

Marine Living Resources Fund **Annual Performance Plan** for the Fiscal Year 2018/2019



agriculture,
forestry & fisheries

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Marine Living Resources Fund (MLRF)
Annual Performance Plan
For the Fiscal Year
2018/2019

Acronyms

AED	Aquaculture and Economic Development	M&E	Monitoring and Evaluation
AFF	Agriculture, Forestry and Fisheries	MCS	Monitoring, Control and Surveillance
AJMS	African Journal of Marine Science	MLRA	Marine Living Resources Act
APAP	Agricultural Policy Action Plan	MLRF	Marine Living Resources Fund
APP	Annual Performance Plan	MRM	Marine Resource Management
AU	African Union	MTEF	Medium Term Expenditure Framework
BRICS	Brazil, Russia, India, China, South Africa	MTSF	Medium Term Strategic Framework
CD:FOS	Chief Directorate Fisheries Operations Support	NDP	National Development Plan
CFO	Chief Financial Officer	NGP	New Growth Path
DAFF	Department of Agriculture, Forestry and Fisheries	NIPF	National Industrial Policy Framework
DPME	Department of Planning, Monitoring and Evaluation	OECD	Organisation for Economic Cooperation and Development
EEZ	Exclusive Economic Zone	OMP	Operational Management Procedure
EPWP	Expanded Public Works Programme	PPI	Programme Performance Indicator
EXCO	Executive Committee	Q	Quarter
FAO	Food and Agricultural Organisation	RAAVC	Revitalisation of Agriculture and Agro-processing Value Chains
FPV	Fishery Patrol Vessel	SADC	Southern African Development Community
FRAP	Fishing Rights Allocation Process	SAMSA	South African Maritime Safety Association
FTEs	Full Time Equivalents	SDIP	Service Delivery Improvement Plan
GDP	Gross Domestic Product	SOI	Strategic Objective Indicator
IAC	Inter-Departmental Authorizations Committee	SONA	State of the Nation Address
IFSS	Integrated Fisheries Security Strategy	TAC	Total Allowable Catch
IPAP	Industrial Policy Action Plan	TAE	Total Allowable Effort
KZN	KwaZulu-Natal	TIDs	Technical Indicator Descriptions
MAST	Marine Administration System	WfFP	Working for Fisheries Programme

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Foreword



The Annual Performance Plan (APP) for the Marine Living Resources Fund (MLRF) 2018/2019 financial year is hereby submitted to the Minister of Agriculture, Forestry and Fisheries for approval and tabling in Parliament. The APP complies with the guidelines provided by National Treasury and the Department of Planning, Monitoring and Evaluation (DPME) in the Presidency.

The Marine Living Resources Fund (MLRF) was established under the Marine Living Resources Act (1998) and covers the operational expenses of the Fisheries Management Branch of the Department of Agriculture, Forestry and Fisheries (DAFF). The MLRF and the Fisheries Branch are responsible for promoting the development and sustainable use of South Africa's fisheries and aquaculture sectors.

The key strategic priorities for the Marine Living Resources Fund over the next financial year include:

- Supporting four catalyst aquaculture projects under Operation Phakisa (Ocean's economy).
- Developing a programme concept note for the provision of support to small-scale aquaculture.
- Conducting of one new research study on the economics of new candidate species for aquaculture (sea urchins).
- Conducting of one new research project on production systems for new candidate species for aquaculture (scallops).
- Conducting of one aquatic animal health research project (Epizootic Ulcerative Syndrome).
- Conducting of one research project on climate change, namely an assessment of temperature deoxygenation and acidification on aquaculture.
- Creation of 1 085 jobs (544 Full Time Equivalent jobs) under the Working for Fisheries Programme.
- Allocation of commercial fishing rights in the abalone sector.
- Revising policies and application forms for 12 fishing sectors in which rights expire in 2020.
- Support the finalisation of the FRAP 2015/16 appeals process.
- Allocation of fishing rights to registered small-scale fishing communities and the provision of support to small-scale co-operatives.
- Development of recovery plans for two critical sectors, namely West Coast rock lobster and abalone.

- The production of research reports indicating the stock status levels of two fisheries, namely West Coast rock lobster and abalone.
- The carrying out of a number of compliance and enforcement measures in the six prioritised fishing sectors, namely hake, abalone, rock lobster, linefish, pelagics and squid.
- Conducting a number of joint operations with other law enforcement partners through the Operation Phakisa Initiative 5 of the Oceans Economy. This will include land and sea-based operations, patrols and inspections.
- Conducting a number of investigations in terms of the Marine Living Resources Act.

In my capacity as both the Accounting Authority of the Marine Living Resources Fund and the Director-General of the Department of Agriculture, Forestry and Fisheries as the designated Department, it is my pleasure to present the 2018/2019 Annual Performance Plan for the Marine Living Resources Fund.




MR MOOKETSA RAMASODI
ACCOUNTING AUTHORITY AND ACTING DIRECTOR-GENERAL
DEPARTMENT OF AGRICULTURE, FORESTRY AND FISHERIES

Official Sign-off

It is hereby certified that this Annual Performance Plan was developed by the management of the Department of Agriculture, Forestry and Fisheries (DAFF) under the guidance of Mr. S Zokwana; was prepared in line with the current Strategic plan of the DAFF and accurately reflects the performance targets which the DAFF will endeavour to achieve given the resources made available in the budget for the financial year 2018/2019.

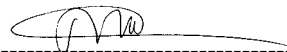
Ms Sue Middleton
Chief Director: Fisheries Operations Support

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Ms Nazima Parker
Acting Chief Financial Officer: Financial Management
for the MLRF

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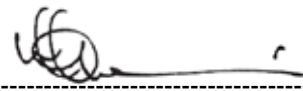
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Deputy Director-General: Fisheries Management

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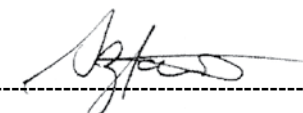
Mr Mokutule Kgobokoe
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Mr. Mooketsa Ramasodi
Accounting Officer

Signature-----

Approved by
Mr Senzeni Zokwana
Executive Authority

Signature-----

PART A: STRATEGIC OVERVIEW

1 Vision

United and transformed agriculture, forestry and fisheries sector that ensures food security for all and economic prosperity.

2 Mission

Advancing food security and transformation of the sector through innovative, inclusive and sustainable policies, legislation and programmes.

3 Values

Drive: driven to deliver excellent service through leadership and professionalism

Attitude: being an ambitious, passionate, reliable and dedicated workforce

Fairness: acting with objectivity, empathy, integrity and transparency

Focus: focusing on people, economic and rural development

4 Updated situational analyses

4.1 Sector performance

The DAFF undertook a planning session in June 2017, wherein all sector role-players and industry stakeholders participated. Out of this session priorities for the sector and high level deliverables for 2018/19 informed by the NDP, MTSF, Nine Point Plan/RAAVC and APAP were developed. These sector priorities are meant to guide all role-players in the sector to align their plans with each other for the achievement of the NDP objectives. The NDP targets cannot be achieved by government alone; therefore, it is important to bring other stakeholders on board to plan together with a common purpose. The aim is also to have these sector priorities for the next three years adopted at the Minister's Service Delivery Forum.

The DAFF has a vast knowledge-base with skilled and dedicated researchers and scientists across different fields and highly qualified staff members relevant to its mandate. For example, fisheries research is recognised as one of the best in the world. The African Journal of Marine Science is also one of the best journals on the continent. The high levels of expertise in the Department are recognized and used on important international platforms such as the Food and Agriculture Organization (FAO), multinational and bilateral platforms, as well as international organisations, fora, etc.

The MLRF has a fleet of seven vessels, namely five patrol vessels and two research vessels. This fleet is currently being managed by the South African Maritime Safety Association (SAMSA). These vessels are used for important collaboration between countries on the continent and collaboration in terms of research training, capacity sharing, as well as MCS related training. DAFF hosts the biggest marine science library in Africa. There are also twelve harbours under the control of DAFF, with the option to increase such harbours along the entire coastline.

The sector has not been creating further jobs, instead it has shed jobs. However, it is expected to create one million decent jobs by 2030. The number of people employed in the agriculture sector decreased by 3,0% in the third quarter of 2017, from 835 000 persons in the second quarter of 2017 to 810 000 persons in the third quarter of 2017. Of the 25 000 job losses by the sector in the third quarter of 2017, 12 000 jobs were lost by women while 13 000 jobs were lost by men. Meanwhile, game farming, forestry, as well as aquaculture showed job gains. Since 2016 the aquaculture sector, through Operation Phakisa (Oceans Economy) has created 1 806 direct on-farm jobs on 26 registered aquaculture farms.

The Aquaculture Lab will continue the implementation of the Lab outcome and 40 projects will be registered under Operation Phakisa (Oceans Economy). The Aquaculture Bill will also provide a legislative framework for the sector development. It is envisaged that aquaculture production will increase to 20 000 tons, with 2 500 direct new jobs and 15 000 jobs in the value chain by 2019, and an additional investment of R500 million.

The CEOs' Forum presents an ideal opportunity to develop relations with industry partners. DAFF's membership to international organisations and signed agreements with international partners also presents various opportunities for trade and training, for example, BRICS. To support the DAFF's mandate of job creation and increased contribution to the GDP, it will continue to facilitate and support increased exports into Africa and China, as well as worldwide. During the past financial year, intra-African trade increased by more than 4% and the main products driving this increase were fruit such as apples, fresh grapes and pears. Wine, sugar, maize and fish remain major contributors to exports.

4.2 Economic setting

South Africa's third quarter economic data paints a bright picture of the country, especially for the agricultural sector which experienced drought in the previous seasons. Data released by Statistics South Africa (Stats SA) indicated that South Africa's real gross domestic product (measured by production) increased by 2.0% in the third quarter of 2017 from a revised growth rate of 2.8% reported in the second quarter of 2017.

The Agriculture, Forestry and Fisheries industry was the largest contributor to GDP growth for the second quarter in a row. The industry increased by 33.6% and contributed 0.7% to the GDP growth in the second quarter of 2017. During the third quarter of 2017, the industry increased by 44.2% and contributed 0.9% to the GDP. However, there is a lot that still needs to be done for the country to address social ills such as unemployment, which is currently hovering at 27.1% in the third quarter of 2017. The agriculture sector alone has shed approximately 71 000 jobs between the third quarter of 2016 and third quarter of 2017.

The unemployment rate in South Africa was stable at 27.7% in the Q3:2017, still at record high levels last seen in 2003. According to Statistics South Africa's quarterly labour force survey (QLFS), results reveal that there were 92 000 jobs growth in employment in the Q3:2017, although the number was offset by 33 000 extra job seekers during the same period. The expanded unemployment rate which includes those who wanted to work but stopped looking for jobs increased by 0.2 of a percentage point to 36.8% in the Q3: 2017. This number now stands at 9.4 million people and represents a 118 000 increase from the Q2: 2017. The latest figures reveal that 6.2 million South Africans are currently without work. Meanwhile, of the 15 million non-economically active people in the country, 2.4 million were discouraged work seekers, a 75 000 increase from the Q2: 2017. The biggest contributors to job growth were in the finance and other business sectors (68 000) as well as community, social and personal services sectors (56 000). However, about 105 000 jobs were shed in the manufacturing, construction and agriculture sectors.

Fisheries trade expanded considerably in recent decades, fuelled by growing production driven by high demand and the sector operating in an increasingly globalised environment. In Q3:2017, due to sluggish economic performance and environmental issues such as over-exploitation of fish stocks, environment degradation and habitat destruction, bio-security, disease outbreaks and climate change dynamics, fisheries trade balance remained in negative territory. Fisheries trade balance entered negative territory in Q1:2017 and has remained in negative territory even in Q3:2017. Supply of fisheries products remained subdued in Q3:2017 while the aquaculture sector continues to expand. According to the OECD-FAO projections, the aquaculture sector will soon become the world's primary source of fish for all purposes in the next five years. In Q3:2017, fisheries trade balance decreased massively, from R517. 88 million in Q3:2016 to a negative R133,64 million in Q3:2017. Exports of fisheries products decreased by 30.7%, from R1.70 billion in Q3:2016 to R1.18 billion in Q3:2017 while imports of fisheries products increased by 10.9%, from R1.18 billion in Q3:2016 to R1.31 billion in Q3:2017 during the same period.

FAO (2017) reported that seafood demand is highly sensitive to increases in income, and thus it is these economic trends, combined with population growth rates, that will be the major determinants of future trade flows and consumption patterns.

The top three imported fisheries products in Q3:2017 include sardines/sardinella/brisling (prepared, preserved and not minced), tunas/skipjack/bonito (prepared, preserved and not minced) and hake fillets (frozen) each accounting for 23%, 13% and 9% of the total import value. Developing countries continue to play a significant role in the international supply of fish and fish products.

SA's top three exported fisheries products in Q3:2017 include hake fillets (frozen), fish (frozen) and hake (frozen). When comparing exports of fisheries products in Q3:2016 with exports of fisheries products in Q3:2017, exports of hake fillets (frozen) and hake (frozen) decreased by 16% and 19% respectively while exports of fish (frozen) increased by 35% during the same period. Deep-water hake remains depleted; however its status is improving while shallow-water hake is considered most optimal to abundant (DAFF, 2017).

4.3 MLRF's contribution to job creation

4.3.1 Aquaculture production - Operation Phakisa (Oceans economy)

The Operation Phakisa (Oceans Economy) is expected to increase the production of fish from 4 000 tonnes per year to 20 000 tonnes per year, over the medium term. This is expected to create 2 500 direct new jobs and 15 000 jobs in the fisheries value chain by 2020. In terms of a racial and gender disaggregation of the total on-farm jobs, 29% are female; 47% youth; 89% black.

4.3.2 Working for Fisheries Programme (WfFP)

The Working for Fisheries Programme (WfFP) aims to create short term job opportunities, infrastructure development, training and capacity building within fishing communities through the use of labour-intensive methods targeting the unemployed, youth, women and people with disabilities. This programme creates alternative livelihoods opportunities for communities that previously relied on fisheries resources for livelihoods. The marine resources are declining, therefore there is a need for the alternative livelihood projects in the fishing communities that will assist them to sustain their livelihoods. The main objective of the Programme is to contribute towards poverty alleviation through interventions that are public-driven, whilst advancing the mandates of the DAFF and the EPWP's Environment and Culture Sector to address the following policy objective: **"To provide work opportunities and income support to poor and unemployed people through the delivery of public and community assets and services, thereby contributing to development."**

The Programme, through the implementation of projects, aims to contribute towards the alleviation of poverty, while empowering beneficiaries to participate in the mainstream fishing economy in a manner that aligns the Programme and projects to government Outcomes 4 (Decent employment through inclusive economic growth), 7 (Vibrant, equitable and sustainable rural communities contributing towards food security for all), 10 (Protect and enhance our environmental assets and natural resources), and 12 (Efficient, effective and developmental oriented Public Service and an empowered, fair and inclusive citizenship) and the Department's associated strategic goals :

1. Effective and efficient strategic leadership, governance and administration;
2. Enhanced production, employment and economic growth in the sector; and
3. Enabling environment for food security and sector transformation.

The WfFP focuses on undertaking projects in the following areas and creating work opportunities for the poor and unemployed in the process:

- Creating alternative livelihoods
- Monitoring of fisheries catch data along the South African coastline
- Protecting marine resources/biodiversity
- Monitoring of fish landings

- Waste management
- Natural resources management
- Aquaculture infrastructure development
- Skills development and capacity building

As part of every Medium Term Expenditure Framework cycle, the Department opens up a new funding cycle and requests the line functions/managers/municipality to submit proposals for funding. The programme is managed through a steering committee which takes decisions on projects and is supported by the secretariat in the form of the Project Management Office. The WfFP Project Management Office is also responsible for: project initiation, planning, contract management, implementation, monitoring and evaluation, project progress reports, financial management, EPWP Environment and Culture Sector Monitoring and Evaluation Subcommittee reports. Projects must address the mandate of the Department. The criteria for funding include:

- A minimum of 35% of the project cost must be utilised for wages
- A minimum of 2% of the project budget shall be utilised for non-accredited training by the implementer.
- 5% of the total project budget, deducted from the maximum cost of Phase Two, shall be utilised for accredited training by the accredited training service provider appointed by the Department.
- 15% of the project budget shall be utilised for implementer's fee which includes administration.
- 90% of temporary job days must be reserved for local people.
- 55% of the total jobs/workforce must be women.
- Of these 55% women, 55% should be youth and 2% disabled.
- The remaining 45% of the jobs/workforce can also include 55% male youths and 2% male persons with disabilities.

The jobs created through the WfFP are dependent on the funding approved by National Treasury for the Programme, and will either increase or decrease in line with the approved MTEF budgets.

Table 1: DAFF's contribution to job creation over the MTSF

INDICATORS	2018/19	2019/20	2020/21	2020/22
Number of FTE jobs (WfFP)	1 085 jobs (544 FTEs)	1 092 jobs (546 FTEs)	No confirmation of MTEF allocation	No confirmation of MTEF allocation
	597 female jobs (328 female youths and 12 females with disabilities)	601 female jobs (331 female youths and 12 females with disabilities)		
	488 male jobs (268 male youths and 10 males with disabilities)	491 male jobs (270 male youths and 10 males with disabilities)		

4.4 Description of the strategic planning process

The DAFF strategic planning process was largely informed by the Medium Term Strategic Framework (MTSF) for Outcomes 4, 7 and 10. The National Development Plan (NDP) serves as the umbrella for the cross-cutting strategies, namely the New Growth Path (NGP), the Industrial Policy Action Plan (IPAP) and other government plans.

The department has developed Sector Priorities and High Level Deliverables as a guiding document for planning in the sector. Sector Priorities and High Level Deliverables is informed by the MTSF and RAAVC.

In the current year under review, DAFF facilitated a planning workshop in June 2017 with all the agricultural stakeholders comprising of PDAs, state-owned entities and industries where the 2016/17 sector priorities and high level deliverables were reviewed to guide development on the 2017/18 APP. From June up to November 2017 all the Fisheries Branch was consulted to develop the first and second drafts of the APP.

DAFF submitted the first and second draft 2017/18 APP as required, to the Department of Performance Monitoring and Evaluation (DPME) and National Treasury for analysis. Consultations with the Fisheries Branch continued in February to present the APP analytic report and recommendations from the DPME. All the recommendations from the DPME analysis were accommodated to improve the draft APP.

The first and the second draft of the APP for PDAs and SOEs were analysed and feedback provided as required by National Treasury framework for Strategic Plans and Annual Performance Plans. The Fisheries Branch's APP was also submitted to Internal Audit and the Auditor-General for auditing of the "smartness" of the indicators and targets.

To align to the National Treasury Framework for Strategic Planning, the prescribed strategic planning template, which stipulates the strategic goals, strategic objectives and goal statements and objective statements, was utilised to populate the required information. In this financial year under review the strategic objective indicators have been developed in response to the analysis of the first and second draft APP by the Department of Planning, Monitoring and Evaluation. The Annual Performance Plan template was used to populate strategic objectives, indicators and annual targets for the upcoming financial year and the MTEF with quarterly targets for the upcoming financial year. The indicators and targets in the Annual Performance Plans were broken down into implementable activities in the Operational Plans. The Operational Plans highlight clear milestones and various action steps to be undertaken in order to address the respective unit's priorities in delivering the outputs. Plans and budgets are integrated and operational managers are held accountable for the inputs that are allocated.

4.4.1 The departmental planning process:

- Step 1** In May, the Department commences with the strategic planning process, undertakes an environmental scan and reviews strategic goals, objectives and key priorities.
- Step 2** From the Lekgotla, the Department identifies high-level priorities to inform Department-wide planning.
- Step 3** The Department now undertakes detailed planning to ensure that the priorities outlined in the July Lekgotla and SONA are considered. This process has to be completed by the end of July/August in preparation for submission of the first draft Strategic Plan/Annual Performance Plan to DPME.
- Step 4** The detailed, facilitated consultations with Branches to unpack high-level priorities into actionable plans thereby determining interventions, setting targets and reviewing indicators takes place in October to November, in preparation for submission of the second draft Strategic Plan/Annual Performance Plan to DPME.
- Step 5** During February and March the priorities are communicated to the entire Department. This is when detailed annual Operational Plans are developed at implementation level.

4.5 Departmental monitoring and evaluation

The Department has a monitoring and evaluation guideline which is a framework for monitoring and evaluating performance information at a departmental level. These guidelines aim to provide a framework for monitoring and reporting within which performance information can be successfully collected, monitored, analysed and reported; and to indicate a framework for the evaluation and assessment/review of programmes so that performance information can be realised within a system of effective reporting and continuous improvement support.

The non-financial performance environment to which the guidelines are applicable, include the Strategic Plan and Annual Performance Plan (APP) deliverables, services contained in the Services Catalogue, the Service Delivery Improvement Plan (SDIP) and reports on Outcomes 4, 7 and 10 to which DAFF directly contributes, and for which the Directorate: Organization Performance is primarily responsible for coordinating the institutional monitoring and evaluation. The operational plans for the MLRF are also guided by the guidelines.

The Department developed the KnowledgeBank reporting system to address the need for an appropriate system to collect, collate, verify and store performance information. Users need to have login credentials from the system administrator. Business unit managers are allocated passwords for reporting rights against targets related to their functions, while M&E Specialists are allocated to each Branch for continuous support to monitor progress on the reported information and to ensure that reported performance information is accompanied by supporting documents that will prove that information is credible, useful and reliable at all times. Directors are the core users of the system. Reporting on the system is done on a monthly basis, on or before the 10th of each month. The purpose of reporting on a monthly basis is to enable the Department to track performance on a regular basis and provide remedial actions upon identification of red flags. Users are required to attach evidence as and when they report to support reported information. Monitoring of Knowledge Bank reporting is done through the development of a monthly compliance register. The register details all the units that have reported and not reported per branch including the submission of evidence

4.6 Strategic goals and objectives

DAFF's strategic goals and objectives are grounded in the Medium Term Strategic Framework (MTSF) for 2014-19. The MTSF was analysed and issues relevant to the Department identified and developed into four strategic goals and eleven strategic objectives to support each goal. The following strategic goals and objectives will be implemented over the medium term through strategic action programmes:

Table 2: Alignment of governmental key outcomes to departmental strategic goals

OUTCOME	STRATEGIC GOAL	PROGRAMME
12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Strategic Goal 1: Effective and efficient strategic leadership, governance and administration	1
4: Decent employment through inclusive economic growth	Strategic Goal 2: Enhance production, employment and economic growth in the sector	2, 4 and 6
7: Vibrant, equitable, sustainable rural communities contributing towards food security for all	Strategic Goal 3: Enabling environment for food security and sector transformation	3 and 6
10: Protect and enhance our environmental assets and natural resources	Strategic Goal 4: Sustainable use of natural resources in the sector	2, 5 and 6

Table 3: Alignment of governmental key outcomes to departmental strategic goals

STRATEGIC GOALS	STRATEGIC OBJECTIVES
Strategic Goal 1: Effective and efficient strategic leadership, governance and administration	Strategic Objective 1.1 Ensure compliance with statutory requirements and good governance practices Strategic Objective 1.2 Strengthen the support, guidance and interaction with stakeholders Strategic Objective 1.3 Strengthen institutional mechanism for integrated policy, planning, monitoring and evaluation in the sector
Strategic Goal 2: Enhanced production, employment and economic growth in the sector	Strategic Objective 2.1 Ensure increased production and productivity in prioritised areas as well as value chains Strategic Objective 2.2 Effective management of bio-security and related sector risks Strategic Objective 2.3 Ensure support for market access and processing of Agriculture, Forestry and Fisheries products
Strategic Goal 3: Enabling environment for food security and sector transformation	Strategic Objective 3.1 Lead and coordinate government food security initiatives Strategic Objective 3.2 Enhance capacity for efficient delivery in the sector Strategic Objective 3.3 Strengthen planning, implementation and monitoring of comprehensive support programmes
Strategic Goal 4: Sustainable use of natural resources in the sector	Strategic Objective 4.1 Ensure the conservation, protection, rehabilitation and recovery of depleted and degraded natural resources Strategic Objective 4.2 Ensure adaptation and mitigation to climate change through effective implementation of prescribed frameworks

5 Legislative mandate

The Marine Living Resources Fund (MLRF) was established in terms of section 10 of the Marine Living Resources Act, 1998 (Act No 18 of 1998). The MLRF is a schedule 3A Public Entity as specified under the Public Finance Management Act, 1999 (Act No. 1 of 1999).

The specific mandate of the MLRF is derived from the Marine Living Resources Act, 1998 (Act No. 18 of 1998). The Act provides for the conservation and protection of the marine ecosystem, and the long-term sustainable utilisation of marine living resources and the orderly access to exploit and use certain marine living resources in a fair and equitable manner for the benefit of all South African citizens.

ACT NO. AND YEAR	PURPOSE	FUNCTIONAL COMPETENCE	RESPONSIBILITY
Marine Living Resources Act, 1998 (Act No. 18 of 1998)	The Act provides for the conservation of the marine ecosystem, the long-term sustainable utilisation of marine living resources and the orderly access to the exploitation, utilisation and protection of certain marine living resources; and for these purposes for the exercise of control over marine living resources in a fair and equitable manner to the benefit of all the citizens of South Africa.	National except for Aquaculture	Fisheries

6 National policy mandates

6.1 National Development Plan (NDP)

The Strategic Goals and associated Objectives of the Department of Agriculture, Forestry and Fisheries (DAFF) namely: **Effective and efficient strategic leadership, governance and administration; enhance production, employment and economic growth in the sector; enabling environment for food security and sector transformation; and sustainable use of natural resources in the sector**, are a response to achieve the National Development Plan's (NDP) objectives and targets. The goals and associated objectives have been reviewed to address the priorities identified in the NDP.

6.2 New Growth Path (NGP)

The New Growth Path (NGP) is a national policy which broadly aims to unblock private investment and job creation to address systematic blockages to employment-creating growth (infrastructure, skills, regulatory framework, etc). It focuses on productive sectors and pro-actively intends to support industries, activities and projects that will generate employment. The New Growth Path has identified job drivers for growth, namely: infrastructure, agricultural value chain, mining value chains, manufacturing, tourism and high level services, green economy, knowledge economy, social economy, public sector, rural development and African regional development. The NGP manages the job drivers for growth such as in mining, commercial agriculture and smallholders, higher industries, etc.

The DAFF will capitalise on the above job drivers and specifically in areas relevant to the sector such as the agriculture value chains, rural development and African regional development. As a contribution to the African regional development, DAFF continues to implement South Africa's foreign policy objectives, through the facilitation of SADC and AU engagements and implementation of the South-South Cooperation Agreement with emphasis on BRICS. The International Relations Strategy is an instrument put in place to interact with various sector stakeholders at regional and international level in support of producers to access international markets.

6.3 Industrial Policy Action Plan (IPAP)

The Industrial Policy Action Plan (IPAP) takes place within the framework of continuous improvements and up-scaling of concrete industrial development interventions, as set out in the National Industrial Policy Framework (NIPF). IPAP seeks to scale-up key interventions over a rolling three-year period, with a 10-year outlook on desired economic outcomes. The NIPF has the following core objectives:

- To facilitate diversification beyond the economy's current reliance on traditional commodities and non-tradable services that require the promotion of value-addition, characterised particularly by the movement into non-traditional tradable goods and services that compete in export markets and against imports;
- To ensure the long-term intensification of South Africa's industrialisation process and movement towards a knowledge economy;
- To promote a labour-absorbing industrialisation path, with the emphasis on tradable labour-absorbing goods and services and economic linkages that create employment;
- To promote industrialisation, characterised by the increased participation of historically disadvantaged people and marginalised regions in the industrial economy; and
- To contribute towards industrial development in Africa with a strong emphasis on building the continent's productive capacity and secure regional economic integration.

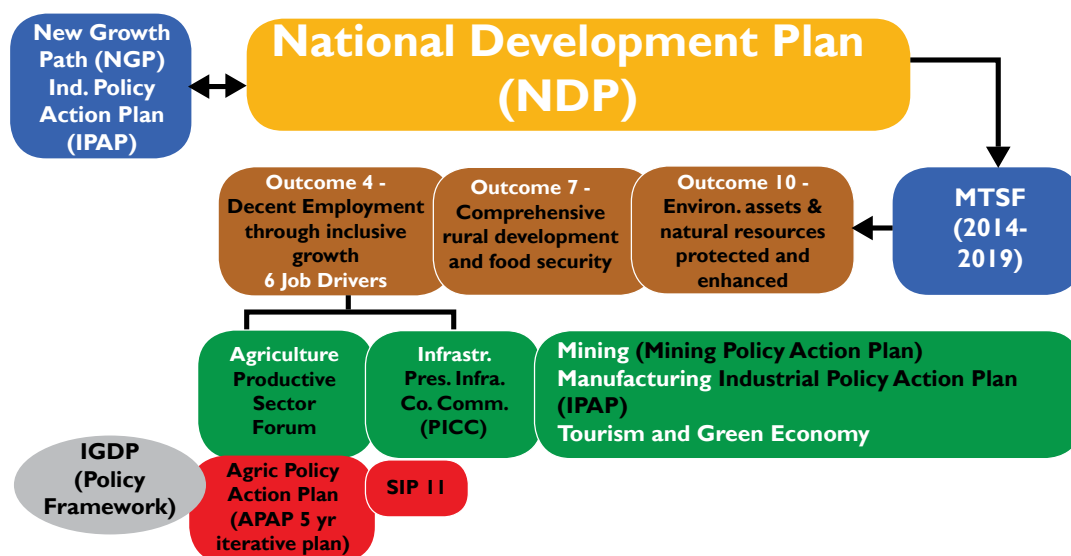
The IPAP is framed by and constitutes a key pillar of the NGP and has a particular role to play to make employment dynamic and ensure growth in the economy through its focus on value-adding sectors that

embody a combination of relatively high employment and growth multipliers. Government interventions set out in the NGP, the National Development Plan Vision 2030 and other policy documents seek to ensure that critical steps in support of the restructuring of the economy are secured to set it on a more value-adding and labour-intensive growth path. The success of the IPAP depends fundamentally on working towards stronger coherence and mutual support between macro- and micro-economic policies. The decline in natural fish resources and growing demand creates opportunities for the farming of a range of fish species. South Africa has the potential to create significant numbers of jobs in meeting local demand for fish, for example, trout, and international demand for abalone and mussels.

6.4 Agricultural Policy Action Plan (APAP)

The challenges facing the Agricultural, Forestry and Fisheries (AFF) sector are numerous: rising input costs, an uneven international trade environment, lack of developmental infrastructure (rail, harbour, electricity), and a rapidly evolving policy and production environment. At the same time, transformation of the AFF sector has been slow and tentative. Based on this analysis of the various challenges within the AFF sector the Agriculture, Forestry and Fisheries Strategic Framework (AFFStrat) for Agriculture, Forestry and Fisheries was developed to outline appropriate responses to these challenges. The APAP seeks to translate these high-level responses offered in the AFFStrat into tangible, concrete steps. The AFFStrat identifies four broad sector goals (equitable growth and competitiveness; equity and transformation; environmental sustainability; and governance) which translate into a comprehensive, abiding intervention framework, which will be supported through iterations of APAP via short and medium term interventions targeting specific value chains (sectoral interventions) or transversal challenges (transversal interventions).

As illustrated in the figure below, APAP aligns itself to the NGP, NDP, and the Medium Term Strategic Framework (MTSF) in respect of Outcomes 4, 7 and 10.



For APAP to effectively speak to Outcomes 4, 7 and 10, and to the objectives set out in the NGP, NDP and IPAP, it needs to unlock the productive potential of agriculture, forestry and fisheries by considering the nature of their binding constraints, whether these be at the level of primary production, beneficiation, or marketing, or indeed a combination of these. However, different sub-sectors within agriculture, forestry and fisheries operate according to different dynamics and face distinct challenges. Thus there is a need to be selective as to which sub-sectors or value chains to focus upon in the short and medium term, while also recognising that agricultural commodities in particular are often inter-related, in which case it is more helpful to speak of 'integrated value chains'. Using the following general selection criteria, APAP focuses on a discrete number of value chains identified as strategic in meeting the objectives of the NGP, NDP and IPAP:

- Contribution to food security;
- Job creation;

- Value of production;
- Growth potential; and
- Potential contribution to trade balance (including via export expansion and import substitution).

However, the first iteration of APAP is not offered as a fully comprehensive plan; rather, based on the model of the Industrial Policy Action Plan (IPAP), it identifies an ambitious, but manageable number of focused actions, in anticipation of future APAP iterations that will take the process further. APAP is planned over a five-year period and will be updated on an annual basis.

7 Fisheries policy frameworks

The Fisheries Branch has a number of policy frameworks. These include:

- The Small-Scale Fisheries Policy
- The General Policy for the Transfer of Commercial Fishing Rights
- Fisheries Sector-Specific Policies
- Policy for the Transfer of Commercial Fishing Rights
- New Fisheries Policy
- National Plan of Action for Sharks
- Policy for the Development of Sustainable Marine Aquaculture in South Africa
- National Inland Fisheries Policy Framework for South Africa.
- National Aquaculture Policy Framework for South Africa 2013
- Policy on Handling of Confiscated Abalone.

8 Overview of 2018/19 to 2020/21 budget and MTEF estimates

8.1 Relating expenditure trends to strategic outcome orientated goals

The spending focus over the medium term will be on supporting aquaculture catalyst projects identified and listed under the Operation Phakisa initiative, through ensuring increased production and productivity in prioritised areas, and value chains. The spending will be directed at facilitating development of the aquaculture sector; conducting research on reproduction of aquaculture candidate species, lead and coordinate government food security initiatives through developing sector-specific policies; allocating rights in the abalone sector and reviewing policies and application forms for twelve fishing sectors which expire by 2020 while allocating rights to registered small-scale fisheries cooperatives. The spending focus will also be prioritised to ensure the conservation, protection, rehabilitation and recovery of depleted and degraded natural resources by recovery plans for the two sectors, abalone and West Coast rock lobster, inclusive of research reports.

The spending focus will be geared towards increased compliance and enforcement measures in the six prioritised fisheries sectors, namely; hake, abalone, rock lobster, line fish, pelagic and squid to better protect South African natural resources, facilitate job creation in the coastal and rural communities and broaden the scope of the aquaculture sector. Expenditure for vessel operational costs is expected to increase as a result of collaborative operations conducted with partners including Operation Phakisa initiatives and increased investigations conducted in terms of the Marine Living Resources Act (1998). The expanded public works programme projects are expected to increase over the medium term due to

fisheries patrol and research initiatives being under the direct control and administration of the MLRF. The fund is expected to create 3 481 jobs through the Working for Fisheries programme over the medium term.

The MLRF receives an estimated R260 million 2017/2018, R276 million 2018/2019 and R291 million 2019/2020 in transfers which translates to an estimated 64.32% of the total revenue from the Department of Agriculture, Forestry and Fisheries. The Marine Living Resources Fund generates revenue from levies on fish and fish products, application fees, licenses and permit fees, fines and confiscations, harbour fees and grant of right fees which is estimated at 35.68% of the total revenue. Over the medium term, revenue is expected to decrease from R407 million in 2017/2018, primarily due to a decrease in transfers from the Department of Agriculture, Forestry and Fisheries for vessel operations. This will not impact on service delivery as this will be augmented partially by own revenue.

Overall expenditure of the entity decreased from R501 million in 2015/2016 to R 464 million in 2016/2017, at an average rate of 7.4 per cent. The budget allocation of the Administration programme has increased from R21 million in 2013/2014 to R191 million in 2016/2017, due to the re-allocation of the expanded public works programme projects from aquaculture and economic development to administration. The compensation of employees is funded by the Department.

PART B:

9 Fisheries programme and sub-programmes

Purpose:

Promote the development and sustainable use of South Africa's fisheries and aquaculture sectors.

The programme consists of six sub-programmes, namely: Aquaculture and Economic Development; Fisheries Research and Development; Marine Resource Management; Monitoring, Control and Surveillance; Fisheries Operations Support; and Financial Management of the Marine Living Resources Fund.

- **Aquaculture Development:** Ensures aquaculture growth and fisheries economic development for sustainable livelihoods by providing public support and an integrated platform for the management of aquaculture.
- **Fisheries Research and Development:** Ensures the promotion of the sustainable development of fisheries resources and ecosystems by conducting and supporting appropriate research.
- **Marine Resources Management:** Ensures the sustainable utilisation and equitable and orderly access to the marine living resources through improved management and regulation.
- **Monitoring, Control and Surveillance:** Ensures the protection and promotion of sustainable use of marine living resources through compliance and enforcement.
- **Fisheries Operations Support:** Provides support for fisheries and aquaculture economic development and livelihood opportunities.
- **Financial Management:** Provides financial, revenue and asset management for the Marine Living Resources Fund.

10 Strategic objectives

10.1 Strategic objectives and annual targets for 2018/19 to 2020/21:

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	STRATEGIC PLAN TARGET (5 YEAR TARGET)	AUDITED/ACTUAL			ESTIMATED PERFORMANCE			
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2.1	Ensure increased production and productivity in prioritised areas as well as value chains	Increase the number of FTE job opportunities (Working for Fisheries Programme)	1 250 jobs (456 youth; 592 women)	630 jobs	588 FTES	1 085 jobs (544 FTEs) 597 female jobs (328 female youths and 12 females with disabilities) 488 male jobs (268 male youths and 10 males with disabilities).	1 092 jobs (546 FTEs) 601 female jobs (331 female youths and 12 females with disabilities) 491 male jobs (270 male youths and 10 males with disabilities)	1 092 jobs (546 FTEs) 601 female jobs (331 female youths and 12 females with disabilities) 491 male jobs (270 male youths and 10 males with disabilities)	1 092 jobs (546 FTEs) 601 female jobs (331 female youths and 12 females with disabilities) 491 male jobs (270 male youths and 10 males with disabilities)
3.1	Lead and coordinate government food security initiatives	Promote aquaculture for economic growth by 2020	-	-	8 aquaculture projects supported	4 aquaculture projects supported	4 aquaculture projects supported	3 aquaculture projects supported	-
		Promote transformation and production of fishery by 2020	-	-	Monitor and regulate rights allocated to nine fishing sectors	Review policies and application forms for fishing sectors which have fishing rights that expire by 2020	Allocate fishing rights to 12 fishing sectors that expire in 2020	Monitor and regulate rights allocated to 12 fishing sectors	Monitor and regulate rights allocated to 12 fishing sectors
4.1	Ensure the conservation, protection, rehabilitation and recovery of depleted and degraded natural resources	Promote, conserve, protect and recovery of depleted natural resources by 2020	-	-	Recovery plans of prioritised fish stocks	Recovery plans of prioritised fish stocks	Recovery plans of prioritised fish stocks	Recovery plans of prioritised fish stocks	Recovery plans of prioritised fish stocks

10.2 Programme performance indicators and targets:

PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL			ESTIMATED PERFORMANCE 2017/18	MEDIUM-TERM TARGETS		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2.1.1 Increase the number of FTE job opportunities (Working for Fisheries Programme)	1 250 jobs	630 jobs	558 FTEs	1 085 jobs (544 FTEs) 597 female jobs (328 female youths and 12 females with disabilities) 488 male jobs (268 male youths and 10 males with disabilities)	1 092 jobs (546 FTEs) 601 female jobs (331 female youths and 12 females with disabilities) 491 male jobs (270 male youths and 10 males with disabilities)	1 092 jobs (546 FTEs) 601 female jobs (331 female youths and 12 females with disabilities) 491 male jobs (270 male youths and 10 males with disabilities)	1 092 jobs (546 FTEs) 601 female jobs (331 female youths and 12 females with disabilities) 491 male jobs (270 male youths and 10 males with disabilities)
Number of aquaculture catalyst projects (identified and listed under Operation Phakisa) supported	10 fish farms supported	4 Operation Phakisa projects for phase 1 supported	5 Operation Phakisa projects for phase 1 supported 3 Operation Phakisa projects for phase 2 supported	4 Operation Phakisa projects for phase 3 supported	4 Operation Phakisa projects supported	3 Operation Phakisa projects supported	-
2.1.2 Small-scale aquaculture support programme developed and implemented	-	-	-	-	Small-scale aquaculture support programme concept note	Small-scale aquaculture support programme approved	Small-scale aquaculture support programme implemented
2.1.3 Aquaculture Development Act developed and implemented as per Operation Phakisa	Draft Aquaculture Bill approved by the Minister for public consultation Public consultation completed	Bill submitted to Parliament for approval	Bill approved	Aquaculture Development Bill submitted to Cabinet	Aquaculture Development Bill/ Act implementation plan	Aquaculture Development Act implemented	Aquaculture Development Act implemented

PROGRAMME PERFORMANCE INDICATOR	2014/15	AUDITED/ACTUAL			ESTIMATED PERFORMANCE 2017/18	MEDIUM-TERM TARGETS		
		2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
2.1.4 Number of aquaculture research projects conducted	1 new research project on reproduction for an aquaculture candidate species	2 new research projects on genetics and nutrition for aquaculture species conducted	2 new research projects on new candidate species for aquaculture conducted	2 new research projects on production systems for new candidate species for aquaculture conducted	I new research project on economics of new candidate species for aquaculture conducted (sea urchin)	I new research project on economics of new candidate species for aquaculture conducted (scallops)	I new research project on food safety for new aquaculture species conducted (scallops)	I new research project on food safety for new aquaculture species conducted (scallops)
					I new research projects on production systems for new candidate species for aquaculture conducted (scallops)	I new research project on food safety for new aquaculture species conducted (sea urchin)	I aquatic animal health research project	
					I aquatic animal health research project (Epizootic Ulcerative Syndrome)	I aquatic animal health research project (Vaccine)		
					I research project on climate change: assessment of temperature, deoxygenation and acidification on aquaculture			
					Allocate rights in the abalone sector			
					Allocate rights in the abalone and West Coast rock lobster sector			
					Issue permits and permit conditions in the 9 newly allocated fishing sectors			
					Develop sector specific policies and allocate rights to 9 fishing sectors			
					Fishing Rights Allocation (FRAP) Framework drafted			
3.1.1 Commercial fishing rights allocated								

PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL				ESTIMATED PERFORMANCE 2017/18	MEDIUM-TERM TARGETS		
	2014/15	2015/16	2016/17			2018/19	2019/20	2020/21
3.1.1 (cont.)	-	-	-	-	-	Revised policies and application forms for 12 fishing sectors which expire in 2020	Allocate fishing rights to 12 fishing sectors that expire in 2020	Allocate fishing rights to 12 fishing sectors that expire in 2020
	-	-	-	-	Finalise appeals in the 8 newly allocated fishing sectors	Support the (FRAP 2015/16) appeals process	Support the (FRAP 2015/16) appeals process	Support the (FRAP 2020) appeals process
3.1.2 Small-Scale Fisheries Policy implemented	Regulations promulgated under MLRA amended to include the management of small-scale fisheries	Rights allocated to registered small-scale fisheries cooperatives	Rights allocated to registered small-scale fisheries cooperatives	Rights allocated to registered small-scale fisheries cooperatives	Support to registered small-scale fisheries cooperatives	Rights allocated to registered small-scale fisheries cooperatives	Monitor and support of the small-scale fisheries sector	Monitor and support of the small-scale fisheries sector
4.1.1 Sustainable management of fish stocks	Recovery plans for the 2 sectors: abalone, West Coast rock lobster revised	Recovery plans for the 3 sectors: abalone, West Coast rock lobster and deep dater hake updated	Recovery plans for the 2 sectors: abalone and West Coast rock lobster	Recovery plans for the 2 sectors: abalone and West Coast rock lobster	Recovery plans for the 2 sectors: abalone and West Coast rock lobster	Recovery plans for the 2 sectors: abalone and West Coast rock lobster	Recovery plans for the 2 sectors: abalone and West Coast rock lobster	Recovery plans for the 2 sectors: abalone and West Coast rock lobster
	Research report to indicate fish stock levels compiled	Research report to indicate fish stock levels compiled	Research report to indicate fish stock levels compiled	Research reports compiled for 2 sectors	Research reports compiled for 2 sectors: abalone and West Coast rock lobster	Research Reports and TAC/TAE recommendations compiled for 2 sectors: abalone and West Coast rock lobster	Research Reports compiled for 2 sectors: abalone and West Coast rock lobster	Research Reports compiled for 2 sectors: abalone and West Coast rock lobster

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL			ESTIMATED PERFORMANCE 2017/18	MEDIUM-TERM TARGETS		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
4.1.2	Number of inspections conducted	4 598 compliance and enforcement measures in the 6 prioritised fisheries sectors: hake, abalone, rock lobster and line fish implemented	4 548 compliance and enforcement measures in the 4 prioritised fisheries sectors: hake, abalone, rock lobster and line fish implemented	2 900 compliance and enforcement measures in the 6 prioritised fisheries sectors: hake, abalone, rock lobster, line fish pelagic and squid implemented	3 200 compliance and enforcement measures in the 6 prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented	4 500 compliance and enforcement measures in the 6 prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented	4 500 compliance and enforcement measures in the 6 prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented	4 500 compliance and enforcement measures in the 6 prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented
4.1.3	Number of joint operations conducted with partners including Operation Phakisa initiative 5	-	26 operations Compliance = 12 Monitoring and Surveillance = 6 Fisheries Protection Vessels = 8	30 operations Compliance = 14 Monitoring and Surveillance = 8 Fisheries Protection Vessels = 8	39 operations	40 operations	42 operations	44 operations
4.1.4	Number of investigations conducted in terms of the Marine Living Resources Act	-	-	276	276	280	284	286

10.3 Quarterly targets

PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
			QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
2.1.4 Increase the number of FTE job opportunities (Working for Fisheries Programme)	Quarterly	1 085 jobs (544 FTEs) 597 female jobs (328 female youths and 12 females with disabilities).	272 jobs (136 FTEs) 150 female jobs (82 female youths and females with disabilities)	271 (136 FTEs) 149 female jobs (82 female youths and females with disabilities)	271 (136 FTEs) 149 female jobs (82 female youths and females with disabilities)	271 (136 FTEs) 149 female jobs (82 female youths and females with disabilities).
	Quarterly	488 male jobs (268 male youths and 10 males with disabilities)	122 male jobs (67 male youths and 3 males with disabilities)	122 male jobs (67 male youths and 3 males with disabilities)	122 male jobs (67 male youths and 3 males with disabilities)	122 male jobs (67 male youths and 2 males with disabilities)
	Quarterly	4 Operation Phakisa projects supported	1 Operation Phakisa project supported	1 Operation Phakisa project supported	1 Operation Phakisa project supported	1 Operation Phakisa project supported
2.1.2 Small-scale aquaculture support programme developed and implemented	Quarterly	Small-scale aquaculture support programme concept note developed	-	Draft concept note	Stakeholders consultation	Approved concept note by DDG: Fisheries Management
2.1.3 Aquaculture Development Act developed and implemented as per Operation Phakisa	Quarterly	Aquaculture Development Bill/Act implementation plan developed	-	Draft implementation plan developed	Public consultation conducted	Implementation plan approved by EXCO
2.1.4 Number of aquaculture research projects conducted	Quarterly	1 new research project on economics of new candidate species for aquaculture conducted (sea urchin)	Progress report on economics of new candidate species for aquaculture conducted (sea urchin)	Progress report on economics of new candidate species for aquaculture conducted (sea urchin)	Progress report on economics of new candidate species for aquaculture conducted (sea urchin)	Final progress report on economics of new candidate species for aquaculture conducted (sea urchin)

PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
			QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
2.1.4	Quarterly	I new research project on production systems for new candidate species for aquaculture conducted (Scallops)	Progress report on production systems for new candidate species for aquaculture conducted (scallops)	Progress report on production methods	Progress report on production methods	Final progress report on production methods
	Quarterly	I aquatic animal health research project (Epizootic Ulcerative Syndrome)	Progress report on aquatic animal health research project	Progress report on aquatic animal health research project	Progress report on aquatic animal health research project	Final progress report on aquatic animal health research project
	Quarterly	I research project on climate change: assessment of temperature, deoxygenation and acidification on aquaculture	Progress report on climate change: assessment of temperature, deoxygenation and acidification on aquaculture	Progress report on climate change: assessment of temperature, deoxygenation and acidification on aquaculture	Progress report on climate change: assessment of temperature, deoxygenation and acidification on aquaculture	Final progress report on climate change: assessment of temperature, deoxygenation and acidification on aquaculture
3.1.1	Annually	Allocate rights in the abalone sector	-	Allocate rights in the abalone sector	-	-
	Quarterly	Revised policies and application forms for 12 fishing sectors which expire in 2020	-	Policies and application forms reviewed with internal stakeholders	Policies and application forms reviewed with external stakeholders	Revised policies and application forms approved and gazetted
3.1.2	Quarterly	Support the (FRAP 2015/16) appeals process	Draft regulation 5(3) report	Draft regulation 5(3) report	Draft regulation 5(3) report	Draft regulation 5(3) finalised
	Quarterly	Rights allocated to registered small-scale fisheries cooperatives	Register outstanding small-scale fisheries cooperatives	Allocation of rights to small-scale fisheries cooperatives in Eastern Cape and KwaZulu-Natal	Allocation of rights to small-scale fisheries cooperatives in Western Cape	Appeals process to finalised for all provinces

	PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
4.1.1	Sustainable management of fish stocks	Bi-annually	Recovery plans for the 2 sectors: abalone and West Coast rock lobster	-	-	Recommendation on determination of TAC, TAE or combination thereof in respect of the abalone and West Coast rock lobster fishing sectors submitted for approval	abalone and West Coast rock lobster Inter-area schedules prepared and implemented by issuing permits
		Annually	Research reports compiled for 2 sectors: abalone and West Coast rock lobster	-	Research reports to update status of fish stocks and recommend catch limits to achieve recovery targets	-	-
4.1.2	Number of inspections conducted	Quarterly	4 500 compliance and enforcement measures in the 6 prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented	875	1 250	1 500	875
4.1.3	Number of joint operations conducted with partners including Operation Phakisa Initiative 5	Quarterly	40 Operations	9 Operations	12 Operations	12 Operations	7 Operations
4.1.4	Number of investigations conducted	Quarterly	280 Investigations	70 investigations	70 investigations	70 investigations	70 investigations

10.4 Reconciling performance targets with the budget and MTEF

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	Budget Audited Outcome	Budget Audited Outcome	Budget Audited Outcome	Budget estimate Approved budget	Budget estimate Revised budget estimate	Budget estimate Revised budget estimate	Planning budget estimate
Rand thousand							
Objective/Activity							
Administration	- 129 687	- 110 383	177 853 127 561	153 497 153 497	161 600 161 60	166 570 166 570	175 565
Marine resources management	- 14 520	- 36 557	51 815 40 508	48 708 48 708	51 321 51 321	51 321 51 321	54 092
Aquaculture and economic development	- 17 747	- 31 037	33 554 30 797	24 687 24 687	26 011 26 011	26 012 26 012	27 417
Marine resources research	- 153 019	- 151 690	114 690 116 574	108 104 108 104	114 113 14 113	118 737 118 737	125 149
Monitoring, compliance and surveillance	- 134 069	- 154 285	111 068 148 996	115 742 115 74	122 195 122 195	127 595 127 595	134 485
Total	- 449 042	- 483 952	488 980 464 436	450 738 450 738	475 240 475 240	490 235 490 235	516 708

10.5 Expenditure estimates

	Audited outcome			Revised estimate	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	2014/15	2015/16	2016/17	2017/18	2014/15 - 2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		
Rand thousand '000											
Administration	129 687	110 383	127 561	153 497	5.8%	28.3%	161 600	166 570	175 565	4.6%	34.0%
Marine Resource Management	14 250	36 557	40 508	48 708	49.7%	7.6%	51 321	51 321	54 092	3.6%	10.6%
Aquaculture and Economic Development	17 747	31 037	30 797	24 687	11.6%	5.6%	26 011	26 012	27 417	3.6%	5.4%
Marine Resources Research	153 019	151 690	116 574	108 104	-10.9%	28.6%	114 113	118 737	125 149	5.0%	24.1%
Monitoring, Compliance and Surveillance	134 069	154 285	148 996	115 742	-4.8%	29.9%	122 195	127 595	134 485	5.1%	25.9%
Total Expense	449 042	483 952	464 436	450 738	0.1%	100%	475 240	490 235	516 708	4.7%	100%
Expenses											
Current expenses	449 042	483 952	464 436	450 738	0.1%	100%	475 240	490 235	516 708	4.7%	100%
Compensation of employees	235 439	257 356	280 615	279 533	-	-	289 909	311 978	335 372	-	-

PART C: Technical Indicator Descriptions (TIDs)

Strategic Objective Indicator (SOI)

2.1	Indicator title	Increase the number of FTE job opportunities (Working for Fisheries Programme)
	Short definition	The Working for Fisheries Programme falls under the Expanded Public Works Programme that aims to provide work opportunities and income support to poor and unemployed people.
	Purpose/importance	The WfFP aims to create short term job opportunities, infrastructure development, training and capacity building within fishing communities through the use of labour-intensive methods targeting the unemployed, youth, women, people with disabilities, thereby contributing towards the alleviation of poverty.
	Source/collection of data	Quarterly submission of job statistics from project implementers; project visits; quarterly project reports from implementers; monthly data gathering.
	Method of calculation	Refers to one person's year of employment. One person's year of employment is equivalent to 230 days of work. A person's years of employment equals total number of person days of employment for targeted labour for the year. Person days equal the cost of wages divided by the daily rate divided by 230 to arrive at the number of Fulltime Equivalents (FTEs). For task rated workers, tasks completed are calculated as a proxy for 8 hrs per day.
	Data limitations	Lack of cooperation (non-compliance with reporting requirements, late reporting, etc) by service providers and poor network connectivity.
	Type of indicator	Outcome
	Calculation type	Non-cumulative
	Reporting cycle	Annually
	New indicator	No
	Desired performance	The delivery of quarterly and annual Full-time Equivalents, and the expansion of the Working for Fisheries Programme
	Indicator responsibility	DDG: Fisheries Management

2.2	Indicator title	Number of aquaculture catalyst projects (identified and listed under Operation Phakisa) supported
	Short definition	Number of new aquaculture catalyst projects supported in order to realise Operation Phakisa aspirations. Support provided will include facilitating access to funds or technical advisory services (e.g. access to land, authorisation, market access etc.).
	Purpose/importance	To fast track unlocking economic growth of the aquaculture sector and meet the Operation Phakisa aspiration with regards to creating jobs, increasing production, transformation and contribution to GDP.
	Source/collection of data	Q1 – Q4: Formal correspondence and/or site visits reports.
	Method of calculation	Basic count.
	Data limitations	Cooperation by other government departments, farmers and/or initiative owners (non-compliance with reporting requirements, legislative requirements etc.) Data with regards to value chain job created and reporting
	Type of indicator	Outcome
	Calculation type	Cumulative
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	Increase number of catalyst projects to meet the aspiration of Operation Phakisa which is to increase aquaculture production by 2019 to 20 000 tons, grow GDP contribution to R3bn, create total of 15 000 jobs, ensure increased participation to support transformation in the sector. Therefore a higher targeted performance is desired
	Indicator responsibility	Chief Director: Aquaculture and Economic Development Phakisa Delivery Unit

2.3	Indicator title	Small-scale aquaculture support programme developed and implemented
	Short definition	A program aimed at supporting small-scale aquaculture sub-sector development and growth with focus on access to inputs, markets, finance, advisory services and capacity provision.
	Purpose/importance	To unlock economic growth of the aquaculture sector and increase contribution to the GDP whilst addressing food security and livelihoods.
	Source/collection of data	Q2: Draft concept note. Q3: Stakeholders consultations (Attendance register, minutes of consultations). Q4: Approved concept note by DDG: Fisheries Management
	Method of calculation	Basic count: Approved concept note.
	Data limitations	Stakeholder consultation process could limit data..
	Type of indicator	Output.
	Calculation type	Non-Cumulative.
	Reporting cycle	Quarterly.
	New indicator	Yes.
	Desired performance	Structured aquaculture support program that will result in increased production and contribution to the GDP.
	Indicator responsibility	Chief Director: Aquaculture and Economic Development. Director: Aquaculture Technical services.

2.4	Indicator title	Aquaculture Development Act developed and implemented as per Operation Phakisa
	Short definition	Developed Aquaculture Development Bill/Act implemented with reference to Operation Phakisa.
	Purpose/importance	Once approved the implementation phase that seeks to create an enabling environment for management and development of the aquaculture sector in South Africa can take centre stage.
	Source/collection of data	Q2: Draft implementation plan. Q3: Public consultation (Minutes, attendance registers, consultation report). Q4: Implementation plan approved by EXCO (Minutes/submission).
	Method of calculation	Basic count: Implementation plan approved by EXCO.
	Data limitations	Stakeholder consultation process could limit data..
	Type of indicator	Output.
	Calculation type	Non-Cumulative.
	Reporting cycle	Quarterly.
	New indicator	No.
	Desired performance	Streamlined and coordinated approvals processes. These will result in a pro-development and inclusive body of aquaculture legislation that will enable accelerated sector growth.
	Indicator responsibility	Chief Director: Aquaculture and Economic Development. Director: Aquaculture Technical services.

2.5	Indicator title	Number of aquaculture research projects conducted
	Short definition	Number of aquaculture research projects undertaken within the reporting period in order to develop new techniques, species and efficient technology for sustainable commercial production.
	Purpose/importance	To promote expansion and diversification of the sector.
	Source/collection of data	<p>(a) 1 new research project on economics of new candidate species for aquaculture conducted (sea urchin) Q1-Q3: Technical reports on economics of new candidate species signed off by CD: Aquaculture and Economic Development Q4: Technical report signed off by CD: Aquaculture and Economic Development and/or scientific publications on economics of new candidate species</p> <p>(b) 1 new research project on production systems for new candidate species for aquaculture conducted (scallops) Q1-Q3: Technical reports on economics of new candidate species signed off by CD: Aquaculture and Economic Development Q4: Technical report signed off by CD: Aquaculture and Economic Development and/or scientific publications on economics of new candidate species</p> <p>(c) 1 aquatic animal health research project (Epizootic Ulcerative Syndrome) Q1-Q3: Technical reports on economics of new candidate species signed off by CD: Aquaculture and Economic Development Q4: Technical report signed off by CD: Aquaculture and Economic Development and/or scientific publications on economics of new candidate species</p> <p>(d) 1 research project on climate change: assessment of temperature, deoxygenation and acidification on aquaculture Q1-Q3: Technical reports on economics of new candidate species signed off by CD: Aquaculture and Economic Development Q4: Technical report signed off by CD: Aquaculture and Economic Development and/or scientific publications on economics of new candidate species</p>
	Method of calculation	Simple count.

2.5	Indicator title	Number of aquaculture research projects conducted
	Data limitations	Tolerance of species to the production system, shortage of capacity and financial resources.
	Type of indicator	Output.
	Calculation type	Cumulative.
	Reporting cycle	Quarterly.
	New indicator	No.
	Desired performance	The target is to increase aquaculture production by 100% by the year 2020 therefore a higher targeted performance is desired.
	Indicator responsibility	Chief Director: Aquaculture and Economic Development. Director: Aquaculture Research.

2.6	Indicator title	Commercial fishing rights allocated
	Short definition	The indicator refers to allocation and management of fishing rights in commercial fishing sectors.
	Purpose/importance	To control and regulate the sustainable and equitable utilisation of marine living resources and advance transformation of fisheries sectors while promoting food security and employment.
	Source/collection of data	<p>Allocate rights in the abalone sector Q2: General published reasons with provisional list</p> <p>Revised policies and application forms for 12 fishing sectors which expire in 2020 Q2: Policies and application forms reviewed with internal stakeholders Q3: Policies and application forms reviewed with external stakeholders Q4: Revised policies and application forms approved and gazetted</p> <p>Support the (FRAP 2015/16) appeals process Q1: Draft regulation 5(3) report Q2: Draft regulation 5(3) report Q3: Draft regulation 5(3) report Q4: Regulation 5(3) report finalised</p>
	Method of calculation	Basic count.
	Data limitations	Insufficient information supplied by applicants or applications submitted.
	Type of indicator	Output.
	Calculation type	Cumulative
	Reporting cycle	Quarterly.
	New indicator	Yes.
	Desired performance	Compile and keep fishing rights registers, review permit conditions, prepare recommendations on determination of TAC, TAE or combination thereof for the 9 fishing sectors, and issue permits and licences within the set turnaround time.
	Indicator responsibility	Chief Director: Marine Resources Management Director: Offshore and High Seas Fisheries Management Director: Inshore Fisheries Management

2.7	Indicator title	Small-Scale Fisheries Policy implemented
	Short definition	The indicator seeks to formally recognise and documents small-scale fishing Cooperatives that meets the requirements in terms of small scale fisheries policy and coordinate allocating fishing rights process to the registered cooperatives.
	Purpose/importance	To alleviate poverty in small-scale fishing communities through the promotion of food security and employment. Therefore providing overall transformation of the fishing sector.
	Source/collection of data	<p>Rights allocated to registered small-scale fisheries cooperatives Q1: Register outstanding small-scale fisheries cooperatives Q2: Allocation of rights to small-scale fisheries cooperatives in Eastern Cape and KwaZulu-Natal</p>

2.7	Indicator title	Small-Scale Fisheries Policy implemented
	Source/collection of data	Q3: Allocation of rights to small-scale fisheries cooperatives in Western Cape Q4: Appeals process to finalised for all provinces
	Method of calculation	Basic count.
	Data limitations	None.
	Type of indicator	Output.
	Calculation type	Cumulative.
	Reporting cycle	Quarterly.
	New indicator	No.
	Desired performance	To create an enabling environment for the establishment, development and sustainability of the small-scale fisheries sector; therefore a higher performance is desired.
	Indicator responsibility	Chief Director: Marine Resources Management Director: Small-Scale Fisheries Management

2.8	Indicator title	Sustainable management of fish stocks
	Short definition	The indicator is a reflection of the status of the fish stock in question (abalone, West Coast rock lobster), measured against pre-determined reference points (e.g. Maximum Sustainable Yield Level, pre-fished biomass, etc.) MRM - Revised management measures to rebuild abalone, West Coast rock lobster.
	Purpose/importance	The indicator shows the status of the fish stock relative to the pre-determined reference points for the stock so that adaptive management can be implemented as required. For West Coast rock lobster and abalone this is important to track progress regarding stock recovery.
	Source/collection of data	Research Reports compiled for 2 sectors: abalone and West Coast rock lobster Q2: Scientific report Recovery plans for the 2 sectors: abalone and West Coast rock lobster Q3: TAC/TAE recommendations Q4: Signed-off inter-area schedule, report on issued permits The method of calculation is specific to each resource and to the quantity and types of information available for each, and therefore varies from resource to resource. The calculations (including mathematical and statistical modelling) follow internationally-accepted practices and standards for fisheries stock assessment. MRM - Approved TAC/TAE and Permit conditions.
	Method of calculation	Basic count 2 Recovery plans 2 Research reports 2 TAC/TAE recommendations
	Data limitations	The limitations of the available data are specific to each resource, and too exhaustive to list here (such as missing data in time-series, absence of catch and effort data in certain fisheries, lack of data on illegal harvests, etc.). Limitations of the available data are taken account of during the statistical modelling techniques employed. MRM - Real time and contravention data.
	Type of indicator	Impact.
	Calculation type	Non-cumulative.
	Reporting cycle	Annually.
	New indicator	No

2.8	Indicator title	Sustainable management of fish stocks
	Desired performance	It is desired that the indicator remains within acceptable confidence intervals around the reference point, or in the case of recovering stocks that the indicator shows improvement towards the target levels over the desired timeframes.
	Indicator responsibility	Resource monitoring, status reporting and determination of appropriate catch levels: Chief Director: Fisheries Research and Development Director: Resources Research Director: Research Support

2.9	Indicator title	Number of inspections conducted
	Short definition	Number of inspections refers to sea-based and land-based inspections conducted.
	Purpose/importance	Ensure compliance to the Marine Living Resource Act, thereby curbing illegal fishing activities through inspections and enforcement in order to enhance sustainable utilization of marine living resources
	Source/collection of data	Compliance and FPV - List of land and sea based inspections as per inspection forms
	Method of calculation	Basic count - total number of inspections conducted
	Data limitations	Seasonal fishing, weather conditions, inability to board fishing vessels at sea, inadequate available resources.
	Type of indicator	Output.
	Calculation type	Cumulative.
	Reporting cycle	Quarterly.
	New indicator	No
	Desired performance	High targeted performance is desired in order to increased enforcement and compliance measures.
	Indicator responsibility	Chief Director: Monitoring Control and Surveillance Director: Compliance Director: Fisheries Protection Vessels

2.10	Indicator title	Number of joint operations conducted with partners including Operation Phakisa initiative 5
	Short definition	Joint operations refer to those conducted with other law enforcement and conservation agencies including Operation Phakisa "initiative 5 of the Marine Protection Services and Governance Lab" operations including if any internal MCS.
	Purpose/importance	Ensure compliance to the Marine Living Resource Act, thereby curbing illegal fishing activities through joint operations and enforcement in order to enhance sustainable utilization of marine living resources.
	Source/collection of data	Operations - operational request and/or operation report, list of operations conducted.
	Method of calculation	Basic count - total number of joint operations conducted.
	Data limitations	Seasonal fishing, weather conditions, inability to board fishing vessels at the sea, inadequate available resources (budget), unavailability of stakeholders,
	Type of indicator	Output.
	Calculation type	Cumulative.
	Reporting cycle	Quarterly.
	New indicator	No.
	Desired performance	High targeted performance is desired in order to increased enforcement and compliance measures.
	Indicator responsibility	Chief Director: Monitoring Control and Surveillance Director: Compliance Director: Fisheries Protection Vessels Director: Monitoring and Surveillance

2.11	Indicator title	Number of investigations conducted
	Short definition	Number of investigations of right/ permit holders (right and non-right holders) conducted, tip-offs as well as investigations of suspected infringing individuals and syndicates.
	Purpose/importance	Ensure compliance to the Marine Living Resource Act, thereby curbing illegal fishing activities through joint operations and enforcement in order to enhance sustainable utilization of marine living resources.
	Source/collection of data	M&S - list of investigations which will include inquiry docket cover and investigation diaries as supporting documents Sources: The Marine Administrative System (MAST).
	Method of calculation	Basic count - total number of investigations conducted..
	Data limitations	Seasonal fishing, Inadequate available resources, hostile environment
	Type of indicator	Output.
	Calculation type	Non-cumulative.
	Reporting cycle	Quarterly.
	New indicator	No.
	Desired performance	High targeted performance is desired in order to increased enforcement and compliance measures.
	Indicator responsibility	Chief Director: Monitoring Control and Surveillance Director: Compliance

PART D: Service Delivery Improvement Plan (SDIP)

11. Introduction

The Service Delivery Improvement Plan (SDIP) identifies service delivery challenges and inefficiencies and develops appropriate actions with clear standards, responsibilities and timeframes. One such example is the issuing of permits in terms of section 13 and 83 of the Marine Living Resources Act, 1998 (Act No. 18 of 1998) ("the MLRA") in an effort to create an enabling environment for our clients to have market access and be able to trade internationally. The department, through its SDIP, therefore strives to address both socio-economic and sectoral challenges. The SDIP is guided by the department's legislative and policy mandate, in terms of the 2014-2019 MTSF and strategic outcomes. The SDIP therefore serves as a value-add for the department, in that it addresses the obstacles and constraints faced in delivering on these services. In an effort to continue improving service delivery modes, the MLRF has identified the following key services to be subjected to improvement processes:

- Issuing of permits in terms of the provisions of section 13 and 83 of the MLRA.

The processing of permits is a key service which includes the processing of marine aquaculture farm permits, catch, transport, export, import, scientific investigations and practical experiment permits. Huge volumes of applications for catch and transport permits are submitted before the start of a particular fishing season while applications for export and import permits are received on a continuous basis and, in the case of marine aquaculture, at the end of the year and in the case of scientific investigations and practical experiments the permits are issued as and when required.

12. SDIP development approach

The DAFF SDIP has been developed in line with the sector plans, including Strategic Plan, Annual Performance Plan, Service Report and DAFF Annual Report.

Table 1: SDIP approach

SDIP team	Dates	Names of stakeholders	Purpose of consultation
SP Facilitators and M&E Specialists	6-7 November 2017	Branch: Fisheries Management	Develop 1st draft Service Delivery Improvement Plan

13. Implementation plan

The Branch: Planning, Policy, Monitoring and Evaluation will hold quarterly meetings with the Fisheries Branch/MLRF to manage implementation of the Service Delivery Improvement Plan. Identified implementation challenges and recommendations from the PPME quarterly meetings may lead to advisory services.

14. Reporting, monitoring and evaluation

The Annual Performance Plan of the department has the SDIP as an Annexure that reflects a three-year improvement plan, which should be monitored against the desired standards. Reporting against the SDIP is on a monthly basis on or before the 10th of each month. Evidence of reported status should be availed to M&E Specialists upon request. Senior Managers are responsible for administrative quality assurance of reports and evidence before submission. M&E specialists consolidate monthly reports into quarterly reports and continuously engage with concerned directorates regarding findings of performance assessment. Reported performance is analysed and bottlenecks get identified and this assists with implementation of early corrective measures. Underperforming targets (services) get escalated for discussion at various management structures with authority to enforce various remedial actions to improve performance.

15. Change management plan

No.	Programme	Services or products
6.	Fisheries Management	<ul style="list-style-type: none">• Attending to marine fishing related land based complaints• Monitor landings at landing sites• Sea-based fisheries inspections• Conduct awareness programme• Investigations for the fisheries sectors (consumptive and non-consumptive)• Conduct special operations for the fisheries sectors (consumptive and non-consumptive)• Conduct awareness programme• Publication of African Journal of Marine Science (AJMS)• Issuing of research permits• Status of the South African Marine Fishery Resource Report• Advisory and information dissemination service• Students mentorship and capacity building• Facilitate implementation of working for fisheries programme (WfFP) projects• Contract management• Support in contract initiation• Stakeholder engagement

		<ul style="list-style-type: none"> • Project operation clean-up • Gazetted fishing harbour regulations • Education, awareness and training campaign • Provide aquaculture advisory services • Issuing of transport, import and export permits for marine cultured fish species and products • Granting of rights to engage in marine aquaculture activities • Granting of exemptions related to marine aquaculture activities and fish processing establishment • Issuing of permits to engage in marine aquaculture activities • Issuing of scientific investigation and practical experiment permits for marine aquaculture • Issuing of marine aquaculture related vessel licences • Aquaculture shellfish monitoring • Provide aquaculture advisory services • Aquatic animal health inspections • Environmental monitoring • Awareness programme • Provide aquaculture advisory services • Issue of exemption and catch permits for subsistence and small-scale fisheries • Issue fish processing establishment permits for the resource buyers • Issue transport permits for the resource buyers • Issue export permits for subsistence and small-scale fish products • Issue recreational permits • Issue commercial catch permits • Issue commercial import and export permits • Grant approval for fishing effort and vessel changes • Issue local fishing vessel license • Crew registration • Issue exemptions for fish-processing establishments and other activities • Issue fish processing establishments permits • Issue permits to transport marine products • Conduct awareness programme/information sessions • Issue catch permits for offshore and high sea fisheries • Issue exclusive economic zone (EEZ) and fishing gear for foreign vessels permit
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		<ul style="list-style-type: none"> • Issue trans-shipment permit • Issue permits to transport products derived from offshore and high sea fisheries • Issue deep water species permit • Issue local fishing vessel license • Issue foreign fishing vessel license • Issue high seas vessel license • Issue fish processing establishment permits • Issue exemption for processing establishments and other activities • Issue import permits for marine products • Issue export permits for marine products
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16. Situational analysis

The Department of Agriculture, Forestry and Fisheries analysed numerous source documents to identify services to be improved in the 2018/19-2020/21 mid-term period. Through the Service Delivery Improvement Plan, DAFF aims to improve the services rendered. DAFF 2018/19-2021 SDIP is guided by the Medium Term Strategic Framework, Strategic Plan, Annual Performance Plan, 2016/17 SDIP Report, Annual Report, Service Report and the Presidential Hotline Analysis Report.

The improvement plan focused on the main services to be provided to actual and potential customers. It also took into consideration the consultation arrangements, mechanisms or strategies to remove barriers so that access to services is increased. In an effort to continue improving service delivery modes, the MLRF has identified that the issuing of permits in terms of the provisions of section 13 and 83 of the MLRA should be improved.

The processing of permit and licence applications is a key service that most of the Branch: Fisheries Management's clients believe should be improved. This key service includes the processing of marine aquaculture farm permits, catch, transport, export, import, scientific investigations and practical experiment permits and fishing vessel licences. Huge volumes of applications for catch and transport permits are submitted before the start of a particular fishing season, while applications for export and import permits as well as vessel licences are received on a continuous basis and, in the case of marine aquaculture, at the end of the year and, in the case of scientific investigations and practical experiments, the permits are issued as and when required. In terms of Batho Pele principles, "accessibility" requires that all citizens have equal access to the services to which they are entitled. If clients submit substandard or inaccurate documentation, it becomes a challenge to maintain the set standards; to enable the departmental officials to process the applications within the stipulated time frames.

17. Identified key services for improvement over 2018/19- 20/21 MTEF cycle

17.1 Key services for improvement

ISSUING OF PERMITS IN TERMS OF THE PROVISIONS OF SECTION 13 AND 83 OF THE MLRA

17.2.1 Service beneficiaries: Fishing industry; marine aquaculture industry; fishing rights holders; fish transporting industry; recreational fishers; foreign and local vessel owners; and fish import and export industry.

17.2.2 Service objective: Improving the processing of fishing permits applications in the fisheries subsector. This key service includes the processing of catch, transport, export and import permits.

17.2.3 Problem statement:

The turnaround times for issuing of permits are negatively impacted on by the quality of the applications received from clients or applications which are not properly completed or applications that do not meet all the requirements, lack of personnel, undocumented processes, the application system which requires completion of forms with information that the department already has in the system, the seating arrangements of the processors – initial processing starts at Customer Service Centre which is located at the ground floor in Foretrust Building and further processing occurs in relevant Chief Directorates which are located on the 3rd and 5th floors in the same building, and sometimes the unavailability of the Marine Administration System (MAST) and Oracle Financial System used to process these documents. The issuing of all permits is centralised in Cape Town, and as a result, the access to these services is a real challenge to those clients located in other provinces, including in the Western Cape but far from the Branch Fisheries Management office in Cape Town. The use of the Post Office in posting of applications and issued permits has proven not to be efficient as sometimes the posted applications and permits go missing or delivery is delayed due to, for example, strikes by the post office officials. Consequently, these problems impact negatively on meeting the set standards or turnaround times or timeframes, and adequately adhering to Batho Pele Principles.

It will be noted that South Africa has a well-established fisheries sector. However, the sector faces a number of challenges. The following challenges are highlighted as they directly affect service delivery:

(a) Capacity constraints

Human resource challenges: The Chief Directorates Marine Resources Management and Fisheries Research and Development, the Directorate ICT Service Strategy and Systems and the Directorate Sustainable Aquaculture Management do not have adequate HR capacity owing to the abolishment of critical positions from 2013/14 financial year. Currently, the chief directorates or directorates are unable to fill the vacant positions because of the directive that was issued to suspend all recruitment processes. The abolished positions as well as the vacant ones have to be reinstated and filled as they are assigned delegations in terms of the MLRA. The decision to abolish the vacant posts and the moratorium on the filling of vacant positions has caused serious service delivery delays and financial losses to the industry.

Financial challenges: The insufficient financial support has a negative impact on service delivery. As a result of a reduced staff component, officials cannot deliver all permits as per agreed service standards (4 to 7 working days) as a result of the increased workload. Service delivery by the department has been further compromised because of the closure of the Saldanha Customer Services Satellite Office.

(b) ICT systems

ICT cannot automate manual processes that are not optimised and documented. There is a need to document all business processes within the Branch Fisheries.

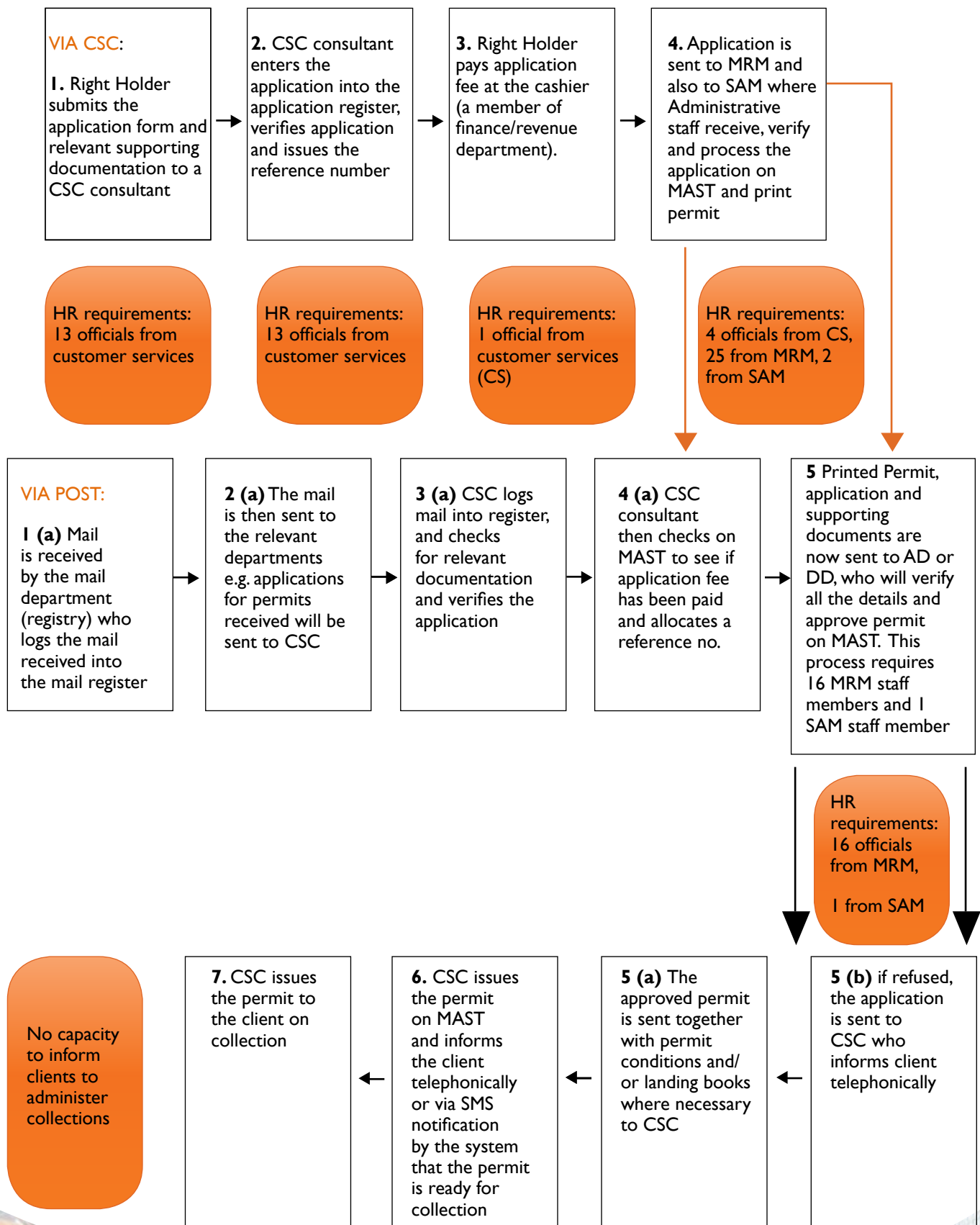
Catch-data system: The fishers (either rights holders, vessel owners or authorized personnel) submit hand written catch statistics. These catch statistics are captured by the Directorate: Resources Research as per the requirements of the research/scientific community. These systems do not meet the requirements of the research community and furthermore, are unable to provide information to other directorate/ chief directorates like CD: MRM. There is no real time catch data system in place; this compromises the departmental processes of the reconciliation of catches.

Monitoring of transgressions: Although the Transgression Register functionality is available in MAST, the Department does not have a consolidated and updated Transgression Register. This compromises decision-making processes for the delegated authorities.

MAST: The MAST system no longer adequately addresses the needs of business (permit processes). Oracle financials: Officials at a decentralised office (Port Elizabeth) do not have financial services (Oracle) therefore payments cannot be made at this station.

The challenges highlighted above by the Branch: Fisheries Management, require increased human capacity (reinstatement of abolished posts, filling of vacancies and creation of additional posts); a real-time catch data capturing and monitoring (or near real-time), real-time capturing of Transgression Register and the monitoring on the outcome of the transgressions reconciliations between the quantum allocated to a rights holder; weight caught per rights holder and the levy declared by the rights holder; reconciliation of import, processing and export figures with the SARS, etc, e-permitting for the commercial, recreational, small scale and aquaculture sector; smartcard system; and Electronic Content Management System.

17.2.4 Business process mapping



17.2.5 Improvement standard

KEY SERVICE	SERVICE BENEFCIARY	CURRENT STANDARD		DESIRED STANDARD		
		2017/18		2018/19	2019/20	2020/21
Issuing of permits (except applications relating to exemptions)	Fishing industry; fishing rights holders; recreational fishers; foreign and local vessel owners; fish import and export industry	Quantity	100% of the properly lodged permit applications received 7 days before month processed per month	100% of the properly lodged permit applications received 7 days before month processed per month	100% of the properly lodged permit applications received 7 days before month processed per month	100% of the properly lodged permit applications received 7 days before month processed per month
		Quantity	95% to 100% of permits issued to clients error free	95% to 100% of permits issued to clients error free	95% to 100% of permits issued to clients error free	95% to 100% of permits issued to clients error free
		Consultation	Consult with stakeholders on permit application process and requirements or customer care issues through Management Working Meetings or Road Show or Workshops or one on one meeting as well as via other means of communication. The number of consultations to be held in a given financial year shall be determined by the availability of budget, internal stakeholders, external stakeholders or clients, and logistics.	Consult with stakeholders on permit application process and requirements or customer care issues through Management Working Meetings or Road Show or Workshops or one on one meeting as well as via other means of communication. The number of consultations to be held in a given financial year shall be determined by the availability of budget, internal stakeholders, external stakeholders or clients, and logistics.	Consult with stakeholders on permit application process and requirements or customer care issues through Management Working Meetings or Road Show or Workshops or one on one meeting as well as via other means of communication. The number of consultations to be held in a given financial year shall be determined by the availability of budget, internal stakeholders, external stakeholders or clients, and logistics.	Consult with stakeholders on permit application process and requirements or customer care issues through Management Working Meetings or Road Show or Workshops or one on one meeting as well as via other means of communication. The number of consultations to be held in a given financial year shall be determined by the availability of budget, internal stakeholders, external stakeholders or clients, and logistics.
			Currently, have: • One fully fledged centralised office to manage the consultation processes. • Fishery Control Officers and Fishery Community	The following is also desired: • A plan to decentralise the fully fledged office to all relevant provinces, airports and harbours so as to	The following is also desired: • Start rolling out the decentralisation of the fully fledged office to all relevant provinces, airports and harbours so as to ensure	The following is also desired: • Continue rolling out the decentralisation of the fully fledged office to all relevant provinces, airports

KEY SERVICE	SERVICE BENEFEICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2017/18		2018/19	2019/20	2020/21
			Development Workers along the coast who do some of the consultations with stakeholders	<p>ensure consultation shall be compiled.</p> <ul style="list-style-type: none"> Fishery Control Officers and Fishery Community Development Workers shall be maintained and strengthened. 	<p>consultation.</p> <ul style="list-style-type: none"> Fishery Control Officers and Fishery Community Development Workers shall be maintained and strengthened 	<p>and harbours so as to ensure consultation..</p> <ul style="list-style-type: none"> Fishery Control Officers and Fishery Community Development Workers shall be maintained and strengthened
		Access	<ul style="list-style-type: none"> Currently, the office which is fully fledged for processing permits is centralised in Cape Town. Therefore, public citizens do not all have equal access to the permitting service to which they are entitled. Management and monitoring of the proper usage of permit is also centralised in Cape Town (e.g. there are no officials to manage that the amount of fish and fishery products are exported and imported via airports and harbours or ports as permitted and that the amount of fish is caught and landed as permitted). Currently have compliance offices and fishery development workers along the coast. 	<ul style="list-style-type: none"> A plan to decentralise the fully fledged office to all relevant provinces, airports and harbours shall be compiled. A plan to decentralise the management and monitoring of the proper usage of permits shall be put in place. <p>Maintain and strengthen Compliance offices and Fishery Development Workers along the coast</p> <p>Walk-in centre: Foretrust Building Martin Hammerschlag Way Foreshore 8012</p> <p>Share-Call: 0860003474</p> <p>Telephone: 021-402 3911; 021-402 3259; 021-402 9180; 021-402 3436</p>	<ul style="list-style-type: none"> Start rolling out the plan to decentralise the fully fledged office to all relevant provinces, airports and harbours so as to ensure that all public citizens have equal access to the permitting service to which they are entitled. Continue rolling out the plan to decentralise the management and monitoring of the proper usage of permits shall be put in place. <p>Maintain and strengthen Compliance offices and Fishery Development Workers along the coast</p> <p>Walk-in centre: Foretrust Building Martin Hammerschlag Way Foreshore 8012</p> <p>Share-Call 086 000 3474</p>	<ul style="list-style-type: none"> Continue rolling out the plan to decentralise the fully fledged office to all relevant provinces, airports and harbours so as to ensure that all public citizens have equal access to the permitting service to which they are entitled Continue rolling out the plan to decentralise the management and monitoring of the proper usage of permits shall be put in place. <p>Compliance offices and Fishery Development Workers along the coast</p> <p>Walk-in centre: Foretrust Building Martin Hammerschlag Way Foreshore 8012</p> <p>Share-Call 086 000 3474</p>

KEY SERVICE	SERVICE BENEFEICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2017/18		2018/19	2019/20	2020/21
		<p>Walk-in centre: Foretrust Building Martin Hammerschlag Way Foreshore 8012</p> <p>Telephone: 021-402 3911; 021-402 3259; 021-402 9180; 021-402 3436</p> <p>E-mails MagdalenaB@daff.gov.za; AurielleD@daff.gov.za; NaeemA@daff.gov.za</p> <p>Fax: 021-402 3362</p>	<p>E-mails MagdalenaB@daff.gov.za; AurielleD@daff.gov.za; NaeemA@daff.gov.za</p> <p>Fax: 021-402 3362</p> <p>Letters Private Bag X2, Vlaeberg, 8012</p> <p>Website: www.daff.gov.za</p> <p>PAIA E-permitting application process</p> <p>Decentralise services for coastal provinces and including inland provinces for aquaculture</p>	<p>Telephone: 021-402 3911; 021-402 3259; 021-402 9180; 021-402 3436</p> <p>E-mails MagdalenaB@daff.gov.za; AurielleD@daff.gov.za; NaeemA@daff.gov.za</p> <p>Fax: 021-402 3362</p> <p>Letters Private Bag X2, Vlaeberg, 8018</p> <p>Website: www.daff.gov.za</p> <p>PAIA E-permitting application process</p> <p>Decentralise services for coastal provinces and including inland provinces for aquaculture</p>	<p>Telephone 021-402 3911; 021-402 3259; 021-402 9180; 021-402 3436</p> <p>E-mails: MagdalenaB@daff.gov.za; AurielleD@daff.gov.za; NaeemA@daff.gov.za</p> <p>Fax: 021-402 3362</p> <p>Letters: Private Bag X2, Vlaeberg, 8018</p> <p>Website www.daff.gov.za</p> <p>PAIA E-permitting application process</p> <p>Decentralise services for coastal provinces and including inland provinces for aquaculture</p>	<p>Telephone 021-402 3911; 021-402 3259; 021-402 9180; 021-402 3436</p> <p>E-mails: MagdalenaB@daff.gov.za; AurielleD@daff.gov.za; NaeemA@daff.gov.za</p> <p>Fax: 021-402 3362</p> <p>Letters: Private Bag X2, Vlaeberg, 8018</p> <p>Website www.daff.gov.za</p> <p>PAIA E-permitting application process</p> <p>Decentralise services for coastal provinces and including inland provinces for aquaculture</p>
		<p>Courtesy</p> <p>Currently the citizens are treated with courtesy and consideration at or by:</p> <ul style="list-style-type: none"> • Customer Service Centre which is centralised and has access to MAST 	<p>Maintain and strengthen the current standard.</p>	<p>Maintain and strengthen the current standard.</p>	<p>Maintain and strengthen the current standard.</p>	<p>Maintain and strengthen the current standard.</p>

KEY SERVICE	SERVICE BENEFCIARY	CURRENT STANDARD		DESIRED STANDARD		
		2017/18		2018/19	2019/20	2020/21
			<p>which is the system used to issue permits, make usage of Post Office for receipting if applications and forwarding of issued permits to remote clients who require the permitting service through Post Office and walk in for those who prefer to hand deliver their applications. There are also permit applications and requirement in place.</p> <ul style="list-style-type: none"> • Fishery Community Development Workers who ensure promotion of awareness with regard to permitting process and requirement as well as assisting in connecting the clients to the relevant officials in the Department. • Chief Directorates: Marine Resources Management, Fisheries Research and Development, Aquaculture and Economic Development, Financial Management, and Monitoring, Control and Surveillance where applications for permits are further processed or usage of permits is controlled and monitored. MAST is also available to all these chief directorates 			

KEY SERVICE	SERVICE BENEFEICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2017/18		2018/19	2019/20	2020/21
			for processing of permits or to ensure proper utilisation of permits in terms of the MLRA and Regulations that are promulgated thereunder as well as permit conditions and policies. However, the key positions in processing of permits are either abolished, vacated or not filled when vacant due to red tape which emanate from cost containment measures.			
			<ul style="list-style-type: none"> CSC and All Chief Directorates through telephone and email which are also used as means of communication on issues with regard to permitting. For example Customer Service Centre is issuing SMS notifications confirming receipt of applications and informing clients of the issued permits which are ready for collection. 			

KEY SERVICE	SERVICE BENEFEICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2017/18	2018/19	2019/20	2020/21	
		Openness and transparency	Continue to inform clients of changes in services or service standards via public announcements and through fishery control offices along the coast as well as in management working group meetings or roadshows as well as in management working group meetings or roadshows or imbizo.	Continue to inform clients of changes in services or service standards via public announcements and through fishery control offices along the coast as well as in management working group meetings or roadshows or imbizo.	Continue to inform clients of changes in services or service standards via public announcements and through fishery control offices along the coast as well as in management working group meetings or roadshows or imbizo.	
		Information	Gazette any changes of the service (cost and process)	Gazette any changes of the service (cost and process)	Gazette any changes of the service (cost and process)	
			The public citizens are currently given full and accurate information which they are entitled to receive through notices displayed in relevant places in the Department, and notices that are displayed in hot spots, media, emails, telephone, meetings, brochures and public gazette.	Maintain and strengthen the current standard. Ensure that the brochures, notices and pamphlets are updated or compiled when necessary.	Maintain and strengthen the current standard. Ensure that the brochures, notices and pamphlets are updated or compiled when necessary.	
		Redress	Acknowledgement of enquiries received within 1 day of receipt Response on general enquiries within 20 working days	Acknowledgement of enquiries received within 1 day of receipt Response on general enquiries within 20 working days	Acknowledgement of enquiries received within 1 day of receipt Response on general enquiries within 16 working days	Acknowledgement of enquiries received within 1 day of receipt Response on general enquiries within 14 working days

KEY SERVICE	SERVICE BENEFEICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2017/18		2018/19	2019/20	2020/21
		Value for money	<p>Continue providing the best possible value for money to the service beneficiaries in the service area/s through easy access and at minimal cost based on efficiency, which results in enabling environment for economic growth</p> <p>The current process of permit application for permits requires completion of application forms by all applicants including those from whom we already have all their information that is required to issue a permit in our system and this tedious process does not come for free to the clients as some of them have to also pay the middleman who assist them in completion of the application forms which are not really necessary for some applicants. Some have to come all the way to submit the application forms and back to collect the issued permits. However, the officials at Customer Service Centre have made some interim provisions to collect</p>	<p>Introduction of e-licensing and provision of smart card to ensure efficiency</p> <p>Comprehensive catch management system (real time catch data for reconciliation and contraventions)</p> <p>Compile a turnaround strategy to streamline the permit application process – learn from the process that is being implemented by the Department of Transport in issuing the motor vehicle licence and licence disc in terms of the provisions of the National Road Traffic Act, 1996 at the counter within a few minutes.</p> <p>The strategy shall also take into consideration decentralisation of the officials to key areas where there will be more value for money spent on them (e.g. have offices in all relevant provinces, at key airports and ports or harbours which are entry or exit points for fish that is landed, imported and exported) so that we can have better data mining and a better reflection of the fisheries' contribution to GDP.</p>	<p>Introduction of e-licensing and provision of smart card to ensure efficiency</p> <p>Comprehensive catch management system (real time catch data for reconciliation and contraventions)</p> <p>Roll out the turnaround strategy on streamlining the permit application process, management of application and permit fees and monitoring and control thereof.</p> <p>Support and strengthen the current initiative by Customer Service Centre in the interim</p>	<p>Introduction of e-licensing and provision of smart card to ensure efficiency</p> <p>Comprehensive catch management system (real time catch data for reconciliation and contraventions)</p> <p>Continue rolling out the turnaround strategy on streamlining the permit application process, management of application and permit fees, monitoring and control thereof.</p> <p>Support and strengthen the current initiative by Customer Service Centre in the interim.</p>

KEY SERVICE	SERVICE BENEFCIARY	CURRENT STANDARD		DESIRED STANDARD		
		2017/18		2018/19	2019/20	2020/21
			some of the applications and to hand deliver some of the issued permits.	strengthen the current initiative by Customer Service Centre in the interim.		
		Time	Permits issued in 1 to 7 working days	Permits issued in 1 to 6 working days	Permits issued in 1 to 5 working days	Permits issued in 1 to 4 working days
		Cost	MLRF application, permits and licence fees are gazetted.	MLRF application, permits and licence fees are gazetted.	MLRF application, permits and licence fees are gazetted	MLRF application, permits and licence fees are gazetted
		Human resources	<p>57 human resources in total</p> <p>Details:</p> <p>2 officials for Directorate: Sustainable Aquaculture Management</p> <p>13 officials for Directorate: Stakeholder Engagement (customer service)</p> <p>1 officials for Directorate: Revenue Management (cashier)</p> <p>41 officials for Chief Directorate: Marine Resource Management. The Customer Service Centre officials who initiate the processing of applications are located at the ground floor in Foretrust Building whereas the relevant officials who does further processing of the applications are located on the 3rd and 5th floor of Foretrust Building in their Chief Directorates.</p>	<p>57 human resources in total</p> <p>Details:</p> <p>2 officials for Directorate: Sustainable Aquaculture Management</p> <p>13 officials for Directorate: Stakeholder Engagement (customer service)</p> <p>1 officials for Directorate: Revenue Management (cashier)</p> <p>41 officials for Chief Directorate: Marine Resource Management. Compile a seating arrangement plan taking into consideration putting all officials that are processing permit applications and/or issuing permits on the same floor:</p>	<p>169 human resources in total</p> <p>Details:</p> <p>35 officials for Directorate: Sustainable Aquaculture Management</p> <p>28 officials for Directorate: Stakeholder Engagement (customer service)</p> <p>6 officials for Directorate: Revenue Management (cashiers)</p> <p>100 officials for Chief Directorate: Marine Resource Management</p> <p>Continue rolling out the seating arrangement plan which took into consideration putting all officials that are processing permit applications and/or issuing permits on the same floor.</p>	<p>169 human resources in total</p> <p>Details:</p> <p>35 officials for Directorate: Sustainable Aquaculture Management</p> <p>28 officials for Directorate: Stakeholder Engagement (customer service)</p> <p>6 officials for Directorate: Revenue Management (cashiers)</p> <p>100 officials for Chief Directorate: Marine Resource Management</p> <p>Roll out the seating arrangement plan which took into consideration putting all officials that are processing permit applications and/or issuing permits on the same floor.</p>

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NOTES

This image shows a full page of primary-ruled paper. It features multiple sets of horizontal lines, each consisting of a solid top line, a dashed middle line, and a solid bottom line, all in a light green color. The lines are evenly spaced across the entire page, providing a guide for handwriting practice. There are no margins, text, or other markings on the paper.

