

## PROGRAMMES 2 – 4.

Table 1.1 - Main services provided and standards

	Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
WATER SERVICES	Sanitation	Households Institutions	% outstanding of our backlog per financial year to be serviced	VIP's 85 000 for year	64 043
	Water	Households Institutions	% outstanding of our backlog per financial year to be serviced	1 000 000 to be served	518 107
WATER RESOURCE MANAGEMENT	Provision of raw water	Water users	New water users	Agreed levels of assurance	Drought impacted negatively in many areas and water restrictions were imposed particularly on the agricultural sector.
	Resource Protection	Water Resource Stakeholders	Interested and affected parties		201 reserve determinations approved
	Provision of hydrological, resource quality and spatial data and information	National, provincial, local government, water management institutions, academic institutions, general public	Future Catchment Management Agencies and Fora		Parts of service in big demand; Not sufficient knowledge amongst stakeholders of the service.
FORESTRY	Information on forestry	Forestry stakeholders	General public with an interest in forestry		2003 State of Forests Report Produced 2005 State of Forest Report initiated 35 Community Forestry Forums established for information exchange Statistical Report on Commercial Timber Resources and Roundwood Processing in South Africa

Table 1.2 Consultation arrangements with customers

	Type of arrangement	Actual Customers	Potential Customers	Actual achievements
WATER RESOURCE MANAGEMENT (WRM)	Consultations on raw water tariffs through workshops	National and local Stakeholders	National and local stakeholders	National and local stakeholders consulted. National consultation: one Sector consultation: two per user sector for Agriculture and Forestry, one year per user sector for Domestic/industrial.
	Consultations on water resources development options through meetings and workshops	Provincial government and key stakeholders	Provincial government and key stakeholders	Consultations held with Limpopo and Mpumalanga provincial governments on siting of the dam on the Olifants River
	Consultations on establishment of catchment management agencies	Stakeholders in water management areas	Stakeholders in water management areas	Successful consultation led to the establishment of the Nkomati CMA
	Consultation on impacts of dams under development	Local affected communities and individuals	Local affected communities and individuals	Consultations held with affected communities downstream of Berg Water Project
	Meetings with stakeholders to obtain input for resource protection	WUA's, public workgroups	Other interested and affected parties	Tosca, Sandveld, Thukela, Berg, Breede, Inkomati

Table 1.3- Service delivery access strategy

	ACCESS STRATEGY	ACTUAL ACHIEVEMENT
WRM	Equitable access to raw water	Compulsory licensing procedures under development.
	Public Participation Guidelines	Guidelines for participation of marginalized communities developed
FORESTRY	Equitable access to forestry opportunities	Forest Enterprise Development Strategy and Participatory forestry strategy being developed.

Table I.4 - Service information tool

	TYPES OF INFORMATION TOOL	ACTUAL ACHIEVEMENTS
WATER SERVICES	Brochure, Sanitation kit, Road shows, Toolbox and Shotha	Available on the website
WATER RESOURCE MANAGEMENT	Web-based access	Web-sites in place; Dam level information updated weekly on web-site
	Posters, brochures and toolkit on the National Water Act	Posters, brochures and toolkit developed and training given to regional office staff.
	Training material	RDM Introductory module completed. Groundwater draft completed
	Information posters and brochures for IEM in water use	Posters and first information brochure on the IEMF distributed
	RDM Website with overall DWAF Website	Website populated with RDM related information
FORESTRY	Posters, brochures and guidelines on the National Forest act and the National Veld and Forest Fire Act	Posters, brochures and toolkit developed and training given to regional office staff.

Table 1.5 - Complaints Mechanism

	COMPLAINTS MECHANISM	ACTUAL ACHIEVEMENTS
WATER SERVICE	Ministerial Hotline	Investigations are done to address queries and solutions are put forward.
WRM	Water Tribunal	Cases referred by affected parties to the Water Tribunal and adjudicated by the Tribunal
FORESTRY	National Forests Advisory Council Ministerial enquiries	NFAC advice given to the Minister acted upon Ministerial enquiries responded to, acted upon

HUMAN RESOURCE OVERSIGHT STATISTICS FOR THE PERIOD APRIL 2003 TO MARCH 2004

Table 2.1 - Personnel costs by Programme

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as percent of Total Expenditure	Average Personnel Cost per Employee (R'000)	Employment
P1: Administration	291,447	77,661	83,588	35.4	108,921	713
P2: Water Resource	798,958	205,627	168,312	25.7	159,524	1,289
P3: Integrated Water Services	1,379,914	29,156	511,877	2.1	41,474	703
P4: Forestry	290,444	195,954	21,977	67.5	43,857	4,468
Water Trading Account	2,245,115	488,798	1,424,998	21.8	45,356	10,777
Z = Total as on Financial System (BAS)	4,933,878	997,196	2,210,752	20.2	55,554	17,95

Table 2.2 – Personnel costs by salary band

Salary Bands	Personnel Expenditure (R'000)	Percentage of Total Personnel Cost	Average Personnel Cost per Employee (R)	Number of Employees
Lower skilled (Levels 1-2)	380,572	38.2	37,410	10,173
Skilled (Levels 3-5)	212,541	21.3	48,703	4,364
Highly skilled production (Levels 6-8)	239,664	24	91,580	2,617
Highly skilled supervision (Levels 9-12)	124,239	12.5	183,786	676
Senior management (Levels 13-16)	40,180	4.0	334,833	120
TOTAL	997,196	100	55,554	17,950

Table 2.3 - Salaries, Overtime, Home Owners Allowance and Medical Aid by Programme

Programme	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost (R'000)
P1: Administration	70,282	90.5	706	0.9	1,927	2.5	4,746	6.1	77,661
P2: Water Resource	177,617	86.4	13,141	6.4	3,333	1.6	11,536	5.6	205,627
P3: Integrated Water Services	25,922	88.9	818	2.8	730	2.5	1,686	5.8	29,156
P4: Forestry	179,755	91.7	4,267	2.2	910	0.5	11,022	5.6	195,954
Water Trading Account	449,083	91.9	12,726	2.6	4,253	0.9	22,736	4.7	488,798
TOTAL	902,659	90.5	31,658	3.2	11,153	1.1	51,726	5.2	997,196



Table 2.4- Salaries, Overtime, Home Owners Allowance and Medical Aid by Salary Band

Salary bands	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost (R'000)
Lower skilled (Levels 1-2)	349,845	91.9	11,256	3	2,040	0.5	17,431	4.6	380,572
Skilled (Levels 3-5)	190,352	89.6	9,863	4.6	1,882	0.9	10,444	4.9	212,541
Highly skilled production (Levels 6-8)	212,320	88.6	7,630	3.2	4,244	1.8	15,470	6.5	239,664
Highly skilled supervision (Levels 9-12)	112,547	90.6	2,903	2.3	2,564	2.1	6,225	5	124,239
Senior management (Levels 13-16)	37,595	93.6	6	0	423	1.1	2,156	5.4	40,180
<b>TOTAL</b>	<b>902,659</b>	<b>90.5</b>	<b>31,658</b>	<b>3.2</b>	<b>11,153</b>	<b>1.1</b>	<b>51,726</b>	<b>5.2</b>	<b>997,196</b>

Table 3.1 - Employment and Vacancies by Programme at end of period

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
P1: administration	957	713	25.5	92
P2: water resource	1,488	1,289	13.4	417
P3: interg. water services	1,359	703	48.3	25
P4: forestry	7,008	4,468	36.2	763
Water trading account	12,619	10,777	14.6	480
<b>TOTAL</b>	<b>23,431</b>	<b>17,950</b>	<b>23.4</b>	<b>1,777</b>

Table 3.2 - Employment and Vacancies by Salary Band at end of period

Salary Band	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Lower skilled (Levels 1-2), Permanent	13,502	10,175	24.6	948
Lower skilled (Levels 1-2), Temporary	52	49	5.8	2
Skilled (Levels 3-5), Permanent	5,078	4,087	19.5	506
Skilled (Levels 3-5), Temporary	65	62	4.6	50
Highly skilled production (Levels 6-8), Permanent	3,443	2,357	31.5	81
Highly skilled production (Levels 6-8), Temporary	173	132	23.7	143
Highly skilled supervision (Levels 9-12), Permanent	947	634	33.1	5
Highly skilled supervision (Levels 9-12), Temporary	56	64	-14.3	35
Senior management (Levels 13-16), Permanent	97	82	15.5	2
Senior management (Levels 13-16), Temporary	18	18	0	5
<b>TOTAL</b>	<b>23,431</b>	<b>17,660</b>	<b>24.6</b>	<b>1,777</b>

Table 4.1 - Job Evaluation

Salary Band	Number of Posts	Number of Jobs Evaluated	% of Posts Evaluated	Number of Posts Upgraded	% of Upgraded Posts Evaluated	Number of Posts Downgraded	% of Downgraded Posts Evaluated
Lower skilled (Levels 1-2)	17,265	243	1.4	234	96.3	0	0
Skilled (Levels 3-5)	6,119	43	0.7	37	86	0	0
Highly skilled production (Levels 6-8)	4,308	82	1.9	61	74.4	2	2.4
Highly skilled supervision (Levels 9-12)	1,094	53	4.8	27	50.9	0	0
Senior Management Service Band A	87	8	9.2	0	0	0	0
Senior Management Service Band B	19	1	5.3	1	100	0	0
Senior Management Service Band C	8	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
<b>TOTAL</b>	<b>28,901</b>	<b>430</b>	<b>23.3</b>	<b>360</b>	<b>407.6</b>	<b>2</b>	<b>2.4</b>

Table 5.1. Reasons why Staff are leaving the Department

Termination Type	Number	Percentage of Total Resignations	Percentage of Total Employment
Death, Permanent	251	25.6	1.3
Death, Temporary	1	0.1	0
Resignation, Permanent	146	14.9	0.8
Resignation, Temporary	5	0.5	0
Expiry of contract, Temporary	65	6.6	0.3
Dismissal-operational changes, Permanent	2	0.2	0
Discharged due to ill health, Permanent	36	3.7	0.2
Discharged due to ill health, Temporary	1	0.1	0
Dismissal-misconduct, Permanent	71	7.3	0.4
Dismissal-inefficiency, Permanent	2	0.2	0
Retirement, Permanent	385	39.3	2.1

Termination Type	Number	Percentage of Total Resignations	Percentage of Total Employment
Retirement, Temporary	4	0.4	0
Other, Permanent	3	0.3	0
Other, Temporary	7	0.7	0
TOTAL	979	100	5.2

Table 5.2 - Promotions by Critical Occupation

Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Administrative related	58	1	1.7	9	15.5
Agricul animal oceanography forestry & other scien	24	1	4.2	0	0
Agriculture related	55	2	3.6	6	10.9
All artisans in the building metal machinery etc.	381	0	0	78	20.5
Artisan project and related superintendents	25	0	0	5	20
Auxiliary and related workers	568	2	0.4	122	21.5
Biochemistry pharmacol. zoology & life scie.techni	1	0	0	0	0
Biologists botanists zoologists & rel professional	26	0	0	4	15.4
Boatswains and coxswains	1	0	0	0	0
Building and other property caretakers	348	0	0	30	8.6
Bus and heavy vehicle drivers	332	1	0.3	16	4.8
Cartographers and surveyors	6	0	0	2	33.3
Cartographic surveying and related technicians	31	0	0	12	38.7
Chemical and physical science technicians	4	0	0	3	75
Civil engineering technicians	319	13	4.1	42	13.2
Cleaners in offices workshops hospitals etc.	251	0	0	55	21.9
Client inform clerks (switchb receipt inform clerks)	10	0	0	3	30
Communication and information related	8	1	12.5	3	37.5
Community development workers	53	4	7.5	3	5.7
Computer programmers.	2	0	0	0	0
Economists	2	1	50	1	50



Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Electrical and electronics engineering technicians	1	0	0	1	100
Engineering sciences related	152	14	9.2	29	19.1
Engineers and related professionals	136	5	3.7	22	16.2
Farm hands and labourers	64	0	0	1	1.6
Farming forestry advisors and farm managers	56	2	3.6	1	1.8
Finance and economics related	28	0	0	5	17.9
Financial and related professionals	21	1	4.8	13	61.9
Financial clerks and credit controllers	222	1	0.5	51	23
Food services aids and waiters	13	0	0	6	46.2
Forestry labourers	3524	0	0	6	0.2
General legal administration & rel. professionals	9	0	0	4	44.4
Geologists geophysicists hydrologists & relat prof	121	10	8.3	23	19
Handcraft instructors	1	0	0	0	0
Head of department/chief executive officer	1	0	0	0	0
Horticulturists foresters agricul.& forestry techn	119	0	0	1	0.8
Household and laundry workers	6	0	0	0	0
Human resources & organisat developm & relate prof	41	0	0	10	24.4
Human resources clerks	175	4	2.3	29	16.6
Human resources related	53	3	5.7	12	22.6
Inspectors of apprentices works and vehicles	1	0	0	0	0
Language practitioners interpreters & other commun	9	0	0	1	11.1
Legal related	2	0	0	1	50
Librarians and related professionals	2	0	0	0	0
Library mail and related clerks	38	0	0	16	42.1
Light vehicle drivers	147	0	0	22	15
Logistical support personnel	30	3	10	8	26.7
Material-recording and transport clerks	215	4	1.9	43	20
Mathematicians and related professionals	1	0	0	0	0

Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Mechanical engineering technicians	5	0	0	2	40
Messengers porters and deliverers	255	0	0	56	22
Mining geology & geophysical & related technicians	21	1	4.8	2	9.5
Motor vehicle drivers	197	0	0	11	5.6
Motorised farm and forestry plant operators	1695	4	0.2	36	2.1
Natural sciences related	111	17	15.3	22	19.8
Nature conservation and oceanographical rel.techni	3	0	0	1	33.3
Other administrat & related clerks and organisers	893	3	0.3	113	12.7
Other administrative policy and related officers	68	0	0	16	23.5
Other information technology personnel.	4	0	0	0	0
Other machine operators	2	0	0	0	0
Other occupations	622	10	1.6	4	0.6
Printing and related machine operators	2	0	0	0	0
Quantity surveyors & rela prof not class elsewhere	2	0	0	2	100
Rank: Forestry services aid ii	1	0	0	0	0
Risk management and security services	2	0	0	2	100
Road workers	4	0	0	0	0
Safety health and quality inspectors	1	0	0	0	0
Secretaries & other keyboard operating clerks	96	1	1	28	29.2
Security guards	801	0	0	19	2.4
Security officers	104	0	0	18	17.3
Senior managers	65	0	0	0	0
Social sciences related	26	1	3.8	4	15.4
Social work and related professionals	0	1	0	0	0
Trade labourers	5225	0	0	463	8.9
Trade related	1	0	0	1	100
Trade/industry advisers & other related profession	3	0	0	0	0
Unknown	1	0	0	0	0
Water plant and related operators	794	2	0.3	36	4.5
TOTAL	18697	113	0.6	1535	8.2

Table 5.3 - Promotions by Salary Band

Salary Band	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Lower skilled (Levels 1-2), Permanent	10900	0	0	631	5.8
Lower skilled (Levels 1-2), Temporary	17	0	0	0	0
Skilled (Levels 3-5), Permanent	4287	18	0.4	300	7
Skilled (Levels 3-5), Temporary	69	2	2.9	0	0
Highly skilled production (Levels 6-8), Permanent	2509	38	1.5	466	18.6
Highly skilled production (Levels 6-8), Temporary	111	1	0.9	2	1.8
Highly skilled supervision (Levels 9-12), Permanent	629	43	6.8	136	21.6
Highly skilled supervision (Levels 9-12), Temporary	61	3	4.9	0	0
Senior management (Levels 13-16), Permanent	99	7	7.1	0	0
Senior management (Levels 13-16), Temporary	15	1	6.7	0	0
TOTAL	18697	113	0.6	1535	8.2

Table 6.1 - Total number of Employees (incl. Employees with disabilities) per Occupational Category (SASCO)

Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Legislators, senior officials and managers, Perm.	12	2	5	19	26	3	0	0	3	2	50
Legislators, senior officials and managers, Temp.	9	1	0	10	4	3	0	0	3	1	18
Professionals, Permanent	897	118	33	1,048	501	295	18	17	330	187	2,066
Professionals, Temporary	18	2	0	20	16	14	1	2	17	5	58
Clerks, Permanent	498	25	5	528	35	688	30	19	737	237	1,537
Clerks, Temporary	29	3	1	33	2	49	6	1	56	16	107
Service and sales workers, Permanent	858	3	1	862	6	112	2	0	114	1	983
Craft and related trades workers, Permanent	271	9	1	281	113	0	0	0	0	0	394
Craft and related trades workers, Temporary	0	0	0	0	3	0	0	0	0	0	3
Plant and machine operators & assemblers, Perm.	3,059	57	0	3,116	102	279	1	0	280	1	3,499
Plant and machine operators & assemblers, Temp.	30	11	0	41	71	3	0	1	4	26	142
Elementary occupations, Permanent	5,161	309	1	5,471	32	3,539	12	0	3,551	1	9,055
Elementary occupations, Temporary	29	2	0	31	0	4	1	0	5	0	36
Other, Permanent	2	0	0	2	0	0	0	0	0	0	2
<b>TOTAL</b>	<b>10,873</b>	<b>542</b>	<b>47</b>	<b>11,462</b>	<b>911</b>	<b>4,989</b>	<b>71</b>	<b>40</b>	<b>5,100</b>	<b>477</b>	<b>17,950</b>
Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Employees with disabilities	28	0	0	28	6	7	0	0	7	3	44

Table 6.2 - Total number of Employees (incl. Employees with disabilities) per Occupational Bands

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Top Management, Permanent	1	0	0	1	1	1	0	0	1	1	4
Top Management, Temporary	1	0	0	1	1	0	0	0	0	0	2
Senior Management, Permanent	16	3	6	25	65	3	0	1	4	3	97
Senior Management, Temporary	9	1	0	10	3	3	0	0	3	1	17
Prof qualified & exp. specialists & mid-man, Perm.	163	5	9	177	293	65	6	5	76	72	618

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female White	Total
Prof qualified & exp. specialists & mid-man, Temp.	11	2	0	13	33	6	1	1	8	4	58
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	1,115	52	28	1,195	366	542	19	18	579	305	2,445
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	35	7	0	42	43	51	2	2	55	31	171
Semi-skilled and disc decision making, Permanent	3,326	234	2	3,562	79	540	23	12	575	44	4,260
Semi-skilled and discretion decision making, Temp.	49	9	1	59	15	12	5	1	18	12	104
Unskilled and defined decision making, Permanent	6,135	229	1	6,365	11	3,765	15	0	3,780	4	10,160
Unskilled and defined decision making, Temporary	10	0	0	10	1	1	0	0	1	0	12
Not Available, Permanent	2	0	0	2	0	0	0	0	0	0	2
Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female White	Total
<b>TOTAL</b>	<b>10,873</b>	<b>542</b>	<b>47</b>	<b>11,462</b>	<b>911</b>	<b>4,989</b>	<b>71</b>	<b>40</b>	<b>5,100</b>	<b>477</b>	<b>17,950</b>

Table 6.3 - Recruitment

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Senior Management, Temporary	1	0	0	1	0	1	0	0	1	0	2
Professionally qualified and experienced specialists and mid-management, Temporary	2	1	0	3	3	0	0	0	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	10	2	0	12	0	8	0	2	10	2	24
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	15	2	0	17	2	31	1	0	32	12	63
Semi-skilled and discretionary decision making, Permanent	9	1	0	10	1	2	0	0	2	0	13

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female White	Total
Semi-skilled and discretionary decision making, Temporary	34	5	1	40	3	36	5	0	41	3	87
Unskilled and defined decision making, Permanent	32	0	0	32	0	2	0	0	2	0	34
Unskilled and defined decision making, Temporary	3	0	0	3	0	0	0	0	0	1	4
<b>TOTAL</b>	<b>106</b>	<b>11</b>	<b>1</b>	<b>118</b>	<b>9</b>	<b>80</b>	<b>6</b>	<b>2</b>	<b>88</b>	<b>18</b>	<b>233</b>

Table 6.4 - Promotions (including Job Evaluations)

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Africans	Female, White	Total
Senior Management, Permanent	1	0	0	1	4	0	0	1	1	1	7
Senior Management, Temporary	1	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management, Permanent	34	2	1	37	100	15	0	2	17	26	180
Professionally qualified and experienced specialists and mid-management, Temporary	3	0	0	3	0	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	142	13	4	159	97	92	5	4	101	154	511
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	0	0	0	0	2	1	0	0	1	0	3
Semi-skilled and discretionary decision making, Permanent	160	41	2	203	8	79	3	3	85	15	311
Semi-skilled and discretionary decision making, Temporary	2	0	0	2	0	0	0	0	0	1	3

Unskilled and defined decision making, Permanent	463	79	0	542	3	106	2	0	108	2	655
TOTAL	806	135	7	948	214	293	10	10	313	199	1674
Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Africans	Female, White	Total
Employees with disabilities	0	0	0	0	1	1	0	0	1	2	4
Unskilled and defined decision making, Temporary	3	0	0	3	0	0	0	0	0	1	4
TOTAL	106	11	1	118	9	80	6	2	88	18	233

Table 6.5 - Terminations

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Blacks	Female, White	Total
Top Management, Permanent	1	0	0	1	1	0	0	0	0	0	2
Senior Management, Permanent	1	0	0	1	0	1	0	0	1	0	2
Senior Management, Temporary	1	0	0	1	0	2	0	0	2	1	4
Professionally qualified and experienced specialists and mid-management, Permanent	5	1	0	6	9	7	0	0	7	4	26
Professionally qualified and experienced specialists and mid-management, Temporary	2	0	0	2	6	0	0	0	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	34	3	5	42	22	13	1	1	15	19	98
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	13	1	0	14	1	23	0	0	23	12	50
Semi-skilled and discretionary decision making, Permanent	118	40	1	159	5	8	2	1	11	2	177
Semi-skilled and discretionary decision making, Temporary	4	0	1	5	1	8	0	0	8	0	14

Unskilled and defined decision making, Permanent	404	43	0	447	2	142	0	0	142	0	591
Unskilled and defined decision making, Temporary	6	0	0	6	0	0	0	0	0	1	7
TOTAL	589	88	7	684	47	204	3	2	209	39	979
Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Employees with disabilities	2	0	0	2	0	0	0	0	0	1	3

Table 6.6- Disciplinary Action

Disciplinary action	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Demotion	1	0	0	1	0	0	0	0	0	0	1
Final written warning	1	0	0	1	1	0	0	0	0	0	2
TOTAL	2	0	0	2	1	0	0	0	0	0	3

Table 6.7 - Skills Development

Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Legislators, Senior Officials and Managers	15	1	3	19	12	7	2	1	10	6	47
Professionals	224	8	3	235	46	131	11	0	142	19	442
Technicians and Associate Professionals	845	4	5	854	44	34	15	0	49	12	959
Clerks	233	31	0	264	44	293	48	0	341	100	749
Service and Sales Workers	17	0	0	17	0	4	4	0	8	0	25
Skilled Agriculture and Fishery Workers	194	0	0	194	9	258	0	0	258	5	466
Craft and related Trades Workers	22	4	0	26	40	4	0	0	4	5	75
Plant and Machine Operators and Assemblers	99	8	0	107	13	20	20	0	40	2	162
Elementary Occupations	430	28	0	458	11	258	4	0	262	1	732
TOTAL	2079	84	11	2174	219	1009	104	1	1114	150	3657
Employees with disabilities	1	0	1	2	4	2	0	0	2	1	9



Table 7.1 - Performance Rewards by Race, Gender and Disability

Occupational Categories	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
African, Female	309	4,982	6.2	1,896	6,136
African, Male	379	10,845	3.5	2,667	7,037
Asian, Female	7	40	17.5	73	10,482
Asian, Male	4	47	8.5	77	19,314
Coloured, Female	11	71	15.5	100	9,101
Coloured, Male	51	542	9.4	347	6,799
Occupational Categories	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Total Blacks, Female	327	5,093	6.4	2,069	6,328
Total Blacks, Male	434	11,434	3.8	3,091	7,122
White, Female	193	474	40.7	1,911	9,900
White, Male	235	905	26	3,539	15,058
TOTAL	1,194	17,950	6.7	10,641	8,912
Employees with a disability	5	44	11.4	32	6,305

Table 7.2 - Performance Rewards by Salary Band for Personnel below Senior Management Service

Salary Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Lower skilled (Levels 1-2)	265	10,173	2.6	922	3,479
Skilled (Levels 3-5)	242	4,364	5.5	1,218	5,033
Highly skilled production (Levels 6-8)	438	2,617	16.7	4,146	9,466
Highly skilled supervision (Levels 9-12)	185	676	27.4	3,192	17,254
TOTAL	1,130	17,830	6.3	9,478	8,388

Table 7.3 - Performance Related Rewards (Cash Bonus) by Salary Band for Senior Management Service

Senior Management Service Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)	% of SMS Wage Bill	Personnel Cost SMS (R'000)
Band A	42	94	44.7	740	1,762	2.6	28,617
Band B	11	20	55	185	1,682	2.5	7,415
Band C	5	5	100	170	3,400	6	2,828
Band D	1	1	100	37	3,700	5	745
TOTAL	59	120	49.2	1,132	1,919	2.9	39,605

Table 7.3 - Performance Rewards by Critical Occupation

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Administrative related	24	61	39.3	427	17,792
Agricul animal oceanography forestry & other scien	1	22	4.5	12	12,000
Agriculture related	7	54	13	109	15,571
All artisans in the building metal machinery etc.	30	370	8.1	265	8,833
Artisan project and related superintendents	2	25	8	26	13,000
Auxiliary and related workers	49	546	9	285	5,816
Biologists botanists zoologists & rel professional	6	21	28.6	76	12,667
Building and other property caretakers	7	305	2.3	20	2,857
Bus and heavy vehicle drivers	3	307	1	11	3,667
Cartographers and surveyors	1	6	16.7	10	10,000
Cartographic surveying and related technicians	4	30	13.3	32	8,000
Chemical and physical science technicians	2	5	40	10	5,000
Civil engineering technicians	37	300	12.3	499	13,486
Cleaners in offices workshops hospitals etc.	40	211	19	125	3,125
Client inform clerks(switchb receipt inform clerks)	2	9	22.2	13	6,500
Communication and information related	1	10	10	12	12,000
Community development workers	3	62	4.8	48	16,000
Engineering sciences related	28	151	18.5	537	19,179
Engineers and related professionals	39	127	30.7	645	16,538
Farming forestry advisors and farm managers	4	60	6.7	30	7,500

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Finance and economics related	10	26	38.5	160	16,000
Financial and related professionals	13	23	56.5	153	11,769
Financial clerks and credit controllers	74	218	33.9	509	6,878
Food services aids and waiters	7	11	63.6	24	3,429
Forestry labourers	46	3078	1.5	147	3,196
General legal administration & rel. professionals	3	7	42.9	57	19,000
Geologists geophysicists hydrologists & relat prof	15	131	11.5	130	8,667
Horticulturists foresters agricul.& forestry techn	6	115	5.2	65	10,833
Human resources & organisat developm & relate prof	13	39	33.3	185	14,231
Human resources clerks	51	223	22.9	514	10,078
Human resources related	14	52	26.9	233	16,643
Language practitioners interpreters & other commun	1	9	11.1	17	17,000
Legal related	1	2	50	36	36,000
Library mail and related clerks	21	41	51.2	92	4,381
Light vehicle drivers	6	127	4.7	28	4,667
Logistical support personnel	9	25	36	134	14,889
Material-recording and transport clerks	36	212	17	259	7,194
Mechanical engineering technicians	2	3	66.7	31	15,500
Messengers porters and deliverers	47	254	18.5	180	3,830
Mining geology & geophysical & related technicians	2	22	9.1	18	9,000
Motor vehicle drivers	3	172	1.7	13	4,333
Motorised farm and forestry plant operators	11	1607	0.7	39	3,545
Natural sciences related	25	104	24	507	20,280
Nature conservation and oceanographical rel.techni	1	3	33.3	9	9,000
Other administrat & related clerks and organisers	131	853	15.4	950	7,252
Other administrative policy and related officers	17	68	25	188	11,059
Quantity surveyors & rela prof not class elsewhere	1	2	50	13	13,000
Rank:Artisan a-group (construction)	1	0	0	5	5,000
Rank:Artisan a-group (construction) senior	3	0	0	19	6,333
Rank:Artisan a-group principal/chargehand (construction	1	0	0	8	8,000

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Rank: Artisan b-group (construction)	5	0	0	25	5,000
Rank: Artisan foreman (construction)	2	0	0	16	8,000
Rank: Artisan foreman (construction) senior	2	0	0	19	9,500
Rank: Director : personnel practitioner (construc) asst	1	0	0	14	14,000
Rank: Director: provisioning admin (constr) assistant	1	0	0	14	14,000
Rank: Driver (construction) senior	1	0	0	4	4,000
Rank: Factotum (construction)	2	0	0	6	3,000
Rank: Factotum (construction) principal	6	0	0	26	4,333
Rank: Factotum (construction) senior	1	0	0	4	4,000
Rank: Ganger (construction) chief	2	0	0	10	5,000
Rank: Ganger (construction) control	1	0	0	6	6,000
Rank: Industrial technician (construction) control	4	0	0	58	14,500
Rank: Laboratory assistant (construction) senior sr4	1	0	0	4	4,000
Rank: Laboratory assistant (construction) principal sr5	1	0	0	9	9,000
Rank: Labourer grade ii (construction)	1	0	0	3	3,000
Rank: Operator (construction) principal	2	0	0	10	5,000
Rank: Operator (construction) senior	4	0	0	17	4,250
Rank: Operator grade i (construction)	2	0	0	6	3,000
Rank: Operator grade ii (construction)	2	0	0	7	3,500
Rank: Provisioning admin clerk (construction) chief	4	0	0	31	7,750
Rank: Provisioning admin clerk (construction) control	1	0	0	10	10,000
Rank: Provisioning admin clerk gr i (construction) senior	1	0	0	4	4,000
Rank: Provisioning admin clerk gr ii (construct) senior	1	0	0	9	9,000
Rank: Provisioning admin clerk gr iii (construct) senior	2	0	0	18	9,000
Rank: Safety officer (construction) assistant	1	0	0	4	4,000
Rank: Supplies officer (construction) control	2	0	0	26	13,000
Rank: Supplies officer (construction) chief	1	0	0	10	10,000
Rank: Works accountant (construction) control	6	0	0	84	14,000
Rank: Works accountant (construction) senior	1	0	0	8	8,000
Rank: Works foreman/workshop superintendent (construction)	3	0	0	43	14,333
Rank: Works inspector (construction) control	1	0	0	14	14,000

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Safety health and quality inspectors	1	1	100	17	17,000
Secretaries & other keyboard operating clerks	37	92	40.2	333	9,000
Security guards	21	868	2.4	68	3,238
Security officers	4	113	3.5	41	10,250
Senior managers	40	66	60.6	846	21,150
Social sciences related	2	23	8.7	56	28,000
Social work and related professionals	1	1	100	6	6,000
Trade labourers	113	5152	2.2	504	4,460
Trade related	1	1	100	14	14,000
Trade/industry advisers & other related profession	3	3	100	44	14,667
Water plant and related operators	40	815	4.9	244	6,100
TOTAL	1189	17244	6.9	10607	8921

Table 7.4 - Performance Related Rewards (Cash Bonus) by Salary Band for Senior Management Service

SMS Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)	% of SMS Wage Bill	Personnel Cost SMS (R'000)
Band A	42	94	44.7	740	1,762	2.6	28,617
Band B	11	20	55	185	1,682	2.5	7,415
Band C	5	5	100	170	3,400	6	2,828
Band D	1	1	100	37	3,700	5	745
TOTAL	59	120	49.2	1132	1918.6	2.9	39605

Table 8.1 - Foreign Workers by Salary Band

Salary Band	Employment at Beginning Period	Percentage of Total	Employment at End of Period	Percentage of Total	Change in Employment	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period
Lower skilled (Levels 1-2)	6	17.6	6	18.8	0	0	34	32
Skilled (Levels 3-5)	7	20.6	7	21.9	0	0	34	32
Highly skilled production (Levels 6-8)	6	17.6	3	9.4	-3	150	34	32
Highly skilled supervision (Levels 9-12)	13	38.2	14	43.8	1	-50	34	32
Senior management (Levels 13-16)	2	5.9	2	6.3	0	0	34	32
TOTAL	34	100	32	100	-2	100	34	32

Table 8.2 - Foreign Workers by Major Occupation

Major Occupation	Employment at Beginning Period	Percentage of Total	Employment at End of Period	Percentage of Total	Change in Employment	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period
Administrative office workers	3	8.8	3	100	0	0	34	32
Craft and related trades workers	2	5.9	1	50	-1	-3.1	34	32
Elementary occupations	3	8.8	3	100	0	0	34	32
Professionals and managers	21	61.8	22	104.8	1	3.1	34	32
Social natural technical and medical sciences+supp	1	2.9	0	0	-1	-3.1	34	32
Technicians and associated professionals	4	11.8	3	75	-1	-3.1	34	32
TOTAL	34	100	32	94.1	-2	-6.3	34	32

Table 9.1 - Sick Leave

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Sick Leave	% of Total Employees using Sick Leave	Average Days per Employee	Estimated Cost (R'000)	Total number of Employees using Sick Leave	Total number of days with medical certification
Lower skilled (Levels 1-2)	19 370	96.5	2 725	47.9	7	2 469	5 690	18 691
Skilled (Levels 3-5)	9 058	92.1	1 280	22.5	7	1 459	5 690	8 338
Highly skilled production (Levels 6-8)	8 524	82.5	1 280	22.5	7	2 582	5 690	7 032
Highly skilled supervision (Levels 9-12)	1 939	78.3	344	6	6	1 177	5 690	1 518
Senior management (Levels 13-16)	317	77.9	61	1.1	5	487	5 690	247
<b>TOTAL</b>	<b>39 208</b>	<b>91.4</b>	<b>5 690</b>	<b>100</b>	<b>7</b>	<b>8 174</b>	<b>5 690</b>	<b>35 826</b>

Table 9.2 - Disability Leave (Temporary and Permanent)

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Disability Leave	% of Total Employees using Disability Leave	Average Days per Employee	Estimated Cost (R'000)	Total number of days with medical certification	Total number of Employees using Disability Leave
Lower skilled (Levels 1-2)	2 271	99.8	164	53.2	14	294	2266	308
Skilled (Levels 3-5)	568	98.9	44	14.3	13	97	562	308
Highly skilled production (Levels 6-8)	1 477	99.7	86	27.9	17	468	1472	308
Highly skilled supervision (Levels 9-12)	235	99.6	13	4.2	18	154	234	308
Senior management (Levels 13-16)	15	100	1	0.3	15	23	15	308
<b>TOTAL</b>	<b>4 566</b>	<b>99.6</b>	<b>308</b>	<b>99.9</b>	<b>15</b>	<b>1,036</b>	<b>4549</b>	<b>308</b>

Table 9.3 - Annual Leave

Salary Band	Total Days Taken	Average per Employee	Employment
Lower skilled (Levels 1-2)	129,684	15	8,560
Skilled (Levels 3-5)	55,145	15	3,661
Highly skilled production (Levels 6-8)	33,246	13	2,471
Highly skilled supervision (Levels 9-12)	8,637	13	683
Senior management (Levels 13-16)	1,403	12	115
<b>TOTAL</b>	<b>228,115</b>	<b>15</b>	<b>15,490</b>

Table 9.4 - Capped Leave for Mar 2003 to Mar 2004

Salary Band	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee	Number of Employees	Total number of capped leave available	Number of Employees
Lower skilled (Levels 1-2)	4,953	5	95	8,560	924,289	9,728
Skilled (Levels 3-5)	1,482	1	126	3,661	472,381	3,758
Highly skilled production (Levels 6-8)	1,236	1	114	2,471	238,787	2,090
Highly skilled supervision (Levels 9-12)	598	1	93	683	54,394	582
Senior management (Levels 13-16)	36	0	116	115	10,080	87
TOTAL	8,305	8	105	15,490	1,699,931	16,245

Table 9.5 - Leave Payouts

Reason	Total Amount (R'000)	Number of Employees	Average Payment per Employee (R)
Leave payout for 2003/04 due to non-utilisation of leave for the previous cycle	474	108	4,389
Capped leave payouts on termination of service for 2003/04	4,919	223	22,058
Current leave payout on termination of service for 2003/04	0	1	0
TOTAL	5,393	332	16,244



Table 10.1 - Steps Taken to Reduce the Risk of Occupational Exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Will be determined by impact and risk assessment currently conducted.	Awareness raising
	Condom distribution
	Newsletters
	Posters, leaflets

Table 10.2 - Details of Health Promotion and HIV/AIDS Programmes

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	x		CD:HR
2. Does the department have a dedicated unit or have you designated specific staff members to promote health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		DD:OD + 1 Asst.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of the programme.	x	x	Only in 3 regions and still needs to be rolled out.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	x		10 people, 9 from the Regions and 1 from HQ
5. Has the department reviewed the employment policies and practices of your department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	x	x	Currently doing risk and impact assessment
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	x		Raising awareness and policy implementation
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	x		Yes, through the policy, but nothing is currently happening.
8. Has the department developed measures/indicators to monitor & evaluate the impact of your health promotion programme? If so, list these measures/indicators.	x	x	Currently doing risk and impact assessment to have a costed strategy in place

Table 11.1 - Collective Agreements

Subject Matter	Date
None	N/A

Table 11.2 - Misconduct and Discipline Hearings Finalised

Outcomes of disciplinary hearings	Number	Percentage of Total
Counselling	1	2.4
Demotion	4	9.5
Dismissal	19	45.2
Final Warning	5	11.9
Suspension without pay & final warning	1	2.4
Warning	8	19.0
Charges dismissed	4	9.5
TOTAL	42	100.0

Table 11.3 - Types of Misconduct Addressed &amp; Disciplinary Hearings

Type of misconduct	Number	% of total
Absenteeism	2	2.3
Alcohol abuse	2	2.3
Assault	2	2.3
Attempted robbery	1	1.1
Damage to State Property	2	2.3
Discrimination	1	1.1
Fraud	9	10.3
Illegal Strike	1	1.1
Incapacity	3	3.4
Insubordination	5	5.7
Loss of State Property	1	1.1
Misuse of State Property	6	6.9
Negligence	1	1.1
Participation in unlawful behaviour	1	1.1
Theft	5	5.7
Desertion	45	51.7
TOTAL	87	100.0

Table 11.4 - Grievances Lodged

Number of grievances addressed	Number	% of total
Resolved	13	34.2
Not resolved	25	65.8
Total	38	100

Table 11.5 - Disputes Lodged

Number of disputes addressed	Number	% of total
Upheld	1	5
Dismissed	4	20
Withdrawn	4	20
Outstanding	11	55
Total	20	100

Table 11.6 - Strike Actions

Strike Actions	–
Total number of person working days lost	0
Total cost(R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

Table 11.7 - Precautionary Suspensions

Precautionary Suspensions	–
Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	353
Cost (R'000) of suspensions	R 83 734

Table 12.1 - Training Needs identified

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training
Legislators, senior officials and managers	Female	15	0	6	5
	Male	31	0	6	5
Professionals	Female	161	0	12	5
	Male	281	0	12	5
Technicians and associate professionals	Female	61	0	12	6
	Male	898	0	12	6
Clerks	Female	441	0	10	7
	Male	308	0	10	7
Service and sales workers	Female	8	0	2	2
	Male	17	0	2	2
Skilled agriculture and fishery workers	Female	263	0	2	2
	Male	203	0	2	2
Craft and related trades workers	Female	9	0	10	5
	Male	66	0	10	5
Plant and machine operators and assemblers	Female	42	0	4	3
	Male	120	0	4	3
Elementary occupations	Female	258	0	4	5
	Male	469	0	4	5
Gender sub totals	Female	1258	0	62	40
	Male	2393	0	62	40
Total		3651	0	124	80



Table 12.2 - Training Provided

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training
Legislators, senior officials and managers	Female	15	0	6	5
	Male	31	0	6	5
Professionals	Female	161	0	12	5
	Male	281	0	12	5
Technicians and associate professionals	Female	61	0	12	6
	Male	898	0	12	6
Clerks	Female	441	0	10	7
	Male	308	0	10	7
Service and sales workers	Female	8	0	2	2
	Male	17	0	2	2
Skilled agriculture and fishery workers	Female	263	0	2	2
	Male	203	0	2	2
Craft and related trades workers	Female	9	0	10	5
	Male	66	0	10	5
Plant and machine operators and assemblers	Female	42	0	4	3
	Male	120	0	4	3
Elementary occupations	Female	258	0	4	5
	Male	469	0	4	5
Gender sub totals	Female	1258	0	62	40
	Male	2393	0	62	40
Total		3651	0	124	80

Table 13.1- Injury on Duty

Nature of Injury on Duty	Number	% of Totals
Required basic medical attention only	187	98.9
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	2	1.1
Total	189	100



## GLOSSARY

ABBREVIATION	DESCRIPTION
AMCOW	AFRICAN MINISTER COMMITTEE ON WATER
APO	ANNUAL PLANS OF OPERATIONAL
BAS	BASIC ACCOUNTING SYSTEM
CEIMP	CONSOLIDATED ENVIRONMENTAL IMPLEMENTATION MANAGEMENT PLAN
CMS	CATCHMENT MANAGEMENT STRATEGY
CMIP	CONSOLIDATED MUNICIPAL INFRASTRUCTURE PROGRAMME
CSIR	COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH
DPLG	DEPARTMENT OF LOCAL GOVERNMENT
DWAF	DEPARTMENT OF WATER AFFAIRS AND FORESTRY
DCB	DEPARTMENTAL BARGAINING CHAMBER
DTT	DEPARTMENTAL TASK TEAM
DORA	DIVISION OF REVENUE ACT.
EWS	EARLY WARNING SYSTEM
EXCO	EXECUTIVE COMMITTEE
FTFA	FOOD AND TREES PROJECT FOR AFRICA
FPA	FIRE PROTECTION ASSOCIATION
FBW	FREE BASIC WATER
HRD	HUMAN RESOURCE DEVELOPMENT
HRM	HUMAN RESOURCE MANAGEMENT
IS	INFORMATION SYSTEM
IT	INFORMATION TECHNOLOGY
IRWM	INTERGRATED WATER RESOURCE MANAGEMENT
KFA	KEY FOCUS AREAS
LHWP	LESOTHO HIGHLAND WATER PROJECT
MANCO	MANAGEMENT COMMITTEE
MDA	MINE WORKERS DEVELOPMENT AGENCY
MIS	MANAGEMENT INFORMATION SYSTEM
MITT	MUNICIPAL INFRASTRUCTURAL TASK TEAM



MIG	MUNICIPAL INFRASTRUCTURE GRAND
NT	NATIONAL TREASURY
NWRS	NATIONAL WATER RESOURCE STRATEGY
NEPAD	NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT
NGO	NON GOVERNMENT ORGANISATION
ORWRDP	OLIFANT RIVER WATER RESOURCE DEVELOPMENT PROJECT
PDI	PREVIOUSLY DISADVANTAGED INDIVIDUALS
PSP	PROFESSIONAL SERVICE PROVIDERS
PFMA	PUBLIC FINANCE MANAGEMENT ACT
PSC	PUBLIC SERVICE COMMISSION
RCC	RESTRUCTURING CORE COMMITTEE
SAFCOL	SOUTH AFRICAN FORESTRY COMPANY LIMITED
SALGA	SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
STATS	STATISTICS SOUTH AFRICA
SFM	SUSTAINABLE FOREST MANAGEMENT
TCTA	TRANS CALEDON TUNNEL AUTHORITY
WDCS	WASTE DISCHARGE CHARGERS SYSTEM
WQM	WATER QUALITY MANAGEMENT
WSA	WATER SERVICE ASSOCIATION
WSDP	WATER SERVICE DEVELOPMENT PLAN
WS	WATER SERVICES
WARMS	WATER USE AUTHORISATION AND REGISTRATION MANAGEMENT SYSTEM
WUA	WATER USER ASSOCIATION
WFW	WORKING FOR WATER
WSSD	WORLD SUMMIT ON SUSTAINABLE DEVELOPMENT