



the denc

---

Department:  
Environment & Nature Conservation  
NORTHERN CAPE PROVINCE  
REPUBLIC OF SOUTH AFRICA

# ANNUAL PERFORMANCE PLAN 2016/17

*This plan contains the strategic overview and the performance targets for the budget year 2016/17 and over the MTEF.*



## Departmental Information

Department of Environment and Nature Conservation  
Private Bag X6102, Kimberley 8300, Metlife Towers, T-Floor  
**Tel** 053 807 7300  
**Fax** 053 807 7328  
[denc.ncpg.gov.za](http://denc.ncpg.gov.za)





## Foreword

The supreme law of the land, our Constitution, guarantees everyone the right to an environment that is not harmful to their health or well-being. At the centre of this very law, is a mandate for us among others, through reasonable legislative and other measures, to prevent pollution and ecological degradation; promote conservation; and to secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

As the political head of this department, I am compelled to ensure the evolution toward system planning that incorporates environmental considerations in a meaningful way. This I do, because the traditional approach of including environmentally oriented criteria for planning and implementation alone, is not sufficient to result in meaningful preservation of our environment.

Ours is a job that is geared toward creating a society that lives sustainably with the natural environment. Therefore, the level of co-operation with our sister departments and all spheres of government, must assist us to collectively bring services to our people and more importantly in a co-ordinated and sustainable fashion. We are an integral part of government and must work together with other role players and stakeholders because everything they do, hinges on environment.

The Department's ability to carry out its mandate is severely inhibited by our budgetary constraints. With ours being the thinnest provincial purse, and in light of the already underfunded and unfunded mandates that the department is responsible for, we remain optimistic that doing more with less and elevating the extent of our financial prudence, is the only way.

We remain steadfast in our conviction to change the general neglect and lack of care for our environment by our communities. We intend intensifying awareness and stewardship programmes in this regard. For we know our limitations, we shall continue to source funding for the areas of our work that are not funded. We shall strengthen our partnerships with the private sector and investors to protect the environment – not only for ourselves, but also for future generations.

Ms CM Chotelo

Executive Authority

## Official sign-off

It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Northern Cape Department of Environment and Nature Conservation under the guidance of MEC CM Chotelo.

Was prepared in line with the current Strategic Plan of the Northern Cape Department of Environment and Nature Conservation.

Accurately reflects the performance targets which the Northern Cape Department of Environment and Nature Conservation will endeavour to achieve given the resources made available in the budget for 2016/17.

B Mashobao  
Chief Financial Officer

Signature:

  
\_\_\_\_\_

N van Olmen  
Director Environmental Policy,  
Planning and Coordination

Signature:

  
\_\_\_\_\_

G Botha  
Accounting Officer

Signature:

  
\_\_\_\_\_

Approved by:

CM Chotelo  
Executive Authority

Signature:

  
\_\_\_\_\_

# Contents

## PART A : STRATEGIC OVERVIEW

1	Updated situational analysis	7
2	Revisions to legislative and other mandates	13
3	Overview of the 2016/17 budget and MTEF estimates	13

## PART B : PROGRAMME AND SUB-PROGRAMME PLANS

1	Programme 1   Administration	21
2	Programme 2   Environmental Policy, Planning and Coordination	25
3	Programme 3   Compliance and Enforcement	31
4	Programme 4   Environmental Quality Management	36
5	Programme 5   Biodiversity Management	43
6	Programme 6   Environmental Empowerment Services	51

## PART C : LINKS TO OTHER PLANS

1	Links to long-term infrastructure and other capital plans	59
2	Conditional grants	59
3	Public entities	59
4	Public – private partnerships	59
5	Links to other plans	59

## ANNEXURE A : CHANGES TO STRATEGIC PLAN

## ANNEXURE B : TECHNICAL INDICATOR DESCRIPTIONS



# PART A: STRATEGIC OVERVIEW

*This section contains the strategic overview for the budget year 2016/17.*



# 1 Updated situational analysis

The state of the environment in the Northern Cape, the most arid province in the country, is characterised by low rainfall, with average rainfall less than 200 millimetres. Apart from a narrow strip of winter-rainfall area along the coast, the Northern Cape's weather is typical of desert and semi-desert areas. The natural habitat and people in the province rely on underground water systems and water from the Orange and Vaal rivers.

South Africa is the world's third most biologically diverse country and the Northern Cape represents many of this biodiversity. The Provincial Spatial Development Framework (2012) describes the five biomes present in the Northern Cape: Nama Karoo Biome, Succulent Karoo Biome, Savanna Biome, Grassland Biome and the Fynbos Biome. 8 of the 18 centres of endemism that exist in South Africa are represented in the in the province of which three are only present in the Northern Cape. These rich biodiversity resources are a source for bio-prospecting; research on, or development or application of, indigenous biological resources for commercial or industrial exploitation (NEMBA, 10 of 2004).

Environmental issues are increasingly becoming global concerns and the Province, represented by the Executive Authority and the Department, must actively participate in and stay abreast of policy developments at a global level. Climate change is affecting the mostly arid Northern Cape with weather changes and increased impact on water and other ecosystem services requiring a response for adaptation and mitigation. Climate change has potential devastating effects on the health of the population and on food security.

The National Strategy for Sustainable Development describes the vision for South Africa to be a sustainable, economically prosperous and self-reliant nation that safeguards its democracy by meeting the fundamental human needs of its people, by managing its limited ecological resources responsibly for current and future generations, and by advancing efficient and effective integrated planning and governance through national, regional and global collaboration.

Mining and agricultural developments not only pose a threat to water security (specifically crops) but also specialized alluvial and niche habitats and ecosystems. High biodiversity hotspots are lost through land conversions, agriculture, mining and development.

Development activities in the province, including renewable energy and possible future fracking, require continuous inputs from various units in the department to ensure sustainable development and are increasingly placing demands on the department, including the recent addition of biodiversity offset negotiations.

The National Infrastructure Plan identifies 18 Strategic Infrastructure Projects (SIPs) that are identified as catalysts for fast-tracking development and growth in the country. In particular, the following SIPs have an impact in the Northern Cape: SIP 3 South-eastern node and corridor development; SIP 5 Saldanha – Northern Cape development corridor; SIP 6 Integrated municipal infrastructure project; SIP 8 Green energy in support of the South African economy; SIP 10 – Electricity transmission and distribution; SIP 11 Agri-logistics and rural infrastructure; SIP 12: Revitalization of public hospitals and other health facilities; SIP 13 National school build programme; SIP 14 Higher education infrastructure; SIP 16 SKA and Meerkat; SIP 18 Water and sanitation infrastructure. The SIPs are supported by accelerated specialist inputs from

the DENC during the planning, implementation and monitoring phases. Similarly the department also provided inputs to the SEA developments to fast track EIA processes for the SIPs. However, due to limited staff and financial support for research, the inputs have been limited and in some instances out-dated.

The implementation of the Northern Cape Conservation Act triggered an increase in applications which places additional pressure on the already limited staff compliment within the Permit Administration and Compliance and Enforcement units, as well as the Research and Development Support unit.

Legislation regarding the environment and conservation is determined at national level and provincial departments are responsible for implementation and management of these (Provinces must align Provincial legislation with National legislation). The NEM: Integrated Coastal Management Act, the NEM: Waste Act, the NEM: Air Quality Management Act and the NEM: Biodiversity Act, are among the many pieces of legislation that cannot be implemented effectively due to it not being funded, or to a limited extent, on provincial level. A further contributing factor to the limited implementation of the legislation is the severe understaffing and skill shortages at Local Government level. The department is operating in a Province with the size of 372 889 km<sup>2</sup>, international borders with a length of 1668 km and a coastline of 388 km. These realities put pressure on the resources of the department.

The communities and businesses in the provinces seem to have an increased understanding of the role of the department, leading to an increase in the demand for services from e.g. the wildlife industry, small scale farmers, etcetera. This shows in the services requested, the number of schools registering for Eco-School programme and enquiries received. However on the other hand there has been non-compliance by government departments and the private sector on environment and biodiversity legislation.

#### *Transformation of the wildlife industry*

South Africa is the world's third most biologically diverse country in the World but has a divided history when it comes to social development. People who were historically dependent on natural resources such as wildlife were denied the opportunity to utilize them leaving their livelihoods compromised. The government now faces the challenge of addressing these inequalities and it making industries such as hunting available to all.

A large variety of game species is found throughout the Northern Cape. Privately owned land under conservation, such as game farms, form 17.9% of the total agricultural land in South Africa, which is 14.7 million ha (van Hoven, 2005) and a US\$ 1.3 billion plus, contribution to GDP. With 20 million plus heads of game in the private sector and 6 million plus heads of game in protected areas this industry has never showed signs of decline, just constant growth.

One of the main sources of income for game farms is hunting (Van der Merwe et al., 2004). For the overseas as well as local tourists, scenic beauty and wildlife remain the major tourism attractions (ecotourism) that South Africa has to offer (GCIS, 1998:147; GCIS, 1999:150). It is a fact that 80% of nature conservation in South Africa is taking place on privately owned land, such as game farms (Eloff, 2000; Fox & Du Plessis, 2000:46).

A socio-economic impact study was compiled in 2005 and 2007 and during this research, it was clear that the Northern Cape is an important role-player within the hunting industry, placing it under the top three hunting destinations in South Africa.



Due to the benefits it can offer, wildlife production, hunting, and their associated industries such as taxidermists, dip & ship etc, have experienced rapid growth in recent years. With this rapid expansion has come the development of particular niche markets, such as the breeding of hybrids and colour morphs. In general, there has been little regulation of these activities and they have raised a number of concerns amongst government and civil society.

The historical protectionist attitude governing wildlife management has, with necessity, changed to one based on sustainable use and an 'if it pays, it stays' approach. The legislation, policies and norms governing the hunting industry have not evolved at the same pace.

Today, wildlife is seen as a renewable resource but also a valuable part of South Africa's heritage. Where people were once excluded from wildlife areas, there is a growing understanding that their livelihoods depended on, and still do depend on these areas and more adaptive, consultative forms of management need to be implemented. Without buy-in from the various roleplayers within the hunting industry, it is unlikely it will survive.

Hunting is one of the management options open to these people and, in a rapidly changing South Africa, the time is now ripe to relook at the policies and regulations governing this sector.

Unfortunately, as is possible with any other multi-million rand industry, it has become fraught with problems. Not only is it accused of unethical and immoral acts, but the lack of regulation and a solid legislative framework, has made activities appear corrupt, with the focus on short-term gains rather than solid conservation objectives (Krug, 2001).

The department initiated the project transformation of the wildlife industry just after its establishment in 2004 starting with the training of PDI Professional Hunters as well as a skills development projects which identified PDI's in the hunting industry. The impact of the skills development was unfortunately limited due to the financial constraints and lack of placement after qualifying. The Department then changed its strategy and negotiated with current landowners to identify the already employed individuals who were working with hunting issues regardless of their qualifications. Through this process about 12 PDI Professional hunters who were trained, however only 3 are active in the industry.

After the 2014/2015 Cabinet Lekgotla raised the matter of lack of transformation of the hunting industry, the department revived the "Transformation of the hunting industry project" with renewed vigour. The aim of the project is to transform the current ownership profile of the game breeding, game ranching and hunting industries by establishing sustainable and viable entities that are BBBEE compliant and HDI/PDI owned. The objective of the project is to establish successful and sustainable wholly or majority owned PDI game breeders, game ranchers and hunting establishments/outfitters/operators, through a combination of shareholding, mentorship and technical support.

In order for the Northern Cape Transformation Model to be successful, the definite objectives must be met, such as to secure support from National Departments and Stakeholders to secure suitable land for game breeding, game ranching and hunting, provide the required CAPEX in terms of infrastructure applicable to game farming, provide the OPEX for operationalization, provide the wild animals species on the land for purposes of breeding and hunting and secure additional breeding infrastructure to supply Northern Cape reserves with alternative genes and these entities. Crucial to the success of the project is the unlocking of capital for improvement to land, infrastructure, purchase or exchange of wildlife, competency of operators (skills, knowledge and experience).

### Operation Phakisa

In 2014 the President of the Republic of South Africa announced Operation Phakisa, a Big Fast Results approach to unlock the economic potential of South Africa. The programme involves the setting of clear plans and targets, on-going monitoring of progress and making these results public. Key stakeholders from the public and private sectors, academia as well as civil society organisations together to collaborate in detailed problem analysis, priority setting, intervention planning and delivery. Operation Phakisa is currently implemented in two sectors, the ocean economy and health. The first focuses on Marine transport and manufacturing activities, such as coastal shipping, trans-shipment, boat building, repair and refurbishment; Off-shore oil and gas exploration; Aquaculture, and; Marine protection services and ocean governance.

The Department of Environment and Nature Conservation was appointed to coordinate the Ocean's Economy interventions in the Province, this includes the development of a deep sea harbour and aquaculture projects like the Van Der Kloof dam fisheries project. The Department will lead the monitoring of the projects and the management of implementation challenges for effective and efficient resolutions.

The Strategic Plan 2015/16 to 2019/20 has been developed during the 2014/15 financial year and contains further relevant information on the situational analysis. The latest information on the main aspects of the service environment, departmental services and capabilities are described in the table below.

PROBLEM STATEMENT	PROVINCIAL OUTPUTS
Reduction in Greenhouse Gas emissions	Develop and implement Northern Cape GHG mitigation and adaptation plan according to agreed upon GHG mitigation targets for key sectors in the Province. During 2015, the Department has received funding for the development of the Climate Risk & Vulnerability Assessment Plan (CR&VA). Which will inform the development of the Provincial Climate Change Response Strategy. These documents replace the planned GHG mitigation and adaptation plan.
Poor air quality, specifically in low income, dense settlements	Installation of Provincial Monitoring Station and conduct indoor air quality surveys in low income households. Analysis of industry reports on emissions.
Poor waste management and non-compliance to Environmental legislation by local government	68% licensed landfill sites in the Province. kg waste diverted from landfill sites through waste recycling projects.
Sustainable land use management to prevent land degradation and soil erosion.	Conduct scientific research and cooperate with other research institutions and NGO's. Implementation of the PSDF and SPLUMA within the confinements of the allocated budget. Assistance and input for the review of local government SDF's. Integration of environmental issues into land use planning (IDP) in each of the Municipalities. Implement licensing fee structure (EIA, Waste & Air Quality licenses).
Impact of mining activities on the environment and natural resources	Offset impact on environment and biodiversity through negotiation of offset agreements. Specialist environmental inputs and recommendations for EIA applications and EMPR's.
Expansion of protected area network to have 6.5% of land in the Northern Cape under conservation by 2014 has not been	Identify priority areas for expansion of land based protected area network. Implement biodiversity stewardship programme to contribute to the total land

PROBLEM STATEMENT	PROVINCIAL OUTPUTS
achieved and further expansion of the conservation estate progresses slowly.	mass under conservation in the form of Nature Reserves and protected environments.
Almost none of the coastline with (partial) protection	Cooperate closely with the National Department of Environmental Affairs for the declaration of priority areas (Orange River Mouth) for expansion of protected areas.
Unsustainable use of natural resources (fauna and flora) and threatening of functioning of ecosystems, undermining social and economic development. Number of species under formal protection.	Implement the permit administration system and regulate the hunting industry within the Province.
	Scientific research through various research projects (includes collaborative research with Universities, parastatals and other research institutions).
	Ensure compliance and enforcement on non-compliance with environmental legislation.
	Develop Biodiversity Management Plans (including the Provincial Biodiversity Plan) for species under formal protection and for ecosystems under threat.
Reduced number of species included in the red data list.	Development of Northern Cape Biodiversity Plan
Water quality and aquatic ecosystems are declining.	Major river (Orange) in Province with healthy eco-systems and meeting resource quality objectives (River Health Programme).
Unplanned and uncontrolled coastal development	Specialist environmental inputs and recommendations for EIA applications and EMPR's as well as the compilation of species/ecosystem management plans in a phased approach (budget limitations).
	Development of the Integrated Coastal Management Plan and Provincial Set-Back lines in a phased approach (budget limitations).
	Facilitate implementation of the Provincial Spatial Development Framework.
Limited research capacity within the Department to support planning and decision making	Participate in the roll out of a second project of the SANBI Groen Sebenza Incubation Programme or similar programme.
Unemployment, especially amongst the youth in the province.	Accelerate creation of green job opportunities through the creation of 313 green job opportunities through environmental programmes as part of EPWP PHASE III.
Lack of environmental awareness among the provincial population	Extensive environmental awareness drives on all environmental and biodiversity matters for the Province: conduct environmental awareness activities to empower communities, schools, educators and other stakeholders. This will include the implementation of the Eco-school programme in all volunteering schools within the Province.

The National Youth Policy requires the department to 'respond to the challenges faced by the youth of South Africa and enable young people to have agency and take charge of their future' (page 31). The education and awareness activities of the department specifically target young persons to empower them on matters of the environment. Through the EPWP programme and other workplace placement programmes the department is contributing to the need of youth for opportunities to develop their skills.

## Updated swot analysis

The department engaged in the updating and revisiting the SWOT analysis per programme during the 2015/16 financial year. The table at the end of this paragraph indicates the specific strengths; weaknesses; opportunities and threats.

The department is responsible to ensure that the Constitutional right of 'an environment that is not harmful to the health and wellbeing' of everyone is protected (Bill of Rights, section 24a). The department should ensure that the environment is protected for the benefit of present and future generations through the prevention of pollution and ecological degradation, promotion of conservation and the securing of ecologically sustainable development and use of natural resources while promoting justifiable economic and social development (Bill of Rights, section 24b). With qualified, dedicated and committed staff that has a passion for the environment the department is able to implement prioritized environmental legislation effectively. Good internal working relations, team spirit and cooperation result in effective and efficient achievement of goals and objectives. The management and staff is innovative in cooperation with other institutions and stakeholders in support of the department's mandates. The latter resulted e.g. in external funding for the Climate Risks and Vulnerability Assessment, the development of the Provincial Climate Change Mitigation and Adaptation Strategy, the development of the Coastal Management Plan, cooperation with the National Department of Environmental Affairs for the licensing of municipal landfill sites, cooperation with private landowners to expand the conservation estate through the stewardship programme, partnerships with other roleplayers to enforce environmental legislation, cooperation with research institutions to advance the case of research on biodiversity and ecosystems in the province, partnership with neighboring provincial authority to implement the Clanwilliam Sandfish Biodiversity Management Plan, partnerships with non-governmental organisations to advance the knowledge of the biodiversity in the province, as well as successful negotiations with developers for biodiversity and research offset agreements.

Cooperation with other government departments, institutions, non-governmental organisations, businesses and communication plays an important role in the fulfillment of the mandates of the department.

Opportunities to further the mandates of the department have been identified. Broadening stakeholder engagement could be achieved by appointing more officials in the districts, although this opportunity could only be implemented slowly due to budget growth limitations in the coming years. The department intends to engage civil society to encourage non-governmental organisations to play a greater role regarding education and job creation in the green sector. The current staff establishment of the department could be even better utilized when trained with the latest necessary skills. The department captures this opportunity in its Workplace Skills Plan. The protection of the environment and sustainable development require the involvement of all government departments, business and communities in the province. Through community participation environmental issues could be better combatted. The department intends to increase the environmental awareness in communities through educational drives and to improve the communication between communities and the department through the application of Batho Pele principles.

The above strengths and opportunities in support of the departmental mandates are weakened by various weaknesses and threats. The department is the greatly underfunded for the implementation of Outcome 10 and that the Department has received no additional budget for operational activities in 2016/17, therefore does not allow growth of the department in terms of its mandate. This situation impacts negatively on the ability to address existing weaknesses, on the ability to harness the strengths and opportunities and on the ability to hold out against the existing threats.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Qualified staff</li> <li>• Dedicated and committed staff</li> <li>• Staff component with a passion for the environment</li> <li>• Good team spirit and cooperation</li> <li>• Professional work ethics</li> <li>• Good networking with other institutions/stakeholders</li> <li>• Good internal working relations</li> <li>• Policies and legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Limitation to operational budget</li> <li>• Limitation of skills development training for officials due to insufficient budget</li> <li>• Lack of resource material to enhance environmental education.</li> <li>• Capacity constraints with regard to strategic leadership</li> <li>• Limitations with regard to Information Communication Technology</li> <li>• The availability of government transport.</li> <li>• Scientific research and related data</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• External funding</li> <li>• Broaden stakeholder engagement by appointing more officials in the districts</li> <li>• Involvement of NGO's with regard to education and job creation</li> <li>• Skills development of current staff compliment.</li> <li>• Increased community participation in combating environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Losing momentum and interest in environmental awareness initiatives due to minimum activities per community</li> <li>• Further degradation of the environment</li> <li>• Physical strain on Officials due to large working Areas</li> <li>• Duplication of programmes by other government departments due to fragmented legislation responsibilities</li> <li>• Illegal activities</li> </ul>

## 2 Revisions to legislative and other mandates

The Strategic Plan 2015/16 to 2019/20 has been developed during the 2014/15 financial year and has been finalized in the same period as this Annual Performance Plan. There are thus no revisions to legislative and other mandates as captured in the Strategic Plan.

It should however be noted that many revisions and additions to environmental legislation have taken effect recently that have and will have a significant impact on departmental practices, like changes to the timeframes for the processing of Environmental Impact Assessments.

## 3 Overview of the 2016/17 budget and MTEF estimates

See reverse page.

### 3.1 EXPENDITURE ESTIMATES

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
Administration	50,259	53,688	55,282	55,172	55,922	55,922	61,308	64,008	70,100
Environmental Policy,, Planning and Coordination	7,503	7,999	9,583	9,954	9,954	9,954	10,411	10,931	11,165
Compliance And Enforcement	8,754	10,443	11,992	13,362	13,362	13,362	14,011	14,736	15,191
Environmental Quality Management	11,004	9,941	11,439	13,212	13,212	13,212	14,308	15,021	15,492
Biodiversity Management	16,278	25,941	27,353	27,371	29,554	29,554	28,050	30,013	31,354
Environmental Empowerment Services	8,941	9,629	11,937	12,174	12,174	12,174	12,688	11,268	11,522
<b>Total payments and estimates</b>	<b>102,739</b>	<b>117,641</b>	<b>127,586</b>	<b>131,245</b>	<b>134,178</b>	<b>134,178</b>	<b>140,757</b>	<b>145,977</b>	<b>154,824</b>

Table : Summary of Provincial Payments and Estimates by Economic Classification: Department of Environment and Nature Conservation

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
<b>Current payments</b>	<b>94,856</b>	<b>106,051</b>	<b>120,255</b>	<b>129,095</b>	<b>132,028</b>	<b>129,853</b>	<b>138,865</b>	<b>143,887</b>	<b>153,013</b>
Compensation of employees	67,305	73,435	84,193	94,418	95,551	93,988	104,444	107,465	114,078
Goods and services	27,551	32,616	36,062	34,677	36,477	35,421	34,421	36,422	38,935
Interest and rent on land									
<b>Transfers and subsidies:</b>	<b>1,273</b>	<b>435</b>	<b>448</b>	<b>200</b>	<b>200</b>	<b>404</b>	<b>211</b>	<b>212</b>	<b>224</b>
Provinces and municipalities	1,041	2	3						
Departmental agencies and accounts	1	2	2			2			
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises	86	34	167	200	200	288	211	212	224
Non-profit institutions						8			
Households	146	397	276			106			
<b>Payments for capital assets</b>	<b>6,610</b>	<b>11,155</b>	<b>6,883</b>	<b>1,950</b>	<b>1,950</b>	<b>3,921</b>	<b>1,681</b>	<b>1,878</b>	<b>1,587</b>
Buildings and other fixed structures	370	72	179	90	90	145	95	110	106
Machinery and equipment	6,240	11,083	6,666	1,860	1,860	3,776	1,586	1,779	1,481
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets			38						
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>102,739</b>	<b>117,641</b>	<b>127,586</b>	<b>131,245</b>	<b>134,178</b>	<b>134,178</b>	<b>140,757</b>	<b>145,977</b>	<b>154,824</b>



### 3.2 RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS

The Northern Cape Province remains the largest province spatially, and covers more than a third (30.5%) of the land mass of South Africa (372 889 km<sup>2</sup>) with a relatively small population of 1,145 861 inhabitants which translates to less than 3 persons per square kilometer<sup>1</sup>. The latter translates in 3% of the national budget being allocated to the Northern Cape Province. Being the largest Province spatially as well as being a province with 5 of the 9 biomes of the country, numerous endemic plant and animal species, 372 889 km<sup>2</sup> of land 388 km of coastline and 1668 km of international borders places huge pressure on service delivery in that the Department, due to being underfunded to perform its mandate, does not have the sufficient capacity and budget to provide the services required.

The implementation of the Occupation Specific Dispensation in 2009 has put further pressure on the budget of the department. In 2016/17 the first group of officials will receive an OSD grade progression resulting in increases of about 5.7% in their salaries. This trend will continue over the next few years.

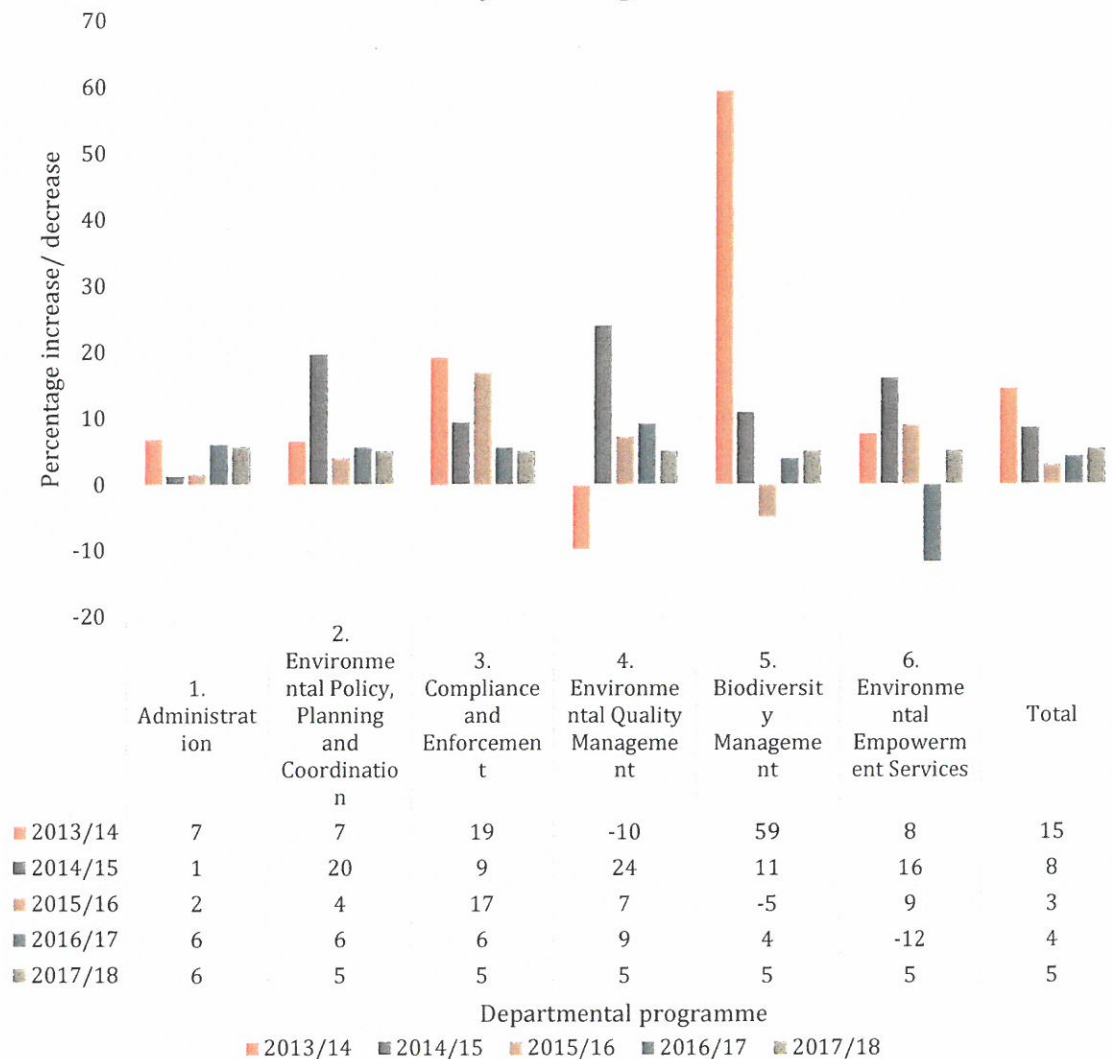
Over the past 2 years the budget of the department was marked by increases in compensation for employees that were higher than the increases in the budget, leading to a situation where an increasing part of the budget is used for compensation for employees year on year (refer to the diagram *year on year budget trends* below). This in combination with the increase in mandates for the province and inflation has led to a situation where the department's ability to meet its mandates is strongly constrained.

For 2016/17 a very low increase of the budget of only 4% is anticipated. The cumulative effect of these low percentage budget increases should be emphasised, especially in light of the already underfunded and unfunded mandates that the department is responsible for. Refer to the diagram on *year-on-year budget trends* below.

---

<sup>1</sup> *Demographics of South Africa, South African National Census of 2011*

## Year on year budget trends



### Measures to address the financial situation

To address the dire financial situation of the department, it has made a case to address the overall budget shortages through efforts to the Portfolio Committee and the PMTEC processes and received additional funding for 2013/14, 2014/15 and 2015/16. The department will continue with this approach to endeavour alleviation of the budget challenges.

The department has appointed District Managers to improve coordination of functions for more efficient implementation of its mandates and decreasing travelling costs of officials from head office. Fundraising efforts have been successful for numerous projects, like the Climate Change Mitigation and Adaptation Strategy, Stewardship Programme, licensing of municipal landfill sites, etcetera. The department thus



addresses internal areas of improvement and taps into opportunities outside the provincial government for funding of projects that support the realisation of strategic objectives. Although the latter might progress a little slower as intended due to the time required to engage with potential partners and to secure an agreement.



## PART B: PROGRAMME AND SUB-PROGRAMME PLANS

*This section contains the performance targets for the budget year 2016/17 and over the MTEF for each strategic objective identified in Part B of the Strategic Plan.*



# 1 Programme 1 | Administration

The purpose of the programme is to provide overall management of the department and centralized support services. The programme seeks to provide high quality strategic support encompassing Legal Services, Communications, Human Resources, Information Communication Technology and Facilities Management, that enables the department to effectively render its core function.

There are no changes to the budget programme structure.

## STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016/17

Strategic Objective: Maintained and enhanced effective financial and performance monitoring processes and reporting.									
		5-year target Strategic Plan Target	Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Strategic objective indicator			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1-01 Unqualified audit report		5	1	1	1	1	1	1	1

### 1.1 SUB-PROGRAMME 1.1 | OFFICE OF THE MEC

The purpose of the sub-programme is to render advisory, secretarial, administrative and office support services to the MEC, including parliamentary liaison services.

There are no programme performance indicators for sub-programme 1.1. The Office of the MEC provides support services in support of all strategic goals and objectives of the department. Refer to the Strategic objective table above for annual targets against the strategic objectives relevant to this programme.

### 1.2 SUB-PROGRAMME 1.2 | SENIOR MANAGEMENT (HOD)

The purpose of the sub-programme is to render oversight of compliance with legislative requirements and governance framework and overall management of the department.

Overall management of the department including HOD, senior managers and managers of the regions or districts.

### 1.2.1 Sub-programme performance indicators and annual targets for 2016/17

			Audited/actual performance			Medium-term targets			
Output		Performance Indicator	2012/13	2013/14	2014/15	Estimated performance 2015/16	2016/17	2017/18	2018/19
1.2-01	Effective, efficient and accountable managed department.	MPAT % score of levels 3 and 4	40%	35%	48%	54%	64%	70%	70%

### 1.2.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
1.2-01	MPAT % score of levels 3 and 4	Annually	64%				64%

## 1.3 SUB-PROGRAMME 1.3 | CORPORATE SERVICES

The purpose of the sub-programme is to manage human resources, administration, corporate legal services and related support and developmental services.

Provide external corporate communications services and press releases (not specific to environmental programmes or campaigns).

### 1.3.1 Sub-programme performance indicators and annual targets for 2016/17

			Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15	2016/17		2017/18	2018/19	
1.3.2	Increased sector capacity.	01. Number of learners mentored through various initiatives in the sector (including learnerships)	-	-	10	5	15	20	25
		02. Staffing rate	38% 218/570	46% 260/570	49% 280/570	53% 300/570	47% 270/570	48% 275/570	48% 275/570

### 1.3.2 Quarterly targets for 2016/17

Performance indicators	Reporting period	Annual target	Quarterly targets			
			Q1	Q2	Q3	Q4
1.3.2-01 Number of learners mentored through various initiatives in the sector (including learnerships)	Annually	15				15
1.3.2-02 Staffing rate	Annually	47% 270/570				47% 270/570

## 1.4 SUB-PROGRAMME 1.4 | FINANCIAL MANAGEMENT

The purpose of the sub- programme is to ensure effective preparation and implementation of a strategic and financial plan and budget for the Department and the judicious application and control of public funds.

Ensure that accurate financial accounts are kept and that financial procedures are being adhered to and for proper, effective and efficient use of resources within the Public Service Act, 1994 and the Public Finance Management Act, Act 1 of 1999.

There are no sub-programme performance indicators for programme 1.4 as it mainly has a supporting function. Refer to the Strategic objective table above for annual targets against the strategic objective relevant to this sub-programme.



## 1.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Summary of payments and estimates: Programme 1 Administration

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
Office of the MEC	6,818	8,845	10,060	8,448	8,448	8,448	8,933	9,357	9,900
Senior Management	6,192	2,647	2,808	3,278	3,278	3,278	3,751	3,973	4,203
Corporate Services	30,078	32,571	33,289	32,275	33,025	33,025	36,833	38,196	42,791
Financial Management	7,171	9,625	9,125	11,171	11,171	11,171	11,791	12,483	13,207
<b>Total</b>	<b>50,259</b>	<b>53,688</b>	<b>55,282</b>	<b>55,172</b>	<b>55,922</b>	<b>55,922</b>	<b>61,308</b>	<b>64,008</b>	<b>70,100</b>

Table : Summary of payments and estimates by economic classification: Programme 1 Administration

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
<b>Current payments</b>	<b>48,987</b>	<b>50,983</b>	<b>55,045</b>	<b>54,822</b>	<b>55,572</b>	<b>54,488</b>	<b>60,522</b>	<b>63,191</b>	<b>69,236</b>
Compensation of employees	28,083	30,155	30,873	35,566	36,316	37,494	39,354	41,303	44,079
Goods and services	20,904	20,828	22,172	19,256	19,256	16,986	21,168	21,888	25,157
Interest and rent on land						8			
<b>Transfers and subsidies:</b>	<b>209</b>	<b>209</b>	<b>270</b>	<b>200</b>	<b>200</b>	<b>241</b>	<b>211</b>	<b>212</b>	<b>224</b>
Provinces and municipalities		1	3						
Departmental agencies and accounts	1		2			2			
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises	86		114	200	200	200	211	212	224
Non-profit institutions						8			
Households	122	208	151			31			
<b>Payments for capital assets</b>	<b>1,063</b>	<b>2,496</b>	<b>1,967</b>	<b>150</b>	<b>150</b>	<b>1,193</b>	<b>576</b>	<b>605</b>	<b>640</b>
Buildings and other fixed structures		72	41						
Machinery and equipment	1,063	2,424	1,888	150	150	1,193	576	605	640
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets			38						
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>50,259</b>	<b>53,688</b>	<b>55,282</b>	<b>55,172</b>	<b>55,922</b>	<b>55,922</b>	<b>61,308</b>	<b>64,008</b>	<b>70,100</b>



### Performance and expenditure trends

The programme records an annual shortfall due to the commitments of the Department related to leases for accommodation. The situation is influenced by the payment of Audit fees which is currently at 2% of the total budget of the Department. As per the illustrative graph in paragraph 3.2 of section A in this document, the planning towards increasing the institutional capacity cannot improve if Programme 1 is not properly funded as a support programme and line functions do not have to keep on digging back in their goods and services budgets to appoint key professional staff to implement the environmental legislative mandate. In the 2015/ 2016 financial year a staffing rate of 47% was achieved due to minimal budget increase in 2016 2017 the department is not expecting any increase in the staffing rate.

## 2 Programme 2 | Environmental Policy, Planning and Coordination

The purpose of the programme is to develop and implement strategic, environmental and spatial plans and policies, ensure integration and cooperative governance between spheres of government, conduct scientific research and monitoring upon which are being reported for sound decision making related to the mandate of the Department.

### STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016/17

Strategic Objective: Co-ordinated intergovernmental environmental and biodiversity planning/ spatial and development planning through the implementation of legislation, policies and research.

		Audited/actual performance				Estimated performance 2015/16	Medium-term targets		
	Strategic objective indicator	5 year Strategic Plan Target	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
2-01	Number of IDP's reflecting environmental content with an above average rating (3)	26	17	20	21	21	22	24	26

## 2.1 SUB-PROGRAMME 2.1 | INTERGOVERNMENTAL COORDINATION, SPATIAL AND DEVELOPMENT PLANNING

The purpose of the sub-programme is to facilitate cooperative and corporate governance and promote implementation of intergovernmental sector programmes.

### 2.1.1 Sub-programme performance indicators and annual targets for 2016/17

		Audited/actual performance				Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15			2016/17	2017/18	2018/19
2.1-01 Integrate Environmental issues into land use planning in each of the municipalities.	<u>01.1 Number of Intergovernmental sector tools reviewed</u>	30	30	30		31	1	1	1
2.1-02 Monitor and report on Departmental performance.	Number of quarterly performance verifications	4	3	4		4	4	4	4

### 2.1.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
2.1-01	<u>Number of Intergovernmental sector tools reviewed</u>	Annually	1				1
2.1-02	Number of quarterly performance verifications	Quarterly	4	1	1	1	1

## 2.2 SUB-PROGRAMME 2.2 | LEGISLATIVE DEVELOPMENT

The purpose of the sub-programme is to ensure that legislation, policies, procedures, systems and guidelines are developed to guide environmental decisions.

### 2.2.1 Sub-programme performance indicators and annual targets for 2016/17

		Audited/actual performance				Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15			2016/17	2017/18	2018/19
2.2-01 Develop	<u>Number of legislative</u>	2	2	2		4	1	0	1



		Audited/actual performance				Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15			2016/17	2017/18	2018/19
environmental legislative policies, strategies, plans and tools for informed decision making.	<u>tools developed</u>								

## 2.2.2 Quarterly targets for 2017/18

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
2.2-01	<u>Number of legislative tools developed</u>	Annually	1				1

## 2.3 SUB-PROGRAMME 2.3 | RESEARCH AND DEVELOPMENT SUPPORT

The purpose of the sub-programme is to ensure that over-arching research and development activities required for policy coordination and environmental planning is undertaken.

### 2.3.1 Sub-programme performance indicators and annual targets for 2016/17

		Audited/actual performance				Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15			2016/17	2017/18	2018/19
2.3-01 Environmental and biodiversity research projects attended to within legislative and policy frameworks.	<u>Number of environmental research projects undertaken</u>	10	12	8		8	2	2	2
2.3-02 Specialist environmental inputs and recommendations provided.	Number of specialist environmental inputs / recommendations provided (Outcome 10)	480	250	95		200	200	200	200
2.3-03 Ensure that research and monitoring information is obtained and	Number of scientific information communications disseminated	5	3	6		6	10	10	10

		Audited/actual performance				Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15	Estimated performance 2015/16	2016/17	2017/18	2018/19
provided for planning, decision making and sustainable integrated management of environmental resources.								

### 2.3.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
2.3-01	Number of environmental research projects undertaken	Annually	2				2
2.3-02	Number of specialist environmental inputs and recommendations provided (Outcome 10)	Quarterly	200	45	55	55	45
2.3-03	Number of scientific information communications disseminated.	Quarterly	10	3	3	2	2

## 2.4 SUB-PROGRAMME 2.4 | ENVIRONMENTAL INFORMATION MANAGEMENT

The purpose of the sub-programme is to facilitating environmental information management for informed decision making.

Develop an integrated state of the environment reporting system including the collection of data and development of provincial environmental performance indicators

Develop and manage GIS systems to support reporting, spatial information, impact.

#### 2.4.1 Sub-programme performance indicators and annual targets for 2016/17

			Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
	Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
2.4-01	Develop and maintain spatial products and improve access for informed decision making.	<u>01.1 Number of functional environmental information management systems</u>	-	6	1	1	1	1	1
		01.2 Number of spatial layers developed	3	2	3	4	5	5	5

#### 2.4.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
2.4-01.1	<u>Number of functional environmental information management systems</u>	Annually	1				1
2.4-01.2	Number of spatial layers developed	Annually	5				5

### 2.5 SUB-PROGRAMME 2.5 | CLIMATE CHANGE MANAGEMENT

Due to Climate Change Management (sub-programme 2.5) still being an unfunded mandate the functions thereof will be performed as part of Sub-Programme 4.2 Air Quality Management on an ad hoc basis depending on the availability of funding.

## 2.6 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

**Summary of payments and estimates: Programme 2: Environmental Policy, Planning and Coordination**

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2017/18	2018/19
Intergovernmental Coord, Spatial and Development	2,560	3,485	4,120	4,382	4,382	4,382	3,861	4,919	4,804
5,103Legislative Development	45	24	164	10	10	10	24	12	13
Research and Development Support	4,823	4,185	4,574	4,872	4,872	4,872	5,789	5,218	5,520
Environment Information Management	75	305	725	690	690	690	738	782	828
<b>Total</b>	<b>7,503</b>	<b>7,999</b>	<b>9,583</b>	<b>9,954</b>	<b>9,954</b>	<b>9,954</b>	<b>10,411</b>	<b>10,931</b>	<b>11,165</b>

**Table : Summary of payments and estimates by economic classification: Programme 2 Environmental policy, planning and coordination**

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2017/18	2018/19
<b>Current payments</b>	<b>6,398</b>	<b>7,394</b>	<b>9,167</b>	<b>9,754</b>	<b>9,754</b>	<b>9,592</b>	<b>10,261</b>	<b>10,660</b>	<b>11,178</b>
Compensation of employees	5,433	5,915	7,997	8,663	8,663	8,417	9,463	9,979	10,558
Goods and services	965	1,479	1,170	1,091	1,091	1,175	798	680	620
Interest and rent on land									
<b>Transfers and subsidies:</b>									
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households									
<b>Payments for capital assets</b>	<b>1,105</b>	<b>605</b>	<b>416</b>	<b>200</b>	<b>200</b>	<b>362</b>	<b>150</b>	<b>272</b>	<b>0</b>
Buildings and other fixed structures									
Machinery and equipment	1,105	605	416	200	200	362	150	272	0
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>7,503</b>	<b>7,999</b>	<b>9,583</b>	<b>9,954</b>	<b>9,954</b>	<b>9,954</b>	<b>10,411</b>	<b>10,931</b>	<b>11,165</b>



### **Performance and expenditure trends**

Programme 2 is underfunded with two unfunded mandates being that of Legislative Development and Climate Change Management. Some functions of the latter are implemented through Programme 4. The other sub-programmes are greatly underfunded. The current expenditure cannot support the demands in the external environment in the form of conducting proper long term research for sound scientific information for decision making, pressure on staff related to the increase in renewable energy and fracking applications, slow appointment of specialist staff in all of the five sub-programmes (OSD), outstanding review of the Northern Cape State of the Environment Outlook, poor implementation of environmental legislation at local government level and funding for adaptation mechanisms/projects to deal with the impacts of climate change on communities, industry and agriculture.

The programme, as a cross cutting programme, supports all line function mandates through its various sub-programmes and influences their level of effectiveness and efficiency. The programme budget needs to increase with at least R5million per annum for the current situation to improve and safeguard the Department against litigation, should it arise. The inability to fund research to collect new information is worsening this risk.

The target for the indicator number of Intergovernmental sector tools reviewed has decreased 32 to 1 for the outer years as the department measured the number of municipalities assessed in the past, whereas the department shall be measuring the number of tools that are in place to assist the municipalities to comply with all related legislation in future.

The target for the strategic indicator 'Number of environmental research projects undertaken' has been reduced to '2' due to insufficient budget to sustain research projects and to start up new research projects. The department was unsuccessful in its attempt to secure funding for research through the National Research Foundation. The current target of '2' is fully dependent on support external to the programme.

## **3 Programme 3 | Compliance and Enforcement**

The purpose of the programme is to ensure that environmental compliance monitoring systems are established and implemented.

Enforcement of legislation and environmental authorisations.

Building compliance monitoring and enforcement capacity through the establishment, training of environmental management inspectorates.

Acting on complaints and notifications of environmental infringements and acting to monitor these complaints and enforce environmental compliance where required.

## STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016/17

Strategic Objective: Promote environmental improvement and minimize environmental adversity

			Audited/actual performance				Medium-term targets		
	Strategic objective indicator	5 year strategic plan target	2012/13	2013/14	2014/15	Estimated performance 2015/16	2016/17	2017/18	2018/19
3-01	Number of compliance and enforcement interventions undertaken to reduce environmental harm.	1050	-	-	-	180	210	210	210

### 3.1 SUB-PROGRAMME 3.1 | ENVIRONMENTAL QUALITY MANAGEMENT COMPLIANCE AND ENFORCEMENT

The purpose of the sub-programme is to ensure environmental quality management through compliance monitoring and enforcement in the province.

#### 3.1.1 Sub-programme performance indicators and annual targets for 2016/17

			Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
	Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
3.1-01	Environment protected through compliance monitoring and enforcement	<u>01.1 Number of enforcement actions finalized for non-compliance with environmental legislation (Outcome 10)</u>	65	10	25	10	30	30	30
		<u>01.2 Number of compliance monitoring inspections/activities conducted (Outcome 10)</u>	334	390	80	150	175	175	175
		01.3 Number of S30 emergency incidents reports responded to and finalized	1	1	3	5	5	5	5
		01.4 Number of joint partnerships with	4	4	4	4	4	4	4



		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
	external roleplayers (Outcome 10)							

### 3.1.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
3.1-01.1	<i>Number of enforcement actions finalized for non-compliance with environmental legislation (Outcome 10)</i>	Quarterly	30	5	10	10	5
3.1-01.2	<i>Number of compliance inspections/conducted (Outcome 10)</i>	Quarterly	175	45	60	50	20
3.1-01.3	Number of S30 emergency incidents reports responded to and finalized	Annually	5				5
3.1-01.4	Number of joint partnerships with external roleplayers (Outcome 10)	Annually	4				4

## 3.2 SUB-PROGRAMME 3.2 | BIODIVERSITY MANAGEMENT COMPLIANCE AND ENFORCEMENT

The purpose of the sub-programme is to enhance effective biodiversity conservation and management through compliance monitoring and enforcement of biodiversity and coastal authorizations /permits in the province.

### 3.2.1 Sub-programme performance indicators and annual targets for 2016/17

		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
3.2-01 Biodiversity and the coast protected through compliance monitoring and enforcement	<i>01.1 Number of s24G applications received</i>	-	-	-	3	3	3	3
	<i>01.2 Number of s24G fines paid</i>	8	8	10	3	3	3	3

### 3.2.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
3.2-01.1	<u>01.5 Number of s24G applications received</u>	Quarterly	3	0	0	0	3
3.2-01.2	<u>Number of s24G fines paid</u>	Quarterly	3	0	0	0	3

### 3.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Summary of payments and estimates: Programme 3: Compliance and Enforcement

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
Environmental Quality Management Compliance & Enforcement	1,584	5,643	5,671	7,150	7,150	7,150	4,147	6,210	6,170
Biodiversity Management Compliance & Enforcement	7,170	4,800	6,321	6,212	6,212	6,212	9,864	8,526	9,021
<b>Total</b>	<b>8,754</b>	<b>10,443</b>	<b>11,992</b>	<b>13,362</b>	<b>13,362</b>	<b>13,362</b>	<b>14,011</b>	<b>14,736</b>	<b>15,191</b>

Table : Summary of payments and estimates by economic classification: Programme 3

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
<b>Current payments</b>	<b>7,791</b>	<b>9,198</b>	<b>11,380</b>	<b>13,212</b>	<b>13,212</b>	<b>13,084</b>	<b>13,853</b>	<b>14,571</b>	<b>15,016</b>
Compensation of employees	7,088	8,201	8,856	10,427	10,427	9,005	11,390	11,975	12,670
Goods and services	703	997	2,524	2,785	2,785	4,079	2,463	2,595	2,346
Interest and rent on land									
<b>Transfers and subsidies:</b>		<b>164</b>							
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households		164							
<b>Payments for capital assets</b>	<b>963</b>	<b>1,081</b>	<b>612</b>	<b>150</b>	<b>150</b>	<b>278</b>	<b>158</b>	<b>166</b>	<b>176</b>
Buildings and other fixed structures				90	90		95	100	106
Machinery and equipment	963	1,081	612	60	60	278	63	66	70
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>	<b>8,754</b>	<b>10,443</b>	<b>11,992</b>	<b>13,362</b>	<b>13,362</b>	<b>13,362</b>	<b>14,011</b>	<b>14,736</b>	<b>15,191</b>
<b>Total economic classification</b>									

### Performance and expenditure trends

Due to limited budgetary allocation, the Programme does not have representation in all the Regions. As a result accommodation, travel and subsistence remain the biggest cost drivers, as officials from other Regions have to drive long distances and sleep over in other Districts to cover activities where no officials are appointed. Due to the risky nature of the work, activities have to be performed by two officials, leading to an extra cost in undertaking of activities, especially in the Environmental Management Sector.

## 4 Programme 4 | Environmental Quality Management

The purpose of the programme is to ensure that environmental legislation is implemented in the reporting period to promote an environment that is not harmful to the health and wellbeing of all in the Province.

Due to Climate Change Management (sub-programme 2.5) still being an unfunded mandate the functions thereof will be performed as part of Sub-Programme 4.2 Air Quality Management on an ad hoc basis depending on the availability of funding.

### STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016/17

Strategic Objective: To protect and create an environment that is beneficial to current and future generations.									
			Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
	Strategic Objective indicator	5 year target	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4-01	Number of listed activities compliant to legislation.	109	-	-	-	-	28	27	27

### 4.1 SUB-PROGRAMME 4.1 | IMPACT MANAGEMENT

The purpose of the sub-programme is to facilitating environmental impact mitigation to promote sustainable development and a safe, healthy and sustainable environment.

Implementation of an EIM system through various tools including Environmental Impact Assessments, and environmental authorisation systems.



Supporting an effective EIM system through various tools including Environmental Management Frameworks (EMFs) and other planning tools.

#### 4.1.1 Sub-programme performance indicators and annual targets for 2016/17

	Output	Performance Indicator	Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4.1-01	Implemented Environmental Impact Management legislation.	01.1 Number of EIA applications received	71	70	45	35	30	30	30
		<u>01.2 Percentage of received EIA applications finalized within legislated timeframes</u> (Outcome 10)	-	-	-	80%	98%	98%	98%
		01.3 Number of EA's issued	55	60	32	32	25	25	25
		01.4 Number of EMPR's commented upon	206	110	120	120	30	30	30

#### 4.1.2 Quarterly targets for 2016/17

Performance indicators	Reporting period	Annual target	Quarterly targets			
			Q1	Q2	Q3	Q4
4.1-01.1 Number of EIA applications received	Quarterly	30	10	10	5	5
4.1-01.2 <u>Percentage of received EIA applications finalized within legislated timeframes</u> (Outcome 10)	Quarterly	98%	98%	98%	98%	98%
4.1-01.3 Number of EA's issued	Quarterly	25	5	10	5	5
4.1-01.4 Number of EMPR's commented upon	Quarterly	30	5	15	5	5

## 4.2 SUB-PROGRAMME 4.2 | AIR QUALITY MANAGEMENT

The purpose of the sub-programme is to improve air and atmospheric quality through the implementation of air quality management legislation, policies and system at provincial level. Support air quality management efforts at local, national and international levels.

Implement air quality management tools such as the declaration of air quality priority areas, ambient air quality monitoring systems, and emission source inventories.

Develop strategies to respond to the challenges and potential impact of climate change including the development of provincial climate policy and programmes. Includes both greenhouse gas mitigation response and vulnerability and adaptation responses to climate change.

Implement relevant tools such as a greenhouse gas inventory and vulnerability maps as required.

#### 4.2.1 Sub-programme performance indicators and annual targets for 2016/17

		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4.2-01 Air Quality management legislation, policies and systems implemented.	01.1 Number of ambient air quality monitoring stations (networks)	5	3	3	6	6	6	6
	01.2 Number of chemical and dust analyses	24	16	12	12	20	20	20
	01.3 Number of air emission license application received	7	3	4	6	2	1	1
	<u>01.4 Percentage of Atmospheric Emission Licenses with complete applications issued within legislated timeframes (Outcome 10)</u>	-	-	-	67%	100%	100%	100%
	01.5 Number of air emission licenses / provisional issued	11	3	3	4	2	1	1
	01.6 Number of functional AQM forums	-	1	1	1	1	1	1
	<u>01.7 Percentage of facilities with atmospheric emission licenses reporting to the national atmospheric emission inventory system (NEAIS) (Outcome 10)</u>	-	-	-	20%	40%	100%	100%
4.2-02 Interacted and rendered support to local government,	02.1 Number of surveys conducted on indoor air quality in low income	3	6	6	6	3	3	3



		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
	industry and business on air quality management issues.							
	communities. <i>02.2 Number of designated organs of state with approved and implemented AQMP's</i>	0	1	1	1	1	1	1
4.2-03	Ensure provincial wide climate change collaboration and coordination	-	-	-	1	1	1	1
4.2-04	Sector support strategy on local government climate change response initiatives	-	-	-	1	1	1	1
	Number of sector support strategies on local government climate change response initiatives. (Outcome 10)							
4.2.05	Adequately respond to impact of climate change in the province	-	1 Draft	1	0	0	1	1
	<i>Number of climate change response tools developed</i>							
4.2.06	Gather reliable data on air quality to inform decision making tools to improve air quality	-	-	-	100%	100%	100%	100%
	Percentage of networks with above 80% data recovery (Outcome 10)							

#### 4.2.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
4.2-01.1	Number of ambient air quality monitoring networks (stations)	Annually	6				6
4.2-01.2	Number of chemical and dust analyses	Quarterly	20	5	5	5	5
4.2-01.3	Number of air emission license application received	Quarterly	2	0	0	1	1
4.2-01.4	<u>Percentage of Atmospheric Emission Licenses with complete applications issued within legislated timeframes</u> (Outcome 10)	Quarterly	100%	100%	100%	100%	100%
4.2-01.5	01.5 Number of air emission licenses / provisional issued	Quarterly	2	0	0	1	1
4.2-	Number of functional AQM forums	Annually	1				1

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
01.6							
4.2-01.7	<u>Percentage of facilities with atmospheric emission licenses reporting to the national atmospheric emission inventory system (NEAIS) (Outcome 10)</u>	Quarterly	40%	0	0	0	40%
4.2-02.1	Number of surveys conducted on indoor air quality in low income communities	Annually	3				3
4.2-02.2	<u>Number of designated organs of state with approved and implemented AQMP's</u>	Annually	1				1
4.2-03	Functional provincial climate change forum.	Annually	1				1
4.2-04	Number of sector support strategies on local government climate change response initiatives (Outcome 10)	Annually	1				1
4.2-05	<u>Number of climate change response tools developed</u>	Annually	0				0
4.2-06	Percentage of networks with above 80% data recovery (Outcome 10)	Annually	100%				100%

### 4.3 SUB-PROGRAMME 4.3 | POLLUTION AND WASTE MANAGEMENT

The purpose of the sub-programme is to develop and implement waste management plans and hazardous waste management plans and support local government to render the appropriate waste management services.

Carry out effective authorisation of solid waste disposal sites and other waste management authorisations as required in legislation.

Develop waste information systems to improve implementation of programmes to reduce and recycle waste.

#### 4.3.1 Sub-programme performance indicators and annual targets for 2016/17

		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4.3-01 Waste management legislation, policies and systems implemented.	<u>01.1 Percentage of waste license applications finalized within legislated timeframes (Outcome</u>	(5)	(3)	(14)	60%	100%	100%	100%

		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4.3-02	Municipal waste diverted from landfills for waste recycling							
	10) 01.2 Number of municipalities assisted to comply with waste legislation	-	-	3	3	3	3	3
	Percentage of recyclable waste diverted from landfill (Outcome 10) (kg's)	507794	250000	500000	20%	20%	20%	20%

#### 4.3.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
4.3-01.1	<u>Percentage of waste license applications finalized within legislated timeframes</u>	Quarterly	100%	100%	100%	100%	100%
4.3-01.2	Number of municipalities assisted to comply with waste legislation	Quarterly	3		1	1	1
4.3-02	Percentage of recyclable waste diverted from landfill (Outcome 10)	Annually	20%				20%



#### 4.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

##### Summary of payments and estimates: Programme 4: Environmental Quality Management

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
Impact Management	6,174	5,998	4,835	5,553	5,553	5,553	6,707	7,000	7,006
Air Quality Management	1,113	814	3,124	4,110	4,110	4,110	3,674	3,869	4,093
Pollution and Waste Management	3,717	3,129	3,480	3,549	3,549	3,549	3,955	4,152	4,393
<b>Total</b>	<b>11,004</b>	<b>9,941</b>	<b>11,439</b>	<b>13,212</b>	<b>13,212</b>	<b>13,212</b>	<b>14,308</b>	<b>15,021</b>	<b>15,492</b>

Table : Summary of payments and estimates by economic classification: Programme 4

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
<b>Current payments</b>	<b>8,685</b>	<b>8,918</b>	<b>9,892</b>	<b>12,062</b>	<b>12,062</b>	<b>11,897</b>	<b>13,835</b>	<b>14,525</b>	<b>14,968</b>
Compensation of employees	7,314	6,392	6,683	9,376	9,376	8,959	9,911	10,005	10,585
Goods and services	1,371	2,526	3,209	2,686	2,686	2,938	3,924	4,521	4,383
Interest and rent on land									
<b>Transfers and subsidies:</b>	<b>1,020</b>	<b>25</b>	<b>128</b>			<b>66</b>			
Provinces and municipalities	1,020								
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises			53			66			
Non-profit institutions									
Households		25	75						
<b>Payments for capital assets</b>	<b>1,299</b>	<b>998</b>	<b>1,419</b>	<b>1,150</b>	<b>1,150</b>	<b>1,249</b>	<b>473</b>	<b>496</b>	<b>524</b>
Buildings and other fixed structures									
Machinery and equipment	1,299	998	1,419	1,150	1,150	1,249	473	496	524
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>11,004</b>	<b>9,941</b>	<b>11,439</b>	<b>13,212</b>	<b>13,212</b>	<b>13,212</b>	<b>14,308</b>	<b>15,021</b>	<b>15,492</b>

### Performance and expenditure trends

The financial challenges are increasing every year as the budget allocated to Programme 4 is not keeping track with service deliverables that are expected to be achieved with the implementation of a large number of new pieces of legislation and policies. Unfunded mandates are expected to be implemented, eg. Climate Change. Budgets must be adjusted to make funding available for climate change within the sub programmes in the Directorate. The Outcome 10 Delivery Agreement as well as increased requests from local government for assistance with regard to waste management from DENC also puts pressure on the allocated financial resources. Air Quality management would also requires a bigger budget to meet its mandate. Monitoring systems are the biggest expense in this Sub-Programme.

The target for Number of EMPR's commented upon has decreased from 120 to 30 and the outer years does not show an increase nor decrease due to new legislative changes. It is uncertain how these changes will affect the number of EMPR'S received in future.

The indicator 'Number of unlicensed landfill sites licensed' (outcome 10 indicator) was removed due to the unavailability of funds at the National Department of Environmental Affairs to provide the necessary support to municipalities for the application processes.

## 5 Programme 5 | Biodiversity Management

The purpose of the programme is to promote equitable and sustainable use of ecosystem goods and services to contribute to economic development, by managing biodiversity, and its components, processes, habitats and functions. Effectively mitigate threats to biodiversity.

### STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016/17

Strategic objective: Manage and promote the sustainable use of biological resources thereby reducing direct pressure on biodiversity.

		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Strategic Objective indicator	5 year target	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
5-01 Number of permits of all types finalised	15250	3569	2 050	2 050	3050	3050	3 050	3050

## 5.1 SUB-PROGRAMME 5.1 | BIODIVERSITY AND PROTECTED AREA MANAGEMENT

The purpose of the sub-programme is sustainable use of indigenous biological resources; access to and sharing of the benefits arising from use of biological resources, as well as bio-prospecting.

Implementation of biodiversity related regulations and community based land management.

### 5.1.1 Sub-programme performance indicators and annual targets for 2016/17

			Audited/actual performance				Estimated performance 2015/16	Medium-term targets		
	Output	Performance Indicator	2012/13	2013/14	2014/15	2016/17		2017/18	2018/19	
5.1-01	Implemented permit administration within the Department	01.1 Number of permits issued	3569	2 000	2000	3000	3000	3000	3000	
		<u>01.2 Number of permits issued within legislated time-frames</u>	-	-	-	1500	1500	1500	1500	
		01.3 Number of pre-permit authorization verifications	500	616	400	700	760	760	760	
5.1-02	Sustainable use of biological resources	02.1 Number of professional Hunters registered	55	80	50	40	40	40	40	
		02.2 Number of hunting contractors registered	22	20	15	15	15	15	15	
		02.3 Number of wildlife related assessments and moderations conducted	113	40	30	30	25	25	25	
		02.4 Number of dangerous game hunts verified	-	12	12	12	12	12	12	
		02.5 Number of game farms registered for transformation of wildlife industry	-	-	-	-	3	2	1	
5.1-03	Genetic integrity of wildlife ensures.	Number of Wildlife Genetic Integrity activities undertaken	-	70	60	60	60	60	60	



### 5.1.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
5.1-01.1	Number of permits issued	Quarterly	3000	700	700	700	900
5.1-01.2	<u>Number of permits issued within legislated time-frames</u>	Quarterly	1500	350	350	350	450
5.1-01.3	Number of pre-permit authorization verifications	Quarterly	760	220	320	120	100
5.1-02.1	Number of professional Hunters registered	Quarterly	40	10	10	10	10
5.1-02.2	Number of hunting contractors registered	Quarterly	15	5	5	3	2
5.1-02.3	Number of wildlife related assessments and moderations conducted	Quarterly	25	6	6	7	6
5.1-02.4	Number of dangerous game hunts verified	Quarterly	12	3	3	3	3
5.1-02.5	Number of game farms registered for transformation of wildlife industry	Annually	3				3
5.1-03	Number of Wildlife Genetic Integrity activities undertaken	Quarterly	60	15	15	15	15

## 5.2 SUB-PROGRAMME 5.2 | CONSERVATION AGENCIES AND SERVICES

The purpose of the sub-programme is to implementing mechanisms for management of ecologically viable areas, conserving biodiversity; protecting species and ecosystems of specific land areas, and related conservation activities.

Build a sound scientific base for the effective management of natural resources and biodiversity conservation decision making.

Conservation agencies (either external statutory bodies or provincial departments) are primarily engaged in nature conservation as well as the tourism and hospitality industry, the management of provincial parks, enforcement and monitoring within their areas and as well as research, education and visitor services.

### 5.2.1 Sub-programme performance indicators and annual targets for 2016/17

		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
5.2-01 Selected ecological processes and biodiversity monitored and	01.1 Number of protected area monitoring actions implemented	15	15	15	18	21	21	21

			Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15	2016/17		2017/18	2018/19	
managed	01.2 Number of game management reports implemented	1	1	1	1	1	1	1	
	<u>01.3 Percentage of area of state managed protected areas assessed with a METT score above 67% (Outcome 10)</u>		0%	0%	50%	50%	55%	60%	
	<u>01.4 Number of hectares in the conservation estate (cumulative) (Outcome 10)</u>		1 334 829	1 423 426	1 490 755 (67 329)	1 536 782 (46 027)	1 580 782 (44 000)	1 719 380 (138 598)	
5.2-02	Protected areas network expanded and Stewardship programme implemented	02.1Number of potential areas identified for expansion (Outcome 10)	2	4	3	2	7	2	2
		02.2 Number of biodiversity stewardship sites	-	-	-	2	7	2	2
5.2-03	Visitors received on public protected areas.	03.1 Number of day visitors that visit public conservation areas	3238	10 000	6 000	8 000	10 000	10 000	10 000
		03.2 Number of bed nights in public conservation areas	0	0	750	1 000	1 200	1 200	1 200

#### 5.2.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets				
				Q1	Q2	Q3	Q4	
5.2-01.1	Number of protected area monitoring actions implemented	Annually	21					21
5.2-01.2	Number of game management reports implemented	Annually	1					1
5.2-01.3	<u>Percentage of area of state managed protected areas assessed with a METT score above 67% (Outcome 10)</u>	Annually	50%					50%
5.2-01.4	<u>Number of hectares in the conservation estate (cumulative) (Outcome 10)</u>	Annually	1 536 782 (46 027)					1 536 782 (46 027)
5.2-	Number of potential areas identified for	Annually	7					7

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
02.1	expansion (Outcome 10)						
5.2-02.2	Number of biodiversity stewardship sites	Annually	7				7
5.2-03.1	Number of day visitors that visit public conservation areas	Quarterly	10 000	1 000	5 000	3 000	1 000
5.2-03.2	Number of bed nights in public conservation areas	Quarterly	1 200	200	300	400	300

### 5.3 SUB-PROGRAMME 5.3 | COASTAL MANAGEMENT

The purpose of the sub-programme is to promote integrated marine and coastal management.

Ensure a balance between socio-economic development and the coastal and marine ecology.

Ensuring an effective coastal zone management system through the compliance monitoring and enforcement of all coastal zone permits and regulations.

Ensure effective management of pollution and the impact on the marine and coastal environment.

#### 5.3.1 Sub-programme performance indicators and annual targets for 2016/17

			Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
5.3-01 Implementation and coordination of the ICM Act.	01.1 Number of stakeholder engagements		POA	POA	8	8	8	8	8
	01.2 Number of coastal audits		1	1	1	1	1	1	1
	01.3 Number of coastal interventions		1	1	1	4	4	4	4
	01.4 Number of functional PCC's		1	1	1	1	1	1	1

#### 5.3.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
5.3-01.1	Number of stakeholder engagements	Quarterly	8	2	2	2	2



Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
5.3-01.2	Number of coastal audits	Annual	1				1
5.3-01.3	Number of coastal interventions	Quarterly	4	1	1	1	1
5.3-01.4	Number of functional PCC's	Annual	1				1

## 5.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

**Table : Summary of payments and estimates: Programme 5: Biodiversity Management**

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation 2015/16	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
Biodiversity Protected Area Planning and Management	3,292	4,415	6,964	5,233	5,383	5,627	6,271	7,197	7,614
Conservation agency and Services	11,701	19,135	18,565	19,890	21,690	21,446	19,595	20,257	21,032
Coastal Management	1,285	2,391	1,824	2,248	2,481	2,481	2,184	2,560	2,708
<b>Total</b>	<b>16,278</b>	<b>25,941</b>	<b>27,353</b>	<b>27,371</b>	<b>29,554</b>	<b>29,554</b>	<b>28,050</b>	<b>30,013</b>	<b>31,354</b>

**Table : Summary of payments and estimates by economic classification: Programme 5 Biodiversity Management**

R thousand	Audited Outcome			Main appropriation	Adjusted appropriation 2015/16	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
<b>Current payments</b>	<b>14,988</b>	<b>20,584</b>	<b>25,339</b>	<b>27,221</b>	<b>29,404</b>	<b>28,782</b>	<b>27,882</b>	<b>29,836</b>	<b>31,167</b>
Compensation of employees	12,927	15,247	20,326	20,430	20,813	20,346	23,001	23,852	25,236
Goods and services	2,061	5,337	5,013	6,791	8,591	8,436	4,881	5,984	5,931
Interest and rent on land									
<b>Transfers and subsidies:</b>	<b>12</b>	<b>7</b>			<b>75</b>				
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	12	7			75				
<b>Payments for capital assets</b>	<b>1,278</b>	<b>5,357</b>	<b>2,007</b>	<b>150</b>	<b>150</b>	<b>697</b>	<b>169</b>	<b>177</b>	<b>187</b>
Buildings and other fixed structures	22		138			145			
Machinery and equipment	1,256	5,357	1,869	150	150	552	169	177	187
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>16,278</b>	<b>25,941</b>	<b>27,353</b>	<b>27,371</b>	<b>29,554</b>	<b>29,554</b>	<b>28,050</b>	<b>30,013</b>	<b>31,354</b>



### **Performance and expenditure trends**

The Chief Directorate's budget has been not growing sufficiently to accommodate all new policy and legislative changes that have taken place nationally and internationally. The mandate of the Department is increasing every year while the budget is not growing at the same pace which has a negative impact on the delivery of services and the regulation of the sector.

The budget grew by a once off amount of R10.5 million allocated for certain functions to be performed in 2013/14 financial year. This amount was allocated during the cost adjustments estimates and did not support long term improvement of the programme. In the 2014/15 financial year an amount of R1.3 million was allocated for fleet management within the Department, so only indirectly supporting the work in programme 5.

Programme 5 needs a steady allocation of budget which is aligned to the size of the province and the biodiversity of the province covering 6 of the 9 biomes in the country while at the same time aligned to the increases in salaries, personnel and travelling costs. The Programme has been unable to meet its mandate as set out on the Provincial Growth and Development Strategy target for 2014. In terms of the PGDS target, the Department is supposed to increase its conservation estate to 6.5% of land under formal protection. Nationally, this target has been increased twofold by the Convention on Biological Diversity to 17%. For the Department to meet this target, more personnel and funding is required. The Department will keep on engaging the Provincial Treasury for budget increases but also with regards to the establishment of a Trading account for the management of the protected areas. Furthermore, the Department will engage Provincial Treasury on the retention of some of the revenue generated through departmental services in order to improve on service delivery in the sector.

The Outcome 10 Delivery Agreement is based on the premise that there is enough land for the expansion of the protected areas network in South Africa. The department tries its utmost best to increase the conservation estate through mitigations of impacts of developments and biodiversity offsets but these mechanisms as well, come with costs at all times.

The high vacancy rate in the Chief Directorate are combined with many international obligations associated with the mandate of the Department. The Operation Phakisa and the National Development Plan are further increasing the workload towards the declaration of Marine Protected Areas which may have huge financial implications to this Department.

Northern Cape has become the 2nd world sought after hunting destination in South Africa and this puts more pressure on the few staff members and the budget. In order to maintain and improve on this position, more resources in terms of budget and capacity is needed. It is hoped that the programme can improve on how it implements its mandate, which will be possible if a steady addition to the budget of about R 5 million or 5 million each year for the next five years could be received. This would also result in improved collection and generation of revenue for the Province.

The target for the indicator percentage of area of state managed protected areas assessed with a METT score above 67% (Outcome 10) has remained steady from the previous financial year due to budget limitations.

## 6 Programme 6 | Environmental Empowerment Services

The purpose of the programme is to implement and enhance programmes to interact with stakeholders and empower communities to partner with government in implementing environmental and social economic programmes.

### STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2016/17

Strategic Objective: Implemented environmental projects for capacity building and employment creation									
			Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
	Strategic Objective Indicator	5 year target	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
6-01	Number of projects implemented	25	6	6	5	5	5	5	5

Strategic Objective: Implement environmental education programmes to enable responsible decision making for sustainable natural resource utilization.									
			Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Strategic Objective Indicator	5 year target		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
6-02	Number of schools participating in the Eco-school programme	545	82	80	90	100	100	105	110

### 6.1 SUB-PROGRAMME 6.1 | ENVIRONMENTAL CAPACITY DEVELOPMENT AND SUPPORT

The purpose of the sub-programme is to promoting environmental capacity development and support (Internal and External).

Implementation of community based environmental infrastructure- development and economic empowerment programmes. Utilising own funding as well as through joint initiatives and donor funding.

#### 6.1.1 Sub-programme performance indicators and annual targets for 2016/17

	Output	Performance Indicator	Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
6.1-01	Implemented environmental projects for capacity building and employment creation	01.1 Number of work opportunities created (EPWP) (Outcome 10)	304	313	84	313	313	313	313
		01.2 Number of FTE's created (EPWP) (Outcome 10)	-	-	117	82	82	82	82
		<u>01.3 Number of work opportunities created through environmental programmes (non-EPWP)</u>	30	5	30	15	15	15	15
6.1-02	Implement environmental projects for capacity building and employment creation	<u>02.1 Number of environmental capacity building activities conducted</u>	8	8	8	8	8	8	8
		02.2 Number of environmental stakeholders (community members) attending capacity building workshops (CBNRM)	509	60	60	60	60	60	60
6.1-03	Implement green initiatives for a greener environment	Number of green Initiatives	-	-	-	10	10	10	10

#### 6.1.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
6.1-01.2	Number of work opportunities created (EPWP) (Outcome 10)	Quarterly	313	50	100	100	63
6-01-03	Number of FTE's created (EPWP) (Outcome 10)	Annually	82				82



Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
6.1-01.4	<u>Number of work opportunities created through environmental programmes (non-EPWP)</u>	Quarterly	15	0	15	0	0
6.1-02.1	<u>Number of environmental capacity building activities conducted</u>	Quarterly	8	2	2	2	2
6.1-02.2	Number of environmental stakeholders (community members) attending capacity building workshops (CBNRM)	Quarterly	60	15	15	15	15
6.1-03	Number of green initiatives	Quarterly	10	2	3	3	2

## 6.2 SUB-PROGRAMME 6.2 | COMMUNICATION AND AWARENESS RAISING

The purpose of the sub-programme is to empower the general public in terms of environmental management, through raising public awareness.

To promote awareness of and compliance with environmental legislation and environmentally sound practices.

### 6.2.1 Sub-programme performance indicators and annual targets for 2016/17

		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
6.2-01 Environmental education activities facilitated and/or conducted on specified environmental themes	<u>01.1 Number of environmental awareness activities conducted</u> (Outcome 10)	21	12	9	24	24	24	24
	01.2 Number of calendar days celebrated (Outcome 10)	3	3	3	3	3	3	3
	01.3 Number of outreach visits	411	276	217	230	280	300	320
	01.4 Number of stakeholders who attended environmental awareness activities	8 526	9 000	5 000	4000	4 200	4 500	4 700
	01.5 Number of learners that attended	20 824	16 000	12 000	13 500	13 700	13 900	14 500

		Audited/actual performance			Estimated performance 2015/16	Medium-term targets		
Output	Performance Indicator	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
	environmental learning activities							
	01.6 Number of educators attending teachers' development training/workshops	1 006	80	120	120	130	140	150
	<u>01.7 Number of quality environmental education resources materials developed</u>	6	4	2	2	2	2	2

#### 6.2.2 Quarterly targets for 2016/17

Performance indicators		Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
6.2-01.1	<u>Number of environmental awareness activities conducted</u>	Quarterly	24	6	6	6	6
6.2-01.2	Number of calendar days celebrated (Outcome 10)	Quarterly	3	1		1	1
6.2-01.3	Number of outreach visits	Quarterly	280	100	50	100	30
6.2-01.4	Number of stakeholders who attended environmental awareness activities	Quarterly	4200	1800	1400	500	500
6.2-01.5	Number of learners that attended environmental learning activities	Quarterly	13700	4 500	4000	2000	3200
6.2-01.6	Number of educators attending teachers development training/workshops	Bi-annually	130	80		50	
6.2-01.7	<u>Number of quality environmental education resources materials developed</u>	Annually	2				2



### 6.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Summary of payments and estimates: Programme 6: Environmental Empowerment Services

Audited Outcome				Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2012/13	2013/14	2014/15		2015/16		2016/17	2017/18	2018/19
Environmental Capacity Developmental and Support	3,985	5,784	8,017	7,475	7,475	7,475	7,862	5,949	6,294
Environmental Communication and Awareness Raising	4,956	3,845	3,920	4,699	4,699	4,699	4,807	5,319	5,228
<b>Total</b>	<b>8,941</b>	<b>9,629</b>	<b>11,937</b>	<b>12,174</b>	<b>12,174</b>	<b>12,174</b>	<b>12,668</b>	<b>11,268</b>	<b>11,522</b>

Table : Summary of payments and estimates by economic classification: Programme 6

Audited Outcome				Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2012/13	2013/14	2014/15		2015/16		2016/17	2017/18	2018/19
<b>Current payments</b>	<b>8,007</b>	<b>8,974</b>	<b>11,432</b>	<b>12,024</b>	<b>12,024</b>	<b>12,010</b>	<b>12,512</b>	<b>11,104</b>	<b>11,448</b>
Compensation of employees	6,460	7,525	9,458	9,956	9,956	9,777	11,326	10,350	10,950
Goods and services	1,547	1,449	1,974	2,068	2,068	2,233	1,187	754	498
Interest and rent on land									
<b>Transfers and subsidies:</b>	<b>32</b>	<b>37</b>	<b>43</b>			<b>22</b>			
Provinces and municipalities	20	1							
Departmental agencies and accounts		2							
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises		34				22			
Non-profit institutions									
Households	12		43						
<b>Payments for capital assets</b>	<b>902</b>	<b>618</b>	<b>462</b>	<b>150</b>	<b>150</b>	<b>142</b>	<b>156</b>	<b>164</b>	<b>73</b>
Buildings and other fixed structures	348								
Machinery and equipment	554	618	462	150	150	142	156	164	73
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>8,941</b>	<b>9,629</b>	<b>11,937</b>	<b>12,174</b>	<b>12,174</b>	<b>12,174</b>	<b>12,688</b>	<b>11,268</b>	<b>11,522</b>

### **Performance and expenditure trends**

Job creation continues to be at the forefront of the programmes' initiatives and much has been achieved with limited funding. It is one of the priorities of government. Although DENC is by law the lead department for the sector, the funding it receives via the Provincial Treasury for project implementation is miniscule compared to the other departments. To omens its own budget DENC has converted as many of its internal functions to EPWP related job creation. It has been pointed out that the incentive grant received via the DORA allocation is more than double the amount provided by the Northern Cape Treasury.

An insufficient budget limits the creation of long term work opportunities. The annual incentive grant is depended on the National Department of Public Works and there is no guarantee that the department will receive it. For the department to meet its obligations, it is proposed that a further amount of R5,3-m be provided annually, which will provide an additional 150 work opportunities or 172 FTEs (full time equivalents) in the green sector using EPWP methods. In the 2016/17 and 2017/18 outer year of the MTEF this budgetary item should increase annually by 10 percent.

## PART C: LINKS TO OTHER PLANS

*This section contains the information on the links to other plans.*



## 1 Links to long-term infrastructure and other capital plans

The Department has not planned for any infrastructure or other capital projects.

## 2 Conditional grants

The department will not introduce, continue or end any conditional grant in the financial year 2016/17.

## 3 Public entities

There are no public entities overseen by the department.

## 4 Public – private partnerships

The department is not involved in or will be ending any public-private partnerships during 2016/17.

## 5 Links to other plans

### 5.1 OUTCOME 10 DELIVERY AGREEMENT

The Annual Performance Plan has been aligned to the National Development Plan (NDP), the Medium Term Strategic Framework that is the implementation plan for the NDP and the National Outcome 10 Delivery Agreement. The indicators that are reported on to track progress against Outcome 10 are indicated with '(Outcome 10)'.

### 5.2 JOB CREATION, EXCLUDING DEPARTMENTAL EMPLOYEES

A total of 5 projects will create 313 job opportunities and 82 Full Time Equivalents during the financial year 2016/17.

### 5.3 PROJECTS WHERE OTHER DEPARTMENTS/ORGANIZATIONS ARE ALSO ROLE-PLAYERS

Project	Department / local government involved	Type of impact or coordination	Comment
Frances Baard Waste Recycling project	DENC Frances Baard District Municipality Dikgatlong Local Municipality	District and Local Municipality as implementers, Youth and disabled from Barkly West, Delporthoop,	4 permanent and 14 temporary jobs created. Diversion of waste from landfill sites R4.2 Million paid towards



Project	Department / local government involved	Type of impact or coordination	Comment
Ikhwela recycling	DENC Nama Khoi Local municipality	Windsorton and Holpan, Business and Afrisam Mine Ikhwela as implementers, Local Municipality, community, business	project in 2013/14. Project closed in 2014/15 and will be revitalised in 2015/16 21 jobs created Diversion of waste from landfill sites. R4.2 Million paid towards project
Expansion of conservation estate	DENC World Wildlife Fund	WWF gives financial support to department for expansion of conservation estate	Through the stewardship programme
Environmental Monitors	DEA	DEA is funding national project as part of Environmental Protection and Infrastructure programme (EPWP)	13 monitors placed with DENC for three years (2016 to 2019)

#### 5.4 LINE FUNCTION / PROJECTS IMPACTING ON THE WAR ON POVERTY

Project or Function	Number of Beneficiaries from poor households	Unit Cost	Total Cost	Comment
Bursaries for Northern Cape based tertiary students in the environment and conservation field (Environmental Science, BSc Zoology and Botany, and BSc Environmental Studies)	1 Postgraduate students	R20 000 per student	DENC	1 sustained bursaries. Department can only sustain current bursaries and no new bursaries can be awarded.

#### 5.5 RESPONSIBILITIES OR TASKS FROM THE PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

Responsibility or task	Page in the PSDF	Planned activity	Time frame	Comment
C3.1.3 (b)	85	Source funding for the development of the Provincial Greenhouse Gas Inventory and the Provincial Carbon Reduction Strategy. Cost approved Provincial Climate Change Response Strategy and prepare funding proposals for implementation.	Originally 2015/16 But postponed to 2017	Climate Change Management has since alignment to the National Environmental Sector Budget Structure in 2007, been an unfunded mandate. Climate risk and vulnerability assessment will be finalised in 2016 while the Provincial Climate Change Response Strategy will be

Responsibility or task	Page in the PSDF	Planned activity	Time frame	Comment
				finalised in 2017. All with assistance of external funding.
C4.1.4 (a)	99	Development of NC Biodiversity Plan	2015/16 to 2017/18	Latest landcover data made available through DEA. External funding secured for particular phases of the project.
C4.1.4 (b)	99	Expansion of Protected Area network and achievement of PGDS target of having 6.5% of all Provincial land under conservation	On-going priority	Continuation of partnerships (SKEP, LHSKT, WWF) for the expansion of protected area network. Implementation of biodiversity offsets to contribute to current protected area network.
C4.1.4 (c)	99	Implement processed for the proclamation of the Orange River Mouth as protected area (wetland) and facilitate further processes for delisting from the Montreal Record.  Verify inventory dated drafted by SANBI for other wetlands (e.g Kuruman eye) resulting in a preliminary assessment on possible restoration or rehabilitation needs.	On-going priority	DENC participation on the ORMIC and Joint Management Board (SA and Namibia).  Bird counting project has been implemented in early 2016 with assistance from Endangered Wildlife Trust.
C4.1.4 (d) & (e)	99	As per C4.1.4 (b) & (c)	-	-
C4.1.4 (f)	99	Specialist environmental inputs and recommendations for EIA applications and EMPR's as well as the compilation of species/ecosystem management plans in a phased approach (budget limitations).	2015/16 to 2016/17	Three positions within Research and Development Support unit filled within the 2014/15 financial year. MoU's with tertiary institutions in place for assistance. Collaboration with SANBI, GADI, SAEON, EWT and other organisations to address particular information needs.
		Development of the Integrated Coastal Management Plan and Provincial Set-Back lines in a phased approach (budget limitations)	2015/16 to 2017/18	DEA appointed consultant through SANParks for the development of the CMP. Development of the Northern Cape setback line considered as the best in the country.
C4.2.4 (a) – (e)	104,105	Refer to C4.1.4 (b), (c) & (f)	-	-
C5.4 (e)	108	Refer to C4.1.4 (a), (b) & (c)	-	-
C6.1.4 (b)	118	Development of Environmental Management Frameworks (EMF) for the five District Municipalities	2015/16 to 2017/18	EMF's for 4 of 5 District municipalities completed. Development of Pixley ka Seme EMF will stand over until 2016/17 due to budget constraints.  Decisions on full review of the current EMF's will commence

Responsibility or task	Page in the PSDF	Planned activity	Time frame	Comment
				upon the finalisation of the Review of the Provincial Spatial Development Framework in line with SPLUMA and with due consideration of the Northern Cape Biodiversity Plan.
C8.4.2 (d)	145	Implementation of Management Effectiveness Tracking Tool (METT)	2015/16 to 2017/19	Effective implementation and improvement compromised due to insufficient funding.
C9.2.3 (a)	152	Continuous engagements between DENC and DEA on project implementation and final hand over. Strengthened collaborations with the Department of Roads and Public Works	Ongoing	Research closed for the duration of the infrastructure projects on the Reserves.

# ANNEXURE A

*This section contains information on changes to the Strategic Plan of the department.*





# 1 Changes to the Strategic Plan

The Strategic Plan 2015/16 to 2019/20 is based on the mandate of the department as captured in the Constitution Section 24 (a) and (b), National Environmental Management Act and related legislation as well as the National Development Plan, the Medium Term Strategic Framework for 2014/15 to 2018/19 and the Outcome 10 Delivery Agreement and other government policies.

The Strategic Plan has been developed according to the guidelines from National Treasury and the Department of Planning and Performance Monitoring and Evaluation in the Presidency.

## 1.1 VISION

A prosperous society living sustainably with the natural environment.

## 1.2 MISSION

Conserve and protect the natural environment for the benefit, enjoyment and welfare of present and future generations by integrating sustainable utilization with socio-economic development.

## 1.3 LEGISLATIVE AND OTHER MANDATES

Refer to section 'Revision to legislative and other mandates' in the Annual Performance Plan 2014/15.

The Northern Cape Environmental Implementation Plan 2015/16 to 2019/20 was gazetted in November 2015 and the department is responsible to monitor its implementation by all relevant role-players.

## 1.4 SITUATIONAL ANALYSIS

Refer to section 'Updated Situational Analysis' in Annual Performance Plan 2016/17.

## 1.5 STRATEGIC OUTCOME ORIENTED GOALS OF THE DEPARTMENT

The Department has identified and formulated 6 goals for the Department for the 5 years 2015/16 to 2019/20:

Strategic Goal 1	Environmental Quality and Biodiversity Management
Goal statement	Environmental assets are conserved, valued, sustainably used, protected and continually enhanced
Strategic Goal 2	Socio-economic benefits and Employment creation
Goal statement	Enhanced socio-economic benefits and employment creation for the present and future generations from a healthy environment

Strategic Goal 3	Cooperative Governance and Administration
Goal statement	A department that is fully capacitated to deliver its services efficiently and effectively
Strategic Goal 4	Environmental Education
Goal statement	Environmental education provided to stimulate critical thinking and influence decision making
Strategic Goal 5	Research and development support
Goal statement	Ensure sustainable development and utilisation of natural resources while securing representative and resilient ecosystems through scientific research, spatial planning and cooperative governance
Strategic Goal 6	Compliance and Enforcement
Goal statement	Promote and enforce compliance with environmental legislation.

## 1.6 STRATEGIC OBJECTIVES

The department has made the following changes to the strategic objectives:

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	DECISION
Increased organisational capacity	Staffing rate	Objective is better suited under the Annual Performance Plan and is reflected under programme 1.
Effective, efficient and accountable managed department	MPAT % score of levels 3 and 4	Objective is better suited under the Annual Performance Plan and is reflected under programme 1.
Environmental and biodiversity research projects attended to within legislative and policy frameworks	Number of environmental research projects undertaken	Target of '7' is no longer feasible with the budget allocated. The target has been reduced to '2'.
Gather reliable data on air quality to inform decision making tools to improve air quality	Percentage of networks with above 80% data recovery	This indicator has been moved to a performance indicator level
Adequately respond to impact of climate change in the province	Number of climate change response tools developed	This indicator has been moved to a performance indicator level

The protected area network is secured, expanded and managed to ensure that a representative sample of biodiversity and key ecological processes are conserved.

Promote economic empowerment through sustainable natural resource utilization.

Percentage of area of state managed protected areas assessed with a METT score above 67% (Outcome 10)

Number of FTE's created (EPWP) (Outcome 10)

This indicator has been moved to a performance level

This indicator has been moved to a performance level

The Department has identified and formulated the following strategic objectives:

Strategic objective	Indicator	Baseline	5 year target	Risks	Mitigation of risk
Maintained and enhanced effective financial and performance monitoring processes and reporting	Unqualified audit report	5 (total of 9 years consecutively)	5		
Environmental and biodiversity research projects attended to within legislative and policy frameworks.	Number of environmental research projects undertaken	8	2	Lack of appropriate / relevant scientific information (data) prevent evidence based and scientifically defensible decisions being made	Build relationships with nearby Universities and other research institutions to enhance research capacity (access to articles, consulting with researchers on specialists inputs);
Promote environmental improvement and minimize environmental adversity	Number of compliance and enforcement interventions undertaken to reduce environmental harm.	2131	815	Noncompliance to environmental legislation leading to loss of biodiversity and environmental contamination	Increased inspections to target risk averse activities
Manage and promote the sustainable use of	Number of permits of all types finalised	10 562	15 250	Compromised administration and issuing of	Appointment of additional personnel in accordance with the

Strategic objective	Indicator	Baseline	5 year target	Risks	Mitigation of risk
biological resources thereby reducing direct pressure on biodiversity.				biodiversity related permits resulting in loss of foreign income for local authorities, loss of information and lack of credible reporting.	approved organogram. Initiation of succession planning.
Implemented environmental projects for capacity building and employment creation	Number of projects implemented	32	25	Limited funding to capacitate the environment sector.	Consistent sourcing of external budget and increase of internal budget.
Implement environmental education programmes to enable responsible decision making for sustainable natural resource utilization.	Number of schools participating in the Eco-school programme	90	120	Communities and other environmental stakeholders may not respond to workshops arranged. Lack of community interest.  Environmental education not adequately valued or recognized. Insufficient partnerships with DoE to implement Eco Schools programme in some of the Districts.	Needs assessment on accredited training. Integration of environmental awareness in provincial government and local authorities.  Working agreement between DENC and DoE.  External funding and adequate space for resource centers.





## ANNEXURE B

*This section contains the technical indicator descriptions for the strategic and performance indicators.*