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Department:
Economic Development, Environment,
Conservation and Tourism
North West Provincial Government
REPUBLIC OF SOUTH AFRICA



STRATEGIC PLAN

2025 - 2030

EXECUTIVE AUTHORITY STATEMENT



Our vision as a department is in line with the objectives of the National Development Plan (NDP) on economic growth and development, priorities of the seventh (7th) administration and most importantly, the Constitution of the Republic of South Africa.

The NDP assert that: “economic transformation is about broadening opportunities for all South Africans, but particularly for the historically disadvantaged. It is about raising employment, reducing poverty and inequality, and raising standards of living and education. It includes broadening ownership and control of capital accumulation. In addition, it is about broadening access to services such banking services, mortgage loans, telecoms and broadband services, and reasonably priced retail services. It is also about equity in life chances and encompasses an ethos of inclusiveness that is presently missing. This includes equity in ownership of assets, income distribution and access to management, professions and skilled jobs.”

Broadening of economic opportunities in the context of the North-West Province imply that we need to streamline and organise our institutional arrangements which include aligning the objectives of the North-West Provincial Growth and Development Strategy, implementing key resolutions of the Premiers Economic Advisory Council and positioning DEDECT as a centre of economic coordination in the province.

Reflections of the departmental Strategic Planning session on the need to build capacity that enables DEDECT to produce its own primary data on economic metrics in the province is something that must be achieved. A strong research capacity in the department should be able to quantify the comparative and competitive advantage of each economic sector in the province. For an example, the research unit in the department should be able to produce data that confirm or reject the hypothesis that argues that beneficiation of platinum produced in the mines located in Bojanala district is possible.

Primary data should indicate if capital has the predilection to beneficiate locally, the costs of local beneficiation should be quantified, do markets exist for locally beneficiated products and factors that prevent this local beneficiation should also be investigated. We need to be tough on all institutions that are tasked with the responsibilities of igniting industrialisation in

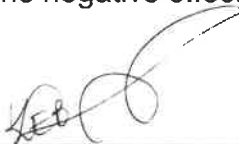


the province. We must reject the tendency of permanent planning on industrialisation particularly on projects like the Special Economic Zone which we have control over. Models that helped other provinces to implement their SEZs should be studied and if there are capacity constraints then collaboration with institutions of higher learning should be considered as a possible intervention.

Another hypothesis that should be tested is on the province's manufacturing capacity. We cannot afford to speak in general terms on this matter of manufacturing in the province. An empirical data should be developed if we are to turn the corner around the province's comparative advantage on manufacturing. Outdated theories that are deficient of scientific foundation should be left in the dustbin of history. The province's capacity on agricultural production and Agro-processing should also be investigated.

New data on agricultural performance in the province is needed. For instance, it is a historical fact that agriculture in the North-West Province is concentrated in Dr. Ruth Segomotsi Mompati District and create more jobs after the mining sector. We need to investigate confirm or reject this historical fact and identify areas of Agro-processing that can be developed and supported. The same methodology suggested above should be applied in the tourism sector, infrastructure development, biodiversity sector and the small business sector.

Generation of new data should further provide clues or test theories that relates to poor economic performance in the province. Without new data, we will not be able to know where we are as a province in terms of economic development. We must discard old theories and use empirical data to solve the perennial problem of unemployment, inequality and poverty. South Africa's leadership of the G20 should be seen as a golden opportunity to market all our tourism destinations to the international community. As a department, we should also observed new legislation that requires all of us to put systems and measures in place to curb the negative effects of climate change.



MEC: MS. K E B LENKOPANE

ECONOMIC DEVELOPMENT, ENVIRONMENT, CONSERVATION & TOURISM

ACCOUNTING OFFICER'S STATEMENT



The Director General in the Presidency, Dr. Cassius Lubisi once posited that: “the NDP sets out a long-term vision for the country and is the programme through which South Africa aims to advance radical economic transformation through development planning.”

The Medium-Term Development Plan (MTDP) compel us as a department to embark on a long term planning cycle (2025-2030) that would enable us to realise the objectives set out in the NDP. This planning effort is informed by the injection that says: “those who fail to plan, plan to fail.” The departmental strategic planning session focused on key deliverables that included (1) reflections on the core mandate of DEDECT as a department (2) the scanning of both the internal and external environment impacting DEDECT as a department (3) aligning DEDECT mandate with the priorities of the Seventh Administration (4) update on the mission and vision statements of the department and (5) clarifying key performance indicators of all departmental programs and its entities.

On the mandate of the department, the strategic planning session acknowledged the broad mandate of DEDECT. The deliberations also acknowledge the problem of high unemployment rate of more than 50% in the province. It was deliberated that a new mindset is needed to reduce this high unemployment rate. A transversal economic monitoring strategy was suggested and the departments capacity to oversee provincial economic coordination was extensively discussed. It was resolved that a follow up on investment pledges made during the sixth administration to be activated.

The environmental scanning process revealed number of risks that need to mitigate if the department is to achieve its core mandate. Sluggish economic growth was identified as a major risk likely to impact the government's ability to generate jobs especially for young people. The impact of Artificial Intelligence (AI) and related possibility for labour-saving characteristic especially in the mining sector was also identified. Realigning of institutional arrangements i.e. positioning of the department as an authority on all matters of economic development in the province was also noted and supported. The latter simply means developing capacity for the department to lead in terms of new ideas in forums such as the Premiers Economic Advisory Council and the implementation of the Provincial Economic Growth and Development Strategy (PGDS). Strengthening the departments research

capacity and filling of critical posts like the Chief Director for Economic Development has become an urgent project that need to be completed. The strategic planning session further resolved on shaping the department operations differently and cross-functionally in effort to remove the silos, increase capacity and therefore enhance the efficiency. Duplicates on key performance indicators between the department and entities were removed. Special attention was paid on the North-West Parks and Tourism Board and its financial and governance weaknesses in the strategic planning session.

The NWPTB inability to generate enough revenue for operational functions and sustenance was noted. It was resolved that newly appointed board at the NWPTB has the responsibility of stabilising the entity and all its Subsidiary. The board was also given the mandate of improving governance at the NWPTB through, among other things, putting in place anti-corruption measures, strengthening the controls and compliance, as well as filling key senior management positions. The North-West Development Corporation mandate was aligned with the departments Trade Sector Development program.

The NWDC and relevant departmental programs are expected to produce new empirical data on small enterprise development in the province, turnaround strategy on finalising the implementation of the SEZ and the provincial investment strategy. Digitalisation and the use of information communication technology in the department was introduced as an important input that can enhance efficiency, strengthen direct and indirect service delivery in the department, promotes and environmentally friendly public service, ensures cost-efficiency for the department and transform the business model of the department.


MR RE MOFOKANE
ACCOUNTING OFFICER
ECONOMIC DEVELOPMENT, ENVIRONMENT, CONSERVATION & TOURISM

OFFICIAL SIGN-OFF

It is hereby certified that this Strat Plan:

- Was developed by the Management of the Department of Economic Development, Environment, Conservation and Tourism under the guidance of MEC Bitsa Lenkopane.
- Takes into account all the relevant policies, legislation and other mandate for which the Department of Economic Development, Environment, Conservation and Tourism is responsible.
- Accurately reflects the strategic outcomes and outputs which the Department of Economic Development, Environment, Conservation and Tourism will endeavour to achieve over the period of 2025-2030.

Mr. J Matebesi
Acting Chief Director: Corporate Services

Signature: _____

Ms C Rasego
Acting Chief Director: IEDS

Signature: _____

Mr. I Kgokong
Chief Director: Trade and Sector Development

Signature: _____

Ms. O Sithole
Chief Director: BUSREG

Signature: _____

Ms. L Diale
Chief Director: Environmental Service

Signature: _____

Ms. S Manone
Chief Director: Tourism

Signature: _____

Mr O Diuthwileng
Acting Chief Financial Officer

Signature: _____

Mr. R.E. Mofokane
Accounting Officer

Signature: _____

Approved by

MEC K.E.B. Lenkopane

Signature: _____

Executive Authority

LIST OF ABBREVIATIONS AND ACRONYMS

APP	-	Annual Performance Plan
AQMP	-	Air Quality Management Plan
CBNRM	-	Community Based Natural Resources Management
CSIR	-	Council for Scientific and Industrial Research
DEDECT	-	Department of Economic Development, Environment, Conservation and Tourism
DFFE	-	Department of Forestry, Fisheries and Environment
DSBD	-	Department of Small Business Development
DTIC	-	Department of Trade, Industry and Competition
EIA	-	Environmental Impact Assessment
EMF	-	Environmental Management Framework
FDI	-	Foreign Direct Investment
GDS	-	Growth and Development Summit
IDP	-	Integrated Development Plan
IWMP	-	Integrated Waste Management Plan
LED	-	Local Economic Development
MICE	-	Meeting Incentives Conferences Exhibitions
MTEF	-	Medium Term Expenditure Framework
MTDP	-	Medium Term Development Plan
NDP	-	National Development Plan
NAEIS	-	National Atmospheric Emissions Inventory System
NEAS	-	National Environmental Authorizations System
NIPF	-	National Industrial Policy Framework
NPA	-	National Prosecuting Authority
NTCE	-	National Tourism Career Expo
NTSS	-	National Tourism Sector Strategy
NSDP	-	National Spatial Development Perspective
NWDC	-	North West Development Cooperation



NWGB	-	North West Gambling Board
NWPTB	-	North West Parks and Tourism Board
PIWMP	-	Provincial Integrated Waste Management Plan
PFMA	-	Public Finance Management Act
PGDS	-	Provincial Growth and Development Strategy
SARB	-	South African Reserve Bank
RIDS	-	Regional Industrial Development Strategy
SDI	-	Spatial Development Initiative
SEA	-	Strategic Environment Assessment
SEZ	-	Special Economic Zone
SLA	-	Service Level Agreement
SMME	-	Small Micro Medium Enterprises
STATSA	-	Statistics South Africa
MSMEs	-	Micro Small Medium Enterprises



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PART A: OUR MANDATE

1. Constitutional mandate

Constitution of the Republic of South Africa, 1996 Schedule 4 and 5 of the Constitution of the Republic of South Africa lists functional areas of concurrent national and provincial legislative competences. Those areas which are relevant for Economic Development, Environment Conservation and Tourism (DEDECT) are:

- Consumer Protection;
- Environment;
- Casino, racing, gambling and wagering, excluding lotteries and sport pools;
- Industrial Promotion;
- Regional Planning and Development;
- Provincial Planning (schedule 5 exclusive to the Province)
- Tourism; and
- Trade

Schedule 4B of the Constitution identifies Local Tourism as a local government matter of concurrent National and Provincial legislative competence, to the extent set out in sections 155(6)(a) and (7) of the Constitution.

2. Legislative and Policy Mandates

2.1 Legislative Mandates

The following list of Acts reflects the National legislation to be implemented by the Provincial Department of Economic Development, Environment, Conservation and Tourism:

- Constitution of the Republic of South Africa, Act 108 of 1996.
- Promotion to Access to Information, Act No.2 of 2000.
- Promotion of Administrative Justice Act, No. 3 of 2000.
- 2030 Agenda for sustainable Development.
- Bophuthatswana Nature Conservation Act, No. 3 of 1973 as amended.
- Environment Conservation Act, No. 73 of 1989 as amended.
- Environment Conservation Amendment Act, No. 50 of 2003 as amended.
- Game Theft Act, No. 105 of 1991.
- Hazardous Substances Act, No. 15 of 1973.
- Mineral and Petroleum Resources Development Act, No 28 of 2002.
- Mountain Catchment Areas Act, No. 63 of 1970.
- National Environment Laws Amendment Act, No. 44 of 2008.

- National Environmental Laws Amendment Act, No.14 of 2009.
- National Environmental Management Act, No. 107 of 1998.
- National Environmental Management Air Quality Act, No. 39 of 2004.
- National Environmental Management Air Quality Amendment Act 2014
- National Environmental Management Amendment Act, No. 46 of 2003.
- National Environmental Management Amendment Act, No. 8 of 2004.
- National Environmental Management Amendment Act, No. 62 of 2008.
- National Environmental Management Biodiversity Act, No. 10 of 2004.
- National Environmental Management Laws Amendment Act, No.14 of 2013.
- National Environmental Management: Laws Amendment Act, No. 25 of 2014.
- National Environmental Management: Protected Areas Act, No. 57 of 2003.
- National Environmental Management: Protected Areas Amendment Act, No. 31 of 2004.
- National Environmental Management: Protected Areas Amendment Act, No. 15 of 2009.
- National Environmental Management: Waste Act, No. 59 of 2008.
- National Environmental Management: Waste Amendment Act, Act No. 26 of 2014.
- National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004)
- National Environmental Management Air Quality Amendment Act, 2014
- Climate Change Act, No. 22 of 2024
- National Forests Act, No. 84 of 1998.
- National Heritage Resources Act, No. 25 of 1999.
- National Veld and Forest Fire Act, No. 101 of 1998.
- National Water Act, No. 36 of 1998.
- Nature and Environmental Conservation Ordinance, No. 19 of 1974 as amended.
- Nature Conservation Ordinance, No. 12 of 1983 as amended
- North West Biodiversity Management Act, Act. No.4 of 2016.
- North West Parks and Tourism Board Act, No. 2 of 2022.
- Communal Property Association Act No. 28 of 1996
- Public Finance Management Act No. 1 of 1999 as amended
- Basic Conditions of Employment Act 20 of 2013
- Transvaal Nature Conservation Ordinance, No 12. of 1983.
- Water Services Act, No. 108 of 1997.
- World Heritage Convention Act, No. 49 of 1999
- The National Credit Act, 2005 (Act 34 of 2005)
- Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
- National Small Business Amendment Act Small Business Act, 1995



- National Small Business Act of 1991,
- National Small Enterprise Act of 1996 (Act No.102 of 1996),
- National Small Business Amendment Act (No. 29 of 2004),
- Preferential Procurement Policy Framework Act, 200 (No. 5 of 2000),
- Broad-Based Black Economic Empowerment Act, 2003,
- Co-operatives Act, 2005 (No. 14 of 2005):
- North West Business Act, 1997 (Act No. 6 of 1997)
- The National Liquor Act, 2003 (Act No. 59 of 2003)
- Liquor Act, 1989 (Act No. 27 of 1989)
- North West Liquor Licensing Act No. 6 of 2016
- Consumer Protection Act, 2008 (Act No. 68 of 2008)
- The Consumer Affairs Practices (Harmful Business Practices) Act 4 of 1996
- Consumer Affairs Practices (Unfair Business Practices) Amendment Act 4 of 2015)
- The North West Gambling Act, 2001 (Act No. 2 of 2001) (as amended)
- The North West Development Corporation Act, 1995 (Act No. 6 of 1995) (As amended)
- Co-Operatives Act, 2005
- Tourism Act 3 of 2014
- The Public Finance Management Act, 2000 (as amended)



2.2 Policy mandates

The following forms part of the broad policy mandates that assist the Department in its endeavour to achieve its legislative mandates, (the list is however not exhaustive):

- National Development Plan, 2011 (NDP).
- Provincial Growth and Development Strategy (PGDS)
- Accelerated Shared Growth Initiative of South Africa, 2007 (ASGISA).
- North West Entrepreneurial Development and Sustainable Resources.
- New Urban Agenda: Habitat III.
- National Biodiversity Economy Strategy
- National Climate Change Response White Paper (2011)
- National Strategy for Sustainable Development and Action Plan (NSSD1)
- National Spatial Development Framework (Draft 2019)
- National Waste Management Strategy GNR 344 of 2011
- National Policy on Thermal Treatment of General and Hazardous Waste GN 77 of 2009.
- National Policy for the Provision of Basic Refuse Removal Services to indigent Households GN
- National Framework for Air Quality Management in the Republic of South Africa
- New Growth Path
- South Africa's National Biodiversity Framework (NBF) 2019-2024
- South Africa's National Biodiversity Strategy and Action Plan (NBSAP) 2015-2025
- National Biodiversity Assessment (2018)
- White Paper on Conservation and Sustainable Use of South Africa's Biological Diversity, 2023
- Game Meat Strategy for South Africa, 2022
- National Protected Area Expansion Strategy of South Africa 2018 (NPAES 2018)
- White Paper on Integrated Pollution and Waste Management for South Africa (May 2000)
- White Paper on National Environmental Management Policy (April 1999)
- World Summit on Sustainable Development: Johannesburg Plan of Implementation (September 2002).
- National Industrial Policy Framework (NIPF)
- The RDP White Paper
- The National Spatial Development Perspectives (NSDP)
- North West SMME Strategy
- Integrated Sustainable Rural Development Strategy
- Provincial Development Plan

- Expanded Public Works Programme (EPWP)
- The White Paper on the development and promotion of Tourism (1996)
- The National Tourism Sector Strategy
- National Heritage and Cultural Tourism Strategy
- The National Tourism BEE Charter

2.3. International Treaties

South Africa is a signatory to a range of international treaties that impact on the Environment. Some of the treaties include:

- a) Agenda 21 – Rio Convention
- b) Convention on Biological Diversity (CBD)
- a) Convention on International Trade in Endangered Species (CITES)
- b) Convention on Wetlands of international importance (RAMSAR)
- c) World Heritage Convention
- d) Basel Convention on the Control of Trans-boundary Movement of Hazardous Wastes and their Disposal
- e) Kyoto Protocol and Paris Agreement
- f) Stockholm Convention on Persistent Organic Pollutants (POP's)
- g) United Nations Framework Convention on Climate Change (UNFCCC)
- h) Convention on Human Settlements (HABITAT)
- i) SADEC Convention on Conservation
- j) United Nations Convention to Combat Desertification (UNCCD)
- k) Convention for the Protection of the Ozone Layer
- l) Montreal Protocol on Substances that Deplete the Ozone Layer
- m) Convention on the Conservation of Migratory Species of Wild Animals (Bonn Convention)
- n) Convention on the Ban of the Import into Africa and the Control of Transboundary Movement and Management of Hazardous Wastes within Africa
- o) Convention on the Prohibition of the Development, Production and Stockpiling of Chemical Weapons, and on their Destruction
- p) Rotterdam Convention on the Prior Informed Consent (PIC) Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
- q) Minamata Convention on Mercury

3. Institutional Policies and Strategies over the Five-Year Planning Period

During the lifespan of this strategy, the following policies will be developed, reviewed and implemented.

3.1 Provincial Industrial Development Strategy

There is a need for a coherent industrial development strategy to address the absence of resources benefiting industries in the Province. The challenge is to strengthen the institutional arrangements to drive regional development initiatives within a coherent long-term national strategic planning process. It is, therefore, important that the Province should craft its own Provincial Development Strategy. The need for a Provincial Industrial Development Strategy stems from the formulation of the national Regional Industrial Development Strategy (RIDS). RIDS is one of the strategic programmes of the newly released Industrial Policy Framework.

3.2 Provincial Economic Development Strategy

The primary objective of this strategy is to ensure the integration and consolidation of initiatives, strategies, and programmes and projects which are aimed at enabling economic growth in the Province and thereby achievement of the planned growth rate with the added benefit of trickle-down effect to the communities that are not mainstream to economic activity. The Province currently has no overarching economic and social development strategy. Therefore, the planned strategy is aimed at ensuring that an overarching strategy exists to harmonise and align economic growth and social development initiatives in the North West Province.

3.3 Integrated Strategy on the Promotion of Entrepreneurship and Small Enterprises

The primary objective of this strategy is to ensure that the overall task of fostering entrepreneurship and promoting small enterprises, as articulated in various government policies and strategies, is carried out adequately and effectively and that a high level of performance and success is achieved across all policy and action areas. The key responsibilities include improving coordination of entrepreneurship and small business promotion efforts through government cluster arrangements; improving coordination among support agencies across all three spheres of government using the “Think Synergy First” principle; and monitoring the overall performance of the government’s entrepreneurship and small business promotion agencies and will take corrective action where deficient performance is observed.

3.4 Provincial Tourism Sector Strategy

The Tourism Sector Strategy aims to address the gaps, opportunities and challenges in the North

West Provincial tourism sector environment. The following core issues need to be addressed within the North West Province tourism sector:

- Institutional structure and capacity development
- Alignment of governmental regulatory and implementation environment
- Partnership and relationship building
- Adequate information provision
- Accessible and conducive tourism-related infrastructure
- Encourage transformation and responsible tourism
- Stakeholder interaction and cooperation
- Product and service quality
- Iconic tourism attractions enhancement
- SMME development
- Tourism sector coordination
- Skills and knowledge development
- Conducive regulatory environment
- Collaborative marketing of destination
- Boost investment and development
- Motivate tourism culture

3.5 Environmental Management Frameworks (EMFs) for District and Local Municipalities

Existing EMFs in the Province (Vredefort Dome WHS, Magaliesberg Protected Environment, Bojanala Platinum District Municipality, and Greater Taung Local Municipality) are essential Strategic tools to inform and speed up decision making on Environmental Impact Assessment (EIA) and Development Planning at the municipal level.

It provides environmental context to inform Integrated Development Plans (IDPs) and associated Spatial Development Frameworks (SDFs) that run parallel to EIA processes. It further provides a basis for facilitating and promoting cooperative governance amongst regulatory authorities responsible for environmental management and development planning and reducing conflicts at project level decision making.

The Department will, therefore, continue to strive for further development and the periodic review of the existing EMFs in the Province.

3.6 Climate Change Response Strategy for the North West Province

North West province has already started grappling with the impacts of climate change, and available climate science indicates that the impacts are likely to increase and intensify in decades to come.

During 2021, the NW Climate Risk and Vulnerability Assessment (RVA) Report was completed, which was an update of the assessment done during 2015/2016 financial year. The key climate hazards that were identified for the North West province are:

- Increasing temperatures
- Increasing rainfall variability
- Increasing periods of drought
- Increasing storms and flooding events

The vulnerabilities of several sectors to climate change were identified and these are outlined in the RVA report.

The North West Greenhouse Gas Emissions Inventory was also finalized in 2021. Both of these mentioned documents were done with the support from the national Department of Forestry, Fisheries and Environment (DFFE).

The abovementioned documents formed the basis of the draft NW Climate Change Response Strategy and Implementation plan (CCRSIP). This plan is intended to be finalized by DEDECT during the 2025/26 financial year, after conducting proper stakeholder consultations. Once the NW CCRSIP has been approved, provincial- and local government will need to implement the actions relevant to them and DEDECT will play a coordinating role.

3.7 North West Environmental Implementation Plan (4th Edition), 2020-2025

Environmental Implementation Plans (EIP) are required in terms of Chapter 3 of the National Environmental Management Act (NEMA), 1998 (Act No. 107 of 1998 as amended). The EIP describes departmental policies, plans and programmes that may impact the environment and how these will comply with NEMA principles and national environmental norms and standards with the aim of ensuring that government integrates environmental considerations into its core mandate, functions and activities. The EIP aims to coordinate and harmonise the environmental policies, plans, programmes and decisions of the various departments that exercise functions that may affect the environment or are entrusted with powers and duties

aimed at the achievement, promotion, and protection of a sustainable environment, and of provincial and local spheres of government, in order to minimize the duplication of procedures and functions; and to promote consistency in the exercise of functions that may affect the environment.

Section 11(1) of Chapter 3 of NEMA (as amended) provides that every provincial Department responsible for environmental affairs must prepare an Environmental Implementation Plan (EIP) within five years of the coming into operation of the National Environmental Management Laws Second Amendment Act, 2013 (Act No 30 of 2013) and at intervals of not more than five years after that. In light of that, the North West province has been at the forefront of the national landscape in terms of promoting integrated planning and cooperative governance. The NW EIP (4th Edition) 2020–2025 has been gazetted and the implementation thereof will continue to be monitored. However, during this MTDP cycle, the 5th Edition of the EIP will be developed and gazetted for the 2025-2030 period. Implementation thereof will be monitored and reported on annually.

3.8 NW Biodiversity Sector Plan

North West Biodiversity Sector Plan (BSP) is an important tool used to identify and facilitate biodiversity conservation in priority areas outside the protected area network by providing a map of biodiversity priority areas or Critical Biodiversity Areas (CBAs) with accompanying land-use planning and decision-making guidelines.

The North West BSP is intended to feed into a range of multi-sectorial planning and assessment processes such as Environmental Management Frameworks (EMFs), Spatial Development Frameworks (SDFs), Strategic Environmental Assessments (SEAs) and Environmental Impact Assessments (EIAs) and to support and streamline environmental decision-making.

In this regard, the NW BSP has been used extensively in the past to inform land-use planning (e.g. the North West Provincial Spatial Development Framework), environmental assessment and authorizations and natural resource management by a range of sectors and various organs of state whose policies and decisions impacts on biodiversity. In 2025/26 it is intended to review the 2015 NW BSP, and it will include a chapter on the Protected Area Expansion Strategy for the North West.

3.9 NW Protected Area Expansion Strategy 2024-2030

Protected areas are portions of land that are formally protected by law, in terms of the National Environmental Management: Protected Areas Act (NEMPAA) (Act No. 57 of 2003), with the primary purpose of biodiversity conservation (i.e. protecting ecosystem types, species and genetic diversity).

The North West Protected Area Expansion Strategy (PAES) addresses the formal proclamation of priority natural areas as Protected Areas in an effort to proactively plan for the conservation of sensitive areas and to come in line with the targets set by the National Protected Area Expansion Strategy (NPAES). It further provides other mechanisms of including conservation areas into the provincial conservation estate.

The North West Protected Area Expansion Strategy and Implementation Plan developed in 2011 will be reviewed, updated and published as the North West Protected Area Expansion Strategy 2024 – 2030 (PAES).

3.10 NW Integrated Waste Management Plan

The Provincial Integrated Waste Management Plan (PIWMP) for the North West Province has been developed to satisfy the need for a coherent plan to address the waste management shortfalls in the Province and to encourage the improvement of the system in areas where this is appropriate. Integrated Waste Management (IWM), in this case, is a tool for analyzing and optimizing the existing waste management system in the North West Province.

The specific objectives of PIWMP are to: provide the achievements as well as the gaps and challenges which will remain in the Province; align the plan with the goals and objectives of the National Waste Management Strategy (NWMS); formulate the Province's vision for the future, as far as waste management is concerned; support the local and district municipalities in achieving their waste management objectives and responsibilities; and influence private organisations and industry to implement sound waste management practices as far as is reasonable.

3.11 NW Air Quality Management Plan

The NW Air Quality Management Plan (NW AQMP) 2015 assists with planning and proper decision making to ensure the development of our district Air Quality Management Plans. The

plan's vision highlights the intent of the Department to strive for continual improvement of air quality whilst ensuring environmental sustainability. The objectives of the NW AQMP are to improve air quality in the Province by identifying and reducing the negative impact on human health and the environment of poor air quality, address the effects of emissions from the use of fossil fuels in residential applications, address the effects of emissions from industrial sources; address the effects of emissions from any point or non-point source of air pollution other than residential applications and industrial processes; implement South Africa's international obligations relating to air quality; give effect to best practice in air quality management; and provide a framework for the district municipalities to develop their air quality management plans.

3.12 NW Biodiversity Economy Transformation Strategy

The NW BETS provides coordination, leadership, and guidance on the commercialisation and trade of biological diversity and the components of such biological diversity in the North West Province. Its objectives include promoting support, monitoring, and reporting on sustainable commercial use of such biodiversity, contributing to the transformation of biodiversity economy sectors, and establishing facilities/facilities for the promotion and enhancement of the use of such biodiversity. It is envisaged to facilitate growth in the wildlife, bio-trade and eco-tourism economies in a manner that ensures crucial transformation (inclusiveness) whilst building and encouraging the investor's confidence in our products.

4 Relevant Court Rulings

SA Predator Breeders Association v Minister of Environmental Affairs (72/10) [2010]
ZASCA 151 (29 November 2010)

Kruger and Another vs Minister of Water and Environmental Affairs and Others
(57221/12) [2015] ZAGPPHC 1018; [2016] 1 All SA 565 (GP) (28 November 2015).

Departmental Governing Legislations

- North West Gambling Amendment Bill 2025
- North West Gambling and Betting Taxes Bill 2025
- North West Consumer Affairs Bill 2025
- North West Biodiversity Amendment Bill 2025
- North West Liquor License Amendment Act no.2 of 2019

PART B: Our Strategic Focus

1. Vision

A dynamic, innovative, and sustainable economy with resilient environment that supports economic growth, job creation and development in the North West Province.

2. Mission

Our mission is to create sustainable jobs, empower communities, eradicate poverty and inequality, and protect the environment by strengthening strategic economic sectors and fostering partnerships for inclusive growth, development and diversity in the Province.

3. Values

Fairness, in that the Department will at all times act reasonably towards executing its responsibilities.

Equity, as the Department is committed to treating all clients and employees equitably in all respects.

Accessibility: The Department will remain accessible to its stakeholders and role players in the course of executing its responsibilities.

Transparency, in that the Department undertakes to be transparent in the conduct of its core business.

Accountability, in that the Department will at all times take full accountability for its business actions and decisions.

Good governance is something the Department will strive to adhere to at all times.

Integrity- the quality of being honest and having strong moral and ethical standards

Responsiveness, being prompt, attentive, and adaptive in addressing needs, feedback, or changes effectively.

4. SITUATIONAL ANALYSIS

GLOBAL ECONOMIC CONTEXT

The International Monetary Fund expects global growth to stabilize at 3.3 percent in 2025 and 2026. In the short term, the US. will see growth from strong consumption and investment, while China's growth will rely on fiscal support for weaker investment. Sub-Saharan Africa, the Middle East, and Central Asia are also predicted to grow in 2025, despite challenges from cuts in commodity production. However, geopolitical tensions, slow productivity gains, and adjustments in trade could hinder growth globally. Global inflation is forecasted to decrease from 5.7 percent in 2024 to 4.2 percent in 2025 and 3.5 percent in 2026, helped by falling energy prices and softer labor markets. Advanced economies are likely to reach their inflation targets faster than emerging ones. In emerging markets, inflation trends differ: Sub-Saharan Africa faces persistent food inflation, while China has low inflation due to weak domestic demand.

SOUTH AFRICAN ECONOMIC OVERVIEW:

The National Treasury forecasts a 1.9 percent growth in real GDP for 2025, following a revised estimate of 0.8 percent for 2024. This change comes after a decline in GDP in the third quarter, linked to weak agriculture and transport activity. Improved fourth-quarter growth is noted, thanks to increased consumer spending from lower inflation and new retirement reforms. Average GDP growth is expected to be 1.8 percent from 2025 to 2027, supported by rising household consumption, job recovery, and investments in renewable energy. Key to faster growth and job creation will be working with the private sector, implementing structural reforms quickly, easing regulations, and investing in infrastructure.

South Africa, growth picked up in the fourth quarter of last year. As expected, the uptick was led by the household sector, boosted by lower inflation and withdrawals from the Two-Pot pension system. That said, the overall growth picture was disappointing, with other sectors showing weakness. Growth for 2024 as a whole was 0.6%, marginally below our expectations, and slightly worse than in 2023.

SARB has revised down 2025 growth forecast slightly, to 1.7%, while leaving the outer years unchanged. It attributes the lower growth partly to subdued demand, and partly to lingering supply-side fragilities. DEDECT assessment is that the risks to growth are to the downside.

While inflation is still in the bottom half of the target range, it has edged higher over the past few months. The department continues to see low inflation for goods, which is likely to be temporary. Services inflation is somewhat higher, but still below the 4.5% target midpoint. Inflation expectations are close to the midpoint. For now, inflation appears contained.

In terms of the outlook, the current forecast had more moving parts than usual, including a reweighting of the Consumer Price Index by Statistics South Africa, and the proposed Value Added Tax (VAT)

increases announced in the Budget. DEDECT also adjusted assumptions such as the oil price, to reflect shifts in global markets.

The overall result of these changes is a marginally lower inflation outlook, with headline now projected at 3.6% this year and 4.5% next year. This is mainly due to the better fuel-price projections. It also reflects a more benign path for administered prices, given the lower electricity tariffs announced by NERSA in February 2025. These factors offset pressure from the proposed VAT increases, which DEDECT think will add about 0.2 percentage points to headline inflation.

SOUTH AFRICA LABOUR MARKET ANALYSIS - Q4 2024

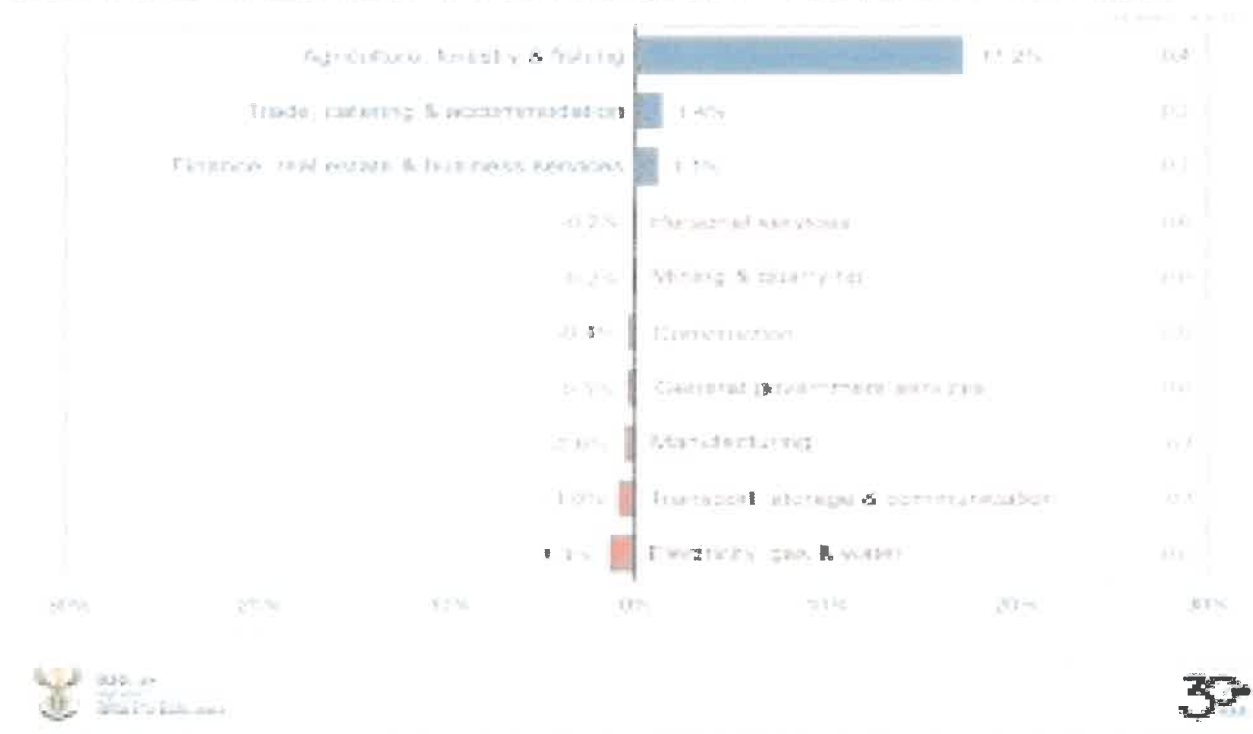
Total employment rose by 12,000 or 0.1% from September to December 2024, reaching 10,640,000. This increase came mainly from industries like trade, business services, transport, and electricity. However, sectors such as community services, manufacturing, construction, and mining saw declines. Year-on-year, total employment fell by 91,000 or 0.8% from December 2023 to December 2024. Full-time employment slightly grew by 10,000 or 0.1% during the same quarter but dropped by 26,000 or 0.3% annually. Part-time employment increased by 2,000 or 0.2% quarter-on-quarter, though it saw a year-on-year decline of 65,000 or 5.3%.

SOUTH AFRICA GROSS DOMESTIC PRODUCT ANALYSIS

In the fourth quarter of 2024, South Africa's GDP grew by 0.6%, following a 0.1% contraction in the previous quarter. This growth was driven by agriculture, finance, and trade on the production side, while household spending fueled demand. Annually, GDP also increased by 0.6% from 2023. Agriculture had a strong positive effect, rebounding by 17.2% after a decline, contributing 0.4 percentage points to GDP growth due to higher production of crops and animal products.

Figure 1: Three industries grew in Q4: 2024

Industry, quarterly, Q4: 2024 compared with Q4: 2023 (constant 2013 prices, seasonally adjusted, % change in industry, Q4)



The finance, real estate & businesses services industry grew for an eighth consecutive quarter, with financial intermediation, real estate activities and other business services the largest positive contributors to growth. The trade industry expanded on the back of increased retail, wholesale and motor trade sales. This reflected positively on the demand side of the economy, with household consumption spending rising in the fourth quarter.

Seven industries performed poorly, with manufacturing and transport, storage & communication the most significant negative contributors to growth. Manufacturing was mainly pulled lower by weaker production levels in the metals & machinery and automotive divisions. Transport, storage & communication recorded a fourth consecutive quarter of decline. The industry witnessed a pullback in land transport and transport support services. Mining activity was down on weaker production levels for manganese ore, iron ore, gold, chromium ore, nickel and copper. Coal and platinum group metals were positive, but not enough to keep the industry above.

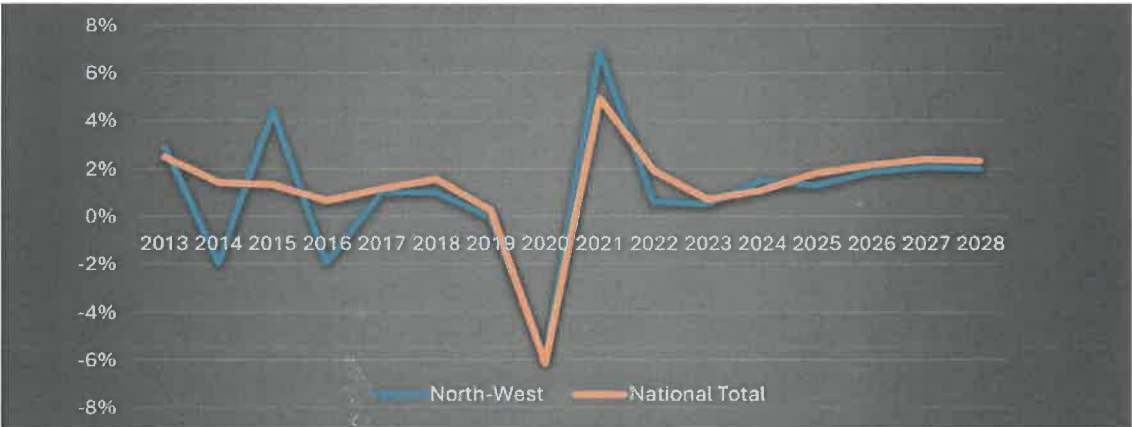
NORTH WEST ECONOMIC CONTEXT

The North West province has seen increased investment commitments aimed at fostering economic growth and job creation. A major highlight was the announcement of a R164 billion investment in a Special Economic Zone (SEZ), which is expected to create over 5,000 jobs. This project forms part of broader provincial efforts to boost industrialization and enhance service delivery (Central News, 2024). Additionally, the refurbishment of a gold processing plant in Orkney, supported by a R2 billion investment, is projected

to generate around 4,000 jobs for local communities (Current Affairs ZA, 2024).

The GDP of the North West Province is projected to grow at an average annual rate of 1.75% between 2023 and 2028. In comparison, South Africa's overall economy is expected to grow at a slightly higher average rate of 1.95% over the same period. The graph below shows projection up to the year 2028.

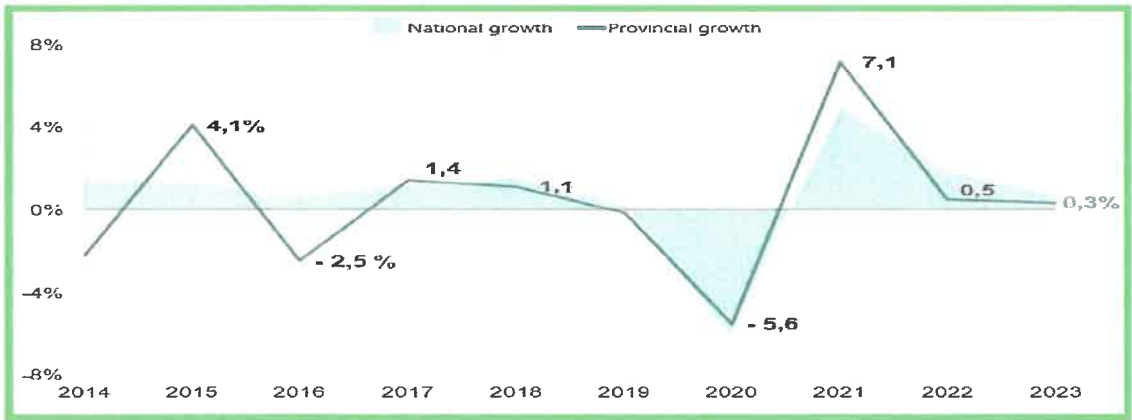
GDP North West & National total ,2013-2028(Average annual growth rate, constant 2010 prices



Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024. © 2024 S&P Global.

By 2028, the GDP of North West Province is projected to reach approximately R287 billion (in constant 2010 prices), accounting for 5.6% of South Africa's total GDP. The province's contribution to the national economy is expected to remain consistent, slightly decreasing from 5.7% in 2023 to 5.6% in 2028. With an average annual GDP growth rate of 1.75% over this period, North West is anticipated to maintain its position as the seventh-largest contributor among the country's regions.

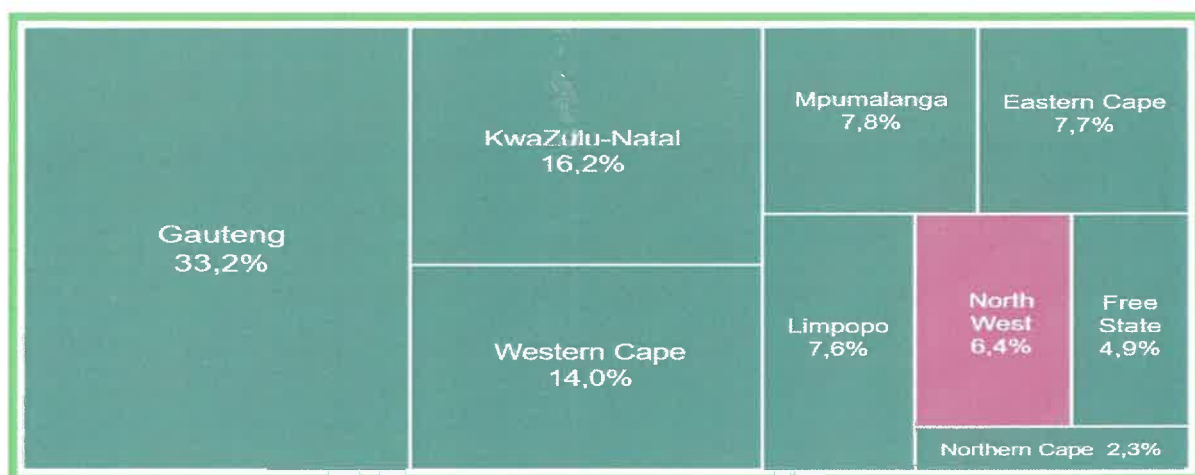
NORTH WEST GDP PERCENTAGE CHANGE, 2014 – 2023



Source: North West Provincial PERO, 2024

The highest GDP percentage change in the North West Province was recorded at 7.1 per cent in 2021 as economic recovery from the COVID-19 induced decline experience in 2020. Prior to that, there were other economic fluctuations in line with the expected five yearly business cycle. The second highest growth in GDP was at 4.1 per cent in 2015; while lowest was -5.6 per cent in 2020, that was when the global economy was facing the spread of COVID-19, and economic growth was immensely affected negatively. Between 2014 and 2023 a negative growth rate was registered in 2016 and 2020. It is worth noting that the growth rate was at 0.3 per cent in 2023, which was lower than the national average for the same period.

PER CENTAGE CONTRIBUTION TO SOUTH AFRICAN GDP IN 2023, CURRENT PRICES



Source: North West Provincial Treasury PERO, 2024

GDP CONTRIBUTION BY DISTRICTS

Gross domestic product (GDP) - district municipalities of North-West Province, 2013 to 2023, share and growth

	2023 (Current prices)	Share of province	2013 (Constant prices)	2023 (Constant prices)	Average Annual growth	Key Economic Sectors
Bojanala Platinum	186.3	45.03%	123.9	107.0	-1.46%	Mining, Manufacturing, Tourism
Dr Kenneth Kaunda Ngaka Modiri Molema	104.8	25.32%	61.4	71.9	1.59%	Manufacturing, Trade
Dr Ruth Segomotsi Mompoti	87.6	21.18%	47.6	59.9	2.33%	Agriculture, Public Services
North-West	35.1	8.47%	19.9	24.3	2.01%	Agriculture, Trade
	414.8		253.7	263.9		

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024. © 2024 S&P Global.

Ngaka Modiri Molema recorded the highest average annual economic growth among all regions in the North West Province, with an average growth rate of 2.33% between 2013 and 2023. The Dr Ruth Segomotsi Mompoti District Municipality followed with the second-highest growth rate of 2.01% over the same period. In contrast, Bojanala Platinum District Municipality experienced the lowest average annual growth rate, declining by -1.46% between 2013 and 2023.

SMME ANALYSIS

South Africa's development policy sees micro, small, and medium enterprises (MSMEs) as essential for economic growth and job creation. This focus has been part of key policies since 1994's Reconstruction and Development Programme, including the New Growth Path and the National Development Plan (NDP) Vision 2030. The NDP aims for small enterprises to create 90% of 11 million jobs by 2030. There are about 3 million MSMEs in South Africa, employing around 13.4 million people, with many being informal. Currently, MSMEs contribute 40% to the GDP, predominantly in personal services and retail, where growth opportunities are limited. Only 37% of MSMEs are formally registered, and among those, only 30% are tax-registered. However, registered MSMEs significantly boost the economy, contributing over ZAR2.9 trillion to GDP.

SMMEs BY PROVINCE

In the year up to the first quarter of 2024, the drop in the SMME count in Gauteng and the Eastern Cape exceeded the drop in the national total. The number of SMMEs operating in these provinces fell by 128 000 and 86 000 firms, respectively. Percentage-wise, the annual drop in Gauteng was 13%, and in the Eastern Cape, it was 37%. In contrast, KwaZulu-Natal gained 81 000 firms (20% increase), followed by Limpopo with an increase of 45 000 (17.5%). The decline in Gauteng is mostly a return to normal levels after the province experienced a sharp rise in its SMME count from 2021 to 2022, peaking at over 1 million SMMEs by the middle of 2022.

TABLE 1: SMMES BY PROVINCE

Province	2023Q1		2023Q4		2024Q1		Quarterly change		Yearly change	
	Number	Distrib.	Number	Distrib.	Number	Distrib.	Number	%	Number	%
Western Cape	340 679	12.6%	331 993	12.5%	343 557	12.9%	11 564	3.5%	2 877	0.8%
Eastern Cape	248 080	9.2%	178 187	6.7%	162 151	6.1%	-16 035	-9.0%	-85 929	-34.6%
Northern Cape	20 745	0.8%	24 096	0.9%	28 381	1.1%	4 285	17.8%	7 635	36.8%
Free State	125 467	4.6%	116 900	4.4%	114 687	4.3%	-2 213	-1.9%	-10 780	-8.6%
KwaZulu-Natal	403 649	14.9%	487 170	18.3%	484 581	18.1%	-2 589	-0.5%	80 932	20.1%
North West	110 193	4.1%	133 205	5.0%	145 854	5.5%	12 649	9.5%	35 661	32.4%
Gauteng	992 842	36.7%	825 804	31.0%	864 344	32.4%	38 540	4.7%	-128 498	-12.9%
Mpumalanga	208 908	7.7%	253 539	9.5%	226 058	8.5%	-27 481	-10.8%	17 150	8.2%
Limpopo	256 053	9.5%	312 945	11.7%	300 956	11.3%	-11 988	-3.8%	44 903	17.5%
Total	2 706 617	100.0%	2 663 839	100.0%	2 670 569	100.0%	6 730	0.3%	-36 048	-1.3%

Source: QLFS of Stats SA

The above table indicate that the number of registered SMME in the province have increased on quarter-to-quarter basis from 110 193 to 145 854. This fundamentally indicates that the workload for the province is substantial and necessitates a coordinated approach to achieve significant outcomes

TABLE 2: SMMES BY PROVINCE AND FORMAL/INFORMAL SECTOR

Province	2023Q1			2024Q1			Yearly change (%)		
	Formal	Informal	Agric+	Formal	Informal	Agric+	Formal	Informal	Agric+
Western Cape	51.7%	45.0%	3.3%	51.9%	47.3%	0.7%	1.2%	6.2%	-77.4%
Eastern Cape	19.4%	74.9%	5.7%	22.1%	75.1%	2.8%	-25.8%	-34.4%	-67.5%
Northern Cape	55.4%	28.5%	16.0%	24.3%	52.0%	23.7%	-40.0%	149.4%	102.0%
Free State	19.9%	73.2%	7.0%	17.3%	76.1%	6.6%	-20.4%	-4.9%	-13.6%
KwaZulu-Natal	25.6%	71.0%	3.4%	20.4%	78.1%	1.4%	-4.2%	32.1%	-49.5%
North West	24.6%	72.5%	2.9%	30.8%	59.6%	9.6%	66.0%	8.7%	337.4%
Gauteng	36.3%	62.4%	1.3%	37.3%	61.2%	1.5%	-10.5%	-14.6%	0.1%
Mpumalanga	15.7%	79.5%	4.8%	18.5%	77.6%	3.9%	27.0%	5.7%	-11.4%
Limpopo	12.3%	82.9%	4.8%	13.6%	82.5%	3.9%	30.2%	17.0%	-5.1%
Total	30.1%	66.5%	3.3%	29.6%	67.6%	2.9%	-3.2%	0.2%	-15.2%

Source: QLFS of Stats SA

Agric+ refers to agriculture and private households

In the year up to the first quarter of 2024, a significant decline in the SMME count in Gauteng was present in both the formal and informal sectors. Of the total, 37% of SMMEs in Gauteng operated in the formal sector, up from 36% a year before. Meanwhile, in the Northern Cape, many firms switched back to the informal sector after operating in the formal sector for the previous two years. As such, the proportion in the informal sector rose from 29% to 52%. However, these changes are significant and could be due to sampling volatility rather than fundamental economic reasons. As before, the Western Cape is now the province with the largest proportion of its entrepreneurs operating in the formal sector. The analysis presented suggests that over 60% of businesses in the North West operate informally. This indicates that the Department's efforts to promote formalization need to be intensified in the coming years.



Biodiversity Economy:

Biodiversity has globally been identified as the cornerstone for economic growth and sustainable development, and it's a vital asset in global and local economies, which directly supports major economic activities and jobs in such diverse sectors. RSA is one of the mega biological diverse Countries with at least 7% of the world's reptiles, birds and mammals, as well as 10% of the world's plants and 15% of the world's known coastal and marine species, but needs to find ways in which its biodiversity can be used to contribute to the economic growth of the country ensuring the crucial transformation (inclusiveness) in the sector.

The South Africa's National Biodiversity Economy Strategy outlines some of the measures and tools for effective transformation of our local biological capital into goods and services for social and economic development. The North West Province, through its Biodiversity Economy and Transformation Strategy, implements those measures to ensure biodiversity economy initiatives (including the related small and medium enterprises) are identified for successful implementation with the relevant support through game donations, infrastructure development, market linkages and financial support.

Tourism

Tourism is a vital economic activity that involves the movement of people from their usual environment to other regions for business, leisure and other purposes. It consists of a wide range of services including cultural experiences, hospitality, entertainment and transport. Tourism can be recognised as a driver for economic growth and development due to its ability to generate revenue, stimulate infrastructure development and create employment opportunities. The North West province should leverage off the potential of reaping the rewards tourism has to offer as it has the potential of being an attractive tourist destination because of its popular attractions such as game reserves, diverse natural landscapes, national parks and resorts and historical landmarks.



NUMBER OF TRIPS BY PURPOSE

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2013	482 255	235 254	1 965 778	273 125	2 956 413
2014	438 269	208 854	1 983 660	245 524	2 876 306
2015	408 157	186 468	1 923 594	214 970	2 733 189
2016	418 126	190 633	1 941 977	211 180	2 761 917
2017	452 885	191 135	1 957 147	210 899	2 812 065
2018	491 986	195 930	1 940 812	200 134	2 828 862
2019	504 723	207 841	1 732 559	194 466	2 639 590
2020	355 448	167 171	1 265 088	149 206	1 936 912
2021	346 311	207 405	1 032 525	156 023	1 742 264
2022	531 020	296 847	1 092 757	202 941	2 123 565
2023	712 301	361 409	1 204 788	235 947	2 514 445

Source: North West Provincial PERO, 2024

The table above represents the number of trips by purpose in the North West Province from 2013 to 2023. Over the decade travelling to visit friends and relatives has been the highest purpose of travelling, with 2014 being at its peak with 1 983 660 people travelling to visit friends and relatives, however, has been decreasing from 2018 to 2021 and increased from 2022 to 2023.

The tourism sector in North West Province plays a crucial role in the regional economy, leveraging its rich natural, cultural, and heritage attractions. Key destinations such as Pilanesberg National Park, Sun City, and Madikwe Game Reserve continue to attract domestic and international visitors, contributing significantly to the hospitality and service industries.

The province also boasts unique heritage sites like the Taung Heritage Site and Dinkgwaneng, which hold historical and archaeological significance. Additionally, the province has opportunities to grow its Meetings, Incentives, Conferences, and Exhibitions (MICE) sector, especially in key urban centers like Mahikeng, Rustenburg, and Klerksdorp. Rural and community-based tourism initiatives are emerging, fostering local economic development and job creation. However, there is a need for enhanced tourism research, improved data collection, and strategic planning to optimize tourism's contribution to the provincial GDP.

Despite its potential, the tourism sector faces several challenges that hinder its growth and competitiveness. Infrastructure limitations, particularly in road infrastructure and accommodation facilities in rural areas, affect accessibility and visitor experience. Safety concerns, including crime and wildlife poaching, also pose a threat to sustainable tourism development. Additionally, limited



resources for marketing efforts and a lack of coordinated stakeholder collaboration result in missed opportunities to position North West Province as a top tourism destination. Seasonal visitor fluctuations and competition from other provinces, further impact tourism performance.

To address these challenges, infrastructure investment is being handled at the provincial level, tourism safety is being strengthened by deploying tourism monitors in hotspot areas, and safety awareness campaigns are being implemented by the department through the Tourism Chief Directorate to educate visitors and stakeholders on best practices for secure travel.

Moreover, the North West Parks and Tourism Board is in the process of developing a comprehensive provincial tourism marketing strategy to help attract more visitors and ensure long-term tourism sector sustainability.

NORTH WEST NATURAL ENVIRONMENT CONTEXT

The latest State of the Environment report available for North West, is the 2018 North West Environment Outlook report. The state of the environment in the North West has not shown significant improvement over the past few years. The two key threats to achieving sustainability in the North West were identified to be:

- i. Increasing changes in land cover from natural to modified state leading to loss of ecosystem services.
- ii. Decrease in water availability and quality.

Environmental impact assessments for proposed developments will assist to mitigate the abovementioned threats, so as to ensure sustainable development in the province.

With regards to our provincial freshwater resources, DEDECT conducted a Wetland Inventory for the province. The project goals were:

- i. To map the extent, distribution and diversity of the Province's wetlands.
- ii. To develop a prioritised list of wetlands that should be assessed and monitored in the long term for the functionality and values (i.e. ecological, social and cultural) that they provide.

The province is furthermore experiencing the impacts of climate change. In the North West Climate Change Status Quo Report (NWDEDECT, 2021), the key climate change hazards identified for the North West are:

- Increasing temperatures;
- Increasing rainfall variability;

- Increasing periods of drought; and
- Increasing storms and flooding events.

The province must therefore ensure that these hazards are being responded to in the provincial Disaster Management Plan.



5. Internal and External Environment Analysis

The Department has applied the PESTEL analysis to assess the External and Internal environment analysis.

The aim of PESTEL analysis is to determine what is going on in the external environment so that the institution can respond to it. PESTEL stand for Political, Economic, Social, Technological, Environmental and Legal.

<i>Political factors</i>	<p>Internal:</p> <ul style="list-style-type: none">• Local Government Challenges: The current political landscape at the local government level leads to leadership instability and poor service delivery. This has also contributed to the closure of local businesses, further destabilizing the economy.• Community Engagement: Public participation in governance remains low, causing disconnect between government and its citizens. <p>External:</p> <ul style="list-style-type: none">• Political Environment (Global Context): The ongoing conflict between Russia and Ukraine policies from the Government of National Unity (GNU) have impacted trade and investor confidence.• Trade Relations: South Africa's involvement in BRICS influences both international investments and trade dynamics.• Global Environmental Policies: International agreements such as the Paris Climate Accord place pressure on local industries to reduce carbon emissions, affecting sectors like mining.• Land Issues: Debates around the land question, particularly in relation to traditional authorities and land expropriation legislation as the potential to negative impact investors' confidence.• Foreign Aid: Recent withdrawal of the Foreign Aid poses a threat to employment rate.
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Economic factors	<p>Internal:</p> <ul style="list-style-type: none"> • Over-reliance on Mining: The provincial economy is heavily dependent on mining, which has led to job declines as the sector contracts. • Domestic Investment in Mining: While some investment continues, it is insufficient to reverse the job losses or spur new growth. • Education Disparities: There is a stark contrast between the educated and uneducated populations, limiting social mobility and economic inclusion. • Economic Inclusion: Efforts are being made to foster greater participation in the economy, but this remains a challenge. • Illegal Business Operations: The rise of informal and illegal business activities undermines the formal economy and reduces government revenue. • Economic Infrastructure and Service Delivery: Poor infrastructure and service delivery results in business disinvestment. <p>External:</p> <ul style="list-style-type: none"> • Global Economic Trends: Slow GDP growth and high levels of national debt weigh heavily on the Province's economic outlook.
Social factors	<p>Internal:</p> <ul style="list-style-type: none"> • Youth Unemployment: The high rate of youth unemployment is a critical issue with severe social and economic repercussions. • Education and Skills Scarcity: A lack of skilled labour, particularly in critical sectors, limits the Province's ability to attract new industries and grow existing ones. • Crime and Perceptions: Increasing crime rates, particularly in impoverished areas, create a negative perception of the Province, reducing its attractiveness to investors and tourists. <p>External:</p> <ul style="list-style-type: none"> • Migration and Foreign Workers: The employment of foreign workers and illegal immigrants has led to social tension and competition for jobs in certain sectors.
Technological factors	<p>Internal:</p> <ul style="list-style-type: none"> • Technological Adoption Challenges: Low adaption to technological evolution limits innovation and productivity across various sectors. • Network Infrastructure: Inadequate ICT infrastructure hampers communication, business operations, and the implementation of digital services. <p>External:</p> <ul style="list-style-type: none"> • Global Technological Trends: Non-responsiveness to global technological advancements further isolates the Province, making it less competitive on both a national and international scale.

	<ul style="list-style-type: none"> • 4IR: 4IR poses a threat as it has the potential to replace and displace human labour.
Environmental factors	<p>Internal:</p> <ul style="list-style-type: none"> • Water Scarcity: The Province faces significant challenges related to the availability of water, which affects agriculture and industrial development. <p>External:</p> <ul style="list-style-type: none"> • Climate Change: Environmental issues such as climate change pose long-term risks to agricultural productivity and resource management, particularly in rural areas.
Legal factors	<p>Internal:</p> <ul style="list-style-type: none"> • Red Tape: Long bureaucratic delays, particularly the failure to meet the 30-day payment requirement for SMMEs, stifle economic growth and frustrate small businesses. <p>External:</p> <ul style="list-style-type: none"> • Justice Systems: Legal inefficiencies and a slow-moving justice system further hinder business operations and exacerbate social challenges.

Governance Structures

The Department has a pertinent governance structures that ensures that internal controls and accountabilities are clearly defined and consistent with the objective of the Department. The following management governance structures are in place:

- Executive Management Committee
- Departmental Management Committee
- Extended Departmental Management Committee
- Audit Steering Committee
- Risk management Committee
- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee
- ICT Steering Committee
- ICT Strategic Committee
- Ethics and Integrity management Committee



Capacity of the Department

The Department of Public Service and Administration (**DPSA**) has set the acceptable vacancy rate at 10%. As at the end of the 2023/2024 third quarter, the Department has a departmental vacancy rate of **22.07%**. As at 31 January 2025, the total number of the employees on the PERSAL Establishment is **399** and the vacant posts are **113**. These include some that were advertised in 2024. It may be indicated that in 2024/2025, sixteen (**16**) post were advertised in October 2024.

The Employment Equity Status:

As at the 3rd quarter of 2024/2025 performance cycle, the Employment Equity Status of the Department is as follows:

- Women in SMS positions, **48%** (National Target is 50%)
- People with Disabilities – **3.98%** (National Target is 2%)
- Youth – **6.47%**

The Department has in the previous financial year 2024/25 employed 40 Internships as part of contributing to job creation.

Ethical practices in the department

The department continues to practice ethics during the quarter under review. Since the establishment of the committee there is huge improvement on the ethical conduct of the staff within the department. Ethics workshop will be conducted during the 2nd Quarter of 2025/26 financial year.

Programme managers assigned Key Responsibility Areas (KRA) for promotion and advancement of the rights of women, youth and people with disabilities.

The approved start-up Organizational Structure of the Department provides for functions related to Women, Youth and People with Disabilities under the Sub-Directorate of Special Programmes and Transformation. The Head of this component is responsible for the promotion and advancement of rights/interests of employees falling under the Special Programmes of Government.

Creation of opportunities for benefiting women, youth and people with disabilities.

All the Programmes in the Department have adopted 2023/2024 targets aimed at employment of youth across the North West Province. The Directorate of Economic Empowerment, and Enterprise Development have special Programmes aimed at empowering Youth; Women and People with Disabilities.

Interventions of GBVF; Sexual Harassment and related issues.

The Employee Health and Wellness Sub-directorate has annual sessions driving which they advocate against GBVF; sexual harassment and related issues. Member of Executive Council (MEC) through Special Programmes in collaboration with Liquor Board and Gambling Board creating awareness and support on gender-based violence across communities in the province.

Section 24 of the Constitution of the Republic of South Africa 1996, which state that everyone has the right to a healthy environment. The department ensure that, through implementation of Employee Health and Wellness Programme which has the following four Pillars that embrace the occupational health of employees and to promote the quality of work life within the organization:

Health and productivity Management. This pillar converge efforts to promote and maintain the general health of employees through prevention, intervention, awareness, educational, risk assessment, referrals and support in order to mitigate the impact and effects of communicable and non – communicable diseases and injuries on the productivity and quality of life of individuals.

HIV, TB and STIs Management: the rational of this pillar is to mitigate the impact of HIV and TB pandemics and to reduce the number of new infections from employees, their dependents through awareness, testing and screening, psychosocial therapy and linking employees with community resources.

Safety, Health, Environment, Risk and Quality Management (SHERQ): The major objective is to ensure compliance with International and National legislation and policies with regard to Occupational Health and Safety, Environment, Risk and Quality Management.

Wellness Management: The primary objective is to meet the health and wellness needs of employees through preventives and curative measures through psychosocial support, work life



The Department has overall achieved unqualified audit outcome in 2023/24 financial year. This is the same Audit opinion which the Department achieved in the 2022/23 financial year. The reasons for unqualified opinion was that due to the achievements reported in the Annual Performance report materially insufficient to the portfolio of evidence provided in Programme 2 and 4.

Post Audit Action Plan

A Post Audit Action Plan has been developed based on the issues/findings raised by Auditor General during the 2023/24 audit cycle. The Post Audit Action Plan (PAAP) outlines steps intends to take, to remedy and improve audit outcome in the Department. For each audit finding, management assigns a person or a team of people who are responsible for the implementation, monitoring, and follow-up of the corrective action. The roles and responsibilities of each person assigned to the corrective action should be clearly defined and communicated and should reflect the level of authority, accountability, and competence of each individual team member.

The Department has implemented measures to ensure that the PAAP is effectively addressed in order to improve the Audit outcome of the Department.

DEPARTMENTAL INFORMATION SYSTEMS

The ICT infrastructure is hosted by the Office of the Premier

The following systems are in place;

- Walker (Transversal);
- Persal (Transversal);
- BAS (Transversal);
- Liquor Information System: E-walker system; and
- NIPAS (Which is housed by external service provider – Marsel IT)

The advent of Information Communication Technologies (ICT) has brought rapid communication transformation from analogue to digital. ICTs provide the platform for the convergence of telecommunication, the Internet, artificial intelligence (AI) and its social



application. Thus usage of smartphones has become a tool for rural development and the implementation of M-government, subsequent e-governance. Thus, narrowing the gap in access to information and paving the way for economic openness, as it will provide affordable access to modern technology, is imperative towards service delivery. Individuals within the development communication process are agents of change, not just recipients of a development initiative but active participants and contributors of knowledge and information. Therefore, Information Communication Technologies for Development (ICT4D) refers to "theories of Change" not about the designation of technologies and diffusion but a multifaceted, dynamic, and contentious socioeconomic and technological process, with communities at the forefront of the recipient of the change.

Our sector contributes mainly to priority1: Economic Transformation and Job Creation, whose key indicators are:

- Creating more jobs;
- Re-industrialisation of the economy;
- Accelerate inclusive growth;
- Broaden ownership and maximise participation; and
- Increase investment in infrastructure

1.2.1 Departmental Agencies

The Department also has as a part of its responsibilities, the maintenance of administrative oversight on the following agencies where the responsible Members of the Executive is the sole shareholder on behalf of the Provincial Government:

The North West Gambling Board

The Board is a schedule 3C public entity in terms of the PFMA and is fully funded through a grant by DEDECT.

The mandate of the North West Gambling Board is, amongst others:

- Provide effective and efficient gambling and betting regulatory services, which contributes to socio-economic development in the North West Province.
- Regulation of business activities falling within the Board mandate and

- Creating a conducive legal business and socio-economic environment for business prosperity.

The North West Development Corporation

The North West Development Corporation (NWDC) is a statutory body established in terms of the North West Development Corporation Act No 6 of 1995 as amended and classified as a Schedule 3D Public Entity. The entity's missions is to support the industrialization in the province, attract investments, promote exports and overcome the legacy of economic imbalances. The Corporation is self-funding and also has as one of its responsibilities goals which is to generate revenue for the province.

The North West Parks & Tourism Board

The North West Tourism Board Act 2 of 2015 and North West Parks Board Act 3 of 2015 have been repealed effective from 01 April 2023, with the coming into operation of the new North West Parks and Tourism Board Act 2 of 2022.

The NWPTB will continue to create work opportunities and SMME support through preferential procurement for services required in and around the protected areas and the hotels schools, while continuing to support the tourism products in the province.



Part C: Measuring our Performance

2. Institutional Performance information

3. Impact Statements

Impact Statement	Increase inclusive economic growth through strategic partnerships for the reduction of unemployment, inequality and poverty.
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4. Measuring our outcomes

Outcomes	Outcome Indicators	Baseline	Five Year Target
Outcome 1: Capable, ethical and well governed Department	Balance Scorecard of the Department ¹	Low performance level	80% - 100% ²
Outcome 2: Sustainable Economic Growth and development	Economic growth contribution of businesses/sectors in the province ³	0.72	3.5
	Jobs created businesses/sectors in the province ⁴	941	4705
	Provincial sector performance/growth ⁵	2.3	11.5
Outcome 2.1 Empowering regulatory environment	Compliance rates of businesses with legislation ⁶	60%	100%
Outcome 3: Optimized Work opportunities (prioritizing youth, women and persons with disabilities.)	Sustainable work opportunities created by various sectors	2000 work opportunities created by various sectors	3 350 work opportunities created by various sectors
Outcome 4: Environmental sustainability	An effective climate change mitigation and adaptation response	<ul style="list-style-type: none"> • NW Climate Risk and Vulnerability Assessment, 2021 • NW Greenhouse Gas Emissions Inventory, 2021 • Draft NW Climate Change Response Strategy and Implementation Plan 	<ul style="list-style-type: none"> • Approved NW Climate Change Response Strategy and Implementation Plan targeted for 2025/26 • Implementation of the Plan (adaptation and mitigation responses), as per the targets in the plan.
	Expansion of the conservation estate	422 605 ha in the conservation estate	428 605 ha in the conservation estate



	Natural resource protection	15 Environmental Management Instruments and planning tools developed 81% compliance to environmental legislation 100% of environmental authorizations issued within legislated timeframes 88% of biodiversity permits issued within legislated timeframes.	18 Environmental Management Instruments and planning tools developed 82% compliance to environmental legislation 100% of environmental authorizations issued within legislated timeframes 90% of biodiversity permits issued within legislated timeframes
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4.10 Explanation of planned performance over the five-year planning period

Contribution to the Medium-Term Strategic Framework (MTSF), Institutional Mandate, and Priority Focus Areas (Women, Youth, and People with Disabilities)

The Government of National Unity has identified three priorities, viz

Strategic Priority 1: Inclusive growth and job creation

Strategic Priority 2: Reduce Poverty and tackle the high cost of living

¹ This balance score card will be the weighted measures of the categories/KPIs of programme 1. It comprises the financial, Human development, non-financial performance and extent of compliance and oversight on the Departmental entities. The intention is measuring year on year changes towards a higher level of performance. This being the first time, the baseline is not quantified.

² These are the ratings 0-40% low performance, 41-60% Average performance, 61 – 80% Fair performance and 80% – 100% satisfactory performance.

³ This seeks to measure the % contribution of businesses/sectors supported by the Department to the provincial GDP

⁴ This measures the actual jobs created by the business/sectors supported by the department. It can also be expressed as a % contribution to the provincial job creation figures

⁵ This seeks to measure the level of growth in all business/sectors that have been supported by departmental programmes and demonstrate any form of graduation from informal to formal or from incubation to market or growth within the formal sector

⁶ This aims to assess compliance levels to minimize risks, guide appropriate actions, and enhance understanding while supporting the business/sector.

Strategic Priority 3: A capable, ethical and developmental state.

Over the five years, DEDECT's strategic initiatives in North West Province will actively contribute to the priorities of the MTDP, particularly in fostering sustainable economic growth, enhancing environmental stewardship, and promoting inclusive job creation.

The three outcomes dealing with an efficient Department, integrated and sustainable economic growth and job creation and enhancing and protecting environmental assets and high-level interventions developed will contribute towards creating opportunities and reducing barriers for marginalised groups—specifically women, youth, and people with disabilities—through access to resources, capacity-building initiatives, and sector-specific support, aligning directly with national and provincial mandates for inclusive development. These focus areas are integrated to ensure equitable socio-economic benefits, enabling the province to support South Africa's commitment to inclusive growth and social cohesion.

The intended outcomes over the strategic period aim to foster a resilient, inclusive economy in North West Province, driving sustainable development aligned with MTDP priorities. By utilising the province's resources and strengths, promoting environmentally sustainable practices, and prioritising inclusive growth, DEDECT's initiatives will contribute meaningfully to reducing unemployment, addressing inequality, and improving the quality of life for the North West's diverse population. This strategic focus supports the broader developmental objectives of South Africa, ensuring alignment with national imperatives for inclusive and sustainable socio-economic transformation

(b) Key Enablers for Achieving Five-Year Targets

Achieving the targets set within this strategic plan will leverage several unique provincial enablers:

- **Strategic Location:** North West Province's geographic positioning is pivotal for trade expansion, facilitating regional economic cooperation and positioning the province as a gateway for both domestic and cross-border trade and development initiatives.
- **Mineral and Resource Endowment:** The abundance of mineral resources presents substantial potential for driving economic growth, attracting investment, and supporting industrialisation within the province's key economic sectors (platinum/chrome).
- **Agricultural Capacity (Maize Triangle, Beef Production, Goat Massification):** The province's strong agricultural base, characterised by specialised production areas, offers a significant foundation for growth, job creation, and contributions to food security at both

provincial and national levels. The province to focus on establishing the Agri-Hubs to improve market linkages, branding and supply chain optimization.

- **Relations with Traditional Authorities (Land Availability):** Positive relationships with Traditional Authorities facilitate land access, supporting sustainable agricultural expansion, community-based resource projects, and regional development.
- **Global Trade Relations:** Existing and prospective international trade collaborations enhance North West Province's capacity to attract foreign direct investment, increase exports, and integrate into global value chains, contributing to long-term economic stability and growth.

(c) Contribution to the Intended Developmental Impact

The institution has developed several outputs under each Outcome, as summarised below

Outcome	High-level interventions
Capable, ethical and well governed Department	<ul style="list-style-type: none"> ✓ Enhance the performance of State Owned Entities to achieve efficiency and achievement of Provincial priorities ✓ Implement efficient internal control systems to improve on governance ✓ Invest in capacity building initiatives to professionalise the Public Sector ✓ Strengthen collaboration and partnerships with both Government Departments and the Private Sector
Empowering regulatory environment	<ul style="list-style-type: none"> ✓ Oversee and regulate specific sectors of society and the economy. ✓ Ensure compliance with laws and regulations ✓ Maintain fair practices and protect public needs
Sustainable Economic Growth and development Optimized Work opportunities (prioritizing youth, women and persons with disabilities.)	<ul style="list-style-type: none"> ✓ Tackle the challenge of de-industrialization by embarking on industrialization initiatives such as the revitalization of industrial parks ✓ Implement projects and projects aimed at the development of township and rural economies, especially targeting youth, women, people with disabilities and military veterans ✓ Implement alternative and green energy solutions to buffer the energy poverty and climate change ✓ Intensify MSME support and participation in the mainstream economy ✓ Promote trade and investment into the North West Economy ✓ Promote creation of jobs
Environmental sustainability	<ul style="list-style-type: none"> ✓ Develop and implement Environmental Management Instruments, planning tools and environmental sector programmes ✓ Conduct environmental research projects ✓ Implement climate change programmes and adaptation measures ✓ Compliance to legal obligations in respect of licensed facilities inspected ✓ Issuance of Administrative enforcement notices ✓ Completed criminal investigations handed to the NPA ✓ Environmental authorizations / permits issued within legislated timeframes

	<ul style="list-style-type: none"> ✓ Increase in contribution of biodiversity jobs to economic growth and development ✓ Increase in conservation areas ✓ Management and protection programmes of conservation areas implemented ✓ Create jobs through environmental public employment programmes ✓ Strengthen human capital pipeline within environmental sector ✓ Promote more effective programmes on environmental awareness
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These outcomes will contribute towards the impact of increased inclusive economic growth through strategic partnerships for the reduction of unemployment, inequality and poverty.

4.1.1 Key Risks and Mitigation

Outcome	Key Risk	Risk Mitigation
Capable , ethical and well governed department	Ineffective processes impacting on delay to recruitment and selection procedures	1.Development of HR recruitment plan 2.Review of HR delegations
	Ineffective maintenance of office space.	1.Development of contingency plan 2.Assign an official responsible for building inspection 3.Develop a maintenance plan
Sustainable Economic Growth and Development	Inadequate economic infrastructure	1.Investment in economic infrastructure. 2.Collaborate with public works and departmental SOE's (holistic approach)
	Increased crime incidents in relation to tourists	1.Roll out Tourism safety campaigns. 2.Interdepartmental stakeholder engagements.
Optimal work opportunities	Inadequate implementation of policies and interventions which promote the economic empowerment and participation of women, youth and people with disabilities.	1.Coordinate and facilitate interventions to support economic empowerment and participation for women, youth and persons with disabilities in the Province.



Empowering regulatory framework	Limitations of the current Liquor Act 27 of 1989, North Liquor licensing act no 6 of 2016. Business Licensing Act No 3 of 2019 and Consumer Act 4 of 1996	<ol style="list-style-type: none"> 1. Filling of vacant posts. 2. Develop and implementation plan to implement the amendments of the revised legislations
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Outcomes	Risks	Risk Mitigations
Environmental Sustainability	Inability to discharge environmental mandate fully.	<ol style="list-style-type: none"> 1. Finalise the approval of the ideal organizational structure in line with the environmental budget structure. 2. Filling of vacant posts.
	Uncontrolled growth of elephant population.	<ol style="list-style-type: none"> 1. Review of the elephant management plans. 2. Development of provincial elephant management policy/strategy



5. Public Entities

Name of Public Entity	Mandate	Outcomes	Budget
North West Gambling Board	<p>The Board is a schedule 3C public entity in terms of the Public Finance Management Act and is fully funded through a grant by the Department of Economic Development, Environment, Conservation & Tourism.</p> <p>The mandate of the North West Gambling Board is, amongst others:</p> <ul style="list-style-type: none"> ➤ Provide effective and efficient gambling and betting regulatory services, which contributes to socio-economic development in the North West Province. ➤ Regulation of business activities falling within the Board mandate and ➤ Creating a conducive legal business and socio-economic environment for business prosperity <p>The strategic priority of Department of Economic Development, Environment,</p>	<ul style="list-style-type: none"> • Enabling an environment for responsible licensing of all forms of gambling allowed in terms of the legislation • Contributes towards improved economic growth 	R79 722 000

	Conservation & Tourism (Department) to drive inclusive growth and job creation is directly linked to the outcome of the Entity on transformation of gambling and betting industry		
North West Development Corporation	The NWDC's mandate is to drive an inclusive strategy towards economic growth and transformation in the Province.	<ul style="list-style-type: none"> • Increased inclusive economic growth and transformation • Increased competitiveness of the economy 	R76 345 000
North West Parks and Tourism Board	The establishment, management and control of protected areas and the promotion of tourism in the North West Province	<ul style="list-style-type: none"> • Protection of the environmental assets and natural assets • Promoting tourism 	R232 049 000



Part D: Technical Indicator Descriptions (TIDs)

Indicator Title	Balance score card of the Department
Definition	This balance score card will be the weighted measures of the categories/KPIs of programme 1. It comprises the financial, Human development, non-financial performance and extent of compliance and oversight on the Departmental entities. The intention is measuring year on year changes towards a higher level of performance. This being the first time, the baseline is not quantified.
Sources of data	Departmental Annual Performance Report
Method of calculation or assessment	Weighted Measures
Assumptions	Compliance measures and controls in place
Disaggregations of beneficiaries (where applicable)	None
Spatial transformation (where applicable)	None
Desired Performance	Compliant with governance prescripts
Indicator Responsibility	Head of Department

Indicator Title	% Contribution to Growth Domestic Product.
Definition	This seeks to measure the % contribution of businesses/sectors supported by the Department to the provincial GDP
Sources of data	Statistics South Africa
Method of calculation or assessment	Non-Cumulative
Assumptions	Economy growth
Disaggregations of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	North West increased its contribution to the GDP
Indicator Responsibility	Accounting Officer

Indicator Title	Economic growth contribution of businesses/sectors in the province
Definition	This seeks to measure the level of growth in all business/sectors that have been supported by departmental programmes and demonstrate any form of graduation from informal to formal or from incubation to market or growth within the formal sector
Sources of data	Financial Statement/Management report
Method of calculation or assessment	Comparative analysis of multiple years performance
Assumptions	In business (Operational)
Disaggregations of beneficiaries (where applicable)	Women Youth Others
Spatial transformation (where applicable)	Rural and Township
Desired Performance	Business growth across the sectors
Indicator Responsibility	Chief Director: IEDS

Indicator Title	Jobs created by business/sectors in the province
Definition	This measures the actual jobs created by the business/ sectors supported by the department. It can also be expressed as a % contribution to the provincial job creation figures
Sources of data	Signed contract
Method of calculation or assessment	Simple count
Assumptions	Operational business
Disaggregations of beneficiaries (where applicable)	None
Spatial transformation (where applicable)	Provincial
Desired Performance	Increase in jobs created by the business sector
Indicator Responsibility	Head Of Department

Indicator Title	Provincial Sector performance/growth
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Definition	This indicator seek to measure and assess the performance of the sectors against their strategic goals and national priorities, ensuring accountability and effective service delivery.
Sources of data	Performance Information Handbook/ Departmental Annual report/ Stats SA
Method of calculation or assessment	Simple count
Assumptions	Constant Sector performance growth
Disaggregations of beneficiaries (where applicable)	None
Spatial transformation (where applicable)	Province
Desired Performance	Consistent and sustainable performance
Indicator Responsibility	Chief Director: Trade and Sector Development

Indicator Title	Compliance rates of businesses with legislation
Definition	This aims to assess compliance levels with trading conditions to minimize risks, guide appropriate actions, and enhance understanding while supporting the business/sector.
Sources of data	Compliance Notice
Method of calculation or assessment	Simple Count
Assumptions	Licensed businesses
Disaggregations of beneficiaries (where applicable)	None
Spatial transformation (where applicable)	Province
Desired Performance	Compliant businesses
Indicator Responsibility	Chief Director : Business Regulations and Governance

Indicator Title	Unemployment rate
Definition	This refers to the percentage of people in the labour force who are unemployed.
Sources of data	Statistics South Africa- Labour Force Survey
Method of calculation or assessment	Non-cumulative. It is calculated by dividing the number of unemployed people by the total number in the labour force and then multiplying by 100
Assumptions	Both public and private sectors work collaboratively.
Disaggregations of beneficiaries (where applicable)	District, Age, Gender
Spatial transformation (where applicable)	District and Local
Desired Performance	To reduce the unemployment rate
Indicator Responsibility	Accounting Officer

Indicator Title	Sustainable work opportunities created by various sectors
Definition	To facilitate creation of work opportunities with a focus on women, youth and people with disabilities through EPWP and Environmental Services, Tourism, IEDS and BUSREG programmes.
Source of data	Signed contract and beneficiaries' copy of ID
Method of calculation/Assessment	Actual number of work opportunities created through Environmental Services, Tourism, IEDS and BUSREG programmes
Assumptions	Budget is available Appointed staff and tools of trade
Disaggregation of beneficiaries (where applicable)	Target for Women: 60% Target for Youth: 55% Target for People with Disabilities: 2%
Spatial transformation (where applicable)	Provincial
Desired performance	Increase in number of work opportunities created

Indicator responsibility	Head Of Department
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Indicator Title	An effective climate change mitigation and adaptation response
Definition	This refers to interventions implemented to respond to challenges and potential impacts and risks of climate change. These include provincial adaptation- and mitigation responses (e.g. Ambient Air Quality Monitoring programme).
Source of data	NW Climate Change Response Strategy and Implementation Plan. Annual progress reports on implementation of the Climate Change Response Implementation plan.
Method of calculation/Assessment	Number of annual progress reports on implementation of the Climate Change Response Implementation plan
Assumptions	Budget is available Appointed staff and tools of trade Addition of Climate Change unit in the departmental organogram.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Provincial
Desired performance	Improve resilience to climate change impacts
Indicator responsibility	Chief Director: Environmental Services

Indicator Title	Expansion of the conservation estate
Definition	Measure of the total hectares of land coverage in the North West Province which has been declared / proclaimed to be under formal protection.
Source of data	Government gazettes on proclaimed protected areas

Method of calculation/Assessment	Total number of hectares declared in the provincial conservation estate
Assumptions	Budget is available Appointed staff and tools of trade NWPTB is supporting the expansion of the conservation estate.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Provincial
Desired performance	Increased provincial conservation estate
Indicator responsibility	Chief Director: Environmental Services

Indicator Title	Natural Resource Protection
Definition	This indicator assesses the departmental actions that are being taken to ensure that natural resources are being protected. It relates to the development of legislated environmental management tools and the development and maintenance of environmental information management systems. Furthermore, it relates to licensing / permitting, compliance monitoring and enforcement actions in terms of environmental legislation.
Source of data	<ul style="list-style-type: none"> • Approved Legislated tools (Signed off by the delegated authority). • Functionality reports of Environmental Information Management Systems. • For EIAs and Waste Licenses: National Environmental Authorizations System (NEAS) and Excel Spreadsheet, • Departmental Air Emission Licenses Excel Spreadsheet. (Record of air emission licenses' files and signed AEL). • Electronic Biodiversity permitting system and manual registers. Provincial Environmental Compliance and Enforcement Report
Method of calculation/Assessment	<ul style="list-style-type: none"> • Actual number of legislated tools when approved by the delegated authority. • Actual number of Environmental Information Management Systems maintained.

	<ul style="list-style-type: none"> • Number of EIA, AEL, WML, BP issued within legislated timeframe / Total number of all finalised applications X 100 • Average percentage compliance to environmental legislation: = $\frac{\text{Number of compliances detected}}{\text{Total compliance inspections conducted (proactive and reactive)}} \times 100$
Assumptions	<p>Budget is available</p> <p>Appointed staff and tools of trade</p>
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Provincial / District.
Desired performance	If the target is met it will enhance the governance system and capacity within the Environmental Sector.
Indicator responsibility	Chief Director: Environmental Services



ANNEXURE D District Development Model

Medium Term (3 years – MTEF)							
Areas of intervention	Project description	Budget allocation	District Municipality	Location Coordinates	GPS	Project leader	Social partner
Integrated Economic Development Services	Establishment of Trade Markets	R8m	Ngaka Modiri Molema	Mahikeng		Motlagomang Tlhale	DSBD, SEDA, Municipalities, NWDC, NWP&TB
		R 10m	DRSM	Schewzer-Reneck (Still to be Provided)		Motlagomang Tlhale	DSBD, SEDA, Municipalities, NWDC,
		R 10m	Bojanala	N4/R565 (Still to be Provided)		Motlagomang Tlhale	DSBD, SEDA, Municipalities, NWDC,
		R18 m	DRKK	N12/R30 (Still to be provided)		Motlagomang Tlhale	DSBD, SEDA, Municipalities, NWDC
	Establishment and Support of Incubation Centres / Hub	R5m	Ngaka Modiri Molema Bojanala DR Kenneth Kaunda	Mahikeng/ Mogwase Orkney (Still to be provided)		Happy Mokone	DSBD, YAEI, NWU, SEDA, Municipalities, NWDC
		R2m	Dr Ruth Segomotsi Mompoti	Vryburg/Taung		Motlagomang Tlhale	DSBD, SEDA, Municipalities, NWDC
	Development and Support of Enterprise Support Centres		Ngaka Modiri Molema Dr Ruth Segomotsi Mompoti Bojanala	Logaganeng Ramotshere Moiloa (still to be established) Ganyesa village Mokgalwaneng Makapanstad		Motlagomang Tlhale	DSBD, SEDA, Municipalities, NWDC, Private Sector, Sector Departments, Traditional Councils
		R24m	All Districts	Mahikeng Vryburg Klerksdorp Rustenburg		Happy Mokone	DSBD, SEDA, Municipalities, NWDC, Private Sector, Sector Departments

Medium Term (3 years – MTEF)						
Areas of intervention	Project description	Budget allocation (R)	District Municipality	Location: GPS coordinates	Project leader	Social partners
Environmental management	Heritage Sites Development	R32m	Dr RSM DM	Lat: -27.5516 Lon: 24.7663	Bando Gaven	Municipalities & other departments
	Community-based Natural Resource Management Project	R6m	DR RSM DM NGAKA MODIRI MOLEMA DM	Lat - S 26 37'24:13812" Long - E 24 12'12.39588	Mr Hope Loabile Mr Sello Shema Mr David Tlhwane	Department of Social Development Municipalities
	Provincial Air Quality Monitoring Network	R9m (over a period of three years)	NMM DM, BP DM, Dr KK DM	Matlosana, Rustenburg, Madibeng, Ditsobotla and Mahikeng 1. Khuma: 26°51'17.08" S 26°50'48.24" E 2. Kanana: 26°57'22.96"S 26°38'15.62"E 3. Lichtenburg: 26°53'45.85"S 26°8'36.58" E 4. Jouberton: 26°53'45.85"S 26°36'20.31" E 5. Phokeng: 25°43'49.84"S 27°8'54.11"E 6. Damonsville: 25°37'31.51"S 27°51'6.13"E 7. Mmabatho: 25°50' 9.02"S 25°36'52.16"E	Portia Krisjan	Department of Health, Municipalities

Areas of intervention	Medium Term (3 years – MTEF)					
	Project description	Budget allocation (R)	District Municipality	Location: GPS coordinates	Project leader	Social partners
	Waste Recycling Project	R2 million	Bojanala: Rustenburg LM and Moretele LM	TBC	Mr David Thagwane	Coca Beverages SA Polyco Mogwase FET ABSA Cola

Areas of intervention	Medium Term (3 years – MTEF)					
	Project description	Budget allocation (R)	District Municipality	Location: GPS coordinates	Project leader	Social partners
NTCETourism	Illegal Tourist Guiding Awareness	R600K	All Districts	4 Local Municipality Still to be established	George Masomako	Municipalities & other departments

Medium Term (3 years – MTEF)						
Areas of intervention	Project description	Budget allocation (R)	District Municipality	Location: GPS coordinates	Project leader	Social partners
	Inspection					
	1 st Aid training for Tourist Guide	R300k	All District	25 Per Local Municipality Still to be established	George Masomako	Municipalities & other departments
	Tourism Safety Programme	R800k	All District	4 Local Municipality Still to be established	George Masomako	Municipalities & other department
	Tourism Industry Customer Care Training	R300k	Dr RSM Dr KK	2 Local Municipalities Still to be established	Obakeng Motthanke	Municipalities & other department
	North West Grading Assistance Programme	R700k	All District	All Municipalities Still to be established	Obakeng Motthanke	North West Grading Assistance Programme
	Women-Owned Tourism Products Supported	R2m	All District	All Municipalities Still to be established	Obakeng Motthanke	women owned businesses
	community-based tourism products supported	R2m	All District	All Municipalities Still to be established	Obakeng Motthanke	Municipalities
	Social Tourism Programme	R2m	All District	All Municipalities Still to be established	Zandisile Solombela	Municipalities & schools
	Tourism Month	R2.5m	All District	All Municipalities Still to be established	Zandisile Solombela	Entities, private sector, other department
	National Tourism Career Expo (NTCE)	R1m	All Districts	All Municipalities	Zandisile Solombela	NDT, THETA and other provinces
	Tourism Infrastructure Projects	R 28m	Dr RSM Dr KK Ngaka Modiri Molema	All Municipalities Still to be established	Thopane Nthatisi	IDT Public works NWTPB
	programmes undertaken to revitalise local Tourism	R2m	All District	All Municipalities Still to be established	Thopane Nthatisi	Tourism Association, Traditional Councils Municipalities Local Business communities

Areas of intervention	Medium Term (3 years – MTEF)					
	Project description	Budget allocation (R)	District Municipality	Location: GPS coordinates	Project leader	Social partners
	EPWP: Tourism and Hospitality Job Creation Programme	R2.5m	All District	All Municipalities Still to be established	Tlhopane Nthatsi	Municipalities, unemployed youth
	Tourism Sector Performance Report	R500k	All District	Local Municipalities Still to be established	Lerato Sechogo	Research institutions
	Number of tourism knowledge services rendered.	R500k	All District	Provincial Cover the whole province	Lerato Sechogo	Research institutions
	Tourism Stakeholder Engagement Programme	R800k	All District	Local Municipalities Still to be established	Lerato Sechogo	Municipalities, private sector, other departments