



DEPARTMENT: WATER AFFAIRS
AND FORESTRY

STRATEGIC PLAN

**MULTI-YEAR
2004/5-2006/7**





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GLOSSARY

ABBREVIATION	DESCRIPTION
AMCOW	African Ministers Committee on Water
CFO	Chief Financial Officer
CMA	Catchment Management Agency
CMIP	Consolidated Municipal Infrastructure Programme
DEAT	Department of Environmental Affairs and Tourism
DFID	Department for International Development
DG	Director-General
DORA	Division of Revenue Act
DPLG	Department Provincial and Local Government
DPSA	Department of Public Service and Administration
DWAF	Department of Water Affairs and Forestry
EU	European Union
FBW	Free Basic Water
HR	Human Resources
HRD	Human Resource Development
IS	Information Systems
ISP	Internal Strategic Perspective
IWRM	Integrated Water Resource Management
KFA	Key Focus Areas
KZN	KwaZulu-Natal
LGWS	Local Government Water Services
LHWP	Lesotho Highlands Water Project
MandE	Monitoring and Evaluation
MANCO	Management Committee
MIG	Municipal Infrastructure Grant
MITT	Municipal Infrastructure Task Team
NDMC	National Disaster Management Centre
NEPAD	New Partnership For Africa's Development
NGO	Non Government Organisation
NSTT	National Sanitation Task Team
NWA	National Water Act
NWRS	National Water Resources Strategy
O&M	Operations and Maintenance
ODA	Office Development Assistant
PFMA	Public Financial Management Act
SADC	South African Development Communities
SAFCOL	South African Forestry Company Limited
SALGA	South African Local Government Association
SAMDI	South African Management and Development Institute
SAQA	South African Qualification Authority
SFM	Sustainable Forest Management
SLA	Service Level Agreement
WFW	Working For Water
WMI	Water Management Institution
WQM	Water Quality Management
WRFMC	Water Resource Functional Management Committee
WRM	Water Resource Management
WRFMC	Water Resource Functional Management Committee
WS	Water Services
WSDP	Water Services Development Plan
WSIS	Water Services Institutions
WSSD	World Summit On Sustainable Development
WSSLG	Water Services Sector Leadership Group
WUA	Water User Association
WWF3	3rd World Water Forum

CHAPTER 1

1 INTRODUCTION

This is the fourth Strategic Plan 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 2004/5.

This three year strategic plan has been based on the Medium Term Strategic Objectives 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

The Department is currently involved in substantial restructuring. The high level organogram as of April 2003 is provided in this document. This structure shows the division of functions between the Operations and Policy and Regulation branches. It also shows the support functions of Corporate Services and Financial Management. However, it is important to note that substantial restructuring is still taking place, and will result in further change to departmental structures over time. The budget structure was changed as from 2002/2003 to ensure alignment with the new functions of the Department. The new budget structure is shown on pages 9 to 10.

The development of this Strategic Plan has contributed to the ongoing process of revising the Department's organisational structure and post establishment. It has also informed the development of detailed business plans at directorate level. These

business plans, combined with the restructuring programme and ongoing skills audit among the Department's more than 18378 employees, will enable skills shortages and deficiencies to be identified. From this, training and/or recruitment needs will be derived. All of these processes support the Human Resources plan, attached in this document as Annexure C.

2 BACKGROUND

The development of new policies, legislation and programmes of implementation in respect of its three legally mandated areas of activity (Water Resource Management, Water Services, and Forestry) dominated Departmental endeavours during the period from 1994.

By the end of 1998 the Department had set in place three new policies and four new laws¹ that jointly heralded fundamental changes in the ways in which South Africa's water and forest resources, and the provision of water related services were to be managed and regulated.

Nationally applicable policies and laws have necessitated the development of a range of internal policies and implementation strategies to facilitate the transformation of the Department and the work of the Department.

Over the three-year period covered by this strategic plan, the restructuring process will have a significant impact on the Department of Water Affairs and Forestry in the following manner:

- Substantial indigenous and plantation forests will be moved out of DWAF's functional area to other institutions. This will significantly reduce staff numbers in this section, and will also result in increased budget requirements in the short term to ensure the transfer and redeployment of staff;

¹ Policies and laws developed by the Department since 1994, in date order, are: -

- Water Supply and Sanitation Policy, White Paper, November 1994.
- Policy on Sustainable Forest Development in South Africa, White Paper, March 1996.
- National Water Policy for South Africa, White Paper, April 1997.
- Water Services Act (No. 108 of 1997).
- National Water Act (No. 36 of 1998).
- National Forests Act (No. 84 of 1998).
- National Veld and Forest Fire Act (No. 101 of 1998).

- A large number of water services schemes will be transferred to local authorities, resulting in decreased staff numbers in this section, and short-term increased costs related to staff and scheme transfer;
- The establishment of the first few Catchment Management Agencies (CMAs) will initiate the process of transfer of functions from DWAF to these agencies. This, linked to the transfer of irrigation schemes to water user associations, will result in a decrease in the staff complement of DWAF, and will also require financial support for staff transfer and redeployment.
- 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; and
- development and co-operation throughout our region; of playing our part in the African Renaissance;

Many of the internal policies and implementation of strategies in the arenas of both functional and institutional transformation are now fully developed, and are either operational or ready to be operationalised. Some developmental work remains.

The Department is also currently responsible for the implementation of Section 20 of the Environment Conservation Act. It is, however, likely that this function is to be transferred to the Department of Environmental Affairs and Tourism during the MTEF period.

Most of the Department's efforts during 2004/5-2006/7 will be directed towards operationalising its policies, laws and strategies.

3 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:

3.1 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, that 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;

3.2 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.

3.3 OUR VALUES

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

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 principles 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**.

4 CORE BUSINESS 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. Schedule 4 of the Constitution of the Republic of South Africa (Act 108 of 1996) vests the 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.

- **The National Veld and Forest Fire Act (No. 101 of 1998):** It aims 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, fire fighting 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 that 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.
- **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. An Amendment Bill is currently before Parliament to transfer this function to the Department of Environmental Affairs and Tourism.
- **The National Forests Act (No. 84 of 1998):** The act aims to ensure that South Africa's forests (indigenous and plantation) are protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner, for the benefit of all. The administrator of indigenous forests's however a concurrent competence between the National and Provincial Governments. When the Minister of Water Affairs and Forestry is certain that sufficient, resources and administrative capacity exists in the provinces, the Minister is empowered to assign or delegate to the provinces the responsibility for managing State forests.

The work of the Department is guided by these pieces of legislation as well as by nationally applicable policies and laws relating to the Public Service as a whole.