

2007/08 - 2009/10

# STRATEGIC PLAN



**water & forestry**

Department:  
Water Affairs and Forestry  
**REPUBLIC OF SOUTH AFRICA**

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## List of Acronyms/Abbreviations

Acronyms / Abbreviations	Full Text
AFLEG	African Forestry Law Enforcement Government
AFS	Annual Financial Statements
AMCOW	African Ministers Council on Water
AU	African Union
ASGISA	Accelerated and Shared Growth Initiative of South Africa
BBBEE	Broad-Based Black Economic Empowerment
BWP	Berg Water Project
C+I	Criteria and Indicators
CEIMP	Consolidated Environmental Implementation and Management Plan
CI&S	Criteria, Indicators and Standards
CMA	Catchment Management Agency
COFO	Committee on Forestry
CSD	Commission for Sustainable Development
DCC	Departmental Control Committee
DEAT	Department of Environmental Affairs and Tourism
DLA	Department of Land Affairs
DORA	Division of Revenue Act
DPLG	Department of Provincial and Local Government
DPSA	Department of Public Service and Administration
DTI	Department of Trade and Industry

Acronyms / Abbreviations	Full Text
DWAF	Department of Water Affairs and Forestry
ERP	Enterprise Resource Planning
EPWP	Expanded Public Works Programme
FBW	Free Basic Water
FED	Forestry Enterprise Development
FFMC	Forestry Functional Management Committee
FGEF	Forestry Governance Enforcement Forum
FIETA	Forestry Industry Education and Training Authority
FLMU	Forest Land Management Unit
FOSAD	Forum of South African Directors-General
FPA	Fire Protection Association
GAAP	Generally Accepted Accounting Practice
GDP	Gross Domestic Product
GEF	Global Environmental Funding
GPOA	Government Programme of Action
HR	Human Resources
HDI	Historically Disadvantaged Individual
IAP	Invasive Alien Plants
IDP	Integrated Development Plan
IIMA	Interim Inco-Maputo Agreement
IS	Information Services

Acronyms / Abbreviations	Full Text
IWRM	Integrated Water Resources Management
IWRMP	Integrated Water Resources Management Planning
JIPSA	Joint Initiative on Priority Skills Acquisition
JPoI	Johannesburg Plan of Implementation
KFA	Key Focus Area
KOBWA	Komati River Basin Authority
KPI	Key Performance Indicators
LAN	Local Area Network
LHWP	Lesotho Highlands Water Project
MDG	Millennium Development Goals
MIG	Municipal Infrastructure Grant
MTEF	Medium Term Expenditure Framework
MTSO	Medium Term Strategic Objective
MoU	Memorandum of Understanding
NCI	National Certification Initiative
NEPAD	New Partnership for Africa's Development
NFA	National Forests Act of 1998
NFAC	National Forests Advisory Council
NFDRS	National Fire Danger Rating System
NFP	National Forestry Plan
NSTT	National Sanitation Task Team

Acronyms / Abbreviations	Full Text
NVFFA	National Veld and Forest Fire Act of 1998
NVFIS	National Veldfire Information Systems
NWRI	National Water Resources Infrastructure
NWRIA	National Water Resources Infrastructure Agency
NWRS	National Water Resource Strategy
OAG	Office of the Accountant General
OraSeCom	Orange-Senqu River Commission
ORWRDP	Olifants River Water Resource Development Project
PDI	Previously Disadvantaged Individuals
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PSP	Professional Service Provider
RDM	Resource Directed Measures
RPF	Resource-Poor Farmers
RMP	Resource Management Plan
RWRA	River Water Resource Augmentation
RWRP	River Water Resource Project
RWU	Recreational Water Use
S&T	Science and Technology
SAAWU	South African Association of Water Utilities
SADC	Southern African Development Community

Acronyms / Abbreviations	Full Text
SALGA	South African Local Government Association
SAWS	South African Weather Services
SAICE	South African Institute of Civil Engineers
SCM	Supply Chain Management
SFM	Sustainable Forest Management
SFWS	Strategic Framework for Water Services
SMME	Small, Medium and Micro Enterprises
SO	Strategic Objective
SONA	State of the Nation Address
TA	Trading Account
TCTA	Trans-Caledon Tunnel Authority
TOR	Terms of Reference
TPTC	Tripartite Permanent Technical Committee
UNESCO HELP	UNESCO (Hydrology for the Environment, Life and Policy)
UNFF	United Nations Forestry Forum
VRESAP	Vaal River Eastern Sub-system Augmentation Project
WC/WDM	Water Conservation / Water Demand Management
WAR	Water Allocation Reform Programme
WDCS	Waste Discharge Charge System
WfW	Working for Water Programme

Acronyms / Abbreviations	Full Text
WMA	Water Management Area
WUA	Water User Association
WSDP	Water Services Development Plan
WR	Water Resources
WRC	Water Research Commission
WSA	Water Services Authority
WSP	Water Services Provider
WTW	Waste Treatment Works
WWF	World Water Forum

## Minister's Statement

As we enter the third year of the second decade of democracy, our main challenges are mainly poverty eradication and building the capacity of the state to implement Government policies in order to create a better life for all. The South African Government is unreservedly committed to meeting these challenges. Targets that the Government has set for itself for meeting these challenges include contributing to the fast economic growth in South Africa, as outlined in the Accelerated and Shared Growth Initiative of South Africa (ASGISA) and in the Government Programme of Action (GPOA). ASGISA in itself poses various challenges to the DWAF and its public entities, such as the building of new infrastructure and the need to bring on board all beneficiary communities and stakeholders during planning, implementation and management of the infrastructure; the supply of water and timber as critical inputs into the economy, and the creation of opportunities for broad based empowerment and small business development. It certainly cannot be business as usual.

Our programme to establish a national water resources infrastructure agency to manage and develop our national water resources infrastructure for economic development and access to water for social needs is well underway.

In the area of water and sanitation services, our targets are to ensure access to basic water supply by all by 2008, whilst the target for access to basic sanitation services by all households is set for 2010. Buckets in the formal established settlements must be wiped out by December 2007. In order to achieve our water and sanitation targets, DWAF has been given a clear mandate by Cabinet to implement an acceleration plan for service delivery in collaboration with the provinces and municipalities. Through the plan DWAF will provide hands-on support to needy municipalities with a view to ensuring that targets set are met. We will therefore continue to strengthen our relations with all spheres of Government in looking beyond access to basic services, and in addition to looking at sustainability issues beyond 2010. This therefore also means that DWAF will continue to support water services authorities to provide safe potable water.

As the public trustee of the nation's water resources, DWAF has to continue to ensure that water is supplied, not only for economic development and domestic use, but also for purposes of bringing about gender and racial equality in access to water for productive use. In this regard, we must accelerate the implementation of the Water Allocation Reform (WAR) programme whilst also using our licensing authority to achieve the objectives of Broad Based Black Economic Empowerment (BBBEE) in all aspects of our work, including the transformation of the forestry sector and forest enterprise development. It goes

without saying that our WAR programme will not succeed without greater collaboration with the Departments of Agriculture and Land Affairs.

The Department will accelerate investment in infrastructure through the Municipal Infrastructure Grant (MIG) to improve service delivery in the areas of the second economy, including the provision of water to individuals, farms, mines, businesses, households, schools and clinics to satisfy the demand for water. Several municipalities have difficulties in operating and maintaining their infrastructure which results, amongst other things, in the poor quality of water and they require assistance in managing the quality of their drinking water. My department will focus on addressing this problem so that our people will continue to drink tap water without fear.

The implementation of water conservation and water demand management measures in all use sectors is also of critical importance for a water scarce country such as South Africa. Whilst it is often necessary to impose restrictions on water use during times of drought, short term restriction strategies must be integrated with the longer term goals of sustained water saving and the judicious use of water.

The development of institutions for the management of the country's water resources such as catchment management agencies (CMAs) is well on track. These organisations are designed to enable ordinary people to participate in the business of managing water resources.

South Africa shares some of its major rivers with neighbouring countries, and we have to comply with certain international protocols and agreements in developing and managing these shared watercourses. We will continue to consult and negotiate with our neighbours to ensure that we achieve the objectives of the New Partnership for Africa's Development (NEPAD), and contribute by stimulating regional development and economic growth. We will also continue to engage with the nations of the world with a view to contributing towards a better world.

As sector leader in Forestry, we will continue to provide more direct support to people who are entering the forestry sector with a view to transforming the industry whilst also addressing the poverty of the poor. The major instrument to be used for achieving this will be the Forest BBBEE Charter, which seeks to transform the forestry industry and grow the forestry sector in the country. The Forest Charter is, to a large extent, a roadmap for the implementation of accelerated and shared growth, as outlined in ASGISA. The key priorities for Forestry, reflected within the framework provided by the charter and to be given attention and pursued on a national basis, include skills development, which must



be developed in line with the Joint Initiative for Priority Skills Acquisition (JIPSA), new afforestation, enterprise development, research and development and sector growth and development.

DWAF will soon begin a nation-wide campaign for fruit tree planting for food production mainly in the rural areas and greening programmes in our townships in order to address poverty and unemployment, with a target of about one million trees per year to 2010.

Government has identified the lack of skills as a major impediment to the acceleration of service delivery and economic growth. Our contribution to JIPSA, driven by the Deputy President, knows no boundaries. Our approach to capacity building is rooted in the need to dramatically increase the pool of technical expertise, the number of women and people from the Historically Disadvantaged Individuals (HDI) groups, on the one hand and a strategy to retain talent, on the other. I am therefore pleased to announce that the Department will soon launch its Learning Academy in order to address skills shortage in the water, sanitation and forestry technical fields whilst also contributing towards the further achievement of gender and racial equality. International cooperation agreements and resources will be leveraged to significantly increase the development of human resources. In order to move forward, it is necessary for the Department to pay special attention to its restructuring and reorganisation to bring about greater coherence, accountability and efficiency.

Whilst some progress has been made in the domain of gender mainstreaming, more needs to be done. A gender mainstreaming strategy is being developed as a building block for gender equality and gender equity and for broader women empowerment and development. Efforts will be made to develop targeted innovative programmes in gender mainstreaming. As the President said during the National Women's Day celebrations on 9 August 2006, we must put measures in place to monitor and assess the progress being made in the emancipation of women. This must be the case in the Department and in all the institutions that fall under the oversight of the Minister of Water Affairs and Forestry, as well as in the entire water and forestry sectors.

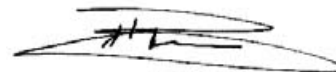
As the Department assumes its ultimate role of leader, supporter and regulator for the forestry and water sectors, the development of capacity for monitoring, information and assessment becomes one of our top priorities.

The Department needs to collaborate with municipalities and provinces and other departments to achieve its goals. Moreover, all the public entities and other institutions under the executive authority of the Minister of Water Affairs and Forestry, namely the

TCTA, CMAs, Water Boards and the Water Research Commission need to also play their part in the achievement of the Government objectives for which this Department has a mandate. It follows therefore that their strategies must be aligned with those of the Department. This will require a strong institutional oversight mechanism in the department. This collaboration between DWAF, its entities and other departments must also ensure that during the FIFA World Cup which this country will be hosting in 2010, South Africa is ready and proud to provide good quality drinking water and adequate sanitation to our visitors.

The Department is in the process of substantial restructuring and transformation, a process which started back in 1994. The rationale being that there are critical challenges of non-alignment, unclear mandates, duplication, non integrating institutions and very costly governance in resources and impact. It is the intention of the Department to transfer most of its implementation functions to more appropriate levels of government while it will focus on the role of policy development, regulation, sector leadership oversight and monitoring. This requires a shift by the Department away from an operational focus towards more multidisciplinary regulatory functions which require substantial reprioritisation of resources, similarly the regulatory capacity will need to be substantially improved to enable the Department to develop, implement and enforce the new regulatory framework.

We are well aware that the good work that this Department and its partners are doing is spoilt by the qualified audit reports which this Department has been receiving in regard to its financial statements for a number of years now. Acquiring a clean audit during my term of office is therefore one of the flagship projects of this Department. A turnaround strategy has been developed and is being implemented currently to make sure that this is achieved.



**Mrs LB Hendricks, MP**  
**Minister: Water Affairs and Forestry**



## Accounting Officer's Overview

It is my pleasure to present to you the Department of Water Affairs and Forestry's Strategic Plan for the three year MTEF period 2007/8 to 2009/10. In the strategic plan we present strategies, plans, measures and goals aimed at achieving the policy and political objectives outlined by the Minister of Water Affairs and Forestry in her Statement, as well as the various policies of Government. This document responds to critical issues regarding the management of water resources and the sustainable supply of water, sanitation and forestry services in ways that will contribute to the social and economic development of our people.

Municipalities are at the centre of all of Government's efforts to improve the quality of life of our people. It is crucial that we support local government in all aspects of our work, because success in this sphere of government represents success for all of us.

Our role is to create an environment in which local government is better able to fulfil its constitutional mandate and improve service delivery. There must be greater collaboration between the Department, the Department of Provincial and Local Government (DPLG), provincial departments responsible for local government, health, education, agriculture and housing and other sector departments to ensure an integrated and comprehensive approach to supporting local government in the spirit of the Intergovernmental Relations Framework Act of 2005. Project Consolidate forms the basis of this foundation. We will also continue to work with the South African Local Government Association (SALGA) in developing joint policies and support programmes that can better respond to the needs of all the municipalities.

As part of our support role we have developed a water services authority checklist, which is used to check the ability of each water services authority to fulfil its legislative mandate in regard to water services. The nature of problems experienced by municipalities indicate to us that we must not only respond to crisis situations, but also to be available to find out what municipalities' needs are and provide support to satisfy them. The checklist helps us to identify the type of support a municipality needs and for the Department to deliver quality services and to provide proactive support. This will also go a long way in ensuring that we meet our water supply and sanitation targets.

As regulator, we must ensure that municipalities adhere to the standards we have set; but here again it is necessary for us to support them. We will continue to ensure that drinking water quality monitoring programmes are improved. The quality of water, both supplied to consumers and waste discharged back into water resources, depends on the

quality of the treatment facilities. Although the development of policy for water services infrastructure development is the Department's regulatory responsibility, we will also continue to assist local government to improve their water services development plans

It is also essential that we assist municipalities to plan, not only for the development of the infrastructure, but also for the subsequent processes of management, operation, maintenance, refurbishment and upgrading. In this context it is crucial for local authorities to have access to all appropriate and relevant information that will enable them to integrate water related planning with their other planning responsibilities.

There is furthermore a need to help municipalities understand that there are opportunities beyond water supply and sanitation, and to bring to their attention possible opportunities in water resources and forestry sectors.

This is especially important for the success of the Forest BBBEE Charter referred to in the Minister's statement. Most of the aims of the Charter need to be implemented at local level. Here we need to draw on the Intergovernmental Framework Relations Act of 2005 and specifically on the provisions for an Implementation Protocol for issues of national importance.

The National Forests Act of 1998 makes provision for the Minister to provide material and financial assistance to communities involved in or wanting to enter the forestry sector. This is an especially important provision for forestry, as the investment horizons are longer than for similar sectors such as agriculture. Although these horizons are more than justified, due to much greater returns from forestry than from agriculture, the fact remains that access to venture capital can be difficult to achieve for new entrants into forestry and DWAF has a role to play as sector leader in addressing this. This, as well as the other factors already mentioned, will be essential for the successful transformation and growth of the sector.

As pointed out in the Minister's Statement, the process for the establishment of an agency to manage National Water Resources Infrastructure (NWRI) is underway and will be implemented by a dedicated project manager at the deputy director-general level.

A fundamental principle in the National Water Resource Strategy (NWRS) is the involvement and participation of local people and institutions in the management of water resources. It is in this context that DWAF is involved in the institutional reform process through the establishment of CMAs to ensure better management of water resources, equitable allocation and the efficient and cost-effective provision of water. These are the kinds of strategies and processes that will enhance the involvement and empowerment

of communities, and ensure greater efficiency in the management of water resources. Given their central position in the water supply chain, it is important that local government is supported to play a prominent role in the work of water resources management institutions.

The Human Resources Programme is undoubtedly one of the most important focus areas in the department. The current service delivery gaps in human resources management present special strategic management challenges. In response to HR challenges we have started with the implementation of a turnaround strategy for Human Resource. We recognize that the implementation of the turnaround strategy for HR is fundamental to the success of the department and that the Human Resources Programme has a mainstream role to play in supporting the achievement of the strategic objectives of the department.

The department will also address the recognized problem of imminent technical skills shortage through the establishment of a Learning Academy. The academy will be an incubator for critical skills development for the department and the Sector. The desired impact of the Academy is to secure an adequate supply of relevant technical skills in engineering and science to meet the anticipated skills demand in the department and the sector.

We have also placed gender issues at the centre of our strategic agenda. Organization and mobilization of women in the Water and Forestry sectors has been identified as a priority area. The organization and mobilization of women will play a key role in correcting the current gender imbalances in the development and empowerment of women.

At the regional and international level, we will continue to implement existing bilateral and multilateral agreements to foster cooperation aimed at regional integration and development within the context of NEPAD and our strategic objective of contribution towards a better world.

Our strategic plan is a roadmap of where the Department is going. To achieve the objectives of the plan we need to work hard and tirelessly in implementing policy. While progress is being made in all areas of the Department, there remains a need to double our efforts to ensure that our strategic objectives are achieved. The achievement of these objectives will take us closer to meeting our medium-term targets in pursuit of the Millennium Development Goals.

As pointed out in the Minister's Statement, the good work that this department does has been spoilt by qualified audit reports. We will implement a plan to turn around the poor state of our finances with a view to achieving a clean audit whilst also ensuring that we do

not under-spend on our budget. We will improve on our performance management and development system, which will include rewarding good performance, whilst penalising poor performance, as well as recruiting qualified staff to manage our performance whilst developing the skills of existing staff. Achieving a clean audit during the current Minister's term of office is a target that must and will be met.



**Mr JI Sindane**  
**Director-General: Water Affairs and Forestry**