



Sector *transformation*

The promotion of sector transformation is one of the strategic objectives of the department. Although a lot of work still needs to be done to transform the environmental and tourism sectors to be truly representative of the South African population and to eradicate the legacy of past discrimination and inequality, some progress has been made in changing the environmental landscape.

The fishing industry has seen a high degree of transformation in a very short space of time without compromising the principle of sustainable utilisation. This industry was once concentrated in the hands of a few, largely white-owned companies. Prior to 1994, subsistence fishers were not recognised by law and were often criminalised by their attempts to feed their families. Today, this industry has a shareholding by historically disadvantaged individuals (HDIs) of approximately 43% in the deep-sea hake fishery.

To strengthen the transformation of the conservation sector at local level, almost all conservation institutions have developed implementation plans to support the National Action Plan for People and Parks. Resource challenges are being addressed to ensure effective implementation of these plans. A draft national co-management framework is being developed to support uniform participation of communities in protected area governance. The Kids in Parks Programme, which is run in partnership with SANParks and the Department of Education, aims to achieve sustainability by introducing learners to wildlife conservation.

Community-based Natural Resource Management (CBNRM) projects have been implemented to assist communities to access high-quality drinking and irrigation water, improve agricultural production systems, reverse the process of land degradation, and improve tourist road access and vehicle control in community conservation areas. The projects have further assisted some communities to restock and introduce game species and engage in the conservation management of communally owned game reserves. Communities have undertaken land and catchment rehabilitation through alien vegetation control and bush clearing, secured sites for propagation, cultivated and processed medicinal plants and herbs, and established and developed marketing and promotional materials.

Guidelines have also been developed to provide local people with the key principles necessary for the successful implementation of CBNRM-related projects. These guidelines encourage local municipalities to incorporate CBNRM programmes into their respective Integrated Development Plans (IDPs) and Local Economic Development (LED)



strategies. In order to reach people at local levels, the guidelines were developed in all official languages and were further complemented by an implementation toolkit that provides user-friendly information and methods to enhance the implementation of CBNRM projects at community level. The toolkit has been successfully used by community-based organisations, local economic development officers and councillors, community development workers, non-governmental organisations, donor agencies, the private sector, agricultural officers, teachers and conservation officials.

The department's social responsibility programme has also played an important role in transforming the sector. This programme, which is implemented under the auspices of the Expanded Public Works Programme (EPWP), addresses the department's core responsibilities in a manner that contributes to job creation, empowers communities through training programmes in the tourism and environmental spheres, stimulates the development of small, medium and micro-enterprises (SMMEs), uplifts households (especially those headed up by women) and creates sustainable enterprises that will result in permanent job opportunities. Projects in the broad focus areas of tourism and the environment include Working for Tourism, Working on Waste, People and Parks, Working for the Coast, and Sustainable Land-based Livelihoods. This programme has created community assets that can be used as a basis for equity participation with the private sector. It continues to make a difference in the lives of the people of South Africa, especially the poorest members of society. Since 2001, the department has successfully created over 1 000 permanent jobs and just under 100 000 temporary jobs (employing people for six months and more). The development of skills and the use of SMMEs in the implementation of projects are further achievements of this programme.

A successful partnership between the department's Social Responsibility Unit and Marine and Coastal Management has been

the development of marine aquaculture. An amount of R150 million has been allocated for the MTEF period 2008/09 to 2010/11 to promote and develop a marine aquaculture programme in five coastal areas. The funding will be used to implement pilot projects at selected sites that are affected by abalone closure. The target or main beneficiaries are second-economy individuals who have a history of involvement in fishing or who are dependent on coastal resources for their livelihood.

The conservation and hunting industries are among the industries that have been identified as being in serious need of transformation. Initiatives that are being put in place include the institution of a professional body for environmental assessment practitioners to promote professional conduct and the self-regulation of practitioners. The department is also developing a transformation charter for the hunting industry.

A significant constraint to achieving the transformation targets of the biodiversity and conservation sector is the shortage of skills in previously disadvantaged groups, which makes it difficult for institutions to fill vacancies, contributing to broad-based black economic empowerment and the transformation of the sector. The National Biodiversity Framework recognises that: "In spite of growing numbers of jobs in the biodiversity conservation sector, young previously disadvantaged South Africans do not necessarily perceive career opportunities or career paths in the conservation sector. At the same time, the shortage of conservation managers and professionals holds back the development of the sector and the achievement of biodiversity goals."

Legislative amendments have also contributed to sector transformation. With the proclamation of the National Environmental Management Act (NEMA) in 1998, the concepts of public participation, stakeholder consultation, and cooperative and developmental governance became part of environmental management.

Where development had previously been seen as contradictory to environmental management, the EIA Regulations established a procedure to mitigate the potentially negative environmental impacts of all significant new developments, thereby ensuring that development took place in harmony with the environment.

The Tourism Growth Strategy plays an important role in setting the agenda for the transformation of the tourism sector. This five-year strategy is based on the mandate of the Tourism Act, which is to promote sustainable GDP growth, sustainable job creation, and redistribution and transformation.

In 2005, a process was initiated to approve and implement the Tourism Charter and Black Economic Empowerment (BEE) Scorecard, which was approved by Cabinet. Government and industry jointly signed their commitment to the charter and a Tourism Charter Council was appointed to communicate the objectives of the charter, fast-track black economic empowerment in tourism, provide transformation incentives to both the public and private sectors and to set up a recognition system to reward those who contribute to fulfilling the goals of the charter.

The charter has been institutionalised and operates as the Tourism Empowerment Council of South Africa (TECSA). This council envisions a growing and transformed, vibrant and globally competitive tourism sector that reflects the demographics of South Africa and contributes to the establishment of an equitable society. The targets of the BEE Scorecard of the Tourism Empowerment Council of South Africa have been aligned with the Codes of Good Practice. In June 2008, the aligned code was gazetted for comment, allowing industry the opportunity to provide their input before the sector code is promulgated. The BEE unit of the Department of Trade and Industry (dti) has reviewed all inputs and presented their recommendations to the Minister of Trade and Industry for consideration as part of the promulgation process that is currently underway.

Administrative transformation

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

Over the past 15 years, as the mandate and focus of the department underwent radical transformation and South Africa became a global leader in sustainable development, its support services had to be restructured. Special attention also had to be paid to those areas that essentially enabled the integration of different parts of the organisation.

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). The implementation of a human development strategy has accelerated change in the recruitment, retention, reward, development and promotion of staff in the department. Transformation targets include employment representivity levels, democratisation of the workplace, transformation of the organisational culture, affirmative procurement and restructuring to improve service delivery, training and development.

Using government's procurement capacity as a lever to drive transformation, the department has made it a target to spend 58% of its allocated budget for the 2008/09 financial year on the procurement of goods and services from enterprises that are BEE- or BBBEE-compliant.



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Transformation objectives

The department has developed a Strategic Plan for the Environmental Sector for 2008 to 2013. Over the next five years, its objectives for the sector are as follows:

- To increase the representation of previously disadvantaged groups within the sector in terms of employment and procurement
- To increase broad-based participation in the key economic areas of the sector, like wildlife breeding, hunting, commercial fishing and marine aquaculture
- To increase the participation of disadvantaged communities in environmental services like impact assessment, monitoring and enforcement

The sector plans to achieve this by employing the following strategies:

- Working to increase the capacity of previously disadvantaged individuals to access employment within the sector by ensuring that capacity-building programmes target previously disadvantaged groups and individuals.

- Setting specific targets for those areas of the sector and its associated industries that have been identified as requiring transformation, such as conservation and hunting.
- Working with tertiary institutions to develop training programmes required by the sector in the areas where BBBEE targets have been set and providing bursaries to facilitate the entry of previously disadvantaged individuals to these programmes.
- Continuing its commitment to meeting targets for transformation and BBBEE within the sector, including employment and procurement.

The sector plans to work together as follows:

- DEAT will lead the sector in setting BBBEE targets for the sector and will monitor and report on performance.
- All institutions responsible for the planning and delivery of capacity-building will target previously disadvantaged individuals and groups.