

# Introduction

This Strategic Plan is prepared by the Department of Water Affairs and Forestry in terms of the requirements of the Public Service Regulations of 1999, Part III, section B.1 and the Medium Term Strategic Framework. This document describes the Department's legally mandated core functions and medium-term key focus areas at a strategic level. It further describes the strategic objectives, key outputs and targets for each line function in the Department. The extent to which the Department succeeds in converting these intentions to reality will be reported in the Department's Annual Report of every year of the multi-year period 2005/6 - 2007/8.

This three year strategic plan has been based on the Medium Term Strategic Objectives (MTSO's) as determined by Cabinet, which are:

- Speeding Up Delivery Of Basic Human Needs
- Human Resources Development
- Building the Economy And Creating Jobs
- Transforming The State
- Fighting Crime And Corruption
- Building A Better Africa and A Better World

This Strategic plan will be translated into annual business plans and will be monitored through quarterly reporting and a management information system that monitors corporate performance. These business plans will further inform the performance contracts of senior managers and be cascaded down to the level of individual personal workplans. This process is embarked upon as a mechanism to align daily activities to strategic objectives of the department which are also informed by the MTSOs outlined above.

## 1 VISION, MISSION AND VALUES

As the Department of Water Affairs and Forestry we want to be viewed as a department that provides "some for all forever" and this is captured strategically in the following important statements -

### 1.1 OUR VISION

We have a vision of -

- A democratic, people-centred nation working towards human rights, social justice, equity and prosperity for all.
- A society in which all our people enjoy the benefits of clean water and hygienic sanitation services.
- Water used carefully and productively for economic activities, which promote the growth, development and prosperity of the nation.
- A land in which our natural forests and plantations are managed in the best interests of all.
- People who understand and protect our natural resources to make them ecologically stable and safeguard them for current and future generations.
- A Department that serves the public loyally meets its responsibilities with energy and compassion and acts as a link in the chain of integrated and environmentally sustainable development.
- Development and co-operation throughout our region; of playing our part in the African Renaissance.

### 1.2 OUR MISSION

The mission of the Department of Water Affairs and Forestry is to serve the people of South Africa by -

- Conserving, managing and developing our water resources and forests in a scientific and environmentally sustainable manner in order to meet the social and economic needs of South Africa, both now and in the future;



- Ensuring that water services are provided to all South Africans in an efficient, cost-effective and sustainable way;
- Managing and sustaining our forests, using the best scientific practice in a participatory and sustainable manner;
- Educating the people of South Africa on ways to manage, conserve and sustain our water and forest resources;
- Co-operating with all spheres of Government, in order to achieve the best and most integrated development in our country and region;
- Creating the best possible opportunities for employment, the eradication of poverty and the promotion of equity, social development and democratic governance.

### 1.3 OUR VALUES

- As public servants, our skills will at all times, be used for the benefit of the people and for the reconstruction and development of our country in the spirit of Batho Pele (People First).
- As management, our responsibility aids to provide high quality transformational leadership and a disciplined work ethic and to promote a working culture for motivated, accountable and committed teamwork.
- As citizens of the African continent, we are dedicated to long-term integrated regional security and co-operation, and to the spirit of the African Renaissance.
- Our working environment is governed by the principle of representivity, equality, mutual respect and human development.

### CORE VALUES FOR TRANSFORMATION

We recognise that -

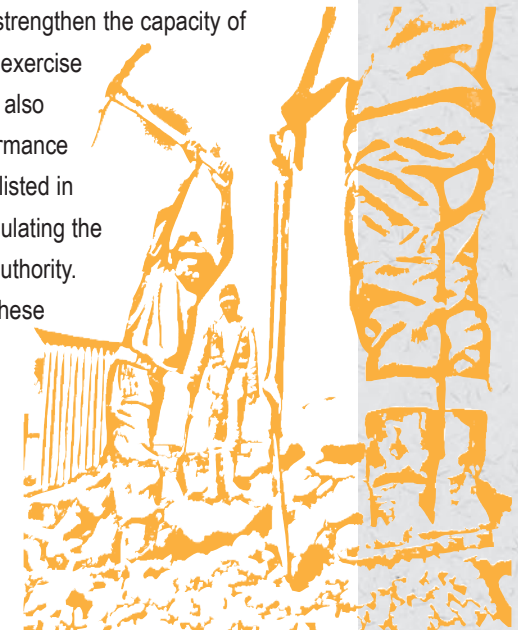
- People are the cornerstone of the Department's success.
- Diversity is valued as a source of strength.
- We strive for a Department that fosters personal growth and achievement.

**The Department of Water Affairs and Forestry is a loyal servant of the Government and the people of South Africa.**

## 2 LEGISLATIVE MANDATE OF THE DEPARTMENT

The Department is legislatively mandated by -

- **The National Water Act (No. 36 of 1998):** to ensure that South Africa's water resources are protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner, for the benefit of all persons. The Act establishes the National Government, acting through the Minister of Water Affairs and Forestry, as the public trustee of the nation's water resources, with power to regulate the use, flow and control of all water in the Republic.
- **The Water Services Act (No. 108 of 1997):** to create a developmental regulatory framework within which water services can be provided. The Act establishes water services institutions, and defines their roles and responsibilities. Section 156 read in conjunction with Part B of Schedule 4 of the Constitution of the Republic of South Africa (Act 108 of 1996) vests the executive authority and responsibility for water supply systems and domestic wastewater and sewage disposal systems, in Local Government. However, the National Government has a constitutional responsibility to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions. It also has the authority to see to the effective performance by municipalities of their functions in matters listed in Schedules 4 and 5 of the Constitution, by regulating the exercise by municipalities of their executive authority. The Water Services Act gives substance to these constitutional requirements and provisions, whilst acknowledging the authority of Local Government in respect of water services.



- Section 20 of the Environmental Conservation Act, 1998 (Act No. 73 of 1989):** This section of the Act gives the Minister of Water Affairs and Forestry the power to issue permits for the establishment and or operation of waste disposal sites. The Minister may impose any condition he or she deems fit. The Minister may also alter or cancel any permit, and may refuse to issue a permit. Coupled with these powers is the responsibility to not only set conditions, but also monitor and evaluate performance, with regard to the management of waste disposal sites. The Minister may issue general directives in the Government Gazette on the control and management of certain disposal sites or disposal sites handling particular types of waste. The function is in the process of being transferred from DWAF to Department of Environmental Affairs and Tourism.
- The National Veld and Forest Fire Act (No. 101 of 1998):** to prevent and combat veld, forest and mountain fires throughout the country and thereby limit and reduce the damage and losses caused by fires to life, fixed property, infrastructure, movable property, stock, crops, fauna and flora and veld in South Africa. In terms of the Constitution firefighting services is a Local Government function, with Provincial and National Governments playing a facilitating role. The Minister of Water Affairs and Forestry must prepare and maintain a fire danger rating system for the country in consultation with affected role players, including Fire Protection Associations which are to be established under the Act. The Department must also keep a record of fires, and develop a database capturing the statistics of fires and their impact on society.

The work of the Department is informed by these pieces of legislation as well as by nationally appropriate policies and laws relating to the Public Service as a whole, as well as those pieces of legislation that promote such Constitutional goals as equality, accountability, the Rule of Law and openness.

### 3 KEY OBJECTIVES OF THE DEPARTMENT

The department works according to a matrix management system in which the policy, strategy and regulatory work undertaken at Head Office, and the implemen-

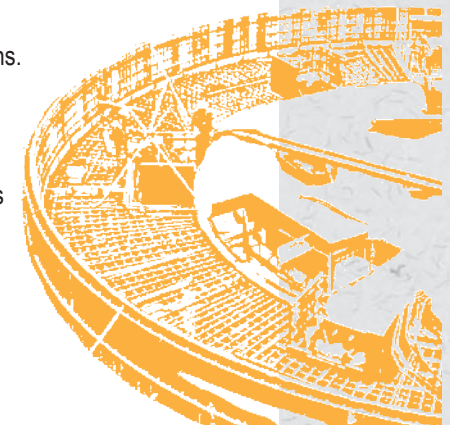
tation work undertaken by the Regional Offices combine to achieve the Key Focus Areas and Strategic Objectives of the department as a whole.

There are nine Regional Offices (one in each Province) that are responsible for water resource management and services provision. These offices also deal with forestry issues in the Northern, Eastern and Southern parts of the country.

#### 3.1 KEY FOCUS AREAS

The Key Focus Areas (KFA's) in the three line functions of the Department (Water Services, Water Resources Management and Forestry) are as follows:

- KFA 1:** Ensure the sustainable development and management of plantation forestry to optimise equitable economic benefit, particularly in rural areas.
- KFA 2:** Ensure the sustainable development and management of indigenous forests to optimise their social, economic and environmental benefits.
- KFA 3:** Ensure Sustainable Forest Management (SFM) in South Africa by developing effective oversight of the sector and facilitating co-operative government.
- KFA 4:** Promote sustainable forest management in Africa and internationally.
- KFA 5:** Ensure that communities and disadvantaged groups are empowered to make use of tree and forest resources to support sustainable livelihoods.
- KFA 6:** Ensure reliable and equitable supply of water for sustainable economic and social development including the eradication of poverty.
- KFA 7:** Ensure the protection of water resources.
- KFA 8:** Develop effective water management institutions.
- KFA 9:** Align staff, stakeholders and general public to a common vision for Integrated Water Resource Management (IWRM) and develop, capacitate and empower them in best practices thereof.



- KFA 10:** Ensure provision of basic Water Supply & sanitation for improved quality of life and poverty alleviation.
- KFA 11:** Ensure effective & sustainable delivery of water services to underpin economic & social development.
- KFA 12:** Ensure effective Water Services Institutions.
- KFA 13:** Ensure effective local-level operations and management of DWAF water services schemes.
- KFA 14:** Promote & support sound policy & practice of WS to achieve millennium targets in Africa.
- KFA 15:** Promote IWRM in Africa in support of NEPAD.
- NB:** As a result of the changing nature of the Department, the Forestry Functional Area is in the process of reviewing their Key Focus Areas, and thus assumes a regulatory and oversight role as opposed to the direct implementation.

### 3.2 SUPPORT FUNCTIONS STRATEGIC OBJECTIVES

The following are strategic objectives for the support function over the next medium term planning framework:

- Establish and maintain systems to ensure good governance and thorough accounting in terms of the PFMA.
- Ensuring that the department has, and maintains an appropriate procurement system, which is fair, equitable, transparent, competitive and cost-effective.
- Provide support and work together with various line functions on matters of restructuring.
- Transform and organise support services to improve the level of services in response to service delivery improvement strategy.

- Strengthen the department's direct communication with the public, with the goal of building a partnership with the people it serves and ensuring a positive image for the department.

These strategic objectives underpin the work that will be carried out within both the corporate services and the financial management wings of the department. The effective implementation of support services serves as a basis for the successful achievement of the departmental KFA's, and thus provides the necessary support processes and systems for maximised service delivery to implement a water utilization programme for poverty eradication & rural development.

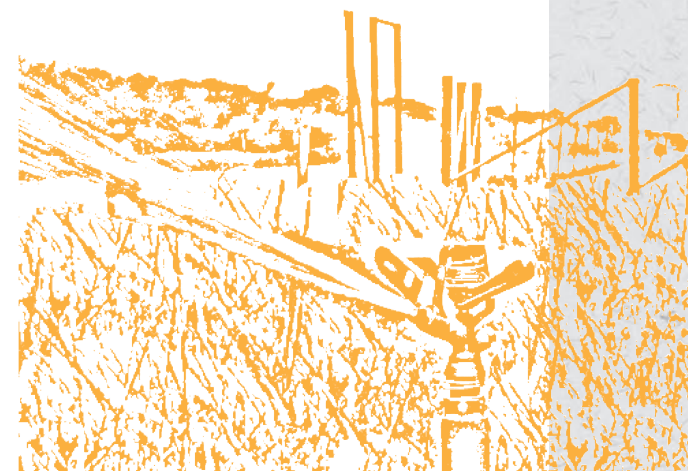


## 4 BUDGET STRUCTURE

The arrangement of management units in the four areas of activity is as follows:-

FUNCTIONAL DIVISION	MANAGEMENT UNITS	BUDGET	
		MAIN PROGRAMME	SUB-PROGRAMMES
Support Services	<u>Corporate Services</u>	Ministerial Support  Administration  Communication Services  Information Services  Human Resources  Legal Services  Transformation  Corporate Planning  Restructuring	Minister Executive Support  Administration  Internal Communication External Communication  Information Services  Human Resource Management Human Resource Development Organization and Management support Labour Relations  Legal Services  Transformation  Corporate Planning  Restructuring
	<u>Finance</u>	Financial Management	Financial Management Internal Auditing
Policy and Regulation	Strategic Co-ordination Institutional Oversight Water Resources Information Management Resource Directed Measures	Water Services	Positioning Policies Water Sector Policies Institutional Policies Transfer Policies Africa Initiative Water Service Administration

FUNCTIONAL DIVISION	MANAGEMENT UNITS	BUDGET	
		MAIN PROGRAMME	SUB-PROGRAMMES
Policy and Regulation - continued	Integrated Water Resource Planning		
	Water Use		
	Water Services		
	Forestry	Forestry	Plantation Restructuring Indigenous Forest Restructuring Forestry Oversight African Forestry Liaison Community Forestry Forestry Management Support
		Water Resources	Equitable Supply Protection Policies Institutional Regulations Strategic Alignment African Co-operation Water Resource Administration



## Linkages between programmes

This plan has KFOs and SOs, which inform all business plans in the different branches. The activities in the four programmes are interdependent; therefore, the Department must ensure integration and coordination. Business plans and other mechanisms have been developed to ensure integration and the achievement of objectives.

## Linkages between Departments

The Department also expends significant effort in liaising with other departments in all spheres of government, to enhance integrated planning and implementation with all relevant sectors. The principal relationships at national level are as follows:

- The Departments of Agriculture, Environmental Affairs and Tourism, Social Development, Labour, Defence and Education in relation to alien vegetation clearing activities;
- The Departments of Public Service and Administration and National Treasury on corporate (human resources and financial) issues;
- The Departments of Labour, Social Development, Agriculture and Public Works in respect of activities related to poverty reduction and job creation;
- The Departments of Public Enterprises, and Land Affairs in respect of the restructuring of commercial forestry;
- The Department of Environmental Affairs and Tourism in respect of environmental issues, including activities related to water quality management and management of indigenous forests;
- The Departments of Trade and Industry, and Agriculture in respect of development issues, particularly Spatial Development Initiatives; and
- The Departments of Provincial and Local Government, Health, Environmental Affairs and Tourism, and Education in respect of water services (water supply and sanitation) issues. These departments, together with DWAF, constitute the national Sanitation Task Team.

The Department continues to maintain wide-ranging cooperation and interaction with Provincial and Local Governments, particularly in those areas of activity in which constitutional legislative competence is enjoyed by these spheres of government.

The department is taking part in the Governance and Administration cluster, Social cluster and Economic, Investment and Employment cluster and reports quarterly on the progress made regarding the set priorities of government. It is through these clusters that the department also cooperates with other departments, which are also involved in working towards the achievement of government priorities.

