

CHAPTER 2

5 KEY OBJECTIVES OF THE DEPARTMENT

The department works according to a matrix management system in which the policy, strategy and regulatory work undertaken at the Pretoria Head Office, and the implementation 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 that deal with water-related issues (resource management and services provision) one in each Province. Regional Offices also deal with forestry issues in the Northern, Eastern and Southern areas of the country.

5.1 KEY FOCUS AREAS

The key focus areas (KFAs) 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 and Sanitation for improved quality of life and poverty alleviation.

KFA 11: Ensure effective and sustainable delivery of water services to underpin economic and the 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 and support sound policy and the practice of water services to achieve millennium targets in Africa.

KFA 15: Promote IWRM in Africa in support of NEPAD.

5.2 CORPORATE SERVICES

The Support Services and Financial Management functions of the department underpin the achievement of these KFAs by putting the necessary support processes and systems in place for implementation.

5.2.1 Support Functions' Strategic Objectives

The following have been identified as strategic objectives for the support functions over the three-year period:

- Strengthen Restructuring Support;
- Establish and Maintain Systems to Ensure Good Governance and Thorough Accounting;
- Strengthen and Market DWAF's Image and Core Business; and
- Transform and Organise Support Services to Improve the Level of Services in Response to Service Delivery Improvement Strategy.

The Department's Key Focus Areas refer to a medium-term (three to four year) time horizon. While much of the work associated with their achievement is already underway, some aspects will be completed during the 2004/5-2006/7 period, and others will continue into the following period and beyond.

5.3 KEY CHALLENGES FACING DWAF DURING THE PERIOD 2004/5-2006/7

Some of the key challenges facing the department over the period 2004/5 - 2006/7 are outlined below for each of the four functional areas:

5.3.1 Support Services

- Decentralising certain functions and delegations to Regional Offices.
- Implementing the suite of policies and laws relating to the transformation of the Public Service through, inter alia, departmental transformation structures.
- Implementing the Public Service Regulations, giving priority attention to job evaluation, the Code on Remuneration, and the development of a performance management system.
- Continuing the implementation of affirmative action among others and monitoring achievement of representivity targets.
- Ensuring the implementation of the provisions of the Public Finance Management Act (No 1 of 1999).
- Developing comprehensive and integrated human resource strategies, particularly to address training and capacity building issues.

5.3.2 Water Resource Management

- Implementation of a new organisational structure to achieve consonance with the mandate arising from the National Water Act (No. 36 of 1998).
- Implementation of the provisions of the National Water Act, including to:
 - Establish the National Water Resources Strategy;
 - Establish, empower and capacitate water management institutions;
 - Develop and implement a pricing strategy for waste discharge charges;
 - Continue the development and implementation of water resource protection measures;
 - Develop and implement a strategy for compulsory water use licensing, and facilitate equitable access to water resources by previously disadvantaged communities;
 - Develop and implement water conservation and demand management strategies;

- Continue the development, establishment and maintenance of national water resource monitoring and information systems;
- Enhance effectiveness of the national programme for clearing invading alien plants; (Working for Water Programme);
- Continue with the development and implementation of solutions for reconciling water availability and water demand including the development of new infrastructure where appropriate;
- Continue with ensuring safe dams;
- Continue with the operation and maintenance of water resource infrastructure where the function has not as yet been delegated to water management institutions;
- Manage droughts and floods;
- Position the Department as national water resource management policy development, regulatory, monitoring and support institution.

5.3.3 Water Services

- Positioning the Department to move from an institution that undertakes direct investment interventions to provide basic water services supply of portable water and sanitation services to the previously unserved population to one that is responsible for regulation, oversight and support of the sector.
- Transferring water services schemes currently operated by the Department to appropriate water services institutions.
- Monitoring and guiding the activities of the various water boards and driving the regionalisation of these Boards.
- Supporting Local Authorities in developing capacity to undertake water services provision, including the preparation of Water Services Development Plans.
- Developing and establishing effective water services monitoring and information systems.
- Reviewing the approach to sanitation services provision to achieve sustainability, effectiveness, efficiency and affordability of services and driving the campaign to address the backlog of sanitation services.

5.3.4 Forestry

- Managing the leasing of the State's commercial forests to private operators in a manner that promotes investment, employment, competition and black economic empowerment.
- Developing appropriate management systems for community plantations and devolving these to community control wherever possible. Establishing and maintaining a national database of all indigenous forests, together with appropriate participatory management plans.
- Providing community forestry services, including urban greening and rural livelihood strategies.
- Managing indigenous forests effectively and overseeing management of indigenous forests by other agencies e.g. SANParks and the provincial administrations.
- Developing strategies to implement the provisions of the National Forests Act (NFA) and the National Veld and Forest Fire Act (NVFFA).
- Positioning the Department as a national forestry institution for the sustainable management of South Africa's forests through policy development, regulatory, monitoring and support functions, as well as direct management.