



Marine Living Resources Fund **Annual Performance Plan** for the Fiscal Year 2017/2018



agriculture,
forestry & fisheries

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Marine Living Resources Fund (MLRF)
Annual Performance Plan
For the fiscal year
2017/2018

Acronyms

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

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Foreword



The Annual Performance Plan (APP) for the Marine Living Resources Fund (MLRF) 2017/2018 financial year is hereby submitted to the Minister of Agriculture, Forestry and Fisheries for approval and tabling in Parliament. The APP complies with the guidelines provided by National Treasury and the Department of Planning, Monitoring and Evaluation (DPME) in the Presidency.

The Marine Living Resources Fund (MLRF) was established under the Marine Living Resources Act (1998) and covers the operational expenses of the Fisheries Management Branch of the Department of Agriculture, Forestry and Fisheries (DAFF). The MLRF and the Fisheries Branch are responsible for managing the development, management, monitoring and sustainable uses of marine living resources, to protect the integrity and quality of marine ecosystems, and to ensure the growth and development of the aquaculture sector.

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

- Supporting 19 catalyst aquaculture projects under Operation Phakisa (Ocean's economy).
- The submission of the Aquaculture Bill to Parliament.
- The conducting of two new research studies on production systems of new candidate species for aquaculture.
- The creation of 558 Full Time Equivalent jobs under the Working for Fisheries Programme.
- The allocation of commercial fishing rights in West Coast Rock Lobster and Abalone.
- The finalisation of appeals in 8 sectors in terms of the 2015/2016 Fishing Rights Allocation Process.
- The allocation of fishing rights to Small-scale fishing communities and the provision of support to small-scale co-operatives.
- The development of recovery plans for two critical sectors, namely West Coast Rock Lobster and Abalone.
- The production of research reports indicating the stock status levels of two fisheries, namely West Coast Rock Lobster and Abalone.

- The carrying out of a number of joint inspections, operations and investigations with law enforcement partners through the Operation Phakisa Initiative 5 of the Oceans Economy. This will include land and sea-based operations, patrols and inspections.

In my capacity as both the Accounting Authority of the Marine Living Resources Fund and the Director-General of the Department of Agriculture, Forestry and Fisheries as the designated Department, it is my pleasure to present the 2017/2018 Annual Performance Plan for the Marine Living Resources Fund.

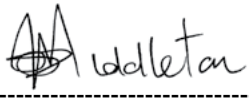


MR MIKE MLENGANA
ACCOUNTING AUTHORITY AND DIRECTOR-GENERAL
DEPARTMENT OF AGRICULTURE, FORESTRY AND FISHERIES

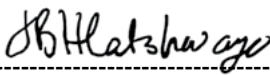
Official Sign-off

It is hereby certified that this Annual Performance Plan was developed by the management of the Department of Agriculture, Forestry and Fisheries (DAFF) under the guidance of Mr. S Zokwana; was prepared in line with the current Strategic plan of the DAFF and accurately reflects the performance targets which the DAFF will endeavour to achieve given the resources made available in the budget for the financial year 2017/18.

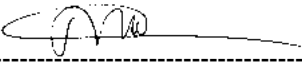
Ms S Middleton
Chief Director: Fisheries Operations Support

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Mr J.B. Hlatshwayo
Chief Financial Officer

Signature-----

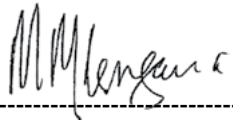
Ms S. Ndudane
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Deputy Director-General: Policy, Planning,
Monitoring and Evaluation

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Mr M Mlengana
Accounting Officer

Signature-----

Approved by
Mr S Zokwana
Executive Authority

Signature-----



PART A: STRATEGIC OVERVIEW

1 Vision

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

2 Mission

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

3 Values

Drive: driven to deliver excellent service through leadership and professionalism

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

Fairness: acting with objectivity, empathy, integrity and transparency

Focus: focusing on people, economic and rural development

4 Updated Situational Analyses

4.1 Performance Environment – Sector Performance

The Fisheries Branch participated in the strategic planning process of the Department of Agriculture, Forestry and Fisheries. In order to develop an effective and efficient strategy, the Department conducted internal and external analysis of resources, capabilities, core competencies to support its strategy implementation and opportunities and threats, respectively. The outcome of the internal analysis helped the Department to determine what it can do, while the outcome of the external environment analysis helped the Department to identify what it may choose to do. In terms of the Fisheries Branch, fisheries research is recognized as one of the best in the world. The African Journal of Marine Science is also one of the best journals on the continent.

The DAFF has a fleet of seven vessels, namely five patrol vessels and two research vessels. The fleet is currently being managed by the South African Maritime Safety Association (SAMSA). In addition to being used for fisheries patrols, inspections and research surveys, these vessels are also used for collaboration with other countries on the continent for research training, capacity sharing, as well as MCS related training. DAFF host the biggest marine science library in Africa. There are twelve harbours under the control of DAFF, with the possibility of increasing the number of such harbours along the entire coastline. The natural resources such as Snoek, Abalone, West Cape Rock Lobster, and Hake provide the country with a competitive advantage.

The fisheries sector contributes roughly 0,1% of the GDP, which is small, even by the standards of agriculture. However, it is more important for economic development in the Western Cape where 11 of the 12 proclaimed fishing harbours are situated. These contribute more than 5% to Gross Provincial Domestic Product.

The total output is estimated at 600 000 tons worth about R6 billion, depending on the Pelagic catch of pilchards and anchovy, which could be as much as 600 000 tons. It is estimated that the direct employment in the industry constitutes approximately 27 000 jobs (16 000 in the primary sector and 11 000 in the secondary and tertiary sectors), while an additional 81 000 people are indirectly (net building, bait preparing, etc.) employed in industries that are at least partially dependent on the fishing sector (figures based on industry estimates and the total allowable catch (TAC) and total allowable effort (TAE), calculated as a function of tonnage). Fisheries output is determined by catch volumes, which, in turn depend on the health and management of fish stocks, varying according to ecological changes and subjected to over-exploitation through illegal, unreported and unregulated fishing activities.

Inshore species are especially vulnerable to stock depletion, as they are easily accessed, especially illegally. According to one study, 68% of commercial line fish stocks have collapsed, and another 11% are over-exploited. DAFF seeks to prevent over-exploitation by means of assigning TAC and/or TAE per species, which are adjusted on a regular basis depending on the estimated state of the resource. DAFF has also sought to promote transformation in the sector through inclusion of small-scale fishing communities.

The amended Marine Living Resources Act was signed into law on 24 February 2016. Small-scale fishing is now recognized as a fishing sector within the fishing industry of South Africa. To this end, the small-scale Fishing Regulations have also been approved. The entire legal framework is now in place to implement the small-scale fishing sector in the four coastal provinces. It was anticipated that small-scale fishing rights would have been issued by November 2016. The small-scale fishing sector is expected to directly benefit approximately 30 000 people from coastal communities. To put this in context, the small-scale fishing sector may be larger in size than the entire commercial fishery of South Africa and would certainly transform the entire fishing industry. This new sector is designed to address food security needs within the local community, and will allow fishers to derive maximum benefit through value-adding of products and accessing markets.

The effective management of the existing 12 harbours and proclamation of additional new harbours will support resource management. Although wild catch fisheries appear unlikely to expand beyond their present levels, aquaculture is becoming more important as a substitute for wild capture fisheries. While the marine-based “mari-culture” part of aquaculture has been around for some years, focusing on species such as abalone, oysters and mussels, freshwater aquaculture is experiencing a rapid expansion, owing in part to government’s multi-pronged aquaculture promotion campaign.

Aquaculture has been included in the Oceans Economy Operation Phakisa. Globally, wild fish stocks have been dwindling, growing at a modest 1% per annum, while aquaculture has grown by 7% and accounts for 44% of the global fish production. Therefore, aquaculture is seen as a quick-win for growing the oceans economy. Through Operation Phakisa and the detailed plans on the development of 24 marine and inland aquaculture projects, which are being implemented, the expectation is to increase production from the current 4 000 tons to 20 000 tons per year, increase the current value of aquaculture from R 400 million to R 6 billion and create up to 210 000 sector jobs by 2030.

4.2 Economic Setting

The fisheries sector contributes roughly 0,1% of the GDP, which is small, even by the standards of agriculture. However, it is more important for economic development in the Western Cape where 11 of the 12 proclaimed fishing harbours are situated. These contribute more than 5% to Gross Provincial Domestic Product.

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Further initiatives include the creation of an enabling regulatory environment, the establishment of an Inter-Departmental Authorizations Committee (“IAC”) to coordinate aquaculture applications and approvals, increasing the skills pool and awareness, improving funding and providing access to markets. An amount of R338 million in private sector investment has been committed in the sector to augment the R106 million of government investments. In addition, 521 jobs have already been created in 10 aquaculture farms that are in production, and the seven new projects that are already assessed will potentially create a further 335 jobs once implemented.

4.3 Fisheries contribution to Job Creation Working for Fisheries Programme (WfFP)

The Working for Fisheries Programme serves to render a programme management support function to the Department of Agriculture, Forestry and Fisheries: Branch Fisheries. The main objective of the Programme is to contribute towards poverty alleviation through interventions that are public-driven, whilst advancing the mandates of the DAFF and the EPWP's Environment and Culture Sector to address the following policy objective: **“To provide work opportunities and income support to poor and unemployed people through the delivery of public and community assets and services, thereby contributing to development.”**

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

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

The Programme focuses on supporting three key Directorates within the Department in terms of both mandate and the projects funded. These Directorates are:

- Aquaculture and Economic Development;
- Monitoring, Control and Surveillance; and
- Marine Resource Management.

The beneficiary targeting as set by the EPWP III Environment and Culture Sector Plan for 2015/16 to 2019/20 will be implemented by the WfFP. The Sector Plan stipulates that preference should be given to providing work opportunities to, and the empowering of women, youth and persons with disabilities. The Environment and Culture Sector beneficiary targeting is as follows:

- 55% of beneficiaries should be women;
- 55% of beneficiaries should be youth (to be aligned to the Youth Employment Accord passed by Cabinet); and
- 2% of beneficiaries should be people with disabilities.

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

4.4 Description of the strategic planning process

The strategic planning process for the Marine Living Resources Fund (MLRF) follows that of the Department of Agriculture, Forestry and Fisheries (DAFF). DAFF strategic planning process was largely informed by the Medium Term Strategic Framework (MTSF) for Outcomes 4, 7 and 10. The National Development Plan (NDP) serves as the umbrella for the cross-cutting strategies, namely the New Growth Path (NGP), the Industrial Policy Action Plan (IPAP) and other government plans. The MTSF framework took cognisance of the cross-cutting strategies and aligned these clearly and precisely to identify key targets and indicators from the NDP and from other plans, such as the NGP, National Infrastructure Plan and IPAP to be achieved in the period 2014 to 2019. The MTSF identified critical actions, and key outputs to be delivered by various

departments responsible for delivery during the 2014 to 2019 period to put the country on a positive trajectory towards the achievement of the NDP 2030 Vision. The MTSF became the guiding framework for DAFF to develop its strategic planning process.

In response to the Vision 2030, Revitalisation of Agriculture and Agro-processing (RAAVC), the MTSF and other related documents, DAFF identified high level issues by analysing relevant source documents against DAFF 2015/16-20 Strategic Plan and Annual Performance Plan as pre-cursor for submission of the first draft APP. The analysis document was discussed both at EXCO and the Quarterly Performance Review meeting to develop Sector Priorities and high level deliverables for 2016/17. The priorities were improved in preparation for 2017/18 APP during the Quarterly Planning and Reporting Meeting in June 2016. The document was further improved through consultation with DAFF branches and Provincial Departments of Agriculture to inform the 2017/16 APP review. Participation in the MTSF review processes enriched the DAFF's Annual Performance Plan to ensure alignment to the MTSF indicators and targets. Adherence to the set MTSF targets was emphasised and budget reprioritisation was encouraged where there has been budget cuts.

There are however, still some challenges regarding the achievement of the targets on expansion of irrigated agriculture as indicated in the NDP as well as targets on the revitalisation of irrigation schemes.

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

4.4.1 The departmental planning process:

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

4.5. Departmental Monitoring and Evaluation

The Department uses an electronic system known as the Knowledge Bank for reporting purposes. The Annual Performance Plan information from the Strategic Plan together with information on services rendered by the Department focusing on external clients, which are in the Service Catalogue, get loaded into the Knowledge Bank reporting system on annual basis to be used from May, which is the first reporting period for the new financial year. Business unit managers are allocated passwords for reporting rights against targets related to their functions, while M&E Specialists get allocated to each Branch for continuous support of ensuring not only those targets are met, but importantly of also ensuring that reported performance information is at all times credible, useful and reliable.

Under-performing services in particular are isolated through analysis of in-year reports for consideration in developing the Service Delivery Improvement Plan (SDIP). Reported performance is analysed and bottlenecks get identified and this assists with implementation of corrective measures early enough. Underperforming targets (both services and APP) also get escalated for discussion at various management structures with authority to enforce various remedial actions to improve performance.

The Department is placing greater emphasis on evidence-based monitoring in which evidence for reported status gets analysed to determine its admissibility. There are regular meetings between M&E and Strategic Planning to discuss the performance status and mechanisms that can yield improved performance. Performance reports play a key role in guiding the process of strategic and performance reviews and get discussed at different levels of management meetings to guide decision-making processes.

4.6 Strategic Goals and Objectives

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

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

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

Table 3: Strategic outcome oriented goals of the department

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

5. Legislative Mandates

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

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

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

6. National Policy Mandates

6.1 National Development Plan (NDP)

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

To align with these priorities, objectives and targets, the Department aims to continue providing comprehensive support to all categories of producers. The support will increase the number of people participating in different sector activities and therefore participating in the economy of the country. In rural areas, focus will be on support to subsistence and smallholder producers in line with the expectations of the NDP, namely that a third of the food surplus should be produced from small-scale farmers or households. The Department also aims to support targeted land reform beneficiaries as the NDP also supports the Land reform objective. In contributing to the sustainable use of natural resources in the sector, DAFF will implement sustainable development programmes that ensure protection of biomes and endangered species, rehabilitation of degraded land and climate change mitigation and adaptation strategies.

6.2 New Growth Path (NGP)

The New Growth Path (NGP) is a national policy which broadly aims to unblock private investment

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

The DAFF will capitalise on the above job drivers and specifically in areas relevant to the sector such as the agriculture value chains, rural development and African regional development. In the short to medium term the Department will institutionalise the various value chain networks, which support labour absorbing activities to accelerate employment creation through agricultural smallholder schemes. In pursuance of job creation in agro-processing, the DAFF has contributed to the implementation of inter-governmental agro-processing programmes. Through the implementation of an agro-processing policy the Department will continue to facilitate access to appropriate agro-processing technology and mainstream markets.

As contribution to the African regional development, DAFF continues to implement South Africa's foreign policy objectives, through the facilitation of SADC and AU engagements, implementation of the South-South Cooperation Agreement with emphasis on BRICS. The International Relations Strategy is an instrument put in place to interact with various sector stakeholders at regional and international level in support of producers to access international markets

6.3 Industrial Policy Action Plan (IPAP)

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

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

The IPAP is framed by and constitutes a key pillar of the NGP and has a particular role to play to make employment dynamic and ensure growth in the economy through its focus on value-adding sectors that embody a combination of relatively high employment and growth multipliers. Government interventions set out in the NGP, the National Development Plan Vision 2030 and other policy documents seek to ensure that critical steps in support of the restructuring of the economy are secured to set it on a more value-adding and labour-intensive growth path. The success of the IPAP depends fundamentally on working towards stronger coherence and mutual support between

macro- and micro-economic policies. Agro-processing is strongly linked to South and Southern Africa's economic growth rate. The domestic market, therefore, represents an attractive prospect for the agro-processing sector in general.

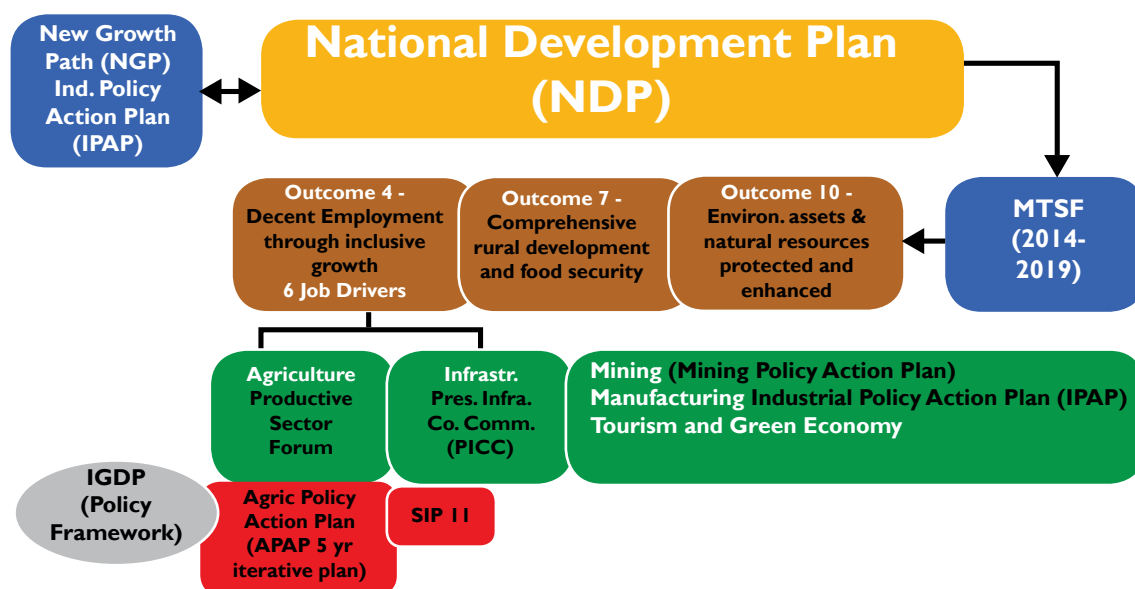
The decline in natural fish resources and growing demand creates opportunities for the farming of a range of fish species. South Africa has the potential to create significant numbers of jobs in meeting local demand for fish, for example, trout and international demand for abalone and mussels.

The small-scale milling sector appears to be viable with moderate assistance from government, and could play an important role in reducing the cost of basic food products, thereby alleviating poverty, and reducing hunger and contributing to a competitively priced milling and baking sub-sector.

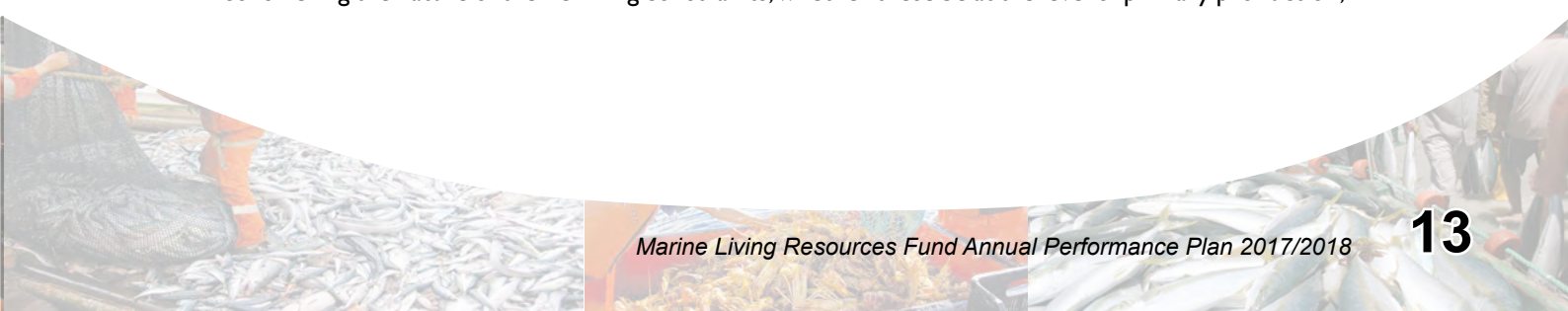
6.4 Agricultural Policy Action Plan (APAP)

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

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



For APAP to effectively speak to Outcomes 4, 7 and 10, and to the objectives set out in the NGP, NDP and IPAP, it needs to unlock the productive potential of agriculture, forestry and fisheries by considering the nature of their binding constraints, whether these be at the level of primary production,



beneficiation, or marketing, or indeed a combination of these. However, different sub-sectors within agriculture, forestry and fisheries operate according to different dynamics and face distinct challenges, thus there is a need to be selective as to which sub-sectors or value chains to focus upon in the short and medium term, while also recognising that agricultural commodities in particular are often inter-related, in which case it is more helpful to speak of 'integrated value chains'. Using the following general selection criteria, APAP focuses on a discrete number of value chains identified as strategic in meeting the objectives of the NGP, NDP and IPAP:

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

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

7. Fisheries Policy Frameworks

The Fisheries Branch/MLRF has a number of Policy Frameworks. These include:

- The Small-scale Fisheries Policy
- The General Policy for the Transfer of Commercial Fishing Rights
- Fisheries Sector-specific Policies
- Policy for the Transfer of Commercial Fishing Rights
- New Fisheries Policy
- National Plan of Action for Sharks
- Policy for the Development of Sustainable Marine Aquaculture in South Africa
- Policy for the Development of Sustainable Inland Aquaculture Sector in South Africa
- National Aquaculture Policy Framework for South Africa 2013.

8. Overview of 2017/18 to 2019/20 budget and MTEF estimates

8.1. Relating expenditure trends to strategic outcome orientated goals

The Department has identified Fisheries as key to addressing food security. In addition, the industry is in need of transformation to become more equitable. The Department's 2012 Small Scale Fisheries Policy and the Marine Living Resources Amendment Act of 2014 support both these priorities. Aquaculture refers to the breeding, rearing and harvesting plants and animals in all types of water environments. Eight key initiatives were identified in the Aquaculture Lab, one of which is the implementation of 24 catalyst

projects. The annual budget of R18 million will fund the 24 aquaculture projects over the medium term. This will fund fishing equipment and training to harvest fish for subsistence consumption in fishing communities in rural and coastal areas. Operation Phakisa is currently being implemented in the ocean economy and health sectors within South Africa. The Aquaculture Lab aims to grow sector revenue from R0.67 billion to R3 billion; jobs from 2 227 to 15 000 by 2019, and ensure increased participation to support transformation in the sector.

8.2. Creating decent employment

The ocean economy Operation Phakisa is expected to increase the production of fish from 4 000 tonnes per year to 20 000 tonnes per year, over the medium term. This is expected to create 2 500 direct new jobs and 15 000 jobs in the fisheries value chain by 2020. Over the medium term the department will spend R121 million in the Aquaculture sub programme in the fisheries programme to support Operation Phakisa initiatives. An additional 1 674 jobs in the fisheries sector are expected to be created over the medium term, in the expanded public works programme through the working for Fisheries project, which is implemented by the Marine Living Resources Fund. An amount of R29.7 million over the period has been allocated to support this.

PART B:

9. Fisheries Programmes and Sub-Programmes Purpose

Promote the development, management, monitoring and sustainable use of marine living resources and the development of South Africa's Aquaculture sector.

The programme comprises six sub-programmes, namely: Aquaculture and Economic Development; Fisheries Research and Development; Marine Resource Management and Monitoring, Control and Surveillance, Fisheries Operations Support and the MLRF Financial Section.

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



10.1 Strategic objective and annual targets for 2017/18 to 2019/20:

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	STRATEGIC PLAN TARGET (5-YEAR TARGET)	AUDITED/ACTUAL				ESTIMATED PERFORMANCE		MEDIUM-TERM TARGETS			
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
2.1	Ensure increased production and productivity in prioritised areas as well as value chains	Increase the number of job opportunities (Working for Fisheries Programme)	1 250	630 FTEs	600 FTEs	588 FTEs	588 FTEs	588 FTEs	588 FTEs	588 FTEs	588 FTEs	
			1 100									
3.1	Promote aquaculture for economic growth by 2020	19 aquaculture projects supported	-	-		Eight aquaculture projects supported	Four aquaculture projects supported	Four aquaculture projects supported	Four aquaculture projects supported	Four aquaculture projects supported	Three aquaculture projects supported	
			-	-								
4.1	Ensure the conservation, protection, rehabilitation and recovery of depleted and degraded natural resources	Promote, conserve, protect and recovery of depleted natural resources by 2020										
3.1	Promote transformation and production of fishery by 2020	Framework for the allocation of fishing rights implemented	-	--		Monitor and regulate rights allocated to nine fishing sectors	Review policies and application forms for fishing sectors which have fishing rights that expire by 2020	Allocate fishing rights to 12 fishing sectors that expire in 2020	Monitor and regulate rights allocated to 12 fishing sectors	Monitor and regulate rights allocated to 12 fishing sectors	Recovery plans of prioritised fish stocks	
			-	--								
4.1	Promote, conserve, protect and recovery of depleted natural resources by 2020	Recovery plans of prioritised fish stocks				Recovery plans of prioritised fish stocks	Recovery plans of prioritised fish stocks	Recovery plans of prioritised fish stocks	Recovery plans of prioritised fish stocks	Recovery plans of prioritised fish stocks	Recovery plans of prioritised fish stocks	

10.2 Programme performance indicators and annual targets for 2017/18 to 2019/20

PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
2.1.1 Increase the number of job opportunities (Working for Fisheries Programme)	1 100 jobs	1 250 jobs	630 jobs	558 FTEs	558 FTEs	558 FTEs	558 FTEs
Number of aquaculture catalyst projects (identified and listed under Operation Phakisa) supported	23 fish farms supported	10 fish farms supported	Four Operation Phakisa projects for phase 1 supported	Five Operation Phakisa projects for phase 1 supported Three Operation Phakisa projects for phase 2 supported	Four Operation Phakisa projects for phase 3 supported	Four Operation Phakisa projects for phase 3 supported	Three Operation Phakisa projects for phase 3 supported
2.1.2 Aquaculture Development Act developed and implemented as per Operation Phakisa	-	Draft Aquaculture Bill approved by the Minister for public consultation Public consultation completed	Bill submitted to Parliament for approval	Bill approved	Aquaculture Development Bill to Parliament	Aquaculture Development Act implemented	Aquaculture Development Act implemented
2.1.3 Number of aquaculture research projects conducted	-	One new study on reproduction of an aquaculture candidate species	Two new studies on genetics and nutrition for aquaculture species conducted	Two new studies on new candidate species for aquaculture conducted	Two new studies on production systems of new candidate species for aquaculture conducted	Two new studies on economics of new candidate species for aquaculture conducted	Two new studies on food safety for new aquaculture species conducted

PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
3.1.1 Commercial fishing rights allocated and appeals process managed	FRAP 2013 policies	Fishing Rights Allocation (FRAP) Framework drafted	Develop sector-specific policies and allocate rights to nine fishing sectors	Issue permits and permit conditions in the nine newly allocated fishing sectors	Allocate Rights in the Abalone and West Coast Rock Lobster Sector	Review policies and application forms for 12 fishing sectors which expire in 2020	Allocate fishing rights to 12 fishing sectors that expire in 2020
3.1.2 Small-scale Fisheries Policy implemented	Interim relief measures on providing access to marine resources	Regulations promulgated under MLRA amended to include the management of small-scale fisheries	Rights allocated to registered small-scale fisheries cooperatives	Rights allocated to registered small-scale fisheries cooperatives	Support to registered small-scale fisheries cooperatives	Monitor and support of the small-scale fisheries sector	Monitor and support of the small-scale fisheries sector
4.1.1 Sustainable management of fish stocks	Annual TAC/ TAEs in abalone, hake, West Coast Rock Lobster and line-fish were set in line with the agreed Operational Management Procedure (OMP)	Recovery plans for two sectors, abalone and West Coast Rock Lobster, revised	Recovery plans for the three sectors: Abalone, West Coast Rock Lobster and Deep-water hake updated	Recovery plans for the two sectors: Abalone and West Coast Rock Lobster	Recovery plans for the two sectors: Abalone and West Coast Rock Lobster	Recovery plans for the two sectors: Abalone and West Coast Rock Lobster	Recovery plans for the two sectors: Abalone and West Coast Rock Lobster
	-	Research report to indicate fish stock levels compiled	Research report to indicate fish stock levels compiled	Research report to indicate fish stock levels compiled	Research reports compiled for two sectors	Research reports compiled for two sectors	Research reports compiled for two sectors

PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
4.1.2 Number of inspections and joint operations (through the Operation Phakisa initiative 5 of Oceans Economy) with partners	-	-	26 Operations Compliance = 12, Monitoring and Surveillance = 6, Fisheries Protection Vessels = 8	30 Operations Compliance = 14, Monitoring and Surveillance = 8, Fisheries Protection Vessels = 8	39 Operations	35 Operations	35 Operations
	The IFSS has been implemented by conducting 679 sea-based inspections, 1 557 land-based vessels inspections and 292 investigations of rights holders	4 598 compliance and enforcement measures in the six prioritised fisheries sectors: hake, abalone, rock lobster and line fish implemented	4 548 compliance and enforcement measures in the four prioritised fisheries sectors: hake, abalone, rock lobster and line fish implemented	2 900 compliance and enforcement measures in the six prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented	3 200 compliance and enforcement measures in the six prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented	3 200 compliance and enforcement measures in the six prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented	3 200 compliance and enforcement measures in the six prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented
4.1.3 Number of investigations conducted	-	-	-	276	276	280	284

10.3 Quarterly targets for 2017/18

PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
			1 ST	2 ND	3 RD	4 TH
2.1.1 Increase the number of job opportunities (Working for Fisheries Programme)	Quarterly	558 FTEs	138 FTEs	138 FTEs	138 FTEs	144 FTEs
	Quarterly	Four Operation Phakisa projects for phase 3 supported	One Operation Phakisa project supported	One Operation Phakisa project supported	One Operation Phakisa project supported	One Operation Phakisa project supported
2.1.2 Aquaculture Development Act developed and implemented as per Operation Phakisa	Quarterly	Aquaculture Development Bill recommended by Cabinet to Parliament Bill submitted to Parliament	Aquaculture Development Bill undergone NEDLAC processes	Aquaculture Development Bill submitted to Cabinet	-	-
2.1.3 Number of aquaculture research projects conducted	Quarterly	Two new studies on production systems for new candidate species for aquaculture conducted	Progress report on integrated production methods within production systems	Progress report on integrated production methods within production systems	Progress report on integrated production methods within production systems	Final progress report on integrated production methods within production systems

PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
			1 ST	2 ND	3 RD	4 TH
3.1.1 Commercial fishing rights allocated and appeals process managed	Quarterly	Allocate Rights in the Abalone and West Coast Rock Lobster Sector	-	Allocate Rights in the Abalone and West Coast Rock Lobster sector	Formulate TAC/TAE Recommendations for allocated fishing sectors	Draft Internal Policies for 12 Fishing Sectors due for allocations in 2020
		Appeals in the 8 newly allocated fishing sectors finalised	-	Finalised received appeals in the 3 allocated fishing sectors sector	-	Finalised received appeals in the 5 allocated fishing sectors sector
3.1.2 Small-scale Fisheries Policy implemented	Quarterly	Support to registered small-scale fisheries cooperatives	Finalise rights allocated to registered small-scale fisheries cooperatives	-	Set up co-management forums	Facilitate support programme to provide socioeconomic upliftment of communities
4.1.1 Sustainable management of fish stocks	Bi-annually	Recovery plans for the two sectors: Abalone and West Coast Rock Lobster	-	-	Recommendation on determination of TAC, TAE or combination thereof in respect of the Abalone and West Coast Rock Lobster fishing sectors submitted for approval	Abalone and West Coast Rock Lobster Inter-area schedules prepared and implemented by issuing permits
		Research reports compiled for two sectors	-	Research reports to update status of fish stocks and recommend catch limits to achieve recovery targets	-	-
	Annually	Research reports compiled for two sectors	-	Research reports to update status of fish stocks and recommend catch limits to achieve recovery targets	-	-

PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
			1 ST	2 ND	3 RD	4 TH
4.1.2 Number of inspections and joint operations (through the Operation Phakisa initiative 5 of Oceans Economy) with partners	Quarterly	39 Operations Compliance = 18 Monitoring and Surveillance = 11 Fisheries Protection Vessels = 10	9 Operations Compliance = 5 Monitoring and Surveillance = 2 Fisheries Protection Vessels = 2	10 Operations Compliance = 4 Monitoring and Surveillance = 3 Fisheries Protection Vessels = 3	12 Operations	8 Operations
	Quarterly	3 200 compliance and enforcement measures in the six prioritised fisheries sectors: hake, abalone, rock lobster, line fish, pelagic and squid implemented	900 Compliance = 500 Fisheries Protection Vessels = 400	700 Compliance = 400 Fisheries Protection Vessels = 300	900 Compliance and enforcement measures	700 Compliance and enforcement measures
4.1.3 Number of investigations conducted	Quarterly	276 investigations	69 investigations	69 investigations	69 investigations	69 investigations

10.4 Reconciling performance targets with the budget and MTEF

PER SUB-PROGRAMME	2017/18	2018/19	2019/20
	R'000	R'000	R'000
Management	3 124	3 232	3 478
Aquaculture	38 454	39 811	42 837
Monitoring Control and Surveillance	86 198	89 243	96 033
Marine Resources Management	22 677	23 482	25 268
Fisheries Research and Development	69 765	72 310	77 829
Marine Living Resources Fund	261 966	276 376	291 853
	482 184	504 454	537 298

10.5 Expenditure Estimates

	Expenditure Outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Rand thousand '000							
Sub-programmes							
Management	748	3,159	2,147	3 028	3 124	3 232	3 478
Aquaculture	35,822	29,952	33,800	37 803	38 454	39 811	42 837
Monitoring Control and Surveillance	72,571	78,056	87,169	84 940	86 198	89 243	96 033
Marine Resources Management	17,975	19,176	20,341	22 285	22 677	23 482	25 268
Fisheries Research and Development	56,989	58,091	63,810	68 783	69 765	72 310	77 829
Marine Living Resources Fund	253,545	251,331	258,623	241 759	261 966	276 376	291 853
Total	437,650	439,765	465,890	458 598	482 184	504 454	537 298
Economic classification							
Current payments	177,863	188,001	207,014	216 732	220 218	228 078	245 445
Compensation of employees	177,863	188,001	207,014	216 732	220 218	228 078	245 445
Salaries and wages	155,297	164,555	180,328	180 681	184 479	191 910	207 250
Social contributions	22,566	23,446	26,686	36 051	35 739	36 168	38 195

	Expenditure Outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Transfers and subsidies	254,130	251,744	258,830	241 866	261 966	276 376	291 853
Departmental agencies and accounts	253,545	251,331	258,623	241 759	261 966	276 376	291 853
Departmental agencies (non-business entities)	253,545	251,331	258,623	241 759	261 966	276 376	291 853
Households	585	413	207	107	0	0	0
Social benefits	545	340	204	107	0	0	0
Other transfers to households	40	73	3	0	0	0	0
Payments for capital assets	5,657	0	0	0	0	0	0
Buildings and other fixed structures	5,657	0	0	0	0	0	0
Buildings	5,657	0	0	0	0	0	0
Total	437,650	439,765	465,890	458 598	482 184	504 454	537 298

10.6 Risk Management

Risks description	Mitigating factors
Unsustainable use and degradation of natural resource	<ul style="list-style-type: none"> Marine Living Resource Act, 2014 (Act no. 5 of 2014) (MLRA) Integrated Fisheries Security Strategy

PART C: TECHNICAL INDICATOR DESCRIPTIONS (TIDS) Strategic Objective Indicator

2.1	Indicator Title	Increase the number of job opportunities (Working for Fisheries Programme)
	Short definition	The Working for Fisheries Programme falls under the Expanded Public Works Programme that aims to provide work opportunities and income support to poor and unemployed people.
	Purpose/ importance	The Programme aims to contribute towards the alleviation of poverty by empowering beneficiaries to participate in the mainstream fishing economy.
	Source/ collection of data	Quarterly submission of job statistics from project implementers; project visits; quarterly reports from implementers.

Method of calculation	Refers to one person's year of employment. One person year is equivalent to 230 per days of work. Person years of employment equals total number of person days of employment created for targeted labour during the year divided by 230. For task rated workers, tasks completed are calculated as a proxy for 8 hrs/day.
Data limitations	Lack of cooperation (non-compliance with reporting requirements, late reporting etc.) by service providers
Type of objective	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New objective	No
Desired performance	The delivery of the quarterly and annual Full-time Equivalents, and the expansion of the Working for Fisheries Programme
Objective responsibility	Chief Director: Fisheries Operations Support

2.2	Indicator Title	Promote Aquaculture for economic growth by 2020
	Short definition	Promotion of aquaculture will be realised through aquaculture catalyst projects in order to realise Operation Phakisa aspirations. Support provided will include facilitating access to funds or technical advisory services (e.g. access to land, water permits etc.).
	Purpose/ importance	To fast track unlocking economic growth of the aquaculture sector and meet the Operation Phakisa aspiration with regards to creating jobs, increasing production, transformation and contribution to GDP.
	Source/ collection of data	Formal letter confirming that the project has been supported under Aquaculture Operation Phakisa
	Method of calculation	Basic count – aquaculture catalyst projects supported
	Data limitations	Lack of cooperation (non-compliance with reporting requirements, legislative requirements etc.) by farmers and/or initiative owners Lack of data with regards to value chain job created and lack of reporting
	Type of objective	Outcome
	Calculation type	Non-cumulative
	Reporting cycle	Annually
	New objective	No
	Desired performance	Increase catalyst projects to meet the aspiration of Operation Phakisa which is to increase aquaculture production by 2019 to 20 000 tons, grow GDP contribution to 3bn, create total of 15 000 jobs, ensure increased participation to support transformation in the sector. Therefore a higher targeted performance is desired
	Objective responsibility	Chief Director: Aquaculture Development

3.1	Indicator title	Promote transformation and production of fishery by 2020
	Short definition	The objective refers to the promotion and production of fishery to be realized through the implementation of framework for allocation of fishing rights.
	Purpose/ importance	To alleviate poverty in small-scale fishing communities through the promotion of food security and employment and further promoting transformation of the overall fishing sector.
	Source/ collection of data	Permit condition, Rights register, TAC and/or TAE recommendations and Marine Administration System (MAST) generated report on permit and licences
	Method of calculation	Simple count
	Data limitations	Insufficient information supplied by applicants or applications submitted
	Type of objective	Outcome
	Calculation type	Cumulative
	Reporting cycle	Quarterly
	New objective	No
	Desired performance	Compile and keep fishing rights registers, review permit conditions, prepare recommendations on determination of TAC, TAE or combination thereof for the 9 fishing sectors, and issue permits and licences within the set turnaround time.
	Objective responsibility	Chief Director: Marine Resources Management

4.1	Indicator title	Promote, conserve, protect and recovery of depleted natural resources by 2020
	Short definition	The objective is a reflection of the status of the fish stock in question (Abalone, West Coast rock lobster), measured against pre-determined reference points (e.g. Maximum Sustainable Yield Level, pre-fished biomass, etc.) MRM- Revised management measures to rebuild abalone, West Coast rock lobster.
	Purpose/ importance	The objective shows the status of the fish stock relative to the pre-determined reference points for the stock so that adaptive management can be implemented as required. For West Coast rock lobster and abalone this is important to track progress regarding stock recovery.
	Source/ collection of data	Scientific report MRM - Approved TAC/TAE and Permit conditions

Method of calculation	The method of calculation is specific to each resource and to the quantity and types of information available for each, and therefore varies from resource to resource. The calculations (including mathematical and statistical modelling) follow internationally-accepted practices and standards for fisheries stock assessment. MRM - Basic count – approved permits conditions and TAC/TAE
Data limitations	The limitations of the available data are specific to each resource, and too exhaustive to list here (such as missing data in time-series, absence of catch and effort data in certain fisheries, lack of data on illegal harvests, etc.). Limitations of the available data are taken account of during the statistical modelling techniques employed. MRM - Real time and contravention data
Type of objective	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually.
New objective	No
Desired performance	It is desired that the objective remains within acceptable confidence intervals around the reference point, or in the case of recovering stocks that the objective shows improvement towards the target levels over the desired timeframes.
Objective responsibility	Chief Director: Fisheries Research and Development Chief Director: Marine Resource Management Chief Director: Monitoring, Control and Surveillance Director: Monitoring and Surveillance

Programme Performance Indicators

2.1.1	Indicator title	Number of aquaculture catalyst projects (identified and listed under Operation Phakisa) supported
	Short definition	Number of new aquaculture catalyst projects supported in order to realise Operation Phakisa aspirations. Support provided will include facilitating access to funds or technical advisory services (e.g. access to land, water permits etc.).
	Purpose/ importance	To fast track unlocking economic growth of the aquaculture sector and meet the Operation Phakisa aspiration with regards to creating jobs, increasing production, transformation and contribution to GDP.
	Source/ collection of data	Formal letter confirming that the project has been supported under Aquaculture Operation Phakisa
	Method of calculation	Basic count – number of aquaculture catalyst projects supported
	Data limitations	Lack of cooperation (non-compliance with reporting requirements, legislative requirements etc.) by farmers and/or initiative owners Lack of data with regards to value chain job created and lack of reporting
	Type of indicator	Output
	Calculation type	Cumulative

	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	Increase number of catalyst projects to meet the aspiration of Operation Phakisa which is to increase aquaculture production by 2019 to 20 000 tons, grow GDP contribution to 3bn, create total of 15 000 jobs, ensure increased participation to support transformation in the sector. Therefore a higher targeted performance is desired
	Indicator responsibility	Chief Director: Aquaculture Development Director: Aquaculture Technical Services and Phakisa Delivery Unit

2.1.2	Indicator title	Aquaculture Development Act developed and implemented as per Operation Phakisa
	Short definition	Developed Aquaculture Development Bill with reference to Operation Phakisa to be approved by cabinet to be presented to Parliament. For 2017/18 the Bill will be submitted to cabinet and recommendation submitted to parliament for approval
	Purpose/ importance	Once approved the implementation phase that seeks to create an enabling environment for management and development of the aquaculture sector in South Africa can take centre stage
	Source/ collection of data	Q1: NEDLAC outcome report and minutes of NEDLAC engagements , Q2: Cabinet memorandum Q4: Cabinet minutes and Parliament roster
	Method of calculation	Each draft will be counted once per draft. The approved bill will be counted once
	Data limitations	Collection of data to finalize the bill, cabinet processes, public consultation process could limit data.
	Type of indicator	Output
	Calculation type	Cumulative
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	A higher targeted performance is desired. Higher targeted performance will result in a pro-development inclusive aquaculture legislation that will enable accelerated sector growth
	Indicator responsibility	Chief Director: Aquaculture and Economic Development Director: Sustainable Aquaculture Management and Phakisa Delivery Unit

2.1.3.	Indicator title	Number of aquaculture research projects conducted
	Short definition	Number of aquaculture research projects undertaken within the reporting period in order to develop new techniques, species and efficient technology for sustainable commercial production.
	Purpose/ importance	To promote expansion and diversification of the sector.
	Source/ collection of data (Evidence)	Q1: Technical report signed off by CD:FRD Q2= Technical report signed off by CD:FRD Q3: Technical report signed off by CD:FRD Q4: Technical report and scientific publications
	Method of calculation	Simple count- technical report
	Data limitations	Tolerance of species to the production system, shortage of capacity and financial resources
	Type of indicator	Output
	Calculation type	Cumulative
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	The target is to increase aquaculture production by 100% by the year 2020 therefore a higher targeted performance is desired.
	Indicator responsibility	Chief Director: Fisheries Research and Development Director: Aquaculture Research

3.1.1	Indicator title	Commercial fishing rights allocated and appeals process managed
	Short definition	The indicator refers to allocation of fishing rights in nine (9) commercial fishing sectors
	Purpose/ importance	To control and regulate the sustainable and equitable utilisation of marine living resources and advance transformation of fisheries sectors while promoting food security and employment.

	Source/ collection of data	<p>Q2 Revised Rights registers</p> <ul style="list-style-type: none"> • Netfish • Patagonian Toothfish • Fish Processing Establishment <p>Q3 TAC and/or TAE recommendations</p> <ul style="list-style-type: none"> • Seaweed – Combination of TAC and TAE • Net fish – TAE • KZN Sardine beach seine – TAE • West Coast Rock Lobster Offshore – TAC • West Coast Rock Lobster Nearshore- TAC • Hake Inshore Trawl- TAC • Horse Mackerel – TAC • Large Pelagic Longline- TAE • Patagonian Toothfish- TAC <p>Q4 Revised Rights registers</p> <ul style="list-style-type: none"> • Large Pelagics • Horse Mackerel • Hake Inshore Trawl • Seaweed • KZN Beach-seine <p>For 2017/18 the focus rights register for 8 sectors Netfish, Patagonian Toothfish, Fish Processing Establishment Large Pelagics, Horse Mackerel, Hake Inshore Trawl, Seaweed, KZN Beach-seine</p>
	Method of calculation	Simple count
	Data limitations	Insufficient information supplied by applicants or applications submitted
	Type of indicator	Output
	Calculation type	Cumulative
	Reporting cycle	Quarterly
	New indicator	Modified
	Desired performance	Compile and keep fishing rights registers, review permit conditions, prepare recommendations on determination of TAC, TAE or combination thereof for the 9 fishing sectors, and issue permits and licences within the set turnaround time.
	Indicator responsibility	Chief Director: Marine Resources Management Director: Offshore and High Seas Fisheries Management Director: Inshore Fisheries Management

3.1.2.	Indicator title	Small-scale Fisheries Policy implemented
	Short definition	<p>The indicator seeks to establish, develop and sustain a small-scale fisheries sector. However the most strategic priority is the amendment of the regulations promulgated under the MLRA to accommodate the management of the small-scale fisheries sector.</p> <p>For 2017/18 the focus will be on supporting registered small-scale fisheries cooperatives</p>

	Purpose/ importance	To alleviate poverty in small-scale fishing communities through the promotion of food security and employment. Therefore providing overall transformation of the fishing sector.
	Source/ collection of data	Meeting minutes, Provisional list and a Submission to the Minister
	Method of calculation	Simple count
	Data limitations	None
	Type of indicator	Output
	Calculation type	Cumulative
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	To create an enabling environment for the establishment, development and sustainability of the small-scale fisheries sector; therefore a higher performance is desired.
	Indicator responsibility	Chief Director: Marine Resources Management Director: Small-Scale Fisheries Management

4.1.1	Indicator title	Recovery plans of prioritized fish stocks
	Short definition	The indicator is a reflection of the status of the fish stock in question (Abalone, West Coast rock lobster), measured against pre-determined reference points (e.g. Maximum Sustainable Yield Level, pre-fished biomass, etc.) MRM Revised management measures to rebuild abalone, West Coast Rock Lobster
	Purpose/ importance	The indicator shows the status of the fish stock relative to the pre-determined reference points for the stock so that adaptive management can be implemented as required. For West Coast rock lobster and abalone this is important to track progress regarding stock recovery.
	Source/ collection of data	Q3 TAC recommendations Q4 Signed off inter area schedule, report on issued permits Scientific report MRM - Approved TAC/TAE and Permit conditions
	Method of calculation	The method of calculation is specific to each resource and to the quantity and types of information available for each, and therefore varies from resource to resource. The calculations (including mathematical and statistical modelling) follow internationally-accepted practices and standards for fisheries stock assessment. MRM - Basic count – number of approved permits conditions and TAC/ TAE

	Data limitations	The limitations of the available data are specific to each resource, and too exhaustive to list here (such as missing data in time-series, absence of catch and effort data in certain fisheries, lack of data on illegal harvests, etc.). Limitations of the available data are taken account of during the statistical modelling techniques employed. MRM - Real time and contravention data
	Type of indicator	Impact
	Calculation type	Non-cumulative
	Reporting cycle	Target 1: Recovery plans for the two sectors: Abalone and West Coast Rock Lobster Bi-annually
	New indicator	No
	Desired performance	It is desired that the indicator remains within acceptable confidence intervals around the reference point, or in the case of recovering stocks that the indicator shows improvement towards the target levels over the desired timeframes.
		Resource monitoring, status reporting and determination of appropriate catch levels: Chief Director: Fisheries Research and Development D:Resources Research Director: Research Support Implementation of appropriate management measures: Chief Director: Marine Resource Management Director: Offshore and High Seas Fisheries Management Director: Inshore Fisheries Management Director: Small-scale Fisheries Management Compliance and enforcement of management measures: Chief Director: Monitoring, Control and Surveillance Director: Monitoring and Surveillance Director: Compliance Director: Fisheries Patrol Vessels

4.1.2	Indicator title	Number of inspections and joint operations (through the Operation Phakisa initiative 5 of ocean economy) with partners
	Short definition	Number of inspections refers to sea-based and land-based inspections conducted, Joint operations refers to the operations conducted with law enforcement and conservation agencies in terms of Operation Phakisa
	Purpose/ importance	Ensure compliance to the Marine Living Resource Act, thereby curbing illegal fishing activities through joint operations, inspections and enforcement in order to enhance sustainable utilization of marine living resources.
	Source/ collection of data	Inspections Q1-Q2: Listings and inspection forms Joint Operations Q1 – Q2 Operations – operations reports signed by CD:MCS

	Method of calculation	Simple count - total number of inspections and joint operations conducted
	Data limitations	Seasonal fishing, weather conditions, inability to board fishing vessels (weather conditions, Merchant Ship Act, etc.), Inadequate available resources
	Type of indicator	Output
	Calculation type	Cumulative
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	High targeted performance is desired in order to increased enforcement and compliance measures
	Indicator responsibility	Chief Director: Monitoring Control and Surveillance Director: Compliance Director: Fisheries Protection Vessels

4.1.3	Indicator title	Number of investigations conducted
	Short definition	Number of investigations of right/ permit holders conducted as well as investigations of suspected infringing individuals and syndicates,
	Purpose/ importance	Ensure compliance to the Marine Living Resource Act, thereby curbing illegal fishing activities through investigations and enforcement in order to enhance sustainable utilization of marine living resources.
	Source/ collection of data	Q1 – Q4: List of investigations which will include inquiry docket cover and investigation diaries
	Method of calculation	Simple count - total number of investigations conducted
	Data limitations	Seasonal fishing, Inadequate available resources, hostile environment
	Type of indicator	Output
	Calculation type	Non-cumulative
	Reporting cycle	Quarterly
	New indicator	No
	Desired performance	High targeted performance is desired in order to increased enforcement and compliance measures
	Indicator responsibility	Chief Director: Monitoring Control and Surveillance Director: Monitoring and Surveillance

PART D:

SERVICE DELIVERY IMPROVEMENT PLAN

I. Introduction and background

As the Department of Agriculture, Forestry and Fisheries (the department) embarks upon a new path of service delivery through the 2014/15–2018/19 MTSF, along with our sector strategies, the SDIP is a further response to government's policy and strategic imperatives, more especially its drive to eradicate poverty

and ensure food security and rural economic development. One such example is the issuing of fishing vessel licences and permits in an effort to create an enabling environment, promoting market access for our clients and international trade. The department, through its SDIP, therefore strives to address both socio-economic and sectoral challenges. The SDIP is guided by the department's legislative and policy mandate, in terms of the 2015/16–2017/18 MTSF and strategic outcomes. The SDIP therefore serves as a value add for the department, in that it addresses the obstacles and constraints facing the delivering of these services. In an effort to continue improving our service delivery modes, DAFF has identified the following key services to be subjected to improvement processes:

- Issuing of veterinary import permits (animals and animal products, vaccines, pharmaceuticals, specimens and contaminated objects);
- Processing of all permits and fishing vessel licence applications (except applications relating to exemptions).

2. Situational analysis per key service

a. ISSUING OF ALL PERMITS AND FISHING VESSEL LICENCES (EXCEPT APPLICATIONS RELATING TO EXEMPTIONS)

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

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

iii. **Problem statement**

The processing of permits and licence applications is a key service that most of the Branch: Fisheries Management's clients demand improvement on. This key service includes the processing of marine aquaculture farm permits, catch, transport, export and import permits and fishing vessel licences. Huge volumes of applications for catch and transport permits are submitted before the start of a particular fishing season while applications for export and import permits as well as vessel licences are received on a continuous basis and, in the case of marine aquaculture, at the end of the year. The turnaround times for permits and licences are impacted on by the quality of the applications received from clients and the availability of the Marine Administration System (MAST) and Oracle Financial System used to process these documents. It therefore becomes a challenge to maintain the set standards; if clients do not submit accurate documentation to enable the departmental officials to process the applications within the stipulated time frames or when required computerised systems are not available for processing.

The ICT Unit continuously improves the applications/systems to improve the business processes for better service delivery. The implementation of the desired standards as listed will be ensured by regular interactions between the line functions responsible for the service and the branch's walk-in customer service centre. These interactions will include meetings, personal visits, telephone calls and workshops as and when necessary. The Branch: Fisheries Management is continuously trying to raise the bar and to satisfy the needs of its clients in line with the Batho Pele principles.

It will be noted that South Africa has a well-established fisheries sector. However, the sector faces a number of challenges.

The following challenges are highlighted as they directly affect service delivery:

a) Capacity constraints

Human resource challenges: The Chief Directorate Marine Resources Management and Directorate Sustainable Aquaculture Management do not have adequate HR capacity owing to the abolishment of critical positions in the 2013/14 financial year. Currently, the two directorates are unable to fill the vacant positions because of the directive that was issued to suspend all recruitment processes. The abolished positions as well as the vacant ones have to be reinstated and filled as they are delegated authorities in terms of the MLRA. The decision to abolish the vacant posts is causing serious service delivery delays and financial losses to the industry. Shortage of HR capacity leads to increased corruption and fraud.

Financial challenges and service delivery challenges: One of the direct effects of insufficient financial support is the funds, which has resulted in delays in service delivery. Owing to a highly reduced staff component, officials cannot deliver permits on time (4 to 7 working days) as a result of the increased workload. Service delivery by the department has been further compromised because of the closure of the Saldanha Customer Services Satellite Office, which was established owing to a need for decentralised services. The closure was the result of a lack of budget. Therefore the department is failing in “bringing services to the people” which is part of the Batho Pele principles.

b) ICT systems

Catch-data system: There is no real time catch data system in place; this compromises the departmental processes of the reconciliation of catches. Monitoring of transgressions: The department does not have a Transgression Register. This compromises decision-making processes for the delegated authorities.

MAST: The MAST system is redundant and no longer adequately addresses the needs of users (permit processes). There is a lack of synchronicity between the MAST system (permitting) and Oracle (finance). Officials at a decentralised office (Port Elizabeth) do not have financial services (Oracle), therefore payments cannot be made at this station. The challenges highlighted above by the Branch: Fisheries Management, require increased human capacity (reinstatement of abolished post, filling of vacancies and creation of additional posts); a catch-data monitoring system (real time catch data, Transgression Register and reconciliations, e-permitting and smartcard system; and Electronic Document Management System.



2.1.4 Improvement standards

KEY SERVICE	SERVICE BENEFICIARY	DESIRED STANDARD			
		CURRENT STANDARD 2014/15	2015/16	2016/17	
Issuing of all permits and fishing vessel licences (except applications relating to exemptions)	Fishing industry; fishing rights holders; Recreational fishers; foreign and local vessel owners; fish import and export industry	Quantity	± 1 500 applications received per month. 85% of applications processed per month	± 1 500 applications received per month. 87% of applications processed per month	+/- 1 500 applications received per month 90% of applications processed per month
		Quality	95% error free on (issued permits) Permits issued in terms of the Marine Living Resources Act and regulations thereof	95% error free on (issued permits)	95% error free (issued permits) Issuing of smart card permits
		Consultation	Consultation One-on-one intensive collaboration via Customer Service Centre and workshops Public Consultation Meetings Management Working Group meetings Coordinated 55 road shows	60 roadshows 4 DDG dialogues with stakeholders a year 1 ministerial imbizo per province a year Collaborated awareness campaigns Aquaculture roadshows in all nine provinces	60 roadshows Decentralise services for coastal provinces, including inland provinces for aquaculture 4 DDG dialogues with stakeholders a year 1 ministerial Imbizo per province a year Collaborated awareness campaigns Aquaculture roadshows in all nine provinces

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		2014/15	2015/16	2016/17	2017/18
		Access	Compliance offices and fishery development workers along the coast Walk-in centre: Foretrust Building Martin Hammerschlag Way Foreshore 8012 Share-Call: 0860003474 Telephone: 021-4023911; 021-4023259; 021-4029180; 021-4023436 E-mails: MagdalenaB@daff.gov.za; AurielleD@daff.gov.za; NaeemA@daff.gov.za Fax: 021-4023362 Letters Private Bag X2; Rogge Bay; 8012 Website www.daff.gov.za Promotion of Access to Information Act (PAIA)	Compliance offices and fishery development workers along the coast Walk-in centre: Foretrust Building Martin Hammerschlag Way Foreshore 8012 Share-Call 0860003474 Telephone: 021-4023911; 021-4023259; 021-4029180; 021-4023436 E-mails: MagdalenaB@daff.gov.za; AurielleD@daff.gov.za; NaeemA@daff.gov.za Fax: 021-4023362 Letters Private Bag X2; Rogge Bay; 8012 Website: www.daff.gov.za PAIA E-permitting application process Decentralise services for coastal provinces and including inland provinces for aquaculture	Compliance offices and fishery development workers along the coast Walk-in centre: Foretrust Building Martin Hammerschlag Way Foreshore 8012 Share-Call 0860003474 Telephone: 021-4023911; 021-4023259; 021-4029180; 021-4023436 E-mails: MagdalenaB@daff.gov.za; AurielleD@daff.gov.za; NaeemA@daff.gov.za Fax: 021-4023362 Letters: Private Bag X2; Rogge Bay; 8012 Website www.daff.gov.za PAIA E-permitting application process Decentralise services for coastal provinces and including inland provinces for aquaculture

KEY SERVICE	SERVICE BENEFICIARY	DESIRED STANDARD			
		2014/15	2015/16	2016/17	2017/18
	Courtesy	Maintained Customer Service Centre standards and applied Batho Pele principles consistently	Implement 1st phase of outgoing SMS notification system for acknowledgment and information on the finalised permits Conduct 1 public perception survey per annum of the permit and licence service Develop and implement Customer Service Charter Maintain Customer Service Centre standards and applied Batho Pele principles consistently	Implement 1st phase of outgoing SMS notification system for acknowledgment and information on the finalised permits Conduct 1 public perception survey per annum of the permit and licence service Develop and implement Customer Service Charter Maintain Customer Service Centre standards and applied Batho Pele principles consistently	Implement 1st phase of outgoing SMS notification system for acknowledgment and information on the finalised permits Conduct 1 public perception survey per annum of the permit and licence service Develop and implement Customer Service Charter Maintain Customer Service Centre standards and applied Batho Pele principles consistently
	Openness and transparency	Continued to inform clients of changes in services or service standards via public announcements and through fishery control offices along the coast. Gazette any changes of the service (cost and process)	Continued to inform clients of changes in services or service standards via public announcements and through fishery control offices along the coast. Gazette any changes of the service (cost and process)	Continued to inform clients of changes in services or service standards via public announcements and through fishery control offices along the coast. Gazette any changes of the service (cost and process)	Continued to inform clients of changes in services or service standards via public announcements and through fishery control offices along the coast. Gazette any changes of the service (cost and process)

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		2014/15	2015/16	2016/17	2017/18
		Information	Through Customer Services Centre Updated notices, brochures and pamphlets in the Customer Services Centre Education and Awareness Campaigns conducted on processes and cost for the service	Conduct 36 management working groups (to include small scale and recreational fishing sectors) Conduct DDG CEO Forum and 9 commodity forums	Conduct 36 management working groups (to include small scale and recreational fishing sectors) Conduct DDG CEO Forum and 9 commodity forums
			Held 29 management working group meetings	Update notices, brochures and pamphlets in the Customer Services Centre Education and awareness campaigns conducted on processes and cost for the service	Update notices, brochures and pamphlets in the Customer Services Centre Education and awareness campaigns conducted on processes and cost for the service
	Redress		Acknowledgement of enquiries received within 1 day of receipt Response on general enquiries within 20 working days	Acknowledgement of enquiries received within 1 day of receipt Response on general enquiries within 16 working days	Acknowledgement of enquiries received within 1 day of receipt Response on general enquiries within 16 working days

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2014/15	2015/16	2016/17	2017/18	
		Value for money	Continued to providing the best possible value for money to the service beneficiaries in the service area/s through easy access and at minimal cost based on efficiency, which results in enabling environment for economic growth	Introduction of e-permitting and provision of smart card to ensure efficiency	Introduction of e-permitting and provision of smart card to ensure efficiency	Introduction of e-permitting and provision of smart card to ensure efficiency
		Time	Permits issued in 15 working days	Introduction of Electronic Data Management System to be more efficient (for TAC/TAE/exemptions/ permit condition approvals)	Introduction of Electronic Data Management System to be more efficient (for TAC/TAE/exemptions/ permit condition approvals)	Introduction of Electronic Data Management System to be more efficient (for TAC/TAE/exemptions/ permit condition approvals)
		Cost	MLRF application, permits and licence fees are gazetted	Comprehensive catch management system (real time catch data for reconciliation and contraventions)	Comprehensive catch management system (real time catch data for reconciliation and contraventions)	Comprehensive catch management system (real time catch data for reconciliation and contraventions)
		Human resources	57 human resources in total Details: 2 officials for Directorate: Sustainable aquaculture Management 13 officials for Directorate: Stakeholder Engagement (customer service) 1 officials for Directorate: Revenue Management (cashier) 41 officials for Chief Directorate: Marine Resource Management	ermits issued in 15 working days	ermits issued in 10 working days	ermits issued in 7 working days
			MLRF application, permits and licence fees are gazetted	MLRF application, permits and licence fees are gazetted	MLRF application, permits and licence fees are gazetted	MLRF application, permits and licence fees are gazetted
			57 human resources in total Details: 2 officials for Directorate: Sustainable aquaculture Management 13 officials for Directorate: Stakeholder Engagement (customer service) 1 officials for Directorate: Revenue Management (cashier) 41 officials for Chief Directorate: Marine Resource Management	MLRF application, permits and licence fees are gazetted	MLRF application, permits and licence fees are gazetted	MLRF application, permits and licence fees are gazetted
			57 human resources in total Details: 2 officials for Directorate: Sustainable aquaculture Management 13 officials for Directorate: Stakeholder Engagement (customer service) 1 officials for Directorate: Revenue Management (cashier) 41 officials for Chief Directorate: Marine Resource Management	57 human resources in total Details: 2 officials for Directorate: Sustainable Aquaculture Management 13 Officials for Directorate: Stakeholder Engagement (customer service) 1 officials for Directorate: Revenue Management (cashier) 41 officials for Chief Directorate: Marine Resource Management	169 human resources in total Details: 35 officials for Directorate Sustainable Aquaculture Management 28 Officials for Directorate Stakeholder Engagement (customer service) 6 officials for Directorate: Revenue Management (cashiers) 100 officials for Chief Directorate: Marine Resource Management	169 human resources in total Details: 35 officials for Directorate Sustainable Aquaculture Management 28 officials for Directorate: Stakeholder Engagement (customer service) 6 officials for Directorate Revenue Management (cashiers) 100 officials for Chief Directorate: Marine Resource

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