set ourselves as a department to contribute to the attainment of these broad strategic objectives. This strategic plan is the bridging gap between the foundation that was laid in the past decade and the carrying forward of the mandate of the people so that the vision envisaged for 2014 is realised. We are confident of our abilities to play our role in making Gauteng the "most powerful economic block on the continent" and do so upholding the principles of sustainable economic development contained in Agenda 21 and the Johannesburg Plan of Implementation. It can only get better!

1.2 Foreword by the Head of Department, Dr Steven T. Cornelius

The functional responsibilities of the Department of Agriculture, Conservation, Environment and Land Affairs are diverse in scope. The Department as far as possible follows an outputs driven project based approach. Projects are combined to achieve greater functionally and prepared with a

view to complimentary in terms of scale and impact. In addition, projects are targeted both spatially and sectorally and all projects are assessed in terms of socio-economic impacts and gender and youth impacts.

The strategic priorities of the department are aligned to give effect to the Gauteng Provinces 2014 strategic priorities of:

- Enabling faster economic growth and job creation
- Fighting poverty and building safe, secure and sustainable communities
- Developing healthy skilled and productive people
- Deepening democracy and nation building and realising the constitutional rights of our people
- Building an effective and caring government

These responsibilities of the Department are carried out within a context of rectifying the inequities of the past and maximising job creation and income generation opportunities to contribute to economic growth.

The responsibilities of the Department are carried out on a proportional basis within the existing financial and human resource constraints.

Indicators for monitoring and evaluating the effectiveness of departmental programmes in some of the key strategic priorities have been established and working is ongoing in collaboration with the office of the Premier to expand this core set. Existing indicators are summarised in Annexure 1.

1.3 Mission and vision statement

The overall mission of the Department is to contribute towards economic and social development through public and private partnerships by enhancing the quality of life and sustainable utilisation of agricultural and natural resources.

The vision of the Department is the successful implementation of the following departmental programmes:

Programme 1: Management and Administration

To render efficient and effective administration and financial management services.

Programme 2: Agriculture

To optimise the contribution of sustainable agriculture towards the equitable development of all communities and the economy in the Gauteng Province in order to enhance food security, income generation, job creation and the quality of life

Programme 3: Veterinary Services

To control and manage health risks of animal origin ensuring livestock production, the availability and affordability of safe, healthy, high quality food and animal products thus stimulating economic growth, contributing to poverty alleviation and facilitating international trade.

Programme 4: Natural Resource Management

To provide a support service and professional expertise to land users in support of equitable, efficient and sustainable management and utilisation of natural resources on a wide range of land use patterns.

Programme 5: Conservation

To promote the sustainable utilisation and conservation of biological diversity and natural processes for the development of all communities.

Programme 6: Environmental Planning and Impact Assessment

To contribute to sustainable development and improved quality of life by facilitating sustainable land use and land use patterns.

Programme 7: Waste Management and Pollution abatement

To promote sustainable development and quality of life by contributing to a safe and healthy living environment through waste minimisation and pollution abatement.

Programme 8: Cradle of Humankind World Heritage Site

To manage and facilitate the development of the Cradle of Humankind World Heritage Site known as the Fossil Hominid sites of Sterkfontein, Swartkrans, Kromdraai and Environs, in the Gauteng and North West Province, in order to preserve cultural and natural resources and generate appropriate economic growth.

Programme 9: Dinokeng

To establish, manage and facilitate conservation-based tourism development in the North Eastern quadrant of Gauteng that will result in the creation of jobs, and increased appropriate economic growth in the area.

Programme 10: Legal Services

To provide general and specialised legal support services to the Department and to manage legal risk.

Programme 11: Compliance and Enforcement

To initialise / conceptualise, implement and support the Department's compliance programme and to provide support and assistance to the Department's enforcement activities.

Programme 12: Management Information Systems

To provide Information Management and Information Technology support and the necessary information management processes and tools to assist the department in improving decision making around its mandate.

Programme 13: Communication and Awareness

To provide professional support in the planning and implementation of communications and awareness.

Programme 14: Human Resource Management

To render a comprehensive, professional, effective and efficient, sustainable human resource management service.

Programme 15: Human Resource Development

To render a comprehensive, professional, effective and efficient, sustainable human resource development service.

Programme 16: Facilities Management

To render efficient and effective facilities management services in the areas of archiving, messaging, telecommunications, building maintenance, workplace safety and security, stores and asset management, and transport support.

Programme 17: Financial Management

To render efficient and effective financial management services.

1.4 Departmental values

In order to fulfil its mission the endeavours of the Department are underpinned by the following values:

- The provision of an efficient, effective and quality service to the public and our colleagues
- The promotion of equity in the provision of services
- The promotion of a culture of collective decision making, trust, loyalty and integrity within the department
- The promotion of a culture of public participation
- The promotion and implementation of government policy as determined by the Provincial Executive Council and the Gauteng Legislature

1.5 Constitutional mandate

The Department derives its mandate from Sections 24 and Section 27 respectively of the Constitution.

Section 24 of the Bill of Rights in the Constitution states that

- "24. Everyone has the right —
- (a) to an environment that is not harmful to their health or well-being and
 - (b) to have the environment protected for the benefit of present and future generations, through reasonable legislative and other measures that —
 - (i) prevent pollution and ecological degradation;
 - (ii) promote conservation; and

- (iii) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development."

Section 27 of the Bill of Rights in the Constitution states that

- "27. (1) Everyone has the right to have access to -
- (a) health care services¹, including reproductive health care;
 - (b) sufficient food and water; and
 - (c) social security, including, if they are unable to support themselves and their dependents, appropriate social assistance.
- (2) The state must take reasonable legislative and other measures within its available resources, to achieve the progressive realisation of each of these rights."

Schedule 4 of the Constitution defines the following areas of concurrent national and provincial legislative competence:

Part A

- Agriculture
- Animal control and diseases
- Environment
- Nature conservation, excluding national parks, national botanical gardens and marine resources
- Pollution control
- Soil conservation

Part B (Local Government matters)

- Air pollution
- Water and sanitation services limited to potable water supply systems and domestic wastewater disposal systems

Schedule 5 of the Constitution defines the following area of exclusive provincial legislative competence:

Part A

- Abattoirs
- Veterinary services, excluding regulation of the profession

Part B (Local Government matters)

- Control of public nuisances
- Fencing and fences
- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Noise pollution
- Pounds
- Refuse removal, refuse dumps and solid waste disposal

¹ Health care services should be viewed as inclusive of veterinary public health functions

1.6 Legislative mandate

The legislative mandate of the Department is mainly derived from national legislation, which suffices to carry out the functional responsibilities of the Department. The approach of the Department is to utilise subordinate legislation in terms of national legislation, and provincial laws to address specific provincial variations only if the national legislative framework does not suffice.

The Department's responsibilities are carried out in terms of the following major national laws:

- Abattoir Hygiene Act, 1992 (Act 121 of 1992)
- Animal Diseases Act, 1992 (Act 35 of 1992)
- Atmospheric Pollution Prevention Act, 1965 (Act of)
- Conservation of Agricultural Resources Act, 1983 (Act 43 of 1983)
- Environment Conservation Act, 1989 (Act 73 of 1989), as amended
- Environmental Impact Assessment Regulations (Regulations 1182 and 1183), 1997 as amended
- Hazardous Substances Act, 1973 (Act of)
- Meat Safety Act, 2000 (Act 20 of 2000)
- National Environment Management Act, 1998 (Act 107 of 1998), as amended
- National Environment Management: Biodiversity Act (Act of)
- National Environment Management: Protected Areas Act (Act of)
- National Water Act, 1998 (Act 36 of 1998)
- World Heritage Convention Act, 1999 (Act of)

The Department's responsibilities are further carried out in terms of the following provincial laws and subordinate legislation:

- Nature Conservation Ordinance, 1983
- Environmental Impact Assessment Regulations (Regulations 1182 and 1183), 1997 (as amended)
- Noise Control Regulations, 1999

1.7 Co-operative governance

The functional responsibilities of the Department include a range of responsibilities that are concurrent with National and Local Government. The Department attaches great importance to the harmonisation of relationships and management of conflicting mandates with other organs of state at national, provincial and local level.

1.8 Management of competing land uses

One of the very real challenges that we face in Gauteng is the efficient use of land. Urban sprawl – building houses and developments on the ever growing fringes of our towns and cities - is neither desirable nor sustainable. Urban sprawl is a challenge we face which we need to discourage and find solutions for

This is an issue that the Department and other Gauteng Provincial Government Departments, including Housing, Public Transport Roads and Works and Development Planning are critically looking at, and will develop policies around to ensure that we use our land resources effectively to best meet the very real needs we face and that we consider the longer term costs and benefits of the land use choices we make or promote.

1.9 Alignment to the Gauteng Provincial Government 5-year plan

1.9.1 Regulatory responsibilities

The Department has substantive regulatory responsibilities, including the issuance of approximately 12,000 authorisations (EIA authorisations, permits and certifications) per annum. This regulatory work is mandatory and is a prerequisite for economic growth and development and includes:

- Necessary authorisation for new development
- Necessary permitting and certification for the promotion and regulation of the movement and trade in wildlife, animals and animal products
- Inspection and authorisation of abattoirs and food safety

1.9.2 Enabling Faster Economic Growth and Job Creation

The Department will contribute to direct job creation and livelihoods programmes through:

- Labour intensive construction works in the two Blue IQ projects
- Expanded Public Works Programmes – Working for Water, Land Care, Fire and Fencing Programmes
- Agricultural Development – Farmer Settlement, Food Security Projects

The Department will contribute to indirect job creation through:

- Leveraging private sector investment and optimizing labour absorption in the Blue IQ projects
- Leveraging labour absorption, through output specifications in the GPG procurement process and through policy and legislation requiring more labor intensity in the production process in the private sector, in identified key sectors through setting out mandatory requirements for recycled content in the production process e.g. requirements for use of recycled builders rubble in the construction industry
- Working with Local Authorities to improve the labour content of waste management services which is currently capital intensive and therefore to create more jobs

And the Department will commence with work which will result in direct job creation in outer years:

- Commencement with PPP procurement for 6 new PPPs in the Blue IQ projects
- Design work, together with Department of Social Services, for the implementation of a “work for food” Integrated Food Security Programme

1.9.3 Fighting poverty and building safe, secure and sustainable communities

The Department will work to fight poverty through the following programmatic work:

- Roll out and upscaling of the Homestead Food Gardens project successfully piloted in the 2003 – 2004 financial year
- Implementation of an externally funded project promoting the propagation and sustainable use of medicinal plants
- Mobilization of organized civil society and the private sector to co-fund and participate in project based work contributing to the reduction of poverty and sustainable community development using the Bontle ke Botho campaign as a platform and focusing on food, water and sanitation, waste management and energy projects

The Department will undertake policy work to complement existing decision support tools and ensure that development takes place in a manner that meets the needs of the present without compromising the ability of future generations to meet the needs:

- Formulation of a strategy and plan for Sustainable Development in Gauteng informed by the commitments of the Johannesburg Plan of Implementation adopted at the World Summit on Sustainable Development (this has been delayed by the national process and , together with the SOER should serve as an input into the Gauteng Growth and Development Plan)
- Formulation of a strategy and plan to manage the EIA authorisation process for competing land uses in Gauteng given the urban and industrial character of Gauteng
- Affording legal protection to high potential agricultural land and land of importance for biodiversity and ecosystems functioning
- Development of a strategy and plan for management of risk waste from the abattoir industry
- Work with local authorities to develop integrated waste management and pollution abatement strategies and plans and in particular roll out the Health Care Risk Waste Management Project to all Provincial Government health care institutions

1.9.4 Developing Health Skilled and Productive People

The Department will contribute to and promote public awareness, through its programmatic work and will together with the Department of Health, of:

- Nutrition as a prerequisite for children to grow and learn properly and to become productive participants in the economically active working population.
- Waste management and pollution abatement as prerequisites for safe and healthy living and working environments

1.9.5 Deepening democracy and promoting constitutional rights

Through its programmatic work the Department will ensure that the public becomes increasingly conscious of the constitutional rights of citizens to “...sufficient food and water...” and “..... an environment that is not harmful to their health or well-being.....”

1.9.6 Building an effective and caring government

The Department will implement the letter and spirit of the Batho Pele principles and will in particular set service standards for all aspects of the work of the Department

2. Veterinary Services, Agriculture and Natural Resource Management

2.1 Agriculture

2.1.1 Strategic direction

2.1.1.1 Aim

To optimise the contribution of sustainable agriculture towards the equitable development of all communities and the economy in the Gauteng Province in order to enhance food security, income generation, job creation and the quality of life.

2.1.1.2 Strategic priorities

The vision of the component will be realised through focusing on the following strategic priorities:

- Changed race and gender patterns of ownership in the agricultural sector
- Improved levels of food security, particularly at household level
- Optimal and sustainable use of agricultural land for primary production
- Zoning of high potential agricultural land for exclusive agricultural use
- Access to local and international markets for farmers, irrespective of scale
- Integration of primary production with the processing and service industries
- Maintenance of high quality agricultural information services.
- Facilitation of the formation of agricultural organisations.
- Sustainable employment in the agricultural sector
- Skills development in the agricultural sector

2.1.1.3 Status quo analysis

A lot has been achieved in the last decade to change the race and gender patterns of ownership of agricultural land. In 1994 there was not a single black owner of land in Gauteng. Gauteng now proudly boasts 135 land reform project involving 850 beneficiaries. In addition a total of 259 individual farmers, primarily women, are currently leasing land with an option to purchase.

The total farmland in Gauteng is 774 265 ha. Of this, 438 623ha are potentially arable, and 390 000ha is grazing land. The amount of potentially arable land that is currently being cultivated is approximately 293 571 ha (67%). The implication of this is that there is spare agricultural potential that can be utilised beneficially in the province. This is of particular importance in the light of the declining mining and industrial activities in some regions of the province.

After gold and other minerals in totality, agriculture in South Africa is the greatest source of foreign exchange earnings.

The following important farming enterprises are found in Gauteng:

- Livestock (including piggery)
- Poultry
- Horticulture including floriculture
- Crop production (including limited cultivation of herbs and medicinal crops)

There are approximately 4,000 farmers in Gauteng of whom 3000 farm on an individual basis and 1000 farm on partnership basis. They employ 39 295 farm workers. This figure excludes those workers that are employed in the agricultural manufacturing, processing and associated industries. The number of commercial farming units in the province is 2 342. The total number of people active in agriculture is 960 000 for the whole of the RSA.

Virtually all farm workers in Gauteng are black whilst approximately 90 per cent of farm owners are white. There are now approximately 1065 black farmers who have acquired land for primary agricultural production as a result of the democratisation of our country.

The estimated number of smallholdings in the province is between 18 000 to 21 000. An audit of the smallholdings in Gauteng has been completed that provides reliable information on the nature and extent of smallholdings in the province. The study indicates that only a few of the small holdings in the province solely rely on the income derived from agriculture. Most of the occupants have another source of income. This means that much of this land is not used to its full agricultural potential. A significant portion of this land is high potential agricultural land. It is thus important not only for the province but for the country to bring this land back into productive agriculture; given that Gauteng Province has a disproportionately high percentage of high potential agricultural land.

The average size of a commercial farm in Gauteng is 2 000ha whilst that of a smallholding is 8ha. Provincial agricultural land holdings are approximately 20 000 hectares in extent, with individual holdings ranging from 2,5ha to 500ha. The Gauteng Provincial Government is in the process of disposing of all of this land that is not required for government purposes through the Gauteng Farmer Settlement Programme. This programme provides for a 3-year lease with an option to purchase and positively contributes to changing race and gender land ownership patterns.

The total area planted under maize in the province amounts to 105 000 ha, of which 60 000 ha is under white maize and 45 000 ha is under yellow maize. Grain sorghum is planted on about 3,500 ha, 15 000 ha are under sunflower seed, 5 000 ha under soy beans and 4 000 ha under dry beans. These are relatively low value crops and farmers need to be encouraged to increase the pace of converting to higher value crops to increase the contribution of primary agriculture to the GGP of the province. This will also help to preserve high potential agricultural land from competing land uses. There is a need for a balanced approach to the preservation of high potential agricultural land that takes into account the province's developmental requirements.

2.1.1.4 Key departmental objectives and target outcomes

Key Departmental Objective	Strategy	Outcome (Goal)	Service delivery Indicator	Service delivery target or milestone
Fighting poverty and building safe, secure and sustainable communities	The progressive establishment and maintenance of new food production units In support of the national Integrated Food Security Strategy	Sufficient food of the correct quality for all at all times	Number of community food production units and homestead food gardens established per annum.	Approximately 6,640 households affected directly per annum i.e. 33,200 households for the period 2004/2005 to 2008/2009

Key Departmental Objective	Strategy	Outcome (Goal)	Service delivery Indicator	Service delivery target or milestone
Enabling faster economic growth and job creation	Changed race and gender ownership patterns in the agricultural sector.	Equitable race and gender ownership of land and other assets in the agricultural sector	Number of farming units transferred A balance in race and gender in the agricultural sector	80% of blacks and especially females who enter the farming sector become productive full time farmers and manage sustainable farming enterprises
	Maximize use of agricultural land and develop black farmers in specific areas including issues of ownership, skills, infrastructure and access to markets	Profitable agricultural enterprises and enhanced market accessing opportunities	Profitable agricultural enterprises and enhanced market accessing opportunities	90% of agricultural land is utilised sustainably An increased percentage of viable farming enterprises
	Zonation of high potential agricultural land for exclusive agricultural use and optimal and sustainable use of agricultural land for primary production	Effective utilization of medium to high potential agricultural land for profitable agricultural production in the Province	A comprehensive agricultural plan and policy on the optimal utilisation of medium to high potential agricultural land	Audit of medium to high potential agricultural land during 2004/05 and updated Gauteng agricultural potential atlas
Building an effective and caring government	Provision of an effective agricultural resource information service	Best practice decision making by farmers; Profitable agricultural enterprises	Time series measure of labour absorption, input costs and income over expenditure	Agricultural resource information service commensurate with available budget

2.1.1.5 Year 1 Commitments

2.1.1.5.1 Focus on the development of black farmers

Notwithstanding that agricultural production is influenced by global commodity prices and fluctuations in domestic supply and demand it is critical that as a country we retain our production capability as no country can afford to be too reliant on imports. For this reason the Department of Agriculture, Conservation and Environment, in consultation with the Department of Finance and Economic Affairs **will confirm the spatial mapping of agricultural land to be retained for agricultural production as the land use pattern of choice (potentially 430 000 hectares), and through policy and legislation afford it legal protection from competing land uses.** This will have the desirable outcome of making agricultural land available on a willing seller willing buyer basis, and curbing undesirable land speculation practices and urban sprawl as a result of unscrupulous developers buying up agricultural land for township establishment outside of the urban edge, directly militating against our policy objectives of a compact urban form close to economic opportunities.

Productivity on the 300 000 hectares of arable land currently cultivated will be enhanced through a **programme of intensive group and individual extension support services**, focusing primarily on land reform beneficiaries and on transfer of skills from established commercial formers. In Year One the focus will be on providing support to 135 land reform projects involving 850 beneficiaries and 259 farmers leasing land from the Gauteng Provincial Government, with an option to purchase.

Extension support will be complemented by the following strategic interventions:

- Collaboration in the “PROVIDE” project an interprovincial micro-economic project to analyse agricultural price and market trends and to optimize use of the regulatory provisions in terms of the Agricultural Products Standards Act (Act 191 of 1990) applicable to the sector

- Co-operation with AgriSA and NAFU (Gauteng) to provide agricultural information services to support choice of niche / profitable agricultural commodities requiring high labour to capital ratio.
- Dissemination of the findings of the completed niche market study (ARC 2003) and continuation of the new studies to identify the combinations of capital, labor and resources for high value commodities.
- Identification of further high value niche commodities and market demand and further dissemination of information in order to allow informed decision making for optimal production and profitability by farmers

Most importantly the Department of Agriculture Conservation and Environment will work with the Department of Land Affairs on further land reform projects **to bring into production the 130 000 odd hectares that are not currently cultivated**. The Department of Land Affairs has set aside a budget of R 26 million for this purpose in Year One.. The focus will be primarily on women farmers.

Finally the Department will work with the Department of Agriculture to **access loan financing** for agricultural production as announced in the June 7 2004 Opening Address to Parliament by the President.

2.1.1.5.2 Integrated Food Security Programme

Renewed efforts will be made to attain the stated goal of the Integrated Food Security Strategy of government to ensure universal and sustainable access to the minimum daily, safe and nutritious food needs for a healthy, active and better life for all the people of South Africa.

The Department will initiate the introduction of measures to expand the reach and the impact of government policy and programmatic interventions that contribute to this goal through improved co-ordination between departments and review of certain interventions. The focus of the Department will be on four areas of policy and programmatic work, namely, food production,, food distribution, food safety and incomes. The Department will also actively engage with the National Food Pricing Monitoring Committee in order to influence food pricing as a fifth area of strategic policy and programmatic work.

The Department will specifically roll out and significantly up-scale up the various Household Food Security Programmes of DACE to reach some 8 000 beneficiaries per annum, a total of 40 000 beneficiaries over the next five years.. The programme will target women, youth and children in particular.

As part of its implementation plan, through working with existing community based organizations in a “people’s contract” to eradicate hunger the Department will also, as far as possible link the Integrated Food Security Programme to the Expanded Public Works Programme to improve livelihoods and the ability of poor households to access income to meet basic food needs

2.1.1.5.3 Interdepartmental linkages

Agriculture is a concurrent competency and the Department works closely with the following national departments in carrying out its functional responsibilities:

- Department of Agriculture
- Department of Land Affairs
- Department of Water Affairs and Forestry

Co-operation with the Department of Land Affairs is of particular importance in supporting the land reform mandate of the Department of Land Affairs achieving the strategic outcome of changing the race and gender patterns of land ownership in the Agricultural Sector

In order to ensure integration at provincial level the Agriculture component cooperates with the departments of Social Development, Health, Finance and Economic Affairs (Development Planning), Local Government, and Public Transport, Roads and Works. Integrated planning is necessary to ensure that departmental programmes are targeted spatially and sectorally, and that projects are combined to achieve greater functionality and complementarity in scale and impact.

Finally, a prerequisite for departmental programmes is the involvement of the relevant local authorities in planning, implementation and monitoring of departmental programmes.

2.1.2 Environmental analysis

2.1.2.1 Assessment of external threats and opportunities

Demographics:

The unemployed in the more rural provinces flock to Gauteng with the hope of finding job opportunities. This results in an influx of an unstable population in the province who might see agriculture as an interim solution to poverty until more lucrative job opportunities become available. It also increases the urban pressure on agricultural land.

Comparative and competitive advantage:

South Africa has very limited soils of high and medium potential, the country is water scarce and climatology is not highly favourable for production. Furthermore, primary agricultural production in other Provinces has competitive and comparative advantage relative to Gauteng. The potential for improving production is not disputed but the extent to which this is possible should not be overstated. The international trend in more developed or industrialised economies is that as the manufacturing sector grows the contribution of agriculture to GDP declines as a percentage of GDP. Further economic analysis work is needed to identify the comparative advantages of investment in primary agriculture versus other sectors of the economy.

The true value of the agricultural sector's contribution to the local economy lies in its backward and forward linkages with the other sectors. In terms of its forward linkages, agriculture supplies raw materials as inputs for other primary and secondary sectors. A large number of processing factories in South Africa are situated in Gauteng and are dependent upon agriculture for raw materials, such as:

- Sunflower seeds — to produce cooking oil, fodder
- Peanuts — to produce peanut butter, oil, fodder
- Maize — for fodder, maize meal, etc.

Agriculture also creates a demand for goods and services through its backward linkages. Its labour absorptive capacity is high in comparison with other sectors of the economy because of its much lower investment costs per work opportunity created. Thus agriculture as a sector has potential and an important role to play in the economy of the province.

Natural resources:

The Province has a disproportionate share of high and moderate agricultural potential soils. Rainfall is sufficient to sustain rainfed production of crops on the high potential soils. The highly developed infrastructure and lucrative agricultural produce markets in the province further promotes intensified

production under artificial conditions e.g. poultry and vegetables. On the other hand, many of the soils in the province are only of marginal potential and if utilized injudiciously will result in financial losses and the degradation of this finite resource. The Gauteng Agricultural Potential Atlas (GAPA) needs to be updated and further refined to accurately identify high and moderate potential agricultural soils.

The province has a high level of alien species due to the fact that agriculture was not considered as a major contributor to the economy of the province initially. Mining and Industry were the major contributors to the economy. The alien invasive plants problem has been identified as one of the major reducers of the available amount of water for agricultural use. The strategy used to remove these aliens is such that it mainly focuses on job creation as the primary objective and skills development and sustainable utilisation of the resources as the other objectives.

Subdivision of agricultural land:

Subdivision of high and medium potential agricultural land is supported in the interests of utilisation of land that is currently unutilised and in order to change the race and gender patterns of ownership and production in the agricultural sector. However, subdivision also allows the construction of one residential unit per subdivided portion and results in a de facto change from agricultural land use in instances where the end result of the subdivision is the establishment of residential rural estates.

Mining land:

There is an abundance of unutilised mining land in the province, a high proportion of which could be irrigated with excess water from the mines. Access to this resource would help address the high demand for access to land for production purposes.

Property values:

A high demand for urban and industrial development inflates the value of land. This has a negative impact on gross margins that can be achieved in agriculture.

Pollution:

Industrial and human pollution of the air, water and soil constantly threatens optimal agricultural production in the province. Research work needs to be done on the effects of pollution on the agricultural sector in Gauteng, with water and mining effluent (water) being the first priorities.

Infrastructure and access to markets:

The well-developed communication, commodity supply, transport and market infrastructure in the province facilitates the flow of information, the availability and transportation of production inputs and the marketing of agricultural produce both locally and internationally.

Irrigation infrastructure in the Province is limited by competing demands for human consumption. Agriculture ventures in the rest of the province rely on the mostly limited water resources from boreholes.

The two major fresh produce markets in Gauteng handle 32% (Johannesburg) and 16% (Pretoria) of all fresh produce marketed through formal channels and it is the highest of all markets in South Africa. The high population density of Gauteng offers a stable and lucrative market for agricultural produce.

Innovation:

The highly developed physical infrastructure and markets in the province coupled with the limited access to irrigation water stimulate the development of alternative agricultural practices such as the conversion to high value commodities for niche markets, organic farming and highly intensive agricultural production under artificial conditions e.g. aquaculture, hydroponics, etc.

The contribution of Urban Agriculture to household food security, income generation and poverty reduction:

At the national level, South Africa is food secure. It produces most of its main staple foods, exports surplus food, and imports what it needs to meet domestic food requirements when necessary.

Having said this, however, depending on statistics used, it is estimated that between 30 and 50% of our population do not have enough food to eat to stay healthy, energetic and well nourished. Gauteng covers 1.4% of the total land surface of South Africa and is home to 20% of the country's population of which 96% is urbanized. It contributes 40% to the GDP and has an unemployment rate of between 25 and 30%.

Urban agriculture has therefore emerged as a key livelihoods and coping strategy for urban residents and as an essential land use, changing the way people in cities feed themselves, and making a significant contribution to urban food security.

The Rural Safety Plan

Rural crime is an important contributory factor inhibiting the optimal use of high potential agricultural land within the province. The Department accordingly attaches importance to implementation of the rural safety plan and will play a supportive role where possible to the Department of Safety and Liaison

2.1.2.2 Assessment of internal strengths and weaknesses

Mode of production:

A well-established commercial agriculture sector exists in the province. This expertise base can be accessed by the emerging farmer sector through the transfer of skills that is supported by a departmental farmer-to-farmer extension programme.

Geography:

The relative compactness of the province promotes cost effective communication and transport. (All extreme points are within a 200km radius from the centre of the province).

Institutions:

The presence of all national departments, academic institutions, the Agricultural Research Council and other parastatals and NGO's in the province facilitates easy, speedy and cost effective access to agricultural information. The institutions also play an important role in the provision of advisory services to farmers.

Inter-departmental communication channels and integrated planning require careful co-ordination to ensure that there is efficient and effective service provision.

2.1.2.3 Customers: internal and external

Commercial farmers:

The commercial farming sector is highly organised and receives most of its technical support from the private sector. The role of the department is limited to the provision of strategic information especially with regard to market opportunities with special reference to export market opportunities.

The view of the Department is that farmers learn better from other farmers. Commercial farmers play an important role in the capacity building of resource poor farmers through the “Farmer-to-Farmer Extension” programme, a farmer led programme that has been running for the past six years and will be developed further by adding a mentoring component to it in the forthcoming years.

Resource poor farmers:

The Department’s farmer support services are focussed on resource poor farmers with the aim of achieving optimal production as quickly as is possible. The majority of the farmers in this category are beneficiaries of Land Reform Programmes both at national and provincial levels. Approximately 90% of resource poor farmers enter farming without any agricultural experience and need intensive farmer support services.

The services offered include drawing up and implementation of business plans, facilitation and co-ordination of private sector service providers and mentorship programs with commercial farmers. Furthermore, farmers are organised into study groups for purposes of semi formal training and exposure to best practice.

Other departments and local government:

The Department offers agricultural advice to departments that have agricultural activities such as Correctional Services, Health, Education and Social Services and Population Development, as well as Local Governments.

Service providers:

Service providers, including NGO's, CBO's, private sector organizations, universities and parastatals what was play an important role in agricultural extension especially with regard to the rendering of training in specialised commodities. The Department utilises the services of service providers where it is not cost effective to retain permanent in house capacity for specialised skills. Possible alternative service providers include etc.

2.2 Veterinary Services

2.2.1 Strategic direction

2.2.1.1 Aim

To control and manage health risks of animal origin ensuring livestock production, the availability and affordability of safe, healthy, high quality food and animal products thus stimulating economic growth, contributing to poverty alleviation and facilitating international trade.

2.2.1.2 Strategic Priorities

The vision of the component will be realised through focusing on the following strategic priorities:

- Prevention of animal and zoonotic diseases and efficient and effective disease outbreak and crisis control

- High quality epidemiological and risk management information available to all livestock farmers and health professionals
- Improvement in the efficiency of animal production systems
- Internationally acceptable zoosanitary status and a thriving trade in animals and animal products
- Supply of wholesome and healthy food of animal origin to the consumer
- Decreased incidence of food poisoning, zoonosis and infant mortality
- Public awareness of veterinary public health and development of learning materials for schools

2.2.1.3 Status quo analysis

Provision of veterinary services

Prior to 1994 veterinary services were substantively confined to services to white commercial farmers and domestic pet owners in white areas. This has changed in the last decade but more still needs to be done to provide information and affordable services to black farmers in particular. The paradigm has shifted to one of provision of a comprehensive package aimed at production stimulation, herd health, disease prevention and control, and epidemiological monitoring with the objective of contributing to increased production of food and fiber, socio-economic upliftment and job creation.

Prevention and control of animal diseases

In the last decade Gauteng has been substantively free of any major disease outbreaks and the economic consequences that arise from this, such as the Foot and Mouth disease outbreak that occurred in 1999.

An approach of continuous active surveillance of priority diseases, in order to map, respond to and report on epidemiological patterns is followed. Contingency plans are in place for the management disease outbreaks

Management of priority diseases

The state veterinary services have been very successful in preventing and controlling animal diseases, including the economically important controlled diseases, Tuberculosis, Brucellosis and Rabies.

Tuberculosis in livestock in Gauteng is under control with only two positive herds and a combined Brucellosis and TB survey based on sound epidemiological principle is continually under taken.

There are at present 65 Brucellosis positive herds in Gauteng and due to the fact that this is an erosive economic disease and that the disease is difficult to control an approach of estimation of risk and heifer vaccination on untested farms surrounding positive herds is followed together with use of a new vaccine had been introduced that is effectively used in adult cattle.

The approach to Rabies control includes outbreak vaccinations in accordance with national policy guidelines as well as buffer zone vaccinations and awareness vaccinations in high-risk areas. Buffer zone vaccinations on provincial borders with high-risk provinces (especially the Limpopo and North West Provinces) and in high-risk townships and hostels is given priority.

Other disease control

Regulatory control of other diseases which entails regulatory inspections of all cloven hoofed animals in and around the foot and mouth laboratory at Onderstepoort; monitoring of stock at road stalls,

stock sale pens, auctions, shows, feedlots, quarantine abattoirs, commercial and small scale farms; and the control and eradication of other controlled diseases is a sensual for the livestock industry and for public health reasons.. A risk assessment of BSE in the country has emphasised the need for South Africa to improve its control measures in this regard.

Traceability processes, which are important for both animal and public disease control, are in the process of being formulated and introduced. A process of introducing improved control measures in the animal feed industry for disease control purposes and a strategy to improve on farm bio security is in the process of being introduced.

Trade in animals and animal products

Trade in animals and animal products is an important component of contribution of the agricultural sector to GGP in Gauteng. Approximately 60% of all livestock slaughtering in the country takes place in Gauteng partially due to the concentration of the feedlot industry in Gauteng which in turn is partially due to demographics. Priority attention is given to the prevention of illegal slaughter; the illegal transport of animals and animal products, and ensuring that no illegal animal products enter Gauteng. This is of vital importance to protect against the public and animal health risks that arise from these illegal activities.

Over the last number of international trade in animals and animal products has increased substantially. Internationally acceptable standards of inspection and certification are an absolute necessity to maintain our trade status, avoid non-tariff barriers and optimize foreign exchange earnings. The pending SANAS accreditation of the Directorate of Veterinary Services as an Inspection and Certification Body will be instrumental in fulfilling these requirements.

Awareness of veterinary public health

Close cooperation has been established over the last decade between animal health professionals and the human health profession in pursuit of better protection of human health. The main focus of cooperation is the provision of nutritious and safe food for human consumption in order to alleviate hunger and poverty. Awareness is also enhanced through particular attention to the development of learning materials for use in schools as part of the formal curriculum.

Veterinary Public Health Regulatory Services:

The construction and operation of a new abattoir requires authorization in terms of the Meat Safety Act. The Gauteng Province has 101 abattoirs as follows:

GRADE	RED MEAT ABATTOIRS	POULTRY ABATTOIRS	RABBIT	TOTAL
A	9	3	-	12
B	3	7	-	10
C	6	32	-	38
D	9	12	1	22
E	16	1	2	19
				101

There are 7 sterilisation facilities in the Province which are inspected at least once a month. An evaluation report is sent once a year to the Registrar with recommendations. Rendering facilities are increasing in importance due to possible closure of certain installations and decreasing capacity to handle the waste material produced by abattoirs. The international requirements for the handling of ruminant by products (OIE) have placed an extra pressure on the industry, as extensive upgrading is required. The Department is in a process of commissioning a study to look into the issue of abattoir waste management, its environmental and socio-economical impact.

2.2.1.4 Key departmental objectives

Key departmental objective	Strategy	Outcome (Goal)	Service delivery indicator	Service delivery target or milestones (Goal)
Enabling faster economic growth and job creation	Implementation of quality management to incorporate best management systems and to monitor and evaluate activities to ensure high quality and anti-corruption measures are in place	SOP's	Number of SOP's	20 p/a
		Accreditation of functions Internal audits	Accredited functions Audits	1 p/a 16 p/a
	Provision of Diagnostic services for Brucellosis, Rabies and other controlled diseases.	Accurate and reliable diagnosis	Number of diagnostic tests	60 000 p/a
	Production of risk assessment and contingency planning to respond to disease outbreaks of high risk economic importance such as CBPP, Rinderpest, African Swine Fever, etc.	Correct control and management of risk	Number of risk assessments and contingency plans	1 risk assessment and update contingency manual p/a
	Surveillance of diseases of economic importance such as Johne's disease, Brucellosis, African Swine Fever	Correct evaluation of disease status and required control measures in the Province	Number of surveys undertaken	8 surveys p/a
	Maintenance of a disease information management system for monitoring, reporting and planning in response to epidemiological trends	Essential national and international reporting and efficient disease management	Number of diseases / data sets monitored	3 data sets and 10 reports p/a
Developing healthy skilled and productive people	Facilitation of clinical services, animal and herd health extension services to beneficiaries of the Farmer Settlement Programme and the We'll Department of Correctional Services	Maintenance of veterinary certification credibility and stimulation of economic growth	Number of inspections of premises and consignments	1 500 p/a
		Interaction with Local authorities with regards to Export facilities and approval of milksheds	Number of certifications Number of meetings	15 000 p/a 4 p/a
Developing healthy skilled and productive people	Facilitation of clinical services, animal and herd health extension services to beneficiaries of the Farmer Settlement Programme and the We'll Department of Correctional Services	Provision of services in areas not serviced by the private sector thereby supporting resource poor farmers	Quantification of beneficiaries Formation and revival of study groups Farmer/Information days Visits to Correctional services	500 p/a 10 p/a 3 p/a 24 p/a
		Communities, in particular the historically disadvantaged, empowered with knowledge of animal diseases, primary veterinary health care and food hygiene. Improved health of communities and decreased infant mortality.	Number of people reached	1 000 000 p/a

Fighting poverty and building safe, secure and sustainable communities	Law enforcement to prevent public health risks emanating from illegal slaughtering and spread of animal disease as a result of illegal movement of animals	High profile law enforcement interventions serving as a disincentive to contraventions	Number of: Law enforcement operations Investigations Prosecutions Road blocks Inspections Compliance promotion	2 p/a 20 p/a 5 p/a 4 p/a 50 p/a 2 p/a
	Inspection of abattoirs – Proactive abattoir hygiene based on HAS inspections and the Abattoir Hygiene Rating Scheme	Supply of wholesome and healthy food of animal origin to the consumer	Number per annum of routine inspections Abattoirs audited HAS inspections	5 000 p/a 140 p/a
	Abattoir plan evaluations Inspection of sterilisation plants	Properly constructed abattoirs build in areas that will prevent contamination of the product and the environment Production of by-products of animal origin that are safe and free of diseases	Plan evaluated Site inspections	20 p/a 90 p/a Service commensurate with available budget and human resource capacity per annum
Building an effective and caring government	TB control and eradication Brucellosis control and vaccination Rabies control Other disease control	Promotion of human health through the prevention of animal diseases transmissible to human Prevention of the introduction of Animal diseases into RSA Improved animal production	Per Annum: Herd tests Number of cattle tested Number of vaccinations (S19 & RB51) Number of vaccinations Number of inspections	1 500 p/a 70 000 p/a Cattle 29000 p/a Pets 31000 p/a 24 000 p/a Service commensurate with available budget and human resource capacity per annum

2.2.1.5 Interdepartmental linkages

Abattoirs and Veterinary Services, excluding regulation of the profession, are exclusive provincial functions. However, the National Department of Agriculture has important responsibilities with regard to norms and standards and the regulation of international trade. The Provincial Veterinary Services therefore works closely with the National Department of Agriculture in carrying out these functional responsibilities.

At provincial level the Department works closely with the Department of Health and the Department of Education. The Department also works closely with its sister departments in neighbouring provinces in view of the fact that prevention and control of animal disease require a coordinated strategy.

Finally, a prerequisite for departmental programmes is the involvement of the relevant local authority in planning, implementation and monitoring of department programmes.

In addition to coordination of the work of the three spheres of government there is cooperation with the SAPS, Customs and Excise and ACSA to fulfil the veterinary regulatory and law enforcement responsibilities, as well as with the Onderstepoort Veterinary Institute for the provision of diagnostic and epidemiological services.

2.2.2 Environmental analysis

2.2.2.1 Assessment of external threats and opportunities

Regulatory environment:

A challenge faced by the Department is that both the legislative framework and control of the food chain are fragmented. This fragmentation militates against the proper control of the safety of the food chain. Efficient control requires the application of the “Farm to Fork” principle, in order to be truly effective. Animal diseases also know no boundaries and problems of jurisdiction often occur. A strong emphasis is accordingly placed on liaison and co-governance with other enforcement agencies at National, Provincial and Local Authority Level.

Risk profile:

Gauteng’s urbanised nature and highly dynamic animal and human population, and the use of highly intensified production systems, results in a high-risk veterinary profile. Gauteng has a large number of stockowners that have only a few animals and this means that the outbreak of a major epidemic is more difficult to detect and control with the risk of it becoming wide spread.

Risk of the spread of disease is also increased due to the highly developed network of roads, railways and airports in the province, making flow of people, animal and animal products in and out of Gauteng easy. Johannesburg and Lanseria International airports are particular point source risks.

Large numbers of animals are introduced and are sold at stock sales, road stalls, or to private owners in Gauteng. Slaughter-stock regularly flows from all parts of South Africa to the large abattoirs in the province. The continuous movement of animals and animal products poses a further increased risk of introducing disease into the province. Hunters from Gauteng who hunt game in neighbouring states or disease controlled areas in other Provinces could also possibly introduce diseases like Foot- and Mouth disease, Swine fever, etc., if they do not abide by the rules and introduce infected animal products.

Effective public sector veterinary control-measures have been put in place and are vital to prevent the introduction of disease.

Increasing public awareness of the negative effects of residues in food, combined with the increased use of pharmaceutical products in intensive production systems has necessitated increased residue testing but the department. This is also necessitated by increased pollution levels in the environment, which contaminate the food chain.

Illegal trade in animals and products of animal origin:

Within the province there is major informal trade in meat, milk, eggs and other food of animal origin. These products are often obtained from unhygienic, un-inspected slaughtering, diseased herds or flocks or unhygienic uncontrolled processing.

Serious community consequences include infant deaths, as a result of diarrhoea caused by contaminated food of animal origin. Food transmitted diseases, which also include parasite infestation, exacerbate malnutrition, cause loss of productivity, increase the poverty spiral and generally cause deterioration in the quality of life. There is also an increasing amount of disease causing organisms with resistance against antibiotics.

Illegal importation of animals and animal products into Gauteng pose a severe risk. This is largely because consumers and exporters are based in Gauteng while the producers are based in other provinces.

International trade:

The increasing occurrence of emerging diseases around the world such as BSE, West Nile, Hanta, Hendra and Nipha viruses put increasing pressure on the Department to carry out epidemiological surveys and risk assessments to ensure protection of both the human and animal populations. Surveys are also required to prove freedom from disease in order to facilitate exports from the country of origin under the WTO agreements.

The zoosanitary status of a country and the quality of its veterinary services influence the trade status of the country, not only in animals and animal products, but also in other agricultural products. Great importance is attached to zoosanitary status in order to ensure that this is not used as a non-tariff trade barrier.

Economic impacts:

Live stock diseases in South Africa cause thousands of millions of Rands in production losses each year. This especially affects the emerging small scale farmer. The Department therefore, places emphasis on Animal Health and Community Services programmes. There is an increasing pressure on certification to meet international requirements.

In addition, epidemiological risk assessments are undertaken to determine the areas of highest risk. Inspections are intensified in areas of high risk and decreased where the risk is lower. Surveys are also carried out in order to identify outbreaks to inform farmers of risks and diseases in order to prevent the outbreak and spread of disease.

The possible decrease in the rendering capacity in the Province may place constraints on the meat industry. The upgrading of rendering facilities to meet the international requirements will put a further financial burden on these red meat productions.

2.2.2.2 Assessment of internal strengths and weaknesses

Scope of work and management systems:

The Department has extended its scope of work from a purely regulatory role to the inclusion of developmental programmes in line with provincial policy objectives.

The knowledge and professionalism of the staff component in the Department is outstanding which contributes to the success of departmental programmes. Officials are multi-skilled having formal training in veterinary public health and animal health, good communication skills (services are delivered in all official languages) and understanding and sensitivity of local cultures. There is however a high staff turnover rate as a result of the level of excellence, which results in recruitment of staff to higher level posts elsewhere in the public sector and positions in the private sector.

A lean personnel structure with an automated project management system and a number of facilitating systems has been created in order to provide an effective and efficient delivery system. These include

the creation of efficient communication channels, improving control and management strategies and building the capacity of personnel. Implementation of strategies for cost recovery for regulatory functions and the rendering of preventative animal health services have been implemented.

Epidemiology and laboratory services:

This work is of a specialist nature and objectives are achieved through a combination of in-house and outsourced work. The Onderstepoort Veterinary Institute provides an excellent laboratory services.

Veterinary Public Health (VPH):

The Department has gained the respect and trust of the owners and managers of abattoirs and processing plants who generally comply with the regulatory framework. There are some business operators who are emphasizing productivity of their abattoirs more than the hygiene. The regulatory system furthermore does not allow for competitive advantage for good hygiene practice nor transparency and consumer choice. The Department has introduced an Abattoir Hygiene Rating Scheme to address these issues and act as an incentive for conversion to best practice.

Animal Health:

The Department makes provision and budget for rapid response to emergency outbreaks of controlled diseases. Disease control work is usually carried out on a proportional basis commensurate with available budget and human resource capacity except during outbreaks.

Community Services and Law Enforcement:

Staff capacity for community services and law enforcement is strategically placed in the areas where these services are required and are provided in collaboration with the Agriculture, Conservation and Environment programmes. However, community services and law enforcement work is carried out on a proportional basis commensurate with available budget and human resource capacity.

General:

Accreditation of the Directorate with the South African National Accreditation System (SANAS) is pending and will ensure correct processes, systems and international credibility. The directorate has commenced and will continue to implement internationally acceptable quality control systems and best process auditing practice.

2.2.2.3 Customers: internal and external

The veterinary regulatory responsibilities entail national and international reporting requirements. The quality and success of the animal health and public health work of the Department is dependent on the involvement of all relevant stakeholders and the public at large. This includes engagement with organisations in the meat industry including SAMIC, RMPO, SAPO, IMQAS, RMPO, NERPO; interactions with Animal Welfare NGO's and CBO's including SPCA, PDSA, CLAW; and engagement of the public at large in animal health and public health programmes.

2.3 Natural Resource Management

2.3.1 Strategic direction

2.3.1.1 Aim

To provide a support service and professional expertise to land users in support of equitable, efficient and sustainable management and utilisation of natural resources on a wide range of land use patterns.

2.3.1.2 Strategic priorities

- Sustainable land use and land use patterns, thereby reversing the rate of biodiversity loss and the current trend in natural resource degradation
- Improvement in the state of rivers and dams in Gauteng
- Optimal and effective management, utilization and conservation of all natural resources
- Involvement of the public at large in its duty of care for the natural resource base
- Implementation of “Expanded Public Works Programme” natural resource management projects

2.3.1.3 Status quo analysis

Water is a vital natural resource that is inequitably distributed across the surface of South Africa and whose availability displays a high variability over times due to relatively low average rainfall. Gauteng lies in the upper reaches of the three of the 19 catchments of South Africa, namely, the Crocodile West-Marico, UpperVaal and the Olifants River. Water quantity is an emerging issue in Gauteng due to the requirements to meet the domestic and ecological reserve which has an impact on water availability for economic uses.

Land is likewise an important resource and Gauteng has a disproportionate share of high and moderate agricultural potential soils which it is in the national interest to protect for agricultural production purposes.

Gauteng’s urban form primarily evolved from the mining industries and inequitable land and development policies. Many of the towns and cities in Gauteng, particularly in Ekurhuleni and the West Rand District Municipality, developed primarily as a result of the presence of exploitable mineral resources. The subsequent spatial segregation of urban areas along racial and income lines resulted in the urban poor being located far away from the areas of industrial activity within the province. This led to an urban form characterized by fragmented development and urban sprawl and a situation where there is relative unavailability of developable land in Gauteng, when conflicting development objectives are considered.

Land is an important resource in Gauteng, and unsuitable land use development has implications for the condition of the land. Land degradation can limit the capacity of land and water resources to support human settlement and economic activity on the land. The need for the development of land in response to increasing population as well as for economic growth, on the one hand, needs to be weighed up against its protection for maintaining healthy ecosystems and natural resources, on which life depends, on the other.

There is a need for Strategic Environmental Assessments (SEAs), Environmental Management Frameworks (EMFs) and Spatial Development Frameworks (SDFs) if sustainable use is to be made of

the land resources in Gauteng. In addition, the principle of opportunity cost of land in the interests of the broader society needs to be considered against the instrumental costs, when considering appropriate land uses in the above processes.

Best practice management and sustainable use of our land resources leads itself to the implementation of “Expanded Public Works” natural resource management projects including the national “Working for Water” and “Land Care” programmes, the burning of fire breaks and block burns, the cleaning of rivers and rehabilitation of river banks. The department intends to create about 1 900 jobs over the next five years. In addition, a further 9 600 beneficiaries will benefit through various skills development initiatives.

2.3.1.4 Key departmental objectives and target outcomes

Key departmental objectives	Strategy	Outcomes (Goal)	Service delivery indicator	Service delivery target or milestone (projected for 5 years)
Enabling faster economic growth and job creation.	Community-based natural resource management projects, including Working for Water, LandCare, River Cleaning, Erosion Control and Wetland Rehabilitation	Riparian zones cleared of alien vegetation	Hectares cleared Number of projects Number of jobs created	3000 10 600
		Eradication of weeds and invasive plants	Hectares cleared Number of projects Number of jobs created	10000 10 600
		Rivers and tributaries clear of solid waste	Tonnages of waste collected Km of river covered Number of projects Number of jobs created	5500 1000 5 250
		Burning of ecologically correct fire breaks and block burns Advice on use of fire as a management tool	Number of projects Number of jobs created Km firebreaks Hectares of block burns	5 100 500 2000
		Technical correct WRC measures to combat soil erosion	Number of projects Hectares protected Km of waterways and contour banks surveyed Number of jobs created	5 1000 30 100
		Protect and restore the biological diversity of the wetland, thus enhancing its functional processes	Number of projects Number of gabion structures erected Number of jobs created Hectares rehabilitated	5 50 250 1000
		Developing healthy skilled and productive people	Community participation initiatives (greening)	Engage communities in sound NRM practices, social beneficial projects e.g. Income Generation Activities (IGA'S) and initiatives.

3.1.1.1.1 Expanded public works program

2.3.1.5 Year 1 Commitments

2.3.1.5.1 Expanded public works program

The department will in all aspects of its conservation work maximize labour absorption directly and indirectly in order to contribute to the over-arching imperative of the province to halve unemployment and poverty. In this regard the department will specifically focus on unemployed women and youth (who are legally of age to work)..

2.3.1.5.2 Conservation work on private land

The department will set out a detailed strategy and plan for conservation work on private land in the forthcoming period in order to ensure, through incentives and disincentives, that land users exercise a duty of care.

2.3.1.6 Interdepartmental linkages

Natural resource management is multi-disciplinary and the department works closely with the following national departments in carrying out its functional responsibilities:

- Department of Water Affairs and Forestry (DWAF)
- Department of Environmental Affairs and Tourism (DEAT)
- Department of Agriculture (DoA)
- Department of Land Affairs (DLA)

There is also close cooperation with the following provincial Departments

- Department of Public Transport, Roads and Works
- Department of Local Government

2.3.2 Environmental analysis

2.3.2.1 Assessment of external threats and opportunities

Human settlements and demographics

In-migration to Gauteng has contributed to increased population growth and expansion of human settlements. Pressures are therefore exerted on resources and the capacity of government to provide services. Inadequate sanitation, and blocked and leaking sewerage pipes and flooded manholes, have caused bacterial and nutrient contamination of soil and water and consequent threats to human health and safety. The need to address these issues can be seen as the impetus for social improvements including the provision of housing and services.

Competing land uses

Growth in the industrial and manufacturing sector as well as new township establishment is without sufficient regulation and planning is causing the unnecessary loss of high potential agricultural land and threatening environmentally sensitive areas. In addition industrial and manufacturing development has increased the release of discharges and emissions, with the consequent negative impact on the air, water and land resources of the province. This generates a necessity for careful evaluations of the costs and benefits of different land use patterns, and focus on long term best practice and sustainability.

Land condition

This state of soil loss and the condition of vegetation in Gauteng, does not appear to be deteriorating. Given the pressure on our resource base it is important that the degradation is prevented. This requires a holistic approach to development planning, including due regard to the state of ecosystems.

Water resources

Surface and ground water quality, the ecological status of rivers in Gauteng, and the state of eutrophication of water bodies points to the need for improved management of water infrastructure to address microbiological contamination, prevention of chemical pollution and management of water abstraction rates.

2.3.2.2 Assessment of internal strengths and weaknesses

Due to the multidisciplinary functions of the Natural Resource Management component, the staff are very knowledgeable, competent, experienced and innovative with a high level of commitment to public service where they are able to carry out the functional responsibilities of the Department with excellence, notwithstanding the constant expansion and change of the scope of work. Staff are multi-skilled having formal training in community participation methods, ecology, agriculture, and most importantly have empathy with the diverse communities of Gauteng.

The wide scope of the Department necessitates a multi-disciplinary approach to its functional responsibilities and staff and budget constraints place limitations on the scope of work of the component.

2.3.2.3 Customers: Internal and external

The quality and success of the work done by Natural Resource Management of the Department is dependent on the involvement of all relevant stakeholders in all three spheres of government, and the public at large. The component works closely with the Agriculture Research Council, Spoornet, Eskom, Rand Water, Agricultural Unions, the National Biodiversity Institute, NGO's and CBO's.

Due to the transversal nature of its functions within the Department the component assists in co-ordination and supporting of other programmes and projects in the Department. The component works closely with the Agriculture component, the Sustainable Utilisation of the Environment Branch and the Protected Areas Management Branch.

Integrated planning between personnel responsible for existing programmes that incorporate natural resource management will benefit the scale and impact of projects.

3. Sustainable Utilisation of the Environment

3.2 Conservation

3.2.1 Strategic direction

3.2.1.1 Aim

To promote the sustainable utilisation and conservation of biological diversity and natural processes for the development of all communities.

3.2.1.2 Strategic Priorities

The vision of the component will be realised through focusing on the following strategic priorities:

- Implementation of a Conservation plan for Gauteng thereby managing the biodiversity threats arising from development pressure, pollution, trade in muthi plants, wildlife smuggling, importation of alien species and bioprospecting.
- Protection and sustainable use of biodiversity
- Best practice in
- Management of protected areas at nature based tourism destinations, including spatial developments (World Heritage Site, Dinokeng) and provincial nature reserves.

3.2.1.3 Status quo analysis

Profile of Gauteng:

Although Gauteng is the smallest province in South Africa, it has the highest urbanization and economic activity levels in the country, with a large ecological impact on other provinces. The biodiversity in the province is highly threatened by industrialization, mining, agriculture and housing. Despite these influences, Gauteng is characterized by rich biodiversity and has many endemic species, although many are on the Red Data List. An estimated 3303 plant species (17 of which are endemic), 125 mammal species, 326 bird species, 25 amphibian and 53 reptile species are known to occur in the province. Some of these species will be targeted for management plans linked to the National Biodiversity Threatened Species Programme.

The department is playing an important role in the development of the National Biodiversity Strategy and Action Plan (NBSAP). In the NBSAP, for poorly conserved Rocky Highveld Grassland, predominant in Gauteng, has been identified as one of the 15 priority threatened ecosystems in South Africa. There are also many biologically sensitive habitats in Gauteng, including wetlands, ridges left with valuable vestiges of flora and fauna, and the highly threatened cave systems in which unknown species may still be found.

The current information on the biodiversity of the province is being updated through a five-year inventory project to identify key species and habitats, map and analyse their distribution using specialised software (C-plan). This information will be used to update a Conservation Plan for Gauteng, which highlights priority areas where development, habitat transformation and fragmentation should be discouraged and where conservation efforts should be focused. This work guides the department with respect to conservation on private land, setting priorities for action. The Conservation Plan information contributes to the Integrated Development Planning (IDP) process at

local authority level, and to future State of Environment Reporting for Gauteng. The Conservation Plan will also feed into the bioregional plans required in terms of the newly enacted Biodiversity Act.

Alien vegetation (woody species) and the trade in medicinal plants are substantial threats to biodiversity in Gauteng, and these are being addressed through partnerships, research and the implementation of projects and policies.

The province has six nature reserves which conserve valuable elements of the Grassland and Savanna Biomes in South Africa. These are the subject of commercialisation drives as they are an asset which can be used to generate revenue for other conservation initiatives in the province.

Gauteng also has its own Ramsar site, a wetland of international importance, on the Blesbokspruit, but this is heavily impacted on by mining and industry, and is the subject of an initiative driven by DACE to manage the area through a stakeholder process, as well as through infrastructure development in terms of water flow in the area.

Law reform - Deepening democracy and nation building and realizing the constitutional rights of our people:

The legislative mandate for nature conservation is derived from the Constitution which enshrines the right to have the environment protected for the benefit of present and future generations to prevent ecological degradation and promote conservation; and to secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

It must be ensured that the current generation of people in Gauteng live in a safe and healthy environment by minimising negative impacts on people, biodiversity and ecological processes and preventing land degradation. Ecological functions like water provision, water purification through wetland functioning, pollination of wild and agricultural crops and soil fertility need to be able to continue into the future. Through contributing to the EIA evaluation process and policy drafting, unwise development and mining can be managed and impacts mitigated.

Sustainable utilisation of biodiversity including the rights of future generations is one of the central tenets of the Biodiversity Act, SA's Biodiversity White Paper and the Convention on Biodiversity to which SA is a signatory. The department endeavours to ensure through their projects, policies and decisions that the undertaking to use the environment in a sustainable manner is upheld.

A process of national law reform resulted in the enactment in early 2004 of the National Environmental Management: Biodiversity Act. The Act provides for

- the management and conservation of the country's biodiversity;
- the protection of species and ecosystems that warrant national protection;
- the sustainable use of indigenous biological resources;
- the fair and equitable sharing of benefits arising from the bioprospecting of genetic material derived from indigenous biological resources; and
- providing support to the establishment and functions of a South African National Biodiversity Institute while giving effect to South Africa's international obligations in relation to biodiversity management.

The Environmental Management: Protected Area Act, also enacted in early 2004, provides for

- the establishment of a representative system of protected areas as part of the national strategy to protect South Africa's biodiversity and to ensure that the sustained biodiversity benefits future generations
- the participation by communities in conservation and its associated benefits, and for cooperative governance in the management of protected areas

A comprehensive provincial law reform process is underway and a new South African Biodiversity Strategy and Action Plan, currently under consideration, will give effect to the National Biodiversity Act. This is to be complemented by the ongoing development of administrative policies and guidelines put in place by the Department which guide decision-making.

Permitting for the trade in and keeping of wildlife:

The Department is responsible for permitting functions for the trade in and keeping of wildlife, and industry worth millions of Rands per annum and an important contributor to economic growth and job creation. Johannesburg International is an important port and the department monitors consignments of animals and plants leaving or entering South Africa through this airport. This is underpinned by work currently underway in the South African Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Implementation Project (SACIP). Gauteng provides scientific inputs into the issuing and monitoring of CITES permits. Compliance and enforcement is supported by a 24-hour hotline for the public to report illegal trade and keeping of wildlife.

Provincial Nature reserves:

The Department manages 6 provincial nature reserves. This involves:

- Protection and sustainable use of biodiversity, which encompasses the effective (best practice) management, utilization and conservation of the reserves, establishing acceptable limits of ecological change and managing with the aim of sustainable utilization of natural resources (medicinal plants, traditional use of resources and bow hunting). The department also aims to achieve community based natural resource management, which entails public/local community involvement in the management of protected areas.
- Nature based tourism and the pending commercialization of economically viable recreational facilities to cross subsidize conservation activities and ensure the availability of facilities that are affordable to the broad public (camping/local tariffs). Facilities on the nature reserves have been upgraded and accommodation and conference facilities will be concessioned out to an operator
- Environmental education, which strives to maximize the effectiveness of the Visitor Services component of the nature reserves and increase the accessibility / affordability of provincial nature reserves to educational institutions.

The department is also involved in conservation work outside protected areas and the provision of advice on best land use practice to resource users within the two Blue IQ projects of the Department and joint ventures with other spheres of government and organs of state such as the National Flagship Institute around Tswaing Crater Museum and Johannesburg Metropolitan Council around the Klipriviersberg.

Conservation of biodiversity on private land:

A conservancy programme to secure biodiversity conservation on private land is an important aspect of the department's work. The formally protected areas are insufficient on their own for the conservation and sustainable utilisation of natural systems and species of the province. The Conservation Plan for Gauteng identifies "irreplaceable" and "important" sites for protection in order to meet biodiversity targets in the province.

Labour intensive natural resource management

Conservation work on public and private land, including all the aspects of game and veld management, visitor services and sustainable harvesting of, for example, thatch grass and medicinal plants are labour-intensive activities and contribute to sustainable livelihoods

Capital maintenance and development projects on nature reserves are continuously planned and implemented with maximum labour absorption.

3.2.1.4 Key departmental objectives

Key departmental objective	Strategy	Outcome (Goal)	Service delivery indicator	Service delivery target or milestones (Goal)
To ensure sound management of biodiversity through the management of protected areas and provision of visitor services through job creation projects	To maintain the infrastructure on the six provincial nature reserves.	Well-kept and maintained infrastructure.	% Of buildings, roads and fences repaired and maintained.	Service commensurate with available budget and human resource capacity per annum
	To implement sound ecologically based veld and game management.	Sustainable utilisation and conservation of protected areas.	Number of hectares in good condition. and diversity of endemic animals	26109 ha
	To implement safe and strategic firebreaks and fire management.	Safe and timely fire breaks. Ecologically correct block burns.	Kilometres burned per annum. Hectares burned per annum.	284 km +/- 8000 ha
	To remove all alien invasive plants from protected areas.	Protected areas clear of alien invasive plants.	Hectares cleared per annum.	10 ha
	Awareness programs for school groups to reserves.	Essential element of general public awareness	Number of learners participating per annum.	7000
To provide sound ecologically based advice to resource users on resource management related issues, within the two Blue IQ project areas; namely: Cradle of Humankind World Heritage Site and Dinokeng.	To provide advice on fire management and protection, ecologically based veld management, alien invasive plant removal, erosion control and establishing conservancies.	Sustainable utilisation and conservation of project area; ecotourism opportunities; community development programmes; informed resource users, with regard to resource management issues.	% Requests for extension received, attended to.	20
The provision of scientific decision support to support the sound ecological management of the provincial protected areas	Link requirements of the Protected Areas Act to management requirements for the nature reserves	Research needs identified through the MPC system , carried out and recommendations implemented Ecological problems identified and sorted out in a scientifically defensible and transparent manner.	Management Plan in place for each reserve (Protected Areas Act)	The ongoing implementation of the MPC process for effective management according to set goals for each provincial nature reserve. Management Plan drafted for reporting to DEAT in terms of the Protected Areas Act
Sustainable use of species in trade Responsible trade and harvesting of wild animal and plant species	Provide scientific information to support measures that will allow trade in captive bred or cultivated plant species only, and prevent use of wild collected species. Cultivation projects for medicinal plants supported with scientific information and training	Annual update on Nature Conservation Ordinance schedules on species Annually updated lists of unwanted species Impact assessment requirements met in cases of importation of exotic species	Permits reviewed on time with quality outputs. Increased cultivation of priority medicinal plants to supplement trade in wild plants	Biodiversity Act requirements met in terms of trade Annually updated lists of unwanted species All permits evaluated and scientifically defensible information provided to Resource Protection to assist decision making
Reduction of impact of development by facilitating wise land use decisions and putting in place species management plans. Bioregional plan in place with monitoring programme to fulfil DEAT's Biodiversity Act Chapter Three and Chapter Four requirements	Through C-plan, mainstream biodiversity issues across other sectors. Inventory and determination of biological conservation priorities for Gauteng, at the species, ecosystem and landscape levels. Determination of Threatened Species Management Plans for species in Gauteng.	Wide sectoral acceptance and use of Conservation Plan outcomes to prioritise areas which should be protected and utilised for their biodiversity value Local authorities incorporate C-plan findings in the IDP documents. Threatened Species management plan in place for priority threatened species – no further increase into higher Red Data categories.	Version II of the Conservation Plan available (Dec 2004). Version II distributed to Local Authorities, NGOs, government departments and other stakeholders to aid mainstreaming of biodiversity issues into other sectors	IDP documents for Local authorities proactive with regard to incorporating strategies, projects and funding that will be protecting sensitive natural environments. Monitoring of Records of Decision and mining applications in place by DACE to determine whether authorization conditions met.

	Deployment of spatial technologies to model priority areas for conservation in Gauteng in terms of bioregional planning (Biodiversity Act Chapter Three).	Scientifically defensible mapping and monitoring for Dinokeng, COH WHS, provincial nature reserves and the BBS Ramsar site.	Conservation Plan for Gauteng linked to a conservancies programme on private land	Ongoing training and investment in hardware/software and human capacity in DACE.
Collaboration with a range of partners at the national level	Participate in national programmes e.g. the Rhino Management Group, the Crane Working Group, the Threatened Species Programme, the River Health Programme and Varroa monitoring, the SA NBSAP.	Benefits to the conservation of biodiversity through a collaboration and national effort National Grassland programme is established and Gauteng participates.	Bigger programmes of work in place to enable better conservation of biodiversity beyond provincial boundaries.	National and inter-provincial programmes are effective in achieving their goals
Collaboration with a range of partners at the local level	Identify community partners, particularly those living round the nature reserves for CBNRM project initiatives.	DACE CBNRM projects supported and externally funded programmes in place Effective project management to achieve project goals.	Reduction in poaching, theft and arson in the nature reserves. Enhancement of livelihoods and opportunities for rural poor based on sound natural resource management	DACE funds CBNRM measures. DEAT funding is awarded for CBNRM projects. Monitoring programme in place to verify cost benefit of projects.
	Through C-plan identify priority areas under private ownership.	Policy and approach to encourage land owners/users to conserve biodiversity on their land established within DACE and implemented.	An increasing number of land owners/users support the DACE conservancies programme and protect the biodiversity on their land.	DACE policy in place to guide the conservancy/conservation on private land programme
Ecological monitoring to reflect trends, both at the ecosystem and the landscape levels	Establish ecological monitoring programmes (long term 5 – 20 year) for the two Blue IQ projects so that long term trends can be tracked and reported on.	Selected indicators for long term ecological monitoring (terrestrial and underground/aquatic aspects) identified and researched. Monitoring programme established.	Useful and reliable data and interpretation provided to a range of stakeholders and clients in the Blue IQ projects.	Technology available within DACE to do monitoring and modelling.
To promote the wise use of natural resources by ensuring enforcement and compliance of the Nature Conservation Act and the Convention on Trade in Endangered Species of Wild Fauna and Flora.	Develop cost recovery plan for permits issued.	Full cost recovery for Permits Office.	% budget of Permits Office fully recovered cost.	Cost recovery keeping track with inflation
	Develop fully computerized permits system for Permits Office.	All permits computerized.	% general permits computerized.	Computerised system established
	Develop new Conservation Operational Policy for Gauteng.	Approved Policy for the protection and sustainable utilisation of Gauteng's biodiversity.	% completion of Policy.	Policy approved and published
	Full implementation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) in Gauteng as per the SA CITES implementation Plan.	Prevention of trade detrimental to the survival of CITES species.	% inspection done province wide, main focus on Johannesburg International Airport.	Permanent inspectors established and trained
	Align Provincial legislation with Constitution,	Provincial Nature Conservation Act is aligned.	Process driven in collaboration with National Department	2004- Initiate 2009- Full rollout

	Biodiversity Act and Protected Areas Act.			
	Develop of a new Conservation Act for Gauteng.	Promulgated Act for the protection and sustainable utilisation of Gauteng's biodiversity.	% completion of Act.	2007 – Initiate. 2008 – 60% complete. 2009 – Implement promulgated Act
	Develop new compliance strategies Establish baseline compliance information against which future efforts will be measured Explore the feasibility of the different “non-traditional” mechanisms and implement relevant mechanisms on a progressive basis	Compliance strategies developed and approved. Baseline information database established. Report on possible “non-traditional” mechanisms Implemented relevant mechanisms	% completion of strategies % completion of database % distribution of the learning materials	2004 – Initiate. 100% completed-2007
	Promote co-operative governance	All organs of state working harmoniously on nature conservation promotion of compliance and enforcement issues	Number of meetings held with and communications distributed to relevant organs of state.	2005- Initiate 100% completed -2006
	Initiate high profile prosecutions	Publicity of high profile prosecutions is likely to increase deterrence	Number of high profile prosecutions reported in media	Successful high level prosecutions.

3.2.1.5 Year 1 commitments

3.2.1.5.1 Conservation plan for Gauteng

The Department will further refine and spatially map its Conservation Plan for the Province and through policy and legislation afford legal protection to irreplaceable areas and Red Data species within Gauteng. This will be accompanied by a commitment to conservation on private land, including reduction in degradation of ridges, riverine habitats and wetlands and to community involvement in the stewardship of ecosystems goods and services.

The department will simultaneously give renewed focus to compliance and enforcement programs designed to prevent the illegal movement and trade in wildlife

3.2.1.5.2 Expanded public works program

The department will in all aspects of its capital development and maintenance, and conservation work on nature reserves, maximize labour absorption, directly and indirectly, in order to contribute to the over-arching imperative of the province to halve unemployment and poverty.

3.2.1.5.3 Commercialization

The Department will commence with a process to commercialise visitor services on nature reserves in order to improve the hospitality services and to optimize generation of revenue to contribute to defraying the expenses of ecological management.

3.2.1.6 Inter-departmental linkages

Nature conservation is a concurrent function and DACE carries out its functional responsibilities in close co-operation with the National Department of Environmental Affairs and Tourism and the Department of Water Affairs and Forestry.

3.2.2 Environmental analysis

3.2.2.1 Assessment of external threats and opportunities

Consistency in carrying out regulatory responsibilities:

Inter provincial working groups are responsible for the co-ordination of policy and legislation at a national level. The Department applies policy as promulgated by the department of Environmental Affairs and Tourism, however, the implementation of policy by provinces is not always consistent and this leads to “province hopping” i.e. if a permit application is refused in Gauteng, the applicant will attempt to get permits by applying for the permits in another province where the requirements might be different. The need for alignment of provincial policies is recognized and is currently under discussion.

Law reform strategies:

Notwithstanding the law reform of the last decade, there remains legislative gaps and lack of uniformity between provinces. This is particularly applicable to permitting functions where there should be the greatest possible national uniformity of policy and procedure. The department will therefore have to bring new provincial legislation and regulations on biodiversity issues in line with the national Act through a provincial law reform process. In

Communication and management of biodiversity threats:

Sound management of ecosystems is essential to sustain wild plant and animal life and maintain ecosystem services (water provision being the most important). Development pressure, competing land uses, pollution, over harvesting of resources from the wild for trade and consumption, and importation of potentially invasive alien species all place pressure on the Province’s ecosystems. The threat is compounded by the fact that public awareness is limited and threats to wild ecosystems tend to be regarded as insignificant in the face of pressing social and economic needs. The department places great importance on raising public awareness on biodiversity issues and putting in place a compliance and enforcement strategy, as well as implementing management strategies for the protection and sustainable utilisation of Gauteng’s natural resource base.

3.2.2.2 Assessment of internal strengths and weaknesses

Management challenges:

The wide scope of work of the Department necessitates a multi-disciplinary approach to its functional responsibilities, as well as matrix management between components. The department plans projects commensurate with the available budget and human resource capacity. For this reason cost recovery for services rendered is an important source of additional revenue for the department to execute its conservation mandate.

The department has a highly skilled staff component and, due to the fact that the conservation profession was historically racially biased, particular emphasis is given to internships and learnerships.

Compliance and law enforcement:

The international trade in wildlife is an important source of foreign exchange earnings and is vulnerable to risk associations with inadequate staff capacity and inappropriate control measures for example, the non-checking of consignments at airports against the permit specifications. For this reason procedures are constantly reviewed and improved so as to increase consistency in decision-making.

3.2.2.3 Customers: internal and external

The wide range of issues and functional responsibilities of the Department require close intra- and inter-departmental co-operation, and liaison with a large number of stakeholders and clients.

External customers include applicants for permits, landowners involved in Conservation activities, communities neighboring provincial nature reserves and visitors to nature reserves,

Learners and teachers in Gauteng are regarded as a particularly important group of stakeholders due to the imperative to improve awareness of biodiversity and the inextricable linkages between the bio-physical environment and social and economic well being.

3.2 Environmental Planning and Impact Assessment

3.2.1 Strategic direction

3.2.1.1 Aim

To promote sustainable development and quality of life by facilitating sustainable land use and land use patterns.

3.2.1.2 Strategic Priorities

The vision of the component will be realised through focusing on the following strategic priorities:

- Implementation of the Environmental Implementation Plan (EIP) for Gauteng thereby managing the threats arising from development pressure and the burden of waste and pollution;
- Implementation, measurement and evaluation of a Gauteng Strategy for Sustainable Development (GSSD);
- Protection of the environment without compromising economic and social development
- Promoting sustainable land use and land use patterns
- Co-operative governance and efficient and effective service delivery

3.2.1.3 Status quo analysis:

The implementation of the Environmental Implementation Plan (EIP), the development and implementation of a Gauteng Strategy for Sustainable Development (GSSD) and protection of the environment through the execution of the Environmental Impact Assessment related regulatory function all contribute to the building of safe, secure and sustainable communities and further result in

the realisation of the environmental rights enshrined in the Constitution. These provincial priorities are further enhanced by promoting sustainable land use and land use patterns.

The Department processes an increasing number of development applications throughout the province. As a result different environmental management tools, support systems and approaches are continuously developed and implemented to expedite and facilitate technically correct and sound environmental decision-making. These tools and support systems include but are not limited to refinement and updating of the Gauteng Open Space Plan (GOSP) and Buffer Zones projects; Strategic Environmental Assessment's (SEA's) and resultant Environmental Management Frameworks (EMF's) for areas under development pressure; Integrated Environmental Management (IEM) regulations; and, general and sector specific guidelines, policies and strategies.

In terms of strategic land use planning processes, the Department has been actively involved and will continue to participate in projects that seek to integrate land use planning with environmental issues. In this regard input into the Integrated Development Plans (IDPs) of Local Authorities is of critical importance. In addition to the above mentioned SEA and EMF processes, the development of a policy on the subdivision of agricultural land and participation in the Gauteng Spatial Development Framework all contribute towards integrating environmental issues with strategic spatial planning.

The World Summit on Sustainable Development held in 2002 provided us with the opportunity to raise public awareness of the necessity of sustainable development. This has placed environmental best practice at the top of the national agenda. The Johannesburg Plan of Implementation, as the key document adopted at the WSSD has identified a set of clear targets and issues that form the basis of the environmental agenda for the next decade. The programme of action adopted by the Conference for Sustainable Development (CSD), following the WSSD has identified water, sanitation and human settlement as the first set of priorities for immediate action.

As a follow up to the outcomes of the Summit and to give effect to the Johannesburg Plan of Implementation, a Provincial Strategy for Sustainable Development will be an important input into the Growth and Development Strategy for Gauteng to ensure that the momentum garnered through the summit is not lost.

3.2.1.4 Key departmental objectives

Key departmental objective:	Strategy	Outcome (Goal)	Service delivery indicator	Service delivery target or milestones (Goal)
To contribute to fighting poverty and the building of sustainable communities by promoting environmentally sound and sustainable land use and land use patterns	Implement Environmental impact assessments (EIA) regulations Promotion of IEM objectives in decision-making.	An informed decision-making process to achieve Environmentally sound and sustainable land use and land use patterns	% Of high potential agricultural land/sensitive/ecological land lost;	80% of approved applications accord with the preferred environmental/ land use policy; 90% of EIA applications completed within the departmental guideline time frames.
	Protection of sensitive environments	Protection of the environment without compromising economic and social development	Number of strategies developed for dealing with applications in sensitive environments	One strategy for each identified area

	Continue to develop implement and extend policies, plans and programs as well as legislation aimed at environmentally sound and sustainable development in Gauteng	Environmentally sound and sustainable land use and land use patterns in Gauteng ; Protection of the environment without compromising economic and social development.	% Completion of intended policy, plans, programs, strategies, and regulations	Achieve 100% of phases of strategies, policies and plans as indicated in the annual business plan.
To contribute to fighting poverty and the building of sustainable communities by promoting integration of environmental considerations in spatial planning	Compile and distribute spatial information aimed at improved environmental management	Environmental considerations integrated in Integrated Development Plans, Spatial Development Frameworks, etc.	% Of data sets distributed to all local authorities	100% of datasets distributed to all local authorities within 2 months of completion / adoption
	Compile and distribute guidelines to inform spatial plans with regard to environmental considerations	Environmental considerations integrated in spatial plans	Number of guidelines	1 Updated guideline per spatial planning cycle
To ensure realization of constitutional rights of citizens of Gauteng by promoting compliance with environmental regulations	Interventions to rectify and penalize non-compliance and to promote environmentally responsible behaviour	Protection of the environment without compromising economic and social development	Number of compliance promotion strategies developed and implemented % of reported cases followed up % Success rate of litigation cases Number of workshops with key stakeholders Number of guidelines published	Strategy developed and implemented for 1 sector 90% of reported cases followed up; 95% success rate in litigations 8 workshops per annum 2 sector and one procedural guidelines published and distributed
To deepen democracy, contribute to nation building and ensuring realization of constitutional rights by promoting participative and coordinated environmental management	Coordinated environmental management and decision making	Implementation of the Provincial Environmental Implementation plan;	Level (%) of compliance with NEMA and Environmental Implementation Plan	(100%)- of all GPG business plans contain explicit statement on NEMA compliance
		Establish and maintain closer co-operation with Local Authorities in exercising functions related to land use and integrated environmental management	Number of forums established and attended	A forum established with each metro and district council 4 meetings per forum per annum.
To ensure the realization of the constitutional rights of the citizens of Gauteng by participating in the national law reform process	Improved environmental management and contributing to sustainable development	Protection of the environment without compromising economic and social development	Number of Acts and Regulations commented on. Number of workshops attended and participated in	As per law reform initiatives As required through law reform process
To contribute to the building of sustainable communities and to ensure the realization of the constitutional rights of citizens of Gauteng by reporting on the state of the environment	Reporting on the state of the environment against selected indicators	Quantified information on the SOE that will inform decision making and policy development	Number of SOER published	1 SOER published every 5 years
To build an effective and caring government by ensuring effective and efficient service delivery	Develop and Update the Environmental Information System (EIMS)	Efficient and Effective decision making and improved service delivery	EIMS functional	EIMS 100% functional and utilized

To contribute to the building of sustainable communities by ensuring sustainable development in the province	Develop and implement a provincial strategy for sustainable development	Environmentally sound and sustainable land use and land use patterns in Gauteng ; Protection of the environment without compromising economic and social development.	% Completion of Strategy development and implementation	100% implemented by 2010
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3.2.1.5 Year 1 Commitments

3.2.1.5.1 Policy work to ensure that development takes place in a manner that meets the needs of the present without compromising the ability of future generations to meet their needs

One of the challenges faced in Gauteng is the efficient use of land. Urban sprawl – building houses and developments on the ever growing fringes of our towns and cities - is neither desirable nor sustainable.

This is an issue that the Department and other Gauteng Provincial Government Departments, including Housing, Public Transport Roads and Works and Development Planning are critically looking at, and will develop policies around to ensure that land resources are used effectively to best meet the very real needs we face and that we consider the longer term costs and benefits of the land use choices we make or promote.

The Department will develop a strategy and plan for Sustainable Development in Gauteng informed by the commitments of the Johannesburg Plan of Implementation adopted at the World Summit on Sustainable Development and informed by the National Plan for Sustainable Development which is pending finalization. This, together with the recently completed State of Environment Report will serve as key inputs into the Gauteng Growth and Development Plan and will form the basis of the revised Provincial Environmental Implementation Plan (a statutory requirement in terms of the National Environmental Management Act).

The Sustainable Development Plan will be used to refine and serve as an input to improve departmental decision support tools including the management of the EIA authorisation process for competing land uses in Gauteng given the urban and industrial character of the province, the spatial mapping of high potential agricultural land and the mapping of land essential for biodiversity and ecosystems functioning.

The Department will also increase the budget allocation for its regulatory functions to achieve reduced turnaround times in EIA administration and will undertake three projects annually to set minimum standards and thresholds supported by regulations for environmental compliance

3.2.1.5.2 Administrative policies and guidelines

The Department will also continue to develop new, and review existing, policies and administrative guidelines in support of sustainable development best practice. In this regard it should be noted that the notion that economic development and environmental protection cannot be achieved simultaneously is incorrect, they are in fact two sides of the same coin. Environmental impact assessment authorisation is about the **mitigation** of the inevitable environmental impacts of development and not stopping development. The department in fact only denies authorisation where

the negative impacts outweigh the short- medium- and long term positive benefits. The department will in Year 1 give particular attention to ensuring that best practice service standards are set for the management of the EIA decision making process.

3.2.1.6 Interdepartmental linkages

Environment is according to the Constitution an area of concurrent responsibility between the National and Provincial spheres of government, whilst disciplines such as planning overlap with the mandate of the Local sphere of government. The Department accordingly works closely with the responsible local and provincial authorities and with the National Department of Environmental Affairs and Tourism.

Environment is understood to be the natural and the living environment and therefore a number of projects are multidisciplinary and involve collaboration with other provincial departments and spheres of government. These include:

- The Greater Alexandra renewal project led by the Department of Housing and the Greater Johannesburg Metropolitan Council.
- The Bontle ke Botho campaign implemented in partnership with the Gauteng Department of Education
- The responsibility for the development and administration of policy for the subdivision of land, as well as the responsibility for planning and development of rural nodes, which is managed jointly with the Development Planning section of the Department of Finance and Economic Affairs
- Participation in joint forums with the departments of Housing (DoH), Public Transport, Roads and Works (DPTRW), Finance and Economic Affairs (DFEA) and Local Government (DLG) in order to rationalize information province wide, and also to address issues such as the need to deal with competing land uses.
- The authorisation of EIA projects requires the specific inputs of the national department of Water Affairs and Forestry, Land Affairs, and Agriculture, and the provincial departments of Health, and Finance and Economic Affairs.
- Activities undertaken by other authorities often require authorisation from the department in light of the requirements of the EIA Regulations. Of specific reference are bulk infrastructure development (Local Government); roads (Public Transport, Roads and Works) and provision of housing (Local Government and Housing). In order to co-ordinate the relevant department's processes with the EIA process, working agreements have been negotiated with the Gauteng Department of Public Transport, Roads and Works and the Gauteng Department of Housing.

The Environmental Implementation Plan for Gauteng, formulated and adopted in terms of the National Environmental Management Act, is binding on all Provincial Departments and Local Authorities and is jointly implemented

3.2.2 Environmental analysis

3.2.2.1 Assessment of external threats and opportunities

Authorisation of development:

Various departments in all three spheres of government have regulatory responsibilities with respect to authorisation of development. Although there is high quality work being undertaken in the individual departments, the different departments have different and sometimes contradictory

objectives. This requires close co-operation of the different responsible authorities based on common functional and management principles.

Subdivision of land:

Subdivision of high and medium potential agricultural land is supported in the interests of utilisation of land that is currently unutilised or underutilized and in order to change the race and gender patterns of ownership and production in the agricultural sector.

However, subdivision also allows the construction of one residential unit per subdivided portion and results in a de facto change of land use in instances where the end result of the subdivision is the establishment of residential rural estates. This densification outside the urban boundary constitutes urban sprawl and has a number of known environmental and other impacts rendering it unsustainable. The Department therefore applies the precautionary principle in authorising subdivision of land.

Township establishment:

Township establishment is supported as it adds to the housing stock and has job multiplier effects during construction. However, township establishment may have undesirable results in some instances:

- Development of sensitive land
- Development of high income residential and golfing estates resulting in surplus stock and pressures on bulk infrastructure and roads elsewhere
- Development of associated new industrial, business, commercial and retail centres resulting in surplus stock and pressures on bulk infrastructure and roads elsewhere.
- Increased urban induced soil erosion as a result of increased storm water run-off.
- Loss of land highly suitable for crop production.
- Urban sprawl and resultant environmental impacts

The Department therefore requires environmental authorisation and measures to mitigate negative environmental consequences arising from township establishment.

Land suitable and available for development within the urban boundary is limited and in accordance with provincial policy aimed at compact cities as well as the known environmental impacts caused by urban sprawl, the department utilises the EIA process to promote densification and infill within the urban boundary.

New communications infrastructure:

Development of new communications infrastructure is supported. However, there are public health risks associated with this infrastructure in some instances –

- Telecommunications disturbance emanating from oversupply
- Radiation risks

The Department follows a cautious approach and requires mitigatory measures for negative environmental consequences arising from the development of new communications infrastructure.

3.2.2.2 Assessment of internal strengths and weaknesses

Management challenges:

The wide scope of work of the Department necessitates a multi-disciplinary approach to its functional responsibilities. Furthermore there has been a major increase in the volume of regulatory work on an annual basis. This poses management challenges as a result of constant growth in the staff capacity and budget for the functional responsibilities of the Directorates responsible for Environmental Management.

The Department has successfully recruited knowledgeable and competent staff with a high level of commitment to public service. They carry out the functional responsibilities of the Department with excellence, notwithstanding the constant expansion of the scope of work. However, this also results in a high staff turnover rate as officials are recruited to higher-level posts elsewhere in the public sector and in the private sector.

Compliance and law enforcement:

The department plans its work annually based on the available budget and human resource capacity. At this stage the ability to undertake compliance and law enforcement work is limited. The Department plans to implement cost recovery measures for the authorization of EIAs and it is envisaged that the revenue stream generated will enable expansion of the scope of work in the area of compliance and law enforcement.

3.2.2.3 Customers: internal and external

The multidisciplinary nature of the environmental functional responsibilities of the Department require close intra- and inter-departmental co-operation.

The client base includes a wide range of interested and affected parties including industry, government institutions, NGOs, CBOs, and the general public. The Department seek to ensure that all sectors of society have a full and profound understanding of the importance of the environment to the current and future social, economic and physical developments and activities in Gauteng. The onus of taking full responsibility for environment is a shared responsibility of the public at large, since it is human activity, which determines the positive and negative environmental consequences of development.

3.3 Waste and Pollution Abatement

3.3.1 Strategic direction

3.3.1.1 Aim

To promote sustainable development and quality of life by contributing to a safe and healthy living environment through waste minimisation and pollution abatement..

3.3.1.2 Strategic priorities:

The vision of the component will be realised through focusing on the following strategic priorities:

- Compliance with minimum standard in relation to air and water quality, waste management and waste minimisation
- Pollution prevention and control
- Best practice use of cleaner technology and energy in all sectors
- Reduction in the negative environmental impacts of mining

3.3.1.3 Status quo analysis

The policy development and regulatory function carried out by the component is focussed on waste management and pollution abatement. Waste management and pollution abatement are prerequisites for safe and healthy living environments which would result in healthy, skilled and productive people. Integrated waste management plans for both the hazardous and general waste streams are critical to ensure sustainable development in the province. Reduction in waste of prioritised waste streams and promoting labour intensive practices in recycling and other initiatives would be an integral component of the waste management plans. The development of a provincial air quality management plan is also critical.

South Africa is in the top 20 countries contributing to greenhouse gas emissions. Of great concern is the fact that South African generates 10 tonnes of carbon dioxide per person per annum compared to the global average of 7 tonnes per person per annum. Gauteng is a heavily industrialised province and has inherited a huge legacy of environmental degradation as a result of bad practice in planning, industrial and mining activities, as well as other human activities. Furthermore, domestic coal burning contributes adversely to both indoor and ambient air quality resulting in major public health concerns.

The Department is currently processing an increasing number of development applications. As a result different environmental management tools, support systems and approaches are being developed or implemented to expedite or facilitate technically correct and sound environmental decision-making.

An inadequate regulatory framework and a historical lack of resources has meant that there is also poor environmental compliance and enforcement. Increasing attention to this area of work is a priority. Sectoral environmental management co-operative agreements (EMCA) may be an important instrument to compliment the compliance and enforcement programme and the national Department of Environmental Affairs and Tourism are currently developing guidelines for the use of EMCAs.

Key pollution indicators have been identified and systems are being established to maintain a reliable database. Co-operative mechanisms with local authorities are already in place with regards to air quality management and domestic waste management. Hazardous waste management is being addressed through the EIA (environment impact assessment) review process and the focus is shifting towards the development of hazardous waste management plans for the province. There is already a provincial programme to deal with one of the hazardous waste streams, namely, health care risk waste.

In addition, various policies have been developed contributing towards integrating environmental issues with strategic spatial planning and public health implications. These include the Gauteng health care risk waste management policy as well as the administrative guidelines on applications for the development of filling stations.

The key sources of waste and pollution in Gauteng emanate from:

- Industry
- Mining (tailings and impoundments)
- Transportation (road, rail and air)
- Energy (domestic fuel and power generation from coal in particular)
- Waste treatment and disposal (incineration, landfill operations and waste water treatment facilities)
- Area wide miscellaneous sources (biomass burning, agricultural tilling, wind erosion)

The knock-on effects on the health budget of the direct health impacts resulting from waste and pollution are not measured but can be assumed to be considerable. In the long term these risks and the financial implications of treatment are likely to escalate if no preventative measures are taken.

Public interest in and understanding of the importance of the prevention of waste and pollution and the importance of sustainable development is limited. Degradation of the non-renewable resource base and the long-term consequences of this are a “people problem” and require “people solutions”.

The department has begun to focus on cleaner technology issues and a feasibility study is being carried out to determine the need and demand for a Remediation and Cleaner Technology Fund to be accessed by local government and the private sector. There is also a pilot project currently being implemented to assess the benefits of using liquid petroleum gas as an alternate fuel for the provincial vehicle fleet. Mining has been a significant contributor to environmental degradation and a mine pollution forum has been established with relevant stakeholders to address all environmental issues related to the mining sector.

3.3.1.4 Key departmental objectives

Key departmental objective:	Strategy	Outcome (Goal)	Service delivery indicator	Service delivery target or milestones (Goal)
Compliance with minimum standard in relation to air and water quality, waste management and waste minimisation and the management of pollution prevention and control	<p>Development and implementation of pollution control strategies for ensuring acceptable air quality in Gauteng</p> <p>Develop a strategy in collaboration with key stakeholders to address clean energy as a fuel in informal housing</p>	<p>Reduced air pollution</p> <p>Improve air quality in identified stressed air sheds</p> <p>Acceptable indoor air quality and reduced impact on ambient air quality</p>	<p>Air quality information system</p> <p>Regional air quality report to support the development of air quality improvement strategies for the province and inform air quality standard setting</p> <p>Setting of emission standards and ambient air quality standards applicable to the Gauteng situation</p> <p>An air quality monitoring network for Gauteng</p> <p>Gauteng provincial air quality plan, including air quality standards</p> <p>Develop pollution abatement strategies and implementation plans for identified hot spot areas within Gauteng</p> <p>Implement the new National Air Quality Act and provide guidance to local government</p>	<p>Provincial air quality management plan with specific target setting</p> <p>Improved ambient air quality against standards set</p> <p>Compliance to permit conditions in prioritised sectors</p> <p>All new industrial development are environmentally sustainable</p> <p>Improvement in the environmental performance of existing industries identified by promoting cleaner technology and ensuring that pollution control technologies are implemented</p> <p>Strategic environment assessment for the Vaal region to ensure best environmental practice resulting in healthy and skilled productive people.</p>

	Development and implementation of hazardous waste management strategy	Reduced hazardous waste stream and responsible management for hazardous waste	Provincial hazardous waste management plan Input into the development of Local Government Integrated Waste Management plans	All health care facilities comply with provincial requirements All provincial and local authority health care institutions implement the health care risk waste strategy to ensure healthy, skilled and productive health care workers
	Development and implementation of general waste management strategy Continue to develop, implement and extend policies, plans and programs with respect to general waste minimisation	Input into the development of Local Government Integrated Waste Management plans Reduced general waste in the province waste management plan General waste management costing Support local government with the roll out of multi-media litter bins Encourage green procurement within the GPG	Provincial Integrated Waste Management plan Waste Management that prioritises waste avoidance. Only waste that cannot be avoided reduced or reused should be disposed of in a manner which is not harmful to public health or the environment Integrated Waste Management planning being achieved at local government level Increased recycling tonnages Increased recycled/environmentally friendly content in a range of items procured by the GPG	Approval of Local Government Integrated Waste Management Plans ensuring economic growth and job creation Reduction targets met for prioritised waste streams using labour intensive practices in the recycling and general waste management sector Economic growth and job creation in the waste management sector
	Support the provincial and Local government in general waste management Develop strategy to ensure green procurement with in GPG	Reduced waste Separation of identified waste streams Encourage green procurement by public and industry within the province Improved environmental management of waste water treatment plants and sustainable management of sewage sludge Encourage improved environmental management of waste disposal facilities with in the province	Waste minimisation targets Multi media bins deployed at selected venues and sporting events Develop strategy to encourage green procurement within province Development of a guideline for sewage works environmental performance evaluations with respect to waste management Ongoing program of evaluation of landfill sites with in the province to ensure compliance with environmental standards	Extent of targets met Separation of waste streams Increased recycled/environmentally friendly content in a range of items utilised with in the province Applications for waste water treatment facilities reviewed using guidelines developed. Landfill evaluations conducted twice annually on 30 landfill sites.
	Development of provincial legislation aimed at facilitating integrated waste management	Provincial legislation for integrated waste management	Regulations for waste reporting developed, and waste statistics generated.	Implementation of regulations published in 2004/2005

Reduction in the negative environmental impacts of mining and improving sustainable mining in Gauteng	Continue to develop, implement and extend policies, plans and programs with respect to mining waste	Reduced impacts as consequence of mining on the environment in Gauteng	Decision support tools to evaluate environmental impacts of mining Number of mining authorisations reviewed and commented on	Environmental concerns addressed in the permit conditions of all mining authorisations ensuring sustainable communities
	Development of best practice guidelines and decision support tools for mining in Gauteng	Improved management of the impacts on biodiversity and the subsequent rehabilitation to the natural habitat	Development of mining policies for various sensitive environments in Gauteng	Policies finalised and implemented as per business plans. Cooperative governance mechanisms with the different government departments
	Manage & co-ordinate the Gauteng Mine Pollution Forum	Improved coordination with the different lead authorities in terms of air, water and land with respect to mining impacts	Functional forum with clear terms of reference in terms of responsibilities and functions	Regular meetings with resolutions to improve cooperative governance and reduce impacts to the environment
	Complaints Management from public in close collaboration with key stakeholders	Improved pollution control Implementation of Batho Pele principles in terms of service delivery Deepening democracy and emphasis on constitutional rights	Number of complaints handled	Appropriate action taken for all mining related complaints and hence promoting sustainable communities.
Best practice use of cleaner technology and energy in all sectors	Reduce vehicle emissions from the government motor vehicle fleet in the Province	GG cars driven using alternative cleaner technology viz. LPG with supporting infrastructure for refuelling Improved air quality using LPG, a waste stream	Improved air quality due to reduced heavy metal and carbon monoxide emission from GG cars and hence improving the health and well being of the communities	Achieve 100% of target indicated in business plan
	Promote Cleaner Technology initiatives in local government and Industries Assess the demand for financial, technical and technology support to facilitate cleaner production.	Improved understanding of the needs and demands for implanting cleaner production	Technical and technology support available for the introduction of cleaner production	Cleaner production practices adopted by the identified and /or prioritised sectors to ensure sustainable communities

3.3.1.5 Year 1 commitments

3.3.1.5.1 Producing less waste, increasing the use of renewable resources and addressing pollution

With the current state of our environment a radical paradigm shift is needed. Waste management and pollution abatement are prerequisites for safe and healthy living and working environments. The Department will accordingly work with local authorities to develop integrated waste management and pollution abatement strategies and plans.

The priority will be to ensure that local authorities develop integrated waste management plans which are realistic and give priority attention to waste minimization in view of the fact that Gauteng generates 80% of all waste generated in the country

In addition the Department will roll out of the Health Care Risk Waste project, which won the Premier's Service Excellence Award in 2004, to all Provincial Health Care Institutions and will extend the project to private Health Care Risk Waste generators through regulations.

A second important focus for the department in the current financial year will be the development of a strategy and plan for management of risk waste from the abattoir industry. This is a particularly high risk area in Gauteng due to a change in the regulatory environment which has resulted in the closure of the City Deep rendering plant for abattoir waste. Currently waste from the abattoir industry is disposed of illegally and or inappropriately and is a source of biohazard which, if not given urgent attention, will generate a pollution crisis

3.3.1.5.2 Improving air quality

The recently released State of the Environment Report reveals that both indoor and ambient air quality are cause for concern. An air quality project as a result of the massive health impacts of deteriorating air quality in Gauteng will be implemented. This will include best practice business processes in the GPG including further conversion of the GG fleet of cars to cleaner technology and conversion to energy efficient lighting and heating in all government buildings. It is imperative that the effect of poor air quality in South Africa on climate change, in part as a result of burning of coal, is reversed.

3.3.1.5.3 Labour absorption in the private sector

The Gauteng Trade and Industrial Strategy identifies labour absorption as a key pillar of the strategy. The Department will commence work in the current financial year to, through policy and legislation, significantly contribute to this pillar by creating conditions for increased labour absorption in the private sector which simultaneously contributes to environmental sustainability. This will be done *firstly* through working with sister departments on tender specifications for procurement by government to create demand for recyclables e.g. the use of recycled bricks in construction projects, a minimum % content of recycled paper in a school textbooks, etc. It is envisaged that this will stimulate the creation of labour intensive micro enterprises, to meet the demand for recyclables by medium sized and large industries which will themselves be incentivized to increase the labor to capital ratio in the production process in order to qualify for government tenders. *Secondly*, and to further contribute to environmental sustainability and minimization of waste generation, the Department will, together with local authorities, initiate EMCA's (Environmental Management Co-operation Agreements) setting minimum standards with respect to waste management and pollution abatement, requiring identified sectors to recycle which will similarly increase the labor to capital ratio in the production process.

3.3.1.6 Interdepartmental linkages

Environment and pollution are areas of concurrent National and Provincial responsibility and waste matters and noise pollution are areas of provincial competence with waste being a local government matter.

The Department accordingly works closely with the responsible local authorities and the National Departments of: Environmental Affairs and Tourism (DEAT); Water Affairs & Forestry (DWAF); and Mineral and Energy (DME). Examples of co-operation include:

- Supporting national law reform
- Waste landfill authorisation and permitting: DWAF
- Provincial and Local Integrated Waste Management Plans (Local authorities)
- Sustainable mining: DME

- Energy: DME
- Gauteng Provincial Health Care Risk Waste Management Strategy (DEAT, National and provincial health departments)
- Registration of thermal waste treatment facilities: DEAT

Environment is understood to be the natural and the living environment and therefore a number of projects are multidisciplinary and involve collaboration with other provincial departments and spheres of government. These include:

- Finalisation of the donor funded Health Care Risk Waste Project involving the Department of Health and Transport and Public Works
- The provincial Air Quality Management Strategy jointly planned with the Department of Environmental Affairs and Tourism
- Development of local government integrated waste management plans with the Local Authorities

3.3.2 Environmental analysis

3.3.2.1 Assessment of external threats and opportunities

Mining and industrial development:

Mining and industrial development is supported as it contributes to economic growth. However, inadequate environmental management and/or mitigation and/or use of clean technology have long term financial implications as a result of pollution and waste that may be unaffordable for future. The Department has therefore established capacity to comment on mining authorisations and Environmental Management Plans (EMPs) and follows a precautionary approach in authorisation of new industrial developments.

Water and sanitation:

Development of water and sanitation infrastructure is supported. However, there are environmental and public health risks associated with the development of this infrastructure, and the operations and waste disposal associated with wastewater treatment plants, in some instances –

- Contamination of water resources with organic pollutants
- Airborne and sub-surface contaminants in and around waste water treatment facilities,

The Department follows a cautious approach and requires mitigatory measures for negative environmental consequences arising from the development of new communications.

Waste and pollution:

The urbanised and industrialised character of Gauteng gives rise to particular challenges with respect to waste and pollution.

The strategy of the department with respect to waste generation and pollution of air, water and soil is firstly to minimise generation of waste and pollution, secondly to rehabilitate degraded areas and thirdly to utilise legal instruments to act against transgressors. Increasing emphasis is being placed on the use of appropriate cleaner technology, and compliance and enforcement

3.3.2.2 Assessment of internal strengths and weaknesses

Management challenges:

The wide scope of work of the Department necessitates a multi-disciplinary approach to its functional responsibilities. Furthermore there has been a major increase in the volume and technical scope of regulatory work on an annual basis. This poses management challenges as a result of constant growth in the staff capacity and budget for the functional responsibilities of the Directorate.

The recruitment of experienced, knowledgeable and competent staff with a high level of commitment to public service is still a major challenge. The current staff complement carry out their functional responsibilities of the Department with excellence, notwithstanding the constant expansion of the scope of work. However, this also results in a high staff turnover rate as officials are recruited to higher-level posts elsewhere in the public sector and in the private sector.

Compliance and law enforcement:

At this stage the ability to undertake compliance and law enforcement work is limited. However, the department is in the process of reviewing its approach to its current work activities to improve strategies around this important area. There is an improved understanding of the legal instruments available to support compliance and enforcement.

3.3.2.3 Customers: internal and external

The multidisciplinary nature of the functional responsibilities of the Department require close intra- and inter-departmental co-operation.

The client base includes a wide range of interested and affected parties including industry, NGOs, CBOs, and the general public. The Department seek to ensure that all sectors of society have a full and profound understanding of the importance of the environment to the current and future social, long economic and physical developments and activities in Gauteng. The onus of taking full responsibility for environment is a shared responsibility of the public at large, since it is human activity, which determines the positive and negative environmental consequences of development.

4. Protected Areas Management / Spatial Development Initiatives

The management of Dinokeng and the Cradle of Humankind World Heritage Site, as part of the Blue IQ portfolio, will reside with the Department of Finance and Economic Affairs as from July 2004. A Chief Executive Officer (CEO) will be the accounting officer with reporting lines to the MECs of Finance and Economic Affairs and Agriculture Conservation and Environment. GDACE will provide facilities and line function (conservation) and transversal (finance and HR) support services through a service level agreement (SLA).

4.1 Dinokeng

4.1.1 Strategic direction

4.1.1.1 Aim

Dinokeng aims contribute to economic growth and job creation by investing in the development of infrastructure to support the growth of tourism in the north east of the province, thereby providing a secure basis for sustainable poverty reduction in the long term. The project will also contribute to job creation and tourism development, including the marketing of the area as a visitor and investor destination, as well as the transformation of the tourism sector in general.

A number of the major development interventions in the project lend themselves to development as private public partnerships (PPPs). In implementing these partnerships, the project is committed to the maximisation of broad-based black economic empowerment (BBBEE) and SMME policy objectives of government.

4.1.1.2 Strategic priorities

Dinokeng aims contribute to economic growth and job creation by investing in the development of infrastructure to support the growth of tourism in the north east of the province, thereby providing a secure basis for sustainable poverty reduction in the long term. The project will also contribute to job creation and the transformation of the tourism sector.

4.1.1.3 Status quo analysis

The north-eastern quadrant of Gauteng, where the Dinokeng project is located, is one of the most economically depressed areas of the province, characterised by major infrastructural constraints, a low level of municipal services, inequitable land ownership patterns, and high rate of joblessness.

The large settlements situated on the periphery, in the neighbouring provinces of Limpopo, North West and Mpumalanga, are growing rapidly as they absorb marginal households from both rural and urban areas, further increasing pressures on government in these provinces to provide land, housing and services.

In order to respond to this challenge, the department has been allocated funding by the Blue IQ programme of the Gauteng Provincial Government to promote economic development through

investment various private-public initiatives, and to provide infrastructure needed for tourism. Feasibility studies for the project were completed in 1999, and showed that most of the area had marginal agricultural value and was suitable for nature-based tourism activities, including the potential development of a premier game reserve.

The mainly rural character of the area lends itself to the development of a premier tourism destination, in close proximity to the urban economic hubs of Tshwane and Johannesburg, providing a range of leisure opportunities to meet the needs of increasingly diverse visitor markets.

The success of project depends on its ability to secure the support of a variety of stakeholders and to align itself with the mandates of the various departments and functions of government.

The success of project depends on its ability to secure the support of a variety of stakeholders and to align itself with the mandates of the various departments and functions of government. This is an area of major risk to the project and requires ongoing assessment and a management. Risk management will also extend to the close monitoring of progressive achievement and quantified programmatic work.

The project is working closely with the Nokeng Tsa Taemane Local Municipality and the Metsweding District Municipality to ensure that the project is underwritten by the municipal integrated development plans.

4.1.1.4 Key departmental objectives

Key departmental objective	Strategy	Outcome	Service delivery indicator	Service delivery target or milestone
Enabling faster economic growth and job creation	Leverage government and private sector investment in roads, tourism routes, visitor facilities and game reserve infrastructure	Increased job creation opportunities through labour intensive methods/ opportunities for SMMEs	Number of jobs created	2 hubs 3 nodes established
	Leverage private sector investment in tourism facilities using state owned land and venture capital/ grant funding	Private sector investment in tourism facilities	Number of hubs and nodes established	
Fighting poverty and building safe, secure and sustainable communities	Implement labour intensive construction	Increased short-term employment leading to poverty reduction	No. of people short-term jobs created	100/pa
Building a healthy, skilled and productive people	Implement a tourism skills training programme	Increased quality of human resources resulting in enhanced employability and better incomes	** Number of people trained to NQF standards	150/pa
Deepening democracy and promoting constitutional rights	Facilitate establishment of (Dinokeng) Local Tourism Organisation (with GTA)	Increased representivity in Local Tourism Organisation	Number of institutions	1
	Promote increased participation by PDIs in the tourism sector	Increased PDI ownership of tourism products	Number of PDI owned tourism products on offer	5% increase in PDI owned products p/a
	Promote eco-tourism and conservation related land use on private and state land	Increased economic opportunities and activities in wildlife and eco-tourism	Number of PDIs represented at various levels of employment in tourism sector	6 p/a

Key departmental objective	Strategy	Outcome	Service delivery indicator	Service delivery target or milestone
	Implementation of an effective public participation strategy	Informed public	Number of public meetings Public awareness of destination of Gauteng adult population	50% awareness of Dinokeng as tourism destination (after 5 years)
Building an effective and caring government	Design schemes to mitigate social impacts of project and maximise community benefit	Social stability	Facilitation of delivery (by appropriate government agents) of <ul style="list-style-type: none"> o tenure security o permanent housing basic to intermediate	750 units

*Statutory and other empowerment, procurement and labour content guidelines issued by national Treasury and Gautrans include percentages of participation by various categories of person: PDI ownership, SMMEs, disabled, women, youth, and labour intensity. In PPP contracts these criteria are negotiated within national guidelines.

** Training to be provided to priority target groups: women, youth, disabled

*** Categories of employment to be defined to measure growth, development and racial transformation in sector.

4.1.1.5 Interdepartmental linkages

The successful implementation of the project requires strategic alignment with the programmes of various government departments in the national, provincial and local spheres, as well as with various statutory bodies. The project has initiated relationships with national departments, through DACE, including DLA, DEAT, DWAF, and DME, and national treasury, and works closely with the Nokeng Tsa Taemane Local Municipality and Metsweding District Municipality to ensure effective integration of government functions on the ground.

At provincial level, linkages exist between Dinokeng and GTA, DPLG, DoH, DoL, and the provincial offices of the Regional Land Claims Commissioners for Gauteng, Limpopo and Mpumalanga. Discussions with neighbouring provinces are being held with the goal of structuring long-term functional relationships between departments.

The department is committed to working closely with the DLA to ensure that the heavily skewed race and gender patterns of land ownership in the project area are changed. The department is similarly committed to working with GTA through the project to achieve transformation in the tourism sector.

4.1.2 Environmental analysis

4.1.2.1 Assessment of external threats and opportunities

Political environment:

The Dinokeng project is meant to be an integrated project, which will contribute to changing the trajectory of economic development in the province, and in adjacent areas of neighbouring provinces. Its nature is such that the co-operation of various departments and functions of government is needed if the long-term objectives of economic growth, job creation and poverty alleviation are to be realised.

The lack of alignment between governmental mandates continues to create uncertainty among various stakeholders.

The project aim of supporting appropriate land use practices and promoting investment in new Will business opportunities and jobs in the area will be achieved if government departments reach agreement on strategic development priorities, for example, land, housing and services, which in turn will create a secure future for all, including investors.

Social environment:

The Dinokeng area is known to contain some of the worst forms of poverty and underdevelopment in Gauteng. These exhibit a racial character, with concentration high among black people.

In a study commissioned by the Office of the Premier in 2003 found that one in five (22.1%) households in Metsweding District Municipality were headed by women. Furthermore, the data for Metsweding highlights the extreme levels of disadvantage on infrastructure and service variables – more than two fifths of all households lacked basic sanitation (42.5%) or water (43.5%), while more than half (55.1%) of households did not have access to electricity for lighting purposes. Metsweding District Municipality showed the highest levels of poverty, and at the other end of the scale, Johannesburg Metropolitan Council had the lowest poverty score, followed by Tshwane Metropolitan Council.

Land ownership is also heavily skewed in favour of whites, and there are regular reports of illegal evictions of informal occupiers.

Inequitable access to formal housing, roads, water, solid waste disposal and sanitation, schools, and telecommunications further skews racial patterns in the area, and contributes to social instability.

The large settlements situated on the periphery are growing rapidly further increasing pressures on government in these provinces to provide land, housing and services – and indirectly on the Dinokeng project area.

The area serves as a mobility corridor between the impoverished settlements in Mpumalanga and Limpopo Provinces, and the urban centres of Gauteng Province.

Dinokeng must try and address these issues in a manner that does not exacerbate racial tensions on the ground.

The project – as a socio-economic intervention by government – will address some (though not all) of these issues, presenting a clear opportunity for improving the lives of the poor. Also, continuing discussions are being held with all stakeholders to garner support for the project and indications are that this is resulting in improvement in relations between blacks and whites in the project area.

Economic environment:

The economic environment appears favourable to the development of Dinokeng. Tourism is a growing sector of the economy and indications are that the environment is favourable for the development of Dinokeng as tourist destination, targeting both domestic and foreign visitors.

There has been significant private sector investment in the area, and land prices have escalated on the prospect of the development of a game reserve, as well as the prospect of growing tourist volumes.

The potential of Dinokeng is manifested by the fact that there are many locals in the area who continue to invest in the expectation that Dinokeng will provide opportunities for profitable business enterprises. A growing number of potential investors are also making inquiries of the sort that make public-private partnerships a distinct possibility.

The availability of special project funding through the DTI, or through other government agencies, to encourage risk-taking by investors remains a critical ingredient to the process.

Cultural environment:

Cultural diversity is a characteristic of the area. Rich aspects of the cultures of the various people who live in the area or have historical roots there (amaNdebele, Afrikaners, baPedi, baTswana etc.) are being developed as a positive attribute that will attract tourists to Dinokeng.

However, decades of apartheid have also ensured that deep racial divisions and suspicion remain. The prospect (and reality) of land claims offers an opportunity to address the inequitable land ownership patterns in the area, but will continue to exacerbate tensions between racial communities until all land claims have been settled and relationships between neighbours established.

This poses a great challenge for Dinokeng, and the approach so far has been to promote culture as a reconciler rather than a divider of people.

Regulatory environment:

The integrated land use framework, created during the master planning process, is a fundamental guide to departmental decisions on development applications, and will determine land use patterns allowed or disallowed in Dinokeng in future.

The framework will inform and support long-term decisions by investors, particularly in view of the high initial investment required and long payback periods in the tourism sector and the ratification of the framework in the integrated development plans of the municipality will demonstrate clearly the intent of government with regard to the project.

4.1.2.2 Assessment of internal strengths and weaknesses

DACE has established a dedicated component, supported by the resources of the department, to implement the project. This component enjoys high levels of support from the senior management and political leadership of the department, as well as the Blue IQ team.

The implementation of the project requires staff with the technical skills and experience to deal with a high level of complexity. These skills are in demand in the marketplace, therefore difficult to recruit or retain, and a lack of internal capacity could constrain delivery.

4.1.2.3 Customers: internal and external

Dinokeng relies on the support and input of the Branches Sustainable Utilization of the Environment (SUE) and Veterinary Services, Agricultural and Natural Resource Management (VAN).

Dinokeng is not a line function project but an integrated development project, which requires close collaboration with other government departments. Various national departments play an important role as sources of venture capital, grant funding and finance for bulk infrastructure, as well as bringing functional capacity for delivery of key socio-economic development programmes.

As part of the Blue IQ initiative, Dinokeng receives funding and other support through Blue IQ. The project also relies on other departments to bring functional capacity for delivery of key socio-economic development programmes to the area, for example, roads, housing, development of tourism institutions.

The long-term sustainability of the project requires cooperation with Metsweding District Municipality, Nokeng Tsa Taemane Local Municipality, landowners and residents of the project area, and local business and tourism structures.

4.2 Cradle of Humankind World Heritage Site

4.2.1 Strategic direction

4.2.1.1 Aim

To achieve an acceptable balance in the World Heritage Site between conservation of cultural and natural resources, access, education and scientific research, the interests of those living and working in the area and its use for the economic and social benefit of the population at large, within the framework of the World Heritage Convention

4.2.1.2 Strategic priorities

Like Dinokeng, the Cradle of Humankind as part of the provincial Blue IQ programme, aims contribute to economic growth and job creation by investing in the development of infrastructure to support the growth of tourism in a depressed area of the province – the West Rand - thereby providing a secure basis for sustainable poverty reduction in the long term.

The project will also contribute to job creation and tourism development, including the active marketing of the Cradle of Humankind as a preferred tourist and investment destination as well as contributing to the transformation of the tourism sector.

Most of the planned major developments in the project lend themselves to development as public private partnerships (PPPs). This will be done in a manner that maximises broad-based black economic empowerment (BBBEE) and SMME policy objectives.

4.2.1.3 Status quo analysis

The major undertakings thus far in the Cradle of Humankind World Heritage Site Project are the completion of detailed master planning for the development of the 47 000 hectare area; the management of stakeholder participation and communication and the signing of a concession agreement for the development of the Interpretation Centre Complex for the site and start of construction..

The master plan entails the establishment of a network of five facilities, which will serve as gateways to the Cradle of Humankind Site. These sites will have differing primary purposes, with one site serving as the primary facility, a world-class interpretation centre and associated fossil preparation and research facilities. The primary site will be located on a 100-hectare site at Mohale's Gate, donated to government by the Standard Bank. The architectural rationale for the primary site was developed and a successful tender process was instituted in order to identify a suitable partner for the establishment of a Public Private Partnership for the design, construction, exhibition design and installation and operation of a network of interpretive facilities at Sterkfontein and Mohale's Gate. The Furneaux Stewart GAPP consortium was chosen as the concessionaire for this project. Completion of the two buildings is expected in 2005. A co-signatory to this contract is the University of the Witwatersrand with whom we also have an agreement which binds us together in a mutually beneficial way.

The construction of the Interpretation Centre Complex, together with associated road and other bulk infrastructure provision will lead to the creation of some 600 permanent and 1 200 temporary jobs

(plus an additional 600 jobs for road construction). The unit is working closely with the local councils to identify suitable unemployed people for these jobs.

The master plan also refines the zonation of the area and establishes limits of acceptable change in each area and provides for a specific management plan for each paleontological site. The requirements for upgrading of roads and the development of bulk infrastructure and telecommunications is also set out in the master plan.

The unit has negotiated and concluded management agreements with 11 fossil site landowners, thereby ensuring the protection and best practise use of the sites.

In line with the requirements of the master plan and also in compliance with the requirements of the concession agreement, we have provided bulk infrastructure to the two sites of Mohale's Gate and Sterkfontein, as well as concluded contracts regarding road upgrades in the area.

The conservation measures and agreements in place to protect the natural and cultural heritage resources in the Cradle of Humankind have enjoyed a high level of praise from both national and international organisations as demonstrations of best practise.

DACE was appointed the Management Authority for the area by the outgoing Minister of Environmental Affairs and Tourism.

The growth of tourism in the area is well underway and tourism numbers are expected to rise from the present 400 000 to approximately 1 000 000 with the provision of these new attractions.

In addition a scheme for on site housing development in the area has been developed and will be operationalised.

Public works based ecological management programmes have been initiated, including the burning of the road reserve to prevent accidental fires and the clearing of invasive vegetation. These initiatives will be expanded in future.

4.2.1.4 Key departmental objectives

Key departmental objective	Strategy	Outcome (Goal)	Service delivery indicator	Service delivery target or milestones (Goal)
nabling faster economic growth and job creation	Enter into PPPs for the the construction of the interpretation centre complex and aligned orientation centres Investment in the development of roads and bulk infrastructure Implementation of an integrated tourism development plan	Contribution to economic growth and sustainable job creation Increase in tourism numbers	Number of orientation centres constructed Number of jobs created Roads constructed or rehabilitated Number of tourists visiting	ICC and 4 orientation centre constructed 1800 temporay and 600 permanent jobs Road D400 (W) and D374 500 000/pa
Fighting poverty and building safe, secure and sustainable communities	Provision of a range of community benefits	Provision of suitable housing Development of community based tourism businesses and institutions	Number of housing units Number of business and /or institutions	750 units 4 per annum
Developing healthy, skilled and productive people	Implementation of skills training and capacity building programme	A better educated and productive workforce	Number of persons trained in various programmes	200 pa
Deepening democracy and promoting constitutional rights	Ongoing stakeholder participation Promote educational and learning opportunities	Ongoing input from stakeholders on developments Increased understanding of the WHS and access to related job opportunities.	Number of public meetings held Number of educational events	6 p/a 5/pa
Building an effective and caring government	Donor fundraising and disbursement for public benefit Support of poverty alleviation projects Ensure sustainable development best practise in the development of the project	Support of community income generation initiatives and scientific research Viable community development projects providing income for members Achieve balance between economic growth, social development and environment	Amount of donor funding raised and disbursed Number of jobs temporary jobs created Number of land use and cultural resource management plans and agreements	US\$20 million in donor funding for capital developments 100 pa 15

4.2.1.5 Interdepartmental linkages

The Cradle of Humankind World Heritage Site is demarcated as a District Management Authority. The amendment of the boundaries of the District Management Authority is receiving consideration by the Municipal Demarcations Board with a view to the District Management Authority falling under a single local authority.

The Cradle of Humankind World Heritage Site Project is an integrated project involving different departments in all three spheres of government. The project works closely with the responsible local authorities in both Gauteng and the North West Province, namely, West Rand District Municipality, Mogale City Council, Madibeng, Tshwane Metropolitan Council and the Greater Johannesburg Metropolitan Council.

At Provincial level the Gauteng Department of Sport, Recreations Arts and Culture, the Department of Development Planning and Local Government, the Department of Finance and Economic Affairs, and the counterpart Provincial Departments in the North West Province are involved in the project.

The responsible departments as national level are the Department of Environmental Affairs and Tourism and the Department of Arts, Culture, Science and Technology. In addition the Departments of Water Affairs and Forestry, Land Affairs, Labour and Trade and Industry are important role players in this project.

The project is committed to working with the Department of Land Affairs and the the Gauteng Tourism Authority in order to changed the race and gender patterns of land ownership and achieve the transformation of the tourism sector in the project area and province as a whole.

4.2.2 Environmental analysis

4.2.2.1 Assessment of external threats and opportunities

The African Renaissance and Millennium Africa Recovery Plan provide the programme with ideal opportunities to profile and position itself on the world stage. This could well be done in conjunction with other recognisable and well-known palaeo sites, such as those to be found in Kenya.

The worldwide recognition of Sterkfontein and environs as a pre-eminent site facilitates the branding of the Cradle of Humankind World Heritage Site. There appears to be a worldwide interest in Palaeo-anthropology, which can be harnessed. However, the science does not have general appeal and therefore poses a special challenge to capture wider interest and involvement.

As a result of the worldwide interest in the site, the opportunities for the mobilisation of individual and corporate sponsorship for purposes of social good and necessary education, scientific and research endeavour is immense. It is envisaged that a world class Interpretation Centre will be established and fully operational within the next year.

The Cradle of Humankind Site is the most prolific hominid site to date yielding early evidence of the origins of humankind. The discovery of older hominid fossils elsewhere presents a challenge for the development of linkages that enhance the knowledge base of the origins of humanity rather than detracting form the uniqueness of the Cradle of Humankind or any other site. In addition, linkages with other important sites in South Africa, such as Taung and Makapan present possibilities of serial listings and conceptual integration of these sites

The integrated nature of the project – requiring the involvement of a variety of government departments and other role players – presents interesting opportunities for the realisation of effective co-operative governance, resulting in better service delivery. However, it is also an area of major risk to the extent that such cooperation is not realised in practice. The project has therefore made ongoing risk assessment and management a central part of its delivery approach. Risk management also extends to the close monitoring of the achievement of planned and quantified programmatic wrok.

Increased crime in South Africa and the consequences of negative perceptions in the international tourist market pose particular challenges for the Cradle of Humankind as a destination. The project will take this into account in the planning and management of the development of the area.

4.2.2.2 Assessment of internal strengths and weaknesses

A highly skilled and dedicated team, supported by the entire department, is driving the planning and implementation of the project. This team enjoys high levels of support from the senior management and political leadership of the department, as well as the Blue IQ team.

The project as a whole also enjoys political support from the province as well as nationally, and has access to vast expertise through the Blue IQ skills consortium.

The management of the project requires interaction with a range of research and scientific interests. The relationship with the academic community provides the Department with professional knowledge that is not retained in-house by the department. The Department therefore regards these working relationships as extremely important for advice and involvement in the development of the project. The involvement of and collaboration with the University of Witwatersrand is central to this working relationship.

The role and involvement of individual stakeholders with business interests in the development of the site is likewise essential as the area is almost wholly privately owned and the development of the area requires collaboration with respect to the scope and sequencing of development.

The generation of community benefits through diverse revenue streams is a prerequisite for the successful development of the area. The Department therefore places particular emphasis on ensuring that the plans for the development of the area will result in social change and tangible benefits for the poor.

4.2.2.3 Customers: internal and external

The Cradle of Humankind World Heritage Site project relies on the support and input of the Conservation, Environment, Agriculture and Veterinary Services components.

The project is an integrated development project, which requires close collaboration with other government departments and the collaboration of the Gauteng Tourism Authority and SATOUR will become increasingly important as the destination is developed.

Furthermore, the fact that the project area is privately owned with diverse land utilisation practices interspersed with the world's most important sites yielding paleontological findings of the origins of humankind, requires interaction with the very diverse interested and affected parties. These stakeholders are the partners for the development of the area for the benefit of all.

5. Legal Services, Compliance and Enforcement

5.1 Legal Services

5.1.1 Strategic direction

5.1.1.1 Aim

To support the Department in achieving its objectives as enunciated in the Constitution and in relevant legislation by providing general and specialised corporate legal support, litigation support and attending to legislative and policy reform to ensure that legal risk is minimised and the administrative and regulatory functions are carried out in a manner commensurate with the legal framework which capacitates the Department.

5.1.1.2 Status quo analysis

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The purpose of the component is primarily that of deepening democracy and promoting constitutional rights by incorporating new legislative requirements into Departmental administrative procedure and providing support to the Department in its regulatory responsibilities. In addition, legislative monitoring and strategic intervention will lead to co-operative governance and a sound legislative framework which will promote access by all citizens to their environmental right.

The Department is currently involved in litigation that provides both opportunities as well as posing significant risks. The opportunities that are envisaged are that the Department may be vindicated in its approach to the fulfilling of its mandate by decisions that are granted in its favour. The risks are that some decisions may not be favourable and may necessitate changes in protocol and/or policy within the Department. The Department has a significant regulatory / permitting function that imposes on the rights of others and, as a direct result thereof, the number of challenges that have emanated have considerably increased. Prominent examples include various legal challenges mounted against the Department in respect of its formulation and implementation of policy as well as the denial of certain authorisations.

The appeal procedure prescribed in the current regulations allows for the MEC to hear appeals following upon Records of Decision given by the Department. Because of the nature of the Department's extensive mandate, several decisions are made that do not necessarily find favour with a wide range of stakeholders. The result is that, in many instances, appeals are received from either applicants or interested and affected parties, irrespective of whether the decision is positive or negative.

Increasing pressure on the environment and natural resources has had the effect that tighter controls are required, especially in certain industries and/ or sectors of the economy. The position currently is that industries, their needs and requirements have to be balanced against the need for environmental control and better management. There is also a plethora of new legislation that impacts on the functioning of the Department and requires constant monitoring to ensure the effective functioning of the Department in light of its legislative obligations. In particular, the seemingly contradictory objectives of certain pieces of legislation have given rise to legal concerns around implementation of their provisions as well as the issues of how to deal with them on a practical level.

5.1.1.3 Key departmental objectives

Corporate legal services:

The provision of general advice and legal support to the Department to ensure that new legislative requirements are translated into practical administrative procedures. Assisting the Department in formulating guidelines, reviewing and editing templates and assisting with training and capacitating of staff.

Litigation:

Ensuring that legal challenges against the Department are reduced over time.

Law Reform:

Policy and law reform work will be ongoing to ensure that the legislative framework is strengthened over time. Legal Services will place particular emphasis on the protection and sustainable use of agricultural land to ensure equitable development of all communities by undertaking a gap analysis with regard to all legislation relating to agricultural land. Legal Services will also provide advice on the best means to protect and sustain this limited resource. Legal Services will further provide guidance and interpretive support with regard to, inter alia, the Health Care Risk Waste and Waste Information Systems Regulations.

5.1.1.4 Interdepartmental linkages

The effective contribution by this component will depend on the linkages with other Department's, both internally and externally. In particular, the national Department of Environmental Affairs and Tourism and the Department of Justice and Constitutional Affairs (State Attorneys, State Law Advisors and Prosecutorial Services) play a significant role in the service provided by this component.

5.1.2 Environmental analysis

5.1.2.1 Assessment of external threats and opportunities

Threats:

New Acts that have been promulgated include the promulgation of the National Environmental Management Protected Areas Management Act, the National Environmental Management Biodiversity Act as well as the National Environmental Management 1st Amendment Act and the National Environmental Management 2nd Amendment Bill. The introduction of new legislation and seemingly conflicting legislative provisions in other Acts contribute in some instances to reduced service delivery by the functional units as a result of having to adjust to new roles and responsibilities.

Development pressure which is increasing at an alarming rate places pressure on natural resources with the result that developers go to extreme lengths to get approval for projects. The ploys used to try and circumvent the environmental legislation include using the Development Facilitation Tribunal and resorting to technical legal attacks.

An increasing numbers of objections, administrative and legal challenges slow down the effective administration of the Department. There has been a significant increase in the number of administrative appeals that the Department has had to deal with and these appeals put pressure on Departmental resources.

Opportunities:

The ability of the Department to influence the legislative and policy process of other Department's, particularly the National Department of Environmental Affairs by taking a proactive role in the input that is made and identifying possible areas of conflict and addressing them in a manner that allows for the effective functioning of the Department. Some of the more prominent priorities include assisting the National Department in the finalisation of regulations for the Management Authority for the Cradle of Humankind World Heritage site and the Integrated Environmental Management Regulations in terms of the National Environmental Management Act.

Provincial priorities from a legislative perspective include the development of Regulations as well Provincial Acts that will ensure alignment with National legislation and support the objectives outlined in the new Acts. Provincially, Environmental Impact Assessment Regulations, Strategic Environmental Assessment Regulations, a provincial Conservation Act and Regulations in terms of the Meat Safety Act need to be promulgated and provide an opportunity for the Department to charter its own course in terms of process and procedure.

Some of the legislative gaps that have been identified will be addressed and will assist in ensuring that the Department's mandate is fulfilled. The legislation will enable the Department to better perform some of its regulatory functions and ensure greater compliance.

5.1.2.2 Assessment of internal strengths and weaknesses

The legal section has recently been expanded to deal with the ever-increasing number of legal issues that arise on a daily basis as a result of the factors alluded to above. The component has a transversal nature and will have to function across the Department, albeit in a legal capacity and will require support from the line function units and other support units. The balancing of time and resources in attending to matters from the line and support functions will present a major challenge to the component. The acquisition of suitably qualified staff who have specialist knowledge to deal with Department-specific issues will also present a challenge to the component.

The challenges that are brought against the Department are, in some instances drafted and prosecuted by senior counsel and/or attorneys with extensive knowledge of the law who raise technical legal arguments that require a response from staff with very little knowledge of the law. The lack of understanding in some of the line functions regarding the legal and administrative requirements for the effective functioning of the Department poses a problem and will require legal intervention.

The technical competencies in the Department are however of a high standard and will be complemented by the legal knowledge and expertise from this component to ensure speedy and effective decision-making. The cross –functionality of the legal team and the commitment shown by staff members is a strength in the unit.

5.1.2.3 Customers: internal and external

The transversal nature of the component will necessitate close co-operation between Departments on both an inter- and intra Departmental level. Internal clients include the line function components of the Department.

The external customers include other national and provincial Department's, local authorities, NGO's and members of the public.

5.2 Compliance and Enforcement Component

5.2.1 Strategic direction

5.2.1.1 Aim

To enhance the Department's compliance and enforcement mandate by developing a Compliance and Enforcement system that is effective, efficient and predictable and is based on a full range of programs and strategies, including:

- monitoring and inspections,
- formal and informal enforcement actions,
- compliance promotion programmes,
- compliance assistance, and
- support to the line functions and other spheres of government.

5.2.1.2 Status quo analysis

The regulatory responsibilities of the Department include the issuance of approximately 12,000 authorisations per annum. This work is a prerequisite for economic growth and development and includes:

- necessary authorisation for new development
- necessary permitting and certification for the promotion and regulation of the movement and trade in wildlife, animals and animals products
- inspections and authorisation of abattoirs and food safety.

To this end, the Department need to implement a compliance and enforcement programme that will support the Departmental strategy to enable faster economic growth and job creation, fight poverty, build safe and sustainable communities, while deepening democracy and promoting constitutional rights.

The Department is currently responsible for undertaking a range of traditional compliance and enforcement functions. These include the following:

- Veterinary Services – permitting of and inspections of import and export related to animal health; hygiene inspections of abattoirs
- Conservation – issuing of CITES permits and related inspections; anti-poaching inspections; permitting and inspections in terms of the Transvaal Nature Conservation Ordinance
- Environment – environmental impact assessment authorizations and inspections; waste disposal facility inspections, air quality and certain aspects of water quality monitoring.

Compliance and enforcement activities in the Department are currently characterised by the following:

- they are conducted on a line function basis, which limits the potential for strategic approaches and/ or optimisation of current capacity;

- certain functions are not carried out at optimal levels due to capacity constraints, for example, inspections in respect of environmental impact assessment authorizations;
- comprehensive enforcement is limited i.e. the department has initiated very few prosecutions;
- the focus of compliance and enforcement is reactive and based almost exclusively on traditional approaches. This emphasis does not contribute adequately to the requirements of sustainable development and policy principles of prevention.

The current status of compliance and enforcement in the Department does not adequately meet the legislative requirements. The Department needs to progressively implement a more effective and holistic compliance and enforcement system, which will *inter alia*, require a law reform process to expand the compliance and enforcement roles of both Province and local government.

The Department is finalising DACEL Compliance and Enforcement programme and strategies for line function. This work will be finalised in the year 2004 / 2005. During the 2005 /2006/2007 financial year, the implementation of these strategies will focus on the following:

5.2.1.3 Key Departmental Objectives

Key objective	Departmental	Strategy	Outcome (Goal)	Service delivery indicator	Service delivery target or milestones (Goal)
Support the Implementation of the Compliance and Enforcement strategy developed in 2003/4 financial year		Coordinate the implementation of the line function strategies as per DACEL Compliance and enforcement programme	All projects implemented	Improvement in compliance	State of the Environment Report supported by Compliance and Enforcement reporting
		To increase the capacity of the Department to undertake current and future compliance and enforcement responsibilities	All pilot projects successfully implemented	Reduction in non-compliance	

5.2.1.4 Interdepartmental linkages

This component interacts and co-operate effectively with relevant national, provincial and local authorities in order to meet its objectives.

In addition to co-ordination of the work of the three spheres of government, co-operation with the SAPS, Customs and Excise and Airports Company of South Africa (ACSA) is required to fulfil the monitoring of the permitting system, regulatory regime and law enforcement responsibilities.

5.2.2 Environmental analysis

5.2.2.1 Assessment of external threats and opportunities

Regulatory environment:

A challenge faced by the Component is that both the legislative framework and mandates are fragmented between the national, provincial and local government (eg constitutional concurrent jurisdiction). This fragmentation militates against the proper management and implementation of the compliance and enforcement strategies / projects. A strong emphasis should accordingly be placed on

liaison and co-governance with other compliance and enforcement agencies at National, Provincial and Local Authority Level. The co-operation and assistance in compliance promotion initiatives by non-governmental organisations and private bodies can also be used to achieve the component's objectives.

Risk profile:

Enforcement activities can be costly and time-consuming and if not implemented strategically can have several negative and / or unintended consequences. For example, it has been said that the current approach to enforcement in other jurisdictions has resulted in:

- businesses suffering high costs of attempting to comply with unclear legislation in an effort to avoid prosecution;
- individuals incurring civil and criminal penalties which are out of proportion to the crime;
- government expending large resources without achieving the desired objective of, for example, benefiting the environment; and
- people suffering due to environments that have been impacted upon.

In order to avoid such unintended consequences, enforcement activities should accordingly be underpinned by an enforcement strategy, which ensures that the approach to enforcement is comprehensive and focused.

5.2.2.2 Assessment of internal strengths and weaknesses

The Department has a range of compliance and enforcement responsibilities arising out of legislation, which include and extend beyond environmental management. Apart from specific compliance and enforcement responsibilities, such as permitting, the Department is also required to meet the challenge of giving effect to broader policy and legislative objectives. The Department's challenge is therefore to implement a comprehensive compliance and enforcement management system designed in 2003/4 financial year, with a proactive approach to the implementation of overarching policy objectives, such as promoting the environmental right and sustainable development.

The lack of knowledge and experience on issues relating to compliance and enforcement within the Department and the extremely limited number of initiatives and programmes that presently promote these activities provide challenges that will need to be overcome. The combination of legal and technical skills is a basic requirement of the job in the Component and such skills are not even there in the market and candidates who are there will be unaffordable.

5.2.2.3 Customers: internal and external

The transversal nature of the component will necessitate close co-operation both internally within the Department and externally with other government departments and organisations. Internal clients include the line function components of the department.

The external customers include other national and provincial Departments, Local Authorities, NGO's, organisations and members of the public.

6. Management Information Systems

6.1 Strategic direction

6.1.1 Aim

The Management Information System (MIS) transversal unit aims to assist the branches in ensuring that best practice is implemented around decisions affecting sustainable development.

6.1.2 Status quo analysis

In attempting to fulfil its strategic objectives and mandate DACEL, like most provincial government departments, has historically battled to utilise the information available to it in an optimal way. The department is also faced with the challenge of improving its service delivery and communication with stakeholders. Information Communications Technologies (ICT) such as the World Wide Web (the internet) and geographic information systems offer potential solutions challenges to such problems.

To enable it address these problems and to fully exploit the opportunities that technology presents the MIS transversal unit was created during the later half of the 2002-03 financial year. The unit provides strategic support to the line functions in the fields of ICT, information management and monitoring and evaluation to enable them to better meet their strategic and service delivery objectives.

As such the unit directly focuses on addressing the strategic thrusts of; building an effective and caring government, and deepening democracy and nation building and realising the constitutional rights of our people. The unit also assists the other sections of the department in addressing other relevant thrusts.

Information systems and ICT infrastructure in DACE has, like most GPG departments, developed on an immediate need basis historically. The MIS unit has championed the development of a Strategic Information Systems Plan which identifies key information and IT needs for the department and will allow the proactive planning and scheduling of the required work. The plans will be developed in co-operation of the Gauteng Shared Service Centre and with cognisance of the GPG cabinet vision as Gauteng as a “smart province”. The plan will be completed and approved in July 2004 will provide a framework for identifying, prioritising and budgeting future projects.

Various decision support tools and information systems already exist with the department. The MIS unit is leading in rationalising and optimising these. Internet and intranet sites have also been created previously and these will be revised and upgraded in partnership with the Communication and Awareness Transversal and the core branches of the department.

An initial list of DACE key indicators which will allow the department to track progress in respect of its strategic objectives have been identified and systems to facilitate tracking of the progress are now being finalised. The list of the departments key indicators and their present status is attached as Appendix 1.

The unit is also responsible for the Promotion of Access to Information Act and has assisted the department in establishing the administrative process required to allow the effective implementation of this Act.

6.1.3 Key departmental objectives

Key departmental objective	Strategy	Outcome	Service delivery indicator ¹	Service delivery target or milestone
Building an effective and caring government. Improved decision making around sustainable development.	Implementation of the following in the Strategic Information Management sub-directorate: Development and implementation of departmental information strategy. Appropriate decision support tools developed (either by MIS or MIS in partnership or providing support to line functions) e.g. CITIES permits database	Improved ability of department to deliver on its mandates.	Strategic Information System Plan approved by senior management. Strategic Information Plan projects implemented on time, within budget and to agreed specification.	July 2004 (draft #1) with incremental revision on an annual basis As defined per project or by line function.
Building an effective and caring government. Effective government	Implementation of the following by the Information and Communication Technology sub-directorate. Provision of optimal IT architecture and support to enable the department to fulfil its mandate.	Improved service delivery by department.	DPSA compliant Master System Plan developed Incremental implementation of Strategic Information Systems Plan	July 2004 – draft 1 with annual revision As agreed in the plan.
Building an effective and caring government. Effective government Deepening democracy, nation building and realising constitutional rights	Implementation of the following by the Monitoring and Evaluation sub-directorate: Development and implementation of DACEL monitoring and evaluation strategy and system. Development and implementation of external reporting strategy e.g. PAIA, HSRC, Annual Report.	Improved service delivery by department. Improved transparency in respect of the departments actions	Indicator status reports to relevant senior management meetings. Reports submitted as required.	Indicator status quo to budget meeting and senior management reviews. Reports submitted as required.

(¹ MIS generally provides a value added service to department and as such indicator is MIS output to DACEL)

6.1.4 Interdepartmental linkages

The MIS is establishing a good working relationship with other similar units within provincial and national government to ensure optimum utilisation of state resources.

The units is also developing relationships with the Gauteng Shared Services Centre and the SITA.

Relationships with academic institutions, parastatals and the private sector will be developed as required.

6.2 Environmental analysis

6.2.1 Assessment of external threats and opportunities

As a unit which, to a large extent, provides strategic support to the internal line function branches the external threats are most accurately reflected by the relevant line function analysis. Limited comment on the issues are therefore provided below.

Political environment

Good co-operation between DACE and the departments of Housing, Planning and Local Government, and the Office of the Premier and others present real opportunities for effective co-operative governance.

The MIS unit helps the department respond to the challenge of Gauteng as a “smart province” and “e-governance”

Social environment

The rapid development of technologies is affecting the social fabric of our society and includes such aspects as the development of the “global village”. Whilst some of DACE’s poorer resourced stakeholders will not be directly impacted by this in the short term the MIS unit will assist the department in positioning itself for this changing environment.

Economic environment

E-commerce and the use of ICT is a focus of the province, the MIS unit helps develop strategies to allow DACE to respond to these aspects in a cost effective and appropriate manner.

The rapid development of technologies and technology replacement may place budget pressure on the department and unit unless well managed.

Cultural environment

Information is keen to broadening our understanding of our culture. Effective use of ICT may assist in developing an understanding of culture. In the development of ICT within the department care must be taken to ensure an adequate respect for all cultures is maintained and that any cultural barriers with respect to ICT are considered.

Regulatory environment

Issues of e-governance and the control of electronic communications technology are receiving increasing national and international regulatory attention. The MIS unit can assist the department in addressing these issues where they are relevant e.g. permit cost recovery systems. Ongoing developments with respect to regulation may however place extensive burdens on the limited resources of the unit.

6.2.2 Assessment of internal strengths and weaknesses

The creation of the unit has illustrated the department's commitment to addressing challenges in regards to information in a meaningful way. A well skilled and creative team have been appointed to establish the unit.

Rapid developments in the field will make it expensive and time consuming to maintain the team as up to date with developments as they are required to be to ensure optimum functioning.

The MIS unit is small and will need to manage its time and chosen interventions carefully.

6.2.3 Customers: internal and external

The component is responsible for strategic information management to support service delivery and excellence in the Department.

In addition the component is responsible for the provision of information externally.

7. Communications and Awareness

7.1 Strategic direction

7.1.1 Aim

To communicate the policies and programmes of the department to the public through the development and implementation of communication and awareness strategies

7.1.2 Status quo analysis

The primary objective of the component is to create public awareness of Departmental functional responsibilities through building partnerships with the public and raising consciousness of Food Security, Water and Sanitation and Sustainable Human Settlement with an emphasis on Waste Minimisation and Energy Savings. For the next five years this will require:

- Effective positioning of the Department in implementing the people's contract.
- Deepening people's understanding of the five-year programme of action, in order to contribute to improved household livelihoods, particularly the poor communities.
- Demonstration of qualitative improvements in service delivery by the Department
- Mobilising civil society and corporates to participate in project based work as part of the Bontle ke Botho campaign
- Promotion of easy access to departmental information and the empowerment of the public in exercising their constitutional rights to certain service standards

The key priorities of the component are informed by the Departmental priorities. These priorities include:

- Implementation of the Expanded Public Works Programme and project based Poverty Alleviation work
- Mobilisation of the public at large to participate in the Bontle ke Botho cleaning and greening campaign to showcase model communities where communities take initiative to improve their own conditions and where communities act in the interest of the greater good.
- Creating awareness of key sustainable development issues through the development of Curriculum material for learners
- Supporting departmental Compliance and Enforcement Programmes to promote citizen's rights and responsibilities and defend those rights if necessary.

7.1.3 Strategic Priorities

A key challenge for the Department is to ensure that its strategy, plans, personnel and budgets are able to deliver on six key communication strategic priorities.

- **Communication strategy and programme:** This includes the development and implementation of the annual communication and awareness strategies and programmes based on Departmental programmes, priorities and milestones. The strategy will ensure that the Department has a coherent, consistent, sustained, proactive and effective programme of communication based on its priorities.
- **Building Departmental communication systems:** Departmental communication systems flow from the GPG framework and involve the development and use of tools for effective planning and implementation of communication strategies

- **Media liaison systems and services:** The emphasis of the Department is to be more effective in using the media in making the news, setting the news agenda, addressing negative perceptions, ensuring effective and accurate media coverage and effectively utilising the media to communicate with the public. Particular attention will be given to the expanded use of radio to communicate with people in their chosen languages.
- **The production of accessible Departmental media:** The Department will endeavour to reach citizens in its own words in a manner that is unmediated by the mass media or parties external to government. Of central importance is the production of basic, accessible Departmental media that provides information on Departmental services and programmes to empower citizens and communities to access their rights and improve their quality of life.
- **Public Participation and Awareness:** Public participation and awareness is an essential element of taking government to the people and empowering people to influence governance and service delivery on an ongoing basis and to participate in improving their own lives. The Department will focus on direct interaction and engagement with organised civil society and with the public at large.
- **Internal communication:** The Department attaches importance to internal communication to ensure that public servants are motivated and well-informed and have the capacity to effectively deliver quality services to the people.

Particular emphasis will be given to the impact evaluation of all these key strategic priorities to determine their influence in the lives of Gauteng communities.

7.1.4 Batho Pele and Improving Service Delivery

Communication has a key role to play in improving service delivery, both in communicating with members of the public who receive services, as well as in communicating with those who deliver these services – the public servants.

As part of public participation campaign, there will be a renewed drive around the Batho Pele campaign to address perceptions of bureaucratic inertia and a perceived lack of responsiveness by the public service. This will include raising public awareness of service standards, as well as what to do when these standards are not met and other redress mechanisms.

In addition, internal communication campaigns will be conducted to contribute to the creation of a Batho Pele culture and make civil servants champions of good governance and service delivery and bearers of government information to the public.

7.1.5 Interdepartmental linkages

The GPG communications forum and its subcommittees include all provincial departments and plays a role of communication co-ordination in the Province

The Department also co-operates closely with the Departments of Education and Local Government and all Municipalities in implementation of the Bontle ke Botho campaign.

7.2 Environmental analysis

7.2.1 Assessment of external threats and opportunities

The primary challenge for the Branch is the mobilisation of society, building partnerships and ensuring involvement of communities, sectors and individuals in defining and implementing our programmes.

Public awareness of opportunities and building of partnerships for change require more intense unmediated communication and interactive governance with all sectors of society. This must be combined with improved communication through media sector which is critical in shaping the public perceptions.

7.2.2 Assessment of internal strengths and weaknesses

The knowledge and professional expertise does exists within the branch, which contributes to smoother planning and implementation of Departmental programmes. However, the scope of work of the component is limited by budget and staff constraints

8. Support Services Branch

8.1 Strategic Direction

8.1.1 Aim

The strategic objective of the Support Services Branch is to provide an enabling support service in the areas of Human Resource Management and Development, as well as Facilities Management. Although the overall strategic importance of this Branch is largely confined to providing policies, systems, human resources and an environment that would enable core components to deliver on their strategic objectives, ie rendering effective services to our internal clients in accordance with the Batho Pele principles, some of the projects undertaken here are of higher strategic significance than others and merit specific mention. These are also the projects that would render specific contributions to the 2014 vision priorities of :

- Developing healthy, skilled and productive people; and
- Building sustainable communities

These project areas are Skills Development, Employment Equity, HIV/AIDS and Environmental Best Practice Facilities Management and are further elaborated below.

8.2 Human Resource Management and Development

8.2.1 Aim

The Human Resource strategy in the Department aims to facilitate and enhance service delivery by supporting the line function directorates in the Department to meet their objectives and constitutional obligations through commitment to the principles of People, Service, Value.

In support of the above the mission of the Human Resources Components in DACE is to render a comprehensive, professional, effective and efficient, sustainable human resource management and development service to the Department of Agriculture, Conservation, and Environment whether directly or via the Service Level Agreement with the Gauteng Shared Services Centre.

In pursuit of this goal the HR Components carry out their good governance responsibilities underpinned by the legislative framework for human resource and financial management.

In so doing the Department complies with the legislative provisions in the following Acts:

- Public Service Act, 1994 and Regulations
- Public Finance Management Act, 1999
- Labour Relations Act, 1995
- Basic Conditions of Employment Act, 1997
- Skills Development Act, 1998
- Employment Equity Act, 1998
- Promotion of Equality and Elimination of Discrimination Act (pending)
- Promotion of Access to Information Act, 2001

The over-arching values for good human resources practice are embodied in the Bill of Rights contained in the Constitution, as well as in the legislative framework that underpins Human Resources Development and Management. Human dignity, professionalism and equity form the basis of the hierarchy of values that informs human resource provisioning.

Key Human Resource Strategy objectives therefore include:

- Strategic resourcing and retention of a highly skilled human resource capability through competency based assessment and selection tools.
- Systematic skilling and development of both existing and new personnel to meet the demands of a responsive and developmental government, through an Education, Training and Development Programme that is underpinned by a Skills Development and Employment Equity Plan.
- A pro-active labour relations programme that facilitates harmonious working relationships and legislative compliance through workplace justice.
- A comprehensive performance management culture and implementation tools to ensure service delivery, accountability and improvement of performance.
- A good human resources information management system that will facilitate and enhance decision making by management.
- Effective management of employee benefits and conditions of service.
- Effective management of establishment matters.

8.2.2 Strategic Priorities

The main ingredient required to ensure the achievement of the objectives outlined in the Human Resource Strategy, specifically, and the strategic objectives of the Department generally, is effective human resource management and development. Most of these elements are operational in nature and fully in place in the Department, but the strategic areas that have been identified for continued work and enhancement, are as follows:

8.2.2.1 Skills Development

Great importance is attached to training and development in the Department.

Following an intense process of consultation and informative workshops, the Department completed a Workplace Skills Plan (WSP). The WSP was submitted to the Public Sector Education and Training Authority (PSETA) and through them to the Department of Labour. Quarterly reports are prepared reporting on progress with implementation of the WSP.

In addition to skills development interventions for internal staff, the Department has put in place an internship programme, focussing on scarce skills professions within the Department. Each year funding and / or internal training is made available to public sector interns, with a view to affirmative recruitment for appointment in the Department, once they have qualified. The internship policy is operational for Agriculture and Conservation, and all Veterinary students are attached to the State Veterinarian for block studies during their undergraduate period. The focus for the 2004/5 year would be in amplifying the latter initiative to include a fully-fledged learnership programme with emphasis on youth that moves towards compliance with the target of 8% in the GPG over the next three years.

8.2.2.2 Training and Development Advisory Committee (TDAC)

All components of the Department are represented in the Departmental Training and Development Advisory Committee (TDAC) whose primary function is to guide, monitor and evaluate human resources development plans within the Department as a whole.

This Forum also carries out the responsibilities of the Learning Committee as stipulated by the Skills Development Act and facilitates ongoing communication with both management and staff. The committee strives to achieve constant improvement in the Department's service standards in carrying out its key operational responsibilities through building capacity of all staff members to enable them to provide a high standard of service, as well as the creation of opportunities for career progression and succession planning. It also deals with the allocation of study bursaries and will continue its activities with specific attention to enhancing the pool of scarce skills against the background of enhancing progress towards employment equity.

8.2.2.3 Adult Basic Education and Training

Adult Basic Education and Training (ABET) is a flagship project of the Department. The Department has a disproportionately high number of lower level staff employed on Nature Reserves and since its inception in the 2000 / 2001 financial year learners have progressed well. The programme targets lower level staff with little or no educational background and the primary function is to ensure acceptable literacy and numeracy levels in these categories of staff.

The ABET programme also supports learners to attain matric through the ABET framework. All learners are accredited in terms of the National Qualifications Framework (NQF) after a process of assessment. The Department is set to continue its support, encouragement and recognition of current and potential ABET learners in the Department.

8.2.2.4 Customer Care Training

The Department provides a range of front desk regulatory services and all front desk staff are required to participate in customer care training inculcating the Batho Pele Principles. In addition the training has also been extended to include the internally focussed service components of Finance and Facilities Management in order to further reinforce the ethos of Batho Pele service delivery to all our clients, both external and internal.

8.2.2.5 Induction and Orientation

New employees undergo a detailed induction and orientation programme to ensure that all DACE employees understand the purpose of the Department, its planned outcomes and outputs, and to enable them to contribute to the enhancement of the impact of Departmental projects. Four such programmes are presented annually to coincide with the major intakes of new staff as a result of the quarterly recruitment drives. In addition, the Department has selected the Franklin Covey development programme to underscore and develop its departmental ethos and management culture, and all management staff from Assistant Director level upwards participate in this programme. The programme promotes common departmental values and a common organisational language and work ethic. This programme will be maintained.

8.2.2.6 Equity and Representivity

In the preamble to the Employment Equity Act it is stated that the intention of the Act is inter alia to eliminate unfair discrimination in employment and to achieve a diverse workforce broadly representative of our people. Section 2 of the Act defines the purpose of the Act as –

- (a) promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and
- (b) implementing affirmative action measures to ensure equitable representation of designated groups in all occupational categories and levels in the work force.

Although the Department has complied with the provisions of the Act, in that the recruitment process provides for preferential scoring in respect of people from designated groups and the employment equity report has been submitted every year, the Act requires some additional measures to be put in place. It is these additional elements that the Department will now be working on. The Training and Development Committee (TDAC) has been identified as an Employment Equity Forum to oversee the drafting and implementation of a fully-fledged Employment Equity Plan for DACE. The training of TDAC and the development of the Employment Equity Plan will be done in accordance with the proposal accepted by management.

Complicating the above process somewhat the Department has functional responsibilities that require the recruitment of scarce skills. This poses particular challenges for the department to compete for these skills in the workplace. This challenge is exacerbated by the fact that certain of these skills are in professional competencies, which historically excluded the admission of black students. This applies in particular to Veterinary Services, with at last count not more than 200 black veterinarians in South Africa.

The key elements of the affirmative action strategy of the Department include:

- Measures designed to further diversity and equitable representation in terms of race, gender and disability in all categories and levels of the establishment
- Identification and elimination of barriers which adversely impact on designated groups
- Measures to retain and develop individual employees through appropriate training and development
- Preferential measures for recruitment based on numerical goals subject to compliance with the requirements for particular work responsibilities
- Job classification and grading through job evaluation

Nonetheless, the Department has been on a path of continuous improvement in recruiting a diversity of staff at all levels of the establishment. In particular the race and gender composition of staff at all levels of the establishment progressively improves to reflect the demographics of the country. This work will be continued with specific emphasis on the new equity targets set by the DPSSA, and further consideration will be given to innovative ways of addressing problems in this area in the deliberations of the Equity Forum.

The department will commit itself to reaching and maintaining the following equity targets over the next five years:

- 50% women in senior management;
- 70% blacks in senior management and
- 2% employees with disabilities.

8.2.2.7 HIV/AIDS

The Department conducts continuous programmes targeting employees infected and affected by HIV/AIDS. Awareness and training sessions are incorporated in general staff meetings and Induction sessions. The Department has also established a relationship with institutions caring for persons living with AIDS, whereby staff donate clothing and non perishable foods for the institutions and undertake voluntary work at the institutions throughout the year. In addition, the Department has adopted an HIV/Aids policy and intends appointing a full-time HIV/AIDS Coordinator to maintain and enhance this programme.

Although the effect of HIV/Aids is still not being felt in large measure by the Department at present, the reality facing the Department and the public service as a whole, is that any plans for service delivery will be increasingly hampered by the effects of HIV/AIDS if innovative and creative ways are not found to address this matter. This will manifest through increasing and continued absenteeism by employees either affected or infected, increases in staff turnover and the resultant increased pressure on managers to manage these challenges. Specific attention will have to be given to empowerment of managers to do just that in a caring, responsible and consistent manner.

In addition, the HRD Component will be working closely with the Components of the core functions of the Department with a view to providing awareness and educational material on AIDS to be utilised during and incorporated into the stakeholder interaction programmes and events. The intention hereof is to optimally use these occasions to also raise awareness and educate the Department's external clients on this crucial issue. As part of this externally focussed part of the Department's HIV/AIDS programme DACE will maintain its supportive relationships with institutions caring for persons living with Aids, and members of staff will be encouraged to continue to contribute clothing, non-perishable food and their time by volunteering services to these organisations on a monthly basis.

The Department will continue to work closely with the Department of Health in this field and will also explore ways in which it can raise HIV/AIDS awareness within the Gauteng agricultural sector especially amongst farm workers.

8.3 Facilities Management

8.3.1 Strategic direction

8.3.1.1 Aim

The strategic objective of the Facilities Management Component of this Branch is to render effective and efficient facilities management services to the Department of Agriculture, Conservation, and Environment.

The Directorate of Facilities Management is responsible for providing infrastructural, information, and general administrative and auxiliary services to the Department in a way that enables smooth and efficient functioning of the strategic elements thereof. These functions include support in the areas of archiving, messaging, telecommunications, building maintenance, workplace safety and security, asset and inventory management, and transport support.

8.3.1.2 Strategic direction

The main area of strategic focus identified for attention in this period for this Component is undertaking research into, and the introduction in all DACE Departmental offices facilities of, best practices related to the environmentally-friendly and conservation-orientated use of scarce resources in our working environment. Elements that will be considered include the possible introduction of low energy consumption lighting, timer switches to ensure overnight switch off of lights, copiers, air conditioners etc to ensure energy conservation, and specialised toilet flushing devices to ensure water conservation without jeopardising efficiency and hygiene. This project will also be promoted within the GPG as a whole. This is particularly important as plans for the GPG precinct are implemented. Finally, the project will also be used as an example to other property owners in the Johannesburg CBD and in the province as a whole, with the objective of making Gauteng buildings energy-efficient, resource-efficient and environmentally-friendly.

To achieve this, Facilities Management will have to work internally with the Waste Management and Pollution Abatement Directorate and the Communication and Awareness Directorate. Externally, the primary structures to work with will be the Department of Public Transport, Roads and Works, as well as the new capital projects structure which has been set up under the leadership of Jack van der Merwe, which is responsible for, inter alia, the GPG precinct and the Gautrain. Other stakeholders are the remaining GPG departments, local government structures, national government in Pretoria and the private sector in the province.

Key departmental objective	Strategy	Outcome	Service delivery indicator ¹	Service delivery target or milestone
Building sustainable communities	Implementation of environmental best practice facilities management	Environmentally friendly and conservation orientated workplace	Best practices researched and implemented	Proposal approved and number of elements implemented

8.3.1.3 Inter-departmental linkages

The Human Resources Components communicate and collaborate with a host of Departments and bodies to ensure compliance and pursuit of best practice in this area. These are DPSA, the Public Service Commission, Office of the Premier, Gauteng Provincial Bargaining Council, Department of Health, Department of Labour, PSETA, SAMDI and GSSC. The Facilities Management Component has regular interaction with the Department of Transport, Roads and Public Works, Office of the Premier, National Archives and GSSC for similar reasons.

8.4 Environmental Analysis

8.4.1 Assessment of external threats and opportunities

GSSC

The Gauteng Shared Services Centre can be seen as both threat and opportunity. During the implementation phases of this concept it is accepted that a number of teething problems will be experienced. This has indeed been the case and has put considerable stress on cooperation, understanding and finding innovative ways of resolving problems.

When this project settles down and the GSSC is finally fully capacitated it should provide great opportunity for all GPG Departments to focus their Human Resource Components differently and to

start working towards world class best practice in this field, in stead of being bogged down in administrative detail.

8.4.2 Assessment of internal strengths and weaknesses

The cross-cutting weaknesses identified in this Branch are those related to fairly young structures and revised working methods settling down whilst the Department continues to grow, necessitating a critical review of these structures to ensure continued alignment with the strategic objectives of the Branch. Although the current structure has a core stability resulting from experience and continuity of staff within the components, the ravages of staff turnover as a result of the uncertainty created by the advent of the GSSC has only recently been ameliorated by appointments to vacancies in the HR Components, and the Facilities Management Component structure needs serious attention to ensure appropriate capacitation to deal with the increasing demands on its services due to the expansion of the Department. Despite the structural and resultant capacity constraints of the Facilities Management Component,, recent training and supervisory interventions have resulted in the emergence of a new client service ethos that is most promising and has already earned the Branch a number of compliments. Revised structures specifically aimed at accommodating recent increased service delivery demands on the Department as a whole and resultant increased challenges for this Branch specifically, are ready to be finalized and implemented in the near future.

8.4.3 Customers: internal and external

Management and staff of DACEL:

As a Support Service to DACEL the Branch's clients are mainly internal.

Service providers:

Service providers play an important role in rendering of training. Although the Department develops and presents some training in-house, it utilises the services of service providers where it is not cost effective to retain permanent in house capacity for specialised skills. This also applies to the Organisational Development field. In some instances, activities are performed in-house, and in other instances, a service provider, best suited to accomplishing the particular function, performs activities.

The unfolding of the role of the GSSC's Centre of Excellence will also have an impact on this area.

Facilities Management make use of external service providers in the areas of acquisition of Departmental resources such as stationery, cleaning and security services. Once again service providers are only utilised for those services that cannot be rendered cost-efficiently, or at all, from within.

9. Financial management

9.1 Compliance and performance

The department ensure that all financial policies, regulations and acts issued by both the Provincial, National Government and Auditor General are adhered to: These include

- Public Finance Management Act
- Division of Revenue Act
- Treasury Regulation
- Provincial Procurement Manual;/ Regulations / All procurement policies /procedures/Instructions and guidelines
- Departmental delegations of Authority

The department obtained an unqualified audit from the Auditor General for the 2003/04 financial year. Detailed analysis of the departmental finances is included in the Annual Report.

9.2 Strategic issues

The following are important strategic issues which must be implemented or monitored during the strategic plan period.

Preferential Procurement

The Department complies fully with the procurement regulations and places specific emphasis on meeting and exceeding targets for SMME and BBBEE procurement.

Cost Recovery

The Department partially recovers costs for services rendered and will progressively improve its revenue collection to offset its overhead administrative costs.

MTEF Allocation

The MTEF baseline allocation which is received from the provincial treasury is reviewed on an ongoing basis to manage expenditure in terms of the department's mandates and functions.

Conditional Grants

The Department implements project based work and reports on the utilisation of conditional grants received from National Departments.

Non-governmental funding

Given increasing budgetary pressures the Department sources non-governmental funding where possible. Priority areas of Departmental work identified for sourcing of off-budget funding are:

- The implementation of the Intergrated Food Security Programmes with emphasis on Household Food Security Projects
- The implementation of project based work as part of the Bontle ke Botho campaign

9.3 Monitoring of effective and efficient resource allocations

In line with the strategic priority of efficient governance and the requirements of the Public Finance Management Act expenditure and output delivery is monitored on an ongoing basis. Key issues in relation to this include:

Ensuring strategy links to line function activities

The department will ensure that all funds are allocated to activities that are addressing or are linked to both the departmental and provincial strategies.

Continuous scrutinizing of budget

Bilateral meetings will be held with each component in September 2004 to scrutinize the budget to ensure efficient allocations and focus on the departmental objectives.

Regular expenditure monitoring

Expenditure will be monitored on monthly and quarterly basis to ensure that spending matches the output as per the business plans.

10. Capital investment strategy

The Department budgets on an annual basis for requirements for the procurement, operation and maintenance, replacement and disposal of existing assets. New assets are acquired commensurate with the available budget and needs of the Department. In addition the Department receives a conditional grant for CAPEX projects on the Provincial Nature Reserves on an annual basis. The details of this are provided in Budget Statement 3 on an annual basis.

11. Service Delivery Improvement Programme

Recognising the provinces strategic priority of building an effective and caring government and the Batho Pele principles the goals of the Department are pursued according to the following guidelines and principles:

Role of government

The Department confines its activities to facilitation, regulation, and temporary and/ or short-term developmental interventions. The Department designs its developmental interventions with limited time-frames and well-understood exit strategies, so as not to create dependency, and to allow the fullest scope for contributions from alternative service providers. The Department seeks to promote self-reliance and sustainability, in part through stimulating activities of other service providers.

Links with other government structures

The Department recognises that it cannot accomplish some of its social aims without considerable co-operation with other government structures, whether local, provincial or national. Strong communication links are therefore established with these other structures to share information and devise complementary strategies on, for example, problems of employment conditions, nutrition problems etc.

Cost – Efficiency

Where a government role is warranted, the Department strives to accomplish its objectives in the most cost-effective manner possible. In some instances, activities are performed in-house, and in other instances, where permanent in-house capacity is not warranted or if the functions could be more cost effectively and efficiently carried out by alternative service providers, functions are contracted out to service providers better suited to accomplishing a particular function. Alternative service providers include NGO's, CBO's, consultants, private sector, universities, parastatals, etc.

Affordability

The Department endeavours to establish reasonable targets and time-frame for its interventions, in keeping with its budgetary and other resources. Where possible and appropriate, the Directorate relies on its role as facilitator to ensure the pursuit of important activities by others, or it will establish these activities on a cost-recovery basis.

Appropriate Standards

The Department's developmental and service activities - or those funded by government but performed by other service providers – are required to meet minimum necessary/acceptable standards,

with a concerted effort to focus on interventions which result in the largest welfare improvements for the disadvantaged.

Correct Incentives and Conservation

In view of the responsibilities of the Department with regard to the sustainable use of our finite natural resource base, the Department seeks to ensure compliance with standards of resource conservation that place appropriate responsibility on resource users. The Department seeks to identify legislative means by which resource users are penalised for poor land stewardship; notwithstanding the importance of private rights in property, land is recognised as an aspect of national heritage that should not be misused.

12. Organisational management

12.1 Organisational establishment

The organisational establishment charts are contained in the Annexures as follows:

- A1: Organogram for supporting functions
- A2: Organogram for directorates

12.2 Monitoring and Evaluation

In order to constantly evaluate and respond to changing circumstances in the Department the planning cycle of the Department provides for regular monitoring and evaluation of the management of human and financial resources and programme implementation. The tools for this include:

- Quarterly strategic review sessions for each component of the Department
- The Budget Process
- The Uniform Performance Management and Development System
- Public Participation

12.3 Information on consultants

The approach of the Department is that where the planned outputs of the Department warrant permanent in house capacity suitable staff is recruited to the permanent organisational establishment of the department. In instances where planned outputs are required for a limited duration, and / or if particular professional competencies are required on a less than full time basis, the services of consultants are procured through competitive bidding. This approach has proved to be cost effective and has facilitated the constant growth of the output targets of the Department.

12.4 Information technology resource strategy

The departments Strategic Information Systems Master Plan will be completed and approved by departmental senior management in July 2004. This plan, and the simultaneously completed GPG Master System Plan, will provide a framework for future implementation of the departments information and IT resources and systems.

The Department endeavours to have a stable information technology infrastructure, automated systems to support users in carrying out their work responsibilities, access for users and knowledgeability for the use of automated systems in order to facilitate the efficient delivery of the departments mandate.

The department co-operates extensively with the GSSC around the provision on IT services and IT resourcing.

The key elements of the information technology resource strategy of the Department include:

- Planning and implementing information systems and supporting ICT infrastructure which meet the needs of the users and facilitates improved service delivery, within given resource constraints
- Maintaining a network, which is logical, efficient and compliant with GSSC requirements.
- Deploying computers to users on a job needs basis, both traditional desktops and diskless thin clients are now deployed.
- Planning and implementing adequate security in consultation with the GSSC.
- Implementation and improvement of the pilot Service Level Agreement on IT services signed between the department and the GSSC.

13. Promotion of Access to Information Act

The Promotion of Access to Information Act (PAIA – Act 2 of 2000) gives effect to the Constitutional right for the public to have access to information where this information is required to exercise or protect a Constitutional right.

In terms of the Act DACE is classified as a “public body” and has certain responsibilities and obligations in respect of providing public access to information it holds.

The department fully supports the spirit and an objective of the Act and as required has prepared an administrative manual to assist the public and the department officials in effectively implementing the act. This manual is available in English, Afrikaans, Sesotho and isiZulu.

The Department has also submitted the required PAIA annual reports to the Human Rights Commission

ANNEXURE 1 DACE KEY INDICATORS

The following have been identified as DACE key indicators for ongoing monitoring over the strategic plan cycle.

The GPG strategic priority to which the indicator links to is identified to illustrate linkages.

GPG Strategic priority: Faster growing and job creating economy

1. Contribution to job creation:

- Number of tourism related jobs created in Dinokeng
- Number of tourism related jobs created in CoH
- Labour absorption of Agriculture
- Contribution of agriculture to the provincial GDP

GPG Strategic priority: Fighting poverty and building sustainable communities

2. Expanded public works programme

- Number of jobs created in Provincial nature reserves
- Number of jobs created by NRM work

3. Food security

- Number of food gardens established
- Number of food gardens beneficiaries

4. Housing on well located land - change in land use patterns

- Total area of undeveloped land in the province
- Total extent of conserved areas (km²)
- Total extent of natural areas remaining (km²)
- Total extent of urban and rural areas (km²)
- Extent of undeveloped land within the urban edge
- Hectares of open space per person within the urban edge
- Extent of agricultural land (km²)
 - Area utilised for crop production
 - Area utilised for grazing
- Percentage of high potential agricultural land used for agriculture

5. Waste minimisation and pollution abatement – waste management

- Solid hazardous waste disposed (ton / annum) at registered sites
- Total general waste produced per capita per year
- Health care risk waste treated (ton / annum)

6. Waste minimisation and pollution abatement - air quality at selected sites

- Sulphur dioxide level
- Nitrogen dioxide level

- Particulate level (PM10)
 - Ozone level
7. Waste minimisation and pollution abatement - surface water quality
- Ecological state of rivers
 - Inorganic constituents in rivers
 - Microbial level in rivers and dams
 - Eutrophic level in dams
 - Eutrophication of dams

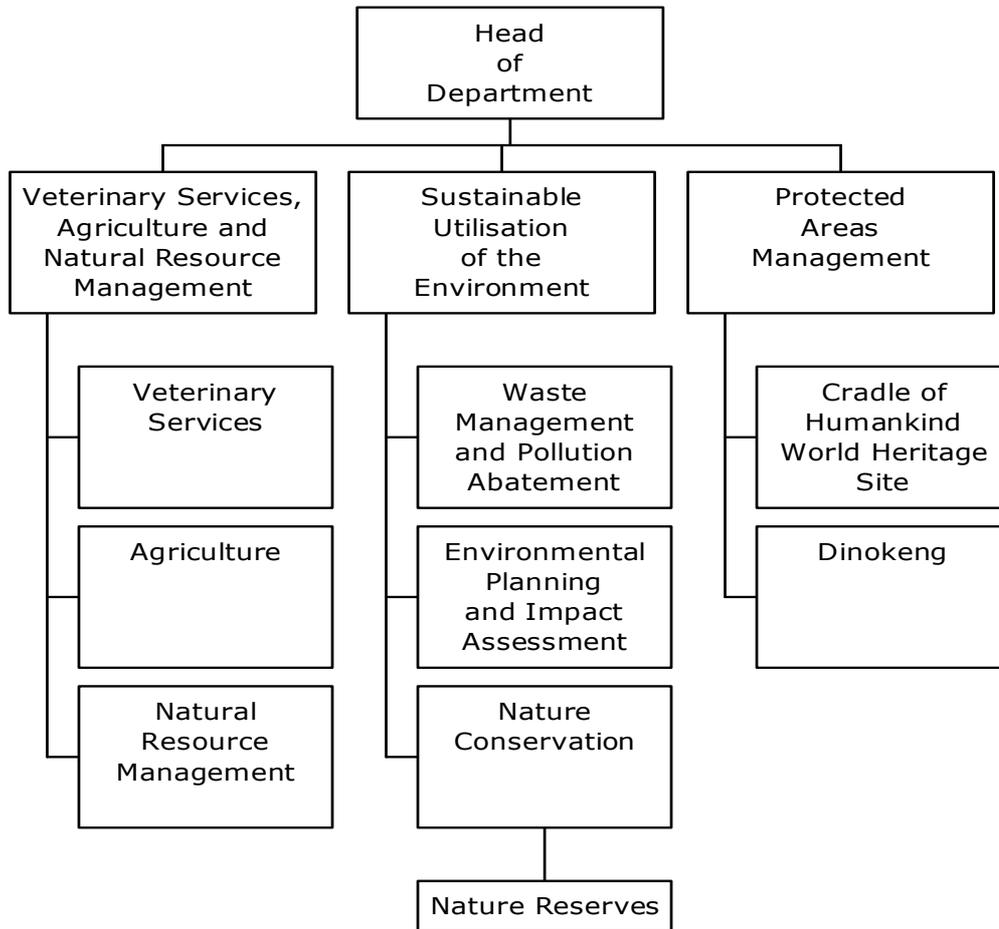
GPG Strategic priority: Healthy skilled and productive people

8. Health indicators
- The percentage of meat inspected and slaughtered legally at star rated abattoirs
 - Number of diagnosis of Brucellosis infected animal
 - Amount of pathogen contaminated meat produced in Gauteng abattoirs
 - Number of salmonella contaminated chickens
 - Number of E.Coli 0157:H7 positive tests at red meat abattoirs in Gauteng in relation to positive faecal samples

Sustainable development – underpinning theme to GPG work

9. Biodiversity
- Population trends of selected indigenous species
 - Population trends of selected alien species
10. Land condition
- Percentage of area affected by high priority soil loss (erosion)
 - Veld degradation

ANNEXURE 2 DACE ORGANOGRAM FOR CORE FUNCTIONS



ANNEXURE 3 ORGANOGRAM FOR SUPPORTING FUNCTIONS

