



# edtea

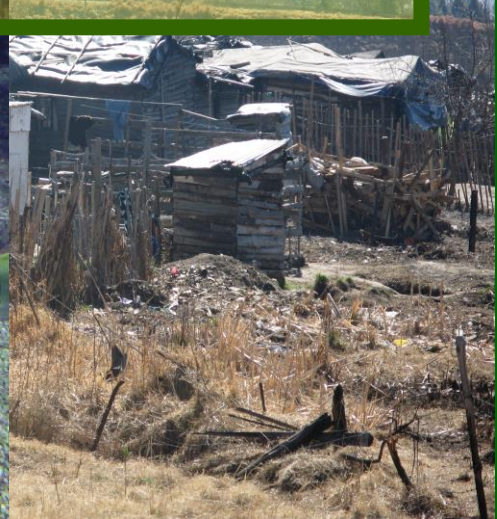
**Department :**

**Economic Development, Tourism and  
Environmental Affairs**

**PROVINCE OF KWAZULU-NATAL**



## **ENVIRONMENTAL MANAGEMENT: STRATEGIC PLAN 2014/2019**



## FOREWORD



The newly formed Economic Development, Tourism and Environmental Affairs (EDTEA) – a merger between the functions of environmental affairs, economic development and tourism – has identified eleven key priorities for the fiscal term 2014/15 to 2018/19. These priorities will be pursued in partnership with social partners in organized labour, organized business and communities. The priorities seek to deliver on the strategic pillars embraced by the Department, namely, the development of Industrial Economic Hubs and Special Economic Zones, Maritime, Aerotropolis, Environmental management and Tourism. These pillars are hinged on very important transversal activities, such as small enterprise development, localization, information and communication technology, rural development, organizational excellence and sustainable development that support their existence. The main priorities that respond to national and political priorities are:

1. Support key productive and service **sectors** of the economy and stimulate economic growth and investment through tangible programmes, industry support measures and the implementation of existing plans and strategies. Strategic sector interventions include the Industrial Economic Hubs, Aerotropolis and Maritime.

2. Pursue targeted interventions to ensure the sustainability, contribution to job creation and promotion of an entrepreneurial culture within **small micro and medium enterprises** as well as **cooperatives**.
3. Participate aggressively in quick-win **job creation** projects in the public sector.
4. Develop **local and rural economies** by promoting secondary sector participation.
5. Align, monitor and evaluate government strategies designed to promote **socio-economic empowerment** to ensure synergies with private sector.
6. Co-ordinate and facilitate government processes aimed at reducing the **trade** deficit through regional collaborations and **investment** attraction.
7. Demonstrate economic and other benefits derived from key **destination marketing** programmes taking place in the province.
8. Implement and ensure sound **environmental management** and **conservation** practices and strategies.
9. Collect, process, maintain and report on essential **provincial data** in the economic, labour, social, projects, sectoral, environmental and regulatory activities of the Department.
10. Create a conducive environment for the Department and its entities to **collaborate** and implement the current priorities.
11. Ensure efficient and effective implementation, monitoring and evaluation of all **internal systems**.

**Honourable Mr Michael Mabuyakhulu MPL**  
**MEC of Economic Development, Tourism and Environmental Affairs**  
**Executing Authority**



## **OFFICIAL SIGN-OFF**

It is hereby certified that this Strategic Plan was developed by the management of the Department of Economic Development, Tourism and Environmental Affairs under the guidance of the Honourable Mr Michael Mabuyakhulu. The Strategic Plan takes into account all the relevant policies, legislation and other mandates for which the Department of Economic Development, Tourism and Environmental Affairs is responsible. The Strategic Plan accurately reflects the strategic goals and objectives which the Department of Economic Development, Tourism and Environmental Affairs will endeavour to achieve over the period 2013-2018.

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**Mr. K. Golding**  
**Head of Department**

**Approved by:**

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**Honourable Mr Michael Mabuyakhulu MPL**  
**MEC of Economic Development, Tourism and**  
**Environmental Affairs**  
**Executing Authority**



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# **PART A: STRATEGIC OVERVIEW**

## Overview of Strategic Plan

This Strategic Plan presents a succinct overview of the strategic framework for action of the Department of Economic Development, Tourism and Environmental Affairs (EDTEA), formerly the Department of Economic Development and Tourism (DEDT). EDTEA came about in 2014 following the merger of functions relating to environmental affairs, economic development and tourism. The plan is compiled on a five-year basis and assumes an annual planning cycle designed to evaluate goals, targets, and performance indicators taking account of progress and changes in the operational environment, and prioritizing projects for budget purposes.



The mandate of the Department covers the following broad areas:

- Drive economic development and pursue economic competitiveness (in line with national and provincial strategies)
- Develop and promote small business and social enterprises
- Pursue strategic economic programmes
- Management enterprise development and development finance
- Coordinate effective and efficient consumer protection
- Prudent business regulation
- Manage conflicts between biophysical environmental interests and socio-economic development interests



- Preserve the provinces endemic ecological systems
- Conserve the natural assets by ensuring efficient natural resource use
- Pursue sustainable development planning strategies
- Manage climate change
- Coordinate conservation services
- Promote investment and trade
- Promote tourism and marketing of the province
- Provide oversight management of public entities

The value proposition of this strategy is intervening radically to transform the economy of the province through emphasizing the implementation of existing strategies and plans. The terms *radical* and *intervention* should be understood from an economic point of view and not from a political origin. The structure of the provincial economy needs to be changed meaningfully through pursuing unconventional methods of intervention.

## 4. LEGISLATIVE AND OTHER MANDATES

### 4.1 CONSTITUTIONAL MANDATE

Section 24 of the Constitution provides the key legislative mandate for the environmental management function where it provides for everyone's right:

*“to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.”*

## 4.2 ENVIRONMENTAL LEGISLATION

The following table provides a comprehensive list of environmental legislation that drives and influence the environmental management function:

LEGISLATION / POLICY	KEY RESPONSIBILITIES
1. The Constitution of the Republic of South Africa Act (Act No. 108 of 1996)	<ul style="list-style-type: none"> <li>• Articulates the environmental right</li> <li>• Provides an overarching framework in terms of which all policy guidelines and legislation is developed</li> <li>• Defines the roles and responsibilities of different spheres of government in relation to integrated development and environmental planning</li> </ul>
2. Environmental Management White Paper 1997	<ul style="list-style-type: none"> <li>• Provides the overarching policy for environmental management</li> <li>• Relates sustainable development to macro-economic development strategies</li> <li>• Outlines principles</li> <li>• Sets Goals</li> <li>• Outlines a national strategy for environmental management and Action Plans</li> <li>• Sets the context for NEMA Act</li> </ul>
3. Environmental Conservation Amendment Act (Act No. 50 of 2003)	<ul style="list-style-type: none"> <li>• An Act amends the Environment Conservation Act, 1989</li> <li>• Transfers the responsibility for waste sites form the Department of Water Affairs and Forestry to the Department Environmental Affairs and Tourism</li> </ul>

4. National Environmental Management Act 107 of 1998	<ul style="list-style-type: none"> <li>• Framework legislation for environmental management in South Africa</li> <li>• Provides principles and guidelines to be considered in environmental planning and development</li> <li>• Provides for the identification of listed activities</li> <li>• Provides the background for the EIA regulations</li> <li>• Provides for cooperative environmental governance (tools and structures)</li> <li>• Education of stakeholders</li> <li>• Environmental information management and sustainability reporting</li> <li>• Identification of environmentally sensitive areas</li> <li>• Compliance monitoring and enforcement</li> </ul>
5. Atmospheric Pollution Prevention Act 45 of 1965	<ul style="list-style-type: none"> <li>• Creation of regulatory framework for atmospheric pollution prevention</li> <li>• Compliance with standards and norms</li> </ul>
6. Prevention of Environmental Pollution Ordinance No. 21 of 1981	<ul style="list-style-type: none"> <li>• Creation of regulatory framework for atmospheric pollution prevention</li> <li>• Compliance with standards and norms</li> </ul>
7. NEMA: Air Quality Act (Act No.39 of 2004)	<ul style="list-style-type: none"> <li>• Linkage of air quality, pollution and sustainability</li> <li>• Carried through the international standards for monitoring and evaluating emissions</li> <li>• Addresses the social impact of air pollution</li> <li>• Linked to the social component of the IDP</li> </ul>
8. Marine Living Resources Act (Act No. 18 of 1998)	<ul style="list-style-type: none"> <li>• Prescribes a framework in terms of which marine resources can be managed and protected on a sustainable basis</li> <li>• Provides principles and objectives for the use and management of marine living resources</li> <li>• Chapter 4 deals with the establishment of requirements and activities allowed in marine protected areas</li> </ul>



<p>9. NEM: Integrated Waste Act, 2008(Act No 59 of 2008)</p>	<ul style="list-style-type: none"> <li>• Gives effect to section 24 of the Constitution</li> <li>• Makes provision for an Integrated Waste Management Plans</li> <li>• Promotes the objective of sustainable development balanced with justified economic and social development</li> <li>• Requires an Integrated Waste Management Plan as part of the IDP process – another sector plan in terms of chapter 5 of the Municipal Systems Act</li> <li>• Indicates the responsibility of Local Municipalities in the preparation of an Integrated Waste Management Plan and the provision of waste services which comply with national and provincial Norms and standards</li> </ul>
<p>10. NEMA: EIA Regulations 2010 and Amendments</p>	<ul style="list-style-type: none"> <li>• List activities that may not commence without environmental authorisations</li> <li>• EIA processes and procedures</li> <li>• Development and adoption of Environmental Management Frameworks</li> </ul>
<p>11. Sea-shore Act (Act No. 21 of 1935)</p>	<ul style="list-style-type: none"> <li>• Grant of rights in respect to the sea-shore and the sea.</li> <li>• Alienation of portions of the sea-shore and the sea.</li> <li>• Coastal leases.</li> </ul>
<p>12. NEM: Integrated Coastal Management Act (Act No. 24 of 2008)</p>	<ul style="list-style-type: none"> <li>• Makes provision for a set of plans to manage the coast, and estuaries in an integrated and sustainable manner (e.g. set-back lines, estuary management plans etc).</li> <li>• To define rights and duties in relation to the coastal environment</li> <li>• To determine the responsibilities of organs of state in relation to coastal areas</li> </ul>
<p>13.. Municipal Systems Act (Act No.. 32 of 2000)</p>	<ul style="list-style-type: none"> <li>• Provides principles and guidelines to be considered in</li> <li>• Prescribes a framework or plan format</li> <li>• Provides regulatory mechanisms</li> <li>• Provides for development of IDP's, Land Use Management Schemes, SDF's with SEA's</li> </ul>
<p>14. Spatial Planning and Land Use Management White Paper 2001</p>	<ul style="list-style-type: none"> <li>• Develops a vision statement, plan, and document indicating the intention of the municipality</li> </ul>
<p>15. Reconstruction and Development Programme(RDP) , 1994, Growth, Employment and Redistribution Strategy (GEAR), 1996</p>	<ul style="list-style-type: none"> <li>• Macro-economic policy framework which provides</li> <li>• A set of principles for the reconstruction, development and planning of South Africa</li> <li>• A set of objectives to be addressed for sustainability</li> </ul>

	<ul style="list-style-type: none"> <li>• Links sustainability and economic growth, rural development, job creation, land restitution, agriculture, local government, tourism and public works programmes and strategies</li> </ul>
16. Draft Provincial Growth and Development Strategy (2012)	<ul style="list-style-type: none"> <li>• Provides a Provincial framework which emphasizes the principle for sustainability and integrated development planning</li> <li>• Identifies "Response to climate change" as one of the key themes of the strategy</li> </ul>
17. Provincial Spatial Economic Development Strategy	<ul style="list-style-type: none"> <li>• Provides clarity about the strategic location of provincial development corridors</li> <li>• Concentrates investment and development in specific areas</li> <li>• Allows comparison of information regarding environmental and spatial development imperatives</li> <li>• Provides the potential for the development of agricultural corridors</li> </ul>

### 4.3 OTHER KEY POLICY IMPERATIVES

- National Spatial Development Perspective (2006)
- National Waste Management Strategy (1999)
- National Framework for Air Quality Management in the Republic of South Africa (2007)
- National Framework for Sustainable Development -2008 (NFSD)
- KZN State of Environment Report 2004,
- National Environmental Management Act (NEMA) Environmental Impact Assessment (EIA) Regulations as amended
- National Climate Change Response White Paper 2010
- KZN MEC Outcome 10 Delivery Agreement
- South Africa's Growth Path (Green Economy)
- National Planning Commission :Diagnostic Overview-11 May 2011
- National Development Plan ( Vision 2030)

#### 4.3.1 KEY STRATEGIC INFORMANTS

1. The National Strategy for Sustainable Development (NSSD1)



2. Provincial Growth and Development Strategy (PGDS)





- Environmental Strategy 2013-18 - Key Informants and Linkages: Illustration of how the KZN Environmental Strategy has been informed by the NSSD and PGDS:



#### 4.4 ENVIRONMENTAL MANAGEMENT MANDATE ANALYSIS

#### 4.4.1 CONTEXT

This five-year strategic plan presents Departmental strategic goals and objectives which are aligned with both the provincial and national priority areas. The mandate of the Department derives from the Medium Term Strategic Framework (MTSF) of this electoral term as announced by the President of the Republic of South Africa, Mr. Jacob G Zuma, in the **State of the Nation Address**.

The government priorities for 2009-2014 are as follows:

- Speeding up growth and transforming the economy
- Social and economic infrastructure
- Rural development linked to land reform
- Skills and human resources
- Improving the nation's health profile
- Fight against crime and corruption
- Cohesive, sustainable communities
- International co-operation
- **Sustainable resource management**
- Democratic developmental State



The **Provincial Priorities** and provincial flagship programmes identified by the KwaZulu-Natal Cabinet have provided clear direction to the Department. The Department will focus its programmes in order to achieve:

- the development of social and economic infrastructure to boost the economy and increase employment;
- food security to alleviate poverty;
- land and agrarian reform to champion rural development;
- human resource development to increase government capacity and



- sustainable resource management to ensure the future availability of essential resources for the next generation
- education and skills for all
- health for all

The Environmental Management Sector mandate is to give effect to key departmental interventions for sustainable development challenges and priorities in KwaZulu-Natal province. The environmental sector's strategic focus is to find ways to overcome these challenges. Furthermore, the environmental activities, focus areas and programmes support the department's focus on **sustainable growth and development**. The department has modelled its programmes broadly on its core business and functions in line with the national norms and standards but with key consideration of provincial and stakeholder needs. This document is not the pronouncement of a new policy in environmental management sector, but reaffirms the vision and mission of the department as articulated within the **White Paper on Environmental Management Policy** (1997) which reiterates that the environment shall seek to achieve an efficient sustainable development approach, based on integrated and co-ordinated environmental management that addresses the socio-economic demands and imperatives a development state. The success of the environmental sector will depend on a number of factors, namely:

- The ability to effectively align its services within the broader socio-economic strategy of the province;
- The ability to effectively respond to the environmental management and sustainable development challenges and priorities
- Building the capacity of the environmental sector to effectively undertake its proposed programmes;
- The ability to effectively integrate its programme with that of the department, as well as those of the related programmes; and
- The effectiveness of monitoring and evaluation system (M&E) applied to measure the success and the quality of its service delivery.

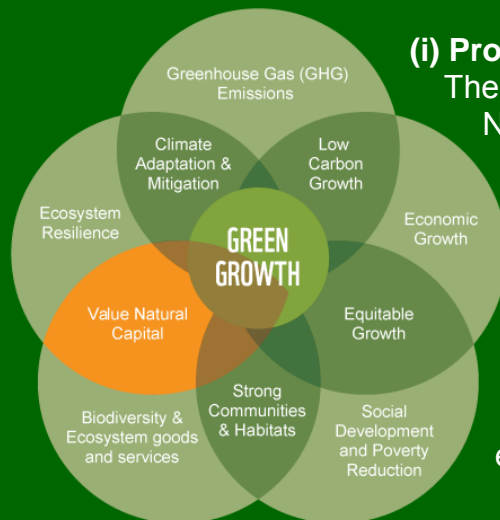
The vision for the Environment Sector in South Africa is that of: *A prosperous and equitable society living in harmony with our natural resources* as articulated within the White Paper on Environmental Management Policy (1997). Within the KZN provincial administration environmental management takes

place at a Programme level. In line with the Sector-wide vision above the Environmental Management Programme in KwaZulu-Natal has crafted its purpose as follows:

***"to advance environmental sustainability for socio-economic development, through the promotion of sustainable use of the environment and ensuring a safe and healthy environment".***

The programme is linked to the wider Environment Sector through the intergovernmental structures put in place to harmonise environmental management between and within the spheres of government.

The national **Strategic Plan for the Environmental Sector 2009 to 2014** is of particular importance as a national direction giving policy and strategy statement. This Plan identifies three cross-sectoral issues that require action across all sectoral institutions and for which strong leadership within government and society as a whole must be provided by the sector. These areas require an integrated and coordinated policy and action across all sectors of government and society. Within the KZN provincial administration, the DAEA is a leading agent in planning and coordinating delivery with respect to these areas. The **cross-sectoral issues** are -

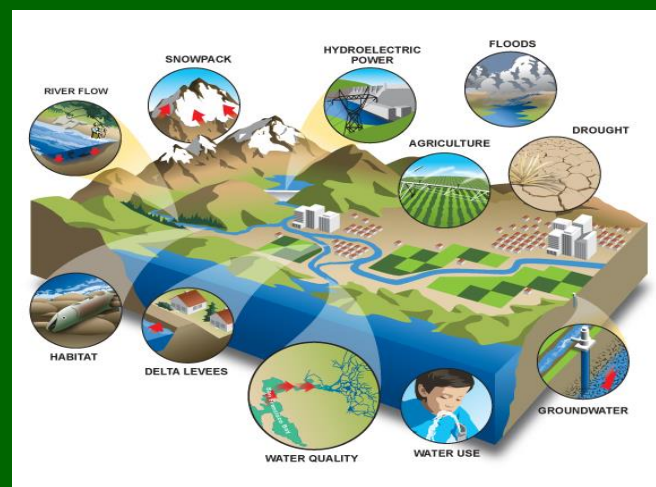


### (i) Promoting green economy

The concept of the Green Economy is in response to UNEP's call for a Global Green New Deal (GGND) according to which governments are encouraged to support their economic transformation to a greener economy. This concept has been captured under the National Strategic Priority "Sustainable Resource Management and Use" in the MTSF. It is a growing economic development model based on the concept of addressing the interdependence of economic growth and natural ecosystem. A green economy is therefore defined as a system of economic activities related to the production, distribution and consumption of goods and services that results in improved human well-being over the long term, while not exposing future generations to significant environmental risks or ecological scarcities.

### (ii) Responding to Climate Change

There is international consensus that global warming is caused by the atmospheric build-up of carbon dioxide (CO<sub>2</sub>) and other greenhouse gases from the burning of fossil fuels and food production. Disparities that exist within the development context on a global scale dictate that some countries will be more resilient to the effects of climate change than others. For this reason, all countries should cooperate in dealing with climate change. There are basically two ways of doing this: mitigation and adaptation.



The priorities of the sector plan should therefore address both climate mitigation and adaptation within various focus areas. For example, mitigation action in land use is required to maintain biodiversity and keep ecosystems intact to maintain global temperatures by stabilising emissions. Additionally, adaptation plans must be developed to increase biodiversity resilience against the potential adverse effects of climate change.

The MTSF strategic priority 9, on sustainable resource management and use, includes establishing a National framework response on climate change mitigation and adaptation. In addition, the diversification of the energy mix by pursuing renewable energy alternatives and energy efficiency are prioritised. In 2011 the National Climate Change White Paper was completed to guide all activities relating to climate change.

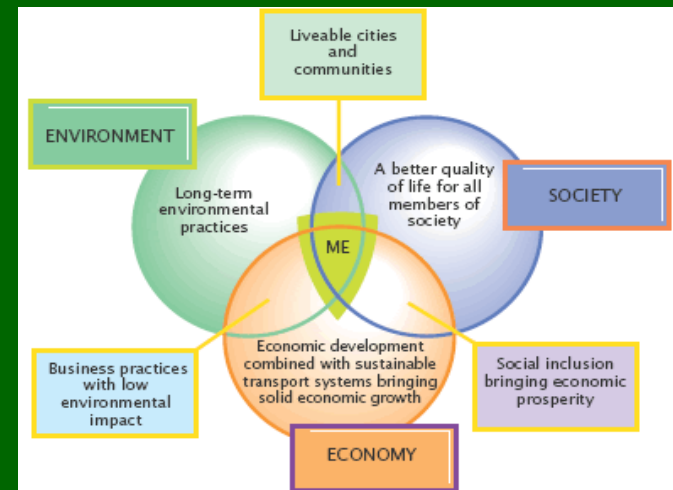
In KZN the DAEA had already initiated several climate change interventions by 2011. These include the compilation of the greenhouse gasses (GHG) emissions inventory and the completion of the KZN Climate Change Vulnerability Status Quo Report, which sought to identify high risk areas and appropriate interventions for these areas. A comprehensive strategy in response to climate change has been developed and implementation of some key areas is already underway.

### (iii) Championing Sustainable development

Since hosting the World Summit on Sustainable Development in Johannesburg in 2002, South Africa has continued to play a prominent role in international environmental governance. There has been increased attention towards sustainable development including environmental fiscal reform, cleaner production, energy efficiency, and renewable energy, which indicates a growing understanding of the need to manage the country's natural resources better.

Cabinet has approved the National Sustainable Development Framework, a long term plan, which essentially makes the case for sustainable development in South Africa. While devising a national sustainable development strategy is an international obligation, the five critical NSDF pathways described in the NSDF provides the basis for the transition in key sectors to improve the quality of lives for the majority of South Africans and set South Africa on a pathway towards sustainability. The five priority focus areas include:

- Enhancing systems for integrated planning and implementation;
- Sustaining our ecosystems and using natural resources efficiently;
- Economic development via investing in sustainable infrastructure;
- Creating sustainable human settlements; and
- Responding appropriately to emerging human development, economic and environmental challenges.



The National Strategy for Sustainable Development (NSSD) was completed in 2011. This implies that the environmental sector resources have to be mobilised to ensure the implementation capacity is in place together with appropriate institutional mechanisms across all spheres of governance. The province is now in the process of pioneering the implementation of the NSSD within its jurisdiction. The province also contributes in the compilation of sustainable development reports such as the Commission for Sustainable Development Report, Millennium Development Goal Report and the Human Rights Commission Report (Environmental Right).

#### 4.4.2 CLIENTS

The Chief Directorate: Environmental Management provides services to a wide range of clients which include-

- Developers such as industry, small scale farmers, large scale/commercial farmers
- Associations/forums that include farmers and business associations/forums
- Municipalities, and
- Service Providers

The Chief Directorate also provides services to national Departments, other Provincial Departments in KwaZulu-Natal, as well as other Provinces.

#### 4.4.3 KEY STRATEGIC PRIORITIES FOR ACTION BY THE SECTOR OVER THE NEXT FIVE YEARS

The Environmental Sector Strategic Plan which was drafted in conjunction will all provinces stipulates the following as key priorities for the next five years and the KZN Province has adopted these with minor amendments:

<b>STRATEGIC PRIORITIES</b>	
<b>ENVIRONMENTAL POLICY, PLANNING AND COORDINATION</b>	<b>Policy and Legislative Development</b>
	<ul style="list-style-type: none"> <li>▪ Produce/ support the development of regulations required under recent legislation</li> <li>▪ Participate in the rationalisation of some forms of environmental authorisations</li> <li>▪ Continue to develop provincial policy to guide the environmental management functions (where applicable)</li> </ul>
	<b>Cooperative Environmental Governance</b>
	<ul style="list-style-type: none"> <li>▪ Provide clarity within the province on the mandates related to the environmental sector for local government</li> <li>▪ Improve the effectiveness of 'vertical' cooperative governance within the sector</li> <li>▪ Provide clarity on mechanisms and approaches for achieving cooperation with other organs of state</li> <li>▪ Commit to making cooperative governance work by giving time and resources (at all levels) to intra-sectoral communication, discussions and decision-making</li> <li>▪ Review the effectiveness of EIPs and EMPs and recommend improvements if necessary to the documents, how they are prepared and how they should be used</li> <li>▪ Examine all options provided for cooperative approaches within the IGR Act – and communicate options</li> </ul>



	and guidelines within the Province.
	<b>Improving Environmental Information for Decision-making</b>
	<ul style="list-style-type: none"> <li>▪ Continue to provide the key environmental monitoring information required to support environmental management</li> <li>▪ Improve access to information through the integration of information management systems and development of a 'one-stop-shop' approach to communicating and providing access to information</li> <li>▪ Move towards a much more spatially-oriented approach to information collation, management and presentation</li> <li>▪ Continue to develop the State of Environment reports / related reports as a means of increasing the understanding of the environment and the pressures it is experiencing</li> </ul>
	<b>Environment Sector-specific performance Monitoring</b>
	<ul style="list-style-type: none"> <li>▪ Improve monitoring and reporting of performance by taking steps to move towards an outcomes based planning and monitoring approach</li> <li>▪ Comply with the reporting requirements of the Government-wide Outcomes Based Reporting Framework</li> </ul>
	<b>Mainstreaming environmental issues into planning, growth and development</b>
	<ul style="list-style-type: none"> <li>▪ Ensure that the environmental considerations are firmly embedded in all key Provincial Government planning and development documents and approaches including Growth and Development strategies and Spatial Development Frameworks.</li> <li>▪ Demonstrating how other approaches to planning based on environmental principles such as bioregional planning and EMFs can be used to enhance the benefit of existing approaches such as IDPs.</li> </ul>
	<b>Climate Change</b>
	<ul style="list-style-type: none"> <li>▪ Provide strong leadership and clear direction for government and society in developing and implementing appropriate and effective responses to climate change, both mitigation and adaptation, within the context of a long term national climate policy.</li> <li>▪ Ensure that provincial and local spheres of government integrate potential climate vulnerability into local and provincial planning.</li> <li>▪ Provide leadership to ensure that climate change mitigation is integrated into provincial energy, industrial and economic policy within the framework of the national climate policy.</li> <li>▪ Support the private sector and civil society in understanding and responding to climate change</li> </ul>
<b>COMPLIANCE AND</b>	<ul style="list-style-type: none"> <li>▪ Increase compliance and enforcement activity across the sector</li> <li>▪ Increase the success rate of enforcement activity (increase number of successful prosecutions/ convictions)</li> </ul>

<b>ENFORCEMENT</b>	<ul style="list-style-type: none"> <li>▪ Achieve increased voluntary compliance by the regulated community (compliance promotion)</li> <li>▪ Split the compliance and enforcement functions for more effectiveness</li> </ul>
<b>ENVIRONMENTAL QUALITY PROTECTION</b>	<b>Waste and Chemicals Management</b>
	<ul style="list-style-type: none"> <li>▪ Shift the emphasis of waste management in the public and private sector towards waste minimisation</li> <li>▪ Improve performance in waste collection to show measurable progress towards universal access to adequate household refuse removal services</li> <li>▪ Significantly improve the management and control of waste disposal sites in the province</li> <li>▪ Prioritize remediation activities to address contamination and degradation of the environment caused by poor past management of waste sites and other improper waste management practices</li> <li>▪ Promote the concept of cleaner production</li> <li>▪ Ensure that institutional and regulatory clarity is achieved with regard to chemicals management in the province</li> <li>▪ Work with other sectors to ensure that the environmental impacts of pollution incidents are dealt with in an effective manner,</li> <li>▪ with input from government coordinated and mobilized quickly when required</li> </ul>
	<b>Environmental Impact Assessment</b>
	<ul style="list-style-type: none"> <li>▪ Continue to implement legislation on environmental authorizations, improve decision making and turn-around time in the EIA process.</li> <li>▪ Continue to participate in the reform and improvement of the IEM approach within South Africa and to support the development of EIA and a wider range of alternative IEM tools.</li> <li>▪ Provide improved environmental authorization process support to facilitate and promote environmentally sustainable socio-economic development in KwaZulu-Natal.</li> </ul>
	<b>Air Quality Management</b>
	<ul style="list-style-type: none"> <li>▪ Develop and maintain an effective governance framework for air quality management, as provided for in the AQA, so as to ensure that the unacceptable current and future impacts of atmospheric emissions are minimized, mitigated or managed in the province.</li> <li>▪ Create sufficient capacity in the province to effectively implement air quality planning, management and enforcement.</li> <li>▪ Ensure that there are significant improvements in air quality in declared priority areas using ambient air quality standards in terms of the AQA as performance indicators.</li> <li>▪ Improve indoor and ambient air quality in dense, low-income urban settlements.</li> <li>▪ Make comprehensive and reliable air quality information easily accessible to all stakeholders.</li> </ul>

<b>BIODIVERSITY MANAGEMENT</b>	<b>Coastal Management</b>
	<ul style="list-style-type: none"> <li>▪ Improve protection of marine and coastal areas from unsustainable development and coastal hazards</li> <li>▪ Contribute to the enhancement of livelihoods of coastal communities</li> <li>▪ Ensure the marine aquaculture industry is developed and managed in a manner which is sustainable and prevents negative impacts on marine and coastal biodiversity</li> <li>▪ Work with provincial government, local authorities, DWA, DAFF, EKZNW and other relevant stakeholders to decrease <ul style="list-style-type: none"> <li>▪ pollution and related impacts from land-based activities on estuarine ecosystems</li> </ul> </li> </ul>
<b>ENVIRONMENTAL EMPOWERMENT SERVICES</b>	<b>Alien Invasive Species Programme</b>
	<ul style="list-style-type: none"> <li>▪ Achieve increased awareness, understanding and integration of environmental issues within institutions and planning processes</li> <li>▪ Set an information management system to support the programme planning and reporting</li> <li>▪ Address the issues of organizational structure to ensure operational and strategic alignment</li> <li>▪ Address legislative issues related to the programme to ensure compliance enforcement</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Achieve increased awareness, understanding and integration of environmental issues within institutions and planning processes</li> <li>▪ Achieve a measurable increase in capacity (of officials, institutions and politicians) – resulting in increased effectiveness in performance of functions across the sector</li> <li>▪ Increase participation of disadvantaged communities in environmental services like, impact assessment, monitoring and Enforcement</li> </ul>

#### 4.4.4 PROMOTING THE GREEN ECONOMY

It is acknowledged that the green economy concept is a cross-cutting and a multi-sectoral issue and should therefore be mainstreamed across all focus areas. The following table indicates how the province will promote the green economy within all focus areas within the next five years.

FOCUS AREA	GREEN ECONOMY OPPORTUNITIES
Environmental Policy, Planning & Coordination	<ul style="list-style-type: none"> <li>• Support the green economy policy development processes through facilitating / ensuring the provision of technical input</li> </ul>
Air Quality	<ul style="list-style-type: none"> <li>• Supporting broad – based industrial processes that encourage cleaner and lower energy intensive technologies and green jobs.</li> <li>• Reduce unsustainable production methods by shifting towards products and processes that maximise labour intensity, while reducing materials, energy/water intensity and air pollution.</li> </ul>
Pollution and Waste Management	<ul style="list-style-type: none"> <li>• Waste reduction and an increased diversion of resources back into the economy to create jobs at a far higher rate than that which currently exists – for each job in directing waste to landfills currently, up to 30 can be created through diversion of resources.</li> <li>• Refining and scaling up sustainable production process methods reduces pollution incidents and in the long run will remove remediation costs from the economy.</li> <li>• Increasingly effective responses to control pollution must be made available for monitoring and enforcement of pollution incidents, both toward the technical and non-technical aspects of remediation. This provides further opportunities to create jobs through effective institutional oversight and responses.</li> </ul>
Environmental Impact Management	<ul style="list-style-type: none"> <li>• Environmental authorizations need to include conditions that promote the use of green technologies and jobs within a framework that promotes sustainable development. .</li> </ul>
Conservation and Sustainable Use of	<ul style="list-style-type: none"> <li>• Biodiversity management objectives should take into account full cost accounting of ecosystem services capable of improving social and economic security, making it essential to develop a green economy. Furthermore a green economy needs to ensure human development and well-being is enhanced through sustainable use of biological resources and the equitable sharing of benefits</li> </ul>

Biodiversity	<ul style="list-style-type: none"> <li>• Enhance environmental assets through job-creating initiatives</li> </ul>
Marine and Coastal Management	<ul style="list-style-type: none"> <li>• Supporting equitable access for small-scale and artisanal fishers to ensure their right to food and contribution to local economic development.</li> <li>• Maintaining fisheries resources through avoiding exploitation and over fishing of these marine resources.</li> <li>• Provision of sufficient resources to manage and conserve marine and coastal systems to maintain ecosystem services and derive income for tourism.</li> </ul>
Compliance and Enforcement	<ul style="list-style-type: none"> <li>• Provision of sufficient resources of compliance of enforcement of legislation, policies, norms, standards and guidelines has the potential to create large number of jobs especially at the community and local government levels.</li> </ul>
Environmental Empowerment Services	<ul style="list-style-type: none"> <li>• Facilitate and support the creation and sustainability of green job through environmental awareness and advocacy</li> </ul>

## 5. SITUATION ANALYSIS

### 5.1 PERFORMANCE ENVIRONMENT

Within the KZN provincial administration the DAEA is the lead agent in terms of environmental management and therefore responsible for the Outcome 10 as stipulated in the Medium Term Expenditure Framework. With respect to the Provincial Growth and Development Strategy (2012) the Department (Programme 7) is responsible for the thematic area : *Response to Climate Change*.



## 5.2 ORGANISATIONAL ENVIRONMENT

The current organisational structure of the Department has led to the Department experiencing many challenges in its service delivery. Remedies for these challenges are being implemented and will continue over the coming five years. The transfer of skills to staff as well as targeted training and mentorship are important areas which will receive attention, however, the challenges can be better addressed within a new, holistic functional organisational structure that will ensure the successful implementation of the Department's mandate over the coming years. The structure has caused compartmentalisation of certain functions and channels of communication which has led to fragmentation.

The development of a new departmental organisational structure over the next five years must be prioritised in line with the provincial priorities. In this light it is important to develop a departmental structure which prioritizes scientific and professional line functions, promotes the role that research plays in achieving departmental objectives, expands those areas where a dire lack of expertise exists and supports procurement and human resource efficiency.

The management of public entities and stakeholders and co-operative governance and partnerships will receive attention. The inclusive new structure will assist in the retention of professional staff and effective service delivery and will give the Department the ability to attract suitably qualified and experienced professional staff, scientists, engineers, agriculturalists, environmentalists and many others to the Department.

Various interventions have been introduced and the aim is to turn the Department and its public entities around within a framework of new business processes, updated standard operating procedures and practice notes, planning, monitoring and reporting systems as well as knowledge and information technology management.

With respect to environmental management which in the main provides regulatory services which enable development to take place in a sustainable manner in the province, there is a dire need to revise the current structure. A myriad of legislative developments have taken place within the environmental sector as the country is now set on the sustainable development path in keeping with international obligations. Each of these new / amended pieces of legislation brings added responsibilities to the function of environmental management and these should be matched with appropriate human and financial resource capacities.

### **5.3 DESCRIPTION OF THE STRATEGIC PLANNING PROCESS**

The Strategic Plan of the DAEA unfolds within a broader Social Political / National and Provincial Strategic context. Hence, the MEC for DAEA has given politico-strategic direction and interpreted these National and Provincial priorities in order to make them relevant for DAEA. The department has therefore developed its Strategy and its Programmes in line with the strategic direction to the Provincial priorities as per the PGDS in order to advance the overall strategic thrust of the Government Programme of Action.

## **6. STRATEGIC GOALS OF THE DEPARTMENT**

The Department will align its objectives to the provincial priorities and in this approach has designed its strategic goals in such a manner that a direct link is established to the Provincial priorities.

## 7. DEPARTMENTAL PROGRAMME 7: ENVIRONMENTAL MANAGEMENT

Within the Departmental Strategy Programme 7 is responsible for the Strategic Goal "**SUSTAINABLE RESOURCE USE**":

<b>Goal statement</b>	Ensure integrated sustainable natural environmental management through integrated planning and co-ordinated compliance monitoring and enforcement. Environmental management includes land, coast and atmosphere and effective management will mitigate impact on air quality associated with emissions, climate change and pollution and waste. Biodiversity management and capacity building forms part of sustainable environmental management.
<b>Justification</b>	<p>Although environment and conservation is fully encompassed within the "Sustainable resource management" Provincial Priority, it will also contribute to improving the health profile, creating decent work and ensuring economic growth in a sustainable manner</p> <p>Given that the earth's resources are limited, it is required that:</p> <ul style="list-style-type: none"><li>▪ Development be carried out in an environmentally responsible manner</li><li>▪ There is compliance with the relevant legislation</li><li>▪ Responsible economic development is promoted</li><li>▪ Equitable access to environmental resources is ensured</li></ul>



**PART B:**

## **8. STRATEGIC OBJECTIVES**

**DEPARTMENTAL PROGRAMME 7: ENVIRONMENTAL MANAGEMENT**



## DEPARTMENTAL PROGRAMME 7: PURPOSE

The purpose of the departmental programme 7 is to advance environmental sustainability for socio-economic development, through the promotion of sustainable use of the environment and ensuring a safe and healthy environment.

Strategic Goal	Strategic Objective	Programme	Sub-Programmes
Sustainable environmental management	<ol style="list-style-type: none"> <li>1. Ensure Environmentally sustainable development</li> <li>2. Manage environmental impact to promote a safe and healthy environment</li> <li>3. Natural Resource Management</li> </ol>	Programme Environmental Management	Environmental Policy, Planning and Coordination Compliance and Enforcement Environmental Quality Management Biodiversity Management Environmental Empowerment Services



## 8.1 SUB-PROGRAMME: ENVIRONMENTAL POLICY, PLANNING AND COORDINATION

### 8.1.1 PURPOSE

*The sub-programme is made up of the following functions:*

- Intergovernmental coordination, spatial and development planning
- Research and development support
- Information management services



Sub-programme's Function	Strategic objective 1: Ensure Environmentally sustainable development	
INTERGOVERNMENTAL COORDINATION, SPATIAL AND DEVELOPMENT PLANNING	<b>Objective statement</b>	To ensure the development of institutions, mechanisms, instruments and sound co-operative environmental governance in the implementation of sustainable development frameworks.
	<b>Baseline</b>	The KZN has an Environmental Implementation Plan which was gazetted in 2009 and is valid for four year. The plan serves as an implementation protocol for all organs of state which either regulate or impact on the environment. The Provincial Committee for Environmental Coordination has also been set up to deal with the EIP implementation
	<b>Justification</b>	Environmental management is a function of both provincial and national spheres of government and, within the Province there are several departments that have environment related regulatory functions. Therefore, there is a need for alignment and harmonisation of policies and plans. The department has contributed towards spatial planning through the initiation of projects such as IDP Toolkit, EMFs and SEAs and through its involvement in the IDP reviews / LUMS and SDF development. The challenges experienced over the last strategic plan period include lack of capacity, poor coordination between provincial departments, and reluctance on the part of municipalities to accept that environment is a cross-cutting aspect of development. In the next strategic planning period, more focus will be placed on internal capacity building, development and implementation of a planning tool for municipalities and other sectors, as well as the strengthening and formalising cooperative governance.
	<b>Links</b>	This objective forms part of the greater governance framework which supports environmental management in the province. Good coordination and sound cooperative governance is a critical success factor for all thematic areas within environmental management
RESEARCH AND DEVELOPMENT SUPPORT	<b>Objective statement</b>	To undertake the development of policies and legislation related to the sustainable development of the province and to monitor and report on progress
	<b>Baseline</b>	The two State of the Environment Reports for KZN form the baseline in terms of the provincial position with respect to various environmental focus areas. As part of the last SOER various Specialist chapters were also produced and these will be used to stimulate discussion, research, knowledge sharing and innovation amongst the specialists within and outside government in a form of Communities of Practice.

	<b>Justification</b>	Development and research forms an integral aspect of environmental management. Since environment is very dynamic and there are constant changes in the natural environment, there is a need to undertake research and proposed interventions to deal with some of the dynamisms in environmental management. It helps to establish the latest trends in environmental management and formulate proposed interventions to deal with such trends. The purpose of this sub-programme is to ensure that research is undertaken on some of the concepts of environmental management (e.g. National Framework for Sustainable Development) and to establish the role that the provincial government such as DAEA has to play in this concept. For instance, research on the NSFD, will strengthen sustainable development initiatives in the Province through the integration of environmental management considerations, and other provincial planning frameworks such as the PSEDS.
	<b>Links</b>	This objective is transversal as it addresses research need across all focus areas. It will contribute to the fulfilment of the leadership role the department is mandated to play with respect to sustainability monitoring and reporting.
<b>INFORMATION MANAGEMENT SERVICES</b>	<b>Objective statement</b>	To develop a spatial information management function to all environmental focus/thematic areas
	<b>Baseline</b>	The following systems are planned for the 5 year period: <ol style="list-style-type: none"> <li>1. Environmental Information Management System</li> <li>2. Documents Management System</li> </ol>
	<b>Justification</b>	Environmental information and reporting assist in monitoring the achievement, promotion, and protection of a sustainable environment. These also ensure the smooth flow of information, both within and between government and communities. This provides a solid basis for decision-making at all levels, and contributes to a self-regulating sustainability of integrated environment and development systems.
	<b>Links</b>	This objective is transversal as it addresses the information needs across all focus areas. It will contribute to the fulfilment of the leadership role the department is mandated to play with respect to sustainability monitoring and reporting.





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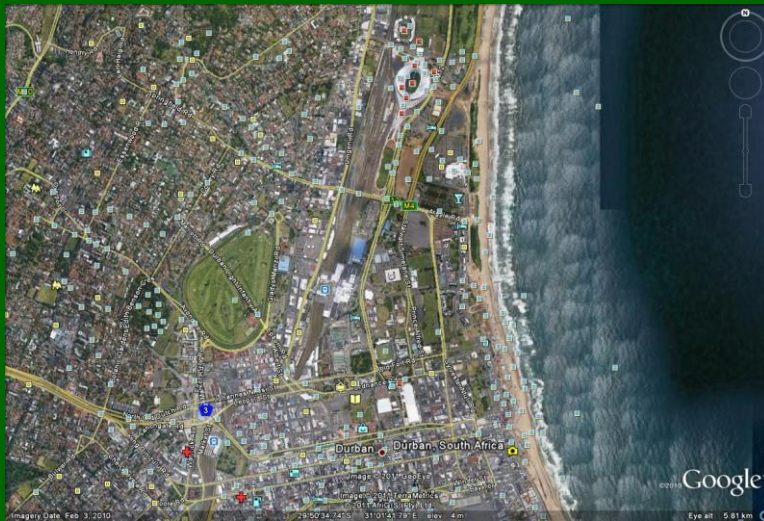
### **8.1.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM**

There is a general lack of acknowledgment that environment is cross cutting and needs to underpin decisions relating to development. Development imperatives usually override environmental considerations which are exacerbated by political influence. This challenge will be overcome by utilising frameworks for environmental cooperative governance including the Environmental Implementation Plan (EIP) and mechanisms such as the implementation protocols and joint programmes in term of the Intergovernmental Relations Framework Act. There is a need to access and use information that is traditionally held in other sectors or institutions, and the focus should be the development of an integrated GIS system (Enterprise GIS) to collate all information in respect of the environment which may be of use to the sector. The lack of appropriate technical support tools (e.g. GIS systems) adversely affects the department's ability to assess and direct development to appropriate areas.



Environmental issues must be strengthened in provincial and local government planning initiatives. To deal with this challenge, the sector will ensure that the environment is considered in all planning and development processes in a rigorous manner that supports alignment and effective use of resources. As a result, there is a need to control / prevent unsustainable development through policy and legislative measures. South Africa faces a number of socio-economic challenges which need to be addressed within a short space of time. Thus put significant pressure on the use of natural resources and interfere with environmental decision-making. It is observed and argued that there is a trend of unsustainable development and poor decision-making related to trade-offs (balance between environment and development).

#### **8.1.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES**



The provision of training targeting the environmental staff and various stakeholders involved in spatial planning functions is an important aspect. It is proposed that internal capacity is addressed by filling key information management and planning posts to ensure that environmental staff contributes to the development and implementation of IDPs and other municipal planning initiatives.

The roll-out the SEA/EMFs to establish the provincial committee for Environmental Co-ordination, improve intergovernmental relations on environmental issues. The aim is to put in place an environmental information management system that

facilitates decision-making to enhance access to information towards relevant stakeholders which will incorporate their planning initiatives.

## 8.1.5 RISK MANAGEMENT

Strategic Objective	Risk	Mitigation
To ensure the development of institutions, mechanisms, instruments and sound co-operative environmental governance in the implementation of sustainable development frameworks.	Inadequate information management systems may lead to loss of information, poor decision making and possible unfavourable legal consequences.	<ul style="list-style-type: none"> <li>To develop Environmental Information Management and Document Control System</li> <li>To implement Environmental Information Management and Document Control System</li> <li>To consolidate and formalise the archiving system</li> </ul>
	Uncontrolled access to information may result in loss and possible manipulation of critical information.	<ul style="list-style-type: none"> <li>To capacitate staff on the PAIA manuals</li> <li>To develop and implement the Document Control system</li> </ul>
	Insufficient funding to develop province wide environmental management framework within the reasonable time frame (5 years) may lead to poor decision making and unsustainable development.	<ul style="list-style-type: none"> <li>Request for funding</li> </ul>
	Out-dated (2004) State Of Environment Report may result in poor decision making, unsustainable development and legal risks.	<ul style="list-style-type: none"> <li>To request funding to update State of Environment Report</li> </ul>
	Inadequate interdepartmental cooperation with respect to Environmental Legislation may result in significant environmental impact.	<ul style="list-style-type: none"> <li>To sign MOU's with high impacting department namely Transport, Agriculture, Human Settlement and Mineral Resources.</li> </ul>
	Lack of environmental capacity within municipalities may result in significant environmental impact.	<ul style="list-style-type: none"> <li>To continue with capacity building programmes</li> <li>To take action to deal with Environmental Planning related non-compliance by municipalities</li> </ul>

## 8.2 SUB-PROGRAMME: COMPLIANCE, MONITORING AND ENFORCEMENT

### 8.2.1 PURPOSE

The purpose of Compliance, Monitoring and Enforcement is to achieve effective, integrated and co-ordinated compliance, monitoring and enforcement of environmental legislation in the Province.

<b>Strategic Objective 1</b>	Ensure Environmentally sustainable development
<b>Objective statement</b>	To improve sustainable development through compliance promotion, monitoring and enforcement of environmental legislation in a coordinated manner
<b>Baseline</b>	To improve the current average compliance monitoring inspections (600 per annum) and the current number of joint sector based compliance inspections : initial inspections (2 per annum) and follow-up inspections (2 per annum) by 20%
<b>Justification</b>	Although environmental authorizations have been issued, there is limited monitoring of those authorizations to ensure compliance with the conditions therein. Environmental legislation, regulations and authorizations are meaningless, unless they are respected and enforced. This is critical to achieving sustainable development. Therefore, it is the responsibility of Compliance, Monitoring and Enforcement component to ensure that mandated environmental legislative requirements are adhered to. This sub-programme faces a major challenge in that a number of posts remain vacant due to insufficient availability of skilled candidates.
<b>Links</b>	Through proper compliance monitoring and enforcement the province will be on the sustainable path and the environmental right will realised for the citizens of the province. The objective is cross-cutting as it addresses compliance with NEMA as well as other SEMA's

## 8.2.2 SITUATION ANALYSIS



Currently there is insufficient compliance monitoring of environmental authorisations, compliance notices and directives due to the shortage of experienced staff. The integration of compliance monitoring and enforcement as one sub programme adds an extra burden as in some cases the processing of S24G applications is also handled by the same sub-programme. Compliance monitoring is proactive whilst enforcement is reactive. This sub-programme also faces a major challenge in that a number of posts remain vacant due to insufficient availability of skilled candidates coupled with high turnover of internally trained officials. The implementation of

OSD has negative implications on the recruitment process, as most candidates do not meet the recruitment criteria. This also adds to high staff turnover as officials are forced migrate to the private sector and to other provinces.

## 8.2.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM

The number of vacancies is reduced through changing the recruitment process to include broader requirement criteria, with a more rigorous in-service training programme or on job training and detailed standard operating procedures. Good working relations will be fostered with the State Attorney's offices and the Public Prosecutors. Standing contracts need to be negotiated with private attorneys to provide sound legal advice at short notice. Delays in legal processes weaken the department's cases against offenders, as delays erode the argument in favour of urgency when approaching the Courts for urgent interdicts or reparation of damages claims. Delays in legal processes weaken the department's cases against offenders, as delays erode the argument in favour of urgency when approaching the Courts for urgent interdicts or reparation of damages claims.

The lack of cooperative governance and intergovernmental relations between authorities leads to a number of authorities acting in an uncoordinated and



inconsistent manner that undermines the case against offenders. This is addressed by setting up standard operating procedures and participation in multi-authority forums such as the Environmental Crime Forum Working Group set up by the NPA, and improved communication between the different authorities at district level. The issue of human resources can be resolved by approaching DPSA to relax the number of years of experience required for the post. .

#### **8.2.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES**

Compliance monitoring will be separated from enforcement as the two are distinct functions with different administrative procedures. A dedicated environmental legal adviser need to be employed to deal with environmental legal matters. The number of staff in areas identified for development in terms of PGDS will also be increased. The process of rolling out the EMI programme to Local Authorities will be accelerated. The standard operating procedures contained in work procedure manuals given to all staff in the Compliance, Monitoring and Enforcement component should be reviewed and utilised to ensure consistency in action across the districts as well as alignment with national procedures.

Structured in-service training programmes that entail the sharing of knowledge and experience across the districts, short courses covering the Environmental Management Inspector training, environmental law courses,, negotiation skills, conflict management and peace officer training are implemented on a continuous basis.

#### **8.2.5 RISK MANAGEMENT**

Strategic Objective	Risk	Mitigation
Ensure environmentally sustainable development through compliance promotion,	Impractical and unreasonable or unenforceable conditions resulting in the inability to take enforcement action	Empowerment of EIA staff and review of Conditions by Enforcement component.
	Lack of archives and insufficient office space to store confidential documents	Additional office space for this purpose is required. Develop and maintain relevant databases



<b>monitoring and enforcement</b>	Safety of officials when undertaking inspections and investigations.	Training of staff on self-defence
	Fragmentation in legislation in respect to environmental management (e.g. DMR using the same legislation)	Province to table this matter at Working Group and expedite the promulgation of legislation to address this matter Department to sign MOU with other spheres of government which has a competency on the management of the environment. Amendment of NEMA.
	Unethical Conduct of some EMIs	Code of Conduct for EMIs in place.
	Interpretation of legislation	Seek advice from DEA and Legal Services Training.
	Inability to take criminal action against other government departments including Local Authorities	

## 8.3 SUB-PROGRAMME: ENVIRONMENTAL QUALITY MANAGEMENT

### **PURPOSE**

To regulate and promote integrated environmental management in all media (land, coast and atmosphere) and facilitate management of pollution impacts, developing norms and standards and appropriate legislations. This sub-programme is made up of the following functions:

- Pollution and Waste Management.
- Impact Management;
- Air Quality and Climate Change Management; and
- Climate Change

## 8.3.1 POLLUTION AND WASTE MANAGEMENT

### 8.3.1.1 PURPOSE

To implement, co-ordinate effective pollution and waste management by focussing on: prevention; minimisation; recycling; re-use and disposal through partnerships with all relevant role players.

<b>Strategic Objective 2</b>	Mitigate impact and promote a safe, healthy environment
<b>Objective statement</b>	<b>To implement, co-ordinate effective pollution and waste management by focussing on: prevention; minimisation; recycling; re-use and disposal through partnerships with all relevant role players.</b>
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• KZN Waste Management Policy</li> <li>• Three district municipalities, four local municipalities and the metro have completed their Integrated Waste Management Plans (IWMPs).</li> <li>• Five district municipalities and 28 local municipalities are currently in the process of developing IWMPs.</li> <li>• The development of a provincial IWMP and the provincial Hazardous Waste Management Plan has also commenced.</li> <li>• 46 waste management license applications were received, and 18 applications were finalized.</li> <li>• A Glass Recycling Task Team was established to look into the challenges being experienced with glass recycling in the Province.</li> <li>• The Waste Management Officers Forum meets quarterly for all municipalities and the Province to discuss waste management matters.</li> </ul>
<b>Justification</b>	<ul style="list-style-type: none"> <li>• It is a legislative requirement in section 28 of NEMA for the Provincial Department to enforce the duty of care clause and promote sustainable development by implementing integrated pollution management projects, including responsible chemicals management and resource efficiency.</li> <li>• It is a legislative requirement in Section 30 of NEMA for the Provincial Department to monitor the control of emergency incidents that impact negatively on the environment, where the first respondent is unable to fulfil the function.</li> <li>• In line with Section 2 of NEMA and the Bill of Rights in the Constitution, raising awareness on legislative obligations and integrated pollution management to the public and industry is imperative, and will ensure greater understanding, participation and compliance with environmental policy / legislation.</li> </ul>

**Links**

Some functions embedded within the climate change management objective are concurrent with municipal functions therefore strong coordination and cooperation with the local sphere of government in this regard is imperative

### **8.3.1.2 SITUATION ANALYSIS**

The KZN Provincial Environment Department is meant to guide the Province towards a situation where waste is minimised and appropriately managed, and the environment and human health is protected through adequate planning, regulation and emergency response. While it is generally accepted that Duty of Care towards the environment is the duty of every citizen, government intervention is required to create an enabling environment that is conducive to the practical realisation of this goal.. Limited capacity and lack of interest at some municipalities is experienced regarding environmental management, especially in the area of pollution and waste management. The Implementation of Waste Act commenced in 2009, however, many regulations in terms of this Act are still pending. The KZN IWMP has been finalised. With respect to waste collection, 52% of households have access to this service. The lack of dedicated personnel for waste management at local government level remains a challenge. Limited information on waste generated, managed and disposed often results in difficulties in planning and reporting. Areas of contaminated land are also not remediated.



### **8.3.1.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM**

Challenges pertaining to the implementation of the Waste Act will be addressed through the amendments proposed for 2013. Capacity at local government level should be dealt with through the designation of waste management officers. The KZN WMO Forum and the Annual Waste Khoro shall provide a platform where different spheres of government can discuss waste related issues. The National Waste Collection Standards and the Municipal Waste Section Plan will assist in standardisation of waste information collection methods.

This should subsequently improve waste management reporting. Waste Information Regulations requiring reporting will commence in 2013. No procedures are currently specified for remediation of contaminated land. In the meantime the DWA protocol shall be utilised whilst awaiting finalization of Contaminated Land Regulations

#### 8.3.1.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

- Implementation of the Waste Information System and supply of weigh bridges to municipal landfill sites
- Planned audits of waste management facilities to update databases (verification exercises)
- Review and endorsement of municipal Integrated Waste Management Plans



#### 8.3.1.5 RISK MANAGEMENT

STRATEGIC OBJECTIVE	RISK	MITIGATION
To implement, co-ordinate effective pollution and waste management by focussing on: prevention; minimisation; recycling; re-use and disposal through partnerships with all relevant role players.	<ul style="list-style-type: none"> <li>▪ Lack of guidelines, regulations, norms and standards may result in poor and inconsistent decision making</li> <li>▪ Waste classification</li> </ul>	Implement regulations, norms and standards once gazetted
	Lack of capacity at local government level	Empower waste management officers
	Inadequate information management system	Implementation of the Waste Information System
	No procedures currently specified for remediation of contaminated land	Promulgation of Part 8 of Waste Act

## 8.3.2 IMPACT MANAGEMENT

### 8.3.2.1 PURPOSE

To facilitate environmental impact mitigation and promote sustainable development and a safe, healthy environment

<b>Strategic Objective 2</b>	Mitigate impacts of development proposals and promote a safe, healthy environment
<b>Objective statement</b>	<b>To facilitate environmental impact mitigation and promote sustainable development and a safe, healthy environment</b>
<b>Baseline</b>	The total number of EIA applications finalized within legislated timeframes during 2012/13 was 318 or 99% of the APP target of 320 for the year. During the 2012/13 financial year, 84% (i.e. 318 of 379) applications for environmental authorization were finalized within legislated timeframes.
<b>Justification</b>	This objective contributes to improving the quality of life for KZN citizens through impact management which ensures that economic development takes place in an ecologically sustainable manner
<b>Links</b>	This objective links to the giving effect to our statutory obligations and mandates derived from the National Constitution, NEMA and EMAs, and National and Provincial planning legislation, in accordance to Batho Pele and the Promotion of Administrative Justice Act.

### 8.3.2.2 SITUATIONAL ANALYSIS

There is an increasing demand for resources emanating from the need to provide a wide range of services including human settlements, infrastructure development, agriculture, transport etc. It is important that all these services are provided in an environmentally sustainable manner. This is ensured mainly within the framework of Environmental Impact Assessment (EIA). The main challenges related to the provision of the EIA





services include limited human resources, inadequate administration and reporting support and the complexity of EIA process issues.

### **8.3.2.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM**

The vacancy rate within the EIA discipline is very high (35%) and the filling of post is hampered by the unavailability of suitable candidates in terms of OSD requirements. Functional constraints include stringent timeframes within which to finalise applications, the need for on-going training on drafting legally sound environmental authorisations, non-filling of Norms and Standards post and limited IT and GIS support for LN3. With regards to EIA administration and reporting there is a need to improve regional office support and to facilitate the updating on NEAS.

### **8.3.2.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES**

- Finalization of EIA applications in timeframes
- On-going refining of EIA workflow and timeframe calculator
- On-going EIA training of staff
- Training on legally sound environmental authorizations
- Ensure availability of electronic reports /stats on NEAS
- Improved admin support at Regional Offices
- Improved internet access, updating of GIS info and LN3 maps
- Norms and Standards support



### 8.3.2.5 RISK MANAGEMENT

Strategic Objective	Risk	Mitigation
To facilitate environmental impact mitigation and promote sustainable development and a safe, healthy environment	Poor EIA administrative support at Regional Office, e.g. registration of EIA applications, transportation of files to district offices, record keeping	<ul style="list-style-type: none"> <li>• Ongoing training to be provided to Environmental Admin support staff at Regional Offices</li> <li>•</li> </ul>
	Failure to safeguard EIA applications may result in leakage of intellectual property and other highly confidential information, as well as failure to retrieve original applications in case of appeals, resulting in possible litigation	<ul style="list-style-type: none"> <li>• SM: OHS and Security has agreed to provide support for implementation of proper secure stack rooms at each district office</li> <li>• Procurement process to be initiated for procurement of proper secure stack rooms for each district office</li> <li>• Implementation of secure stack rooms with proper access control measures</li> </ul>
	Failure to write legally defensible authorizations may result in challenges in enforcement of conditions as well as possible litigation.	<ul style="list-style-type: none"> <li>• Ongoing training on the interpretation of environmental legislation and drafting of legally correct environmental authorizations is provided by the DEA.</li> <li>• Norms and Standards post to be filled as per departmental structure</li> <li>• Ongoing interactions with appeal panel and legal services.</li> </ul>
	Inadequate consultation with Head Office specialists (e.g. Pollution and Waste, Coastal Management) for complex EIA	<ul style="list-style-type: none"> <li>• Workflow document has been amended to emphasize need to consult with specialists at Head Office</li> </ul>

	applications may result in poor decisions	
	<p>Non-compliance of Department with certain EIA aspects may result in precedent setting and difficulty in enforcing EIA legislation on other parties.</p> <ul style="list-style-type: none"> <li>• Conflicting mandates of department</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing consultation with Agricultural officials has been provided at district office level.</li> </ul>
	RESOURCE ADEQUACY	
	Inadequate KZN vehicles at district offices may hamper service delivery	<ul style="list-style-type: none"> <li>• Refer to SM/ GM</li> </ul>
	Delays in approval of sub vehicles may result in shortage of vehicles which may hamper service delivery.	<ul style="list-style-type: none"> <li>• Refer to GM/ SM</li> </ul>
	<p>Inadequate equipment, e.g. computers, GPS, cameras etc. may hamper service delivery</p> <ul style="list-style-type: none"> <li>• Environmental Affairs not part of ERP</li> <li>• Procurement delays</li> </ul>	<ul style="list-style-type: none"> <li>• Provision to be made for computer etc. prior to appointing any new officials</li> </ul>
	<p>Failure to fill vacant posts may result in staff shortages which may hamper service delivery</p> <ul style="list-style-type: none"> <li>• Slow recruitment process may result in applicants offered other posts while waiting to hear outcome of application</li> <li>• Non-compliance with recruitment policy in terms of time frames</li> <li>• Uncertainties regarding departmental structure as well as OSD may result in lack of standardization of job adverts</li> </ul>	<ul style="list-style-type: none"> <li>• Further meetings to be held between environmental management and HR management to discuss exact time frames for filling of vacant posts</li> <li>• Further meetings to be held between environmental management and HR and MAS to discuss outcome of benchmarking research</li> </ul>

compared with other provinces,  
especially regarding salaries

## 8.3.3 AIR QUALITY MANAGEMENT

### 8.3.3.1 PURPOSE

To promote acceptable air quality within legislative tools and mechanisms including the monitoring of ambient air, developing and enforcing norms and standards as well as the adoption of international best practices.

<b>Strategic Objective 2</b>	<b>Mitigate impact and promote a safe, healthy environment</b>
<b>Objective statement</b>	To promote acceptable air quality within legislative tools and mechanisms including the monitoring of ambient air, developing and enforcing norms and standards as well as the adoption of international best practices.
<b>Baseline</b>	<ul style="list-style-type: none"> <li>▪ The Health Study, Health Risk Assessment and Ambient Air Monitoring project in Richards Bay commenced in August 2010</li> <li>▪ The Sugarcane Burning Policy has been developed and is currently undergoing legal vetting thereafter it will be forwarded to Cabinet for promulgation</li> <li>▪ A database of recognized APPA Permits and Atmospheric Emissions Licences issued is available.</li> <li>▪ Pollution hot spots have been identified in the KZN Province.</li> <li>▪ KZN Air Emissions Inventory of 2007</li> <li>▪ Training and empowerment of governance officials in the Municipalities on Atmospheric Emission Licences and other legislative tools on air quality management</li> <li>▪ The KZN Provincial/Municipal Air Quality Officers Forum has been established. The forum meets on a quarterly basis to ensure coordination and cooperation on management of air quality matters in partnership with the municipalities.</li> <li>▪ The sub-directorate is monitoring ambient air quality and oversees the</li> </ul>

	<p>implementation of NEM: AQA by local municipalities in terms Section 8. of AQA.</p> <ul style="list-style-type: none"> <li>▪ The Sub-directorate is currently capable and has issued AELs to District Municipalities in terms of Section 36(4) of AQA.</li> <li>▪ The Sub-directorate has its own Quality Assurance and Quality Control document and it has standard operating procedures for running the monitoring stations. It also adheres to South African National Accreditation Standards (SANAS TR 0702) and the International Standards Organization (ISO 17025).</li> </ul>
<b>Justification</b>	<p>It is a legislative requirement of NEM: AQA for the provincial department to monitor ambient air quality, and to oversee the implementation of NEM: AQA by local sphere of government. It is a legislative requirement of NEM: AQA for the provincial department to develop and implement an Air Quality Management Plan for the Province. In line with Section 2 of NEMA and the Bill of Rights of the Constitution, raising awareness on legislative obligations and integrated air quality management to the public and industry will ensure greater understanding, participation and compliance with environmental policies.</p>
<b>Links</b>	<p>For the sub-directorate of Air Quality Management to fulfil its mandate it has to work closely with DEA to keep abreast with national strategies and the development of policies, norms and standards. The Local Municipalities are the implementing agents of the Air Quality Act and as such the Sub-directorate acts as link and disseminates information between national and local municipalities. Industries are also important partners through the Licensing and information gathering for the purposes of compiling the air emissions inventory for the province. The sub-directorate requires substantial support from agents to provide spare parts and technical support with maintenance of ambient air monitoring stations.</p>

### 8.3.3.2 SITUATION ANALYSIS

The Sub-programme Air Quality Management has action projects that contribute towards environmental governance and sustainable development. This is achieved by developing and adhering to strategy, norms and standards to regulate atmospheric emissions in the Province, especially at the 'hot spots'. The sub-directorate has an established Ambient Air Quality Monitoring Network of six





reference monitoring stations and four mobile monitoring stations placed at strategic locations within the KZN Province. The monitoring stations monitor all the criteria pollutants to ensure that these pollutants are within their limit values as listed on the South African Nation Ambient Air Quality Standards. The Department has co-coordinated the training of governance officials both from this Department and Municipalities on the issuance of Atmospheric Emission Licence (AEL) as a requirement under the National Environmental Management: Air Quality Act 2004. (Act 39 of 2004).

Over and above providing training, the Sub-directorate is currently supporting and assisting 6 District Municipalities with processing and issuing of AELs as they do not have the capacity to do it on their own. This has put a huge burden on the small complement of staff in sub-directorate. Air Quality Management has invested and set up systems for its ambient air monitoring network that is managed and operated from head office, this being the information management system and ECOSTAT data acquisition software that operated from the Cedara servers. Support and accessibility to the various monitoring stations in the Province is also feasible from the head office. The Department has co-coordinated the training of government officials both from this Department and Municipalities on the issuance of Atmospheric Emission Licence (AEL) as a requirement under the National Environmental Management: Air Quality Act 2004. (Act 39 of 2004). The Department has also initiated Ambient Air Quality Monitoring training for KZN Municipalities and its P&W District officers for capacity building and improving on QAQC procedures. The KZN Provincial/Municipal Air Quality Officers Forum has been established. The forum meets on a quarterly basis to ensure coordination and cooperation on management of air quality matters in partnership with the municipalities

### **8.3.3.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM**

The KZN Province currently does not have an approved Provincial Air Quality Management Plan (AQMP) and only Ethekwini Metro has a recognised AQMP. The Sub-directorate of Air Quality Management has begun compiling the provincial plan. The plan will take three (three) years complete in 2015. The Provincial AQMP will be structured in such a manner which will allow municipalities to copy information and prepare their own AQMPs and thus increase the level of compliance within the Province to the requirement that Municipalities must have their own AQMPs. The Ambient Monitoring network has grown substantially; the network has doubled in the last two years with newer monitoring stations installed in the province. Additional staff is required for the sub directorate as the work load has increased substantially

### 8.3.3.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

Fossil fuels remain the dominant energy source. The need to source alternate energy is deemed to be one of the major environmental imperatives in this century. Although some research has been, or is being, carried out in respect of the impacts of fossil fuel burning, detailed research to understand and address the specific contribution of industrial air pollution needs to be conducted in this province. There is a need/plan to conduct intensive sector specific consultation with the greenhouse gas such as carbon dioxide to enable the development of sector adaptation and mitigation plans for reducing greenhouse gas emissions. With respect to climate change, although there has been some research in South Africa on the impacts of climate change more research is needed to increase certainty on the range of impacts that can be expected including impacts on human health and ecosystems, particularly as new data becomes available. This would also assist with the development of adaptation strategies to cope with predicted changes.

### 8.3.3.5. RISK MANAGEMENT

Strategic Objective	Strategic Risk	Mitigation
To promote acceptable air quality within legislative tools and mechanisms including the monitoring of ambient air, developing and enforcing norms and standards as well as the adoption of international best practices.	Coordination of inspections and audits between LMs and the CME sub-directorate	Devise a strategic plan with CME and LMs
	Air Quality Officers at LMs are EHPs and have other responsibilities other than air quality	Mentorship  Engage DEA on having Environment Officers in LMs
	The Sub-directorate is and its works is not visible to the public	Make partnership with Advisory Services to target schools
	Instrument break downs	Purchasing backup instruments
	Delays in Procurement of services and	Keeping a project trail from inception of project and looking at ways to improve the delays.

	spares	
	Limited technical skills with consultants Limited Technical Skills existing at municipalities and districts	Have maintenance contracts with Agents of instruments  Attend advanced training programmes on instruments and cascade training to municipalities
	Cost of establishing and maintaining monitoring stations	Encourage other LMs to set up monitoring stations of their own

## 8.3.4 CLIMATE CHANGE

### 8.3.4.1 PURPOSE

To facilitate the management of the impacts of climate change in KwaZulu-Natal through scientific and technological means that promote mitigation and adaptation processes and to create awareness to vulnerable communities

<b>Strategic Objective 2</b>	Mitigate impact and promote a safe, healthy environment
<b>Objective statement</b>	<b>To facilitate the management of the impacts of climate change in KwaZulu-Natal through scientific and technological means that promote mitigation and adaptation processes and to create awareness to vulnerable communities.</b>
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• The Climate Change Vulnerability Study has been completed for the province.</li> <li>• Completion of an Energy Audit at Cedara, seeking methods to reduce energy consumption by 10%.</li> <li>• The department has co-coordinated the training of governance officials both from within the Department and Municipalities on the development of the Greenhouse Gas Emissions Inventory, which was conducted by National DEA.</li> </ul>

	<ul style="list-style-type: none"> <li>• The department continues to educate and create awareness to various communities around the province in partnership with the Advisory services component.</li> <li>• The provincial department maintains a continuous interaction with the National DEA in order to ensure that provincial areas of focus are aligned with the National Climate Change Response White Paper of 2011.</li> </ul>
<b>Justification</b>	This objective seeks to improve the resilience of provincial communities to counter the effects of climate change
<b>Links</b>	The effects of climate change are multifaceted and they can be observed across all environmental thematic areas. The objective will therefore seek to find a multidisciplinary approach in dealing with climate change and will seek to bring together all relevant parties

### 8.3.4.2 SITUATION ANALYSIS

The science of Climate Change remains an evolving one with more researches still being conducted and more agreements still being ratified at the annual international conferences which our country is part of.

The National Climate Change response strategy already gazetted and highlights that in terms of climate change mitigation objectives and national development objectives; the main priority (for South Africa) is to shift from an energy intensive economy into a climate friendly. Four major areas with the largest mitigation potential have been identified and these are (1) energy efficiency, (2) electricity generation, (3) transport and (4) carbon capture.



The National strategy further indicate, based on the country's climate change adaptation and national implementation strategies and action plans that; there is a need for the short-term prioritisation of adaptation interventions that address immediate threats in water, agriculture and health sector (the key sectors) as well as the other sectors identified to be more at risk.

Guided by these principles the province need to implement a plan that extensively address the impacts of climate change through scientific and technological means based on mitigation, adaptation and increased awareness to vulnerable sectors and communities.

### 8.3.4.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM



Climate change section is part of the Air Quality Management sub-directorate with some of the duties shared between the two by the relevant Deputy Manager and the Assistant manager for climate change. Some of the programmes cannot be implemented effectively due to this lack in human capacity. The suggested remedy is that climate change be made into a separate sub-directorate with two assistant managers, where one can focus on mitigation activities and another on adaptation activities, with the Deputy Manager as an oversight. An additional senior environmental officer providing support could also be of great use. The science of climate change is an ever evolving issue and staff be capacitated and skills enhanced through tertiary studies. This application must emanate from personnel within our department i.e. to be self-motivated to advance such studies with incentives from HR such as bursary allocation etc. Other government departments are also engaged climate change projects albeit without our department either contributing to such studies/projects or for the matter kept informed on such issues.

### 8.3.4.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

To address human resource challenges it is suggested that climate change be made into a separate sub-directorate with two assistant managers, where one can focus on mitigation activities and another on adaptation activities, with the Deputy Manager as an oversight. An additional senior environmental officer providing support could also be of great use.





### 8.3.4.5 RISK ASSESSMENT

Strategic Objective	Strategic Risk	Control/Mitigation (Planned response action)
Linking adaptation to climate change effects with social and economic developments.	Lack of cooperation amongst provincial government departments	<ul style="list-style-type: none"> <li>• Influence terms of reference of the council</li> <li>• Influence policies and the action plan</li> </ul>
Conduct projects aimed at mitigation of climate change effects.	Lack of special skills, human capacity and enough budgets	<ul style="list-style-type: none"> <li>• Expansion of the sub-directorate and request for extra skilled personnel</li> <li>• Conduct some projects internally</li> </ul>

## 8.4 SUB-PROGRAMME: BIODIVERSITY MANAGEMENT

Sub-programme is made up of the following functions:

- Coastal Management; and
- Alien Invasive Species Programme (Natural Resource Management)

### 8.4.1 COASTAL MANAGEMENT

#### 8.4.1.1 PURPOSE

To co-ordinate, facilitate and promote effective integrated coastal management for sustainable coastal development, resource use and livelihood development in KZN.



<b>Strategic Objective 2</b>	Mitigate impact and promote a safe, healthy environment
<b>Objective statement</b>	<b>To co-ordinate, facilitate and promote effective integrated coastal management for sustainable coastal development, resource use and livelihood development in KZN.</b>
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• The KZN Coastal Vulnerability Index (CVI) interactive viewer was developed</li> <li>• A brochure entitled “On the Beach in KwaZulu-Natal”, which targeted visitors to the province’s coastline during the 2010 FIFA World Cup, was compiled and disseminated widely.</li> <li>• The guide “Understanding our Coast” was finalised.</li> </ul>
<b>Justification</b>	Coastal Management is proposed to meet the department’s international, national and legal obligations as lead provincial agent in respect of integrated coastal management in KZN, with specific reference to its co-ordination and governance responsibilities.
<b>Links</b>	Some functions embedded within the coastal management objective are interlinked with municipal functions. Therefore strong coordination and cooperation with the local sphere of government is imperative.

### 8.4.1.2 **SITUATION ANALYSIS**



Coastal and Biodiversity Management designated as the lead agent in the province for implementation of ICM Act (No. 24 of 2008). This service is co-ordinated by a small team at Head Office, with implementation occurring at District office and Municipality level. The province is currently experiencing increased population resulting in growing pressure to develop in the coastal. In spite of these challenges the ICM Act continues to be perceived as an unfunded mandate. Furthermore, performance is challenged by a lack of specialised skills and capacity at implementation (District) level and shortages of human resources at both Head Office and District levels.

### **8.4.1.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM**

The major constraint is ineffective implementation of the ICM Act, given enforcement challenges on the ground. The CME component in the District offices is concentrating on NEMA administrative enforcement tools, with ICM tools left for implementation at Head Office. Due to significant pressures to develop in the coastal zone, there is a high demand for services and expertise being provided by the Sub-Directorate. Marine and coastal pollution is becoming a major challenge due to malfunctioning and dilapidated municipal infrastructure. Integrated coastal management therefore demands strong cooperation and coordination, with a particular emphasis on building good inter-governmental relations.

### **8.4.1.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES**

The creation of additional posts at both Head Office and District levels will assist in implementing the requirements of the ICM Act more effectively. District offices also need to be empowered to deal with the enforcement of ICM Act.

### **8.4.1.5 RISK MANAGEMENT**

<b>Strategic</b>	<b>Risk</b>	<b>Mitigation</b>
<b>To co-ordinate, facilitate and promote effective integrated coastal management for sustainable coastal development, resource use and livelihood development in KZN.</b>	Non-compliance with prescribed Integrated Coast Management Act (ICM) responsibilities by municipalities.	Strengthen the functioning of Coastal Management Committees.
	Lack of strategic compliance enforcement section	Expansion of the Directorate structure to incorporate enforcement at head office
		Additional personnel at Head Office and District office levels.

## 8.4.2 INVASIVE ALIEN SPECIES PROGRAMME (NATURAL RESOURCE MANAGEMENT)

### 8.4.2.1 PURPOSE

To control and manage the spread of invasive alien species within areas of geographical significance and increase awareness of the impacts of invasive alien species in a manner that creates jobs and provides social development and training opportunities for the beneficiaries.

<b>Strategic Objective 3</b>	Mitigate impact and promote a safe, healthy environment
Objective statement	<b>To control and manage the spread of invasive alien species and increase awareness of the impacts of invasive alien species in a manner that creates jobs and provides social development and training opportunities for the beneficiaries.</b>
Baseline	The extent of invasion of alien species in KwaZulu-Natal has not been accurately determined and this Province is estimated to be one of the most invaded by invasive alien species. The Invasive Alien Species Programme (IASP) provides the following services: management of invasive alien species; provision of training to recruited beneficiaries and the provision and dissemination of invasive alien species information. The service provided by the Invasive Alien Species Programme (IASP) is key, in the management of the spread of the invasive alien species.
Justification	It is important to continue to create jobs within the Expanded Public Works Programme and to clear hectares of alien flora. Training and awareness will necessitate the hosting of workshops to raise the level of awareness of invasive alien species mainly targeting municipalities, schools, (teacher and learners) and traditional leadership. These were identified as critical partners in the dissemination of information and improving the level of

	<p>awareness of invasive alien species and the sustainability of invasive alien species control projects.</p> <p>Mapping of invasive alien plants shall remain a high priority to ensure the determination of the extent of invasion in KZN.</p> <p>The lack of mandate to enforce invasive alien species related legislation has limited the ability of the IASP to improve efficiency and reduce the rate of introduction and spread of invasive alien species through enforcement of legislation.</p>
Links	<p>This objective links to the giving effect to our statutory obligations and mandates is derived from the National Constitution. This objective contribute to the fulfilment of the role the department is mandated to play of job creation through Expanded Public Works Programme, Outcome 10 Objectives and the PGDP (Job and Sustainable environmental management).</p>

### **8.4.2.2 SITUATIONAL ANALYSIS**

In 2010 the South African government released the framework for the New Economic Growth Path, a policy aimed at enhancing growth, employment creation and equity. The policy's principal target is to create five million jobs over a period of ten years from the date of its release. The plan has six priority areas to deal with job creation: infrastructure development, agriculture, mining, manufacturing, the green economy and tourism. In response to this call the Department through the IASP, continues to implement alien clearing projects in order to contribute to provincial job-creation targets. IASP is responsible for the control and management of invasive alien species in KwaZulu-Natal province particularly, in areas wherein the primary impact is on the agricultural potential, biodiversity, conservation and sustainable livelihoods. It uses labour-intensive control methods that provide much-needed employment and training opportunities for the poorest of the poor. The majority of the people within the region are still not aware of invasive alien species, hence a challenge facing the IASP is to capacitate and empower the people on invasive alien species matters. There has been a minimal general outreach activity to the communities so far, thus limiting effectiveness of clearing operations. The current provincial alien plants strategy is being reviewed and once completed it should be operational in the next five years. The clearing operations contribute to conservation of biodiversity,





unlocking agricultural land, improving sustainable livelihoods, and improving the quality and quantity of water.

The current IASP organisational structure of the Department has led to the component experiencing many challenges in its service delivery. Remedies to align the IASP structure to the directorate needs to be implemented in the coming five years. The transfer of skills to staff as well as targeted training and mentorship are important areas which will have to be addressed, however, these challenges can be better addressed within a new, holistic functional organisational structure that will ensure the successful implementation of the IASP's mandate over the coming years.

### **8.4.2.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM**

The maintenance and hand-over of cleared areas, particularly in communal or public land is a challenge. The proposed remedial action is to engage relevant stakeholders to develop plans to ensure that handed-over areas are maintained or put back in use. Limited organisational structure (not yet finalised), unclear and inconsistent work flows; all of these hamper and compromise service delivery. Engagement of relevant sections to develop and adopt relevant protocol can go some way towards addressing these constraints. Development and implementation of an information management protocol is required to overcome the lack of an integrated information management system to support invasive alien species projects.

There is great demand for this programme to create jobs, rather than clearing invaded land. This programme faces political pressures which are also linked to job creation. There is potential for the IASP to sustainably improve the socio-economic status of beneficiaries, through value adding opportunities, such as the manufacturing of coffins. The current economical provisions made by the DAEA are inadequate based on the extent of invasion in KZN. Currently there is no available technology to improve the quality of work. Should viable technology be explored, balance between work efficiency and job creation will be considered. Technology may lead to a decrease in the number of jobs created, but an increase in the quality and rate of project completion times.

#### **8.4.2.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES**



The IASP has invested in establishing an information management system that will capture all information relating to its activities throughout the Province. We are gradually improving cooperation with other departments, municipalities and relevant authorities such as traditional leaders, to ensure sustainability of projects. Furthermore, advocacy activities have been expanded to ensure that the target audience is well informed about the impacts of the programme. There are standard operating procedures contained in work procedure manuals given to all staff within the IASP component, to ensure consistency in project implementation across the province. Such operating procedures need to be revised and updated regularly to ensure effectiveness and efficiency of

alien species intervention methods.

Staff will have to be exposed to short courses such as the environmental management, environmental law courses for authorities, PAJA, negotiation skills, conflict management and peace officer training so that they can effectively execute their duties.

Mapping of invasive alien plants in the province will have to be prioritized in the next five years, to enhance proper planning of interventions and strategic alignment with other environmental programmes. Environment research will be conducted in order to generate knowledge that would support effective planning of interventions methods to management and control of alien species in the province. Research forms an integral aspect of alien species management programmes. With the continuous movement of people, there are constant introduction of new alien species into the country, there is a need to undertake research and proposed interventions to deal with some of the newly introduced alien species.

### 8.4.2.5 RISK MANAGEMENT

Strategic Objective	Risk	Mitigation
To control and manage the spread of invasive alien species and increase awareness of the impacts of invasive alien species in a manner that creates jobs and provides social development and training opportunities for the beneficiaries.	Inadequate information management system to support the programme	Develop and implement an information management protocol
	Lack of awareness of alien species-related issues amongst targeted communities	Upscale advocacy programme
	Poor strategic alignment of the programme with other programmes within the Departments	Strategic linkages to be mapped out and reinforced
	Lack of technology to improve quality of work	New technologies to be investigated
	Hand-over and maintenance of cleared land in communal and public lands not effective	Engage relevant stakeholders and develop hand-over plans
	Inadequacy of current structure to support IASP/ poor alignment	The organisational structure review process to address these inadequacies

## 8.5 SUB-PROGRAMME: ENVIRONMENTAL EMPOWERMENT SERVICES

### 8.5.1 PURPOSE

To give environmental empowerment support in the form of capacity building, strengthening and enhancing sustainable livelihoods options.

The sub-programme is made up of the following functions:

Function	Purpose
External Capacity Building and Support	To enhance environmental capacity of all the citizens of KwaZulu-Natal (KZN) to enable them to make informed decisions on environmental management issues.
Sector Skills Development and Training	To empower citizens of KZN with environmental skills and training programmes to enable them to address environmental issues.
Communication and Awareness Raising	To enhance the level of environmental awareness and encourage active participation of KZN citizens/inhabitants in environmental issues.

<b>Strategic Objective 3</b>	Promotion and facilitation of integrated environmental management through capacity building and awareness raising programmes and projects.
<b>Objective statement</b>	To enhance environmental knowledge of all the citizens/inhabitants of KwaZulu-Natal (KZN), to enable them to make informed decisions on environmental management issues.
<b>Baseline</b>	There are challenges of participation by the citizens of KZN in addressing environmental issues and increased evidence of environmental degradation due to human activities.
<b>Justification</b>	Environmental awareness and empowerment is very critical in ensuring that the KZN populace fully participates in environmental governance. In terms of NEMA principles it is equally critical that these empowerment initiatives are well crafted to target the marginalised communities

	including, people with disabilities and women (gender) The NEMA (Act 107 of 1998) and the Constitution of the Republic (Act 106 of 1996) (S.A.); section 24 of chapter 2, stipulates the rights to all for “ safe, clean and healthy environment” that shall benefit both the present and future generation. According to NEMA principle (f) (Chapter 1) it is imperative that environmental empowerment initiatives are appropriately conducted.
<b>Links</b>	The strategic objective cited above is cross-cutting hence empowerment initiatives are implemented. However, there is a need for co-operation of all sub-directorates within the department.

## 8.5.2 SITUATION ANALYSIS

The demand is determined by challenges with the participation of citizens of KZN in addressing environmental issues increased evidence of environmental degradation due to human activities. .

There is also the need to ensure that environmental management is properly integrated with land use management initiatives. Therefore, this sub-programme shall focus on the environmental empowerment of provincial and local government institutions, traditional leadership, youth, women and men, people with disabilities, urban, peri-urban, and rural communities. This recognises the need to develop and implement programmes which will enhance and strengthen environmental education, awareness and empowerment.

The key functions of this programme are to:

- Ensure an increased level of environmental awareness amongst all KZN citizens;
- Increase awareness on the need for sustainable development and knowledge of applicable legislation





- Enhance and ensure facilitation of environmental knowledge and public participation through improving access to information;
- Ensure that environmental management is appropriately integrated with land use management initiatives; and
- Enhance effective interface with mainly the local sphere hence it is at the helm of development (e.g. RDP government initiatives).

### **8.5.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM**



The lack of an integrated training plan is cited as one of the problems in environmental management. This could be overcome through an improved skills development plan. There is limited staff training covering various environmental policies, procedures, and legislation (EMI, EIA, Air Quality, Coastal and Waste Management), instead of a holistic approach to a generic staff training which is tailor-made according to the needs of the staff within the component (with reference to PDPs). The high staff turnover and intra-departmental migration is a destabilising factor. In order to overcome this, there is an urgent need to review and implement a staff retention policy.

The challenges of environmental management issues within the province are a concern. Therefore, there is a critical need to assess, evaluate and monitor the situation, in order to

improve environmental awareness programme.. There is a need to mainstream environmental awareness programme into various sectoral programmes. This could be achieved through the integration of environmental education, and awareness programme into intra-departmental programmes, as well as, other sectoral programmes.

#### 8.5.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

- Linking empowerment and training strategies to the skills development section in HRD (DAEA) with DEA skills development sector plan;
- Revisit, review and refine the staff retention policy of the department;
- Implement a good skills transfer programme and staff development initiatives
- Monitor and evaluate environmental education and awareness programmes; and
- Integrate environmental education and awareness programmes into intra/inter-departmental programmes as well as other sectoral programmes.

#### 8.5.5 RISK MANAGEMENT

Strategic	Risk	Mitigation
To empower the citizens of KwaZulu-Natal to participate in environmental matters or decision making so as to ensure the sustainable use and protection of the environment of KwaZulu-Natal through appropriate capacity building and empowerment mechanisms	Insufficient budget allocation for environment empowerment/advisory may have negative impact on service delivery.	Request for more funding
	High staff turnover and intra-departmental migration	Improve implementation of Retention policy Recognition of the component by management
	Lack of integrated training for empowerment staff	Engage the Training Committee to package and prioritise the training needs for Empowerment officials.