

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.

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.

CHAPTER 3

6 CORE FUNCTIONS AND OUTPUTS

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

BUDGET STRUCTURE AS FROM 2003 APRIL

FUNCTIONAL	MANAGEMENT	BUD	
		MAIN PROGRAMME	SUB-PROGRAMMES
Support Services	Corporate Services	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 Organisation and Management Support Labour Relations Legal Services Transformation Corporate Planning Restructuring
	Finance	Financial Management	Financial Management Internal Auditing
Policy and Regulation	Strategic Co-ordination Institutional Oversight Water Resources Information Management Resource Directed Measures	Water Services	Basic Water Services Water Sector Policy Institutional Policies Transfer Policies Africa Initiative Water Service Administration
Policy and Regulation	Integrated Water Resource Planning Water use Water Services		
	Forestry	Forestry	Plantation Restructuring Indigenous Forest Regulation Forestry Oversight African Forestry Liaison Community Forestry Forestry Management Support

FUNCTIONAL DIVISION	MANAGEMENT UNITS	BUDGET	
		MAIN PROGRAMME	SUB-PROGRAMMES
		Water Resources	Equitable Supply Protection Policies Institutional Regulations Strategic Alignment African Co-operation Water Resource Administration
Operations	Regional Co-ordination Southern Cluster Eastern Regional Cluster Limpopo Central Regional Cluster National Transfers Development	Water Resources	Sustainable Supply Protection Measures Institution Measures Institutional Development Stakeholder Empowerment African Support
		Water Services	Water and Sanitation Services Water Sector Support Institutional Support Transfers African Participation Water Seervices Support
		Forestry	Plantation Management Indigenous Forest Management Forestry Governance Community Empowerment Forestry Support Services

Linkages between programmes:

Each Branch in the Department has to develop a business plan based on the key focus areas and strategic objectives set out in this plan. While each unit undertakes work of a particular type, it is fully acknowledged that there is the need for a high degree of co-ordination and integration among the work of all units. In the business plans these inter-dependencies and inter-relationship are identified, and mechanisms have been set in place to affect the necessary co-ordination and integration among units within the Department.

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:

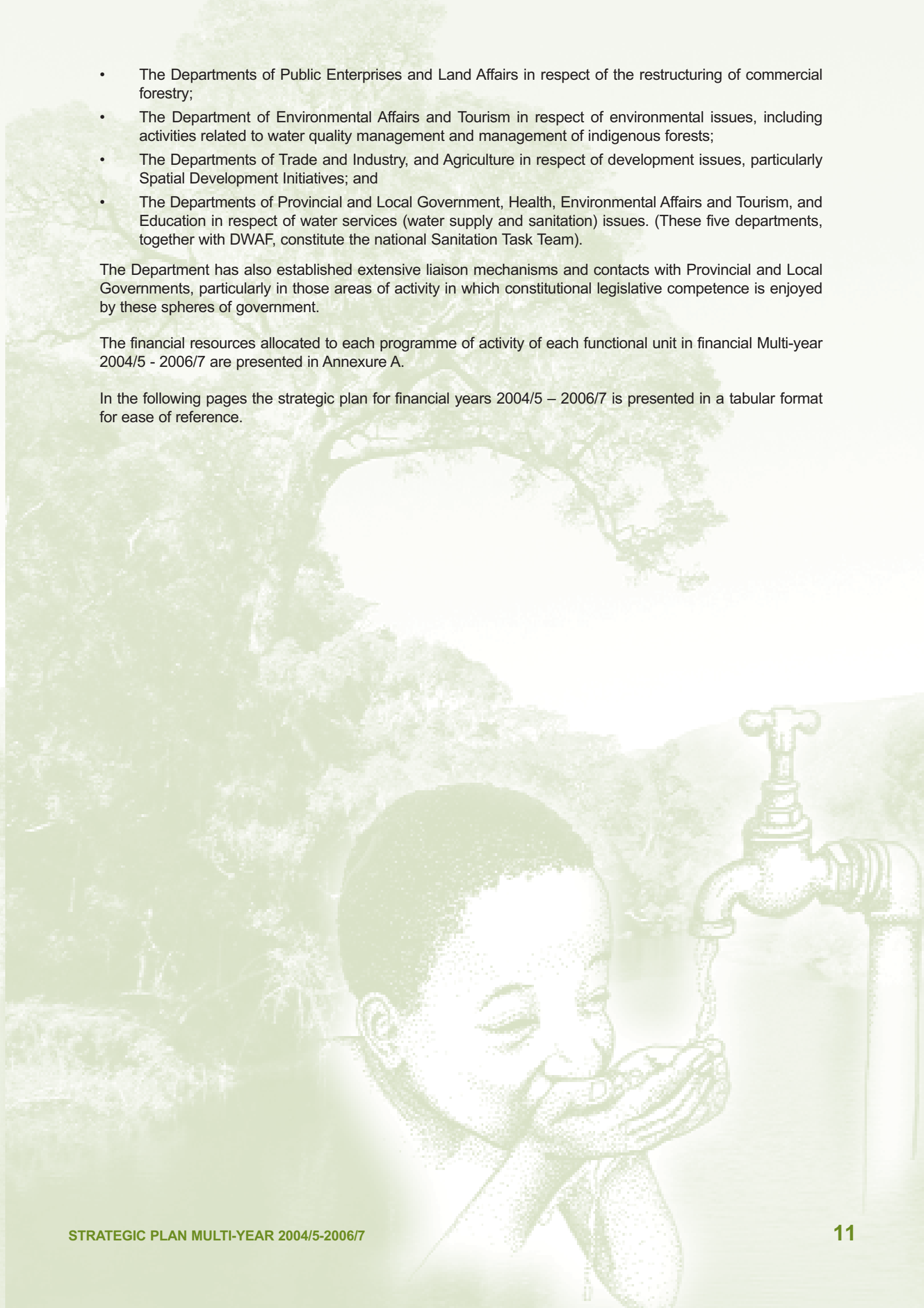
- The Departments of Agriculture, Environmental Affairs and Tourism, Social Development, Labour, Defence, and Education in relation to alien vegetation clearing activities;
- The Departments of Public Service and Administration and National Treasury on corporate (human resources and financial) issues;
- 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 five departments, together with DWAF, constitute the national Sanitation Task Team).

The Department has also established extensive liaison mechanisms and contacts with Provincial and Local Governments, particularly in those areas of activity in which constitutional legislative competence is enjoyed by these spheres of government.

The financial resources allocated to each programme of activity of each functional unit in financial Multi-year 2004/5 - 2006/7 are presented in Annexure A.

In the following pages the strategic plan for financial years 2004/5 – 2006/7 is presented in a tabular format for ease of reference.



6.1 FORESTRY: Strategic Plan 2004/5 - 2006/7

Strategic Objectives	Outputs 2004-05	Measures	Outputs 2005-06	Outputs 2006-07
KFA 1 Ensure the sustainable development and management of plantation forestry to optimise equitable economic benefit, particularly in rural areas				
To manage DWAF's remaining plantation forests and processing plants effectively	Revenue from State plantations optimised Options for interim rehabilitation and transfer of plantations and related state assets developed and structures established HR Issues resolved	Quarterly reports to FFMC Options report and management plan finalised Quarterly reports to FFMC	Revenue from State plantations optimised Interim rehabilitation and management models implemented Rationalisation of workforce under way	Revenue from State plantations optimised Interim rehabilitation and management models implemented Rationalisation of workforce under way
To transfer DWAF plantations to beneficiaries through PPP and other instruments	Critical paths for transfer of remaining plantations established and transfers begun within framework of policy Potential partners/managers identified Models for transfers implemented according to policy Non-viable forest plantations released	Business Process Model approved by Restructuring Core Committee Report to FFMC Signed agreements between DWAF and communities De-proclamation approved by Minister	Transfers according to policy	Transfers according to policy
KFA 2 Ensure the sustainable development and management of indigenous forests to optimise their social, economic and environmental benefits				
To ensure that State indigenous forests are managed sustainably and in a participatory manner	Prioritised strategy for efficient management of State indigenous forests established Communication of the management strategy for State indigenous forest areas completed State indigenous forests managed sustainably according to the prioritised plan	Cluster-level Forest Prioritisation Plans approved by FFMC Quarterly reports to FFMC Quarterly reports to FFMC	Remaining State indigenous forests managed sustainably according to the prioritised plan	Remaining State indigenous forests managed sustainably according to the prioritised plan
To transfer management of DWAF indigenous forest (plus plantations for conversion) to appropriate agencies in consultation with DEAT	Critical paths for transfer of State indigenous forest established and transfers begun within framework of policy	Business Process Model approved by Restructuring Core Committee Transfers approved by DG	Transfers undertaken according to policy	Transfers undertaken according to policy

Strategic Objectives	Outputs 2004-05	Measures	Outputs 2005-06	Outputs 2006-07
KFA 3 Ensure sustainable forest management in South Africa by developing effective oversight of the sector and facilitating co-operative government				
To report accurately on the state of forestry to support local and international forest monitoring processes	Forest Information System live	System can be used by Department and relevant stakeholders	Forestry information updated	Forestry information updated
To ensure that management agencies manage relevant forests in an effective and sustainable manner	All leased plantation forests managed in terms of the lease	Annual reports from relevant managers	100% of leased plantation forests managed in terms of the lease	100% of leased plantation forests managed in terms of the lease
	100% rentals collected	Systems in place to audit and collect rentals	100% rentals collected and timeous payments to land beneficiaries	100% rentals collected and timeous payments to land beneficiaries
	Timeous payments to land beneficiaries and the possibility of transferring this function to appropriate agents investigated	Reports to Auditor General and CFO		
To ensure optimal sustainable management of forestry sector as a whole	All delegated indigenous forests management in terms of agreements	Audit and management systems in place and operating and corrective actions implemented	All delegated indigenous forests managed in terms of agreements	All delegated indigenous forests managed in terms of agreements
	Amendment Bill passed by Parliament, regulations promulgated and communicated	Regulations brought into effect Licence applications processed timeously	Regulation of forest management monitored with amendments as necessary	Regulation of forest management monitored with amendments as necessary
	Appropriate training in SFM using training providers facilitated	Relevant training courses and standards for forestry training in place to suit needs of the sector	Non-DWAF Forest Managers trained as forest officers according to training plan	Non-DWAF Forest Managers trained as forest officers according to training plan
	Criteria, indicators and Standards of SFM, rolled-out in certain DWAF managed State forests	Criteria, indicators and Standards used in management and reporting processes in certain State forests	Criteria, indicators and Standards for SFM rolled out on State forests	Criteria, indicators and Standards used as basis for oversight of sector

Strategic Objectives	Outputs 2004-05	Measures	Outputs 2005-06	Outputs 2006-07
	Co-operative governance structures to promote forestry vision established	Vision incorporated into strategic and business planning	KFAs and strategic objectives reflect national forestry vision	Implement and review strategic plan
To ensure optimal sustainable management of forestry sector as a whole	Resources required to enhance effective oversight of SFM identified and ringfenced	Report to FFMC and Restructuring Core Committee	Forestry Sector oversight function increased nationally and in Clusters	Forestry Sector oversight function fully functional nationally and in Clusters
	DWAF's Policy on its role in woodland management under investigation	Discussion paper approved by FFMC	DWAF's Woodlands role clarified	DWAF's Woodlands role implemented according to policy
To contribute to the prevention of wild fires in non-urban forest and non-forest areas	Agreement reached on custodianship of Fire Act and transfer to appropriate Department initiated	Report on institutional home for forestry approved by Minister	Action dependent on decision taken regarding institutional home	Action dependent on decision taken regarding institutional home
	Responsibilities in accordance with NVFFA implemented	Quarterly reporting to FFMC	Responsibilities in accordance with NVFFA implemented	Responsibilities in accordance with NVFFA implemented
KFA 4 Promote sustainable forest management in Africa and internationally				
To ensure that forestry contributes to sustainable development internationally and particularly in Africa	Co-operation with SADC countries implemented where possible, according to Forest Protocol	South African strategy in respect of SADC forestry protocol approved	Co-operation with SADC implemented according to Forest Protocol where possible	Co-operation with SADC implemented according to Forest Protocol where possible
	Active participation and leadership in UNFF	Quarterly reporting to FFMC	Active participation and leadership in UNFF	Active participation and leadership in UNFF
	The contribution of forestry to NEPAD where possible and other international initiatives promoted	Forestry strategies on NEPAD and international trade and investment approved by FFMC	The contribution of forestry to NEPAD and other international initiatives promoted	The contribution of forestry to NEPAD and other international initiatives promoted
KFA 5 Ensure that communities and disadvantaged groups are empowered to make use of tree and forest resources to support sustainable livelihoods				
To promote expansion of forestry where appropriate in consultation with other players	Strategy for expansion of forestry integrated with restructuring strategy for E. Cape	Strategy approved by FFMC	Forestry expansion as per strategy	Forestry expansion as per strategy

Strategic Objectives	Outputs 2004-05	Measures	Outputs 2005-06	Outputs 2006-07
	Elimination of SFRA licensing backlogs supported Wattle jungle licensing strategy approved and implemented	Quarterly Reporting on SFRA Licence approvals to FFMC Quarterly reporting on wattle licence approvals to FFMC	SFRA Licensing process supported Wattle jungle projects licensed as per strategy	SFRA Licensing process supported Wattle jungle projects licensed as per strategy
To promote forest and free enterprise development	DWAF's national forest enterprise development strategies in place and implemented	Role agreed, strategies approved by FFMC	DWAF's national FED strategies implemented	DWAF's national FED strategies implemented
	Possibility of FEDO being established as a national programme investigated	Monthly reports to FFMC	FEDO established where possible as a national programme	FEDO effective as a national programme
	Existing forestry enterprise initiatives completed as per project plans	Monthly reports to FFMC	Forestry enterprise initiatives completed as per project plans	Forestry enterprise initiatives completed as per project plans
	Forestry enterprise support initiated in priority ISRDP areas	Forestry-based enterprises established and functioning	Forestry enterprise support in priority ISRDP areas	Forestry enterprise support in priority ISRDP areas
	Strategic FED partnerships established and maintained	Partnership Agreements signed	Strategic FED partnerships established and maintained	Strategic FED partnerships established and maintained
To support local and provincial authorities to integrate forestry into IDP and PGDS processes	Support provided to relevant authorities for integration of forestry into provincial and local development planning	Guidelines on incorporation of forestry into IDPs and PGDS approved by FFMC	Local level forestry development implemented as per PGD Strategies and IDPs	Local level forestry development implemented as per PGD Strategies and IDPs
Support the development of a national firewood strategy clarifying DWAF's role	An analysis of the role of woodlands in firewood supply, in collaboration with DME, completed	Background paper and draft strategy presented to FFMC	Implementation of agreed strategy	Implementation of agreed strategy

6.2. FUNCTIONAL AREA: WATER RESOURCE MANAGEMENT

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
KFA 6: Ensure reliable and equitable supply of water for sustainable economic and social development including the eradication of poverty				
6.1 To ensure equitable allocation and authorization of water use	Subsidy system for Water User Associations i.r.o. resource poor farmers revised and 300 resource poor farmers subsidised	Subsidy spent effectively	500 new resource poor farmers granted financial support	500 new resource poor farmers granted financial support
	Water use strategy for poverty eradication and rural development finalised	Strategy approved by WRFMC and programme initiated	Strategy implemented	Strategy implemented
	Water use license applications evaluated with averaged turnaround time of 6 months	License applications processed within reasonable time	Water use license applications evaluated.	Water use license applications evaluated.
	Reconciliation options determined for compulsory licensing in 3 catchments	Approval by WRFMC	Reconciliation options determined for compulsory licensing in 3 more catchments	Reconciliation options determined for compulsory licensing in 3 more catchments
	Existing lawful use verified in 9 catchments	Certification	Existing lawful use verified in 8 more catchments	Existing lawful use verified in 8 more catchments
	Water trading taking place within agreed policy and guidelines	Trades reported in Annual Report of responsible authority	Water trading taking place within agreed policy and guidelines	Water trading taking place within agreed policy and guidelines
6.2 To ensure effective and efficient use of water	Compliance with conditions of water use authorizations visibly enforced	Directives issued for clearly defined cases	Action taken for non-compliance	Action taken for non-compliance
	100% compliance with infrastructure operating rules as determined	Operating rules to accommodate determined reserve (IFR) flows, established	Operating rules implemented	Operating rules implemented
	Water supplied in accordance with agreements with users	Registration certificates in place	Water supplied in accordance with agreements with users	Water supplied in accordance with agreements with users
	Revision of raw water pricing strategy incorporating Waste Discharge Charge System	Draft strategy approved by WRFMC	WDCS implemented and non-compliance monitored	All charges implemented and non-compliance monitored
	Water quality guidelines for use reviewed	Approved by WRFMC	Revised guidelines implemented and used	Revised guidelines implemented and used
	10% increase in water use efficiency on government water schemes	Measurable reduction in water use	Implement water conservation/water demand management awareness and promotion programmes	Implement water conservation/water demand management awareness and promotion programmes

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Water supplied in accordance with agreements with users	Registration certificates in place	Water supplied in accordance with agreements with users	Water supplied in accordance with agreements with users
	Revision of raw water pricing strategy incorporating Waste Discharge Charge System	Draft strategy approved by WRFMC	WDCS implemented and non-compliance monitored	All charges implemented and non-compliance monitored
	Water quality guidelines for use reviewed	Approved by WRFMC	Revised guidelines implemented and used	Revised guidelines implemented and used
	10% increase in water use efficiency on government water schemes	Measurable reduction in water use	Implement water conservation/water demand management awareness and promotion programmes	Implement water conservation/water demand management awareness and promotion programmes
	Resource-directed WQM supporting policies and strategies implemented in accordance with the NWA & NWRS	Approved by Project Steering Committee	RD WQM Policies and strategies further developed	RD WQM Policies and strategies largely finalised
6.3 To investigate water balance and to find national/international reconciliation solutions	Joint pre-commitment study on LHWP further phases 50% completed.	Agreement between the two countries	Agreement with Lesotho on further phases	Action as per agreement
	Inception report on feasibility study of storage in the lower Orange River complete	Submission of inception report	Feasibility study of storage in Lower Orange River completed	Agreement with Namibia on further storage
	Agreement between RSA and Namibia on Management Plan for Lower Orange River	Plan submitted to authorities	Management Plan implemented	Management Plan implemented
	Demographic scenarios reviewed	Report to WRFMC	-	-
	Water demand scenarios reviewed	Report to WRFMC	Updating of Water Balances for 2nd edition of NWRS	Updating of water balances for 2nd edition of NWRS

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Joint study on Maputo River basin undertaken	Acceptance of report by Maputo Basin Permanent Technical Committee	Joint study on Maputo River basin completed	
	Vaal Management options investigated	Acceptance of inception report by WRFMC	Vaal Management options investigation completed	
	Prefeasibility and feasibility reports on reconciliation solutions completed for 12 studies	Approval by WRFMC	Prefeasibility and feasibility reports on reconciliation solutions completed	Prefeasibility and feasibility reports on reconciliation solutions completed
6.4 To implement solutions for reconciling water supply and demand	Invasive alien vegetation treated and cleared in 750 00 hectares (new and follow up areas)	Working for Water Information Management System & Key Performance Indicator data reports	Invasive alien vegetation treated and cleared	Invasive alien vegetation treated and cleared
	Start on Berg River Water Project	Compliance with implementation plans and budgets	Continue with Berg River water project	Continue with Berg River water project
	Commission Nandoni Dam		Commission the raising of Flag Boshielo Dam	
	Continue raising of Flag Boshielo Dam		Commission pump station & water treatment works for Sabie River government water scheme	
			Clan William Dam start	Clan William Dam continue
				Rooipoort/ Steelpoort Dam star
			Eastern Vaal subsystem start	Eastern Vaal subsystem implemented
	Water conservation & WDM developed and implemented by 20 Water Management & Water Service Institutions supported by DWAF	Number of Water Management Institutions & Water Service Institutions who initiated the program	Water conservation & WDM developed and implemented by 20 Water Management & Service Institutions supported by DWAF (new)	Water conservation & WDM developed and implemented by 20 Water Management & Service Institutions supported by DWAF (new)

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Water conservation and WDM developed and implemented by 20 Water Management and Water Service Institutions supported by DWAF	Number of Water Management Institutions and Water Service Institutions who initiated the program	Water conservation and WDM developed and implemented by 20 Water Management and Service Institutions supported by DWAF (new)	Water conservation and WDM developed and implemented by 20 Water Management and Service Institutions supported by DWAF (new)
6.5 To ensure water related disaster preparedness and safety of dams	Dam safety legislation administered and dam safety programme managed	Reports on compliance with dam safety legislation	Dam safety legislation administered and dam safety programme manage	Dam safety legislation administered and dam safety programme manage
	Emergency pollution incidents remedied	Directives met	Emergency pollution incidents remedied	Emergency pollution incidents remedied
	Strategies and implementation guidelines on flood management substantially complete by March 2005	Approved by WRFMC	Flood management policies, strategies and guidelines finalised and implemented	Flood management policies, strategies and guidelines implemented
	Strategies and guidelines on drought management substantially complete by March 2005	Approval by WRFMC	Drought management policies, strategies and guidelines implemented	Drought management policies, strategies and guidelines implemented
	Existing Water Management Areas (WMA) disaster management plans reviewed. Three new WMA plans developed	Plans approved by National Disaster Management Centre	Existing Provincial disaster management plans reviewed and 3 new WMA plans developed	Existing Provincial disaster management plans reviewed and 3 new WMA plans developed
	Support Departmental public safety unit development, implementation and co-ordination	Approved by MANCO	Departmental public safety unit maintained/expanded	Departmental public safety unit maintained/expanded
KFA 7 Ensure the protection of water resources				
7.1 To ensure the protection of inland and estuarine water based ecosystems	Guidelines for effective WQM catchment studies developed and pilot completed at catchment scale	Approved by WRFMC	Strategy for catchment visioning implemented	Strategy for catchment visioning implemented
	Framework for classification system developed	Approved document published in Government Gazette	Classification of resources commenced	Classification of resources continued
	Reserves determined for compulsory licensing in 5 priority catchments and ad hoc reserves determined	Approved by Director General	Reserves completed for compulsory licensing in the remaining 4 priority catchments and another 4 initiated	Reserves completed for compulsory licensing in 4 priority catchments and another initiated

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Framework for systematic conservation of SA rivers developed	Approved by WRFMC	Methodology tested and implemented in the priority catchments for which comprehensive Reserve determinations have been completed	Methodology tested and implemented in the priority catchments for which comprehensive Reserve determinations have been completed
	Riverine vegetation policies developed	Approved by WRFMC	Policies implemented, evaluated and adapted where required	Implementation of policies managed
	Procedures for operationalising Reserve completed	Approved by WRFMC	Procedures followed, evaluated and adapted where required	Implementation of procedures managed
	Resource Quality Objectives procedures revised in line with classification system	Approved by WRFMC	Procedures followed, evaluated and adapted where required for the compulsory licensing priority catchments	Implementation of procedures managed in the compulsory licensing priority catchments
	Scientific and technical training support provided for the WRM function	Compliance with training plan	Training continued and capacitated functional units established	Training continued and capacitated functional units established
	Quantification of dependency of terrestrial ecosystems on groundwater commenced in two pilot areas	Recommendations approved by WRFMC	Quantification of dependency of terrestrial ecosystems on groundwater continued in other areas	Quantification of dependency of terrestrial ecosystems on groundwater continued in other areas
7.2 To ensure protection of ground water in context of impact on land based ecosystems	Ad hoc groundwater resource Reserves determined	Approved by Director General	Ad hoc groundwater resource Reserves determined as required	Ad hoc groundwater resource Reserves determined as required
	Feasibility study complete for groundwater protection zoning for important/vulnerable groundwater systems	Accepted by Local Government	Groundwater protection zoning for important/ vulnerable groundwater systems developed	Groundwater protection zoning for important/ vulnerable groundwater systems developed
	Permits issued in accordance with latest edition minimum requirements	Permit register maintained to reflect status of permit issuing	Permits issued in accordance with latest edition minimum requirements	Permits issued in accordance with latest edition minimum requirements
7.3 To ensure minimization of impacts of waste and land based activities on water resources	Construction of pollution control works for Grootdraai Dam and Sand-Spruit catchment on schedule	Annual review undertaken	Construction of 2 pollution control works on schedule	Construction of 2 pollution control works on schedule
	Manual for the assessment of impact of land based activities on water resources developed	Approved by WRFMC	Assessments implemented	Assessments implemented

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Environmental protocol and guidelines developed to manage DWAF's activities in this regard	Approval by WRFMC	Guidelines and Protocol implemented and tested	Guidelines and Protocol implemented and tested
	Revision of 2nd Edition of minimum requirements for waste disposal facilities (auditing, training and operation)	Approval by WRFMC	Minimum Requirements Edition 3, as well as Minimum Requirements for Training, Operation and Auditing of waste management facilities (Edition 1)	Implementation of Minimum Requirements documents
	Implementation of the Dense Settlements Strategy in identified communities	Reduction of water pollution in identified communities	Implementation in 3 settlements	Implementation in 3 settlements
	Regulations for water care works developed	Regulations promulgated	Regulation disseminated to regional offices and water service authorities/providers	Implementation assessed
KFA 8 Develop effective water management institutions				
8.1 To restructure water resource management institutions	OandM of transferred schemes delegated to Water User Associations with contracts in place	Approved by Minister	OandM of schemes delegated to WUAs with contracts in place	OandM of schemes delegated to WUAs with contracts in place
8.2 To establish and support WMIs	75% of potential Water Resources Revenue collected	Income realised	80% of potential Revenue collected	85% of potential Revenue collected
	5 CMAs established	Governing Board appointed by Minister	Four CMAs established	Four CMAs established
	8 new WUAs established according for resource poor farmers	Constitutions approved by Minister	New WUAs established according to demand (especially for resource poor farmers)	New WUAs established according to demand (especially for resource poor farmers)
	All Irrigation Boards transformed into Water User Associations	Constitutions approved by Minister	Oversight of WUAs in place	Oversight of WUAs in place
8.3 Audit and regulate WMIs	Performance criteria for CMAs and WUAs developed	Approval by WRFMC	Auditing and implementation for CMAs and WUAs	Auditing and implementation for CMAs, WUAs
KFA 9 Align staff, stakeholders and general public to a common vision for Integrated Water Resource Management (IWRM) and develop, capacitate and empower them to best practices thereof.				
9.1 To provide strategic direction	Procedures for NWRS review established, including framework for state of water resources reporting	Approved by WRFMC	NWRS review commenced	NWRS reviews continued, and linkages with all the other WRM KFAs are maintained

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Annual report on Consolidated Environmental Implementation Management Plan (CEIMP) prepared	Approved by Director General	Previous report evaluated and revised planning done (resources) for the next cycle	New report cycle for CEIMP commenced.
	Key Performance Indicators in WQM implementation plan achieved	Assessment as per plan	Criteria to monitor and evaluate implementation and coordination of strategies developed	National WQM Framework evaluated.
	Awareness on new developments in IWRM (e.g. climate change, rainfall augmentation, desertification, etc) maintained	Reports approved by WRFMC	Protocols for DWAF to guide national research in IWRM developed and implemented	Awareness of new developments in IWRM maintained and protocols on guidance by DWAF managed
	Implementation of the NWA and related legislation co-ordinated (including alignment with other relevant legislation) and co-ordination across WRM	Achievement of KPIs assessed through Monitoring and Coordination System (MCS)	Implementation of the NWA co-ordinated	Progress on NWA implementation evaluated and NWA Implementation Plan revised
	Guidelines for information management in WR studies (carried out under 6.3) tested.	Approved by the WRFMC	Guidelines on IWRM implemented under KFA 6.3	Guidelines on IWRM implemented under KFA 6.3
	Water Resource Monitoring Assessment and Information Strategy (WRMAIS) revised and aligned to new needs	Approved by WRFMC	WRMAIS Implemented and evaluated.	WRMAIS implemented, evaluated and adapted where required
	Framework for addressing historical social impacts of existing dams 50% complete	Development proceeding according to plan	Complete Framework for addressing historical social impacts of existing dams	Implement Framework for addressing historical social impacts of existing dams
9.2 To co-ordinate development and ensure the implementation of strategies for catchment management	Generic guidelines produced for Catchment management strategies	Approved by WRFMC	Guidelines implemented and progress monitored	Guidelines reviewed and updated
	Evaluation and development of water resource (catchment) analysis tools/models to support water resources planning processes	Tools being applied	Evaluation and development of water resource (catchment) analysis tools/models to support IWRM	Evaluation and development of water resource (catchment) analysis tools/models to support IWRM

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
9.3 To establish, implement and maintain the National Monitoring and Information Management system	Guidelines and standards developed for water resources information and provision of information	Internally applied	Internal standards managed and coordination of national water resources information standards initiated	Internal and national water resources information standards managed
	Surface and ground water quantity and quality monitoring systems maintained, upgraded and expanded by 5%	Increased data available	Network fully maintained and increased coverage of another 5%	Network fully maintained and increased coverage of another 5%
	New and special integrated water resources monitoring programmes developed as required	Programmes approved by WRFMC	New and special water resources monitoring programmes implemented	Special integrated water resources monitoring programmes managed and the success thereof evaluated
	Information systems upgraded and maintained, and the possibilities to interlink existing systems investigated	Approved realignment of development plans	Interlinking of systems implemented and interfacing between systems investigated. (Including fully GIS based and Web enabled systems)	Implementation and support of interfaced systems, based on a new architecture, appropriate for the decentralized nature of WMIs, managed
	Comprehensive long-term plan for the development of computerised decision-support systems for water resources planning in place	5 year plan approved	Support systems managed and maintained at maximum efficiency	Support systems evaluated and redirected where required
	Effective flood and drought management system in place	Internally applied	Flood and drought management system managed, maintained and supported for maximum efficiency	An effective flood and drought management system maintained
9.4 To ensure representative, capacitated and empowered staff for IWRM	Skills development, mentoring and HR acquisition plan implemented and monitored according to Equity and Black Economic Empowerment (BEE) requirements	75% of posts filled	Skills development, mentoring and HR acquisition plan implemented and monitored according to Equity and Black Economic Empowerment (BEE) requirements	Skills development, mentoring and HR acquisition plan implemented and monitored according to Equity and Black Economic Empowerment (BEE) requirements
	Training conducted according to skills development plan	Number of staff undergoing training	Training conducted according to skills development plan - another 30 % of plan covered	Training managed according to skills development plan, 95% covered
	Capacity building programmes developed for stakeholders' empowerment in IWRM	Materials developed and courses presented	Progress managed, monitored and evaluated	Initiative for achieving representivity reviewed

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Inventory of training programmes compiled	Approved by WRFMC	Training inventory updated	Training inventory updated
	RDM and Ground-water training networks in place and operational	Training material produced	New programme developed for the second phase of DEWATER in IWRM Management structures in place to call for training network proposals, evaluation and approval of new networks	New training networks in place and fully operational
9.5 To ensure capacitated and informed stakeholders	Framework to guide stakeholders in water resources management developed	Materials produced and disseminated	Guidelines for stakeholders' guidance implemented through extensive publication and awareness programmes	Guidance to stakeholders in Water Resources managed within developed framework
	Informed stakeholder participation in forums, Water User Associations, etc	Quality of stakeholder inputs enhanced	Informed Stakeholder Participation forums managed	Informed Stakeholder Participation forums managed
KFA 15 Promote IWRM in Africa in support of NEPAD				
15.1 Promote IWRM in shared water courses	Limpopo commission established. Agreement with Namibia on Lower Orange River	Agreements signed by relevant countries	Incomati Commission established	Maputo Commission established
15.2 Improve co-operation with other countries and external bodies	Good participation in and support to AMCOW and SADC structures	Regional programmes approved and implemented	Improved regional co-operation aligned to DFA policy	Improved regional co-operation aligned to DFA policy
	Co-operation agreement with Brazil effective	Exchange of technical information and resources		
	Improved co-operation with developing countries	Improved co-operation with developing countries		
	EU financing agreement in place	Official Development Assistance (ODA) agreements concluded	Improved co-operation with developed countries	Improved co-operation with developed countries
	Improved relationships with international and multilateral organizations	Regular exchange of information	Improved relationships with international and multilateral organizations	Improved relationships with international and multilateral organizations
15.3 Influence global agenda for IWRM	Ongoing advocacy activity around IWRM to influence international debate	Concepts appear in outcome documents	Input to international debate	Input to international debate
	G8 support to AMCOW in place	Financing agreements signed	Facilitate access to funding for IWRM	Facilitate access to funding for IWRM

6.3 FUNCTIONAL AREA: WATER SERVICES

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
KFA 10 Ensure provision of sustainable basic Water Supply and Sanitation for improved quality of life and poverty alleviation				
10.1 To ensure infrastructure delivery to minimise water supply backlog over next 4 years	Increased access to sustainable basic water supply - backlog reduced by a further 1,5 million people (sector target) DWAF monitor and support municipalities to achieve target	Reliable sector reports indicating people served measured against agreed KPIs	Backlog reduced by further 1.5 million (sector target) DWAF monitor and support municipalities to achieve target	Backlog reduced by further 1.5 million people (sector target) DWAF monitor and support municipalities to achieve target
	At least R2 billion allocated in all government spheres to meet the basic water supply needs of the country	Annual Exchequer Budget allocation and donor funding for Basic Water Supply. Regular reporting	Sufficient resources allocated in all government spheres to meet the basic water supply needs of the country	Sufficient resources allocated in all government spheres to meet the basic water supply needs of the country
	Guide and support the development and roll-out of a functional MIG process and ensure that MIG projects meet sector targets and KPIs	Implementation of water supply projects according to MIG principles and national water services goals	MIG well established, supported and monitored	MIG well established, supported and monitored
10.2 To ensure the basic sanitation backlog is addressed within next 6 years	Sector Target: Backlog reduced by a further 240 000 households. DWAF monitor and support municipalities to achieve target	Quarterly monitoring and evaluation reports to Water Services Functional Management Committee and biannual reports to Cabinet	Backlog reduced by further 250,000 households (sector target) DWAF monitor and support municipalities to achieve target	Backlog reduced by further 300,000 households (sector target) DWAF monitor and support municipalities to achieve target
	At least R500 million allocated in all government spheres to meet the basic sanitation needs of the country	Annual Exchequer Budget allocation and donor funding for Basic Sanitation Regular reporting	Sufficient resources allocated in all government spheres to meet the basic sanitation needs of the country	Sufficient resources allocated in all government spheres to meet the basic sanitation needs of the country
	Guide and support the development and roll-out of a functional Municipal Infrastructure Grant process and ensure that MIG projects meet sector targets and KPIs	Implementation of sanitation projects according to MIG principles and National water services goals	MIG well established, supported and monitored	MIG well established, supported and monitored
	Replace bucket system of 12,000 households (sector target)	Monthly National Sanitation Task Team (NSTT) and sector monitoring and evaluation reports	Replace bucket system of 12,000 households (sector target)	Replace bucket system of 12,000 households (sector target)

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
10.3 To ensure that all poor South Africans have access to free basic water supply and sanitation	Free Basic Water accessible to 75% of people served DWAF monitor and support municipalities to achieve target	Free Basic Water reporting from PSUs (Provincial Support Units)	Free Basic Water (FBW) implemented serving 80% of people DWAF monitor and support municipalities to achieve target	Free Basic Water (FBW) implemented serving 85% of people DWAF monitor and support municipalities to achieve target
	Free Basic Sanitation policy approved by Minister by June 2004 Strategy approved and rolled out in consultation with stakeholders	Targets and reports based on approved strategy	To be based on approved strategy	To be based on approved strategy
	All water services institutions supported by Provincial Support Units to implement free basic water and sanitation sustainably	Free Basic Sanitation reporting from Provincial Support Units	Ongoing support provided	Ongoing support provided
10.4 To promote sanitation practices and minimize waterborne diseases	Better sanitation practices communicated to at least 300 000 households (sector target)	Official hygiene education sector KPIs agreed by the National Sanitation Task Team Health and hygiene strategy rolled out	Better sanitation practices communicated to at least 300 000 households (sector target)	Better sanitation practices communicated to at least 300 000 households (sector target)
	Health and hygiene programmes incorporated into school curricula Target: Grades 0-6	Health and hygiene in school curricula	Health and hygiene programmes in curricula rolled out to 50% of schools	Health and hygiene programmes in curricula rolled out to further 50% of schools
KFA 11 Ensure effective and sustainable delivery of water services to underpin economic and social development				
11.1 To ensure water services Sector has a sound and enabling legislative and policy framework	Gap analysis for both policy and legislation completed Water Services Amendment Bill put to the Minister by March 2005	Amendment Bill published	Amendment Act promulgated. Policies updated and policy documents produced	Policy and legislation aligned
	Strategies for Water Services Support, Monitoring and Evaluation, Regulation, Institutional Reform and higher levels of service (water services ladder) in place by March 2005	Draft strategies and guidelines Monitoring arrangements with Water Services Sector Leadership Group established	Strategies and guidelines being used in sector	Strategic Framework for water services implemented in sector
	Enabling environment for gender mainstreaming created within DWAF and broader sector (3 Provinces) Incremental attainment of 50% women in all structures through participation and co-ordination of stakeholders	DWAF human resources and monitoring and evaluation reports per gender KPIs DWAF Gender Unit functioning	Enabling gender mainstreaming in the Sector (extending to remaining 6 provinces)	Enabling environment for gender mainstreaming in the Sector

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
11.2 To ensure an effective co-ordinated and organised Water Services Sector	Provincial sector functioning with inter-departmental coordination and programme alignment	Stakeholder analysis surveys Membership reflective of sector Sector reports Water Services Sector Leadership Group fulfilling its role	Sector working together for same goals	Sector working together for same goals
	Provincial sector strategies developed, (targeting KZN, LP and EC) and municipalities accessing funds for water services (MIG, CBG)	Guidelines and tools used by local govt Municipal water services plans and budgets Reporting on sector not DWAF only	Water services funded and delivering Sector goals and targets being met	Water services funded and delivering Sector goals and targets being met
11.3 To establish and maintain an integrated and effective water services sector planning culture, process and systems	Water Services Development Plans developed as part of the IDP in all 155 water services Authorities Level 1 and 2 of received WSDPs assessed and quality improvement quantified in report by March 2005	Water Services Development Plans submitted to DWAF and status report submitted to Water Services Functional Management Committee	Water Services Development Plans developed by all Water Services Authorities and improvement on quality and monitoring of WSDP's and written reports by DWAF to 80% of Water Services Authorities	Water Services Development Plans developed by all Water Services Authorities and improvement on quality and monitoring of WSDP's and written reports by DWAF to 90% of Water Services Authorities
	WSDP development, project planning and programmes in local government supported and water services business approach reflected	Annual report reflects achievement	Projects reflect the elimination of backlogs as well as improved service delivery	Projects reflect the elimination of backlogs as well as improved service delivery
	DWAF planning reference frameworks developed for all District Municipalities to facilitate local planning, water services DP assessment and population of the Information System	Consistent and reliable knowledge sharing on all related WSDP topics	Improved planning and monitoring through common, verifiable planning data and reference frameworks	Improved planning and monitoring through common, verifiable planning data and reference frameworks
	Alignment of DWAF actions to support ISRDP and URP nodes	Alignment with other planning initiatives (IDP, IRDP, UR Water Resource, etc)	Alignment with other sector planning initiatives in ISRDP and URP nodes	Alignment with other sector planning initiatives in ISRDP and URP nodes
11.4 Monitor performance of water services and intervene where needed.	National regulatory strategy developed with participation of water services sector by Sept 2005	First draft regulatory strategy submitted	Implementation and improvement of regulatory strategy	Implementation and improvement of regulatory strategy

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Development and implementation over 50% of sector of a regulation system linked to water services information systems Verification framework developed	Functional system able to provide accurate assessment of water services sector performance	Coverage of 70% of the water services sector Annual reports linked to integration of information	Coverage of 80% of the water services sector Annual reports linked to integration of information
	Dissemination of report on performance of water services institutions (including Water Boards)	Annual reports	Publication and dissemination of report	Publication and dissemination of report
11.5 To establish and maintain a National Information and Monitoring System	Maintenance and progressive further development of National Information System	Key information accessible and key reports produced	National Information System maintained. Progressive development and improvement	National Information System maintained. Progressive development and improvement
11.6 To promote water services knowledge sharing and ensure an informed sector	Internal and external stakeholders informed of water services legislation, policies and programmes and sector challenges and achievements with a focus on the regulatory framework, institutional reform, Local Government support, free basic services, WASH and meeting sector targets	Campaigns held and plans, materials and reports developed Stakeholders reached Water Services Information Centre established	Internal and external stakeholders informed about water services issues	Internal and external stakeholders informed about water services issues
	Water Services knowledge network established by relevant sector partners with implementation strategy started by May 2004 and initial network operational by early 2005	MOU signed by all parties by April 2004 Capacity and resources in place Develop water services component in other local government programmes	Network extended and reliable information accessible to sector	Reliable information accessible to sector
KFA 12 Ensure effective Water Services Institutions				
12.1 To support Water Services Institutions to become sustainable	60% of water boards have favourable performance	Annual performance measured against set criteria	Improved effectiveness and sustainability of Water Boards (70%)	Improved effectiveness and sustainability of Water Boards (80%)
	30% of Water Services Authorities functioning effectively	Set of basic KPIs	Improved functioning of Water Services Authorities (40%)	Improved functioning of Water Services Authorities (50%)

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	50% of Water Services Providers functioning effectively 10% reduction of complaints	Set of basic KPIs	Improved functioning of Water Services Providers (60%)	Improved functioning of Water Services Providers (70%)
12.2 To align and co-ordinate National Capacity Building, Training and Awareness Programmes	Local government support strategy developed and aligned with DPLG by June 2004 Overall water services support strategy by April 2005 agreed to by all key stakeholders	Water Services support strategy in place for the sector	Coordinated and targeted support provided	Coordinated and targeted support provided
	Municipalities supported to reach funding agreement by January 2005 for DoRA 2005/6	Funding agreement reflected in DoRA	Capacity building grants accessed for strengthening municipal water services capacity per DoRA 2006/7	Capacity building grants accessed for strengthening municipal water services capacity per DoRA 2006/7
12.3 To support a skills development strategy for the sector to ensure appropriately trained human resources	MOU between DWAF, DPLG and LGWSETA June 2004 for collaborative implementation of sector skills development plan	NQF compliance Unit standards in place Improved sector skills plan Number of municipal trainees	Accelerated and expanded accredited training and education programmes to meet the needs of the sector	Accelerated and expanded accredited training and education programmes to meet the needs of the sector
	Masibambane NGO/CBO training targets met NGO participation in sector skills development strategy	Accreditation of NGO training providers Number of NGO/CBOs trained	Education and training NGOs providing services	Education and training NGOs providing services
	DWAF advocacy and training programme for managers and staff implemented and all women in DWAF have access to training	Number of women trained Course curricula developed	Women in sector prioritised for training and gender awareness integrated into courses	Women in sector prioritised for training and gender awareness integrated into courses
12.4 To build the OD and HRD of DWAF WS to play its regulatory support role	Key competencies defined for DWAF water services and staff training and re-skilling planned and 5% of personnel budget spent on training	Training programme approved	Training/mentoring to meet DWAF water services competency needs being provided	Training/mentoring to meet DWAF water services competency needs being provided
	Finalise Operations Branch restructuring plan by June 2004	Restructuring complete	DWAF water services fulfilling its long term role	DWAF WS fulfilling its long term role

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Structure 60% resourced as minimum Redeployment of staff	Population of structure Decrease in resignations	Minimum 70% population of structure	Minimum 80% population of structure
12.5 To ensure accountable and cost effective institutional arrangements for WS provision	National institutional reform strategy developed by all participating parties by June 2004 and two fore-runners embarked upon during 2004/5	Strategy approved by sector Forerunners implemented Lessons documented	Strategy amended in light of lessons from fore-runners and feasibility studies Institutional reform started in targeted areas for completion on national basis by 2013	Institutional reform implemented in targeted areas for completion on national basis by 2013
	DWAF, SALGA and SAW collaboratively driving program and informing members	Communications materials, reports and monitoring and evaluation developed	Stakeholders informed and actively participating	Stakeholders informed and actively participating
KFA 13 Ensure effective local-level operations and management of DWAF water services schemes				
13.1 To ensure an enabling environment for transfers	Policy accepted by Inter-Departmental Transfer Committee and alignment achieved with Local Government policies and programmes	Policies amended by Inter-Departmental Transfer Committee	Policy reviewed for continued alignment	Output achieved
	Agreed policies implemented by stakeholders	Monitoring and evaluation	Policy implemented by stakeholders	Output achieved
	Staff transferred in accordance with Transfer Implementation Plan	Agreements with Bargaining Chamber and Unions on staff transfer issues and labour mechanisms Quarterly monitoring reports	Successful transfer of appropriate staff	HR strategy implemented and compliance ensured
	DoRA Framework for Water Services operating and transfer subsidy 2004-5 implemented and that of 2005-6 agreed	DoRA framework for 2005/6 Gazetted Quarterly reports on DoRA 2004-5 framework agreements	DoRA Framework for Water Services operating and transfer subsidy 2005-6 implemented and that of 2006-7 agreed	DoRA Framework for Water Services operating and transfer subsidy 2006-7 implemented and that of 2007-8 agreed
	Communications strategy for transfers of water services schemes developed and implemented for 84 receiving water services institutions	Quarterly reports against Communications plan	Receiving WSI's are informed	

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
13.2 To transfer DWAF WS schemes to appropriate WS Institutions	Provincial transfer plans developed in collaboration with DPLG, SALGA and receiving municipalities for 30% of water services schemes (by value)	Transfer Plans approved by Inter-Department Transfer Committee	Output achieved	Output achieved
	At least further 30% of DWAF schemes (with assets and budgets) transferred (based on value)	Transfer agreements approved by all parties	100% transfer of DWAF schemes achieved by 30 June 2005	Output achieved
13.3 To ensure the continuity, effectiveness and efficiency of services through support to receiving WSI's	Water Services Institutions that have taken transfer supported and monitored to ensure that services are rendered in compliance with norms and standards for applicable service	Quarterly reports on service delivery and support activities	Water Services Institutions that have taken transfer supported and monitored to ensure that services are rendered efficiently	Water Services Institutions that have taken transfer supported and monitored to ensure that services are rendered efficiently
	Compliance ensured on transferred schemes with applicable norms and standards	Annual evaluation of schemes	Improved efficiency and management achieved on schemes operated by receiving institutions	Improved efficiency and management achieved on schemes operated by receiving institutions
	Targeted Water Services Institutions capacitated to take transfer of remaining 30% of schemes and fulfil services	Quarterly reports based on details in transfer agreements	Outputs achieved	Outputs achieved
13.4 To facilitate and strengthen the efficiency and effectiveness of DWAF as interim WS Providers	Compliance ensured on transferred schemes with applicable norms and standards	Annual evaluation of schemes	Improved efficiency and management achieved on schemes operated by DWAF in terms of Water Services Provider agreement	Improved efficiency and management achieved on schemes operated by DWAF in terms of Water Services Provider agreement
	Schemes scheduled for refurbishment rehabilitated to Joint Transfer Policy standards	DWAF Quarterly Refurbishment Progress reports	Programmes in place for rehabilitation of remaining DWAF Schemes in line with available funds	Programmes in place for rehabilitation of remaining DWAF Schemes in line with available funds
	20% cost recovery improvement achieved	Increased revenue as reflected in trading operations and cost recovery reports to Treasury of Water Services Institutions in compliance with DoRA Sect 5	Significant improvement on cost recovery for remaining schemes on the operating subsidy	Output achieved
	Operation and maintenance plans for each water services works/scheme 50% complete	Plans completed	100 % OandM plans for schemes/works completed	Output achieved

Strategic Objective	Outputs 2004/5	Measures	Outputs 2005/6	Outputs 2006/7
	Infrastructure maintained to 100% compliance in accordance with completed OandM plans	Annual audits against maintenance procedures	Infrastructure maintained to 100% compliance in accordance with completed OandM plans	Infrastructure maintained to 100% compliance in accordance with completed OandM plans
KFA 14 Promote and support sound policy and practice of water services to achieve water services and sanitation Millennium Development Goals and WSSD targets in Africa				
To promote and support water services initiatives to achieve MDG and WSSD targets in Africa	Plan developed and approved by Minister for participation in activities to share knowledge, experiences and lessons with other developing countries especially in Africa	Millennium target progress reports	Implement plan. Millennium target progress reports submitted to Minister	Implement plan. Millennium target progress reports submitted to Minister
	Inputs delivered to World Water Assessment and report published	Reporting Framework	Inputs to World Water Assessment	Inputs to World Water Assessment
	Proactive engagement with NEPAD and SADC water services initiatives	Involvement in SADC and NEPAD initiatives	Proactive engagement with NEPAD and SADC water services initiatives	Proactive engagement with NEPAD and SADC water services initiatives
	Co-operation with and participation in international water services forums strengthened	Reports and feeding back of information and knowledge	Local and international benefits through sharing	Local and international benefits through sharing
	Increased political commitment and resources for sanitation in Africa achieved	Participate in process to set target in Africa.	Participate in annual reporting on progress in addressing sanitation	Participate in annual reporting on progress in addressing sanitation

CHAPTER 4

7 SERVICE DELIVERY IMPROVEMENT PLAN

SERVICE DELIVERY STANDARDS

Department of Water Affairs and Forestry as an organisation recognises that some of its services are so important that it is willing to guarantee them. Under this rubric, as many standards as our business permits may be established. However, for now, these will be limited to the three most obvious standards of "customer care" and service delivery: -

- **Keeping appointments**
If any employee of the Department makes an appointment with a customer, Department of Water Affairs and Forestry guarantees that the employee will keep the appointment at a mutually agreed time unless exceptional circumstances arise.
- **Written complaints about Department of Water Affairs and Forestry's service**
Department of Water Affairs will reply to written complaints (including those received by electronic mail) in full within 20 working days. Should this not be possible for whatever reason, a progress report will be furnished and the details of the person handling the complaint will be given the complainant. The progress report will be followed by a full reply within 10 working days of the progress report.
- **Complaints by telephone**
If a member of the public lodges a complaint by telephone, and in the course of the telephone conversation, it is agreed that a written reply is necessary, Department of Water Affairs and Forestry will reply within 20 days of recording the complaint. Should this not be possible for whatever reason, a progress report will be furnished and the details of the person handling the complaint will be given to the complainant. The progress report will be followed by a full reply within 10 working days of the progress report.
- **Guaranteed service standards**
Given the Department of Water Affairs and Forestry's commitment to Batho Pele, DWAF is willing to declare, but not guarantee, some of the levels of service that the public can expect. To this end, DWAF has set testing targets for its employees. These targets as against a method of communication are outlined below:

	METHOD OF COMMUNICATION	TARGET
	Telephone calls	
1	All calls to all Department of Water Affairs and Forestry's offices will be answered within: 15 seconds (5 rings) 30 seconds (10 rings) If the Customer's query cannot be answered at the time of the call, a return call must be made at all times.	85% 90%
	E-mail	
2	Customers queries through e-mail about Department of Water Affairs and Forestry services must be answered: Within 24 hours; or If more time is needed for a fuller reply within 5 working days	95% 100%
	Written correspondence	
3	All written queries from customers must be answered within 30 working days	80%

With regard to written queries from the public, we aim to:

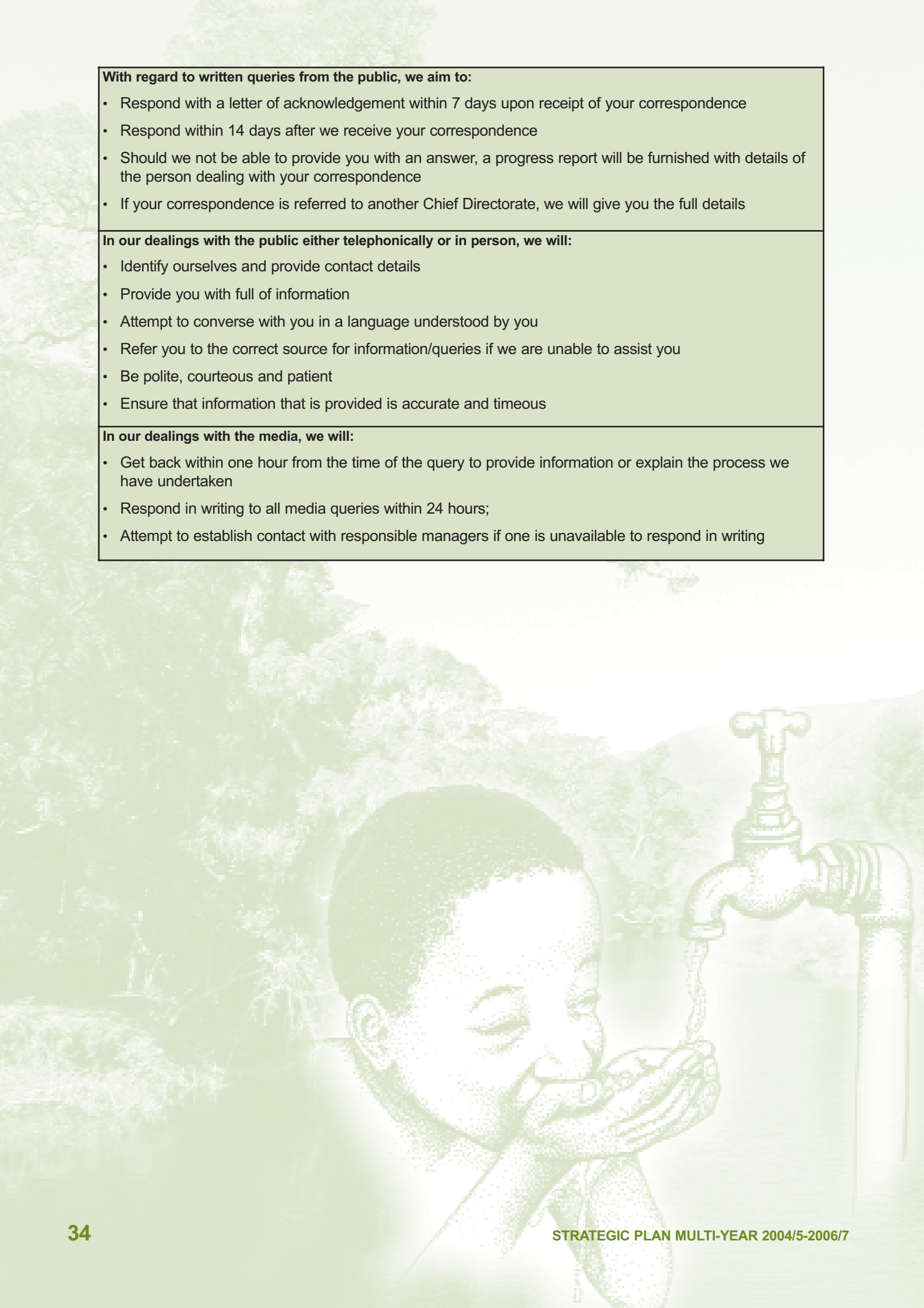
- Respond with a letter of acknowledgement within 7 days upon receipt of your correspondence
- Respond within 14 days after we receive your correspondence
- Should we not be able to provide you with an answer, a progress report will be furnished with details of the person dealing with your correspondence
- If your correspondence is referred to another Chief Directorate, we will give you the full details

In our dealings with the public either telephonically or in person, we will:

- Identify ourselves and provide contact details
- Provide you with full of information
- Attempt to converse with you in a language understood by you
- Refer you to the correct source for information/queries if we are unable to assist you
- Be polite, courteous and patient
- Ensure that information that is provided is accurate and timeous

In our dealings with the media, we will:

- Get back within one hour from the time of the query to provide information or explain the process we have undertaken
- Respond in writing to all media queries within 24 hours;
- Attempt to establish contact with responsible managers if one is unavailable to respond in writing



7 SERVICE DELIVERY IMPROVEMENT PLAN INFORMATION

7.1 SUPPORT SERVICES

7.1.1 Financial Management

Main Service to be provided	Main Customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Performance of risk assessment	All branches within the department	<ul style="list-style-type: none"> Effective Internal Audit methodology Modernised Information Technology (Internal Audit software) Sound client relationship with management and external auditors 	<ul style="list-style-type: none"> Professional and competent Internal Audit staff Render high quality Internal Audit services 80% of audits completed as per approved audit plan on time and within budget 	<ul style="list-style-type: none"> Conduct Road Shows marketing Internal Audit Services Briefing sessions with clients 	<ul style="list-style-type: none"> Departmental hotline Internal Audit E-mail
Management of accounts receivables and accounts payables	<ul style="list-style-type: none"> Debtors Suppliers and service providers 	<ul style="list-style-type: none"> Effective, reliable and flexible systems Competent staff Improvement of business processes 	<ul style="list-style-type: none"> Payments of accounts within 30 days Payment of remuneration in due date 	<ul style="list-style-type: none"> Regular statements Accurate information Proper communication Age analysis Management reports 	<ul style="list-style-type: none"> Hotline Complain logbook Letters Help desk
Ensuring that the department has and maintains an appropriate procurement system which is fair equitable, transparent, competitive and cost-effective	<ul style="list-style-type: none"> Project managers Service providers National Treasury DPSA 	<ul style="list-style-type: none"> Effective procurement systems Sound client relationship E-Procurement Conduct research on best practices and policies 	<ul style="list-style-type: none"> Accurate management information Reduced turn-around time for goods and services Quality advice to officials and public 	<ul style="list-style-type: none"> Workshops Procurement Officers' forum Internet and Intranet Government tender bulletin circulars 	<ul style="list-style-type: none"> Toll-free hotline no Inspections Complaints register
Budgeting, planning and control	<ul style="list-style-type: none"> Program managers Managers National Treasury Public 	<ul style="list-style-type: none"> Effective, reliable and flexible systems Proper guidelines 	<ul style="list-style-type: none"> Adhere to budget and planning guidelines of the PFMA Meet guidelines 	<ul style="list-style-type: none"> Early warning systems Quarterly budget evaluation 	<ul style="list-style-type: none"> E-mails, phones and complaints register

Main Service to be provided	Main Customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Management of assets	<ul style="list-style-type: none"> Managers National Treasury Regions Public Works Public 	<ul style="list-style-type: none"> Proper asset register Proper Asset management 	<ul style="list-style-type: none"> Optimise assets Account for all assets 	<ul style="list-style-type: none"> Report on linking assets to service delivery Asset register 	<ul style="list-style-type: none"> Hotline Letters
Accounting and reporting management	<ul style="list-style-type: none"> National Treasury Auditor-general Public Management Audit Committee 	<ul style="list-style-type: none"> Relevant and integrated financial and procurement systems 	<ul style="list-style-type: none"> Reporting and accounting in terms of the PFMA Reporting in terms of stakeholder requirements e.g. DPSA 	<ul style="list-style-type: none"> Financial statements Management reports 	<ul style="list-style-type: none"> Audit report SCOPA reports Letters

7.1.2 Internal Audit

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
1 Compliance/performance audit projects	Management, Head Office, Regions and Area Offices	Increase in the budget (funds) Filling of vacant posts	IIA standards Best practices	Plans, proposals, and working papers	CFO Accounting Officer
2 Special investigation/projects		Capacity/training of personnel Outsourcing of certain functions: Computer audit and forensic investigations		Reports to the Audit Committee Annual reports	Audit Committee

7.1.3 Human Resources

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
1 Customer focused HR related (HRM and HRD) services	All DWAF employees, part and present. Potential new institutions. Organised labour. Immediate relatives of DWAF employees	Effective HR systems. Sound Client relationship management. Modernised Information Technology enabled HR systems. Conduct research and development on HR trends, patterns and global thinking. Monitor and evaluate HR client satisfaction and service impact	Render high quality HR advice. Turn-around service delivery time by up to 80% reduction in current process-progressively . All HR services to embody a caring and human character. All HR services to be adding value to and promote DWAF Transformation program commitments. Practice zero tolerance for unfair discrimination of any form, specifically racism and sexism. Practice zero tolerance for corruption. Foster zero wastage of government resources with HR context. Provide HR HELP DESK	Multi-media sustained communication campaign with targeted clients. Periodic live engagement/ briefing sessions with targeted clients. Multi-lingual communication mediums in targeted information and educational sessions	HR Ombuds Person: <ul style="list-style-type: none"> • HR HOT line • HR HOT E-mail. • HR Service Delivery Barometer. • HR Service Delivery Penalties
2 Give strategic corporate advice and ensure efficient administrative support to the institutional restructuring process	All affected DWAF employees. Line managers. Potential receiving institutions	HR plays active role in restructuring processes. HR co-ordinate restructuring process through new capacity vested in Restructuring Co-ordinator (new position to be created and filled in April/May 2002)	Render high quality HR advice. Maintain sound HR administration systems. Maintain sound HR people management practices. Avoid administrative backlogs. Execute restructuring within a framework of DWAF Transformation Program. Manage sound labour relations	Multi-media sustained communication campaign with targeted clients. Periodic live engagement/briefing sessions with targeted clients. Multi-lingual communication mediums in targeted information and educational sessions	HR ombuds. HR Service Delivery Barometer. HR Service Delivery Penalties
3 Develop leadership for change management	All managers in DWAF	Compulsory and tailor-made capacity building programme for all managers.	Meet client needs in most cost effective and timely manner. Meet and surpass client expectations.	Multi-media sustained communication campaign with targeted clients. Periodic live	HR Service Delivery Barometer

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
		Promote change management skill as essential for any present and future managers	Anticipate client future needs	engagement/ briefing sessions with targeted clients. Through mentoring and coaching	
4 Develop HR infrastructure and capacity	All regional office management and staff. HR portfolio holders in regions.	Define and formalise new relationships with regional managers and HR regional portfolio holders. Institute quarterly assessment meetings. Contracting for HR performance excellence.	Meet client needs in most cost effective and timely manner. Strive to meet and surpass client expectations. Anticipate client future needs. Maintain successful client relationships.	Multi-media sustained communication campaign with targeted clients. Periodic live engagement/ briefing sessions with targeted clients. Through mentoring and coaching	HR Ombuds Person: HR HOT line. HR HOT E-mail. HR Service Delivery Barometer. HR Service Delivery Penaltie

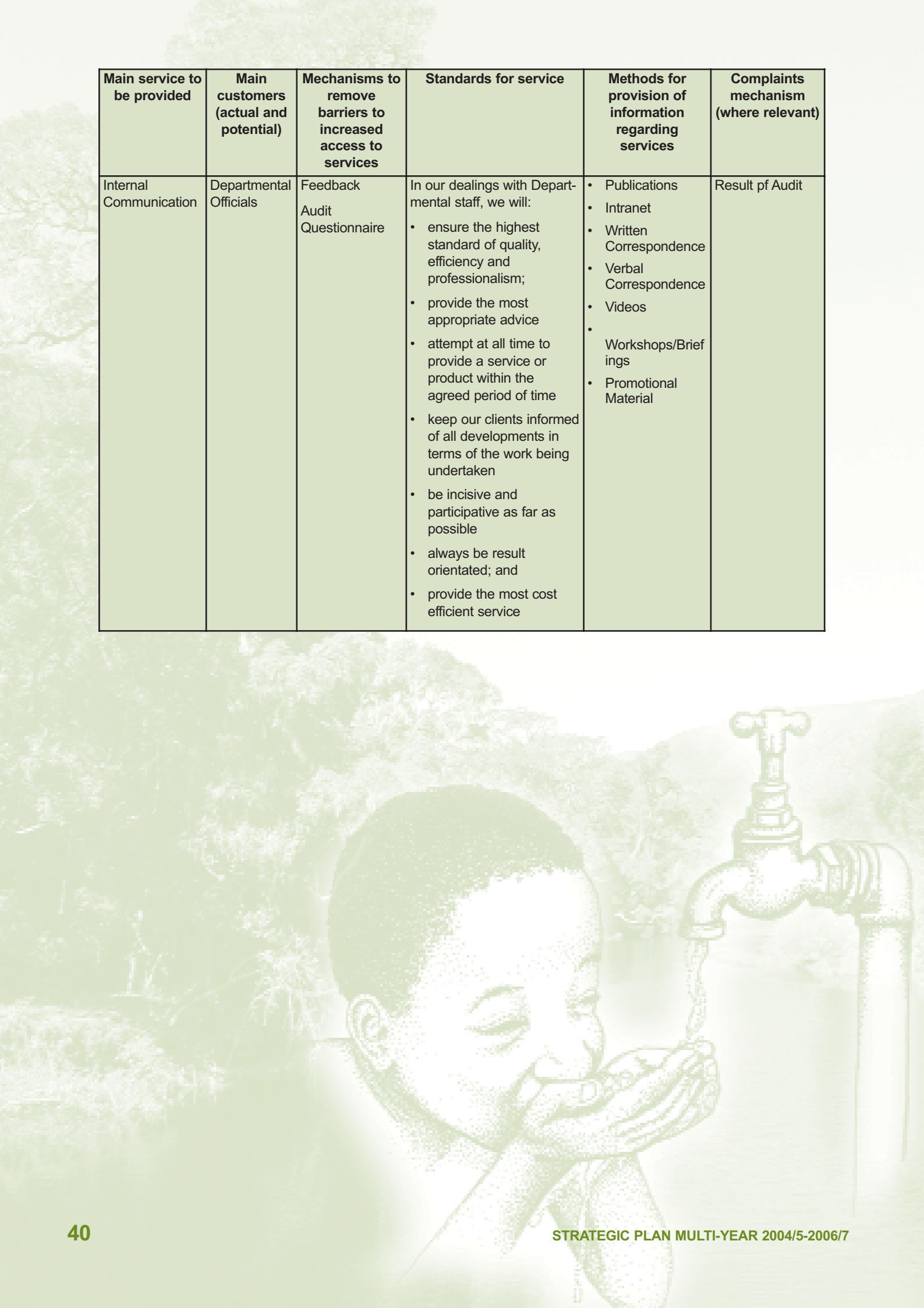
7.1.4 Information Services

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Information Services Strategic Management	Chief Directorate and all users	Strengthening of core competencies and streamlining of IS Planning and Procurement	Information Services Quarterly Management System Information Service Plans for all Directorates	Intranet, E-mail	(011) 336 8701
Information Services Systems Management (Development, Maintenance of the system)	Scientific Services and Chief Directors and Regions	Split of development and maintenance and contracted against Project Plans or SLAs	Information Management System (quarterly Management System), Project Plans, Service Level Agreements	Intranet, E-mail, JPM's	Joint Project Meetings
Operations Management (maintenance of the infrastructure)	DWAF - All Users	Outsourcing Service Level Agreement Performance Management Approval	As defined in the quarterly management system and service level agreements	Intranet, E-mail	(012) 336 8701
Information Services Project Management	Chief Directors, Project Managers, Portfolio Managers	Outsourcing Appoint Portfolio Managers for each Directorate Enforce proper project management standards. Performance Appraisal	As defined in the quarterly management system and service level agreements As defined in the quarterly management system	Intranet, E-mail, reports Intranet, E-mail Satisfaction survey	CSC on (011) 203-0411 (012) 3368701

7.1.5 Communications

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Access to information	Public	Feedback Spot Telephonic Audits	<p>In our dealings with the public either telephonically or in person, we will:</p> <ul style="list-style-type: none"> • Identify ourselves and provide contact details • Provide you with full of information • Attempt to converse with you in a language understood by you • Refer you to the correct source for information/ queries if we are unable to assist you • Be polite, courteous and patient; • Ensure that information that is provided is accurate and timeous 	<p>Publications Internet Written correspondence Verbal correspondence</p>	<p>Responses from public Results of Audit</p>
Media Queries	Media	Feedback from the media	<p>In our Dealings with the media, we will:</p> <ul style="list-style-type: none"> • Get back to you within on hour from the time of your query so as to provide you with information or explain the process we have undertaken; • Respond in writing to all media queries within 24 hours; • Attempt to establish contact with responsible managers if one is unavailable to respond in writing • All media queries will be logged in a media register which will involve the following: • Date, Time, Query, Name of journalist, Name of media, Responsible, Communication official, Responsible line function official, Copy of written response, Follow-up phone/email/fax 		

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Internal Communication	Departmental Officials	Feedback Audit Questionnaire	<p>In our dealings with Departmental staff, we will:</p> <ul style="list-style-type: none"> • ensure the highest standard of quality, efficiency and professionalism; • provide the most appropriate advice • attempt at all time to provide a service or product within the agreed period of time • keep our clients informed of all developments in terms of the work being undertaken • be incisive and participative as far as possible • always be result orientated; and • provide the most cost efficient service 	<ul style="list-style-type: none"> • Publications • Intranet • Written Correspondence • Verbal Correspondence • Videos • Workshops/Briefings • Promotional Material 	Result of Audit



7.1.6 Administration

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Provide a logistical service to the Department to meet the main vision and mission	Chief users and line functionaries	Turn around time to be decreased	Streamline prescribed and system Concentrate on more training and better communication	Use of prescribed documents E-mail Circular Fax	Report to Director: Administration or Deputy Director Provisioning Services
Conducting inspections	Stores Regional Offices	Frequent visits to customers	Quality reports Approved programme of action	Reports Questionnaires	Meetings with customers and supervisors
Managing PAS Policy and PAS Manual	Stores officials End users SAMDI	Continuous revision of policy manual	Policy and manual must be clear for all customers to implement	Policy document Manual Meetings	Meetings with customers and supervisors
Managing cell phone policy	Cell phone holders	Continuous revision of policy Orientation of customers.	Policy must be clear for all customers to implement	Policy document Circulars Letters	Discussion with customers and Service Providers
Managing LOGIS w.r.t. the ICN and Supplier's particulars	End users Suppliers	Clear forms to be used for customers requests	Satisfied needs of customers	Standard forms Letters Circulars	Discussion with customers and LOGIS Centre
Training	Officials in provisioning environment	Clear forms and adequate information to be provided to customers	Development of officials in provisioning activities	Standard forms Letters Circulars	Discussion with customers, HRD and SAMDI
Managing the PAS process	Regional Offices Head Office	Clear policies and procedures	Minimise risk	Circulars Letters Meetings	Director: Administration
Provide a uniform Protection Services to safeguard DWAF's assets	DWAF officials Visitors Contractors	Continuous revision of policies Training and Development	Minimise risk and ensure a safe working environment	Evaluation reports Annual reports Continuous reporting to relevant managers	Director: Administration
Making inputs in the policy making of the Section: Government Water Schemes Drafting and publishing or Government Notices	1 DWAF Regional Offices Area Offices Pretoria West (Provisioning) Other Departments Justice (State Attorneys) Finance (State Expenditure) State Language Bureau	Establishment of a comprehensive information system, which is updated regularly and accessible to personnel and external customers A barcode tracking system for documents and submissions	Chapters 4 and 5 of the National Water Act, 1998 Financial delegations and prescriptions. Section 11 of the Water Research Act, 1971. PERSONNEL Policy.	Submit guidelines and policy documents directly to Stakeholders Interpret statutes for Stakeholders Make records available on request to interested Stakeholders	Supervisor Transformation Committee Corruption line

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
<p>Co-ordinate and control of allocated water rights.</p> <p>Control and co-ordinate the issuing of licences and authorisations for various Stakeholders.</p> <p>Control of financial expenditure with regard to telephones, provisioning.</p> <p>Co-ordinate and control the recovery of State DEBTS</p> <p>Determining and control of Water Research Levies. Determination of rates and tariffs.</p> <p>Personnel management and recruitment</p>	<p>2 Deeds Office Commission on Restitution on Land Rights Agriculture</p> <p>3 Other Water Research Commission Public Municipalities/ Industries Irrigation Boards Water Users Associations</p>	<p>Establishment of a comprehensive information system, which is updated regularly and accessible to personnel and external customers</p> <p>A barcode tracking system for documents and submissions</p> <p>A more efficient IT network and software programmes to be installed.</p> <p>Provision of access to Departmental and Strategic plans, organograms and approved policies.</p>	<p>Chapters 4 and 5 of the National Water Act, 1998</p> <p>Financial delegations and prescriptions.</p> <p>Section 11 of the Water Research Act, 1971.</p> <p>PERSONNEL Policy.</p> <p>Specific tasks: Within required timeframes</p> <p>General tasks:</p>	<p>Submit guidelines and policy documents directly to Stakeholders</p> <p>Interpret statutes for Stakeholders</p> <p>Make records available on request to interested Stakeholders</p>	<p>Supervisor</p> <p>Transformation Committee</p> <p>Corruption line</p>
<p>Licences to construct, alter, impound and abandon dam</p> <p>Classification and registration of dams with a safety risk</p> <p>Dam safety inspections and directives</p> <p>Advisory Committee on Safety of Dams</p> <p>Approval of Professional persons</p> <p>Arrange for subsidies to be paid out</p> <p>Update of data</p>	<p>Dam owners</p> <p>Dam Safety Office Employees in the Department</p>	<p>Establishment of a comprehensive information system, which is updated regularly and accessible to personnel and external customers</p>	<p>Tasks: within required timeframes</p> <p>Improvement: Keep record of task received and completion</p>	<p>Submit guidelines and policy documents directly to stakeholders</p> <p>Make records available on request to all parties</p>	<p>Supervisor</p> <p>Transformation Committee</p> <p>Corruption toll free line</p> <p>Dam Safety Office</p>

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Acquisition of land and real rights Disposal of land and real rights Land Administration	Within Department - Engineers, Geomatics, Project Planning, and other divisions Outside Department -Private land owners, other departments, i.e. Land Affairs, Public Works, Registrar of Deeds, SARS consultants, Surveyor- general, etc	Training, funding, proper planning, incentives for officials, better understanding and liaison between departments and directorates (Communication) and experience	Proper training - experience Timeframes are prescribed by relevant legislation.	Legislation, communication, transparency, public meetings, site meetings	Transparency, thus customers are familiar with projects contact persons are always available (Batho Pele) Service level Agreements
Processing of licences	General public, mines, industries, farmers and other State Departments	Speeding up of the reserve determination Regions must have a checklist of the completeness and correctness of their submissions	Zero delay in the processing of licences. Minimised queries and concerns from the clients	Information provided internally via official submissions and externally by official correspondence accompanied by endorsements to the relevant Regional Office(s)	Internal complaints to be addressed via official submissions and complaints received from Regional Office by official minutes and complaints from members of public/agents/ clients by official letters
Water Boards Water User Associations Irrigation Boards National Water Advisory Council Financial Support to Local Authorities Catchment Management Agencies Provisions	Employees in the Department Management in the Department Regional Offices of the Department Government Printer Department of State Expenditure Office of the State Attorney State Language Bureau Ministry for Dept of Public Service and Adm Provincial Government Local Authorities and Transitional Councils Land Bank Irrigation Boards Water Use Associations Water Boards Water users National Water	Establishment of a comprehensive information system, that is updated regularly and accessible to personnel and external customers A barcode tracking system for documents and submissions, especially those on route to the Ministry, in order to monitor the movement of documents A more efficient IT network and software programmes to be installed Provision of access to Departmental and Directorate strategic plans, organograms and approved policies	Specific tasks: within required timeframes General tasks: within broader Departmental timeframes set for relevant tasks Improvement: Keep record of tasks regarding assignment and completion	Submit guideline and policy documents directly to stakeholders Interpret statutes for stakeholders Make records available on request to all interested parties	Supervisor Transformation Committee Corruption line

7.1.7. Legal Services

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Provide legal support to Department and Ministry to ensure that the goals of the Department are met	Advisory Council Public Minister DG Department	Review and restructure the Directorate Legal Services	Two weeks turn around time. Well-researched and reliable opinion. Constant contact with customers	Formal Submissions E-mail Verbal Communication	Report to Directorate Legal Services Report to DDG: CS Report to DG

7.2 FORESTRY

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Forestry regulation	Public, national and provincial conservation agencies; private forestry operators	Expand regulatory capacity within the Department	Effective and efficient implementation of legislative, regulatory and contractual powers	DWAF website Direct communication	Appeals per legislation

7.3 WATER RESOURCE MANAGEMENT

WATER USE AND CONSERVATION					
Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Management of the water quality (resource quality) of the resource through support	DWAF Regional offices	Improving guidelines and strategies for water quality	Ensuring that the water resource remains fit for use by all users	Regional liaison meetings	
Provision of water and financial assistance to emerging farmers	Emerging farmers; rural communities	Implementation of subsidies pricing and financial assistance policies	Compliance with prior commitments with actual amount of water made available and financial assistance provided to emerging farmers	Making use of NAFU and interdepartmental irrigation action committees as a means of communication	Provision of phone number and contact details to emerging farmers
Water Resource Development Strategies	IWRP implemented regarding WC/WDM	Effective participation during the planning phase	Effective decision making based on requirements for National Water Act	Adopt an IWRP approach to WRP	
Authorisation of water use	Bulk water suppliers for domestic/industrial use Industries Irrigators Foresters Etc	Streamline the licensing process Streamline the process for preliminary Reserve determinations Guideline on handling S27 of the National Water Act	Acknowledge receipt of application within 2 weeks Feedback on progress to applicant every 2 months Licences issued within 6 months after application	Liaison with Licensing Assessment advisory Committees Brochure for applicants	Provision of contact details to applicants Appeal procedure as in NATIONAL WATER ACT
Find National/ International reconciliation solutions (reconciliation between water availability and water demand)	Bulk water suppliers, e.g. water boards, Local Authorities, WMLs, etc International Basin commissions Regional Offices	Develop guidelines on Decision Support Models for Water Resource Availability	Develop Internal Strategic perspectives Develop decision support model for reconciling supply and demand e.g. WSAM	Meet RDM requirements Equitable division of allocable water Sustainable water use	Regional liaison meetings

WATER RESOURCE ASSESSMENT (SCIENTIFIC SERVICES)					
Maintain and expand the National Monitoring and Information System	Regions WMLs Bulk water suppliers Research institutions Service providers	Co-operation between Scientific Services, Corporate Services (Information Services) and Regions Expand the monitoring networks Added services, e.g. River Health programme, toxicity monitoring, etc Upgrade and add information systems	Expand monitoring networks in accordance with WMO standards on density of monitoring points Continuous information (without gaps) Electronic access to information	Covered in the NWRS Exhibitions at conferences, e.g. VISA, WSSD Professional interaction	
High confidence level reserve determinations	Regions HO Directorates CMAs Potential water users within a catchment	Streamline procedure Broaden knowledge base of service providers	Reserve accepted through proper public consultation Meet requirements of NWA	Covered in NWRS Public participation launches Presentation at conferences	Appeal procedure as in NWA

7.4 Regional Implementation

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Bulk Water Supply	Water Boards Municipalities Department of Agriculture WU Assoc. Mines	Reducing expenditure at acceptable level of service. Refurbishment of Schemes.	Sustained adequate water delivery. Quantity and quality	Standard agreements	Via Regional Directors
Water Quality Control	Water consumers within province	Continued monitoring and testing against standards	Pollutant free water supply	News media/bulletins	Via Regional Director
Dam Safety	General Public	Regular inspections and maintenance Minimise risk	Safe dam structures	Bulletins	Via Regional Director
Equitable distribution of water amongst user groups	Water users	Ensuring fair practices through licensed control	Equitable allocations of water use	Media/bulletins/information sessions	Via Regional Director
Assistance to emerging farmers	Emerging farmers	Technical assistance and financial support through reduced tariffs	To enable emerging farmers to have a viable existence	By establishing water user associations and by direct contact	Via Regional Director

7.5 WATER SERVICES

Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Macro planning of water services in South Africa	Local Government	Develop a strategy to provide support to Local Government	In accordance with Batho Pele principles as laid down in the White Paper on Transforming Public Service delivery	Workshops Bilateral meetings Brochures Radios	Normal Public Services procedures to be followed
Support to Local Government	Local Government	Improve co-ordination of support			
Regulating water sector	Water Services Providers	Develop efficient systems Develop regulations, model contracts			
Developing water services institutions	Water Services Providers	Improve interaction with water boards			
Ensure provision of basic water and sanitation	Communities especially in rural areas	Support all planning and budget programmes			
Ensure effective operation and maintenance of water services schemes	Local Government	Improve support programmes			

ANNEXURES

A FINANCIAL RESOURCES ALLOCATED TO THE DEPARTMENT

B ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

- B.1. Number and levels of posts filled and authorised posts, per functional area of activity post establishment per population groups
- B.2. Post status that the Department of Water Affairs and Forestry has as at 31/03/2003.
- B.3. Representativity statistics for DWAF
- B.4. Organogram structure of the Department

C HUMAN RESOURCE PLAN

HUMAN RESOURCE PLAN: 2003 – 2006

This current version of our Departmental Human Resource Plan seeks to outline introductory and a very basic set of information interpreting the complex organisational changes process of this planning period.

ANNEXURE A

SUMMARY OF ALLOCATION BY FUNCTIONAL AREA: IN FINANCIAL YEAR 2003/4

TABLE A1:

Programme	Expenditure outcome			Adjusted appropriation	Revised estimates	Medium-term expenditure estim		
	Audited	Audited	Preliminary outcome			2004/05	2005/06	2006/07
R thousand	2000/01	2001/02	2002/03	2003				
1 Administration	189 843	211 373	229 187	285 992	285 992	252 762	268 850	285 092
2 Water Resources Management	724 008	904 470	1 073 992	1 318 580	1 318 580	1 365 755	1 487 463	1 596 518
3 Water Services	1 786 540	1 932 744	1 974 155	2 607 847	2 607 847	1 333 772	1 412 724	1 353 800
4 Forestry	341 226	434 468	403 291	426 761	426 761	349 855	373 375	395 660
Total	3 041 617	3 483 055	3 680 625	4 639 180	4 639 180	3 302 144	3 542 412	3 631 070
				552 637	552 637	(352 222)	(411 123)	
Economic classification								
Current payments	729 935	835 635	1 252 804	1 425 277	1 425 277	1 345 106	1 453 466	1 494 397
Compensation of employees	373 294	406 708	646 661	660 070	660 070	606 705	647 398	686 123
Goods and services	356 046	422 758	604 955	763 050	763 050	736 896	804 473	806 583
Interest and rent on land	–	–	512	2 157	2 157	1 505	1 595	1 691
Financial transactions in assets and liabilities	595	6 169	676	–	–	–	–	–
Unauthorised expenditure	–	–	–	–	–	–	–	–
Transfers and subsidies to:	2 025 265	2 143 395	2 103 965	2 838 099	2 838 099	1 571 760	1 663 654	1 626 330
Provinces and municipalities	1 516 233	1 455 470	1 700 361	2 265 004	2 265 004	1 020 979	1 075 696	995 346
Departmental agencies and accounts	509 032	687 925	403 604	573 095	573 095	550 781	587 958	630 984
Universities and technikons	–	–	–	–	–	–	–	–
Foreign governments & international organisations	–	–	–	–	–	–	–	–
Public corporations & private enterprises	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–
Households	–	–	–	–	–	–	–	–
Payments for capital assets	286 417	504 025	323 856	375 804	375 804	385 278	425 292	510 343
Buildings and other fixed structures	256 843	489 508	306 471	314 121	314 121	320 316	352 513	433 197
Machinery and equipment	15 719	3 930	7 620	50 967	50 967	52 270	58 973	62 511
Cultivated assets	–	–	–	–	–	–	–	–
Software and other intangible assets	13 855	10 587	9 765	9 485	9 485	11 401	12 225	12 959
Land and subsoil assets	–	–	–	1 231	1 231	1 291	1 581	1 676
Total	3 041 617	3 483 055	3 680 625	4 639 180	4 639 180	3 302 144	3 542 412	3 631 070

STANDARD ITEMS OF EXPENDITURE	EXPEI					MEDIUM		
	Audited	Audited	Preliminary Outcome	Adjusted Appropriation	Revised Estimates			
R thousand	1999/00	2000/01	2001/02	2002/3	2003/04	2004/05	2005/06	
Personnel	306 389	373 294	406 708	641 067	641 067	614 562	628 308	666 113
Administrative	99 497	113 303	123 047	158 586	156 586	165 610	174 629	183 661
Inventory	67 637	70 6841	79 615	90 689	90 689	98 684	102 233	110 131
Equipment	84 458	69 508	55 703	64 846	64 846	60 585	63 671	71 198
Land and Buildings	-	7 778	3 192	6 943	6 943	5 888	5 296	5 966
Professional and Special Services	925 455	1 102 340	1 429 608	1 608 996	1 578 996	1 765 174	1 678 630	1 726 374
Transfer Payments	1 187 602	1 298 814	1 384 927	1 190 784	1 190 784	1 375 260	1 000 803	1 189 288
Miscellaneous	5 259	5 896	255	780	780	780	796	804
TOTAL	2 676 297	3 041 617	3 483 055	3762 691	3 732 691	4086 543	3 654 366	3 953 535

FUNCTIONAL AREA	BUDGET PER FUNCTIONAL AREA
Administration	R252 762 000
Water Resources Management	R1 365 755 000
Water Services	R1 333 772 000
Forestry	R349 855 000
Exchequer Account	R3 302 144 Billion

These figures exclude trading account.

ANNEXURE B

ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

The Department's organisational structure and details of the number and levels of posts and the representivity statistics for DWAF are presented in Annexure B.

The following assumptions underpinned these figures:

SUPPORT SERVICES

This will not change much in the next 3 years and posts will have to be filled in order to manage the restructuring process.

WATER SERVICES

Transfer of water services schemes is planned for completion in the next 3 years. A VSP (Voluntary Severance Package) rate (24%) was taken plus mortality and turnover (10%) plus 1 000 transfers per year since it is not believed that 3 000 transfers will be able to be done a year. This was calculated from 2003 onwards.

FORESTRY

The same rates were used as above plus (10%).

WATER RESOURCES

The impacts on staff complements of water resources restructuring are not expected to be significant during the period described.

ANNEXURE B1

NUMBER AND LEVELS OF POSTS FILLED AND AUTHORISED POSTS, PER FUNCTIONAL AREA OF ACTIVITY POST ESTABLISHMENT PER POPULATION GROUP

POST ESTABLISHMENT	FUNCTIONAL AREA									
	CORPORATE		WATER SERVICES		WATER RESOURCES		FORESTRY		TOTAL	
	FILLED	APPROVED	FILLED	APPROVED	FILLED	APPROVED	FILLED	APPROVED	FILLED	APPROVED
Approved posts on establishment	602	802	11407	16983	595	980	3679	5543	16283	24308
Additional posts on establishment - filled	85	-	510	-	545	-	955	-	2 095	
									18378	
POPULATION GROUP DISTRIBUTION FOR FILLED POSTS										
African:										
Male	208	-	7994	-	536	-	2410	-	11148	
	243	-	2683	-	92	-	2033	-	5053	
Coloured:										
Male	7	-	461	-	35	-	111	-	614	
	7	-	40	-	6	-	15	-	68	
Indian:										
Male	4	-	35	-	8	-	2	-	49	
	5	-	25	-	7	-	2	-	39	
White:										
Male	76	-	497	-	322	-	36	-	485	
	146	-	180	-	134	-	25	-	18378	

Notes:

- 1 Includes Director-Generals and Deputy Directors-General.
- 2 Includes transfers of staff to SAFCOL.

ANNEXURE B2

POST STATUS THAT THE DEPARTMENT OF WATER AFFAIRS AND FORESTRY AS AT 31/03/2003

Management level	Approved	Employees	Vacant	Additional	2002	2003
Political office bearer	1	1	0	0	1	1
Top management	102	104	3	5	107	107
Middle management	1 000	684	389	70	681	681
Junior management	2 263	1 454	959	150	1 454	1 354
Low level supervision/ production	25 804	17 737	13 154	5 087	17 237	16 230
TOTAL	29 170	19 977	14 505	5 312	19 480	18 373

Approved Number of approved posts on the establishment

Employees Number of employees on the establishment

Vacant Number of vacant posts

Additional Number of employees appointed additional to the establishment (included in number of employees)

ANNEXURE B3

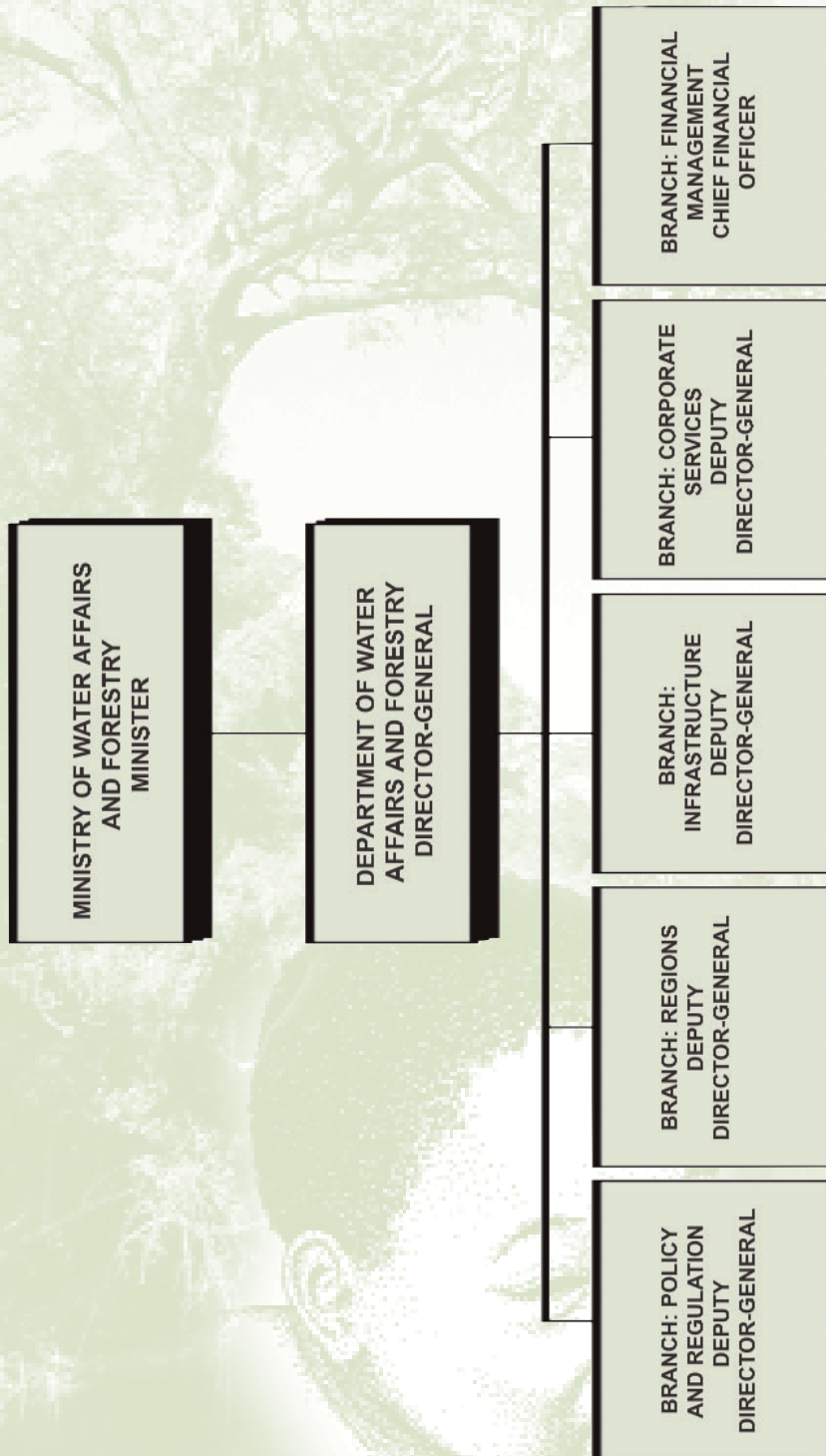
REPRESENTIVITY STATISTICS FOR DWAF

Race	Gender	Political office bearer	Top /Senior management	Professional qualified/Specialist	Skilled/Technical workers	Lower level/Production	Total 19977
African	Female	-	8	64	332	4 541	4 945
	Male	-	25	127	549	10 762	11 463
	Total	-	33	191	881	15 303	16 408
Asians	Female	-	0	5	16	16	37
	Male	-	5	3	18	23	49
	Total	-	5	8	34	39	86
Coloured	Female	-	0	6	12	49	67
	Male	-	4	7	33	571	615
	Total	-	4	13	45	620	682
White	Female	-	4	63	295	127	489
	Male	1	64	259	298	320	942
	Total	1	68	322	593	447	1 431

B.4 ORGANOGRAM STRUCTURE OF THE DEPARTMENT: NUMBER AND LEVELS OF POSTS PER FUNCTIONAL AREA OF ACTIVITY TO THE LEVEL OF DIRECTORATE:

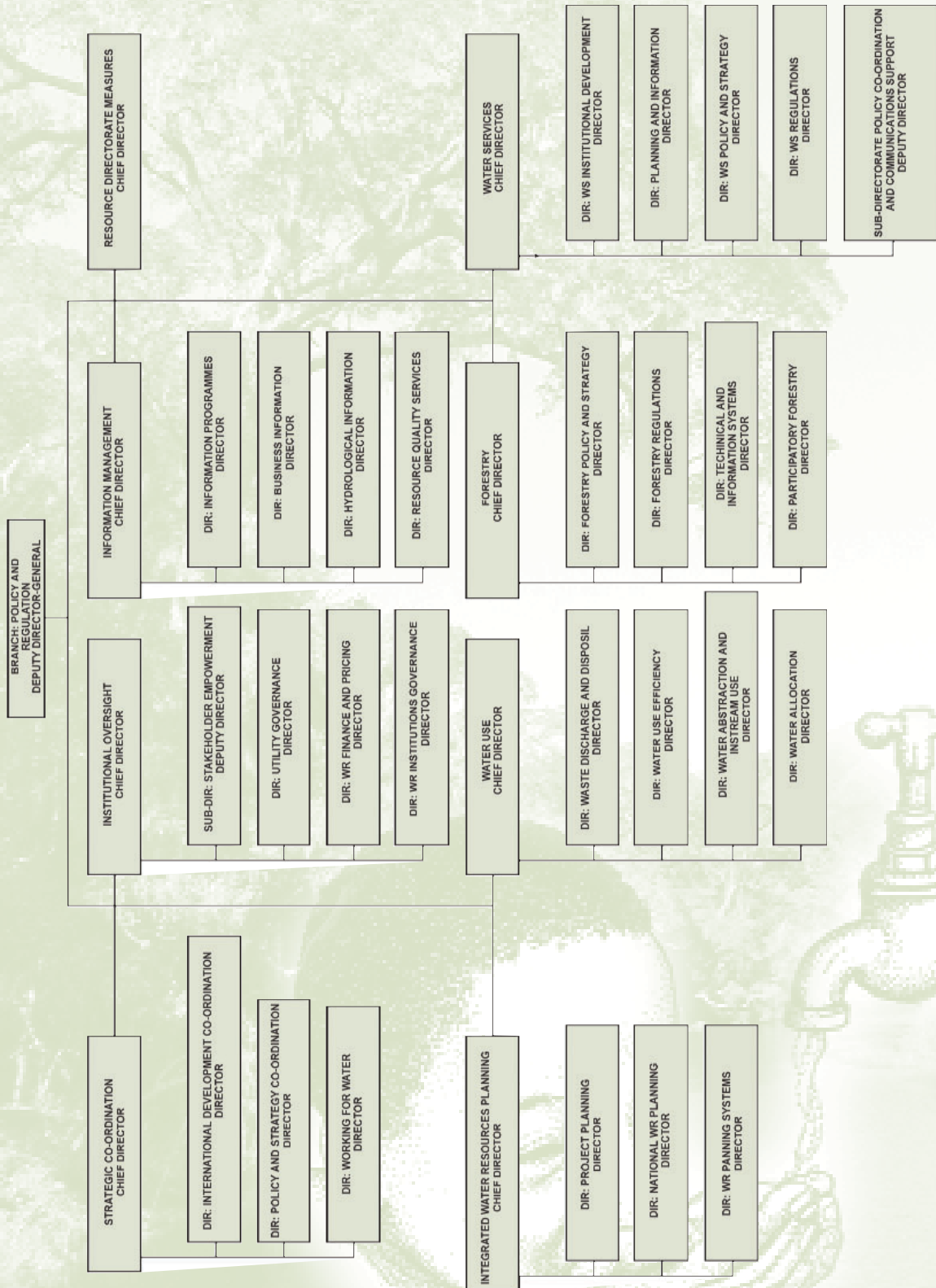
DEPARTMENT OF WATER AFFAIRS and FORESTRY

CHART 1



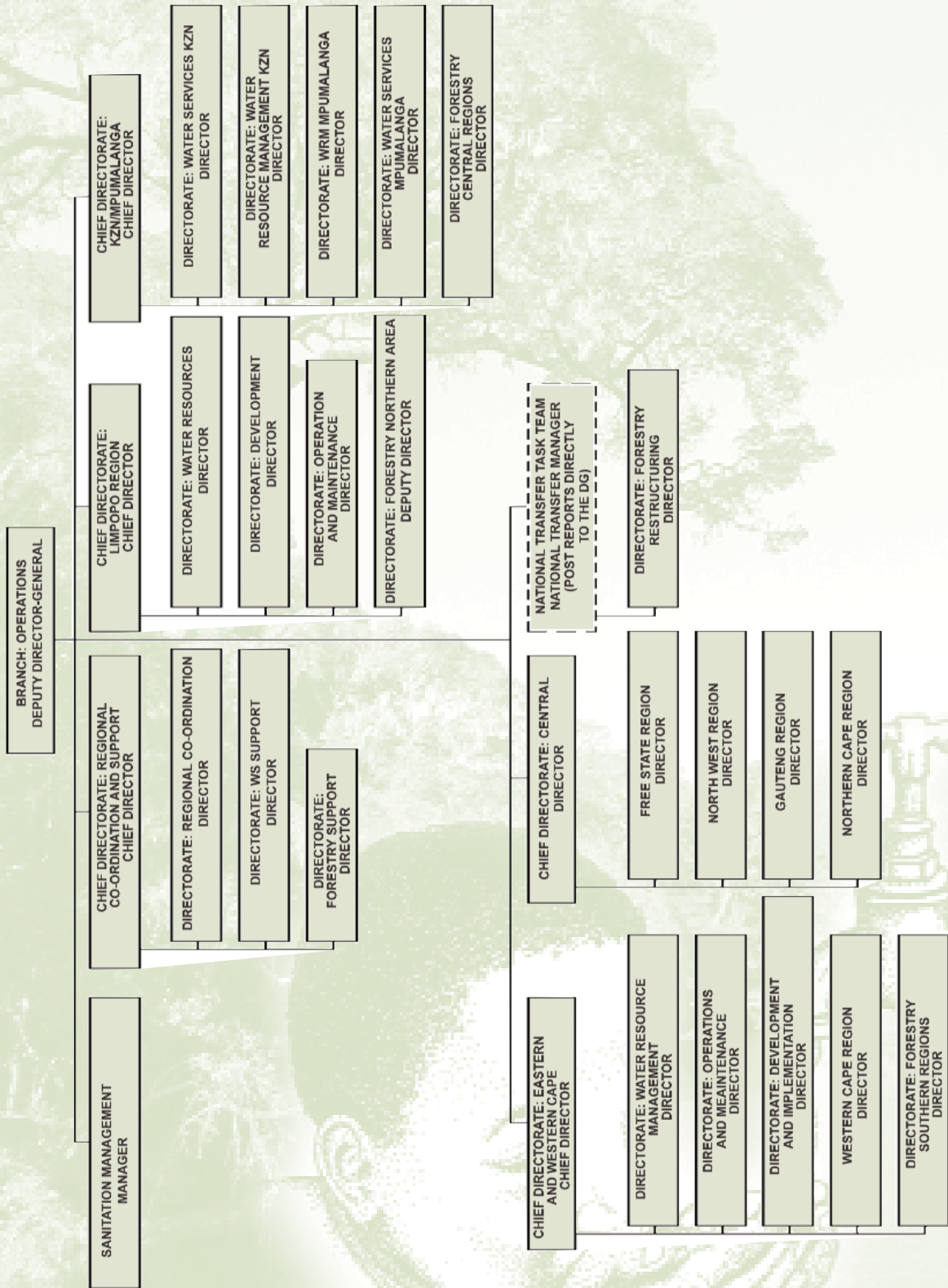
DEPARTMENT OF WATER AFFAIRS and FORESTRY STRUCTURE: POLICY AND REGULATION BRANCH

CHART 2



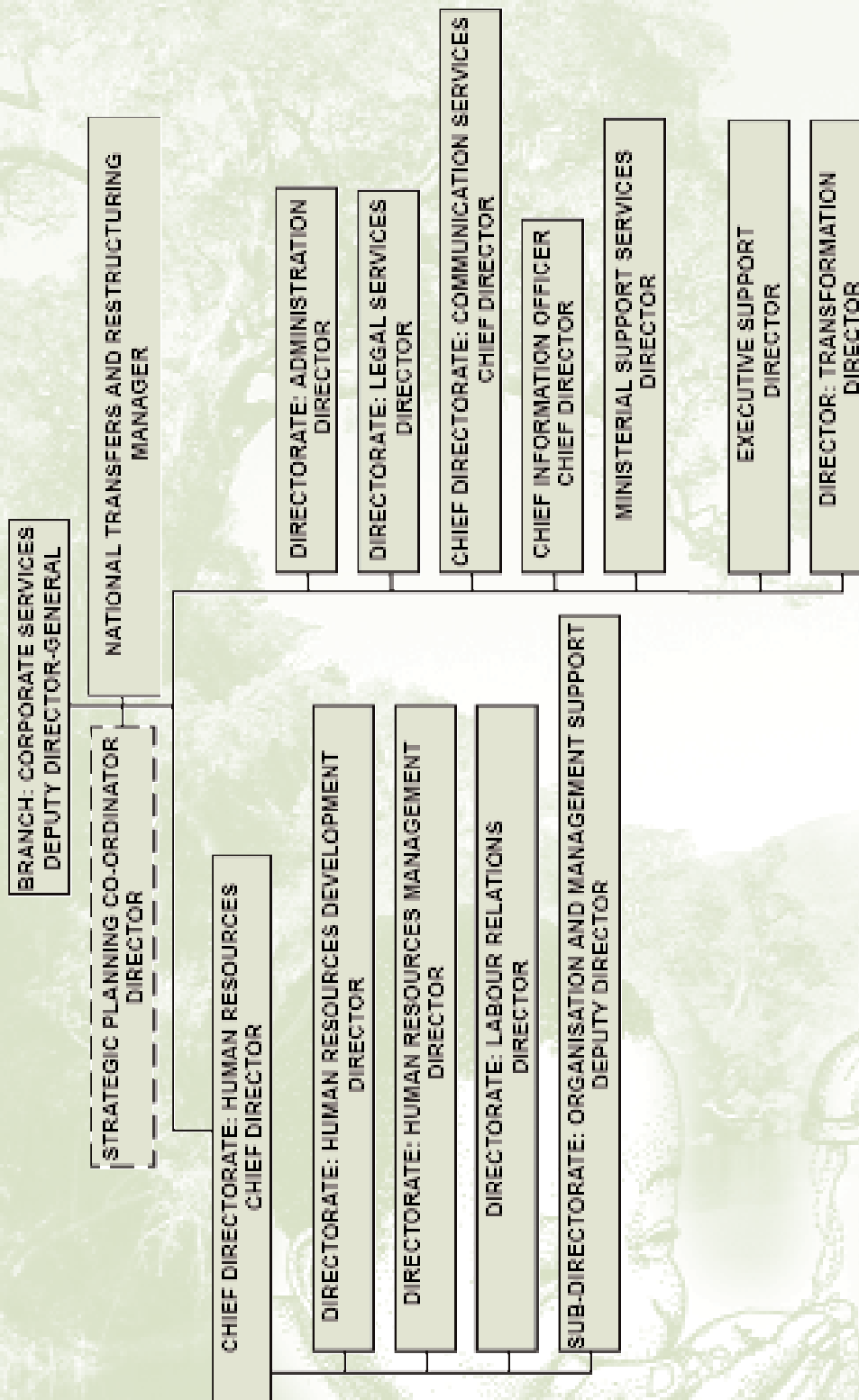
DEPARTMENT OF WATER AFFAIRS and FORESTRY STRUCTURE: OPERATIONS

CHART 3



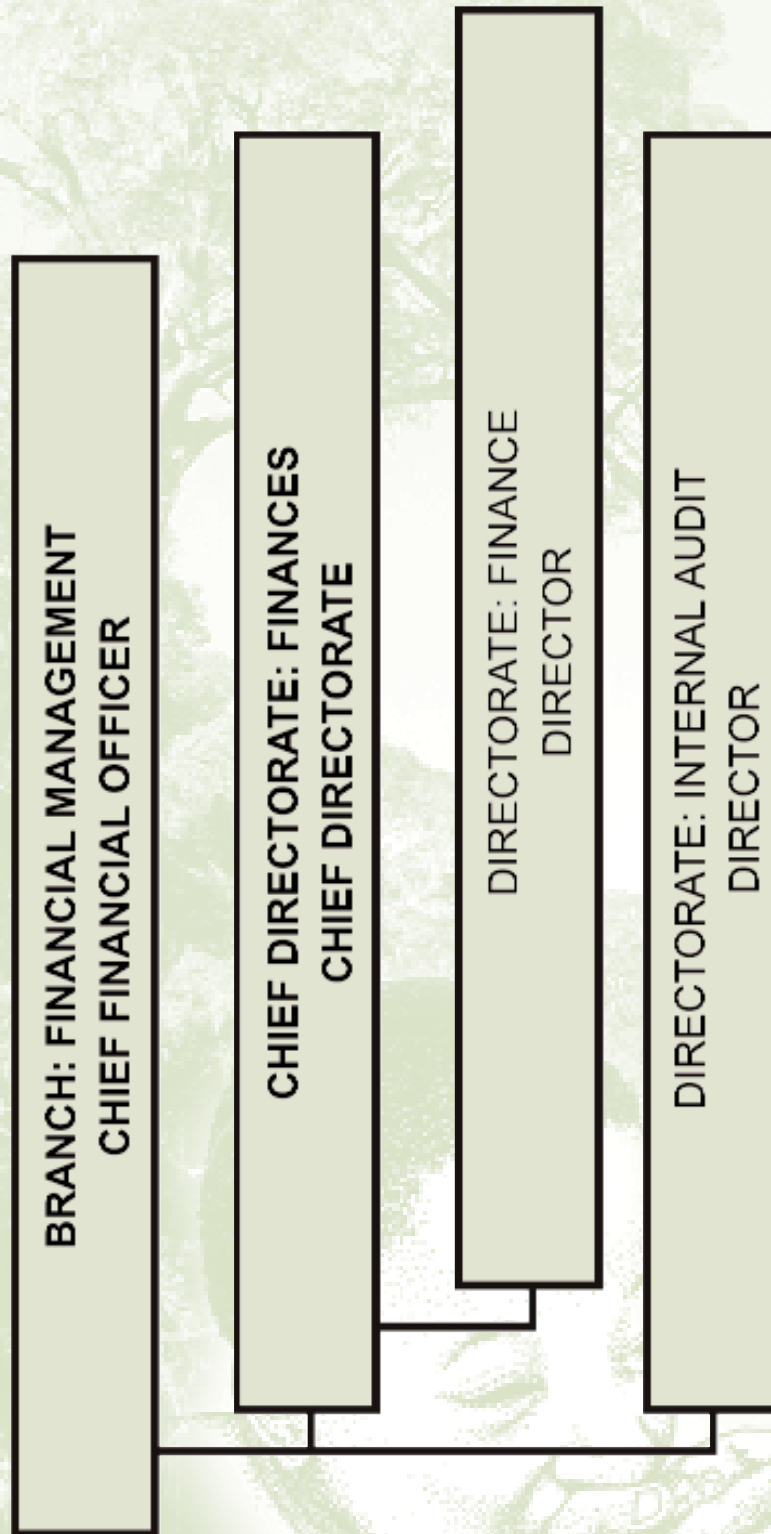
DEPARTMENT OF WATER AFFAIRS and FORESTRY STRUCTURE:
CORPORATE SERVICES

CHART 4



DEPARTMENT OF WATER AFFAIRS AND FORESTRY STRUCTURE:
FINANCIAL MANAGEMENT

CHART 5



ANNEXURE C

HUMAN RESOURCE PLAN



SUPPORT SERVICES CONSOLIDATED HUMAN RESOURCE PLAN

Strategic Business Plan		Minimum Capacity Required		Restructuring			Current Vacancies	
Key Focus Areas	Minimum HR requirement	Costing	Anticipated staff transfers	Costing	Priority Development Areas	Projected bursary needs	List all current vacant posts with levels	Period vacant
1 Chief Directorate Human Resources								
Work Study	25	7 160 000,00	None	0,00			5	2-3 yrs
Labour Relations	10	1 572 000,00	None	0,00			6	
Human Resource Management	80	9 966 136,00	None	0,00			4	3-12 months
Human Resource Development	36	3 367 884,00	None	0,00	Performance budgeting and policy development	Project Management, Information Systems	3	1-8 months
2 Chief Directorate Communication	26	4 141 097,00	None	0,00			2	2-4 months
3 Information Services	5	1 253 906,00	None	0,00			12	1 yr
4 Chief Directorate Finance								
4.1 Financial Management and Procurement	116	13 343 000,00	None	0,00	Financial Management, Communication and IT Systems	8 X B.Comm (Hons), Accounting Courses	22	2 months – 4 yrs
4.2 Internal Audit	8	1 200 000,00	None	0,00	Auditing skills	8 X B.Comm (Hons)	None	
5 Administration	398	13 201 862,00	4 staff	0,00	Computer Training and IT Systems training	Computer Training and IT Systems training	68	3 months – 2 yrs
6 Legal Services	16	7 131 500,00	None	0,00	Management, Leadership, Negotiation and Dispute Resolution	Management, Leadership, Negotiation and Dispute Resolution	1	3 months
7 Strategic Planning	8	1 042 227,00	None	0,00	Strategic Planning and Annual reporting	Computer Training and Project Management	None	0
8 Restructuring Office	6	1,159391.00	None	0,00	Performance budgeting and Project Management PHD and Junior Degree		2	3 Months
9 Transformation	10	2 500 000,00	None	0,00	Performance Monitoring and Change Management	Performance Monitoring and Change Management	2	4-13 months
10 Executive Support	7	2 875 000,00	None	0,00			5	Indefinite
11 Ministry	10	1 848 000,00	None	0,00			3200	1-2 yrs
	TOTAL COST	70 602 612,00	TOTAL COST	0,00				

SUPPORT SERVICES CONSOLIDATED HUMAN RESOURCE PLAN									
Contract Employees and Consultants					Donor Funding		Staff Turnover	Capacity Shortfall	HR Risk Areas
No. of contact employees and consultants	Race	Gender	Period and expiry date	Costing	Donor Funds to supplement HR needs	Amount	Staff turnover rate	State HR shortfall to ensure delivery	List all risks and level thereof associated with the Department
1	B	F	4,5 months	2 871,00	NTTT support	25 000,00	0	No shortfall is current vacancies are filled	At present, 80% chance to fulfil all obligations
2	B	FandM	4 months and 12 months	86 000,00	Nat Restruc Strat	2 485 300,00	25%	5 Posts	Strike Management, Contingency Planning, Arbitration awards, Disciplinary hearings and Grievances
75				R29/h	DFID	4 200 000,00	3%	No shortfall if current vacancies are filled	Current vacancies increase workload on staff
17					NTTT support	2 000 000,00	8%	No shortfall if current vacancies are filled	Decentralisation of functions remains a challenge
5				2 101 782,00	Masibambane	1 428 510,00	26%	AD Public Relations urgently required	Two AD posts needs to be filled. Quality of work seriously compromised
99				37 422 000,00	None	0,00	0		Minimum resource requirements indicated, no provision for new development
None				0,00	None	0,00	4%	34 Posts	Late submissions to National Treasury, incorrent budget procedures and non-compliance with PFMA
1	W	F		57 288,00	None	0,00	7%	34 Posts	Loosing trained staff to other Institutions due to better offers
3			4 years	386 159,00	None	0,00	18%	12 Posts for Regions	Staff turnover and the budget for the decentralisation of Legal Services
1	B	F	12 months	115 575,00	None	0,00	0%	5 Posts	Poor strategic Planning, non-correlation of planning and annual reporting
None				0,00	None	0,00	10%	2 Posts	HR capacity medium risks, representivity low risks
1	B	M	10 months	50 000,00	None	0,00	20%	Work Study commenced with investigation and Job Evaluation process	The loss of Institutional knowledge should staff leave unexpectedly
			TOTAL COST	40 221 675,00	TOTAL COST	10 138 810,00			

OPERATIONS CONSOLIDATED HUMAN RESOURCE PLAN								
Strategic Business Plan	Minimum Capacity Required		Restructuring				Current Vacancies	
Key Focus Areas	Minimum HR requirement	Costing	Anticipated staff transfers	Costing	Priority Development Areas	Projected bursary needs	List all current vacant posts with levels	Period vacant
1 National Transfer Task Team	40	6 625 940,00	None	0,00			None	
2 Sanitation	13	2 445 407,00	1	45 771,00			3	-
3 Chief Directorate Regional Management								
Regional Co-ordination	36	1 549 994,00	None	0,00	Communication	Public Safety	2	1 yr
Project Development Support	21	3 819 061,00	None	0,00	Project Management	Community Participation	10	1 yr
Community Forestry	8	2 030 000,00	None	0,00			2	
Commercial Forestry								
Indigenous Forest Management								
4 Chief Directorate Development								
Civil Design	146	19 100 000,00	None	0,00	New role in Utility	New role in Utility	67	4 yrs
Mechanical and Electrical Engineering	89	14 763 000,00	None	0,00	Business skills	Economics and Engineering	18	3 yrs
Construction								
5 Northern Cluster								
Limpopo	8004	47 057 795,00	7 207	17 903 459,00	Policy Implementation etc.	Accounting etc.	1694	2 yrs
6 Eastern Cluster								
Kwazulu-Natal	3006	335 356 429,00	None	0,00				
Mpumalanga	2036	110 637 000,00	1 298	68 449 000,00	Multi-skilling	Multi-skilling	400	2 yrs
7 Southern Cluster								
Eastern Cape	3750	29 264 603,62	1 415	3 572 842,00	Major capacity building	289 Bursaries needed	393	3 months
Western Cape	463	24 328 700,00	0	3 570,00			124	6 months
8 Central Cluster								
Northern Cape	246	19 323 000,00	None	0,00	Institutional Development		23	1-2 yrs
North West	449	49 033 988,00	None	0,00	Financial Management		117	4 yrs
Gauteng	Establishment +10	68 666 666,70	5	1 500 000,00	Information Management		299	
Free State	409	27 980 000,00	None	0,00	Aimed at CMA establishment	Engineers	31	3 months – 3 yrs
	TOTAL COST	761 981 584,32	TOTAL COST	91 474 642,00				

OPERATIONS CONSOLIDATED HUMAN RESOURCE PLAN									
Contract Employees and Consultants					Donor Funding			Capacity Shortfall	HR Risk Areas
No. of contract employees and consultants	Race	Gender	Period and expiry date	Costing	Donor Funds to supplement HR needs	Amount	Staff turnover rate	State HR shortfall to ensure delivery	List all risks and level thereof associated with the Directorate
7				6 625 886,00	Masibambane	6 625 886,00	0%	21 Posts	Risk in providing sufficient resources to support programme deliverables
None					None		0%	1 Post	Post to be filled
12					None	0,00			
37				14 318 757,00	None	0,00	28%	Lack of permanent staff	No formal skills transfer programmes in place
None					None	0,00	0%		
3				104 000,00	None	0,00	8%	Vacant posts	Civil design needs professional staff
None					None	0,00	8%	Vacant posts should be filled	Would then be able to meet KFAs on new project
45				25 856 401,00	None	0,00	20%	91 Posts	Local authorities not capacitated to take functions
88				11 434 391,00	8	0,00	0%	872 Posts	Multiskilling and capacity building
22				1 404 000,00	None	0,00	2%		
11				1 500 000,00	None	0,00	2%	107 Posts	Lack of preventative maintenance, loss of skilled staff, migrations to DMs/ DMs filling vacant posts
63				3 570 000,00	None	0,00	37%	131 Posts	
None					None	0,00	5%	23 Posts	Vacant posts to be filled urgently
11				2 200 000,00		204 000,00	0%	20 Posts	Vacant posts to be filled
327				40 926 695,46	None	0,00	9%	Filling of all vacant posts	Pollution incidents due to staff shortage
31				867 462,93	None	0,00	1%		CMA establishment will be affected if requested posts are not filled
			TOTAL COST	108 807 593,39	TOTAL COST	6 829 886,00			

POLICY AND REGULATION CONSOLIDATED HUMAN RESOURCE PLAN

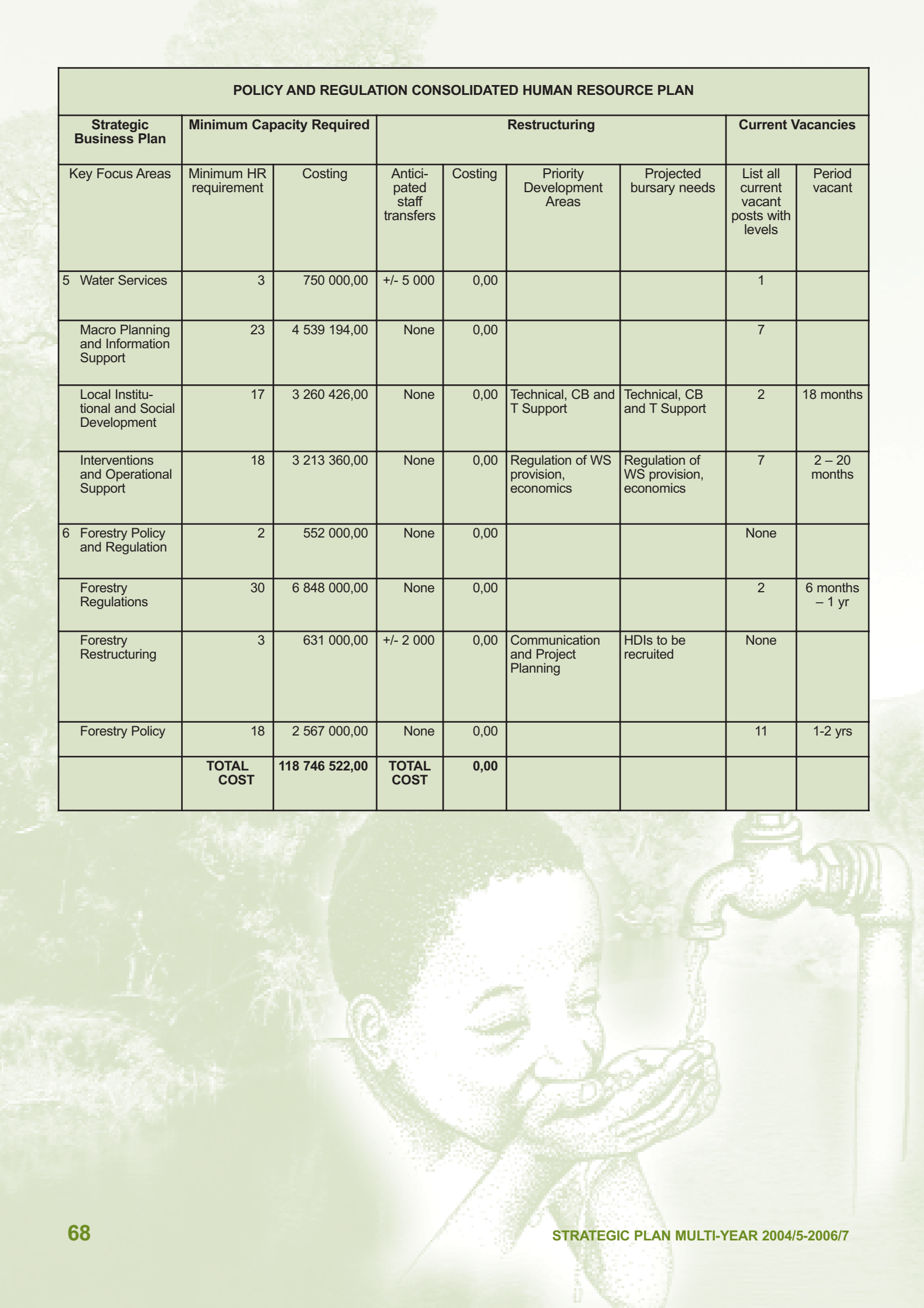
Strategic Business Plan	Minimum Capacity Required		Restructuring				Current Vacancies		
	Key Focus Areas	Minimum HR requirement	Costing	Anticipated staff transfers	Costing	Priority Development Areas	Projected bursary needs	List all current vacant posts with levels	Period vacant
1 Chief Directorate Planning	3	1 366 000,00	None	0,00				1	5 months
Strategic Planning	12	3 188 000,00	None	0,00				11	4 yrs
Project Planning	22	4 755 000,00	None	0,00	Project Planning			10	
Water Resources Planning	24	3 948 000,00	None	0,00	Systems modelling			8	2 months – 4 yrs
2 International Projects	19	3 349 408,00	None	0,00				4	1 month – 2 yrs
3 Scientific Services									
Hydrology	135	23 570 000,00	None	0,00	Hydrology, Technicians, Civil Engineering	Hydrology, Technicians, Civil Engineering		47	
Geohydrology	Establishment	6 106 000,00	None	0,00	Water Services Support	Water Resource Assessment		18	2 – 3 years
Geomatics	70	7 743 000,00	None	0,00	GIS Skills and remote sensing skills	Cartography and surveying		31	6 months
Social and Ecological Services	22	4 075 104,00	None	0,00	Social Monitoring and Auditing, Resource Management	Environmental Auditing and Monitoring		3	5 months
IWQS	77	11 360 000,00	None	0,00				21	
Resource Directed Measures	31	6 280 000,00	None	0,00	Restructuring	Restructuring		None	
4 Water use and Conservation	3	500 000,00	None	0,00				None	
Water Utilisation	32	5 839 230,00	None	0,00				11	4 months
Water Quality Management	34	7 000 000,00	None	0,00	Water Quality Management	Water Quality Management		5	3 months – 6 yrs
Water Conservation	14	3 189 000,00	None	0,00	Managerial Leadership, Project and Financial Management	Managerial Leadership, Project and Financial Management		4	1-7 months
Catchment Management	24	3 810 000,00	None	0,00	Institutional Development Stakeholder participation	Institutional Development Stakeholder participation		None	
Water Allocations Planning	5		None	0,00				4	8 months
Working for Water	2	297 800,00	None	0,00				25	3 months

BRANCH: POLICY AND REGULATION CONSOLIDATED HUMAN RESOURCE PLANNING									
Contract Employees and Consultants				Donor Funding		Staff Turnover	Capacity Shortfall	HR Risk Areas	
No. of contract employees and consultants	Race	Gender	Period and expiry date	Costing	Donor Funds to supplement HR needs	Amount	Staff turnover rate	State HR shortfall to ensure delivery	List all risks and level thereof associated with the Directorate
None					None	0,00	1%	1 Post	
2				835 000,00	None	0,00	0%	4 Posts	Possibly migration of experienced staff
4				1 408 000,00	None	0,00	0%	11 Posts	Possibly migration of experienced staff
8				2 548 000,00	None	0,00	0%	8 Posts	Possibly migration of experienced staff
1	W	M	3 months	12 641,00	None	0,00	7%	5 Posts	Adequate staffing is important due to sensitive nature of work
6				1 200 000,00	None	0,00	15%	41	Very high risk in recruiting and retaining highly skilled technical and professional staff
30				7 080 000,00	Danida and Norad	3 200 000,00	2%	12 Posts	Shortfalls can be met through filling of posts
6				291 734,18	None	0,00	0%		
4 Consultants	B	M	6 months	1 260 002,80	None	0,00	0%	3 Posts	Urgent need for a tourism specialist to ensure that policies meet needs of users
5					None	0,00	12%	21 Posts	
19				3 670 000,00	None	0,00	0%		
None					None	0,00	0%		
3				195 000,00	None	0,00	0%		
3					None	0,00	5%	2 Posts	Possible migration of experienced staff
21 Consultants				7 264 872,00	None	0,00	1%	4 Posts	Possible migration of Sub-directorate merging with Water Conservation

BRANCH: POLICY AND REGULATION CONSOLIDATED HUMAN RESOURCE PLANNING									
Contract Employees and Consultants				Donor Funding		Staff Turnover	Capacity Shortfall	HR Risk Areas	
No. of contract employees and consultants	Race	Gender	Period and expiry date	Costing	Donor Funds to supplement HR needs	Amount	Staff turnover rate	State HR shortfall to ensure delivery	List all risks and level thereof associated with the Directorate
None					None	0,00	0%		
None					None	0,00	0%		
43				6 655 812,00	None	0,00	0%		Attractive remuneration offered by Private Sector
None					None	0,00	0%		
None					None	0,00	0%		
None					Danida and DFID	10 000 000,00	60%	Give support to the NTTT	New functions require high level regulatory skills
4				640 000,00	None	0,00	40%		Knowledge and experience requirements of all functions
1	B	F		1 408 000,00	DFID		0%	Community Liaison Capacity	Administration of the leases require skills
1	B	F	3 years	371 000,00	DFID	20 000,00	60%		Staff need to be capacitated in new areas of work
None					None	0,00			Possible migration of staff to other employers
			TOTAL COST	34 840 061,98	TOTAL COST	13 220 000,00			

POLICY AND REGULATION CONSOLIDATED HUMAN RESOURCE PLAN

Strategic Business Plan	Minimum Capacity Required		Restructuring				Current Vacancies	
	Minimum HR requirement	Costing	Anticipated staff transfers	Costing	Priority Development Areas	Projected bursary needs	List all current vacant posts with levels	Period vacant
5 Water Services	3	750 000,00	+/- 5 000	0,00			1	
Macro Planning and Information Support	23	4 539 194,00	None	0,00			7	
Local Institutional and Social Development	17	3 260 426,00	None	0,00	Technical, CB and T Support	Technical, CB and T Support	2	18 months
Interventions and Operational Support	18	3 213 360,00	None	0,00	Regulation of WS provision, economics	Regulation of WS provision, economics	7	2 – 20 months
6 Forestry Policy and Regulation	2	552 000,00	None	0,00			None	
Forestry Regulations	30	6 848 000,00	None	0,00			2	6 months – 1 yr
Forestry Restructuring	3	631 000,00	+/- 2 000	0,00	Communication and Project Planning	HDIs to be recruited	None	
Forestry Policy	18	2 567 000,00	None	0,00			11	1-2 yrs
	TOTAL COST	118 746 522,00	TOTAL COST	0,00				



CONCLUSION

DWAF has, in this report (Multi-year plan 2004/5 – 2006/7), reflected its intentions in terms of its legal mandate in a clearly defined format. The Department's activities and their related targets are presented in detail for the year 2003/2004. This will enable the Department to report the extent to which it has realised its targets. Subsequent quarterly reports and the annual report will reflect on the success in achieving particular objectives.

In implementing these mandated core functions and medium-term key objectives, essential reference is made to the acquisition of skills and the appropriate organisation structure of the Department. The Department is also focussing on asset management as an urgent requirement for the purpose of accountability.

Financial resources allocated to the Department are presented in detail to include the years 2003 to 2004, including the Water Trading Account. The programme Industrial Plantations no longer operates as a trading account but as a sub-programme of Programme 8. However, the budget structure of the department will change substantially by the beginning of 2003/4.

For further information on the contents of this Multi-Year Strategic Plan Please contact:

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