

**EThekweni Municipality**

**Environmental Management Department**

# **Strategic Plan 2008 - 2013**

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**To be evaluated annually, and revised by 2013**

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### **Purpose of this document:**

- To present the Vision, Mission, Values, Core Function and Objectives of the Environmental Management Department (EMD) as derived through a series of inclusive, facilitated workshops.
- To present the activities of the EMD as assessed against this Objectives Hierarchy, and including prioritization of current activities and identification of new activities.

### **eThekweni Municipality Objectives Hierarchy from the IDP**

The activities of the EMD have to align with the broader strategy of the eThekweni Municipality (EM) as presented in the Integrated Development Plan (IDP). The activities of the EMD fall within Plan 1 (Sustaining our Natural and Built Environment), and there are two Strategic Areas relevant to the EMD (1) Develop, manage and regulate the built and natural environment, and (2) Ensure climate protection and pollution minimization. There are four programmes of relevance: Programme 1, 3, 5 and 7. How the EMD Mission and Goals link to this hierarchy is illustrated in Figure 1.

### **Departmental Mission and Purpose (Core-Function)**

In support of the EM vision, the EMD aims:

1. To conserve biodiversity and the ecosystem goods and services it provides for the benefit of present and future generations;
2. To plan for mitigation and adaptation against the impacts of climate change on the city.

We will achieve conservation of biodiversity and the ecosystem goods and services it provides for the benefit of present and future generations by:

1. Identification and description (quantify and qualify) of biodiversity and the ecosystem goods and services it provides.
2. Identification, development and implementation of tools (e.g. legislation, policy and plans) that secure the biodiversity and the ecosystem goods and services it provides.
3. Raising awareness of biodiversity and the ecosystem goods and services it provides and gaining support through communication so as to increase environmental awareness and prompt appropriate action in the EMA.
4. Providing information and advice on biodiversity and the ecosystem goods and services it provides.
5. Contributing to effective management (direct day-to-day actions) of biodiversity and the ecosystem goods and services it provides.
6. Identification and contribution to research that enhances biodiversity and the ecosystem goods and services it provides through adaptive management.
7. Ensuring that there is adequate staffing and financial resources to undertake the work necessary to achieve the mission.
8. Creating an appropriate institutional environment to enable the achievement of the mission (e.g. partnerships, networking).

We will achieve planning for mitigation and adaptation against the impacts of climate change on the city by:

- a. Identification and description (quantify and qualify) of the local impacts of climate change.
- b. Identification, development and implementation of tools (e.g. legislation, policy and plans) for mitigation of, and adaptation to, the impacts of climate change.
- c. Raising awareness of climate change and gaining support through communication of climate change impacts in the EMA, in order to prompt appropriate action.
- d. Providing information and advice on climate change.
- e. Contributing to effective management (direct day-to-day actions) of the impacts of climate change.
- f. Identification and contribution to research that promotes mitigation and adaptation to climate change.
- g. Ensuring that there is adequate staffing and financial resources to undertake the work necessary to achieve the mission.
- h. Creating an appropriate institutional environment to enable the achievement of the mission (e.g. partnerships, networking).

## Departmental Goals

There are two sets of goals:

1. Goals that are directly linked to the programmes contained within the eThekweni Municipality Integrated Development Plan (IDP), which all departments contribute to, are coded by number according to the Programme within the IDP that they refer to.
2. Cross-cutting General Goals which are prefixed with a G.

EM IDP Programme	Goal
Programme 1: Develop and implement a sustainable & integrated spatial planning system.	Goal 1.1. Inclusion of components of biodiversity that have high conservation value (species, habitats, ecosystems & ecosystem goods and services) into the Durban Metropolitan Open Space System (DMOSS) and the eThekweni Municipality's hierarchy of plans.
	Goal 1.2. Assess all applications for development in priority areas (as identified by 1.1 above).
	Goal 1.3. Ensure that municipal developments are compliant with National, Provincial and Local environmental laws and policies.
	Goal 1.4. Evaluate and report on the state of biodiversity and the ecosystem goods and services it provides.
Programme 3: Ensure the long term sustainability of the natural resource base.	Goal 3.1. Secure land for the conservation of biodiversity and the ecosystem goods and services it provides.
	Goal 3.2. Contribute to the management of key natural resources prioritised for conservation. <i>see note 1</i>
Programme 5: Develop and implement a sustainable land use, environment and building control compliance system.	Goal 5.1. Establish an effective compliance and enforcement function to protect key biodiversity and ecosystem goods and services.
	Goal 5.2. Establish appropriate legal frameworks that protect the Durban Metropolitan Open Space System.
Programme 6: Develop and implement municipal pollution reduction and climate protection.	Goal 6.1. Develop a municipal climate protection programme. <i>See note 2</i>
General Goals:	Goal G.1. Development, adoption and implementation and review of the purpose and goals of the Environmental Management Department.
	Goal G.2. Networking within the biodiversity function.
	Goal G.3. Advocate and lobby around biodiversity and climate protection issues.
	Goal G.4. Develop and implement a staffing strategy.
	Goal G.5. Contribute to the successful hosting of the FIFA 2010 Soccer World Cup.
	Goal G.6. Comply with municipal procedures.
	Goal G.7. Participate in relevant municipal, national, and international biodiversity and climate protection programmes.

Note 1: This goal is primarily addressed by the Natural Resources Division, but aspects are dealt with by the Environmental Management Department.

Note 2: This is a municipal level programme, not a departmentally focused programme.

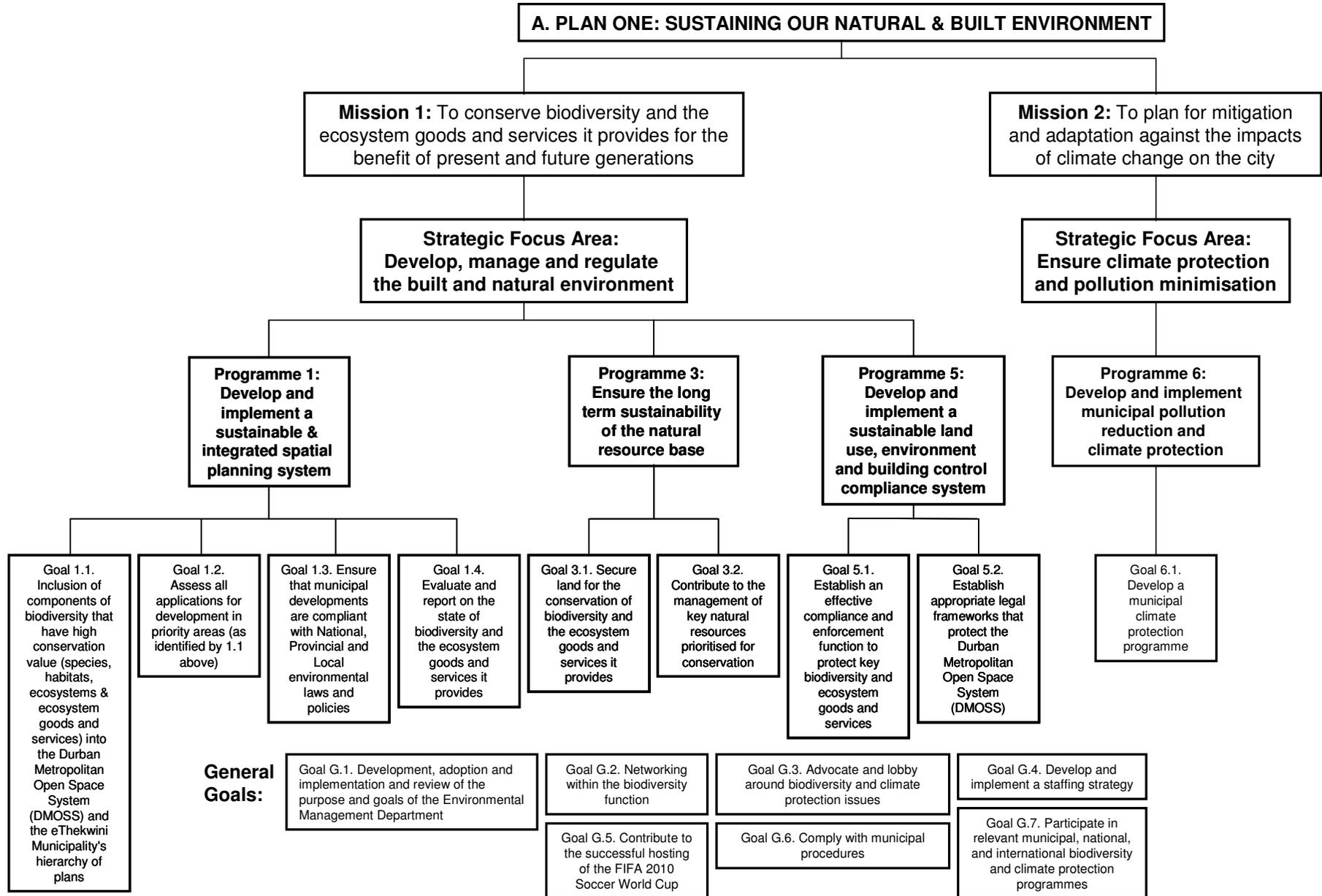


Figure 1. Objectives Hierarchy for the Environmental Management Department showing linkage of departmental goals to the IDP. Goals G.1. to G.7. are cross-cutting, general department goals that are not linked to a particular programme, but that are necessary for achievement of other goals.

## Specific Objectives

Specific Objectives would have to be successfully achieved in order to reach a particular Goal. This is the final step in the higher level hierarchy, with projects or activities being assigned against the Specific Objectives. Specific Objectives provide the direct connection between strategy and implementation, and success can be evaluated as part of performance assessment, for example, annually.

Responsibility for each of the Ideal Activities needs to be assigned in order to have clear accountability. Even if more than one component of the EMD contributes to achieving an Ideal Activity through their activities and projects, the primary responsibility should be assigned.

Where possible, on review of workplans, projects/activities under a single Specific Objective should all be assigned to a single manager within the EMD, so that they are solely responsible and accountable for success. Components of projects that are more appropriately dealt with by staff in another section could still be devolved to that section through discussion.

Ideal Activities are the set of activities that should be conducted in order to achieve an objective.

*Specific Objectives necessary to achieve Goals, and associated ideal activities for each.*

<b>GOAL</b>	<b>SPECIFIC OBJECTIVE</b>	<b>IDEAL ACTIVITIES</b>
1.1. Inclusion of components of biodiversity that have high conservation value (species, habitats, ecosystems & ecosystem goods and services) into the Durban Metropolitan Open Space System (DMOSS) and the eThekweni Municipality's hierarchy of plans.	1.1.1. At intervals of not more than five years, prepare an environmental plan - the Durban Metropolitan Open Space System or DMOSS - from aerial photography and expert knowledge that is aligned with the eThekweni Municipality's hierarchy of plans and if possible with other plans produced by the Biodiversity Planning Branch.	1.1.1.1. Develop methodology which includes an assessment of climate change impacts. (Biodiversity Planning/Climate Protection)
		1.1.1.2. Map environmental asset. (Biodiversity Planning)
		1.1.1.3. Consultation and approval process. (Biodiversity Planning)
		1.1.1.4. If possible integrate the Durban Metropolitan Open Space System plan with plans produced under 1.1.2 & other Environmental Management Department plans. (Biodiversity Planning)
		1.1.1.5. Publish and include in the eThekweni Municipality hierarchy of plans. (Biodiversity Planning)
		1.1.1.6. Maintain and update plan when major changes occur. (Biodiversity Planning)
	1.1.2. At intervals of not more than five years, create or update a fine-scale systematic biodiversity conservation plan (including both biodiversity assets and ecosystem goods and services) that is aligned with the eThekweni Municipality's hierarchy of plans and if possible with other plans produced by the Biodiversity Planning Branch.	1.1.2.1. Consult stakeholders regarding objectives & methods, which includes an assessment of climate change impacts. (Biodiversity Planning/Climate Protection)
		1.1.2.2. Set and incorporate conservation targets for biodiversity assets and goods and services in line with accepted standards. (Biodiversity Planning)
		1.1.2.3. Assimilate and process data. (Biodiversity Planning)
		1.1.2.4. Consultation and approval process. (Biodiversity Planning)
		1.1.2.5. Integrate the biodiversity conservation plan with plans produced under 1.1.1 and other Environmental Management Department plans. (Biodiversity Planning)
		1.1.2.6. If possible integrate the systematic biodiversity conservation plan with Ezemvelo KwaZulu-Natal Wildlife's provincial systematic biodiversity conservation plan. (Biodiversity Planning)
		1.1.2.7 Publish and include in the eThekweni Municipality's hierarchy of plans. (Biodiversity Planning)
		1.1.2.8. Maintain and update plan when major changes occur. (Biodiversity Planning)
	1.1.3. Undertake a Strategic Environmental Assessment of the Spatial Development	1.1.3.1. Define the Strategic Environmental Assessment Process. (Deputy Head: Environmental Management Department)

GOAL	SPECIFIC OBJECTIVE	IDEAL ACTIVITIES
	Framework and Spatial Development Plans, and incorporate outcomes into the eThekweni Municipality's hierarchy of plans.	1.1.3.2. Produce Strategic Environmental Assessment. (Deputy Head: Environmental Management Department)
	1.1.4. To ensure that biodiversity concerns influence and are addressed within all spatial plans produced (by local government or other agencies) for Durban.	1.1.3.3. Incorporate outcomes of SEA into the plans produced under 1.1.1 and 1.1.2 and other Environmental Management Department plans. (Biodiversity Planning)
1.2. Assess all applications for development in priority areas (as identified by 1.1 above).	1.2.1. Develop and review (at least every 5 years) an application management procedure (i.e. define when applications should be referred, specify timelines for review, outline data capture requirements and the process to return the application).	1.1.4.1. Review and comment on all relevant documents. (Biodiversity Planning)
	1.2.2. Develop and review (at least every 5 years) guidelines for the technical assessment of applications.	1.1.4.2. Ensure representation on relevant bodies. (Biodiversity Planning)
	1.2.3. Implement the application processing protocols and guidelines.	1.2.1.1. Define which applications the Environmental Management Department needs to assess based on location/receiving environment and development type. (Development Assessment/Biodiversity Planning/Climate Protection)
	1.2.4. Incorporate mitigation decisions from development approvals and other actions (e.g. conservation servitudes and change in status to specified conservation area), into the Durban Metropolitan Open Space System.	1.2.1.2. Establish timeframes for assessment of different application types. (Development Assessment)
1.3. Ensure that municipal developments are compliant with National, Provincial and Local environmental laws and policies.	1.3.1. Establish and implement mechanisms to environmentally screen all municipal capital projects.	1.2.1.3. Establish procedures for capturing assessment information into required databases. (Development Assessment)
		1.2.1.4. Ensure that all relevant departments are aware of the application processing procedure. (Development Assessment)
		1.2.1.5. Establish partnerships with relevant stakeholders. (Development Assessment)
		1.2.1.6. Develop and implement a document management system. (Development Assessment)
		1.2.2.1 Review and develop development assessment guidelines in terms of current biodiversity knowledge. (Development Assessment/Biodiversity Planning)
		1.2.3.1. Assess applications within the specified timeframes as defined by the application management protocol by using the technical assessment guideline. (Development Assessment)
		1.2.3.2. Capture all sites requiring monitoring into the monitoring database. (Development Assessment)
		1.2.3.3. Capture all required conditions into the applications database. (Development Assessment)
		1.2.3.4. Capture all servitude requests etc into the appropriate database. (Development Assessment, Biodiversity Planning GIS)
		1.2.3.5. Ensure all servitudes are registered. (Development Assessment)
		1.2.4.1. Update Durban Metropolitan Open Space System status to protected once conservation servitudes are registered. (Biodiversity Planning GIS)
		1.2.4.2. Update Durban Metropolitan Open Space System status to protected when conservation zones or proclamations are designated. (Biodiversity Planning GIS)
		1.3.1.1. Screen all proposed projects for potential environmental impacts early in the planning cycle. (Development Assessment)
		1.3.1.2. Provide advice to departments as required. (Development Assessment)
		1.3.1.3. Provide early environmental input to working groups, committees etc. involved in planning of projects. (Development Assessment)
		1.3.1.4. Establish partnerships with relevant stakeholders. (Development Assessment)

<b>GOAL</b>	<b>SPECIFIC OBJECTIVE</b>	<b>IDEAL ACTIVITIES</b>	
	1.3.2. Establish & implement standards, procedures and plans/programs for Environmental Impact Assessment of municipal capital projects.	1.3.2.1. Develop and review technical assessment guidelines. (Development Assessment)	
		1.3.2.2. Review and assess all Basic Assessment, Scoping and Environmental Impact Assessment reports to ensure compliance with Environmental Impact Assessment regulations. (Development Assessment)	
		1.3.2.3. Develop and implement an application management procedure. (Development Assessment)	
		1.3.2.4. Develop and implement an environmentally focused Terms of Reference for Environmental Assessment Practitioners working on Environmental Impact Assessments for municipal capital projects. (Development Assessment)	
		1.3.2.5. Establish and maintain a tracking and information management system. (Development Assessment)	
	1.3.3. Establish & implement standards, protocols and plans/programs for Environmental Compliance Monitoring.	1.3.3.1. Identify high priority areas/departments for compliance monitoring. (Development Assessment)	
		1.3.3.2. Monitor municipal capital projects against conditions of environmental authorization, and Environmental Management Plan requirements. (Development Assessment)	
		1.3.3.3. Develop and review guidelines for environmental compliance monitoring and internal auditing of municipal capital projects. (Development Assessment)	
		1.3.3.4. Review audit, monitoring reports and Environmental Management Plans. (Development Assessment)	
		1.3.3.5. Establish and maintain a database management and reporting system for environmental compliance monitoring. (Development Assessment)	
	1.3.4. Develop green engineering design specifications for municipal capital projects.	1.3.4.1. Develop, and implement green engineering design specifications for municipal capital projects. (Development Assessment)	
	1.3.5. Prepare and implement an Environmental Management System.	1.3.5.1. Integrate standards, procedures and protocols into a formal Environmental Management System. (Development Assessment)	
	1.4. Evaluate and report on the state of biodiversity and the ecosystem goods and services it provides.	1.4.1. Produce the annual Headline State of Biodiversity Report and 5 yearly State of Biodiversity Report.	1.4.1.1. Establish indicators for biodiversity. (Environmental Management Department)
			1.4.1.2. Collect relevant data for indicators. (Biodiversity Planning)
			1.4.1.3. Report on indicators, and interpret patterns and trends. (Biodiversity Planning)
	1.4.2. Collect and analyse targeted biodiversity and related indicator data.	1.4.2.1. Identify and establish priority monitoring programmes. (Biodiversity Planning)	
3.1. Secure land for the conservation of biodiversity and the ecosystem goods and services it provides.	3.1.1. Acquire land for the protection of biodiversity and ecosystem goods and services.	3.1.1.1. In consultation with stakeholders, identify and prioritise key land parcels to acquire for the conservation of biodiversity and ecosystem goods and services. (Biodiversity Planning)	
		3.1.1.2. Acquire key land parcels. (Biodiversity Planning)	
		3.1.1.3. Rezone land parcels for conservation purposes. (Biodiversity Planning)	
		3.1.1.4. Ensure that the acquired land is effectively managed for conservation purposes. (Biodiversity Planning)	
	3.1.2. Proclaim key land parcels as nature reserves.	3.1.2.1. Site selection. (Biodiversity Planning)	
		3.1.2.2. Consult with Ezemvelo KwaZulu-Natal Wildlife and conduct site assessments. (Biodiversity Planning)	
		3.1.2.3. Collation of title deeds. (Biodiversity Planning)	
		3.1.2.4. Submission of application to Ezemvelo KwaZulu-Natal Wildlife. (Biodiversity Planning)	

GOAL	SPECIFIC OBJECTIVE	IDEAL ACTIVITIES
	3.1.3. Develop incentives that achieve conservation objectives on private land.	3.1.3.1. Influence the rates policy to incentivise conservation land-use on private land. (Biodiversity Planning)
		3.1.3.2. Influence the valuation policy to incentivise conservation land-use on private land. (Biodiversity Planning)
		3.1.3.3. Implement rates policy tools, e.g. special rating areas and environmental conservation certificates. (Biodiversity Planning)
		3.1.3.4. Establish and implement the Mayoral biodiversity award system. (Policy)
	3.1.4. Secure private land for conservation objectives by other means.	3.1.4.1. Proactively utilise scheme amendments and conservation servitudes to secure biodiversity and ecosystem goods and services. (Biodiversity Planning)
	3.2. Contribute to the management of key natural resources prioritised for conservation ( <i>this goal is primarily addressed by the Natural Resources Division, but aspects are dealt with by the Environmental Management Department</i> ).	3.2.1. Create partnerships and networks to ensure adequate management of key natural resources.
	3.2.1.1. Identify and create priority partnerships and networks to ensure adequate management of key natural resources. (Biodiversity Planning)	
	3.2.2. Identify and mitigate against threats to the natural resource base.	3.2.2.1. Where needed develop plans to deal with threats such as climate change, invasive alien species, habitat destruction, unsustainable utilisation, etc.. (Biodiversity Planning)
5.1. Establish an effective compliance and enforcement function to protect key biodiversity and ecosystem goods and services.	5.1.1. Develop, implement and review enforcement procedures.	5.1.1.1. Establish clear mandates and powers of Environmental Management Department and other staff. (Development Assessment)
		5.1.1.2. Identify high priority areas for enforcement. (Development Assessment/Biodiversity Planning)
		5.1.1.3. Establish partnerships with relevant stakeholders. (Development Assessment)
		5.1.1.4. Establish a series of standard operating procedures for enforcement. (Development Assessment)
		5.1.1.5. Take relevant enforcement action. (Development Assessment)
	5.1.2. Develop, implement and review compliance monitoring procedures.	5.1.2.1. Undertake regular monitoring of selected approved developments. (Development Assessment/Biodiversity Planning)
		5.1.2.2. Review monitoring and audit reports submitted by Environmental Control Officers. (Development Assessment)
		5.1.2.3. Identify those developments that require enforcement action and refer to enforcement officer for action. (Development Assessment)
5.2. Establish appropriate legal frameworks that protect the Durban Metropolitan Open Space System.	5.2.1. Define strategies to strengthen formal legal protection.	5.2.1.1. Identify areas where existing legal framework is not suitable. (Development Assessment/Biodiversity Planning)
		5.2.1.2. Identify existing enforcement tools and punitive measures that can currently be applied. (Development Assessment)
		5.2.1.3. Prepare appropriate legislation to address legal shortfalls. (Biodiversity Planning/Development Assessment)
6.1. Develop a municipal climate protection programme ( <i>this is a municipal level programme, not a departmentally focused</i>	6.1.1. Evaluate and respond to the impacts of climate change.	6.1.1.1. Assess the local impacts of climate change. (Climate Protection)
		6.1.1.2. Develop tools that assist sectors to incorporate the impacts of climate change into planning and decision-making. (Climate Protection)
		6.1.1.3. Develop capacity within high risk sectors to address climate change. (Climate Protection)

GOAL	SPECIFIC OBJECTIVE	IDEAL ACTIVITIES
<i>programme).</i>		6.1.1.4. Develop appropriate mitigation and adaptation plans/projects. (Climate Protection)
	6.1.2. Incorporate the impact of climate change into the Municipal Hierarchy of Plans.	6.1.2.1. Evaluate the hierarchy of plans against likely climate change impacts. (Climate Protection)
		6.1.2.2. Amend plans to respond to climate change impacts i.e. make plans “climate-smart”. (Environmental Management Department and Unit)
		6.1.2.3. Secure political and administrative support for the “climate-smart” plans. (Unit)
G.1. Development, adoption and implementation and review of the purpose and goals of the Environmental Management Department.	G.1.1. Develop and review the purpose and goals of the Environmental Management Department.	G.1.1.1. Annual bosberaad prior to municipal budgeting and development of annual Service Delivery and Budget Implementation Plan (SDBIP). (Environmental Management Department)
		G.1.1.2. External review of plan every 5 years. (Environmental Management Department).
	G.1.2. Gain broad acceptance and relevant endorsement of the purpose and goals of the Environmental Management Department.	G.1.2.1. Communicate purpose and goals internally (especially within Unit and Cluster management) and externally. (Environmental Management Department)
		G.1.2.2. Influence the next issue of the Integrated Development Plan/Service Delivery and Budget Implementation Plan. (Environmental Management Department)
	G.1.3. Critically assess plan and required performance against audit outcomes.	G.1.3.1. Use annual Service Delivery Budget Implementation Plan evaluation process to assess progress in implementing the Environmental Management Department strategic plan. (Environmental Management Department)
		G.1.3.2. Reassess priorities based on the results of the audit, especially with regard to the allocation of resources. (Environmental Management Department)
G.2. Networking within the biodiversity function.	G.2.1. To communicate regularly to ensure project alignment with the Natural Science Museum, Natural Resources Division and Coastal Policy function.	G.2.1.1. Establish and participate in formal and informal discussion fora across the biodiversity function. (Environmental Management Department)
		G.2.1.2. Identify issues of concern and put in place mechanisms to address these. (Environmental Management Department)
	G.2.2. Communicate regularly to ensure project alignment with other eThekweni Municipality departments and external agencies.	G.2.2.1. Establish formal and informal discussion fora with external stakeholders, i.e. those external to the biodiversity function. (Environmental Management Department)
		G.2.2.2. Identify issues of concern and put in place mechanisms to address these. (Environmental Management Department)
		G.2.2.3. Establish meaningful and active partnerships (internally and externally, wide range of organizations/public/departments). (Environmental Management Department)
	G.3. Advocate and lobby around biodiversity and climate protection issues.	G.3.1. Undertake key advocacy and lobbying interventions.
G.3.1.2. Develop and implement an effective and efficient advocacy and lobbying strategy for biodiversity and climate change concerns. (Policy)		
G.3.2. To ensure that biodiversity and climate protection concerns influence and are addressed in all relevant municipal legislation, policies, protocols, and projects.		G.3.2.1. Review and comment on all relevant documents. (Environmental Management Department)
		G.3.2.2. Ensure positions on relevant committees/bodies. (Environmental Management Department)
G.3.3. Influence relevant provincial and national		G.3.3.1. Review and comment on all relevant documents. (Environmental Management Department)

<b>GOAL</b>	<b>SPECIFIC OBJECTIVE</b>	<b>IDEAL ACTIVITIES</b>
	legislation, regulations, norms & standards, and policies.	G.3.3.2. Ensure positions on relevant committees/bodies. (Environmental Management Department)
G.4. Develop and implement a staffing strategy.	G.4.1. Ensure appropriate staff with necessary skills and capacity are available to achieve function.	G.4.1.1. Evaluate organogram and current job descriptions relative to the revised goals and purpose. (Environmental Management Department)
		G.4.1.2. Audit staffing requirements and existing capacity, and redeploy or employ staff within the Environmental Management Department as appropriate according to a long-term staffing strategy. (Environmental Management Department)
		G.4.1.3. Secure budget and administrative support for filling of critical vacancies. (Environmental Management Department)
		G.4.1.4. Advertise and appoint passionate and skilled staff. (Environmental Management Department)
		G.4.1.5. Identify training and mentoring opportunities for staff where needed. (Environmental Management Department)
		G.4.1.6. Ensure necessary resources available for the job. (Environmental Management Department)
		G.4.1.7. Develop specialist skills where appropriate. (Environmental Management Department)
	G.4.2. Meet the needs and the professional aspirations of staff within the agreed function of the Environmental Management Department.	G.4.2.1. Assess needs and aspirations of staff. (Environmental Management Department)
		G.4.2.2. Establish processes and procedures that allow staff the freedom (within the constraints of departmental responsibilities) to meet their professional needs and aspirations. (Environmental Management Department)
		G.4.2.3. Develop and institute communication processes for staff to raise issues. (Environmental Management Department)
G.4.2.4. Identify and implement opportunities for team-building. (Environmental Management Department)		
G.5. Contribute to the successful hosting of the FIFA 2010 Soccer World Cup.	G.5.1. Develop the 2010 Greening Programme for Durban.	G.5.1.1. Refer to Greening Programme workplan. (Deputy Head: Environmental Management Department)
G.6. Comply with municipal procedures.	G.6.1. Ensure compliance with the administrative and budgeting protocols established by and affecting the municipality.	G.6.1.1. Comply with Supply Chain Management interim policy. (Environmental Management Department)
		G.6.1.2. Comply with Standing Orders and Circulars. (Environmental Management Department)
		G.6.1.3. Comply with relevant national legislation. (Environmental Management Department)
		G.6.1.4. Comply with budgeting protocols and timelines. (Environmental Management Department)
		G.6.1.5. Comply with audit and performance management system requirements. (Environmental Management Department)
	G.6.2. Comply with eThekweni Municipality Communication Policy.	G.6.2.1. Comply with existing communication protocols. (Environmental Management Department)
	G.6.3. Comply with eThekweni Municipality Human Resources Policy.	G.6.3.1. Identify advancement and progression opportunities. (Environmental Management Department)
		G.6.3.2. Lobby for perks and comparable salaries. (Environmental Management Department)
		G.6.3.3. Set work standards for staff within the Environmental Management Department. (Environmental Management Department)
G.7. Participate in relevant municipal, national, and international	G.7.1. Participate in the Local Action for Biodiversity Programme.	G.7.1.1. Produce Municipal Biodiversity Report. (Biodiversity Planning)
		G.7.1.2. Ensure the ratification of the "Durban Commitment". (Biodiversity Planning)

GOAL	SPECIFIC OBJECTIVE	IDEAL ACTIVITIES
biodiversity and climate protection programmes.		G.7.1.3. Prepare a Local Biodiversity Strategy and Action Plan (LBSAP). (Biodiversity Planning)
		G.7.1.4. Identify and implement 5 projects. (Biodiversity Planning/Climate Protection/Natural Science Museum/Natural Resources Division)
	G.7.2. Provide advice to the Asian Cities Climate Change Resilience Network. (ACCCRN)	G.7.2.1. Gain experience regarding the development of climate change adaptation/resilience programmes within urban environments. (Deputy Head: Environmental Management)
		G.7.2.2. Lobby for the expansion of the programme to Africa. (Deputy Head: Environmental Management)
	G.7.3. Participate in the Advancing Capacity to support Climate Change Adaptation programme. (ACCCA)	G.7.3.1. Pilot community level water adaptation project. (Climate Protection)

### Assessment of Current Activities against Ideal Activities to achieve Specific Objectives

It is important to identify the activities that would be necessary in order to achieve the Specific Objectives. These activities are equivalent to projects or sub-projects in the current workplans. The current activities are separated into those that are currently being undertaken, while future activities are those that will need to be implemented in order to achieve EMD goals in the longer term. Numbering of Ideal Activities indicates Programme, Goal, Specific Objective, Ideal Activity (see Table above)

<b>Goal 1.1.</b> Inclusion of components of biodiversity that have high conservation value (species, habitats, ecosystems & ecosystem goods and services) into the Durban Metropolitan Open Space System (DMOSS) and the eThekweni Municipality's hierarchy of plans.				
<b>Specific Objective 1.1.1.</b> At intervals of not more than five years, prepare an environmental plan - the Durban Metropolitan Open Space System or DMOSS - from aerial photography and expert knowledge that is aligned with the eThekweni Municipality's hierarchy of plans and if possible with other plans produced by the Biodiversity Planning Branch.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
1.1.1.1. Develop methodology which includes an assessment of climate change impacts. (Biodiversity Planning/Climate Protection)	Methodology developed	Climate Change Bioclimatic model.	Jun-09	
1.1.1.2. Map environmental asset. (Biodiversity Planning)	Spatial plan produced	Final check.	Nov 08	
1.1.1.3. Consultation and approval process. (Biodiversity Planning)		Consultation and approval.	Mar 09	
1.1.1.4. If possible integrate the Durban Metropolitan Open Space System plan with plans produced under 1.1.2 & other Environmental Management Department plans. (Biodiversity Planning)		Integrate with output of fine scale systematic conservation planning exercise.		2009_10
1.1.1.5. Publish and include in the eThekweni Municipality hierarchy of plans. (Biodiversity Planning)		Updated plan published and archived quarterly; incorporate into various plans produced as part of the eThekweni Municipality hierarchy of plans (with disclaimer).	Dec 08, Mar 09, Jun 09	ongoing
1.1.1.6. Maintain and update plan when major changes occur. (Biodiversity Planning)		Decide frequency to update & rerun the plan.	ongoing	ongoing

<b>Goal 1.1.</b> Inclusion of components of biodiversity that have high conservation value (species, habitats, ecosystems & ecosystem goods and services) into the Durban Metropolitan Open Space System (DMOSS) and the eThekweni Municipality's hierarchy of plans.				
<b>Specific Objective 1.1.2.</b> At intervals of not more than five years, create or update a fine-scale systematic biodiversity conservation plan (including both biodiversity assets and ecosystem goods and services) that is aligned with the eThekweni Municipality's hierarchy of plans and if possible with other plans produced by the Biodiversity Planning Branch.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.1.2.1. Consult stakeholders regarding objectives & methods, which includes an assessment of climate change impacts. (Biodiversity Planning/Climate Protection)	Initial workshops	Ongoing workshops, expert comment; Climate change bioclimatic model.	Jun 09; Jun 09	
1.1.2.2. Set and incorporate conservation targets for biodiversity assets and goods and services in line with accepted standards. (Biodiversity Planning)		Conservation targets; incorporate into Systematic Conservation Plan.	Jun 09	
1.1.2.3. Assimilate and process data (Biodiversity Planning)	Vacant land mapped	Identify additional data needed & collect this data.	Jun 09	
1.1.2.4. Consultation and approval process. (Biodiversity Planning)		Public consultation and approval process.		Dec 09
1.1.2.5. Integrate the biodiversity conservation plan with plans produced under 1.1.1 and other Environmental Management Department plans. (Biodiversity Planning)		Update spatial plan (Obj. 1.1.1).		Dec 09
1.1.2.6. If possible integrate the systematic biodiversity conservation plan with Ezemvelo KwaZulu-Natal Wildlife's provincial systematic biodiversity conservation plan. (Biodiversity Planning)		eThekweni Municipality's systematic biodiversity conservation plan aligned with Ezemvelo KwaZulu-Natal Wildlife's systematic biodiversity conservation plan.		Sep 09
1.1.2.7. Publish and include in the eThekweni Municipality's hierarchy of plans. (Biodiversity Planning)		Update spatial plan with public approval (Obj. 1.1.1).		Mar 10
1.1.2.8. Maintain and update plan when major changes occur. (Biodiversity Planning)		Decide frequency to update & rerun the plan.		Aug (annually)?

<b>Goal 1.1.</b> Inclusion of components of biodiversity that have high conservation value (species, habitats, ecosystems & ecosystem goods and services) into the Durban Metropolitan Open Space System (DMOSS) and the eThekweni Municipality's hierarchy of plans.				
<b>Specific Objective 1.1.3.</b> Undertake a Strategic Environmental Assessment of the Spatial Development Framework and Spatial Development Plans, and incorporate outcomes into the eThekweni Municipality's hierarchy of plans.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.1.3.1. Define the Strategic Environmental Assessment Process. (Deputy Head: Environmental Management Department)		Strategic Environmental Assessment process defined.	Dec 08 (design)	
1.1.3.2. Produce Strategic Environmental Assessment. (Deputy Head: Environmental Management Department)		Produce Strategic Environmental Assessment.		Dec 10
1.1.3.3. Incorporate outcomes of SEA into the plans produced under 1.1.1 and 1.1.2 and other Environmental Management Department plans. (Biodiversity Planning)		Update spatial plan (Obj. 1.1.1).		Jun 11

<b>Goal 1.1.</b> Inclusion of components of biodiversity that have high conservation value (species, habitats, ecosystems & ecosystem goods and services) into the Durban Metropolitan Open Space System (DMOSS) and the eThekweni Municipality's hierarchy of plans.				
<b>Specific Objective 1.1.4.</b> To ensure that biodiversity concerns influence and are addressed within all spatial plans produced (by local government or other agencies) for Durban.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.1.4.1. Review and comment on all relevant documents. (Biodiversity Planning)	ongoing		ongoing	ongoing
1.1.4.2. Ensure representation on relevant bodies. (Biodiversity Planning)	ongoing		ongoing	ongoing

<b>Goal 1.2.</b> Assess all applications for development in priority areas (as identified by 1.1 above).				
<b>Specific Objective 1.2.1.</b> Develop and review (at least every 5 years) an application management procedure (i.e. define when applications should be referred, specify timelines for review, outline data capture requirements and the process to return the application).				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.2.1.1. Define which applications the Environmental Management Department needs to assess based on location/receiving environment and development type. (Development Assessment/Biodiversity Planning/Climate Protection)	Criteria for which applications need assessment have been defined.	Need to review and refine criteria once new Durban Metropolitan Open Space System is published.	review Jan 09	
1.2.1.2. Establish timeframes for assessment of different application types. (Development Assessment)	Timeframes for assessment types defined.			
1.2.1.3. Establish procedures for capturing assessment information into required databases. (Development Assessment)	Conditions of approval database; Conservation servitude databases; Moss Impact databases.	Procedures and criteria for identification of what needs monitoring; Database of resources that could be used for conservation planning (site specific vegetation survey done, Environmental Impact Assessment done etc.); Decision as to what should happen to important conservation/ecological information e.g. site specific vegetation maps.	Sep 08 (procedures and criteria); Oct 08 (database); Dec 08 (decision)	
1.2.1.4. Ensure that all relevant departments are aware of the application processing procedure. (Development Assessment)	Previous stakeholders informed	Inform current staff and stakeholders.	Feb 09	
1.2.1.5. Establish partnerships with relevant stakeholders. (Development Assessment)	Department of Agriculture and Environmental Affairs, Regional Mineral Development Environmental Committee, Joint Advisory Committee, Mining Forum in place			
1.2.1.6. Develop and implement a document management system. (Development Assessment)	Document management system	Refinement based on new criteria and information needs for State of the Biodiversity reporting.	ongoing	ongoing

<b>Goal 1.2.</b> Assess all applications for development in priority areas (as identified by 1.1 above).				
<b>Specific Objective 1.2.2.</b> Develop and review (at least every 5 years) guidelines for the technical assessment of applications.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.2.2.1 Review and develop development assessment guidelines in terms of current biodiversity knowledge. (Development Assessment/Biodiversity Planning)	Landscaping guideline revised.	River setback guideline; Forest guideline (40m setback), Durban Metropolitan Open Space System impact checklist; grassland guideline (40m setback and identification of good quality grassland).	Mar 09 (River)	Mar 10 (Forest, Durban Metropolitan Open Space System, Grass)

<b>Goal 1.2.</b> Assess all applications for development in priority areas (as identified by 1.1 above).				
<b>Specific Objective 1.2.3.</b> Implement the application processing protocols and guidelines.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.2.3.1. Assess applications within the specified timeframes as defined by the application management protocol by using the technical assessment guideline. (Development Assessment)	ongoing		ongoing	ongoing
1.2.3.2. Capture all sites requiring monitoring into the monitoring database. (Development Assessment)	Incomplete database.	Finalise procedures and database.	Oct 08	ongoing
1.2.3.3. Capture all required conditions into the applications database. (Development Assessment)	ongoing		ongoing	ongoing
1.2.3.4. Capture all servitude requests etc into the appropriate database. (Development Assessment, Biodiversity Planning GIS)	ongoing		ongoing	ongoing
1.2.3.5. Ensure all servitudes are registered. (Development Assessment)		Define and implement a process for achieving this.	Feb 09	ongoing

<b>Goal 1.2.</b> Assess all applications for development in priority areas (as identified by 1.1 above).				
<b>Specific Objective 1.2.4.</b> Incorporate mitigation decisions from development approvals and other actions (e.g. conservation servitudes and change in status to specified conservation area), into the Durban Metropolitan Open Space System.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.2.4.1. Update Durban Metropolitan Open Space System status to protected once conservation servitudes are registered. (Biodiversity Planning GIS)	Ad hoc, sporadic process.	Process for updating of Durban Metropolitan Open Space System layer to capture status changes, including backlog.	Mar 09	
1.2.4.2. Update Durban Metropolitan Open Space System status to protected when conservation zones or proclamations are designated. (Biodiversity Planning GIS)	Ad hoc, sporadic process.	Process for updating of Durban Metropolitan Open Space System layer to capture zone changes, including backlog.	Mar 09	

<b>Goal 1.3.</b> Ensure that municipal developments are compliant with National, Provincial and Local environmental laws and policies.				
<b>Specific Objective 1.3.1.</b> Establish and implement mechanisms to environmentally screen all municipal capital projects.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.3.1.1. Screen all proposed projects for potential environmental impacts early in the planning cycle. (Development Assessment)	ongoing		ongoing	ongoing
1.3.1.2. Provide advice to departments as required. (Development Assessment)	ongoing		ongoing	ongoing
1.3.1.3. Provide early environmental input to working groups, committees etc. involved in planning of projects. (Development Assessment)	Attend Housing Working Group on a regular basis.		ongoing	ongoing
1.3.1.4. Establish partnerships with relevant stakeholders. (Development Assessment)	K100 and Department of Agriculture and Environmental Affairs partnership in place		ongoing	ongoing

<b>Goal 1.3.</b> Ensure that municipal developments are compliant with National, Provincial and Local environmental laws and policies.				
<b>Specific Objective 1.3.2.</b> Establish & implement standards, procedures and plans/programs for Environmental Impact Assessment of municipal capital projects.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.3.2.1. Develop and review technical assessment guidelines. (Development Assessment)		Review and upgrade existing technical guidelines in terms of National Environmental Management Act requirements.	Jan 09	Update when Environmental Impact Assessment regulations change.
1.3.2.2. Review and assess all Basic Assessment, Scoping and Environmental Impact Assessment reports to ensure compliance with Environmental Impact Assessment regulations. (Development Assessment)	ongoing		ongoing	ongoing
1.3.2.3. Develop and implement an application management procedure. (Development Assessment)	Process document for Capital Project Environmental Impact Assessment's has been developed.	Full procedure still to be finalised.	Jan 09	ongoing
1.3.2.4. Develop and implement an environmentally focused Terms of Reference for Environmental Assessment Practitioners working on Environmental Impact Assessments for municipal capital projects. (Development Assessment)	Terms of Reference for Environmental Assessment Practitioners has been prepared.	Inform current staff and stakeholders.	Dec 08	
1.3.2.5. Establish and maintain a tracking and information management system. (Development Assessment)	Draft system in place.	Simplify access with user friendly system.	June 09	

<b>Goal 1.3.</b> Ensure that municipal developments are compliant with National, Provincial and Local environmental laws and policies.				
<b>Specific Objective 1.3.3.</b> Establish & implement standards, protocols and plans/programs for Environmental Compliance Monitoring.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.3.3.1. Identify high priority areas/departments for compliance monitoring. (Development Assessment)	Housing and Waste Water Management Departments identified for 2008 & 2009.	Review Housing and Waste Water Management projects.		2010
1.3.3.2. Monitor municipal capital projects against conditions of environmental authorization, and Environmental Management Plan requirements. (Development Assessment)	ongoing		ongoing	ongoing
1.3.3.3. Develop and review guidelines for environmental compliance monitoring and internal auditing of municipal capital projects. (Development Assessment)		Prepare guidelines.	Jun 09	2011
1.3.3.4. Review audit, monitoring reports and Environmental Management Plans. (Development Assessment)	ongoing		ongoing	ongoing
1.3.3.5. Establish and maintain a database management and reporting system for environmental compliance monitoring. (Development Assessment)		Establish database.	Nov 08	

<b>Goal 1.3.</b> Ensure that municipal developments are compliant with National, Provincial and Local environmental laws and policies.				
<b>Specific Objective 1.3.4.</b> Develop green engineering design specifications for municipal capital projects.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.3.4.1. Develop, and implement green engineering design specifications for municipal capital projects. (Development Assessment)	Generic Environmental Management Plan, Generic Re-vegetation Specifications have been developed	Develop sector specific reports.		Mar 10

<b>Goal 1.3.</b> Ensure that municipal developments are compliant with National, Provincial and Local environmental laws and policies.				
<b>Specific Objective 1.3.5.</b> Prepare and implement an Environmental Management System.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.3.5.1. Integrate standards, procedures and protocols into a formal Environmental Management System. (Development Assessment)		Process for integrating procedures and protocols into formal Environmental Management System		2012

<b>Goal 1.4.</b> Evaluate and report on the state of biodiversity and the ecosystem goods and services it provides.				
<b>Specific Objective 1.4.1.</b> Produce the annual Headline State of Biodiversity Report and 5 yearly State of Biodiversity Report.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.4.1.1. Establish indicators for biodiversity. (Environmental Management Department)		Indicators workshop set for 19 Jan 09 and process to finalise indicators.	Jun 09	
1.4.1.2. Collect relevant data for indicators. (Biodiversity Planning)		Start process		2010
1.4.1.3. Report on indicators, and interpret patterns and trends. (Biodiversity Planning)		Start process		2010

<b>Goal 1.4.</b> Evaluate and report on the state of biodiversity and the ecosystem goods and services it provides.				
<b>Specific Objective 1.4.2.</b> Collect and analyse targeted biodiversity and related indicator data.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
1.4.2.1. Identify and establish priority monitoring programmes. (Biodiversity Planning)	Outer West grassland baseline data (2003)	Develop an estuarine monitoring programme; Implement an estuarine monitoring programme; Revisit outer west grassland baseline data; Identify other necessary programmes (e.g. beaches, forests, rocky shore).	Jun 2009 (Estuary)	ongoing (Estuary); Jun 2010 (Grass)

<b>Goal 3.1.</b> Secure land for the conservation of biodiversity and the ecosystem goods and services it provides.				
<b>Specific Objective 3.1.1.</b> Acquire land for the protection of biodiversity and ecosystem goods and services.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
3.1.1.1. In consultation with stakeholders, identify and prioritise key land parcels to acquire for the conservation of biodiversity and ecosystem goods and services. (Biodiversity Planning)	ongoing		ongoing	ongoing
3.1.1.2. Acquire key land parcels. (Biodiversity Planning)	ongoing		ongoing	ongoing
3.1.1.3. Rezone land parcels for conservation purposes. (Biodiversity Planning)	ongoing		ongoing	ongoing
3.1.1.4. Ensure that the acquired land is effectively managed for conservation purposes. (Biodiversity Planning)	Confirmation of custodianship for some parcels.	Understand costs of managing open space in eThekweni Municipality; Identification/ confirmation of management responsibility; Identification of potential management agency areas without custodian.	Apr 09 (costs)	ongoing (confirmation and allocation of custodians)

<b>Goal 3.1. Secure land for the conservation of biodiversity and the ecosystem goods and services it provides.</b>				
<b>Specific Objective 3.1.2. Proclaim key land parcels as nature reserves.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
3.1.2.1. Site selection. (Biodiversity Planning)	Complete for 08_09	Decide whether additional sites should be proclaimed.		2011
3.1.2.2. Consult with Ezemvelo KwaZulu-Natal Wildlife and conduct site assessments. (Biodiversity Planning)	Consultation complete; Some site assessments outstanding.	Outstanding site assessments to be completed.	Mar 09	
3.1.2.3. Collation of title deeds. (Biodiversity Planning)	Partially complete.	Outstanding title deeds collated.	Mar 09	
3.1.2.4. Submission of application to Ezemvelo KwaZulu-Natal Wildlife. (Biodiversity Planning)		Application submitted.	Jun 09	

<b>Goal 3.1. Secure land for the conservation of biodiversity and the ecosystem goods and services it provides.</b>				
<b>Specific Objective 3.1.3. Develop incentives that achieve conservation objectives on private land.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
3.1.3.1. Influence the rates policy to incentivise conservation land-use on private land. (Biodiversity Planning)	Complete for 08_09.	Review annually.	Jun 09	ongoing
3.1.3.2. Influence the valuation policy to incentivise conservation land-use on private land. (Biodiversity Planning)	Valuation Policy amended for specific land parcels.	Review land parcel values when valuation policy is reviewed.		2011 (review)
3.1.3.3. Implement rates policy tools, e.g. special rating areas and environmental conservation certificates. (Biodiversity Planning)	Giba Special Rating Area motivated; Environmental Conservation Certificates tool used in several sites.	Giba Special Rating Areas finalised; Motivate for new Special Rating Areas; Award additional Conservation Certificates; Additional tools identified and developed.	Oct 08 establish Giba Special Rating Area; ongoing new Environmental Conservation Certificates and special rating areas.	ongoing
3.1.3.4. Establish and implement the Mayoral biodiversity award system. (Policy)		Initiating inclusion of Mayoral biodiversity award into award process 2008/2009.	Dec 08	ongoing

<b>Goal 3.1. Secure land for the conservation of biodiversity and the ecosystem goods and services it provides.</b>				
<b>Specific Objective 3.1.4. Secure private land for conservation objectives by other means.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
3.1.4.1. Proactively utilise scheme amendments and conservation servitudes to secure biodiversity and ecosystem goods and services. (Biodiversity Planning)		Scheme amendment in Outer West; Roll-out for other parts of city.	Mar 09 Outer West scheme amendment	Roll out ongoing.

<b>Goal 3.2.</b> Contribute to the management of key natural resources prioritised for conservation ( <i>this goal is primarily addressed by the Natural Resources Division, but aspects are dealt with by the Environmental Management Department</i> ).				
<b>Specific Objective 3.2.1.</b> Create partnerships and networks to ensure adequate management of key natural resources.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
3.2.1.1. Identify and create priority partnerships and networks to ensure adequate management of key natural resources. (Biodiversity Planning)	Working for Ecosystems Programme; Memorandum of agreement for jointly managed sites partially completed.	Establish new Working for Ecosystems projects; Finalise Memorandum of Agreement for jointly managed sites.	Jun 09 Working for Ecosystems projects; Memorandum of Agreement Jun 09; Dec 08 meet with Working on Fire.	Ongoing Working for Ecosystems project rollout.

<b>Goal 3.2.</b> Contribute to the management of key natural resources prioritised for conservation ( <i>this goal is primarily addressed by the Natural Resources Division, but aspects are dealt with by the Environmental Management Department</i> ).				
<b>Specific Objective 3.2.2.</b> Identify and mitigate against threats to the natural resource base.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
3.2.2.1. Where needed develop plans to deal with threats such as climate change, invasive alien species, habitat destruction, unsustainable utilisation, etc.. (Biodiversity Planning)	Invasive Alien Strategy partially complete; Municipal Nursery Audits complete.	Assess costs of management of Durban Metropolitan Open Space System areas; Complete Invasive Alien Strategy; Municipal Parks Audit; Produce strategies for identified risks/threats; emerging weeds workshop.	Feb 09 (costs); Jan 09 (alien); Jun 09 (parks audit); Jun 09 (fire strategy); Nov 08 (weeds)	ongoing

<b>Goal 5.1.</b> Establish an effective compliance and enforcement function to protect key biodiversity and ecosystem goods and services.				
<b>Specific Objective 5.1.1.</b> Develop, implement and review enforcement procedures.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
5.1.1.1. Establish clear mandates and powers of Environmental Management Department and other staff. (Development Assessment)		Establish clear mandates and powers of Environmental Management Department and other staff.	Jun 09	
5.1.1.2. Identify high priority areas for enforcement. (Development Assessment/Biodiversity Planning)		Prioritise for enforcement based on spatial plan and potential risk.	Oct 08	2011
5.1.1.3. Establish partnerships with relevant stakeholders. (Development Assessment)	Enforcement Forum		ongoing	ongoing
5.1.1.4. Establish a series of standard operating procedures for enforcement. (Development Assessment)	Evidence handling standard operating procedures drafted.	Identify and draft other standard operating procedures.		2010
5.1.1.5. Take relevant enforcement action. (Development Assessment)	ongoing		ongoing	ongoing

<b>Goal 5.1.</b> Establish an effective compliance and enforcement function to protect key biodiversity and ecosystem goods and services.				
<b>Specific Objective 5.1.2.</b> Develop, implement and review compliance monitoring procedures.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
5.1.2.1. Undertake regular monitoring of selected approved developments. (Development Assessment/Biodiversity Planning)	ongoing but backlog	Increase number of sites being monitored on an ongoing basis.	ongoing	ongoing
5.1.2.2. Review monitoring and audit reports submitted by Environmental Control Officers. (Development Assessment)	ongoing	Establish a standards document for monitoring reports from Environmental Control Officers.	ongoing;	2010 (document)
5.1.2.3. Identify those developments that require enforcement action and refer to enforcement officer for action. (Development Assessment)	ongoing but incomplete.		ongoing	ongoing

<b>Goal 5.2.</b> Establish appropriate legal frameworks that protect the Durban Metropolitan Open Space System.				
<b>Specific Objective 5.2.1.</b> Define strategies to strengthen formal legal protection.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
5.2.1.1. Identify areas where existing legal framework is not suitable. (Development Assessment/Biodiversity Planning)	Gaps in existing legal framework identified.			
5.2.1.2. Identify existing enforcement tools and punitive measures that can currently be applied. (Development Assessment)		Commission process to identify tools and measures.	Jun 09	
5.2.1.3. Prepare appropriate legislation to address legal shortfalls. (Biodiversity Planning/Development Assessment)	Green Bylaw partially complete.	Complete Green Bylaw.	Jun 09 (first draft)	Jun 10

<b>Goal 6.1.</b> Develop a municipal climate protection programme ( <i>this is a municipal level programme, not a departmentally focused programme</i> ).				
<b>Specific Objective 6.1.1.</b> Evaluate and respond to the impacts of climate change.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
6.1.1.1. Assess the local impacts of climate change. (Climate Protection)	The "Climatic future for Durban" report.	Integrative Assessment Tool developed.	Jun 09	
6.1.1.2. Develop tools that assist sectors to incorporate the impacts of climate change into planning and decision-making. (Climate Protection)		Integrative Assessment Tool, Durban Metropolitan Open Space System mapping.		Jun 10
6.1.1.3. Develop capacity within high risk sectors to address climate change. (Climate Protection)		Health and Water Municipal Adaptation Plans.		Aug 09
6.1.1.4. Develop appropriate mitigation and adaptation plans/projects. (Climate Protection)		Health and Water Municipal Adaptation Plans.		Aug 09
		UNITAR funded: Advancing Capacity to support Climate Adaptation Project (planning water supply adaptation). DANIDA projects: community level risk assessment; food security - crop replacement trials; water harvesting in a poor community; community reforestation.		Dec 2009 (ACCCA); Jun 2010 (DANIDA)
		Green roof project		Dec 09
		2010 Greening Programme		Jun 10

<b>Goal 6.1.</b> Develop a municipal climate protection programme ( <i>this is a municipal level programme, not a departmentally focused programme</i> ).				
<b>Specific Objective 6.1.2.</b> Incorporate the impact of climate change into the Municipal Hierarchy of Plans.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
6.1.2.1. Evaluate the hierarchy of plans against likely climate change impacts. (Climate Protection)		Integrative Assessment Tool (outcomes of SEA).		2011
6.1.2.2. Amend plans to respond to climate change impacts i.e. "climate proof" the plans. (Environmental Management Department and Unit)		Amend plans to respond to climate change impacts i.e. make plans "climate-smart".		2013
6.1.2.3. Secure political and administrative support for the "climate-proofed" plans. (Unit)		Secure political and administrative support for the "climate-smart" plans (Planning Unit).		2015

<b>Goal G.1.</b> Development, adoption and implementation and review of the purpose and goals of the Environmental Management Department.				
<b>Specific Objective G.1.1.</b> Develop and review the purpose and goals of the Environmental Management Department.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
G.1.1.1. Annual bosberaad prior to municipal budgeting and development of annual Service Delivery and Budget Implementation Plan (SDBIP). (Environmental Management Department)	ongoing		ongoing	ongoing
G.1.1.2. External review of plan every 5 years. (Environmental Management Department).		External review of plan every 5 years.		2013

<b>Goal G.1.</b> Development, adoption and implementation and review of the purpose and goals of the Environmental Management Department.				
<b>Specific Objective G.1.2.</b> Gain broad acceptance and relevant endorsement of the purpose and goals of the Environmental Management Department.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
G.1.2.1. Communicate purpose and goals internally (especially within Unit and Cluster management) and externally. (Environmental Management Department)		Environmental Management Department Brochure.	Dec 08	
G.1.2.2. Influence the next issue of the Integrated Development Plan/Service Delivery and Budget Implementation Plan. (Environmental Management Department)		Influence the next issue of the Integrated Development Plan/Service Delivery and Budget Implementation Plan.	Oct 08 (SDBIP)	2011 (IDP)

<b>Goal G.1.</b> Development, adoption and implementation and review of the purpose and goals of the Environmental Management Department.				
<b>Specific Objective G.1.3.</b> Critically assess plan and required performance against audit outcomes.				
IDEAL ACTIVITIES	Achieved	Outstanding	2008-2009 year	Future
G.1.3.1. Use annual Service Delivery Budget Implementation Plan evaluation process to assess progress in implementing the Environmental Management Department strategic plan. (Environmental Management Department)	Annual external Service Delivery Budget Implementation Plan audit is in place.	Annual evaluation of the Service Delivery Budget Implementation Plan. (Audit)	Sep 08	
G.1.3.2. Reassess priorities based on the results of the audit, especially with regard to the allocation of resources. (Environmental Management Department)		Reassess priorities based on the results of the audit, especially with regard to the allocation of resources.	quarterly	ongoing

<b>Goal G.2. Networking within the biodiversity function.</b>				
<b>Specific Objective G.2.1.</b> To communicate regularly to ensure project alignment with the Natural Science Museum, Natural Resources Division and Coastal Policy function.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.2.1.1. Establish and participate in formal and informal discussion fora across the biodiversity function. (Environmental Management Department)	Deputy Head Meetings. Coastal Working Group, informal links.		ongoing	ongoing
G.2.1.2. Identify issues of concern and put in place mechanisms to address these. (Environmental Management Department)	None at this time			

<b>Goal G.2. Networking within the biodiversity function.</b>				
<b>Specific Objective G.2.2.</b> Communicate regularly to ensure project alignment with other eThekweni Municipality departments and external agencies.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.2.2.1. Establish formal and informal discussion fora with external stakeholders, i.e. those external to the biodiversity function. (Environmental Management Department)	External Biodiversity Forum meets regularly, Environmental Enforcement Forum meets regularly.	Proactively identify and prioritise key missing linkages such as data and information transfer.	ongoing (Forum); Jun 09 (key linkages)	ongoing
G.2.2.2. Identify issues of concern and put in place mechanisms to address these. (Environmental Management Department)		Identify issues of concern and put in place mechanisms to address these.	Jun 09	
G.2.2.3. Establish meaningful and active partnerships (internally and externally, wide range of organizations/public/departments). (Environmental Management Department)		Key partners to be identified through development of Environmental Management Department Advocacy Strategy.	Jun 09 (Develop) Jun 10 (Implement)	

<b>Goal G.3. Advocate and lobby around biodiversity and climate protection issues.</b>				
<b>Specific Objective G.3.1.</b> Undertake key advocacy and lobbying interventions.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.3.1.1. Identify key areas within the responsibilities of the Environmental Management Department that require advocacy and lobbying, including the target audiences. (Policy)		Identify key areas within the responsibilities of the Environmental Management Department that require advocacy and lobbying; Develop an Environmental Management Department Advocacy Strategy.	Jun 09	
G.3.1.2. Develop and implement an effective and efficient advocacy and lobbying strategy for biodiversity and climate change concerns. (Policy)		Develop and implement an effective and efficient advocacy strategy for biodiversity and climate change concerns.	Jun 09	

<b>Goal G.3. Advocate and lobby around biodiversity and climate protection issues.</b>				
<b>Specific Objective G.3.2.</b> To ensure that biodiversity and climate protection concerns influence and are addressed in all relevant municipal legislation, policies, protocols, and projects.				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.3.2.1. Review and comment on all relevant documents. (Environmental Management Department)	Rates Policy		ongoing	ongoing
G.3.2.2. Ensure positions on relevant committees/bodies. (Environmental Management Department)	2010 Working committee, Transnet/City		ongoing	ongoing

	Task Team.			
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<b>Goal G.3. Advocate and lobby around biodiversity and climate protection issues.</b>				
<b>Specific Objective G.3.3. Influence relevant provincial and national legislation, regulations, norms &amp; standards, and policies.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.3.3.1. Review and comment on all relevant documents. (Environmental Management Department)	Environmental Impact Assessment regulations; Integrated Coastal Management Bill.		ongoing	ongoing
G.3.3.2. Ensure positions on relevant committees/bodies. (Environmental Management Department)	National Climate Change Committee, 2010 Greening Local Organising Committee.		ongoing	ongoing

<b>Goal G.4. Develop and implement a staffing strategy.</b>				
<b>Specific Objective G.4.1. Ensure appropriate staff with necessary skills and capacity are available to achieve function.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.4.1.1. Evaluate organogram and current job descriptions relative to the revised goals and purpose. (Environmental Management Department)		Evaluate organogram and current job descriptions relative to the revised goals and purpose.	Dec 08	
G.4.1.2. Audit staffing requirements and existing capacity, and redeploy or employ staff within the Environmental Management Department as appropriate according to a long-term staffing strategy. (Environmental Management Department)		Audit staffing requirements and existing capacity, and redeploy or employ staff within the Environmental Management Department as appropriate according to a long-term staffing strategy.	Mar 09 (Audit only)	
G.4.1.3. Secure budget and administrative support for filling of critical vacancies. (Environmental Management Department)			ongoing	ongoing
G.4.1.4. Advertise and appoint passionate and skilled staff. (Environmental Management Department)			as needed	as needed
G.4.1.5. Identify training and mentoring opportunities for staff where needed. (Environmental Management Department)	Work Place Skills Programme for 08_09 has been submitted.	Training courses to be scheduled. (Training)	ongoing	ongoing
G.4.1.6. Ensure necessary resources available for the job. (Environmental Management Department)	Annual wish list has been provided.	Space and budgets are ongoing concerns.	ongoing	ongoing
G.4.1.7. Develop specialist skills where appropriate. (Environmental Management Department)	University of KwaZulu-Natal Internship.		ongoing	ongoing

<b>Goal G.4. Develop and implement a staffing strategy.</b>				
<b>Specific Objective G.4.2. Meet the needs and the professional aspirations of staff within the agreed function of the Environmental Management Department.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.4.2.1. Assess needs and aspirations of staff. (Environmental Management Department)			ongoing	ongoing
G.4.2.2. Establish processes and procedures that allow staff the freedom (within the constraints of departmental responsibilities) to meet their professional needs and aspirations. (Environmental Management Department)			Jun-09	
G.4.2.3. Develop and institute communication processes for staff to raise issues. (Environmental Management Department)			Jun-09	
G.4.2.4. Identify and implement opportunities for team-building. (Environmental Management Department)		All staff to identify an activity to be implemented.	Dec 08	

<b>Goal G.5. Contribute to the successful hosting of the FIFA 2010 Soccer World Cup.</b>				
<b>Specific Objective G.5.1. Develop the 2010 Greening Programme for Durban.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.5.1.1. Refer to Greening Programme workplan. (Deputy Head: Environmental Management Department)	Work plan has been developed and implementation has been initiated.	Projects continue to be implemented		Jun 10

<b>Goal G.6. Comply with municipal procedures.</b>				
<b>Specific Objective G.6.1. Ensure compliance with the administrative and budgeting protocols established by and affecting the municipality.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.6.1.1. Comply with Supply Chain Management interim policy. (Environmental Management Department)			ongoing	ongoing
G.6.1.2. Comply with Standing Orders and Circulars. (Environmental Management Department)			ongoing	ongoing
G.6.1.3. Comply with relevant national legislation. (Environmental Management Department)			ongoing	ongoing
G.6.1.4. Comply with budgeting protocols and timelines. (Environmental Management Department)			ongoing	ongoing
G.6.1.5. Comply with audit and performance management system requirements. (Environmental Management Department)			ongoing	ongoing

<b>Goal G.6. Comply with municipal procedures.</b>				
<b>Specific Objective G.6.2. Comply with eThekweni Municipality Communication Policy.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.6.2.1. Comply with existing communication protocols. (Environmental Management Department)		Need to update official letter head.	Oct 08	ongoing

<b>Goal G.6. Comply with municipal procedures.</b>				
<b>Specific Objective G.6.3. Comply with eThekweni Municipality Human Resources Policy.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.6.3.1. Identify advancement and progression opportunities. (Environmental Management Department)	Annual Merit assessments.	Inform all staff of current progression criteria; Review progression criteria whilst reviewing Job Descriptions.	Oct 08 (inform staff); Dec 08 (Progression Criteria);	
G.6.3.2. Lobby for perks and comparable salaries. (Environmental Management Department)	Motivated for regarding.	Grading Circular. (City Management)	Dec 08 hopefully	ongoing
G.6.3.3. Set work standards for staff within the Environmental Management Department. (Environmental Management Department)	Work Standards Document complete.	Provide to all staff.	Nov 08	

<b>Goal G.7. Participate in relevant municipal, national, and international biodiversity and climate protection programmes.</b>				
<b>Specific Objective G.7.1. Participate in the Local Action for Biodiversity Programme.</b>				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.7.1.1. Produce Municipal Biodiversity Report. (Biodiversity Planning)	Municipal Biodiversity Report.	Municipal Biodiversity Report popular document.	Dec 08	
G.7.1.2. Ensure the ratification of the "Durban Commitment". (Biodiversity Planning)		Durban Commitment to be signed.	Sep 08	
G.7.1.3. Prepare a Local Biodiversity Strategy and Action Plan (LBSAP). (Biodiversity Planning)	Process has begun, a variety of workshops have been held.	Local Biodiversity Strategy and Action Plan to be completed.	Dec 08 (EMD only)	Dec 09 (Biodiversity Function)
G.7.1.4. Identify and implement 5 projects. (Biodiversity Planning/Climate Protection/Natural Science Museum/Natural Resources Division)	6 Projects have been identified.	Implementation of the 6 projects.	Jun 09	

<b>Goal G.7.</b> Participate in relevant municipal, national, and international biodiversity and climate protection programmes.				
<b>Specific Objective G.7.2.</b> Provide advice to the Asian Cities Climate Change Resilience Network. (ACCCRN).				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.7.2.1. Gain experience regarding the development of climate change adaptation/resilience programmes within urban environments. (Deputy Head: Environmental Management)	Member of steering committee.		ongoing	ongoing
G.7.2.2. Lobby for the expansion of the programme to Africa. (Deputy Head: Environmental Management)			ongoing	ongoing

<b>Goal G.7.</b> Participate in relevant municipal, national, and international biodiversity and climate protection programmes.				
<b>Specific Objective G.7.3.</b> Participate in the Advancing Capacity to support Climate Change Adaptation programme. (ACCCA).				
<b>IDEAL ACTIVITIES</b>	<b>Achieved</b>	<b>Outstanding</b>	<b>2008-2009 year</b>	<b>Future</b>
G.7.3.1. Pilot community level water adaptation project. (Climate Protection)	Funding secured.	Pilot community to be identified.	ongoing	Complete Dec 09

## **Appendix 1: The Process followed to define the EMD Objectives Hierarchy and assessment of activities against this.**

### **Context**

Emerging from the Biodiversity Refresher Course presented by Hamer and Slotow (UKZN) to the EMD in February 2008, which included a section on biodiversity management decision-making, the EMD requested a facilitated process to generate the Vision and Objectives of the EMD, and to assess the proposed workplans for 2009 and onwards against those Objectives. The reason for this was that the current EMD activities were not formalized within a transparent strategic decision-making framework. Part of the reason for this was that the activities of the EMD had grown and emerged organically as the needs of the EM had changed. Further, the eThekweni Municipality (EM) has itself only recently been developing a strategic decision-making framework, the Integrated Development Plan (IDP). During the workshops in February it emerged that the EMD would benefit from a critical assessment of its activities relative to the IDP strategic framework. Further, in order to plan future direction, the EMD would need to create explicit goals for the future that were aligned with the IDP. As part of the process, the activities of the EMD would need to be assessed against this new strategic framework, in order to identify priority projects/activities that would promote achievement of Core Function Goals, and to identify gaps in activities that need to be filled with new projects. The first step in this process, Bosberaad 1, was held on 19 June 2008, and there was a follow-up meeting of heads on 1 July 2008. It was decided to hold two additional Bosberaads, on 10 July 2008, and 1 August 2008. Three reports were generated from those workshops, and explain the process of derivation of this strategic plan in detail (Submitted 1 July 2008 and entitled “20080701 Hamer and Slotow Bosberaad Workshop Report”; submitted 29 July 2008 and entitled “20080729 Hamer and Slotow report on Bosberaad 2 revised”; submitted 10 August 2008 and entitled “20080810 Hamer and Slotow report on Bosberaad 3”).

**Purpose of this series of activities (Bosberaads 1 to 3):** To generate the Vision and Objectives of the EMD based on the principles covered in the refresher course on biodiversity decision-making. Following this, to discuss the workplans for each of the departments within the EMD, and to assess these workplans against the new objectives. The outcome of this process would be refined workplans that align with the new objectives of the EMD, and with the higher level objectives of the EM.

### **Process for these activities:**

1. **Pre-meeting think-tank:** Hamer, Slotow, Roberts, Rich, Croucamp, Boon. 21 May 2008 from 8:30 to 12:00 (Biological Sciences Building, Westville Campus). The purpose of this meeting was to discuss the proposed workshop framework, and the proposed workplans to get a firm understanding of the context and logic behind the workplans. This understanding was then incorporated into the process for the Bosberaad.
2. **Bosberaad:** 19<sup>th</sup> June, Paradise Valley. Approximately 21 participants, facilitated by Hamer and Slotow (Agenda Below).

#### **EM Workplans Bosberaad: AGENDA**

- Introduction and reviewing the Ethekeweni Municipality Objectives Hierarchy.
- Vision and values for Environmental Management Department.
- Goals for Environmental Management Department (Group Activity).
- Plenary Discussion of Goals.
- Presentation of workplan by Rich.
- Presentation of workplan by Croucamp.
- Presentation of workplan by Boon.
- Presentation of workplan by Roberts.
- Explanation of how to assess alignment of proposed plans to new goals.
- Alignment of Activities to Goals (Group activity)
- Plenary discussion of Alignment of Activities to Goals
- Plenary discussion of importance of Goals
- Identification of gaps and cross-cutting (Group activity)
- Plenary discussion of identification of gaps and cross-cutting
- Wrap-up

3. **Post-meeting think-tank:** Hamer, Slotow, Roberts, Rich, Croucamp, Boon. 1 July 2008 from 8:00 to 14:00 (Boardroom, Biological Sciences Building, Westville Campus). Meeting anticipated to run for about 6 hours. The purpose of this meeting would be to present our feedback from the Bosberaad, discuss the recommendations, and plan a way forward.
4. **Bosberaad 2:** 10 July 2008, Paradise Valley. 14 Participants, facilitated by Hamer and Slotow (Agenda Below).

**EMD Workplans Bosberaad 2, 10 July 2008: Finalisation of Goals and specific objectives**

- Introduction
- Review the values
- Role (Key functions/mission) of the Department. Presentation.
- Mission statement and top roles. Group.
- Plenary finalization of mission and role.
- Discuss Goals. Plenary.
- Assign responsibility for specific objectives. Group.
- Plenary finalization of responsibility for specific objectives.
- Assess who is responsible for specific goals. Plenary.
- Prioritise the goals for the city and for the department. Individual.
- Plenary to prioritise goals.
- Set process for LAB and BSAP and SDBIP.
- The way forward.

**5. Bosberaad 3: 1 August 2008, Biology Boardroom, UKZN. 14 Participants, facilitated by Hamer and Slotow (Agenda Below).**

**Workshop 3 (Bosberaad 3), 1 August 2008: Alignment of projects with objectives**

- Introduction
- Confirm goals and objectives. Plenary
- Create ideal activities to achieve objectives. Group activity
- Plenary to discuss ideal activities to achieve objectives
- Plenary discussion of ranking of Goals
- Create ideal activities to achieve objectives for two top ranked goals
- Plenary to discuss ideal activities to achieve objectives, including ranking, assigning responsibility, and current activities.
- Create ideal activities to achieve objectives for another 3 objectives
- What have we learned and the way forward

**6. Final Debrief meeting** with EMD Management staff held on 1 September 2008 at UKZN.

**7. EMD Management finalise activities table.**

**Steps in the Process of defining Goals for the EMD:**

1. Describe the EM Objectives Hierarchy from the IDP that are relevant to the EMD.
2. Create a Values system for the EMD (potentially also a list of principles at a later stage).
3. Generate a Mission and Purpose for the EMD (first proposal in this report).
4. Generate Goals for the EMD, including Core Function Goals (defined by Core Responsibilities) and Strategic Goals (ongoing).
5. Prioritise Goals into high and low importance.
6. Generate Specific Objectives for each Goal. These need to be achieved for the goal to be successfully reached.
7. Identify and link projects (activities) with Specific Objectives.
8. Critique projects as to whether they will contribute to achievement of Objectives and Goals. Prioritise those projects that contribute and are central to achieving a particular Objective and Goal. Identify gaps where there should be projects or activities, but there are not. Identify projects that do not really contribute to core function and which can be phased out.
9. Iterative review of Goals and Objectives to ensure that those identified as Core Function are actually more appropriately placed within EMD as opposed to other Departments within the Biodiversity cluster, or even within outside agencies.