Department of Environmental Affairs
Private Bag X447
Pretoria
0001
Tel: +27 12 310 3911
Fax: +27 12 322 2082
Call Centre: 086 111 2468
Email: callcentre@environment.gov.za
Website: www.environment.gov.za

Strategic Plan
1 APRIL 2011 to 31 MARCH 2016
## Table of Contents

### INTRODUCTION
- Minister’s Foreword
- Message from the Deputy Minister
- Director-General’s Introduction

### PART A: STRATEGIC OVERVIEW
- Vision
- Mission
- Values
- Legal and Constitutional Mandate
- Strategic Overview and Planned Policy Initiatives
- Situational Analysis
- Departmental Programmes and Structure
- Description of the Strategic Planning Process
- Strategic Outcome-oriented Goals of the Institution

### PART B: STRATEGIC OBJECTIVES
- Programme 1: Administration and Support
- Programme 2: Environmental Quality and Protection
- Programme 3: Oceans and Coasts
- Programme 4: Climate Change
- Programme 5: Biodiversity and Conservation
- Programme 6: Sector Services, Environmental Awareness and International Relations

### PART C: LINKS TO OTHER PLANS
- Links to Government Priorities, Long-term Infrastructure and Other Capital Plans
- Public Entities Reporting to the Minister of Water and Environmental Affairs

### PART D: FINANCIAL PLAN
- Resource Requirements per Key Departmental Programme
- Projected Income
- Proposed Acquisitions

### PART E: HUMAN RESOURCE STRATEGY AND AFFIRMATIVE ACTION PROGRAMME
- Human Resource Strategy
- Affirmative Action Programme

### PART F: INFORMATION TECHNOLOGY RESOURCE STRATEGY
- Breakdown of the Information Technology Strategy

### PART G: ANNUAL PERFORMANCE PLAN FOR 2011/12
- Programme 1: Administration and Support
- Programme 2: Environmental Quality and Protection
- Programme 3: Oceans and Coasts
- Programme 4: Climate Change
- Programme 5: Biodiversity and Conservation
- Programme 6: Sector Services, Environmental Awareness and International Relations

### PART H: SERVICE DELIVERY IMPROVEMENT PROGRAMME FOR 2011/12

### PART I: CONTACT DETAILS

### PART J: LIST OF ACRONYMS AND ABBREVIATIONS
As we enter the 17th year of freedom, we must be ready to continue the drive to make South Africa a successful and prosperous country, building on the foundation that was laid by President Nelson Mandela.

Since our first democratic elections in 1994, we have placed human rights at the heart of our nation’s development agenda, and have enshrined in our Constitution the right to an environment that is conducive to the health and wellbeing of our people, and one that is protected for the benefit of present and future generations. This is central to government’s sustainable development agenda.

South Africa is a country constituting just 2% of the global land area, while it is also home to almost 10% of the world’s plants and 7% of its reptiles, birds and mammals.

These national treasures place South Africa as the third megadiverse country in the world after Indonesia and Brazil. It is important that as government develops policies, regulations and standards, it is mindful of how it extends these goods and services to ordinary South Africans, while appealing to the tourism sector.

South Africa’s constructive role in the multilateral arena and its ability to host events underlies the confidence of the international community. This is more important to note when South Africa hosts the Climate Change 17th Conference of Parties (COP 17/CMP 7) from 28 November to 9 December 2011. South Africa will take forward the good work done by Mexico and will approach the conference in a spirit of comprehensive and open consultation with all parties and stakeholders to work towards an outcome that is comprehensive and acceptable to all parties.

This department strongly believes that the multilateral platform is the only means to effectively tackle the global challenge of climate change at all levels and would encourage all parties to take the same view.

As an African developing country, South Africa will use the opportunity afforded by COP 17/CMP 7 to showcase the way in which climate change impacts on the country and the continent, as well as the responses it is implementing. This is an opportunity, as with the World Cup, for Team South Africa to host the international community and to demonstrate its commitment to addressing climate
change. South Africa is humbled by the confidence shown by the United Nations Framework Convention on Climate Change (UNFCCC) in Africa’s ability to host this meeting once more after Kenya successfully hosted it in 2006. Once again, as in the case with Kenya, this presents another opportunity for Africa to rise to the occasion, just as she did when the world gave her the opportunity to host the 2010 Soccer World Cup.

An area of concern is the continuing plundering and pillaging of the country’s natural resources, hence the department will put systems and processes in place to fight environmental crime and lack of compliance with legislation. The Department of Environmental Affairs will work hard to ensure that the work of the Environmental Management Inspectorate, the Green Scorpions, is accelerated to enforce compliance with environmental legislation. The ongoing poaching of the rhino population is an area that will also have to be dealt with as part of broader government strategy to fight crime.

In response to the clarion call by President Jacob Zuma for job creation, the department will work hard to ensure that it does not just create pieces of legislation necessary to develop a conducive environment for job creation in the sector. It must actively create such opportunities through the Expanded Public Works Programme (EPWP). In particular, projects that will be looked at are those in the fields of wildlife management, waste services and ecosystems rehabilitation.

Announcing the new Cabinet last year, President Jacob Zuma challenged us to be a government that knows where all our people live, hence outreach and awareness remain crucial elements of the department’s functions. The department will enhance the implementation of its public education and outreach programmes in partnership with Indalo Yethu and other sector players in pursuit of environmental education that empowers our people.

The Department of Environmental Affairs led a process of formulating an effective and comprehensive national response to climate change through the Green Paper on a National Climate Change Response, which has now been gazetted for public comment. Upon receiving comments and suggestions on the green paper, the department will lead the drafting of the white paper, which should be completed by 2011.

The policy outlined in the green paper serves as the embodiment of the South African government’s commitment to a fair contribution to the stabilisation of global greenhouse gas concentrations in the atmosphere and the protection of the country and its people from the impacts of climate change.

It presents the government’s vision for an effective climate change response and the long-term transition to a resilient climate and low-carbon economy and society – a vision premised on government’s commitment to sustainable development and a better life for all.

Edna Molewa, MP
Minister of Water and Environmental Affairs
Introduction

This strategic plan has been developed to define and refine the strategic direction that the Department of Environmental Affairs should take to provide sector leadership. It is also responding to its constitutionally enshrined responsibilities for the protection of the environment.

As a cross-cutting function, environment has a contribution to other outcomes that are led by other departments, while it also offers leadership, especially taking into consideration the fact that all socioeconomic developments – positive or negative – have a bearing on the environment. That notwithstanding, ours are not efforts aimed at hindering economic development, but must ensure that development is sustainable and not offensive to the environment.

To meet our objective of ensuring the creation of a better South Africa, a better Africa and a better world, the department will ensure that this is done through the advancement of national environmental interests and a global sustainable development agenda that it pursues in multilateral platforms.

The department’s strategic plan is realistic to its ability to meet these challenges and deliver vibrant services that strengthen and inspire the nation, while also propelling it into action. Working together with its communities and partners, the department can achieve more to ensure that when the financial year ends, the economy of the poor South African would be improved.

This plan articulates the department’s programmes, which will get it to this desired destination, while also locating its work as part of the broader government machinery, responsive to people’s needs.

We cannot fail our people, especially the rural and poor communities, whose only hope for a brighter and greener future is pinned on us as a government.

South Africa is ushering in a new waste management regime that has been made possible by the National Environmental Management: Waste Act, 2008 (Act No 59 of 2008). The traditional ways of dealing with waste have a considerable environmental footprint, not only from landfill methane emissions, but also from the energy and raw materials needed to collect and move it around. Our response, with domestic waste regulations earlier this year, is indicative of our appreciation and recognition that we should be turning waste into wealth by recycling.

This strategic plan must continue to offer hope to the women in rural areas as much as it should give comfort and confidence to the urban women and youth that tomorrow will be better than today. Our response as a country to
climate change must be rooted in the realisation that it is the poorest of the poor who will be severely hit by floods and drought as a result of climate change.

In 2010, South Africa joined other nations at COP 10 in Nagoya, where a global agreement was reached on access and benefit-sharing (ABS), which was a shot in the arm for developing countries like South Africa. A recent estimate of the value of ecosystem goods and services to South Africa’s economy places this at R73 billion per annum, which is the equivalent of 7% of the country’s gross domestic product.

Biodiversity is particularly important as a safety net in rural areas. Some 27 million people (over half of the population) use medicinal plants for health care and up to 12 million people use wood for fuel, and obtain wild fruit and wooden utensils from forests and savannahs. Indigenous communities have always had access to natural resources, such as soil, fish, water and plants as food and for medicinal purposes.

This year the Department of Environmental Affairs will work with other government departments. In sync with the principles of the EPWP, we must work together to clean and green our towns and villages. Such opportunities will arm our communities with information that will assist them to be active participants in making sound environment decisions.

The department will continue our work with the South African National Biodiversity Institute (SANBI) to rehabilitate the country’s wetlands in order to enable them to perform their natural role of being reservoirs of clean water and homes to healthy ecosystems. The continued loss of wetlands due to urban development and other activities is of grave concern.

As we strive to position the new and improved Department of Environmental Affairs for even greater successes in the years to come, it is essential that we respond to the changing realities of our world economically, our country and our region. As a department, we must be ready to respond creatively to environmental challenges, while also being mindful of the broader responsibilities to our people as we build a people-centred democracy.

Rejoice Mabudafhasi, MP
Deputy Minister of Water and Environmental Affairs
I have pleasure in presenting this strategic plan of the Department of Environmental Affairs for the period 2011/12–2015/16. The plan sets out what will be the key priorities (goals) and strategic objectives of the department over the next five-year period. In developing the strategic plan, greater attention was taken in ensuring that the plan is aligned to key government priorities as set in the Medium-term Strategic Framework (MTSF). The plan is also guided by the outcomes as outlined by the Presidency in its Monitoring and Evaluation System. The plan is aimed at ensuring that we respond optimally to our legal and constitutional mandate and that we make a significant contribution towards the achievement of the set national priorities, particularly on the new growth path.

In accordance with National Treasury’s new planning framework on the development of departmental plans, the department’s strategic plan is complemented by an Annual Performance Plan. The Annual Performance Plan details the specific programmes and performance targets that the department seeks to achieve each financial year.

The top priority areas for the department for the medium term include support to local government in the areas of air quality management, waste management, coastal planning and open space planning, strengthening compliance and enforcement activities, drawing linkages between climate change, the green economy and sustainable development, alignment of governance systems with the new outcomes-based approach, particularly Outcome 10 and Outcome 4, and focus on key national and international engagements.

**Internal business process and capacity improvement**

In the rigorous process of clearly defining the department’s medium-term strategic objectives and targets, it recognised that the successful implementation of this strategy will largely depend on its ability to put effective and efficient internal business processes and governance mechanisms in place. The department will continue with the roll-out of its balanced scorecard approach to organisational performance management. This is aimed at maximising the value and contribution of all employees towards the achievement of the department’s goals through the alignment of organisational and individual performance. The balanced scorecard approach is also aimed at enabling organisational performance monitoring and evaluation from the various perspectives of the organisation, covering the areas of stakeholder relations, learning and growth, internal business processes and the financial health of the department.

Particular attention will also be placed on ensuring that the department builds the right and sufficient capacity,
and provides legal and information management support services to enable effective and efficient delivery on the identified priorities.

Environmental Quality and Protection

In the quest to breach the gap between the development of appropriate environmental legislation and compliance of this legislation, the department’s Environmental Quality and Protection Programme will focus on improving compliance with related environmental legislation. This will be done through the development, implementation and monitoring of a comprehensive compliance and enforcement system that will ensure that it is able to deal effectively with the growing trend of non-compliance and non-adherence with the existing legislative framework.

There will also be a greater focus on addressing issues of pollution and waste management. The work of the programme will focus on ensuring that there is less waste disposed at landfill sites and increased waste services and waste management systems. An effective environmental impact assessment and management system will be put in place to ensure that, in future, the department is able to deal effectively with the growing trend of non-compliance and non-adherence with the existing legislative framework.

Biodiversity and Conservation

The Biodiversity and Conservation Programme will continue with its work of promoting the conservation and sustainable use of natural resources and making a contribution towards economic growth and poverty alleviation. A significant amount of time and capacity will also be devoted to the development and implementation of tools to minimise threats and to address key drivers of biodiversity loss. Effective management and control measures will be put in place to minimise the potential risks to biodiversity posed by alien and invasive species (AIS), climate change, genetically modified organisms (GMOs) and land degradation. The department will work towards expanding the conservation estate by increasing the network of conservation areas for ecological sustainability. A focus will also be put on building a sound scientific base for the effective management of natural resources.

Climate Change

In 2011, South Africa will welcome delegates from all around the world when it hosts the UNFCCC’s 17th Conferences of the Parties (COP 17) in Durban. Work is underway to ensure that the conference is a great success and that the country once again continues to demonstrate its consistent ability to successfully host international meetings and events. The country will use its participation at the COP to advance its policy position in dealing with issues of climate change and to ensure that it seeks a greater balance between climate change and development initiatives, as well as a balance between climate change mitigation and adaptation in line with an approval by Cabinet in 2008 of the Long-term Mitigation Scenario (LTMS).

The newly established Climate Change Branch of the department will continue working with relevant government departments and other stakeholders to develop and implement a National Policy on Climate Change.

Oceans and Coasts

The Oceans and Coasts Programme will play a leading role in ensuring that government, industry and the public are well informed and that there is an efficient policy framework in place to ensure that all citizens act responsibly and in a manner that will conserve the country’s oceans and coastal environment. The programme will develop and put mechanisms and frameworks in place for the effective management, conservation and protection of the ocean and coastal environment. It will also work towards achieving conservation and protection targets. The work of the programme will focus on ensuring a greater understanding and appreciation of the value of oceans and coasts by all relevant stakeholders, as well as a greater understanding of the role everyone must play to ensure their protection. Resources will be made available to increase the department’s research and development capacity to enable adequate and relevant information for the effective protection, management and conservation of the country’s ocean and coastal environment.
Introduction

Services Sector, Environmental Awareness and International Relations

Environmental sector performance remains a key area of priority. The Services Sector, Environmental Awareness and International Relations Programme will facilitate departmental and intergovernmental planning and coordination with the aim of increasing the performance of the sector. More focus will be on supporting local government in implementing environmental legislation through a wide range of consultations, workshops and input into integrated development plans and spatial development frameworks.

In an effort to build a better continent and a better world, the department will continue with its work of advancing national environmental interests through a global sustainable development agenda. It will strengthen its role and participation in international and multinational biodiversity, ocean and coastal environmental management, chemicals, climate change and sustainable development negotiations and engagement. Furthermore, it will continue to mobilise financial and technical resources in support of national, subregional and regional environmental initiatives and to catalyse eco-innovation, green growth and green jobs.

Increased environmental education and awareness remains a critical element in building a society that behaves and demonstrates the values and attitudes that are consistent with the department’s vision of conserving and protecting the environment and ensuring sustainable development. Working together with its stakeholders, the department will continue in its commitment to developing and maintaining sufficient human resource capacity for the environment sector. It will strive to build a society that appreciates the importance of the environment and will ensure that it fosters behavioural change and stimulates environmental activities among the people of the country. Focus will be on encouraging an integrated and multidisciplinary approach to environmental education, which integrates environment and development issues.

Expanded Public Works Programme in the Environmental Sector

As government continues to intensify its fight to eradicate poverty through the creation of employment, the department is also conscious of its responsibility and the contribution it should make in this regard. Through its Social Responsibility Programme, the department will continue with the intensified implementation of the EPWP for the environment sector. As part of the Environmental Sector Programme that forms part of the EPWP, the department has identified a number of programmes, including Sustainable Land-based Livelihood, Working on Waste, People and Parks, Working for Wetlands and Working for the Coasts. This labour-intensive programme is aimed at providing the necessary employment opportunities, skills and experience to beneficiaries. While there is an acknowledgement that some of the employment opportunities created are mainly temporary in nature, the skills and experience that beneficiaries gain are critical in enabling them easier access to opportunities in the mainstream economy.

Conclusion

In developing this strategic plan, every effort was taken to ensure that all the department’s strategic objectives and targets are set in line with the SMART principle. This will allow us to effectively monitor and evaluate our progress in the implementation of the plan and allow us to identify challenges and take corrective measures where necessary. Monitoring and evaluating progress towards the set objectives and targets will be done through the balanced scorecard quarterly monitoring and annual performance auditing. We invite our stakeholders to use this document to engage and partner with us as we strive to achieve a sustainable future.

Ms Nosipho Ngcaba
Director-General: Department of Environmental Affairs