

INTEGRATION AND SUPPORT SERVICES

The Department of Environmental Affairs and Tourism has restructured the way it operates in order to attain maximum efficiency from its staff and institutional knowledge, improve its public profile and become more and easily accessible.







NEMA enables civil society to take action to protect their environmental rights.

The Chief Operating Officer is a post that was created in 2003 to handle all the department's administrative and staffing procedures. S/he harmonises issues regarding environment between Government Departments, between Government and the provinces, and between South Africa and other countries. In this way, s/he works towards integrated and cooperative environmental governance.

S/he also coordinates South Africa's actions in terms of environmental treaties, international relations and funding and commitments related to global commitments such as those emanating from the World Summit on Sustainable Development.

DEAT provides users and citizens with an environmental information

centre, providing objective, accurate and scientifically credible information about the condition and prospects of the South African environment.

BEFORE 1994

Like all other sections of Government, before 1994 the department's operations were set to serve an oppressive regime. Structures and processes were centralised and dictatorial in nature. The interests and needs of staff were addressed mainly along racial lines. Internationally South Africa's environment and tourism operations were not recognised due to their skewed emphasis on white minority interests.

In the past decade as the mandate and focus of the department underwent radical transformation

and South Africa became global sustainable development leader, support services had to be restructured. Special attention also had to be paid to those areas that essentially enabled integration of different parts of the organisation.

POLICY AND LEGISLATION

Cooperative Governance Framework

The pre-1994 era was characterised by a high degree of fragmentation between authorities responsible for environmental management as well as the lack of coherent mechanisms to promote cooperative environmental governance.

The promulgation of the NEMA (Act 107 of 1998) established a



The Department aims at putting people first.

system of procedures and institutions that are aimed at promoting cooperative environmental governance. The Act provides procedures and institutions for coordinating the environmental responsibilities of national departments and other spheres, and enables civil society to take action to protect their environmental rights.

The last decade has seen the establishment of several cooperative governance mechanisms such as the Committee for Environmental Coordination (CEC), an interdepartmental committee responsible for promoting integration and coordination of environmental functions by the relevant organs of state. Sub-committees established under the CEC on law reform and environmental management and implementation plans serve as

technical working groups, facilitating the alignment and harmonisation of environmental management. National departments and provinces draft EIPs/EMPs at least once every four years, the purpose of which is to coordinate and harmonise the environmental policies, plans, programmes and decisions of various departments (at national, provincial and local level).

MINTEC is a structure set up to facilitate coordination between the National Department of Environmental Affairs and Tourism, and provincial environmental departments. Specific working groups have been set up to discuss issues on biodiversity and heritage, impact management, pollution and waste management and planning and reporting.

For the first time in South Africa's history, decision-making processes are required to take into account the principles of sustainable development. Government departments and provinces are required to describe what actions they are taking to promote environmental management. And a member of the public can take legal action in the interests of protecting the environment.

Despite tremendous progress, there are areas that still require strengthening. The extension of the environmental cooperative governance system to local level remains one of the key challenges that need to be addressed. Strategic interventions that seek to practically promote cooperative environmental governance remains one of the key challenges that faces government.

Strengthening of institutional arrangements and partnerships for integrated delivery of sustainable development will be one of the focus areas for interventions for the future.

STRATEGIC APPROACHES

Over the next ten years, DEAT plans to:

1. Develop information tools and reporting mechanisms that will allow more regular updating of state of the environment reports, and make the information even more accessible to the public.

way. It would increase the transparency of public administrations and hence contribute to the goals of Government in the environment sector.

3. Involve and participate in the Africa Environmental Information Network (AEIN), an initiative of the African Ministerial Conference on the Environment (AMCEN), especially in the areas of assessment and reporting, data management and capacity-building. This will also contribute to the implementation of the environmental component of NEPAD.

Since 1994, the implementation of the human development strategy had the effect of accelerating change in the process of recruiting, retaining, rewarding, developing and promoting staff within the department.

Through this, the department ensured that:

- Posts are advertised more regularly;
- new graduates are recruited to gain experiential training in the department;
- internal staff are given fair opportunities; and
- it adheres to the Employment Equity Plan and its implementation.

However, early in 2000, it was realised that the wheel of change was turning too slowly to meet transformation targets. The specific sectors included employment representivity levels, democratisation of the workplace, organisational culture, affirmative procurement and restructuring to improve service delivery, training and development.

At the Departmental Bargaining Council (DBC) meeting held on 30 November 2000, it was agreed by all stakeholders that a transformation workshop be held to accelerate the pace of change.

Subsequent to the workshop addressing these past imbalances, a Departmental Transformation Steering Committee was established to fast-track the transformation agenda within the department.

Service Delivery

The department's operations in terms of service delivery, have improved markedly with the introduction of the Performance Management System. The signing of performance contracts by management, submitting quarterly performance reports and



South Africa has made significant strides towards achieving World Summit targets.

2. Create a shared environmental information infrastructure. This should allow better use and re-use of the reporting information leading to the a reduction of the reporting burden at the national, provincial and local levels, while providing the international reporting community, with better and more policy-relevant information in a faster

ACHIEVEMENTS

Transformation

In the past ten years, good progress has been made in meeting the transformation targets as set out in the White Paper on the Transformation of the Public Service (1995).

undergoing quarterly evaluations has contributed to improved performance. These processes have, in turn, enabled the department to:

- Improve public access to information;
- examine appropriate ways of giving feedback on client service standards through its various programmes;
- more clearly, reflect the different elements of Batho Pele (People First) in its business plans;
- incorporate ways of measuring and improving public service standards; and
- Give clear recognition to high achievers and to reward good performance.

Procurement Reform

The department has reviewed all its procurement processes to favour black empowerment initiatives and the development of Small, Medium and Micro Enterprises (SMMEs).

As a part of a review process, a database of black economic empowerment (BEE) companies and SMMEs was developed and is used for all procurement of services and goods for the department.

Through the support of the DTI, all registered service providers and the SMMEs were trained in basic procurement principles (for example, how to prepare tender documents, and how to price services and goods).

The Minister has set a procurement target of 50% of DEAT's total budget to empower SMMEs, in support of the BEE Act.

Restructuring and Rationalisation

The department underwent a major restructuring process in 1998. The agentisation of the



The Millennium Development Goals aim at halving the proportion of those without drinkable water by 2015.

Weather Bureau into the South African Weather Service provided a unique opportunity to speed up representivity in upper management.

Capacity problems, specifically in the Environmental Management branch (now the Environmental Quality and Protection branch) were addressed by invoking Section 39 of the NEMA (107 of 1998). This led to the creation of the Chief Directorate: Enforcement to deal with environmental crime cases.

The expansion of the Poverty Relief Programme resulted in the creation of the new Chief Directorate: Poverty Relief. This unit is instrumental in managing projects that alleviate poverty in the context of the Department's key functions and Government's broader programme of economic growth and job creation.

Informed by recommendations of the Cabinet-appointed Communication Task Team (Comtask) in 1997, the department created a Chief Directorate: Communi-



The Johannesburg Plan of Implementation aims at mobilising efforts to reduce poverty and halve hunger in the world.

cations under the political leadership of the Minister.

The most recent development in restructuring was the appointment of a Chief Operating Officer to relieve the Director General from administrative duties to concentrate more on the strategic directions of the Department in line with the Minister and Government's priorities.

Democratisation of the Workplace

The Department has made notable changes in the workplace. The platform for negotiations and discussions with top management has been improved through the creation of structures such as the Departmental Bargaining Council, which serves as a forum for the employer and employee-representative unions to discuss issues of mutual interest.

The unions enjoy co-governance with the department and participate in all departmental strategic meetings.

Basically, this refers to the involvement of unions in the administrative running of the department and is exercised through their participation in certain decision-making processes, where management consults unions before the finalisation of decisions.

The union participation in the running of the department takes place as follows:

- Involvement in the Strategic Planning Sessions of management, held twice a year and known as Lekgotlas;
- Ad hoc bilateral meetings with top management on issues of interest to the unions, for example employment, reten-

tion of staff and information-sharing;

- before any draft policy of the Department can be approved by the Director-General, unions are afforded an opportunity for input and the work-shopping of the policy;
- participation in the Departmental Bargaining Council which discusses the functional and administrative issues of the department;
- participation as observers in the selection and interview processes.

Staff health

The introduction of the Wellness Programme reconfirms management's commitment to supporting staff members with various personal problems as and when they occur. The culture of caring goes beyond the support strategy on HIV/Aids for DEAT employees



Meeting social and economic needs cannot take place sustainably without a healthy environment and natural resource base.

and their immediate families. Employees within the department have been trained in handling HIV/AIDS issues, including lay counselling. These employees have conducted workshops to educate fellow co-workers on various HIV/AIDS topics such as Prevention and Care, and Sexually Transmitted Diseases.

Peer educators are still to be capacitated and linked to structures outside the department such as non-governmental organisations (NGOs) in order to become HIV/AIDS activists and to do community work. They will play a vital role in the implementation of the Voluntary Counselling and Testing, which will be launched in the middle of 2004.

Moving Towards a Paperless Department

Excessive use of paper is a waste

of natural resources. As the key Government department acting against such wastage, DEAT is moving towards abolishing paper-use.

The majority of staff members have access to e-mail and Internet. The entire IT function has been outsourced to the State Information Technology Agency (SITA) and a Government Information Technology Officer (GITO) heads the IT section.

In addition, the department is moving towards using predominantly electronic means of communication.

Progress includes declaring an experimental paperless week, and introducing an Electronic Document Management System, on which various staff members have received training. Currently all management meetings are

conducted using the EDMS.

Promoting Sustainable Development

Sustainable development refers to a kind of development that aims for equity within and between generations and adopts an approach where economic, social and environmental aspects of development are considered in an integrated and holistic manner.

Meeting social and economic needs cannot take place sustainably without a healthy environment and natural resource base. These all have to work together to fulfil and sustain basic human needs like access to clean drinking water, access to sanitation, the provision of adequate shelter and adequate food security.

There can be no equity for humans

without care for the planet. Environmental protection and sustainable development are pre-conditions for poverty eradication.

These were the basis of the issues addressed by the World Summit on Sustainable Development, hosted by South Africa in Johannesburg during 2002.

As host country, South Africa has remained deeply involved in the implementation of outputs from the Summit. DEAT's Environmental Planning and Coordination Chief Directorate remains the coordinating axis for the WSSD follow-up.

SA was appointed as Chair of the 11th Session on the UN Commission on Sustainable Development (CSD), held in 2003. CSD 11 defined the global work programme for the realisation of WSSD goals.

The directives of Agenda 21 (the programme of action that emanated from the Earth Summit in Rio de Janeiro in 1992) were combined with the Johannesburg Plan of Implementation and the Millennium Development Goals (see below) to set an enhanced global programme for achieving sustainable development.

SA has made significant strides towards achieving these WSSD targets. SA has strategies that embrace sustainable development principles, the most significant being the country's massive post-apartheid reconstruction and development efforts.

These strategies must now be internalised into South African policy and legislation. DEAT's strategy commits in detail all Government departments to integrate the implementation priorities of the Johannesburg targets and the Millennium Development Goals in Government's programme for the

next ten years. A WSSD Task has been established consisting of national, provincial and local government to set SA on the sustainable development path for the next decade of freedom through the development of a national strategy.

In partnership with GRID-Arendal, DEAT administered and managed a dedicated Earthwire WSSD



South Africa has signed the SADC Tourism Protocol.

website. Prior to, during and after the summit, the directorate daily reviewed more than 100 newspapers from around the globe for WSSD-related news stories. The aim was to provide a free daily overview of news related to the WSSD. Links to more than 3 000 news articles on the WSSD was posted on the Earthwire WSSD website.

The Johannesburg Plan of Implementation (JPOI)

JPOI endorsed sustainable development as encompassing three broad areas, namely economic development (encompassing trade, finance,

investment, and technology transfer); social development (water, health, energy, education and food security); and environmental development (oceans, atmosphere, biodiversity, land degradation and climate change).

The JPOI goals are linked to priority actions based on sustainable development principles. Most of these goals and targets are directly linked to the Millennium Development Goals (MDGs). These aim to mobilise global efforts to reduce poverty, change unsustainable patterns of consumption and production, and protect the natural resource base.

This is a programme to put the world onto a sustainable growth path - a growth and development path that will provide adequately for all who live in it today, and at the same time not deny future generations the resources to provide for themselves. The plan sets global targets, and mobilises global efforts to reduce poverty, change unsustainable patterns of consumption and production, and protect the natural resource base.

Millennium Development Goals

Just before the millennium, the countries of the world, assembled at the United Nations, agreed to work towards the following goals, which are to halve poverty by 2015. They aim to:

- Halve the proportion of people who live on less than one dollar a day;
- halve the proportion of people who suffer from hunger;
- ensure that boys and girls alike complete primary schooling;
- eliminate gender disparity at all levels of education;
- reduce by two-thirds the under-five mortality rate;
- reduce by three-quarters the maternal mortality rate;



- reverse the spread of HIV/Aids, malaria and other diseases;
- integrate sustainable development into country policies and reverse loss of environmental resources;
- halve the proportion of people without access to drinkable water;
- significantly improve the lives of at least 100 million slum dwellers;
- raise official development assistance; and
- expand market access;
- encourage debt sustainability.

Progress with International Environmental Obligations

Before 1994 SA had been a signatory to many multilateral environmental agreements such as the Ramsar Convention on Wetlands of International Importance, the Bonn Convention on Migratory Species, the Convention on International Trade in Endangered Species (CITES) and the Antarctic Treaty.

SA political isolation because of its apartheid policies resulted in it being ineffective and unable to influence global debates on environmental issues. During apartheid, conservation – specifically nature reserves – were considered to be the most important environmental issue. Other broader environmental issues such as hazardous waste or ozone protection received little or no attention.

In 1994 SA became a full and active member of the global community and also a member of the Group of 77 and China – which was the group representing the developing countries within the multilateral arena. Since 1994, SA has become a country firmly committed to promoting democracy, peace and security, environmental protection, sustainable development and

poverty eradication, not only in SA but also in southern Africa, the continent and globally.

SA plays a critical role in the Multilateral Environmental Agreements (MEAs) and forums like AMCEN, UNEP, GEF and



The United Nations Convention to Combat Desertification is of particular concern to African countries.

CSD. SA articulates a position, which resonates with, and is backed by, many developing countries. It hosted the World Summit on Sustainable Development in September 2002 and was asked to facilitate the agreement on the Kyoto Protocol.

In 2003 the country chaired the 11th Session of the Commission on Sustainable Development, which produced the implementation track for the outcomes of the Johannesburg Plan of Implementation, and hosted the IUCN World Parks Congress. SA is also a founding member of the Group of Like-Minded Countries with Mega-Biodiversity (others include Mexico, Brazil, India and China).

During the ten years of democracy, SA has acceded to and ratified:

- Basel Convention on the

Control of Transboundary Movements of Hazardous Wastes and their Disposal (1994);

- Convention on Biological Diversity (CBD) and Cartagena Biosafety Protocol (1995 and 2003 respectively);
- United Nations Framework Convention on Climate Change (UNFCCC) and its strengthening instrument, the Kyoto Protocol (1997 and 2003 respectively);
- United Nations Convention to Combat Desertification (UNCCD) in Countries Experiencing Serious Droughts and/or Desertification, Particularly in Africa (1997);
- World Heritage Convention (1997);
- Rotterdam Convention on Prior Informed Consent (2002);
- Stockholm Convention on (POPs) Persistent Organic Pollutants (2002);
- United Nations Law of the Sea Convention (1997);
- The Convention on the Conservation and Management of Fishery Resources in the South East Atlantic Ocean – the SEAFO convention (2001);
- The Abidjan Convention for Cooperation in the Protection and Development of the Marine and Coastal Environment of the West and Central African Regions and Related Protocols (2003);
- The Nairobi Convention for the Protection, Management and Development of the Marine and Coastal Environment of the East African Region and Related Protocols (1996);
- Straddling Fish Stocks Protocol (2003);
- Albatrosses and Petrels Agreement (2003);
- SADC Fisheries protocol (2003); and
- SADC Tourism Protocol (2002).



Johannesburg and other major cities are now updating their State of the Environment Reports.

Our active participation in the international arena has enabled us to tap into various multilateral funding sources available to developing countries, to meet global environmental commitments. Through the Global Environmental Facility, we have been able to access over US\$ 80 million in grant funding for national, sub-regional and regional environmental projects with global significance such as:

- Richtersveld Community Biodiversity Conservation Project (US\$ 902 000);
- C.A.P.E. Biodiversity and Sustainable Development Project (US\$ 11.3 million);
- Agulhas Biodiversity Initiative (ABI) (US\$ 3.279 million);
- Enabling Activities for the Stockholm Convention on Persistent Organic Pollutants (POPs) National Implementation Plan for South Africa (US\$ 499 000);
- African Ivory Stockpile Programme (US\$ 23.5 million);
- South Africa Wind Energy Programme (US\$ 295 000);
- Pilot Production and Commercial Dissemination of Solar Cookers in South Africa (US\$ 800 000);
- Maloti Drakensberg Transfrontier Conservation and Development (US\$ 15. 548 million);
- Greater Addo Elephant National Park (US\$ 5.839 million);
- Benguela Current Large Marine Ecosystem (US\$ 15.114 million);
- Southwest Indian Ocean Fisheries Project (SIOFP) (US\$ 8.35 million).

Furthermore, SA has been accepted into the GEF Small Grants Program which unlocks US\$ 500 000 per annum for community-based environmental projects.

SA has entered into a series of strategic bilateral agreements, which are mobilising financial and technical resources for the environment and tourism sectors

in SA. Bilateral funding has supported, amongst other things, the rights allocation process and transformation within the fisheries



The State of the Rivers report was published in 2002.

sector, improvement of air quality in the Durban South Industrial basin, World Heritage Sites such as Robben Island, the Cradle of Humankind and Mapungubwe, sustainable coastal livelihoods and capacity-building for integrated environmental management in the North West Province. Bilateral agreements have also contributed to unlocking new tourism markets such as the Approved Destination Status awarded to SA by China.

On the continent SA has been on the steering committee of the AMCEN, which has played a key role in the development of the action plan for the Environment Initiative of NEPAD and continues to play a leading role in the implementation of the action plan. The Environment Initiative is a coherent action plan to address the region's environmental challenges while at the same time combating poverty and promoting

socio-economic development.

SA plays a leadership role in articulating its own interests as well as those of countries in the SADC, Africa and other developing countries, and continues to give global leadership on sustainable development. It is uniquely placed to interact with the main interests in the field as represented by the United States of America, the European Union, oil producing countries, Africa, and developing countries generally. The South African Government strongly believes that poverty and global inequality are the greatest obstacles to sustainable development. These obstacles can only be addressed through common but differentiated responsibilities and through a strong and equitable multilateral system.

State of Environment Reporting

Reporting on the state of the South African environment is vital to making objective, coherent and scientifically credible information readily available to the public and decision makers, and to plan for effective environmental management.

Before 1994, little information on the condition of the environment was available to the general public. In many instances information was scattered, inaccessible, or in a format and language that could not be understood by the layperson. In 1998, the department started to implement a comprehensive State of the Environment Programme.

The purpose and objectives of the State of the Environment Reporting Programme are to:

- Provide objective, accurate



A Vegetation Map of South Africa, Lesotho and Swaziland (the VEGMAP) has been completed.

and scientifically credible information about the condition and prospects of the South African environment;

- increase public understanding of these issues;
- continue the development of national environmental indicators, and report on these indicators;
- provide an early warning of potential problems;
- report on the effectiveness of policies and programmes designed to respond to environmental change, including progress toward achieving environmental standards and targets; and
- make recommendations for the strengthening of policies and programmes.

SA was the first country in the developing world to have State of Environment Reports (SoER) on all three levels of government –

municipal, provincial and national. Without measurement tools like SoERs, progress towards sustainable development is often uncoordinated and difficult to monitor.

The National SoER, first completed in 1999, has been continuously updated with the latest information. It now also includes the State of Environment internet portal. In 2000, SoER on the metropolitan level for Cape Town, Durban, Johannesburg, and Pretoria, were launched. As part of the ongoing improvement and updating of information, a completely new National SoER will be published in 2005.

The SoER was designed to improve access to relevant, accurate, up-to-date environmental information on the state of the environment in accordance with Section 31(1) (a) of NEMA. Since the release of the National and

Metropolitan SoER, reports were released for Midrand, North West Province, Mpumalanga, and Mangaung. All the remaining provinces are engaged in producing SoERs reports and most of these will be available towards the middle of 2004. Several local authorities have started state of the environment initiatives in 2002. These local authorities include Mbombela, Ekurhuleni, Mogale City and Sedibeng. Apart from these local authorities, the cities of Cape Town, Johannesburg and Tshwane (Pretoria) are in the process of updating their SoERs.

These authorities have been able to draw on a guideline document and training manual for SoE reporting developed by DEAT. It is aimed at government representatives who are monitoring and spreading environmental information and

awareness. The guidelines have been made simple and easy to follow. The production of a SoER guideline document for local authorities is underway.

The SoER's of Cape Town and Johannesburg were of particular interest during the WSSD, which took place in Johannesburg in 2002.

A State of Environment guideline for schools is also being developed.

- The directorate also established two new Internet portals, one on maps and mapping and one on environmental indicators. The aim is to use the Internet extensively to make environmental information in the form of maps and indicators more accessible. Users can download maps and make simple queries from them and the indicator database. Work on a GIS Intranet facility is well on its way and will be completed by the 3rd quarter of 2004. The SoERs (national, provincial and municipal) can be found

on the website www.environment.za/soer/.

The Environmental Potential Atlas (ENPAT)

The ENPAT is a geographic information system compiled by DEAT that gives continuously updated information on South African land and resource issues. These include, for example biological productivity, the erodibility index of soils, water availability per capita and vegetation types.

ENPAT products can be used for development planning, environmental impact management, tourism development, management of tourism resources, planning of conservation areas, poverty eradication and community development, and utilisation of natural and cultural resources.

Since 2004, the department has continuously updated the information contained in ENPAT. In the most recent years, ENPAT concentrated on various South African conservation projects, including:

- Kruger-Limpopo Transfrontier Conservation Area (TFCA);
- Maloti-Drakensberg TFCA;
- Richtersveld TFCA;
- Maputaland TFCA;
- Pondoland Conservation Area;
- Greater Addo National Park; and the
- Cape Project (Baviaanskloof, Cederberg and Gouritz areas).

This database provides valuable information for the sustainable management of these areas.

One of the by-products of ENPAT is an educational compact disc (CD) called Enviro-Info. It is designed specifically for learners and teachers in secondary schools. It contains 240 national and provincial maps covering a variety of bio-physical and socio-economic topics based on ENPAT data. It also provides background information to the international tourist who wants to visit South Africa. The information on the Enviro-Info CD is constantly being updated.

In addition, a VegMap of SA, Lesotho and Swaziland (also known as NBI's VEGMAP project) was completed. This project, sponsored by DEAT and implemented by the NBI, provides an update of the conservation status of the country's vegetation types. Current floristic information that includes an update of the conservation status of all vegetation types, is available in electronic format for rapid dissemination and analyses. A publication on the vegetation of SA, Lesotho and Swaziland is planned for later this year.

The State of Rivers report was published in 2002. DEAT is one of the sponsoring organisations on the River Health Programme. As part of this programme, it provided financial assistance through the Norwegian-South African Environmental Cooperation Agreement for the completion of



The constitution guarantees all citizens the right to an environment that is not harmful to their health or well-being.

the State of Rivers reports, which focus on Hartenbos and Klein Brak in the Western Cape, respectively.

Communications

In dealing with the challenges of operating as a more transparent and accessible Government, as well as overcoming criticism that overall government communications were just not able to service relations with the media, Cabinet resolved to undertake an investigation to assess the state of Government communications and to suggest solutions.

Under the directive of the then Deputy President, Thabo Mbeki, the Task Group on Government Communications (known as Comtask) was appointed. It included various respected personalities based in the media, advertising, marketing, communications, development, business and government sectors. Following various presentations and site visits inside and outside the country, Comtask found that there was a need to restructure and refocus Government communications.

Informed by Comtask's recommendations, Cabinet resolved that Government communications not be approached as a mere administrative support function, but be transformed as a key strategic area that should guide the programme of Government. To realise this objective a number of interventions had to be made:

- A senior manager was to be appointed to manage the communications functions of departments and their Ministries. This senior manager was to have easy, direct and unmediated access to the Minister, Deputy Minister, Director-General and senior managers of their department.
- This senior manager was to be



The Environmental Potential Atlas can be used for poverty eradication and community development.

- involved in the management structures of departments.
- Departments' planning and budgeting processes had to include communications and marketing needs.
- Government communications had to be integrated between departments and their Ministries, across departments and between national and provincial government.
- The head of Government's



Comtask was established to restructure Government communications.

communications service should serve as ex officio in Cabinet.

The Department has now been transformed to most of Contask's requirements communications function.

Motivated by Cabinet's decision, the department restructured its communications operations. Communications is now a Chief Directorate and its manager has direct access to the Director-General and Minister. Line functions are being motivated to budget for communications and marketing needs.

The department's communications strategies are consistent with overall government priorities, Cabinet directives and Ministerial concerns.

POVERTY RELIEF

In 1999, DEAT initiated its Poverty Relief Programme. In implementing this programme, the department has focused on job creation, stimulating SMME creation, empowerment of communities through training programmes in the tourism and environmental spheres and the creation of sustainable enterprises that will result in permanent job opportunities.

The National Poverty Relief Programme was introduced in 1999 as a vehicle for creating employment opportunities by Government departments. A number of departments, among which DEAT is a major role player, were selected to implement this programme within their spheres of responsibility.

As a leading department in the sustainable development agenda, DEAT has an opportunity to work with communities and other stakeholders to contribute to alleviating poverty while actively engaging in its core business.

DEAT's Poverty Relief Programme sought to identify and support projects in the broad categories of environment and tourism to support nation building. What is of

paramount importance in the programme is that all opportunities for employment do not necessarily require high levels of skills and education and therefore cater for the grossly unskilled majority.

The Department's Poverty Relief Programme started with a budget of R75 million – this amount has increased steadily and in the financial year 2003/4, DEAT received a poverty relief budget of R300 million.

STRATEGIC APPROACH

A dedicated project management unit was created within DEAT to provide effective and efficient implementation of the Poverty Relief Programme. This unit has representation at national and provincial levels and provides dedicated focus and hands-on support to the planning, screening, approval and overall management and implementation of the programme. The implementation involves interaction between various

stakeholders such as provincial government departments, district and local municipalities, and project implementers.

The success of the programme can be attributed to a vigorous management system supported by a Web-based Computerised Project Management System that facilitates communication between various stakeholders and provides up-to-date accessibility to information.

ACHIEVEMENTS

Job Creation

When finalising business plans for Poverty Relief projects, the aim is to ensure that at least 30% of the funding granted by DEAT is for community wages. In addition, the project is an economic injection



into the local economy by using local labour and service providers.

Up until 2004, more than 34 632 temporary job opportunities were created where 45% of the people employed were women, 22% were youth between 18 and 25 years of age, and 2% were disabled. The number of permanent jobs created are 2 324. Of these 45% went to women, 15% to youth and 1% to people with disabilities. (Temporary jobs are defined as jobs created during the project, and permanent jobs are those sustained by the project after completion.)

DEAT is a major implementer and leader of the poverty relief programme. DEAT's success in implementing poverty relief derives from its clear vision, the business plan concept and a robust management system. The major pillars of its management system are the Programme Management Unit (PMU), including PPMs and implementers. The PMU's openness to ideas and

its willingness to learn and continuously adapt has enabled DEAT to remain on the cutting edge of programme implementation and management. It is this learning and adapting that has made DEAT a leader in poverty relief implementation. (UNDP, Evaluation of DEAT Poverty Relief Programme: September 2003).

Training

The high level of unemployment in SA makes job creation a crucial challenge. But job creation without skills development and training does not lend itself to sustainable employment.

Training is a crucial element of all Poverty Relief Projects, with 10% of job days to be utilised for this purpose. More than 29 672 people have been trained in literacy, numeracy, life skills, managerial skills, vocational and task-related skills and tourism.

Social Impact

This programme has created

community assets that can be used as a basis for equity participation with the private sector, or the leverage with which to gain access to donor or other funding.

The programme needs to investigate measures of evaluating the impact that income transfers through projects have had on household poverty.

BEE / SMME

A total of 1 024 SMMEs have been created and 1 207 used for construction, manufacturing, retail, tourism, marketing and other services during implementation. 11% of the funding for projects has been channelled to SMMEs.

CHALLENGES AHEAD

Integrated Sustainable Rural Development and Urban Renewal Programmes





environment, heritage, biodiversity and land care. These objectives fit within the broader objectives of Government such as poverty reduction, transformation, empowerment, urban and rural development, growth and job creation. The sector has clustered these into a number of core programmes namely:

- Sustainable Land-Based Livelihoods.
- Working for the Coast.
- People and Parks.
- Working for Tourism.
- Working on Waste.

The sector programmes have been consolidated under the umbrella brand “Faranani - Working together in building a foundation for the future”.

In his State of the Nation Address of February 2001, President Thabo Mbeki announced thirteen rural nodes and eight urban nodes for initial intervention. It is envisaged that a roll-out process will be established over time to all rural District Municipalities.

Expanded Public Works Programme (EPWP)

The EPWP is one of the key programmes to emanate from the Growth and Development Summit agreement.

The key objectives of the programmes are:

- Investment in economic and social infrastructure.
- Promotion of human resource development.
- Development of enterprises
- Development of local government capacity.
- Alleviation of poverty.
- Strengthening of the criminal justice system within the nodes.

DEAT, in its leading role, will ensure practical alignment of its core programmes with the objectives of the ISRDP and URP, through their Poverty Relief Programme by ensuring that at least 40% of funding available is directed to the nodes to foster the implementation and integration of sustainable development initiatives for local economic benefits.

EPWP has a focus on using Government expenditure to provide employment opportunities and training to unemployed people. The programme has been introduced by dividing the public sector into four sub-sectors namely, Environment and Culture, Economic, Infrastructure and Social. DEAT has been mandated as the leading department for the Environment and Culture Sector.

The objectives of the programmes within this sector are to achieve the immediate social benefits of the overall EPWP, while generating useful outputs in the fields of



Notable Projects

- The Hector Pieterse Memorial Square is dedicated to the 14-year-old schoolboy who was one of the first fatalities of the 1976 Soweto Uprising. It has become one of the most important heritage sites in South Africa, and the first choice destination for foreign dignitaries. A visitor's centre has been established there, incorporating a large memorial square, museum, art gallery, craft stalls and a garden, and it now employs ten people on a permanent basis.

- Intabazwe Route and Harrismith Tourist Office: Through DEAT, the town's tourist office was renovated and a route was developed in the township with an emphasis on its history. An exceptional woman by the name of Joyce Muhle Mthembu initiated and drove these projects. The office received income from a history book she wrote and which is sold to the tourists and the public. Other income is generated through advertising, enquiries and bookings. The route is very popular, attracting numerous tourists and also has a dedicated website. Unemployed women were trained through the project in the art of beadwork and their Christmas decorations were sold to the public. Joyce Mthembu attended the Tourism Indaba in 2003 and was awarded the Tourist Development Award. She also won an AA award for her participation in Tourism.

- The Kingdom is remarkable in terms of DEAT money leveraging more capital. The Department's Poverty Relief Programme created the seed capital of R1.5m which created the catalyst for private investment and loan funding to the value of R12.5 million – a total investment of R14 million to date. It has also been successful in being able to create approximately sixty permanent jobs, one of which is William Dube, one of the Zulu dancers. William first found work in one of the Coastcare projects (Dolphin Coast area) and then applied at The Kingdom where he is now very proud to have successfully qualified as a tour guide.

- Khoisan Village Accommodation Units: The project built eight self-catering units to replace the ones that were burnt in a forest fire some years ago. They are now fully operational and generated a surplus in their first year of operation. The Tsitsikamma Forest Village Trust is a successfully functional tourism service provider. This facility has expanded their range of products available to the public.

