



DEPARTMENT: WATER AFFAIRS AND FORESTRY

STRATEGIC PLAN

**MULTI-YEAR
2002/3 –2004/5**

MULTI-YEAR STRATEGIC PLAN

2002/3 – 2004/5

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DEPARTMENT OF WATER AFFAIRS AND FORESTRY

MULTI - YEAR

STRATEGIC PLAN 2002/3 – 2004/5

1 INTRODUCTION

This is the third Strategic Plan (the first Multi-year Plan) prepared by the Department of Water Affairs and Forestry (the Department, or DWAF) in terms of the requirements of the Public Service Regulations of 1999, Part III, section B.1. In addition to describing the Department's legally-mandated core functions and medium-term key objectives at a strategic level, it describes the core functions and responsibilities, associated activities, key outputs and targets for each distinct functional unit in the Department - Chief Directorates and Regional Offices by means of summary business plans for the financial multi-year 2002/3-2004/5.

These business plans will be used, among other things, to define the standards and levels of service which each functional unit of the Department must provide to internal and external customers.

The Strategic Plan also provides a platform from which to progress the ongoing process of revising the Department's organisational structure and post establishment. The comprehensive definition of departmental functions and activities embodied in the summary business plans (which are syntheses of more detailed business plans at Directorate level) will facilitate the identification of the skills required to achieve the stated objectives. This exercise, combined with an ongoing skills audit among the Department's more than 18 890 employees, will enable skills shortages and deficiencies to be identified, from which training and/or recruitment needs can be derived.

Organisational structure that supports the implementation of the strategy is also presented together with the Human Resources Plan.

This Multi-year Strategic Plan therefore represents a statement of the Department's intentions – the activities in which it will be engaged, the products of these activities, and their associated targets – for financial years 2002/3-2004/5, in the context of its legally-mandated functions and its medium-term key objectives. The extent to which the Department succeeds in converting these intentions to reality will be reported in the Department's Annual Report of every year of the Multi-year period 2002/3-2004/5.

2 BACKGROUND

Departmental endeavours during the period from 1994 were dominated by the development of new policies, legislation and programmes of implementation in respect of its three legally-mandated functional areas of activity: water resource management, water services, and Forestry. By the end of 1998 the Department had set in place three new policies and four new laws ¹ which jointly and severally herald fundamental changes in the ways in which South Africa's water and forest resources, and the provision of water-related services, will be managed and regulated.

¹ Policies and laws developed by the Department since 1994, in date order –

- 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).

In addition the Department, in common with all other parts of South Africa's Public Service in all spheres of government, has been engaged in extensive institutional and organisational restructuring to meet the needs of the new South Africa. Nationally-applicable policies and laws have necessitated the development of a suite of internal policies and implementation strategies to facilitate the transformation of the Department.

Many of the internal policies and implementation strategies in the arenas of both functional and organisational/institutional transformation are now fully-developed, and either operational or ready to be operationalised. Some developmental work remains to be completed however, and this will continue to be progressed during the coming years. Nevertheless, most of the Department's efforts during 2002/3-2004/5 will be directed towards operationalising its policies, laws and strategies to work.

3 CORE BUSINESS OF THE DEPARTMENT

The Department is 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.
- **By 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 and sanitation services, limited to potable water supply systems and domestic waste-water 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, and also has the authority to see to the effective performance by municipalities of their functions in respect of 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.
- **By the National Forests Act (No. 84 of 1998):** to ensure that South Africa's forest resources (indigenous and plantation) are protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner, for the benefit of all. The administration of indigenous forests is however a concurrent competence between the National and Provincial Governments. When the Minister of Water Affairs and Forestry is certain that sufficient expertise, resources and administrative capacity exists in the Provinces, the Minister is empowered to assign or delegate to the Provinces the responsibility for managing indigenous forests.
- **By the National Veld and Forest Fire Act (No. 101 of 1998):** to prevent and combat veld, forest and mountain fires throughout the country and thereby limit and reduce the damage and losses caused by fires to life, fixed property, infrastructure, movable property, stock, crops, fauna and flora and veld in South Africa. In terms of the Constitution 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 which are 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.

4 KEY OBJECTIVES OF THE DEPARTMENT

The key departmental objectives, based on the above mandates as well as the nationally-applicable policies and laws relating to the Public Service as a whole, are presented for each of the 4 branches of work in the Department: Corporate; Water Resource Management; Water Services; and Forestry.

These objectives relate not only to the policy, strategy and regulatory work undertaken at the Pretoria Head Office, but also to the implementation work undertaken by the Regional Offices. There are nine Regional Offices which deal with water-related issues (resource management and services provision), one in each Province. Three Forestry Regional Offices deal with forest issues in the northern, central and southern areas of the country. Responsibility for Regional activities is shared among Head Office staff and the staff of the Regional Offices in accordance with a structured matrix management system. As far as possible the Water and Forestry Regional Offices share administrative and financial management resources.

The Department's key objectives refer to a medium-term (four to five year) time horizon. Much of the work associated with their achievement is already underway. Some aspects will be completed during the 2002/3-2004/5 business planning period, whilst others will continue into the following period and beyond.

4.1 Corporate

- Implement the suite of policies and laws relating to the transformation of the Public Service through, inter alia, departmental transformation structures.
- Implement the Public Service Regulations, giving priority attention to job evaluation, the Code on Remuneration, and the development of a performance management system.
- Progress the implementation of affirmative action by, inter alia, establishing representativity targets.
- Implement the provisions of the Public Finance Management Act (No. 1 of 1999).
- Develop comprehensive and integrated human resource strategies, particularly to address training and capacity building issues, and to progress and monitor the departmental transformation process.

4.2 Water Resource Management

- Review and revise the organisational structure to achieve consonance with the mandate arising from the National Water Act (No 36 of 1998), including consideration of the establishment of a National Water Utility.
- **Implement the provisions of the National Water Act, inter alia: -**
 - Develop and establish the National Water Resources Strategy and Catchment Management Strategies;
 - Establish, empower and capacitate water management institutions;
 - Continue the development of, and implement a pricing strategy for water use charges;
 - Continue the development of, and implement water resource protection measures;
 - Progress registration of water use;
 - Develop a strategy for compulsory water use licensing;
 - Develop and implement water conservation and demand management strategies;
 - Continue the development and establishment of, and maintain national water resource monitoring and information systems.
- Implement a national programme for clearing invading alien plants (Working for Water Programme).
- Develop and establish a national water resource management/water services co-ordination structure.
- Position the Department as national water resource management policy development, regulatory, monitoring and support institution.

4.3 Water Services

- Undertake direct investment interventions to provide basic water services supply of potable water, and sanitation services to the previously unserved population. Realign the programme as necessary and appropriate to achieve sustainability, effectiveness, efficiency and affordability of services.
- Promote the transfer of water services schemes currently operated by the Department to appropriate water services institutions.
- Monitor and guide the activities of water boards.
- Support Local Authorities in developing capacity to undertake water services provision, including the preparation of Water Services Development Plans.
- Develop and establish water services monitoring and information systems.

- Review the approach to sanitation services provision to achieve sustainability, effectiveness, efficiency and affordability of services.
- Position the Department as national water services policy development, regulatory, monitoring and support institution.

4.4 Forestry

- Lease the State's commercial forests to private operators in a manner that promotes investment, employment, competition and black empowerment.
- Establish a Forest Land Management Unit to manage the leases of commercial plantations transferred to private operators.
- Develop appropriate management systems for community plantations and devolve these to community control wherever possible.
- Establish a national database of all indigenous forests, together with appropriate, participatory management plans.
- Actively provide community forestry services, including urban greening and rural livelihood strategies.
- Manage indigenous forests effectively and oversee provincial management of indigenous forests.
- Develop strategies to implement the provisions of the National Forests Act and the National Veld and Forest Fire Act.
- Develop and monitor forestry policy and provide high quality information about South Africa's forests.
- Position 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.

5 CORE FUNCTIONS AND RESPONSIBILITIES, ACTIVITIES, KEY OUTPUTS AND TARGETS

In the following pages strategic business plans for the financial years 2002/3-2004/5 are presented, in tabular format for ease of reference, for the nine Head Office Chief Directorates and nine Regional Offices which together constitute the Department of Water Affairs and Forestry. The plans are grouped into the four branches of activity in the Department's Pretoria Head Office Corporate, Water Resource Management, Water Services and Forestry. A separate summary follows of the water-related Regional Implementation activities (which give effect to the relevant policies and strategies developed in Head Office), whilst details of forest-related Regional Implementation activities are included in the Forestry Chief Directorate's plan.

The arrangement of Chief Directorates and Regional Offices in the four branches of activity is as follows: -

| Branch | Chief Directorates(s) | Budget Programme No. & Description |
|---------------------------------|--|---|
| Corporate | Finance and Administration Human Resource | 1: Administration |
| Water Resource Management | Planning Development International Projects Scientific Services Water Use and Conservation | 3: Water Resource Planning 4: Water Resource Development 4: Water Resource Development 2: Water Resource Assessment 6: Integrated Water Resource Management |
| Water Services | Water Services | 7: Water Services |
| Forestry | Forestry | 8: Forestry |
| Regional Implementation (Water) | Regions Eastern Cape KwaZulu-Natal Northern Province | 5: Regional Implementation |

Note: Three of the Department's Regions are Chief Directorates, whilst the remaining six are Directorates which fall under Chief Directorate: Regions. The Regional Implementation business plan is presented for all nine Regions together, but additional detail is also provided which indicates the different priorities (in particular, those between activities relating to water resource management and water services provision) which currently prevail in each Region.

Each strategic business plan represents a programme of action for the coming years for a distinct functional unit of the Department. Whilst each unit undertakes work of a particular type, it is fully acknowledged that the nature of the resources water and forests which are the subject of the Department's wide approach to corporate issues human resources, finance and administration demand that there is a high degree of co-ordination and integration among the work of all units. In the operational business plans from which the strategic plans were synthesised these inter-dependencies and inter-relationships are identified, and mechanisms have been, or are in the process of being, set in place to effect 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 ensure that its programmes and activities are co-ordinated and, where necessary, integrated with other relevant government programmes. The principal relationships in this respect at national level are as follows: -

- 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 Departments of Trade and Industry, Agriculture, and and Affairs in respect of development issues, particularly Spatial Development Initiatives;
- The Department of Environmental Affairs and Tourism in respect of environmental issues, including activities related to water quality management;
- The Departments of Public Enterprises, and Land Affairs in respect of the restructuring of commercial forestry;
- The Departments of Labour, Welfare, and Public Works in respect of activities related to poverty reduction and job creation; and
- The Departments of Public Service and Administration, Finance, and State Expenditure on corporate (human resources and financial) issues;

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 2002/3-2004/5 are presented in Annexure A.

4 STRATEGIC OBJECTIVES AND MTEF IMPLICATIONS: PROGRAMME 1: Administration

5.1 FUNCTIONAL AREA: CORPORATE SERVICES (CS)

5.1.1 Business Plan Unit: Human Resources (HR)

| HUMAN RESOURCE | | | | | |
|--|--|---|---|---|---|
| Strategic Objectives | High level activities and outcomes per year (with target dates where known/estimated) | | | | |
| | 2001/2 | 2002/3 | 2003/4 | 2004/5 | Lead agent and cross-linkages |
| 1 To re-define our HR role and align our function to core business | <p>Understanding DWAF core business and the future plans of each branch</p> <p>Strategising around a new role which is aligned to core business and client needs</p> <p>Incorporating new role into performance agreements and workplans</p> <p>Consistently communicating and playing the new role in all client interactions</p> | <p>Incorporating new role into performance agreements and workplans</p> <p>Consistently communicating and playing the new role in all client interactions</p> | <p>Incorporating new role into performance agreements and workplans</p> <p>Consistently communicating and playing the new role in all client interactions</p> | <p>Incorporating new role into performance agreements and workplans</p> <p>Consistently communicating and playing the new role in all client interactions</p> | CD: HR |
| 2 To review and improve HR systems through re-design and development | <p>Conduct a systems audit to identify systems weaknesses and unauthorised, counter-productive systems at work, HR process mapping, and time delays</p> <p>Equip managers with system design and implementation skills</p> <p>Provide role clarity to line managers in terms of their system accountabilities and timeframes</p> | <p>Monitor systems implementation regularly</p> <p>Provide role clarity to line managers in terms of their system accountabilities and timeframes</p> | <p>Monitor systems implementation regularly</p> <p>Provide role clarity to line managers in terms of their system accountabilities and timeframes</p> | <p>Monitor systems implementation regularly</p> <p>Provide role clarity to line managers in terms of their system accountabilities and timeframes</p> | CD: HR in partnership with other HR and Fiancée System owners |
| 3 To improve HR administration processing | <p>Review staff requirements for processing needs</p> <p>In the light of the skills audit, undertake capacity building programme for admin staff</p> <p>Train all managers in clear task assignment and review procedures</p> <p>Processing times and procedures reviewed monthly by team leaders</p> | <p>In the light of the skills audit, undertake capacity building programme for admin staff</p> <p>Train all new managers in clear task assignment and review procedures</p> <p>Processing times and procedures reviewed monthly by team leaders</p> | <p>Train all new managers in clear task assignment and review procedures</p> <p>Processing times and procedures reviewed quarterly by team leaders</p> | <p>Train all new managers in clear task assignment and review procedures</p> <p>Processing times and procedures reviewed quarterly by team leaders</p> | CD: HR oversight with HRM implementers. |

| HUMAN RESOURCE | | | | | |
|--|---|--|--|--|--|
| Strategic Objectives | High level activities and outcomes per year (with target dates where known/estimated) | | | | |
| | 2001/2 | 2002/3 | 2003/4 | 2004/5 | Lead agent and cross-linkages |
| 4 To provide timely and reliable HR information | <p>Appropriate IT software identified and installed</p> <p>Relevant staff and their managers trained on IT system usage</p> <p>Staffing needs for managing IT systems reviewed</p> <p>Accurate use of IT system monitored monthly by team leaders</p> <p>Line managers made aware of HR info services now available</p> | <p>Line managers made aware of HR info services now available</p> <p>Accurate use of IT system monitored monthly by team leaders</p> | <p>Accurate use of IT system monitored quarterly by team leaders</p> | <p>Accurate use of IT system monitored quarterly by team leaders</p> | <p>CD: HR oversight and monitoring compliance and client satisfaction.</p> |
| 5 To shift the current organisational culture to one that is more equitable and productive | <p>Review the current organisational culture and understand the mythologies that are operating to create it</p> <p>Align systems, symbols and leadership behaviour to be communicating similar organisational values to internal and external clients</p> <p>Identify the barriers to greater representivity and monitor development of equitable work practices</p> | <p>Align systems, symbols and leadership behaviour to be communicating similar organisational values to internal and external clients</p> <p>Identify the barriers to greater representivity and monitor development of equitable work practices</p> | <p>Align systems, symbols and leadership behaviour to be communicating similar organisational values to internal and external clients</p> <p>Identify the barriers to greater representivity and monitor development of equitable work practices</p> | <p>Align systems, symbols and leadership behaviour to be communicating similar organisational values to internal and external clients</p> <p>Identify the barriers to greater representivity and monitor development of equitable work practices</p> | <p>CD: HR with HR leadership team facilitating organisational culture change through proactive policies.</p> |
| 6 To provide HR strategy and support for restructuring | <p>Work with branches to develop accurate statistics for restructuring</p> <p>Define in detail the needs of recipient agencies (in terms of competencies required and institutional arrangements)</p> <p>Work with branches to develop milestones for the transfer of HR records, pensions etc to agencies</p> <p>Review capacity to deal with admin processing</p> <p>Remove all existing backlogs</p> | <p>Work with branches to develop accurate statistics for restructuring</p> <p>Define in detail the needs of recipient agencies (in terms of competencies required and institutional arrangements)</p> <p>Work with branches to develop milestones for the transfer of HR records, pensions etc to agencies</p> <p>Review capacity to deal with admin processing</p> <p>Institute EAP and "social plan" programmes to support staff during transfer</p> <p>Develop and implement an HRD plan to re-train existing staff on new regulatory</p> | <p>Review capacity to deal with admin processing</p> <p>Provide EAP and "social plan" programmes to support staff during transfer</p> <p>Implement an HRD plan to re-train existing staff on new regulatory functions</p> | <p>Review capacity to deal with admin processing</p> <p>Provide EAP and "social plan" programmes to support staff during transfer</p> <p>Implement an HRD plan to re-train existing staff on new regulatory functions</p> | <p>CD: HR in partnership with new dedicated unit for co-ordination.</p> |

| HUMAN RESOURCE | | | | | |
|---|--|--|--|--|---|
| Strategic Objectives | High level activities and outcomes per year (with target dates where known/estimated) | | | | |
| | 2001/2 | 2002/3 | 2003/4 | 2004/5 | Lead agent and cross-linkages |
| | | functions | | | |
| 7 To entrench HR management within line function through line manager development and support, with particular emphasis on regional offices | <p>Hold workshops for senior managers in each branch to define their HR responsibilities and the kinds of support CD: HR practitioners can offer</p> <p>Include these accountabilities in performance contracts of line managers</p> <p>Review the delivery of HR services at line function level and offer coaching where necessary</p> | <p>Include these accountabilities in performance contracts of line managers</p> <p>Review the delivery of HR services at line function level and offer coaching where necessary</p> | <p>Include these accountabilities in performance contracts of line managers</p> <p>Review the delivery of HR services at line function level and offer coaching where necessary</p> | <p>Include these accountabilities in performance contracts of line managers</p> <p>Review the delivery of HR services at line function level and offer coaching where necessary</p> | CD: HR to facilitate new matrix relationships. Practice oversight on HR leadership team managing relations. |
| 8 To create, locate and manage a strong transformation programme | <p>Secure leadership alignment around transformation vision</p> <p>Ensure consistent leadership behaviours on transformation issues from senior managers</p> <p>Remove contradictory symbols and systems from DWAF</p> <p>Form partnerships with other teams responsible for institutional transformation (restructuring, decentralisation, service improvement etc)</p> <p>Implement critical programmes as per project plans</p> | <p>Ensure consistent leadership behaviours on transformation issues from senior managers</p> <p>Remove contradictory symbols and systems from DWAF</p> <p>Form partnerships with other teams responsible for institutional transformation (restructuring, decentralisation, service improvement etc)</p> <p>Implement critical programmes as per project plans</p> | <p>Ensure consistent leadership behaviours on transformation issues from senior managers</p> <p>Remove contradictory symbols and systems from DWAF</p> <p>Implement critical programmes as per project plans</p> | <p>Ensure consistent leadership behaviours on transformation issues from senior managers</p> <p>Remove contradictory symbols and systems from DWAF</p> <p>Implement critical programmes as per project plans</p> | DG. CD: HR to support DG and Dir. Transformation in the revamping process and become a strong implementor. |
| 9 To build credibility through identifying and communicating our short term successes | <p>Assess key services for high impact areas of improvement on quarterly basis</p> <p>Draw up quarterly communications to publicise wins</p> | <p>Assess key services for high impact areas of improvement on quarterly basis</p> <p>Draw up quarterly communications to publicise wins</p> | <p>Assess key services for high impact areas of improvement on quarterly basis</p> <p>Draw up quarterly communications to publicise wins</p> | <p>Assess key services for high impact areas of improvement on quarterly basis</p> <p>Draw up quarterly communications to publicise wins</p> | CD: HR and HR leadership team. |

5.1.2 Business Plan Unit: Information Service (IS)

| Strategic Objectives | | 2002/3 | | | | | 2003/4 | 2004/5 |
|---|--|---|---|--|--------------------------------------|---|---|---|
| | | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| INFORMATION SERVICES | | | | | | | | |
| KFA 1. – Directive Management of the IS Service | | | | | | | | |
| SO 1.1 | Ensure effective IS Governance | Interactive and available on Intranet | QMS and Governance Model | Ongoing | Policy Development Monitoring | CIO, Integrator | Reviewed, maintained and where necessary, updated. | Reviewed, maintained and where necessary. |
| SO 1.2 | Implement IS Organisational changes to improve service delivery. | IS Organisation Structure and composition is aligned to the requirements of the Client | Targeted areas for outsourcing | April 2002 | Specification and negotiation | CIO, Integrator and IS Service Providers | IS Service is outsourced. CIO has a core IS component | IS Service is outsourced. CIO has a core IS component |
| SO 1.3 | Provide Guidance to the DWAF User Community | Knowledgeable and accountable User Community | IS Portfolio Managers System Managers | Ongoing | Interaction Planning | User Community at all levels. | Knowledgeable and accountable User Community | Knowledgeable and accountable User Community |
| KFA 2. – Provide an Information Service | | | | | | | | |
| SO 2.1 | Establish IS Portfolio Management and Project Management | Development, maintenance and integration of IS Portfolio/ Project plans IS Project Office is focal point for control of all IS Projects. | Strategic Framework MSP GITA IS Business Plan Regular progress reports are produced | October each Year Ongoing - monthly | Planning Monitoring | Integrator, CDs, RDs; Dirs, Project Managers. Integrator and Project Office. | Ongoing Regular progress reports are produced | Ongoing Regular progress reports are produced |
| SO 2.2 | Monitor performance against Service Level Agreements | Services rendered are against Service Level | Within agreed upon parameters | Ongoing with 3 – 6 monthly reviews | Performance monitoring Contract Mgmt | CIO, Integrator and Users . | Within agreed upon parameters | Within agreed upon parameters |
| SO 2.3 | Monitor IS Financial Management | IS costs are managed within individual Directorates | IS Financial Management based on sound IS Planning | Ongoing in terms of budget cycle | Planning Budgeting Expenditure | CIO, CDs, Directors, Integrator | IS costs are managed within individual Directorates | IS costs are managed within individual Directorates |

| Strategic objectives | | 2002/3 | | | | | 2003/4 | 2004/5 |
|--|---|---|---|-----------|---|--|--|--|
| | | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| INFORMATION SERVICES | | | | | | | | |
| KFA 3. – Ensure an Effective Business System within the Information Service | | | | | | | | |
| SO 3.1 | Monitor IS Supplier's Business System in terms of service delivery. | The Business system of IS Service is based on sound business engineering practices. | Adherence to QMS, SLAs and Quality Assurance | Ongoing | Quality Assurance | CIO, Integrator, IS Service Providers. | Effective business systems | Effective business systems |
| KFA 4. – Adequate and Competent Information Services Resources | | | | | | | | |
| SO 4.1 | Integrator or core competence for the office of the CIO (Human Resources) | New Integrator Contractor appointed | QMS and IS Governance model | July 2002 | Supporting the CIO regarding outsourced contracts | CIO | Support for the CIO | Support for the CIO |
| SO 4.2 | Financial Resources | Budgeting/ funding based on plans and operating requirements | Are adequate to support the requirements of DWAF. | Ongoing | Planning Budgeting | User Community | Budgeting/ funding based on plans and operating requirements | Budgeting/ funding based on plans and operating requirements |

5.1.2 Business Plan Unit: Communications Service (CS)

| COMMUNICATION SERVICES | | | | | | | |
|--|---|--|--|--|----------------------------|---|---|
| KFAs and Strategic Objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| KFA 1. Strengthen and Market the DWAF's mission and core business areas through focused communication and marketing strategies | | | | | | | |
| Effectively communicate the Department's mission and strategic objectives | <p>Ensure that internal and external audiences are receptive, supportive and participative</p> <p>Market DWAF by developing a positive reputation as a reliable and professional partner</p> <p>Assist in the development of integrated communication and marketing strategies for specific programmes</p> <p>Target different audiences with appropriate material</p> <p>Position DWAF as a leader and effective player in poverty alleviation</p> <p>Mobilise Community involvement in delivery of objectives</p> | Integrated Communication and Marketing strategy | <p>Corporate Image Manual and Plan by July of 2001</p> <p>Communication Strategy for Department in line with Government's Strategy by March 2001</p> <p>Communication Plan/ Business Plan by April 2001:</p> <ul style="list-style-type: none"> - Corporate communications plan by 2001 - Media Production Plan by April 2001 - Media Liaison Plan - Internal Communication Plan <p>Communication Policies Manual by June 2001</p> <p>Media Liaison Strategy by April 2001</p> | <p>Organisational image and identify change programme</p> <p>Internal Newsletter</p> <p>External Publications Programme Specific</p> <p>Annual Report</p> <p>Strategic Plan Document</p> <p>Inter-active Website</p> <p>Annual Calendar</p> <p>Development of Promotional Material</p> <p>Effective advertising campaign</p> <p>Media Liaison Programme</p> <p>Awareness Weeks</p> <p>Communication Projects and campaigns</p> <p>Imbizo Programme of activities</p> <p>Transformation Communication Programme</p> | Chief Director Director | <p>Ensure that internal and external audiences are receptive, supportive and participative</p> <p>Market DWAF by developing a positive reputation as a reliable and professional partner</p> <p>Assist in the development of integrated communication and marketing strategies for specific programmes</p> <p>Target different audiences with appropriate material</p> <p>Position DWAF as a leader and effective player in poverty alleviation</p> <p>Mobilise Community involvement in delivery of objectives</p> | <p>Ensure that internal and external audiences are receptive, supportive and participative</p> <p>Market DWAF by developing a positive reputation as a reliable and professional partner</p> <p>Assist in the development of integrated communication and marketing strategies for specific programmes</p> <p>Target different audiences with appropriate material</p> <p>Position DWAF as a leader and effective player in poverty alleviation</p> <p>Mobilise Community involvement in delivery of objectives</p> |
| | | Stakeholders Interaction Strategy | Support to Department with regard to Stakeholder interactions | <p>Media Liaison</p> <p>Corporate information Packs</p> <p>Visit Programme</p> | Chief Director Director | | |
| To cultivate a Communication culture conducive to achieving Department's mission and strategic objectives | <p>Ensure that the Department has an effective Communication process to provide information to external and internal responses</p> <p>Ensure there is an effective system for flow of information internally</p> | <p>Crisis communication policy and planning procedures</p> <p>Establishment of Internal Communication Guidelines</p> | <p>Communication Policy Document by June 2001</p> <p>Internal Communication Plan by April 2001</p> | <p>Department role-out of Policy (Consultative workshops)</p> <p>Identification of Key spokespersons for Department and Ministry</p> <p>Establishment of Communication Forums</p> <p>Dissemination of Guidelines</p> | Chief Director Director | <p>Ensure that the Department has an effective Communication process to provide information to external and internal responses</p> <p>Ensure there is an effective system for flow of information internally</p> | <p>Ensure that the Department has an effective Communication process to provide information to external and internal responses</p> <p>Ensure there is an effective system for flow of information internally</p> |

| COMMUNICATION SERVICES | | | | | | | |
|--|---|---|--|---|----------------|---|---|
| KFAs and Strategic Objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| Develop Communication Capacity within the Department | Assistance to different brochures with regard to their communication needs Restructuring of current communication set-up Develop internal expertise viz. communication Department co-ordination of communication | New Organisation structure by October 2001 Restructuring Plan Employment Equity Human Resource Development Strategy Co-ordination strategy | Approval by Manco / Exco by November 2001 Approval by Exco / Manco November 2001 Plan approval Chief Director Development of plan for 5 year period Consultation in development of strategy and plan | Communication Bulletin for information purposes – co-ordination Monthly Regional Communication Meetings Monthly branch meetings | Chief Director | Assistance to different brochures with regard to their communication needs Restructuring of current communication set-up Develop internal expertise viz. communication Department co-ordination of communication | Assistance to different brochures with regard to their communication needs Restructuring of current communication set-up Develop internal expertise viz. communication Department co-ordination of communication |

5.1.4 Business Plan Unit: Administration (A)

| ADMINISTRATION | | | | | | | |
|---|--|---|--|---|--|---------|---------|
| Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| 1 TO ENSURE PROVISIONING SERVICES | | | | | | | |
| 1.1 To procure goods and services | Procure by tender, price quotations and contracts | Compliance with Accounting Officer's procurement procedures | Continuously meet dead lines | Follow procurement policies, procedures and delegations | DD: PS | Ongoing | Ongoing |
| 1.2 To administer stock | Available stock and equipment | Stock and equipment issued within reasonable time | Satisfied customers | Ordering, receiving, safekeeping, record keeping | DD: PS + AD: P | Ongoing | Ongoing |
| 2 TO ENSURE THE EXECUTION OF PROVISIONING CONTROL MEASURES | | | | | | | |
| 2.1 To perform inspections and report | Co-ordinated departmental evaluations at all stores | Timeous, quality reports | Continually to set programme | Monitor ECC's General control activities as prescribed | AD: PS + AD: P, P & C | Ongoing | Ongoing |
| 3 TO ADMINISTER OFFICE SERVICE AND TRANSPORT | | | | | | | |
| 3.1 To render general office services | Cleaning, Messenger, Registry, Telecommunication, Library, Word Processing Services and Office accommodation | Effective office environment | Continuously up to date | Administrative and manual tasks as requirement | DD: PS + AD: OS | Ongoing | Ongoing |
| 3.2 To render a transport service | All Transport services | Effective transport administration | Continuously up to date | Ensure timeous transport for official trips | | | |
| 4 TO ENSURE PROTECTION SERVICES | | | | | | | |
| 4.1 To manage security function for DWAF | Minimised crime levels and a safe working environment | Combating targeted crime levels | Zero reported crime | Uniform implementation of crime prevention strategies at HQ and Regions | Head: Protection Services, Regional heads: Protection Services | Ongoing | Ongoing |
| 5 TO ADMINISTER LAND MATTERS | | | | | | | |
| 5.1 Acquisition of real rights | Registration in Deeds Office | Compliance with legal prescripts | As and when required for departmental purposes | As prescribed by legislation | DD: A | Ongoing | Ongoing |

| ADMINISTRATION | | | | | | | |
|--|---|---|---|--|----------------|---------|---------|
| Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| 6 TO ADMINISTER WATER USE AND DAM SAFETY LICENCES | | | | | | | |
| 6.1 To administer support re: Licensing systems | Control over water use and safety of dams | Compliance with statutory requirements | Continuous – as applications are received | As per relative prescripts | DD: A | Ongoing | Ongoing |
| 7 TO ADMINISTER LEGISLATION REGARDING WATER WORKS | | | | | | | |
| 7.1 Transfers, rates and tariffs, debt collection and policies | Cost saving, income generation | Compliance with statutory provision | Continuously as required | Obtain approval from various role players | DD: A | Ongoing | Ongoing |
| 8 TO ADMINISTER INSTITUTIONS ITO WATER LEGISLATION | | | | | | | |
| 8.1 Administration of Water Institutions | Fully operational water institutions | Compliance with statutory provisions and policies | Continuous – as and when required | Control over proposals, constitution, delegated powers and approvals | DD: A | Ongoing | Ongoing |
| 9 TO RENDER WORK-STUDY SERVICES | | | | | | | |
| 9.1 To advise on efficiency and organisational structure | Efficient organisational structures and work procedures | Compliance with accepted best practices and PSR. | Continuously as required | Efficiency measurements, situation analysis and facilitation | DD: W-S; CWO | Ongoing | Ongoing |

5.1.5 Business Plan Unit: Legal Service (LS)

| LEGAL SERVICES | | | | | | | |
|---|--|--|--|--|--------------------------|--|---|
| Strategic Objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | | |
| To ensure provision of reliable legal support to the Department and the Ministry with a view to ensuring that the goals of the Department are achieved. | | | | | | | |
| 1.1 Legal support in implementation and maintenance of legislation | Amend the Water Services Act Amend the National Forests Act, 1998 Amend the National Water Act, 1998 Provide ongoing legal opinions on implementation of legislation Regulations in terms of the legislation Support in issuing directives Support in claiming costs | Water Services Amendment Act, 2002 (water boards given borrowing powers and powers to operate extra territorially) National Forests Amendment Act, 2002 (Trust created) National Water Amendment Act, 2002 (Amend section 25) Written and verbal legal opinions (well researched and reliable) Approved regulations Properly drafted directives Recovery of amounts due Compliance with legislation through convictions | September 2002 September 2002 September 2002 When required As agreed with customer Ongoing In time. Avoid prescription Polluter pays Conviction Rehabilitation of effected areas Successful litigation | Draft and process legislation Draft and process legislation Draft and process legislation Research, draft and process Draft and process Research, draft and process Research the law and collect evidence and prepare affidavits | Director: Legal Services | Ongoing legal opinions on implement -- Tatiana Ongoing Ongoing Ongoing Ongoing | Ongoing Ongoing Ongoing Ongoing Ongoing |
| 1.2 Support in law enforcement | Arrange for representation in court Legal advice to officials of the Department Court Action Representation before the Water Tribunal Support in prosecutions | Proper representation in court Officials to act according to law Draft pleadings Properly drafted documentation before tribunal | Ongoing and when required | Research and liase with State Attorney Verbal and written opinions Liase with State Attorney Preparedness before tribunal | | Ongoing Ongoing Ongoing and case by case | Ongoing Ongoing Ongoing and case by case |
| 1.3 Litigation | Arrange representation of officials and Department in court Negotiate settlements Provide legal opinions | Legal representation provided Settlements reached in the interest of DWAF Reliable written or verbal opinion | Successful litigation Rights of DWAF protected all the time Produced in time | Liase with State Attorney Research, correspond with lawyers and assess chances of success Research ,draft and or submit opinions | Director: Legal Services | Ongoing Ongoing Ongoing | Ongoing Ongoing Ongoing |

LEGAL SERVICES

| Strategic Objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
|--|---|---|---------------------------------|---|--------------------------|--------------|--------------|
| | Outputs | Measures | Targets | Key Activities | Resp. | | |
| 1.4 Provide ongoing legal support to Ministry and Department | Co-ordinate departmental annual report to the SA HRC | Reports submitted in time | Complete and accurate reporting | Research, liaise with the SA HRC, co-ordinate reports | Director: Legal Services | Annual work. | Annual work. |
| | Draft contracts | Rights of DWAF protected | Contracts signed | Research and draft | | Ongoing | Ongoing |
| | Provide proactive legal advice and support to Minister and Department | Minister and Department take decisions well advised | In time when necessary | Research, contact Ministry and the Department | | Ongoing | Ongoing |
| | Comment on bills and outside legislation | Rights of the Department protected | Comments submitted in time | Research draft comments | | Ongoing | Ongoing |
| 1.5 Negotiate and draft contracts and international agreements for the Department | Draft transfer agreements for water works | Agreements for transfer of water works concluded | Transfer effected in time | As per timetable of Transfer Manager | Director: Legal Services | Ongoing | Ongoing |
| | Negotiate and draft international agreements | Agreements concluded and signed and rights of RSA protected | In agreed time | Research, write opinions and negotiate the terms | | Ongoing | Ongoing |
| | Draft normal contract for the Department | Contracts concluded in best interest of DWAF | As agreed with customer | Research and draft | | Ongoing | Ongoing |

3.1.1 Business Plan Unit: Financial Administration (FA)

| FINANCIAL MANAGEMENT | | | | | | | |
|---|---|--|---|--|---|---|---|
| Strategic Objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp | Outputs | Outputs |
| KEY FOCUS AREA: 1 Implement the provisions of the Public Finance Management Act, No. 1 of 1999. | | | | | | | |
| To ensure compliance of the prescripts of the PFMA and Treasury Regulations. | Improved financial management. | Improved financial management in all functions of the Department. | Continues compliance with prescripts of the Act and Treasury Regulations. | Determine financial training needs. Conduct briefing sessions. Set departmental financial rules in place. | CFO, CD: F; D: FM; DD: FM; Asst Dir: FM | Improved financial management. | Improved financial management. |
| KEY FOCUS AREA: 2 Implement, monitor and assess the implementation of the preferential procurement reform process. | | | | | | | |
| To implement the Preferential Procurement Policy Framework Act No.5 of 2000, and the Preferential Procurement Regulations. | Determine the appropriate preference point system to be utilised in the evaluation of the tenders; and determine the deliverables or performance indicators in terms of which a person awarded a contract will be assessed. | Timeous, quality reports. Compliance with the Accounting Officer's Procurement procedures. | Report on a monthly basis to the DCC and National Treasury. | Follow procurement policies, procedures and delegations | AD: Procurement and PSP Administration | Improve on system where necessary. | Ongoing. |
| KEY FOCUS AREA: 3 Perform risk assessment and ensure compliance with set rules and regulations | | | | | | | |
| Perform risk assessment | Revised risk documents Implementation of risk management system | Effectiveness of risk management committee | Completion 2003 | Review and re-assess risks | D: IA | Review and update | Review and update |
| KEY FOCUS AREA: 4 Co-ordinate and manage all activities in the Department related to financial management, expenditure control and revenue collection. | | | | | | | |
| 1 To effect payment. | Payments made | Creditors must be paid within a reasonable period. Compliance with financial prescriptions and policies. To ensure that employees are paid within a reasonable period. | To effect accurate payments within 30 days. To send batches for payment within 5 working days from the date the request for advance or claim was received at the S&T office to data section for capturing. | Checking of payments on Logis system for correctness and supporting documents Checking of S&T advances and claims for correctness and supporting documents. | DD, AD, SA, CAC | Payments made | Payments made |
| 2 To check financial batches already captured on the FMS. | A prepared report on identified shortcomings. | Ensure that proper checking is being done on financial batches already captured on the FMS regarding adherence to financial prescriptions. | Strive to detect as much shortcomings as possible in order to correct it for future purposes. To check 80 % of all batches within a year. | Check financial batches of the various offices to determine if it adheres to financial prescriptions. | DD, AD, SA, CAC | A prepared report on identified shortcomings. | A prepared report on identified shortcomings. |
| 3 To co-ordinate information about queries from the Office | A comprehensive reply to the queries raised by the Office of the Auditor-General. | Whether all queries raised have been comprehensively addressed. | To respond to all queries raised by the Office of the Auditor-General by the set date. | Gathering information from the concerned directorates and regional offices, in | DD, AD, SA, CAC | A comprehensive reply to the queries raised by the Office of the Auditor-General. | A comprehensive reply to the queries raised by the Office of the Auditor-General. |

| FINANCIAL MANAGEMENT | | | | | | | |
|---|---|--|---|---|--|---|---|
| Strategic Objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp | Outputs | Outputs |
| of the Auditor-General and to respond to it. | | | | order to compile a reply for the Office of the Auditor-General. | | | General. |
| 4 To perform inspections. | Issued inspection reports | Quality of the inspection reports that should comply with inspection plan. | To do inspections according to inspection plan. | Conduct inspections according to a list of activities which have to be checked. | DD, AD, SA | Issued inspection reports | Issued inspection reports |
| 5 Proper utilisation of the FMS/BAS. | Well understood and correctly interpreted functioning of the FMS/BAS. | Better understanding of the FMS/BAS. | Improved knowledge of FMS/BAS. | Ensure that all transactions are captured correctly, timeously and reports are used effectively. Ensure that interfaces between Persal and FMS are done correctly? | DD ASD: Systems | Well understood and correctly interpreted functioning of the FMS/BAS. | Well understood and correctly interpreted functioning of the FMS/BAS. |
| 6 To manage the internal budget and to submit budget to Department of National Treasury and | Allocations to Program Managers and report on expenditure in comparison with the budget done correctly and on time. | Compliance with the PFMA, National Treasuries Regulations and circulars. | To meet deadlines set by the Department and the Treasury. | Request information from Programme Managers Co-ordinate inputs from Programme Managers. Submit inputs to National Treasury. Prepare Early Warning System. | DD ASD: Budget Planning | Allocations to Program Managers and report on expenditure in comparison with the budget done correctly and on time. | Allocations to Program Managers and report on expenditure in comparison with the budget done correctly and on time. |
| 7 To improve financial knowledge of staff on financial matters. | Better knowledge of financial matters. | Whether there is an improvement of knowledge of financial matters. | To ensure that training on financial matters is provided to all relevant staff members within the 2001/02 year. | Arrange training sessions. Prepare and provide training manuals. | DD: Budgets, Systems and Training ASD: Training | Better knowledge of financial matters. | Better knowledge of financial matters. |
| 8 To ensure that PMG functions are performed properly. | Bank reconciliation done. Payments made. Available funds in the PMG Account. | Compliance with PFMA, Treasury Regulations and Departmental rules. | Continuously meet deadlines on a monthly basis. | Cash flow management. Reconciliation of accounts. Authority for bank deposits and signing of warrant vouchers. Controlling of payments. | DD: FM | Bank reconciliation's done. Payments made. Available funds in the PMG Account. | Bank reconciliations done. Payments made. Available funds in the PMG Account. |
| 9 The closing of the financial books and the submitting of financial statements. | Cleared accounts. Reports written and submitted Financial statements prepared. | Compliance with PFMA, Treasury Regulations and Departmental rules. | Prepare and submit financial statements annually, before 31 May | Controlling of suspense accounts. Registering of debtors. Distribution of statements. Recovery of outstanding debts. | DD: FM AD: FM SA | Cleared accounts. Reports-written and submitted Financial statements prepared. | Cleared accounts. Reports-written and submitted Financial statements prepared. |

| FINANCIAL MANAGEMENT | | | | | | | |
|--|--|--|---|---|------------------------------------|--|--|
| Strategic Objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp | Outputs | Outputs |
| | | | | Writing off of bad debts. Follow up of outstanding accounts. | | | |
| 10 To manage departmental debt properly. | Regular recording of debt cases. Notifying debtors about outstanding amounts. Follow up of outstanding accounts. | Compliance with PFMA, Treasury Regulations and departmental rules. | To reduce the number of debt cases. | Registering of debtors. Distribution of statements. Recovery of outstanding debts. Writing off of bad debts. Follow up of outstanding accounts. | DD: FM AD: FM SSA | Regular recording of debt cases. Notifying debtors about outstanding amounts. Follow up of outstanding accounts. | Regular recording of debt cases. Notifying debtors about outstanding amounts. Follow up of outstanding accounts. |
| 11 Make payments from voted funds. | Payments made in respect of salaries, allowances and other benefits. | Rate at which payments are made. | Effect ad hoc payments within 5 days of receipt of request and of salaries on set dates of fifteenth and month end. | Capture data in persal salary system. Compile manually and send per post to third payment. | DD, AD, SA, CAC DD, AD, SA, CAC | Payments made in respect of salaries, allowances and other benefits. | Payments made in respect of salaries, allowances and other benefits. |
| 12 Receipt of state money and reconciliation of VAT. | Issued receipts for monies received. | Comply with PFMA and Treasury Regulations. | Prompt receipt and banking of monies. | Receipt of money and banking thereof. | DD, AD, SA, CAC | Issued receipts for monies received. | Issued receipts for monies received. |
| 13 Reconciliation of agency levies and other loan activities | Prepared statement of Income for National Treasury. | Comply with PFMA and Treasury and Departmental Regulations. | Submit before or by deadline. | Compile revenue statements. | DD, AD, SA, CAC | Prepared statement of Income for National Treasury. | Prepared statement of Income for National Treasury. |

3.1.2 Business Plan Unit: Internal Audit (IA)

| INTERNAL AUDIT | | | | | | | |
|--|---|---|---|--|--------|------------------------|------------------------|
| Strategic Objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp | Outputs | Outputs |
| KEY FOCUS AREA: Implement provisions of Section 38 & 64 the Public Finance Management Act, No. 1 of 1999 | | | | | | | |
| Preparation of a 3 year strategic IA plan | Prepared 3 year strategic audit plan | Compliance with requirements of the Act | Completion 2003 | Risk assessment | D: IA | Review and update plan | Review and update plan |
| Preparation of an annual IA plan | Prepared annual IA plan | | | Prepare reports | | | |
| Prepare plans indicating proposed scope each audit | Prepared audit scope plan | | | Review systems and assess level of control and compliance | | | |
| Prepare a modus operandi with management inputs | Prepared modus operandi | | | | | | |
| Prepare quarterly reports to the audit committee | Prepared quarterly reports | | | | | | |
| KEY FOCUS AREA: To provide objective assurance and advisory services | | | | | | | |
| Performance of objective assurance reviews | Completed reports on assurance review | Value adding and improvement of Dept's operations | Ongoing | Review plans and performance of audit engagements | DD: IA | Ongoing | Ongoing |
| Provision of advisory services | Frequency of services | Impact and extent to which recommendations are accepted & implemented | 1 year subsequent to performance | Monitor management actions | DD IA | Ongoing | Ongoing |
| KEY FOCUS AREA: To assist management and the audit committee in accomplishing objectives. | | | | | | | |
| Performance of Operational / Performance Audits | Planning documents Audit programme Audit working papers Record of audit findings Audit report | % of audits completed as per approved audit plan, on time and within budget | One week before scheduled audit Before every audit As per approved audit plan As per approved audit plan Four months after final report | Plan audit projects Reassessment of risk Review objectives, controls and adequacy processes Review for the economic and efficiency of objectives Plan and perform follow-up audits | DD: IA | Ongoing | Ongoing |

| INTERNAL AUDIT | | | | | | | |
|---|--|--|-----------------|---|--------|-------------------|-------------------|
| Strategic Objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp | Outputs | Outputs |
| Performance of Special Investigations/Projects | Planning documents Audit programme Audit working papers Audit reports | Number of special projects identified and / or requested by management | Ongoing | Identification of special projects to be audited Auditing of special requests by management Investigation of suspected economic crime and irregularities Maintenance of fraud database | DD: IA | Ongoing | Ongoing |
| KEY FOCUS AREA: To perform risk assessment and ensure compliance with set rules and regulations | | | | | | | |
| Perform risk assessment | Revised risk assessment documents Implementation of risk management system | Effectiveness of risk management committee | Completion 2003 | Review and re-assess risks | D: IA | Review and update | Review and update |

PROGRAMME 8

5.2 FUNCTIONAL AREA: FORESTRY

5.2.1 Business Plan Unit: Forestry (F)

| FORESTRY | | | | | | | |
|--|---|---|--|---|---|--|--|
| Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| Objective 1: To transfer commercial forestry operations to private and communal operators and where appropriate facilitate alternative land uses. | | | | | | | |
| | Work with Department of Public Enterprises to oversee sale of Northern Province / Mpumalanga package | Community trust/s established Permission for leases granted Transaction complete | Transaction complete and leases signed third quarter 2002 | Lease and trust preparation with affected communities | Directorates Regulation and restructuring | Ongoing lease and rental management | Ongoing lease and rental management |
| | Offer Mbazwana Manzengwenya Category B plantations via tender with shareholding reserved for communal entities and workers transferred on Cat A equivalent conditions | Worker VSPs, transfers, redeployment complete Lease negotiations with communities complete Transaction complete | Transaction complete and leases signed end 2002 | Lease and trust preparation with affected communities Sale process Employee communication and negotiation | Directorates Regulation and Restructuring | Ongoing lease and rental management | Ongoing lease and rental management |
| | Proceed with transfer of Cat B and C plantations as per interdepartmental committee | Authority granted for both Category B and C processes including labour subsidy Category B package and disposal strategy in place Employees offered VSPs or transfers | Approximately ten Cat C transfers to communities per year Category B disposal and transfer complete by end 2004/5 | Employee and union communication and negotiation Cat C negotiation with communities Bid process via PPP | Directorates Regulation and Restructuring | Ongoing transfers | Ongoing transfers |
| | Support conversion strategy for portions of Safcol's Western and Southern Cape plantations. | Transfer plan for each element of land conversion including financial viability | Transfer plan in place for each element of land conversion by end 2002 | Conversion committee | Chief Director | Complete | Complete |
| Objective 2: To manage the commercial forests effectively for as long as these assets remain with the Department | | | | | | | |
| | Develop and implement comprehensive management plan for all Category B forests | Planting of TUPs Environmental improvements Improvement in revenue management Effective use of labour (including redeployees); improvements in labour conditions including housing | Detailed management plans in place mid 2002 | Implementation of plans | Directorate Commercial | Ongoing depending on progress with transfers | Ongoing depending on progress with transfers |

| FORESTRY | | | | | | | |
|---|---|--|--|--|--|------------------------|------------------------|
| Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| | Complete conversion of remaining two long term contracts to new contract system and complete legal processes. | Arbitration with LMS saw-milling Cancellation of Yorkcor contract | Both processes complete by mid 2002 and manage any litigation that may arise | Negotiation | Directorate Commercial | Complete | Complete |
| Objective 3: To consolidate effective management of all indigenous forests managed by DWAF and to transfer these to other agencies where appropriate | | | | | | | |
| | Complete inventory of all forests including IUCN classification | Inventory and classification complete | Mid 2002 | Inventory process | Directorate Indigenous Forest Management | Complete | Complete |
| | Complete a set of management plans for all forests under the management of DWAF | Annual plan of Operations Participatory Forest Management plans Public access plans | End 2002 | Planning and workshopping | Directorate Indigenous Forest Management | Ongoing/ maintenance | Ongoing/ maintenance |
| | Complete transfer of redeployed Category A staff from commercial to indigenous forests | All stations to have adequate supervisory and physical infrastructure Employee communication | Mid 2002 | Planning Procurement of necessary infrastructure | Directorate Indigenous Forest Management | Ongoing/ maintenance | Ongoing/ maintenance |
| | Take over woodlots transferred from community forestry to indigenous forestry | Incorporate into management arrangements and use to protect indigenous area | Mid 2002 | Management planning including harvest estimates | Directorate Indigenous Forest Management | Ongoing/ maintenance | Ongoing/ maintenance |
| | Assist communities/ traditional authorities/ local governments to manage indigenous forests under their control | Develop database of all indigenous forests managed by communities Develop and implement plan to support their management | End 2002 End 2002 | Project plan and funding GIS ground-truthing Start negotiations with affected communities and local governments | Directorate Indigenous Forest Management and Regulation | Implement support plan | Implement support plan |
| | Complete plan to transfer indigenous forests to other agencies and implement transfers | Complete plan Complete Knysna/Southern Cape transfer Complete Pondoland transfer Complete Blyde transfer (including 5 commercial areas) | Mid 2002 Mid to end 2002 Mid to end 2002 End 2002 | Planning Employee and union negotiation in line with PSCBC agreements Negotiation with receiving agencies Negotiate transfer of budgets Co-operation with DEAT | Directorates Indigenous Forest Management, Restructuring | Further transfers | Further transfers |

| FORESTRY | | | | | | | |
|--|--|--|---------------------|--|------------------------|--|--|
| Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| Objective 4: To regulate forestry activities in line with the National Forests Act and the National Veld and Forest Fire Act | | | | | | | |
| | Establish and implement systems for managing leased land through the land management unit | Systems in place including rental management New legislation on trust for management of rentals | Ongoing End 2002 | Planning and implementation Legislation process via Parliament and NFAC | Directorate Regulation | Area expanded due to further leases Ongoing | Ongoing |
| | Consolidate systems to implement all forest and fire regulations | Adequate staffing and budgets in place System of regulatory oversight and intervention in regions including staff Manuals of operation Public and stakeholder awareness including traditional leaders Possible transfer of the fire legislation and regulatory work to another Govt Department | End 2002 | Planning and implementation | Directorate Regulation | Ongoing | Ongoing |
| | Monitoring of forests delegated to provinces, SANParks or other agencies | Annual audits and reports | Ongoing | Agree criteria for performance | Directorate Regulation | Area expanded due to further leases Ongoing | Ongoing |
| | Continue training programme for DWAF staff, provincial staff, judicial officers and other stakeholders | Training to cover Act, regulations, and method of enforcement | Ongoing | Training as per annual plan | Directorate Regulation | Maintenance and refreshers | Maintenance and refreshers |
| Objective 5: Continuous development and updating of forest policy and information on forests with the involvement of local and international stakeholders | | | | | | | |
| | Review, update and re-publish the National Forestry Action Programme | Document written, consulted and published | Published mid 2002 | Drafting and consultation | Directorate Policy | Complete | Begin review as necessary |
| | Support research on forests both within DWAF and through outside agencies | Multi-year research plan including funding | Complete mid 2002 | Drafting and consultation | Directorate Policy | Implement and update | Implement and update |
| | Establish the Forest Information System and update on a continuous basis | Written agreement with FAO IT platform established System running and publicly accessible | Mid 2002 | Planning and implementation | Directorate Policy | Ongoing data provision and maintenance | Ongoing data provision and maintenance |

| FORESTRY | | | | | | | |
|--|--|--|--|---|--|---|--------------------------------------|
| Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| | Publish the first State of the Forest Report and begin to plan next report | Report published | Second quarter 2002 | Editing, cross-ref. to updated NFP | Directorate Policy | Ongoing planning and data collection | Ongoing planning and data collection |
| | Develop the Criteria Indicators and Standards for forest management in co-operation with the National Forestry Advisory Council | Criteria and Indicators approved by Minister and published | Third quarter 2002 | Piloting, consultation | Directorate Policy | Possible development of C&I for woodlands | Updating as necessary |
| | Ongoing support to the National Forestry Advisory Council and its committees | New Council in place Ongoing provision of advice | Second quarter 2002 | Appointment of new Council | Directorate Policy | Ongoing support | Ongoing support |
| | Participate in international forestry policy dialogue | Participate in and impact on UN Forestry Forum, the Food and Agricultural Organisation, the Commonwealth Forestry Association, SADC structures; related international conventions; WSSD. | Ongoing + prep for WSSD (September 2002) | Forest related agreement at WSSD SADC forest protocol | Chief Director, various directorates (co-ordination by Directorate Policy) | Ongoing | Ongoing |
| Objective 6: To advise communities on the use of trees and forest resources for sustainable livelihoods | | | | | | | |
| | Manage and rehabilitate woodlots until transfer to communities and continue to support communities | Each woodlot rehabilitated and community involved in management | End 2004/5 | Annual plans of Operations per plantation Community involvement and training | Directorate Community Forestry | Ongoing support to communities | Ongoing support to communities |
| | Establish capacity to assist communities with forest related enterprises including through the Forest Enterprise Development Office in the Eastern Cape as well as partnership with Working for Water Programme. | Community enterprise projects established including new afforestation; forest related tourism; wattle jungle conversions; natural resource use | First projects implemented end 2002 | Projects in place | Directorate Community Forestry | Ongoing | Ongoing |
| | Support local government, CBOs, NGOs and corporate sector to initiate and implement urban and rural greening projects | Sustainable Greening projects in place throughout the country, led by local government | Detailed strategy mid 2002 | Increased number of local governments leading greening programmes | Directorate Community Forestry | Ongoing | Ongoing |

| FORESTRY | | | | | | | |
|----------------------|--|---|----------|---|---|---------|---------|
| Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| | Assist communities to manage fire risk in areas with communal forest resources, and support Fire Protection Associations | Support and education to relevant communities FPAs registered and in place | End 2002 | Increased local capacity to prevent fires | Directorate Community forestry (working with Directorate Regulation and other Govt. Depts. | Ongoing | Ongoing |

PROGRAMME: (Consolidated) 2, 3, 4

5.3 FUNCTIONAL AREA: WATER RESOURCE MANAGEMENT

5.3.1 Business Plan Unit: Water Resource Management (WRM)

| WATER RESOURCES MANAGEMENT: PROGRAMME 2: WATER RESOURCES ASSESSMENT | | | | | |
|--|--|--|---|--|---|
| | 2002/3 | | | | 2004/5 |
| Strategic Objectives | Outputs | Measures | Targets | Outputs | Outputs |
| KFA 1: TO ENSURE A RELIABLE AND EQUITABLE SUPPLY OF WATER FOR DOMESTIC AND WATER DEPENDENT ECONOMIC ACTIVITIES (PROGRAMMES: 2, 3, 4) | | | | | |
| 1.1 Develop National Water Resource Strategy | Augmented First Edition NWRS | Approved by Minister | Publish for information in March 2003 | 2nd Edition NWRS (December 2003) | Augmented 2nd Edition NWRS |
| 1.2 Establish and implement National Information Management System (quality, quantity, ecological) | National system for surface water quantity | National hydrological information system for management and development of water resources | Maintain operational system for surface water availability, distribution and variability | National system for surface water resources: - rivers - dams - wetlands | National system for surface water resources: - rivers - dams - wetlands - estuaries |
| | Flood management system for mitigation of effects of flooding | National flood management system extended to selected river systems | Information for flood management in selected additional river systems | Flood management system for mitigation of effects of flooding | Flood management system for mitigation of effects of flooding |
| | National system for groundwater | Information on distribution and availability of groundwater | Implementation of 50% of the groundwater monitoring network | National system for groundwater fully operational | National system for groundwater operational |
| | National system for water quality | Information on indicators of water quality for human needs and agricultural use of water | Monitoring programmes implemented for- - salinity - eutrophication - toxic algae radioactivity | National system for water quality Additional programme for microbiology | National system for water quality Additional programme for toxicity |
| | National system for spatial information on water resources and related land use activities | Spatial information on water resources and related land uses | Survey of existing lawful use of water for irrigation and storage of water | National system for spatial information on water resources and related land use activities | National system for spatial information on water resources and related land use activities |
| | Institutional capacity for sustained provision of reliable water resource data | Water resource data provided in terms of agreements with institutions | Guidelines for surface water and groundwater monitoring complete Standards for data storage and interchange complete | Signed agreements with all institutions as established System for auditing developed | Signed agreements with all institutions as established Auditing system implemented |
| 1.3 To ensure equitable allocation and licensing of water use (quality and quantity) | System for groundwater abstraction and recreational water use authorisation | System for authorisation | System implemented | Groundwater abstraction and recreational water use licenses assessed as required | Groundwater abstraction and recreational water use licenses assessed as required |

| WATER RESOURCES MANAGEMENT: PROGRAMME 2: WATER RESOURCES ASSESSMENT | | | | | |
|--|---|---|---|---|---|
| | 2002/3 | | | | 2004/5 |
| Strategic Objectives | Outputs | Measures | Targets | Outputs | Outputs |
| 1.4 Achieve balance between supply and demand | Co-operative studies on international basins | Approved by joint commission | Two studies started Progress depends on other states | Co-operative studies on international basins (1 completed) | Co-operative studies on international basins (1 completed) |
| | Detailed information on balance of supply and demand to assist with formulation of catchment management strategies and operational procedures | Progress satisfactory and according to programme | No new studies started 2 studies completed | Detailed information on balance of supply and demand to assist with formulation of catchment management strategies and operational procedures (4 new studies started, 2 completed) | Detailed information on balance of supply and demand to assist with formulation of catchment management strategies and operational procedures (5 studies completed) |
| | Recommendations regarding solutions to address water supply problems | Progress satisfactory and according to programme | Complete 30 studies/modules | Recommendations regarding solutions to address water supply problems Some investigations will be completed while others will be on going | Recommendations regarding solutions to address water supply problems Most investigations will completed, a few will be on going and new ones, not listed will be identified and investigations started |
| | Progress the implementation of rainfall enhancement as a water resource management tool | Acceptance and use by potential beneficiaries | Ongoing | Continued implementation and promotion | Continued implementation and promotion |
| | Methodological development | Progress satisfactory and according to programme | | Methodological development (on-going) | Methodological development (on-going) |
| 1.5 Develop and implement auditing system | Policy document on <i>ex post facto</i> auditing of Government Waterworks | Approved by WRMC | March 2002 | Continued implementation and promotion | Continued implementation and promotion |
| | Progress the implementation of rainfall enhancement as a water resource management tool | Acceptance and use by potential beneficiaries | Ongoing | Continued implementation and promotion | Continued implementation and promotion |
| KFA 2: TO ENSURE THE RELIABLE SUPPLY OF AND ACCESS TO WATER TO SUPPORT EQUITABLE SOCIAL DEVELOPMENT INCLUDING THE ERADICATION OF POVERTY (PROGRAMME: 2) | | | | | |
| 2.1 Redressing historical imbalances in access to water and ensuring equity of access | Management plans for recreational access to Government Water Works (State Dams) | Equitable access to all State Dams for recreational purposes and social development | Minimum of 5 plans per annum | Management plans (5) for recreational access to Government Water Works (State Dams) | Management plans (5) for recreational access to Government Water Works (State Dams) |
| KFA 3: TO ENSURE THE PROTECTION OF WATER-BASED ECOSYSTEMS AND TO ENSURE ADEQUATE WATER TO LAND-BASED (TERRESTRIAL) ECOSYSTEMS (PROGRAMMES: 2, 3) | | | | | |
| 3.1 Develop a water resource classification system | National classification system | Classification system for management of water resources | Gazetting of Classification System Pilot implementation of Classification System | Classification system extended to wetlands Implement Classification System for 2 major catchments per annum | Classification system extended to estuaries Implement Classification System for 2 major catchments per annum |

WATER RESOURCES MANAGEMENT: PROGRAMME 2: WATER RESOURCES ASSESSMENT

| | 2002/3 | | | | 2004/5 |
|---|---|--|---|---|---|
| Strategic Objectives | Outputs | Measures | Targets | Outputs | Outputs |
| 3.2 Preliminary determinations of Reserve at catchment level | Preliminary determinations of Reserve | Progress satisfactory and according to programme | Start 1 studies Complete 3 studies | Preliminary determinations of Reserve (2 completed) | Preliminary determinations of Reserve (3 completed) |
| 3.3 Preliminary determinations of Reserve at catchment level | Environmental requirements and basic human needs established for catchments | Preliminary determinations of the Reserve | Two major catchments initiated per annum Minimum of 500 ad hoc determinations per annum | Environmental requirements and basic human needs initiated for two major catchments per annum | Environmental requirements and basic human needs initiated for two major catchments per annum |
| 3.4 Develop improved systems for monitoring status and impacts on groundwater and surface water | Water resources monitoring, assessment and information management systems | Status of water resources assessed | Procedures for groundwater monitoring finalised Strategy for monitoring and assessment finalised | Water resources monitoring, assessment and information management: procedures for wetlands included | Water resources monitoring, assessment and information management: procedures for estuaries included |
| | National River Health Programme | Monitoring system of ecological status in rivers | Pilot implementation of river health monitoring in a minimum of two catchments per Region | National River Health Programme implemented in 50% of each Region | National River Health Programme implemented nationally |
| | National Water Resources Health Programme | Monitoring system of ecological status in dams, estuaries and wetlands | Pilot implementation of estuary health monitoring in selected catchments | National Water Resources Health Programme: National implementation of estuary health Pilot implementation of wetland health | National Water Resources Health Programme: National implementation of wetland health |
| | System for monitoring environmental impacts of water resource development | Compliance with CEIMP | System design completed | System for environmental impact assessment of water resources development applied to pilot testing | System for environmental impact assessment of water resources development applied to all new development |
| 3.5 Policy/strategy for use and protection of groundwater into basic human needs and impacts on terrestrial ecosystems (quality and quantity) | System for monitoring and assessment of groundwater requirements for basic human needs and groundwater dependent terrestrial ecosystems | Management framework for groundwater into basic human needs and groundwater dependent terrestrial ecosystems | System design completed | System for monitoring and assessment of groundwater for basic human needs and groundwater dependent terrestrial ecosystems pilot tested | System for monitoring and assessment of groundwater for basic human needs and groundwater dependent terrestrial ecosystems implemented in all sensitive areas |
| 3.6 Develop and implement auditing systems | System for auditing sustainable utilisation and protection of water resources (surface water, ground water, wetlands and estuaries) | Auditing system in place | System design completed | National system for auditing sustainable utilisation and protection of water resources: Plot auditing | National system for auditing sustainable utilisation and protection of water resources: national auditing Pilot auditing in wetlands |
| | Auditing system for environmental sustainability of water resource development | Compliance with Departmental CEIMP | System design completed | Auditing system operational | Auditing system operational |

| WATER RESOURCES MANAGEMENT: PROGRAMME 2: WATER RESOURCES ASSESSMENT | | | | | |
|---|--|--|---|--|--|
| | 2002/3 | | | | 2004/5 |
| Strategic Objectives | Outputs | Measures | Targets | Outputs | Outputs |
| KFA 4: TO ENSURE THE COLLECTION OF WATER USE CHARGES FOR WATER USE (PROGRAMME: 2) | | | | | |
| 4.1 Register water use | National system for water use water use authorisation and registration management | System for registering all authorised water use implemented | Tariff manager module implemented Authorisation assessment and property manager module developed | National system for water use water use authorisation and registration management Workflow implemented | National system for water use authorisation and registration management Linkages to other systems |
| KFA 5: ENSURE THE DEVELOPMENT AND SUPPORT OF EFFECTIVE WATER MANAGEMENT AND WATER SERVICES INSTITUTIONS (PROGRAMME: 3) | | | | | |
| 5.1 Restructuring of Water Resources Management | Disaster management structures established in the Department | Successful co-ordination of disaster management activities in partnership with the National Disaster Management Centre | Ongoing | Continued development of disaster management unit | Continued development of disaster management unit |
| 5.2 Provide support and intervene with regard to water services institutions in association with Water Services Branch | Functional software to assist municipalities with water management, and to provide information to the Department | Acceptance and use of software by potential users in municipalities and the Department | Ongoing | Increased use of software in municipalities | Increased use of software in municipalities |
| KFA 6: TO DEVELOP AN EMPOWERED, SKILLED AND REPRESENTATIVE STAFF TO ACHIEVE INTEGRATED WATER RESOURCE MANAGEMENT (PROGRAMME: 2, 4) | | | | | |
| 6.1 Ensure effective WRM through empowered staff by providing continuous opportunities to develop skill and knowledge | Network for education and training in water resources | Network established for training in water resources related disciplines | Network for aquatic ecosystem health established | Network for education and training in water resources extended to other surface water resources training areas | Network for education and training in water resources: network extended to include groundwater |

PROGRAMME 6

5.3.2 Business Plan Unit: Water Use and Conservation (WUC)

| Water Use and Conservation | | | | | | | |
|--|--|--|----------------------------|--|------------------------------------|---|--|
| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| KFA 1. To ensure a reliable and equitable supply of water for domestic and water dependent economic activities. | | | | | | | |
| 1.1 Develop National Water Resource Strategy | Strategically manage South Africa's water resources in accordance with the NWRS. | Reduction in spread of invading alien plants | Ongoing | Strategy to deal with invasive species impacting on water use and water reserve included in NWRS | CD: WUC | Implementation | Implementation |
| | | Participatory policy development with DEAT | Draft policy by March 2003 | Develop policy for the treatment and disposal of land-derived wastewaters in the coastal areas of South Africa Development of the National Water Quality Management Framework Policy Implementation of the National Waste Management Strategy (Revision of the 2 nd edition). | D: WQM with DEAT D: WQM | Develop policy for the treatment and disposal of land-derived wastewaters in the coastal areas of South Africa Implementation of the National Waste Management Strategy (Revision of the 2 nd edition). | Development of a co-operative governance strategy Water Quality Management planning policy to provide strategic WQM input to the NWRS |
| | | Comments from stakeholders – ongoing basis | Ongoing | Prepare relevant inputs for augmentation of NWRS based on outcome of case studies, comments etc | CD: WUC | Participate in updating NWRS – 12/2003 | Augment NWRS |

Water Use and Conservation

| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
|--|--|--|---|---|-------------------|--|--|
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| 1.2 Develop and implement Catchment Management Strategies (quality and quantity) | Water resources managed according to catchment management strategies in 3 WMAs | Stakeholder support for catchment management strategies Capacity Building; Use of consultants to assist | Development of catchment management strategies initiated in 3 WMAs by March 2003 Draft guidelines by end March 2003; Pilot catchment work initiated | Refine CMS framework; and develop CMS guidelines Develop WC&DM model strategy Action plan - time frames and level of CMS cost implications, skill and resource requirements and institutions required Develop criteria for evaluation of strategy Gap analysis re CMS development Develop and implement wide scale stakeholders visioning exercises Develop guidelines to set RQOs Develop guidelines for risk based decision making Pilot Catchment assessment studies.with regional offices Resource based life cycle assessment . | D: WQM | Develop 4 CMS Commence documentation of stakeholders visions in TINWA prioritised WMAs Implement stakeholder visioning exercise with regional offices Develop guidelines to set RQOs Develop guidelines for risk based decision making. Pilot Catchment assessment studies. Resource based life cycle assessment . | Develop 5 CMS Implement stakeholder visioning exercise with regional offices Revision of SA Water Quality Guidelines for Fresh Water; & Coastal Marine Waters. Development of Estuarine Water Quality Guidelines; |
| | | | | Loskop Dam Catchment: Scoping and Feasibility study: Rehabilitation of Defunct Mines | | Loskop Dam Catchment: Scoping and Feasibility study: Rehabilitation of Defunct Mines. | Aesthetic Water Quality Guidelines. Cost Benefit Analysis: Operational Guideline/ Compensation Policy. |
| | | Use of biological control, regulatory incentives, labour based work | Hectares cleared and follow up work done as per annual business plan. | Ensure CMS includes alien vegetation clearing programme | WfW | Ongoing | Ongoing |
| | | Stakeholder support for CMS Model Capacity Building | Meet timetable of the development of CMS Model | Review WC/WDM Model strategy; Facilitate implementation and interaction of WCWDM strategy within CMA framework – pilot /case studies Develop guidelines to set resource quality objectives | CD: WUC D: WQM | Water conservation strategy inherent in CMS Develop guidelines to set resource quality objectives | Ongoing |

| Water Use and Conservation | | | | | | | |
|---|---|--|--|---|---------|---|--|
| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| 1.3 Establish and implement National Information Management System (quality and quantity) | National Information Systems | Create an enabling environment; Build capacity, Support and implement | Further development and implementation of national information systems viz.: WMS, WARMS, MAIS | Deployment, Operation and maintenance where relevant ; Maintenance of 9 regional WQM monitoring networks Development of a Integrated Water Quality Management Information System (WMS) | CD: WUC | Ongoing | Ongoing |
| 1.4 Ensure equitable allocation and licensing of water use (quality and quantity). | Allocation of water according to the National Water Act | Improved allocation of water to disadvantaged groups; Reduction in unauthorised use of water | See 2.1; Assess water use applications according to National Water Act | Develop guidelines on compulsory licensing and allocation plans with a specific focus on poverty eradication issues; Develop decision support system for allocations Guidelines for licence applications in mining sector | CD: WUC | Participate in commencement of compulsory licensing Support water allocation planning Ongoing | Ongoing Ongoing Revision of Aide Memoirs – Compilation of a single aide-memoir Water Allocation Plan: WQM Component Section 27: Operational Guidelines |
| | | Assessment and decision-making framework for allocation | Draft framework developed | Development of WQ allocation plan | D: WQM | Ongoing | Ongoing |
| 1.5 Ensure effective and efficient use of water | Improved beneficial use of water resources | Improved water use efficiency in stressed catchments and improved management of non-consumptive use; | Continuation of 6 pilot projects for WC&DM in industry and development of benchmarking 4 pilot projects for WC&DM in agriculture 8 pilot projects with local authorities | Facilitate and ensure stakeholder participation in and implementation of water conservation and demand management Facilitate participation of schools in Water Education Programmes | CD: WUC | Ongoing | Ongoing |
| | | | Orange River rules determined by May 2002 | Determine operating rules for Orange River and as per required by CMS | D: WU | Ongoing | Ongoing |

| Water Use and Conservation | | | | | | | |
|---|--|--|--|---|-----------------------------------|---|---|
| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| | | | Joint plan with NDA and DEAT | Ensure responsibility to clear invading alien plants by land-owners | WfW | Ongoing | Ongoing |
| | | Improved management of diffuse sources of pollution- | 3 local authorities implementing draft best practice guidelines; waste discharge standards completed | Implementation of best practice guidelines, and dense settlements strategy. Use of cleaner technology. Development of waste discharge standards | D: WQM | Implementation of best practice guidelines, and dense settlements strategy. Use of cleaner technology. Development of waste discharge standards | Implementation of best practice guidelines, and dense settlements strategy. Use of cleaner technology. Development of waste discharge standards |
| | | Revised Version of NWA Regulations published | Gazette by Jul 2002 Final NWA Regulations by 2003 | Participatory Workshops completed | WC | Implementation of regulations | Implementation of regulations |
| 1.6 Achieve balance between supply and demand | Ongoing Sustained decreased Water Demand projections achieved in major Water User sectors | Ensured security of supply to all sectors Equitable access to water resources by all guaranteed | Ongoing | Review WC/DM tools to enhance WSAM | (Links to 1.1 and 1.2) CD: WUC | Ongoing | Ongoing |
| | Improved water runoff through reduction of alien plant invasion | Results evaluated through process of monitoring and review | 80 000 ha alien vegetation cleared, 150 000 ha follow up work | Labour intensive clearing work; biological control; joint work with other departments | WfW | Ongoing | Ongoing |
| | Improved Integrated water resources and augmentation planning | Develop and finalise protocol on new water resource development | Joint development with relevant directorates | Review integrated WC/WDM into water resources augmentation and planning; Integrate water conservation and demand management into water availability options | D: WC | Protocol including in national water resource strategy | Implementation |
| 1.7 Ensure development of infrastructure. | Improved beneficial use of water resources | Improved water use efficiency in water quality stressed areas | Design and build water care works for defunct mines in the Ermelo area | Develop tools to support protocol on augmentation decision making | D: WC D: WQM | Design and build water care works for defunct mines in the Ermelo area | Design and build water care works for defunct mines in the Ermelo area |

| Water Use and Conservation | | | | | | | |
|--|--|---|--|--|--------------------------|--|--|
| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| 1.8 Ensure effective management, operation and maintenance of infrastructure. | Infrastructure managed efficiently and maintained properly | Improved water use efficiency in water quality stressed areas | Transfer of government water schemes to water user associations as required by WUAs. | Support implementation of policy on transfer of irrigation schemes. Brugspruit Water Pollution Control Works. Blesbokspruit Water Pollution Control Works. Ermelo District Water Pollution Control Works Transvaal Delgoa Bay Colliery | D: WU D: WQM | Ongoing Brugspruit Water Pollution Control Works. Blesbokspruit Water Pollution Control Works. Ermelo District Water Pollution Control Works Transvaal Delgoa Bay Colliery | Ongoing Brugspruit Water Pollution Control Works. Blesbokspruit Water Pollution Control Works. Ermelo District Water Pollution Control Works Transvaal Delgoa Bay Colliery |
| | Ongoing transfer of some functions of DWAF to WUAs through current and additional case studies | Efficient O&M by WUAs in case study areas | Successful transfer of O&M functions | Continue with current studies & initiate new case studies in all Regions for all water user sectors | D: WU with CD: Transfers | Ongoing | Ongoing |
| 1.9 Develop and implement auditing system | Ongoing establishment & refinement of water audit protocols in all water user sectors | Practical and effective water audits that meet requirements of all stakeholders made available | Published and amended drafts by Dec 2004; Ongoing | Initiate, Test & refine protocols; develop auditing system to be implemented in WMAs | CD: WUC | Phased implementation | Phased implementation and review |
| 1.10 Ensure compliance and enforcement | Assist in review of licensing conditions & regulations | Review comments on gazetted regulations | Finalise/review and publish prioritised regulations | Review current regulations, augment, publish and finalised to be in line with prescripts of New National Water Act Develop auditing system for WUAs | CD: WUC/ CD: R | Ongoing | Published, reviewed finalised regulations by Dec 2004 |
| | Reduced alien plant infestation | Assist in implementation of CARA regulation | Joint programme with departments of Agriculture developed and implemented | Audits of WfW programme | WfW | Implementation | Implementation |
| KFA 2. To ensure the reliable supply of and access to water to support equitable social development including the eradication of poverty. | | | | | | | |
| 2.1 Redressing historical imbalances in access to water and ensuring equity of access | Improved access to water and to the benefits from water for previously disadvantaged groups particularly the poorest of the poor | Water made available to emerging farmers and for rural development; in terms of interdepartmental policy. | Total budget for subsidies to emerging farmers spent equitably by 3/2003. | Support implementation of policy on support for small scale and emerging farmers | D: WU | Implementation | Implementation |

| Water Use and Conservation | | | | | | | |
|-------------------------------|--|---|--|---|--------------------------------------|--|--|
| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| | | | Ensure implementation of policies and procedures for reallocation of water and use of water in poverty eradication | Support implementation of policies and procedures for reallocation of water and use of water in poverty eradication; Develop tools for compulsory licencing, allocation plans and CMS to provide for water to the poor and for poverty eradication | CD: WUC | Implementation | Implementation |
| | | | Joint programme with Department of Agriculture and Land Affairs | Clearing of invasive alien plants in areas where water reserve for basic human needs is essential and on land targeted for emerging farmers | WfW | Implementation | Implementation |
| | Improved involvement and decision making on water management at local level – marginalised communities | Monitored and evaluated public participation in the establishment of WMIs | Poor communities more involved in water management at local level | Guidelines and strategies for empowerment of the poor; Development of guidelines for minimum requirements for public participation Develop guidelines for financial support for improving participation by stakeholders | CD: WUC Link to CD: WS , CD SS | Implementation Investigate socio-economic impact regarding the implementation CMS | Implementation Investigate socio-economic impact regarding the implementation CMS |
| | Ensure and facilitate equity in Institutional development | WMIs are complying to equity criteria | All WMI established and operated in an equitable manner | Develop mechanisms for attaining equity in institutional development Ensure effective public participation in institutional development Promote the establishment of WUAs for emerging farmers | D CM linked CD: WUC | Monitor and advise on actions to be taken | Monitor and advise on actions to be taken |

| Water Use and Conservation | | | | | | | |
|---|--|--|---|---|--------------------------|---|---|
| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| | Employment created through the clearing of alien vegetation | Employment and areas cleared reported on | 18 000 people given work by WfW programme (60% women, 20% youth, 2% disabled) 180 000 days training provided 40% of those exiting WfW programme gainfully employed using skills obtained in the programme | Employment of poor and unemployed to work on programme through implementing agents and small contractors | WfW | Ongoing | Ongoing |
| 2.2 Develop and implement auditing system | Auditing system for evaluating impact of water allocation policies on the poor and the previously disadvantaged in place | Dept. able to report quarterly on impacts on poor and previously disadvantaged | Auditing system developed by March 2003 | Development of system with DfID support | CD: WUC | Implementation | Implementation |
| KFA 3. To ensure the protection of water-based ecosystems and to ensure adequate water to land-based ecosystems. | | | | | | | |
| 3.1 Preliminary determinations of Reserve at catchment level | Preliminary reserve | Reserve determinations to include improved water quality aspects | Revised approach to include improved water quality methodology | WQM input into reserve determination WQM input into revision of reserve determination methodologies | D: WQM | Ongoing | Ongoing |
| | Ensuring a balance between resource protection and socio-economic development | Ensure that stakeholders development aspirations are taken into account when determining the reserve | Decisions made based on a balance between resource protection and social development with a bias towards human dignity | Develop and test tools for achieving balance between social development and environmental protection in decision making | CD: SS linked to CD: WUC | Commence research/pilot studies countrywide for testing decision making tools | Continued involvement in reserve determination ensuring optimal benefits for social development |
| | Reserve is operationalised to protect aquatic ecosystems | A variety of tools used to develop plans for reaching reserve requirements | Alien vegetation cover reduced in selected catchments | Ensure alien vegetation clearance is one step in reaching reserve requirements | WfW | Ongoing | Ongoing |
| 3.2 Developing improved systems for monitoring status and impacts on ground water and surface water. | Water quality status of water resources in SA are known | Monitoring policy and system to support information management. | Monitoring network and regional monitoring programmes in place WQ data/ information readily accessible | Maintain regional WQ monitoring networks to determine impacts on water resources; Integration of existing programmes /systems/ information Biomonitoring in catchments affected by mining | D: WQM | Establish regional WQ monitoring networks to determine impacts on water resources; Integration of existing programmes /systems/ information. Biomonitoring in catchments affected by mining | Resource Water Quality Monitoring Policy Biomonitoring in catchments affected by mining |

| Water Use and Conservation | | | | | | | |
|--|--|--|---|---|--------------------------------------|---|---|
| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| 3.3 Policy / strategy for use and protection of ground water in the context of impacts on terrestrial ecosystems (quality and quantity). | Policy/strategy complete | Integrated approach in strategy/policy | Impact of alien vegetation in groundwater included in policy/strategy | Control of invading alien plants that impact significantly on ground water; Long term management of 18 wetlands | CD: WUC | Implementation ongoing | Implementation ongoing |
| | | | Water quality elements included in strategy | Implementation of Groundwater Strategy | D: WQM | Implementation of Groundwater Strategy | Implementation of Groundwater Strategy |
| KFA 4. To ensure collection of water use charges for water use. | | | | | | | |
| 4.1 Register water use | Monitor and facilitate registration | Database for registration used for pricing and water resource management | Policies for registration, compliance, billing in place Support provided to regional offices | Collate registered water use data. Develop and implement volume determinations. Ensure action taken against non-registered use | CD: WUC / CD: R | Continue registration and action against non-registered use | 100% registered by March 2005; |
| 4.2 Ensure revenue collection | Increased revenue to DWAF trading accounts and for CMAs | Trading account showing increased revenue per WMA | Charges and systems in place to increase revenue from 1 April 2002 | First billing for non-GWS by April 2002 | CD: R/CD: WUC/CD: SS | Ongoing | Ongoing |
| 4.3 Further development of the pricing strategy | Pricing strategy to support emerging farmers effective | Irrigation charges on GWS and in WMAs paid by stakeholders | Evaluate pricing strategy for emerging farmers by March 2003 | Evaluate and review strategy in consultation with stakeholders and other departments. | CD: WUC | Ongoing | Review strategy |
| | Landowners contributing to cost of eradicating invasive alien plants | Income generated by trading account | Portion of water resource management charge earmarked for alien vegetation clearance | Review current alien vegetation clearing pricing policy | WfW | Ongoing | Ongoing |
| | Costs recovered for management of waste discharges; | Pricing strategy completed and accepted by majority of key stakeholders; | Pricing strategy (phase 1) completed and phase 2 initiated | Continue participatory development of strategy; Pricing strategy for the waste discharge system (phase 2) | D: WQM | Pricing strategy for the waste discharge system (phase 2) | Pricing strategy for the waste discharge system (phase 2) |
| 4.4 Restructuring of Water Resource Management | Establish effective institutional arrangements | Participatory process with expert assistance from consultants | Restructuring plans for regional offices and head office WRM approved | Restructuring taking place according to agreed plans | WRM restructuring team | Restructuring implemented | Restructuring implemented |
| | | | | Implement budget allocation arrangements between DWAF and CMAs | CD: WUC Restructuring implemented | Annual revision | Annual revision |

| Water Use and Conservation | | | | | | | |
|---|---|---|---|---|-----------------|--|--|
| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| 4.5 Establishment of support of Catchment Management Agencies | Effective and efficient institutions to manage water. 2 CMAs established and any relevant WMI required to support CMA Increased credibility and acceptability of CMAs by other water-related institutions | Proposals approved by Minister CMAs delegated and assigned additional functions timeously and effectively CMAs accepted by other water-related institutions | Governing boards of 2 CMA appointed by March 2003. Advisory committees and CMC as needed established Co-operative agreement s signed between relevant organisations | Determine progressive delegation and assignment of CM functions develop. Guidelines for auditing CM process and institutions Develop action plan for co-operative governance strategies Define relationship between WMIs and WSIs Wide awareness and info sharing on CMA establishment processes with other water-related institutions | CD: WUC / CD: R | 3 CMAs established Ensure WMI are functional and operational at optimum level Re-evaluate subsidy for CMA Assess implications of pricing strategy HRD plans Evaluate WMI support of transformation Consolidated planning strategies between WMIs and WSIs Continued support to CMAs | 4 CMAs established Ensure WMI are functional and operational at optimum level Revise guideline documentation Re-evaluate subsidy for CMA Audit and review CMA functions Continued support to CMAs |
| 4.6 Support and development of relevant international bodies. | Enhanced co-operation and exchange of skills and information | Effective communication channels for all internationally shared rivers | Documented surveys of all existing international liaison bodies Established water related regional communication structures | Promote link between WfW and the Global Invasive Species Programme | WfW | Ongoing Established Southern African Network for Basin Organisations (SANBO) in partnership with INBO and GWP. | Ongoing Established Southern African Technical Advisory Council (SATAC) with the support of INBO and GWP by 2005 |
| | | | | Develop guidelines for linkages between CMA and international bodies. Promote link with the International Network of basin organisations | D: CM | Use guidelines for interaction | Use guidelines for interaction |
| | | | | Ongoing international liaison and co-operative structures on WC/WDM maintained | D: WC | Ongoing | Ongoing |

| Water Use and Conservation | | | | | | | |
|---|---|--|---|--|---|-----------------------------------|--|
| KFAs and Strategic objectives | | 2002/3 | | | | 2003/4 | 2004/5 |
| | | Outputs | Measures | Targets | Key Activities | Resp. | Outputs |
| 4.7 | Establishment and support of new Water User Associations. | WUA managing localised water resources for common benefit High level co-operation between all institutions promoting emerging farmers | Support of transformation principles Approval of constitution by Minister Integrated/co-ordinated management and monitoring of agriculturally orientated WUAs | New WUA established as required by local needs All Irrigation Boards transformed into WUAs New WUAs established by emerging farmers to promote social development. | Review BP and annual reports | CD: WUC / CD/R | Review BP and annual reports |
| | | | | | Monitor management committees Develop communication material aimed at RO and other stakeholders to promote local management of water resources Develop guidelines and criteria on establishment of new WUAs | | Monitor and audit management committees Evaluate and review guidelines for delegation of functions Promote the establishment of CMC to be responsible for monitoring of WUAs on behalf of CMAs |
| 4.8 | Provide support and intervene with regard to water services institutions in association with Water Services | Review of results of pilot projects, appropriate refinement of tools, guidelines and procedures | Implementation of WC/WDM Proactive WSIs demanding sustainable quality and quantity of water for their customers and stakeholders; Water conservation and demand management implemented by water services institutions | CMS importance widely communicated to WSIs; Appropriate tools and guidelines available | Ensure links between CMS and WSDP and IDP Develop action plan for co-operative governance strategies Info material aimed at WMIs | CD: WUC link CD Water Services | Ongoing Identify gaps in guidelines for CMS/WSDP and IDPs and their impact upon implementation |
| | | | | | Implementation of WC/WDM pilot projects in 8 local authorities | | Results in Dec 2004 |
| | | Local authorities able to manage water quality issues | Support provided to local authorities to ensure management of water quality issues | Guidelines, support mechanisms investigated and developed | Policy to assist bankrupt local authorities | D: WQM | Local Authority guidelines for bylaws (stormwater) Policy to assist bankrupt local authorities |
| KFA 5: Ensure the development and support of effective water management and water services institutions | | | | | | | |
| 5.1 | Restructuring of Water Resource Management | Establish effective institutional arrangements | Participatory process with expert assistance from consultants | Restructuring plans for regional offices and head office WRM approved | Restructuring taking place according to agreed plans | WRM restructuring team | Restructuring implemented |
| | | | | | Implement budget allocation arrangements between DWAF and CMAs | CD: WUC Restructuring implemented | Annual revision |

| Water Use and Conservation | | | | | | | |
|--|---|--|--|---|--|---|--|
| KFAs and Strategic objectives | 2002/3 | | | | | 2003/4 | 2004/5 |
| | Outputs | Measures | Targets | Key Activities | Resp. | Outputs | Outputs |
| 5.2 Provide support and intervene with regard to water services institutions in association with Water Services Branch | Functional software to assist municipalities with water management, and to provide information to the Department | Acceptance and use of software by potential users in municipalities and the Department | Ongoing | Modify software to be fully compatible with departmental systems; promote use of software | CD: P | Increased use of software in municipalities | Increased use of software in municipalities |
| KFA 6. To develop an empowered, skilled and representative staff to achieve integrated water management and to capacitate stakeholders and general public | | | | | | | |
| 6.1 Ensure effective WRM through empowered staff by providing continuous opportunities to develop skill and knowledge | Sustained improvement of water resources through enhanced capacity building of staff | Ongoing review | Staff understanding and implementing the principles of sustainable, optimal , equitable use of water | WfW Training | WfW | Ongoing | Ongoing |
| | | | | Ongoing and review of HRD plan | CD: WUC | Ongoing | Ongoing |
| | | | | Develop HRD policies and equity plans for CMAs | CD: WUC | Ongoing | Ongoing |
| | Capacitated and skilled personnel | Occupational Specific training | 60 staff receive training | Water Quality Management Advanced training courses Ad-hoc short courses Development of training aids, videos, etc. | D: WQM | Water Quality Management Advanced training courses Ad-hoc short courses Development of training aids, videos, etc. | Water Quality Management Advanced training courses Ad-hoc short courses Development of training aids, videos, etc. |
| 6.2 To ensure adequate and representative staff components | Increased representation of staff from designated groups | Measured as per employment equity plan | As set in employment equity plan | Development and review of employment equity plan | CD: WUC | Ongoing | Ongoing |
| | Skilled staff in place to perform IWRM functions | Expert assistance used to provide necessary results | Skills audits completed and linked to restructuring | Skills audit for regions and CMA s Workstudy reports | CD: WUC with Workstudy | Training and retraining | Training and retraining |
| 6.3 To ensure a motivated staff component | Productive and efficient, committed staff | Continuity in service standards and skills capacity | Low staff turnover | Incentive schemes Training opportunities Attendance of conferences and symposiums | CD: WUC link to CD HR and top management | Training and retraining | Training and retraining |
| 6.4 Capacity building | Improved participation of stakeholders (especially marginalised communities) in WRM through enhanced understanding of issues Better empowered VMIs and informal supporting structures through fostered responsible behaviour towards water related issues. | Participation, particularly by previously disadvantaged communities, in forums and consultative processes Electronic media, print media, etc. | Improved participation of stakeholders | Development and implementation of awareness and capacity building programmes for stakeholders | CD: WUC | Ongoing | Ongoing |

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| | Creation of awareness among and capacity building of DWAF personnel, stakeholders and the general public on Water Quality Management | | Minimum requirement for public participation satisfied 180 working days training to RO | Implementation & review of training & capacity building resources and programmes re: WC/WDM for different water use sectors | CD: WUC | Ongoing 180 working days training RO/CMA | Ongoing 180 working daystraining RO/CMA |
| | | | | Development of the minimum requirements for public participation Designed and delivered training sessions targeting RO Development of a Communication Strategy, Redesign and upgrading of the WQM webpage, Development of posters, brochures, newsletters, information packages, etc. | | Creation of awareness among and capacity building of DWAF personnel, stakeholders and the general public on Water Quality Management | Creation of awareness among and capacity building of DWAF personnel, stakeholders and the general public on Water Quality Management |
| | | | Detailed programme developed by June 2002 | Conduct training needs analysis of stakeholders Conduct programmes for champions in WMA Public awareness campaigns | CD: WUC and CD HR | Implement empowerment strategy | Implement empowerment strategy |
| KFA 7. To contribute to the effective management of waste in South Africa | | | | | | | |
| 7.1 Promote recycling of waste | Minimisation in waste production Implemented pilot projects on recycling by sectoral consumers | Implementation of policies, strategies, guidelines and waste management standards Capacity Building of industry; Implementation of BMPs & BMs | Minimisation of waste in the water resource and pollution prevention Implementation in 3 Regions | Development of approaches and incentives that will result in waste prevention, waste recovery, waste recycling, waste minimisation and disposal (cleaner technology) Development of BMP Guidelines for industry | D: WQM CD: WUC | Ongoing Develop guidelines on recycling and promoted widely | Ongoing Review policy/guidelines |

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| 7.2 Ensure integrated waste management to reduce and prevent impacts from disposal or discharge | Reduction in volume of waste produced, and improved management | Implementation of policies, strategies, guidelines, best practices, etc. Active participation by stakeholders | Improved source management of wastes | <p>Development of a Source Management Strategy</p> <p>Development of Management Strategies for agriculture (fertiliser, pesticides, return flow from irrigation, feedlots).</p> <p>Development of a Nutrient Management Strategy.</p> | D: WQM | <p>Ongoing</p> <p>Development of Management Strategies for agriculture (fertiliser, pesticides, return flow from irrigation, feedlots).</p> | <p>Local Remediation Implementation Guidelines</p> <p>Development of Management Strategies for agriculture (fertiliser, pesticides, return flow from irrigation, feedlots).</p> |
| | | | | <p>Development of a diffuse source policy.</p> <p>Policy and Decision support for Remediation.</p> <p>Integrated rehabilitation plan with regard to the T&DB Colliery: Witbank, Mpumalanga.</p> <p>Waste Discharge Charges.</p> <p>Development of a Waste Management Strategy.</p> <p>Investigation on abandoned and existing pollution waste disposal facilities.</p> <p>Waste classification, information and decision support system</p> <p>Algoa recycling clean-up</p> | | <p>Development of a Nutrient Management Strategy.</p> <p>Development of a diffuse source policy.</p> <p>Policy and Decision support for Remediation</p> <p>Integrated rehabilitation plan with regard to the T&DB Colliery .</p> <p>Development of a Waste Management Strategy.</p> <p>Investigation on abandoned and existing pollution waste disposal facilities.</p> <p>Waste classification, information and DSS</p> | <p>Development of a Nutrient Management Strategy.</p> <p>Development of a diffuse source policy.</p> <p>Policy and Decision support for Remediation.</p> <p>Integrated rehabilitation plan with regard to the T&DB Colliery .</p> |
| 7.3 Provision of guidance to stakeholders and generators of waste | Informed, capacitated and better equipped stakeholders and waste generators | Capacity Building and awareness creation. Provision of guidance and support | Improved management of wastes in accordance with necessary guidelines, requirements and management practices | Implementation of WQM Communication Strategy (Sectoral strategies) | D: WQM | Communication strategy reviewed | Ongoing |

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| 7.4 Ensure effective management of specific waste issues | Continuous improvement in water quality | Implementation of policies, guidelines, strategies and standards for specific issues | Pollution prevention | Waste Discharge standards and regulations Best Practice guidelines (policy development for WQM in mining) Geohydrological investigation of the Blesbokspruit pollution control works. | D: WQM | Revision of Sludge Guidelines Best Practice guidelines (policy development for WQM in mining) | Operational Policy for handling of emergency incidents. Revision of the Netsurfs Revision of Sludge Guidelines |
| | | | | Ermelo District Water Pollution control works: Detail Design Dundee District Water Pollution Control Works. Ad-hoc advisory services on hazardous waste | | Ermelo District Water Pollution control works: Detail Design Dundee District Water Pollution Control Works Ad-hoc advisory services on hazardous waste | Best Practice guidelines (policy development for WQM in mining) Dundee District Water Pollution Control Works Ad-hoc advisory services on hazardous waste |
| 7.5 Effective control over waste disposal facilities | Well managed waste disposal facilities. Reduced groundwater pollution, diffuse pollution and minimal aesthetic impacts | Implementation and minimum requirements and enforcement of permit conditions | Reduced impacts | Development of Source Management Strategy Regulations for water care works buffer zone. Minimum requirements for waste management facilities | D: WQM | Development of Source Management Strategy Regulations for water care works buffer zone. Minimum requirements for waste management facilities | Regulations for water care works buffer zone. |
| 7.6 Develop and implement auditing system | Auditing system Improved service delivery | Assessment of efficiency and functioning of WQM component | Efficient and effective Directorate | Management Systems: (1) Development of a WQM Performance Assessment System (2) Management System for WQM based on the SABS ISO 14001 Standards for EMSs | D: WQM | Management Systems: (1) Development of a WQM Performance Assessment System (2) Management System for WQM based on the SABS ISO 14001 Standards for EMSs | Management Systems: (1) Development of a WQM Performance Assessment System (2) Management System for WQM based on the SABS ISO 14001 Standards for EMSs |

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| 7.7 Ensure proper waste management through compliance and enforcement | Water Resources for use | Effective implementation of water use authorisations | Enforcement of WQ objectives in accordance with CMS | Monitoring and auditing of licence/permit conditions by Regional offices to ensure compliance Development of intervention guidelines | D: WQM | Ongoing | Operational Policy on non-compliance management |
|---|-------------------------|--|---|---|--------|---------|---|

PROGRAMME 5

5.3.3 Business Plan Unit: Regional Implementation (Water Resource Management and Water Services)

| REGIONS: CONSOLIDATED REPORT | | | | | | | |
|---|---|---|--|---|--|--|--|
| WATER RESOURCES MANAGEMENT | | | | | | | |
| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| KFA 1: To effect the reliable and equitable supply of water for domestic and water dependent economic activities | | | | | | | |
| 1.1 Develop and implement Catchment Management Strategies (quality and quantity) | Sustainable supply | Balance between supply and demand | As per individual Region | Ensure public participation Appoint and manage Consultants to develop CMS | RDs in consultation with WU&C | Equitable distribution of water | Equitable distribution of water |
| 1.2 National Information Management System (quantity and quality) O&M water quality and quantity data network for surface and ground water | Well populated NIMS Reliable databank on water quality and quantity | Quantity and quality of data in data bank Number and quality of data sets Calibration of monitoring systems | Compile quarterly audit reports as from January 2002 Maintain operational system for surface and ground water | Implement and maintain information system Maintenance and operation of stream flow gauging network Construct new gauging stations | Regions Hydrometry Geohydro All Regions | Well populated NIMS Reliable databank on water quality and quantity | Well populated NIMS Reliable databank on water quality and quantity |
| 1.3 Effective and equitable management of WR's (quality and quantity) | Licensing in priority areas Effective demand management | Number of licensed users Improved efficiency on existing use | To start as soon as procedures developed by Head Office is in place | Identify areas and uses to be licensed Process license applications | All Regions | Licensing in priority areas Reduced demands through demand management Compliance, quality and quantity | Licensing in priority areas Reduced demands through demand management Compliance, quality and quantity |
| 1.4 To fulfil our legal obligations | Compliance with NWA Compliance with other acts, e.g. Dam Safety, OHS, Labour, etc. | Degree of compliance within certain targeted areas of the act | Ongoing | Develop strategies to give effect to the act | All Regions | Improved enforcement of NWA Compliance with other acts | Improved enforcement of NWA Compliance with other acts |
| KFA 2: To support equitable social development including the eradication of poverty | | | | | | | |
| 2.1 Implement the laid down policies to address the imbalances of the past | Equitable access to water quantity and quality | Number and extent by which PDG's have been addressed | Ongoing | Facilitate process for allocation of water rights to PDGs | RD in collaboration with provincial Task Team WfW – Teams | Equitable access to water quantity and quality | Equitable access to water quantity and quality |
| KFA 3: Protection of Water Based Ecosystems. | | | | | | | |
| 3.1 Comprehend and apply Water Resource classification system | Maintain and improve WR classification | Number of resources classified | Ongoing | Interact with Head Office | All Regions | Maintain and improve WR classification | Maintain and improve WR classification |

| REGIONS: CONSOLIDATED REPORT | | | | | | | |
|---|--|---|--|--|----------------------------|--|--|
| WATER RESOURCES MANAGEMENT | | | | | | | |
| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| 3.2 Determine the Reserve at Catchment Level | Reserve determination for all Quaternary Catchments | Number of reserves determined | Varies from Region to Region | Determine priority catchments Interact with Head Office | Regions / Head Office | Reserve determination for all Quaternary Catchments | Reserve determination for all Quaternary Catchments |
| 3.3 Protection against invading plants | Improved runoff | Areas cleaned | Ongoing | Implement WfW Programme | WfW component in Regions | Improved runoff | Improved runoff |
| KFA 4: Ensuring economic viability. | | | | | | | |
| 4.1 Effective revenue collection | Sustainable and predictable revenue stream Reduce deficit on TA | Monthly cash flow controls Reduction of augmentation of TA | Ongoing | Implement PFMA Ensure sustainable income Implement pricing strategy | All Regions | Sustainable and predictable revenue stream Reduce deficit on TA | Sustainable and predictable revenue stream Reduce deficit on TA |
| 4.2 Implementing billing system | Improved debtors control | Increased revenue | Ongoing aim for 20% improvement | Recruit and train staff Implement billing procedures | All Regions | Improved debtors control | Improved debtors control |
| KFA 5: Development and support of effective management institutions. | | | | | | | |
| 5.1 Restructuring of WRM | Working towards fulfilling the role of CMA / regulator Reduced involvement in direct O&M activities | Outcome of budget restructuring | Ongoing 100% Regional specific | Transfer of O&M functions | All Regions All Regions | Working towards fulfilling the role of CMA / regulator Reduced involvement in direct O&M activities | Working towards fulfilling the role of CMA / regulator Reduced involvement in direct O&M activities |
| 5.2 Establishment and support of Catchment Management Agencies (CMA) | Progress towards creation of CMA's | Establishment of reference group | Varies from Region to Region Follow TINWA schedules | Interact with all key stakeholders Implement TINWA strategies | All Regions | Progress towards creation of CMA's | Progress towards creation of CMA's |
| 5.3 Establish Water User Associations (WUA) | Sustainable and efficient WUA's | Number and complexity of cases | Ongoing Varies from Regions to Regions | Consultation Identify priority cases Compile programme | All Regions | Sustainable and efficient WUA's | Sustainable and efficient WUA's |
| KFA 6: To contribute to effective management of waste in South Africa. | | | | | | | |
| 6.1 Promote recycling of waste | Reduction of solid waste to waste sites | Reduce the expansion of size and number of waste sites | Ongoing | Audit to ensure compliance Implement National Waste Management Strategy | All Regions | Reduction of solid waste to waste sites | Reduction of solid waste to waste sites |

| REGIONS: CONSOLIDATED REPORT | | | | | | | |
|---|---|--|---|--|----------------|---|---|
| WATER RESOURCES MANAGEMENT | | | | | | | |
| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| 6.2 Protection of ground water resources through the effective management of waste sites | Well maintained waste sites | Quality of ground water close to waste sites | Ongoing | Audit and monitor to ensure that minimum standards are met | All Regions | Well maintained waste sites | Well maintained waste sites |
| KFA 7: Develop and empower skilled and representative staff. | | | | | | | |
| 7.1 Ensure adequate and representative staff components | Transformed organisation | Compliance Representivity Plan | Ongoing - Targets are Regional Specific | Ensure that EE-Plans are in place and implemented RTMC in place and involved to monitor all transformational issues | All Regions | Transformed organisation | Transformed organisation |
| 7.2 Ensure a motivated staff component | Efficient service delivery | Satisfied workforce | Ongoing | Ensure needs are met (e.g. equipment) | All Regions | Efficient service delivery | Efficient service delivery |
| 7.3 Capacity building | Informed workforce | Number of relevant training courses | Ongoing | Ensure that training Committee is well structured and functional | All Regions | Informed workforce | Informed workforce |
| KFA 8: Disaster Management. | | | | | | | |
| 8.1 Secure leading role in the Water Sector towards the relief of hardship during disasters | Leading role in the Water Sector Flood management system for mitigation of effects of flooding | Extent of involvement | As and when required | Active participation in Local and Provincial JOCs | All Regions | Leading role in the Water Sector | Leading role in the Water Sector |
| 8.2 To improve management skills to operate dams during floods and droughts | Minimise hardship to "clients" Minimise water restrictions | Impact assessment | Ongoing | Ensure that operating rules for floods and droughts exists Evacuation plans must be in place | All Regions | Minimise hardship to "clients" Minimise water restrictions | Minimise hardship to "clients" Minimise water restrictions |

| REGIONS: CONSOLIDATED REPORT | | | | | | | |
|--|---|---|--|---|----------------|--|--|
| WATER SERVICES | | | | | | | |
| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| 1.1 Create enabling environment | Normalised Water Services Sector | Degree of acceptance by Local Government of their role and responsibility | Ongoing | Clarify roles and responsibilities through water services provider contracts | All Regions | Normalised Water Services Sector | Normalised Water Services Sector |
| 1.2 Improve interaction between Water Services and Water Resource Management | Integrated approach to problem solving | Degree to which business processes inter-relate | Ongoing | Participate in Catchment Management Planning | All Regions | Integrated approach to problem solving | Integrated approach to problem solving |
| 1.3 Maintain information systems | Well populated Macro Management Information Systems (MIS) | Completeness of database | Ongoing | Participate in information surveys and census | All Regions | Well populated Macro Management (MIS) | Well populated Macro Management (MIS) |
| IKFA 2: Regulate the Water Services Sector. | | | | | | | |
| 2.1 Clarifying the role, structure and functions of the regulator | Regulatory principles and objectives | Completeness of the document(s) | Ongoing | Participate in the drafting of an integrated Water Resources - Water Services Regulatory Strategy | All Regions | Regulatory principles and objectives | Regulatory principles and objectives |
| 2.2 Implement regulations through regulatory system and legal framework | Implementation plan | Degree of roll out | Regional specification | Draft implementation plan addressing financial and human resources, skills, training, etc. | All Regions | Implementation plan | Implementation plan |
| 2.3 Monitor and audit Water Services Institution's performance | Functional Water Services Institutions according to minimum standards | Number of institutions monitored | Ongoing | Create necessary structures and processes to audit | All Regions | Functional Water Services Institutions | Functional Water Services Institutions |
| KFA 3: Access to Basic Sanitation | | | | | | | |
| 3.1 Raise the profile of sanitation | Better awareness | Progress on number of communities capacitated and served | Ongoing Regional specific | Support National Sanitation Co-ordinating Body | All Regions | Better awareness | Better awareness |
| 3.2 To improve inter-Governmental co-operation | Improved delivery | Degree of contact with other Government Departments | Ongoing | Support Local Government implement Health and hygiene strategy | All Regions | Improved delivery | Improved delivery |
| 3.3 Implementation of sanitation programme | Health awareness Completed VIP's | Utilisation of toilets Number of toilets | Regional specific Regional specific | Implement training and capacity building strategy Use programme / Give effect to implementation plan | All Regions | Health awareness Completed VIP's | Health awareness Completed VIP's |

| REGIONS: CONSOLIDATED REPORT | | | | | | | |
|---|--|---|---|--|----------------------|---|---|
| WATER SERVICES | | | | | | | |
| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| KFA 4: Ensure access to water for basic needs in rural areas | | | | | | | |
| 4.1 Promote and ensure integrated development | Minimum or no gaps or overlaps | Degree of integration | Ongoing | Participate in catchment management planning Participate in Provincial and Local Government planning to ensure full integration and synchronisation | All Regions | Minimum or no gaps or overlaps | Minimum or no gaps or overlaps |
| 4.2 Sustainable implementation of Water services projects | Functional and sustainable water schemes | Number of communities and people served | Regional specific | Use PMIP principles to implement Water Services Capital Programme | All Regions | Functional and sustainable water schemes | Functional and sustainable water schemes |
| KFA 5: Ensure effective Water Services Institutions (WSI) | | | | | | | |
| 5.1 Establish and support Water Services Institutions | New viable Water Services Institutions | Number | As and when required | Establish and capacitate new Water Services institutions where necessary | All Regions | New viable Water Services Institutions | New viable Water Services Institutions |
| KFA 6: Effective operations and maintenance of Water Services Schemes | | | | | | | |
| 6.1 Improve ability to act as Water Services Provider (WSP) {Interim Measure} | Water delivered at acceptable level of service | Downtime | Ongoing (temporarily) 90% assurance (time based) 80% assurance (area based) | Operate and maintain schemes | All relevant Regions | Water delivered till transfer has been accomplished | Water delivered till transfer has been accomplished |
| 6.2 Reduce deficit on Trading Account | Decrease augmentation | Extent of reduction | Regional specific | Implement billing system and cost recovery Address bad debts | All Regions | Decrease augmentation | Decrease augmentation |
| 6.3 Improve Management of Government Water Schemes | Improved business approach Baseline Assets for MIS | Regular reports Completeness of Assets register | Ongoing Regional specific | Implement Assets Management Principles Improve Management information collection | All Regions | Improved business approach Baseline Assets for MIS | Improved business approach Baseline Assets for MIS |
| 6.4 To fulfil our legal obligation | Improved compliance with WSA Compliance with other acts, e.g. Dam Safety, OHS, Labour, etc. | Degree of compliance within certain targeted areas of the act | Ongoing | Develop strategies to give effect to the act | All Regions | Improved enforcement of WSA Compliance with other acts | Improved enforcement of WSA Compliance with other acts |

| REGIONS: CONSOLIDATED REPORT | | | | | | | |
|---|--|--|----------------------|--|----------------------|---|---|
| WATER SERVICES | | | | | | | |
| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | Measures | Targets | Key Activities | Responsibility | Outputs | Outputs |
| KFA 7: Normalising the Water Services function within the sector. | | | | | | | |
| 7.1 Transfer of Water Services Schemes | Reduced number of schemes/projects operated and maintained by DWAF | Number of schemes/projects transferred | Regional specific | Develop and implement regional strategy based on National Strategy | All relevant Regions | Reduced number of schemes/managed by DWAF | Reduced number of schemes/managed by DWAF |
| 7.2 Capacitate and support Local Government | Mentoring WSA and WSP | Number of extent of support | Ongoing | Assess and build capacity of WSA's to accept transfer | All relevant Regions | Mentoring WSA and WSP | Mentoring WSA and WSP |
| KFA 8: Disaster Management | | | | | | | |
| 8.1 Secure leading role in the Water Sector towards the relief of hardship during disasters | Leading role in the Water Sector | Extent of involvement | As and when required | Drafting of emergency plans Active support and participation in Local and Provincial JOCs | All Regions | Leading role in the Water Sector | Leading role in the Water Sector |
| 8.2 To actively support and intervene during crises i.e. flood relief, cholera, drought, etc. | Active participation in Regional and Sub-regional JOC | Depending on nature of intervention | As and when required | Training Awareness campaign Monitoring Provide data and information | All Regions | Active participation in Regional and Sub-regional JOC | Active participation in Regional and Sub-regional JOC |

PROGRAMME 7

5.4 FUNCTIONAL AREA: WATER SERVICES

5.4.1 Business Plan Unit: Water Services (WS)

| WATER SERVICES | | | | | | | |
|--|--|--|--|---|--|--|---|
| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | KPIs / Measures | Targets / Timeframes | Key Activities | Responsibility | Outputs | Outputs |
| KFA 1: Sector Leadership | | | | | | | |
| 1.1 Develop & maintain a coherent policy framework to enable effective functioning of WS Institutions & equitable access to health-safe services | <p>Discussion paper on revised WS policy (Green Paper)</p> <p>White Paper on Water Services</p> <p>Clarity within sector on roles, functions and powers and the inter-relationship between each</p> <p>Strategies developed to give effect to the WS Act & fulfil legal obligations</p> | <p>Discussion paper developed</p> <p>Discussion Paper consulted, agreed and adopted by sector</p> <p>White Paper approved and published</p> <p>Roles & responsibilities determined</p> | <p>Draft by April 02</p> <p>Consultations May-June</p> <p>Cabinet Approval by July 02</p> <p>June 02</p> <p>Ongoing</p> | <p>Review of current policies & gap analysis</p> <p>Develop discussion document</p> <p>Consultative process</p> <p>Communication</p> | D: I&OS | <p>Policy alignment within sector & across other relevant sectors</p> <p>Implementation strategies</p> <p>Amendments to legislation</p> <p>Communication</p> | <p>Policies implemented by relevant sector players</p> <p>Legal obligations fulfilled & WS Act effected.</p> |
| 1.2 Develop & implement a WS sector strategy to contribute towards achieving the social, economic & environmental goals of the country | <p>DWAF WS change of focus from basic service provision to decentralisation of local govt functions and guiding & supporting WS as a key economic & social driver of South Africa's development</p> <p>Strategic Framework for the sector developed</p> <p>Decentralisation strategy & plan</p> <p>Financial sustainability of water services promoted & facilitated</p> <p>1st order sector MAAPs facilitated in all 9 provinces</p> | <p>Sector Strategic Framework</p> <p>DORA framework goals agreed & met</p> <p>Financial & management strategy developed & promoted to ensure sustainable services for all</p> <p>1st order MAAPs developed and agreed by sector partners</p> <p>Economically viable schemes that can be managed by local govt</p> | <p>WS Strategic Framework adopted by Water Services Sector Leadership Group (WSSLG) by July 2002</p> <p>Decentralisation strategy July 2002 & plan for 2002-3</p> <p>Financial viability – ongoing</p> <p>1st order MAAPs by Oct 2002</p> | <p>Collaboration of Sector partners in determining sector priorities & agreeing high level sector strategy</p> <p>Negotiate & implement DORA targets & timeframes</p> <p>Financial audit & reviews & recommendations for appropriate financial & management policies & strategies</p> <p>Collaborative provincial strategy & MAAP development</p> | <p>DDG: RO&W</p> <p>D: MP&IS</p> <p>D: PDS</p> | <p>Sector Strategy developed</p> <p>Decentralisation plan implemented.</p> <p>DWAF exit strategy finalised</p> <p>MAAPs facilitated, implemented & further developed</p> | <p>Sector strategy implemented</p> <p>DWAF exit strategy effected</p> <p>MAAPs implemented by appropriate authorities</p> |
| 1.3 Within the framework of co-operative governance co-ordinate the WS partners and ensure a well organised sector | <p>Coherent sector Institutional Arrangements determined for effective co-ordination, management and delivery of water services within the sector.</p> | <p>Institutional clarity</p> <p>Co-ordination mechanisms/structures established and collaborative processes adopted</p> <p>Programme alignment</p> | <p>WSSLG operational</p> <p>Sector Collaboration ongoing</p> <p>Ongoing</p> <p>Restructuring completed & implemented during 2002</p> | <p>Drive WSSLG (WS Sector Leadership Group) & facilitate collaborative provincial structures & processes</p> <p>Ongoing engagement with sector partners</p> | <p>DDG: RO&WS</p> <p>Restructuring: D: MP&IS</p> <p>ALL WS Ds</p> <p>ALL Regions</p> | <p>Sector collaboration through effective co-ordination</p> <p>Integrated approach between WS & WRM</p> | <p>Sector collaboration through effective co-ordination</p> |

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| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | KPIs / Measures | Targets / Timeframes | Key Activities | Responsibility | Outputs | Outputs |
| 1.4 Within the framework of cooperative governance coordinate the WS partners and ensure a well organised sector | <p>Public and stakeholder engagement successful & joint decision making achieved through collaborative structures.</p> <p>The relationship between WS & WRM institutions defined and role of WS in WRM clarified.</p> <p>Consistency of messages & clarity of roles & responsibilities to communications within the sector</p> <p>Coherent & well coordinated communications & information dissemination achieved throughout the sector.</p> <p>Improved communications & information sharing within DWAF WS, in particular between regions and national and with WRM</p> | <p>DWAF WS restructured & functional integration with WRM</p> <p>Sector communications & information dissemination strategy & network proposal developed and agreed by sector partners.</p> <p>Communication activities & campaigns targeting role-players - especially municipalities- held as planned</p> <p>Mechanisms, structures & processes for co-ordination of WS communications within DWAF</p> <p>Local govt in possession of WS information</p> | <p>Sector Communications strategy & network proposal end of 2002</p> <p>Directorates draw up communication plans by May 2002</p> <p>July 2002</p> <p>Campaigns held throughout the year</p> | <p>Restructure DWAF WS to fulfil long term custodian role</p> <p>Participate in Catchment Management planning & development</p> <p>Facilitate domestic WRM</p> <p>Information campaigns held on:</p> <p>WS Green/White paper</p> <p>Basic Household Sanitation White Paper & Cholera prevention</p> <p>Water Services Act - regulations, norms and standards</p> <p>Appropriate technology & development approaches</p> <p>Delivery mechanisms</p> <p>Implementation of DORA</p> <p>Transfer of water schemes/ projects to local government</p> <p>Integrated planning, project prioritisation & WSDPs</p> <p>Role of Water Boards</p> | D: Comms & WS Comms people | <p>Sector communications & information dissemination strategy embarked upon</p> <p>WS Sector Information Dissemination network developed and agreed by sector partners</p> | <p>Integrated approach between WS & WRM and effective domestic WRM achieved</p> <p>sector communications & information dissemination strategy implemented.</p> <p>WS Sector Information Dissemination network functional</p> |

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| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
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| | Outputs | KPIs / Measures | Targets / Timeframes | Key Activities | Responsibility | Outputs | Outputs |
| 1.5 Build the sector through enabling support | <p>Shared knowledge base, lesson learning & exchange facilitated within sector</p> <p>Capacity building by means of support tools, guidelines, & mechanisms to build the sector</p> <p>Municipalities supported to implement the Free Basic Water (FBW) policy</p> <p>Strengthening DPLG & SALGA to proactively participate in WS sector</p> <p>Communications & information support provided as an integral part of capacity building initiatives</p> | <p>Tools & guidelines available & accessed by sector especially Local Govt</p> <p>Free basic water implemented in 65% of municipalities</p> <p>PSU's for FBW active in all provinces</p> <p>Regular audit reports on FBW implementation</p> <p>DPLG & SALGA participating & alignment of programmes achieved</p> | <p>Information & lesson sharing mechanism in place by March 2003</p> <p>Tools, guidelines ongoing & linked to campaigns</p> <p>FBW for 65% of SA by March 2003. Monthly reports on FBW</p> <p>SALGA & DPLG capacity in place April/May 2002 to 2005</p> | <p>Needs assessment of information/support requirements</p> <p>Knowledge base & lesson learning mechanisms developed</p> <p>Development & dissemination of guidelines & tools</p> <p>Co-ordination, support, monitoring and reporting of FBW</p> <p>FBW Support Units set up in all provinces</p> <p>Lobbying & facilitation of resources</p> | <p>CD: WS</p> <p>All WS Ds</p> <p>FBW: D: I&OS</p> | <p>Capacity of sector being harnessed & built</p> <p>Free Basic Water (FBW) implemented by all municipalities</p> | <p>Capacity of sector being harnessed & built</p> <p>DPLG & SALGA have own in-house WS capacity (direct support terminated)</p> |
| 1.6 Develop, maintain & facilitate effective planning systems and culture & integrate with other relevant departments and Local Govt. | <p>Facilitation & monitoring of Water Service Development Plans (WSDP)</p> <p>Integration with IDP and IRDP processes</p> <p>Pro-active response to water & sanitation needs</p> | <p>WSDPs developed as part of the IDPs.</p> <p>Planning system used by stakeholders, especially Local Govt</p> <p>Adequacy of water in terms of quality and quantity</p> | <p>By March 2003</p> <p>6 Metro WSDPs (100%) – 4 (66%) fully completed</p> <p>75% - 35 of the 47 - DM WSDPs completed. All started.</p> <p>100% of IRDP nodes WSDPs completed</p> | <p>Facilitation & support for the implementation of the WSDP business processes</p> <p>All municipalities started on developing WSDPs</p> <p>Regular assessments of water demand versus water supply</p> <p>Project list determination with CMIP</p> | <p>D: MP&IS</p> <p>All Regions</p> | <p>Water Service Development Plans (WSDP) facilitated & monitored</p> <p>Pro-active response to water needs</p> | <p>Water Service Development Plans (WSDP) from every municipality</p> <p>Pro-active response to water needs</p> |
| 1.7 Build & maintain WS Information and Monitoring & Evaluation (M&E) systems | <p>WS State Of The Nation reports</p> <p>Well populated Macro Management Information Systems (MIS)</p> <p>M&E reports</p> | <p>Completeness & reliability of database</p> <p>NIS established & information accessed by local govt & stakeholders for their planning</p> <p>Access to reliable information on regular basis, such as WS web site</p> <p>M&E system in place & used</p> | <p>First State of the Nation Report April 2002</p> <p>Ongoing</p> | <p>Refine and integrate information systems within sector</p> <p>Carry out information surveys and link with census</p> | <p>D: MP&IS</p> <p>All Regions</p> | <p>Well populated Macro Management (MIS)</p> | <p>Well populated Macro Management (MIS)</p> |

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| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | KPIs / Measures | Targets / Timeframes | Key Activities | Responsibility | Outputs | Outputs |
| KFA 2: Regulate the Water Services Sector. | | | | | | | |
| 2.1 Develop regulatory framework for implementation through regulatory system and legal framework | Regulatory principles and objectives established Regulatory system developed, comprising a legal framework, rules, dispute resolution mechanism, intervention policy & review procedures. Discussion paper developed | Conceptual design & implementation plan completed Interim structure established Regulatory actions defined and documented Intervention policy adopted | July 02 Jan 02 Oct 02 July 02 | Study on Regulatory Framework Clarify role, function & structure of the regulator Draw up conceptual design & implementation plan for establishment of regulator and regulatory functions (both interim and long term) Participate in the drafting of an integrated Water Resources - Water Services Regulatory Strategy | D: I&OS | Regulatory Framework established Regulatory system tested and applied | Regulator established Regulatory system operational |
| 2.2 Review, prioritise & develop and implement Regulations within sector | Regulations for: compulsory national standards (Sect 9) Tariffs (Sect 10) WSP contracts (Sect 19(5)) Water Boards Service coverage & extension to rural areas And links made with WRM for norms & standards on: Water use efficiency Water quality Implementation plan | Section 9,10 & 19(5) Regulations gazetted and published Guidelines & model bylaws developed Plan for implementation of regulations agreed and adopted | May 2002 June 2002 October 2002 | Review of existing regulations Prioritise Link with WRM to set norms & standards for: Water use efficiency Water quality Draft implementation plan addressing financial and human resources, skills, training, etc. | D: I&OS | Regulations in place | Regulations being applied |
| 2.3 Audit & monitor the regulatory performance of WS Institutions | Functional Water Services Institutions according to minimum standards | Audit system developed. Number of institutions monitored 15 Water Boards monitored | March 2003 Ongoing Annually by 2003 | Create necessary structures and processes to audit Monitor compliance | D: I&OS All Regions D: LIDS | Improved compliance of Water Services Institutions | Monitoring compliance done on consistent basis Functional Water Services Institutions |

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| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | KPIs / Measures | Targets / Timeframes | Key Activities | Responsibility | Outputs | Outputs |
| KFA 3: Ensure Access to Appropriate Sanitation | | | | | | | |
| 3.1 Coordinate relevant departments & sanitation role players to ensure expanded & accelerated delivery, improved health & hygiene & effective maintenance of systems | <p>Backlog addressed in a coordinated manner</p> <p>Improved delivery through inter-departmental programmes</p> <p>Basic, functional & sustainable sanitation services & Health & Hygiene education provided as planned in regional MAAPs within a decentralisation timeframe.</p> <p>Health & hygiene awareness</p> <p>Better sanitation practices & health improvements ito water borne diseases</p> | <p>Sanitation given greater priority in planning & resource allocation</p> <p>Degree of contact with other Government Departments</p> <p>Increased services provided as planned:</p> <p>20 600 toilets constructed</p> <p>120 000 people impacted through health and hygiene programme:</p> <p>62 780 jobs created in all categories</p> <p>H&H education included in every Capital Program project</p> <p>Health statistics on water borne diseases</p> | <p>Ongoing</p> <p>Regional specific</p> <p>Delivery targets by 31 March 2003</p> | <p>Lead National Sanitation Co-ordinating Body & support PSTTs</p> <p>Develop a streamlined national sanitation implementation strategy</p> <p>Work with Regions, PSTTs & DMs to develop & implement sanitation programmes</p> <p>Guidelines disseminated – especially re appropriate technology (type, affordability etc)</p> <p>Support Local Government implement Health and Hygiene strategy</p> | <p>CD: WS</p> <p>National Sanitation Manager</p> <p>D: PDS</p> <p>All Regions</p> | <p>Improved delivery of sustainable sanitation services</p> <p>Backlog reduction</p> <p>Better sanitation practices & health improvements ito water borne diseases</p> <p>Increased capacity of Local Govt to deliver</p> | <p>Improved delivery of sustainable sanitation services</p> <p>Backlog reduction</p> <p>Better sanitation practices & health improvements ito water borne diseases</p> <p>Increased capacity of Local Govt to deliver</p> |
| 3.2 Develop & maintain a coherent Sanitation policy framework | <p>Dissemination & popularisation of the White Paper on Basic Household Sanitation</p> <p>Policy gaps addressed, such as free basic sanitation, sanitation for farm dwellers, informal settlements & the indigent on private land & review of appropriate levels of funding</p> | <p>Stakeholder well informed on White Paper</p> <p>Revised policies</p> | <p>Campaign completed by May 2002</p> <p>August 2002</p> | <p>Workshops held nationally</p> <p>Policy review and gap analysis</p> | <p>CD: WS</p> <p>National Sanitation Manager</p> | <p>Improved delivery & reaching those who hitherto did not have access</p> | <p>Improved delivery & reaching those who hitherto did not have access</p> |

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| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | KPIs / Measures | Targets / Timeframes | Key Activities | Responsibility | Outputs | Outputs |
| 3.3 Develop a Training & Capacity Building strategy for Sanitation and Health & Hygiene education | Increased number & better trained cadre of people in sanitation sector Standards & accreditation | Regional business plans developed Database or inventory of CB&T initiatives developed National CB&T implementation support plan completed Draft accreditation strategy developed Number of unit standards developed | August 2002 | Review current training and CB&T practices & identify best practice With SETA/SAQA determine standards & accreditation Develop strategy Support & monitor training initiatives | CD: Water services | Training And Capacity Building strategy introduced Standards & accreditation established | Training And Capacity Building strategy implemented Increased number & better trained cadre of people in sanitation sector |
| 3.4 Monitor & evaluate sanitation programmes & build M&E capacity of Local Govt | M&E for sanitation enhanced as part of DWAF WS M&E system – as linked to DPLG, Education, Health, Housing & Public Works systems Ability to intervene & support based on lessons learnt from M&E reports | Reliable figures on sanitation accessible for all role players Analysis of M&E reports | Ongoing improvements | Improve sanitation reporting in existing system Identify other systems (municipalities, Health) Develop plan for integrated M&E system | CD: WS D: MP&IS National Sanitation Manager | Integrated system being developed Build M&E capacity of Local Govt | Integrated system being implemented Build M&E capacity of Local Govt |
| KFA 4: Ensure access to appropriate water supply | | | | | | | |
| 4.1 Promote and ensure integrated development & infrastructure delivery | Integrated planning, implementation & funding achieved – especially through MAAPs. Economically viable schemes that can be managed by local govt | Degree of integration as gauged through WSDPs / IDPs / BPs CWSS systems/procedures integrated into CMIP | Ongoing March 2003 | Participate in DPLG/CMIP planning & approval processes to ensure full integration and synchronisation Participate in catchment management planning | D: PDS All Regions | Integrated development & infrastructure delivery through MAAPs | Integrated development & infrastructure delivery through MAAPs |
| 4.2 Guide & support implementation of water supply delivery to ensure effectiveness and sustainability | Functional and sustainable water schemes Support by means of appropriate technology, policies, guidelines & tools, Basic design criteria with ability to upgrade for higher levels of service M&E & feedback & lesson sharing | Sustainability of schemes Appropriate technology applied Tools & guidelines M&E and lesson learning | Ongoing | Ensure DWAF expertise & knowledge is integrated into CMIP principles, policies & procedures for implementation of a Water Services Capital Programme Provide technical assistance Strategy and guidelines for Higher Level of Service | D: PDS All Regions | Functional and sustainable water schemes | Functional and sustainable water schemes |

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| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | KPIs / Measures | Targets / Timeframes | Key Activities | Responsibility | Outputs | Outputs |
| 4.3 In keeping with DORA Framework for the Capital Programme implement & transfer functional and sustainable water supply projects as planned in regional MAAPs | Business Plans developed with & approved by Local Govt Completed projects transferred (in liaison with Transfer programme) Exist strategy of DWAF WS drawn up Conditional grants to Local Govt for implementation where agreed & approved | Water supply services provided as planned: 693 000 people targeted 27 projects completed and transferred 62 780 jobs created for all categories Framework for the distribution of the water services projects grant (schedule 5) as gazetted per DORA Transfer & formal service provision agreements (including provision for payment of services rendered by the department) entered into with WSAs | March 2003 | Manage MAAP infrastructure implementation Negotiate & implement DORA targets & timeframes Local Govt support strategies developed & implemented, with focus on EC, NP & KZN | D: PDS D: RC Relevant Regions | Finalise implementation of contractual committed projects Implement & manage with DPLG systems to ensure equitable & appropriate WS infrastructure & financial accountability | DWAF role in project implementation terminated Technical assistance provided |
| 4.4 Prepare & facilitate implementation of a WS Investment Plan | Investment plan, including financial controls & management, multi-year budget within MTEF, donor and private sector grants & concessionary funding | Investment framework developed Financial controls & management determined | March 2003 | Problem statement & Investment Framework developed Non Govt sources of funding identified | D: PDS | Investment plan developed lobbying for external grants & concessionary funding | Investment plan implemented |
| KFA 5: Ensure effective Water Services Institutions (WSIs) | | | | | | | |
| 5.1 Support & monitor Water Services Institutions to ensure they fulfil their respective roles and functions | Agreement on the review & possible reformulation of the role of Water Boards in WS sector. Water Boards / Utilities supported District Municipalities (DMs) and Regions assisted in developing WS strategies to fulfil the role of the WSA and ensuring provision of services – especially in provinces with capacity constraints and backlog of services (EC, NP & KZN) | Water Board Policy adopted Performance monitoring system developed to ensure optimal functioning of WS institutions Tools developed for Water Service Authorities (WSAs) and Water Service Providers (WSPs) WSP model contracts agreed Capacity of WSAs to regulate the delivery of services built Capacity of WSPs to provide effective & sustainable | March 2003 Ongoing Signed contracts between WSAs and WSPs and in all DMs by March 2003 Plans for Local Govt to function as WSA complete in 70% of areas served by March 2003. WSA plans for WSPs to be functional in 70% of areas served by March 2003 | Support of Water Boards Performance assessments of Water Boards Regional specific strategies developed with DMs ISWIP extended to provinces per MAAPs & supported from national Guidelines, tools, technical advice provided & lesson learning facilitated Ongoing support & monitoring of WSAs & WSPs. | D: LIDS Regions D: LIDS D: I&OS (WSPs) Regions | Effective functioning & monitoring of Water Boards Institutional capacity of WSAs, being built with contracted WSP function Performance monitoring system established to ensure optimal functioning of WS institutions | Effective functioning & monitoring of Water Boards Performance monitoring system implemented to ensure optimal functioning of WS institutions |

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| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
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| | Outputs | KPIs / Measures | Targets / Timeframes | Key Activities | Responsibility | Outputs | Outputs |
| | | services facilitated | | | | | |
| 5.2 Develop a WS Capacity Building and Training Strategy & implement in alignment with WRM & Local Govt processes & programmes | <p>Alignment and co-ordination of capacity building programmes in the WS & Local Govt sectors – especially with DPLG & SALGA</p> <p>Coordinated approach to training</p> <p>Increased capacity of operators in pilot training (KZN and North West)</p> <p>Capacity building at local level</p> <p>National Qualifications Framework & other training offered</p> | <p>CB&T strategy adopted & implementation begun</p> <p>National CB&T implementation support plan completed</p> <p>Key unit standards and competencies developed</p> <p>Launch of the National Accreditation Strategy</p> <p>A number of unit standards developed</p> <p>Database or inventory of CB&T initiatives developed</p> | October 2002 | <p>Finalise regional business plans</p> <p>Run first phase of the pilot operators training in KZN and North West</p> <p>Finalise CB&T strategy</p> <p>CB&T policy directive issued</p> <p>Develop implementation strategies with relevant role players</p> <p>Engagement with WS & LG SETA</p> <p>Draft accreditation strategy developed</p> <p>Facilitate development of courses and accreditation to meet the needs of the sector</p> | D: LIDS | <p>CB&T strategy reviewed, amended & implemented by appropriate WS Institutions authority</p> <p>National Qualifications Framework & other training offered</p> | <p>CB&T strategy implemented by appropriate WS institutions & authorities & consolidated CB&T progress report</p> <p>Coherent Training Framework in line with NQF developed</p> |
| 5.3 Build DWAF WS's capacity & competencies to perform its core functions. | <p>Competencies identified to meet DWAF WS strategic goals and long-term functions</p> <p>Development of skills required for above</p> <p>Accreditation strategy adopted by the LGWSETA</p> | <p>Core competencies developed & retained in DWAF WS</p> <p>Municipal skills development plans</p> <p>Skills training takes place</p> | April 2003 | <p>Through WS Strategy development & WS restructuring identify required competencies</p> <p>Skills assessment & gap analysis</p> <p>Embark upon process to develop a WS HRD strategy with CD: HRD</p> | <p>CD: Water Services</p> <p>CD: HRD</p> <p>All WS Ds</p> | WS HRD Strategy | Core competencies developed & retained within DWAF WS |
| KFA 6: Effective Operations & Maintenance of Water Services Schemes and Transfers | | | | | | | |
| 6.1 Develop a coherent policy framework for Transfers | <p>Agreements with Bargaining Chamber re: issues such as voluntary severance packages, pensions etc</p> | <p>Policies in place</p> | Mid 2002 & ongoing | <p>Analysis & understanding of context and what is needed for successful transfer</p> <p>Review of current policies and gap analysis</p> <p>Policy revision on staffing matters</p> | <p>National Manager Transfers</p> <p>All relevant Regions</p> | <p>Transfer policy Framework reviewed & amended as necessary</p> | <p>Transfer policy Framework in place</p> |

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| 6.2 Develop comprehensive transfer plan, with initial focus on DWAF managed schemes and completed projects. | Implementation, of an appropriate reward/incentive system for those municipalities who take early transfer of schemes. Transfers effected through regional specific strategies Baseline of Assets in MIS | Formal service provision agreements (including provision for the payment of services rendered by the Department) entered into by all receiving municipalities. Successful transfer of 10% of the schemes to municipalities and or water boards | Incentive scheme by 1 July 2002 Service provision agreements by 31 March 2003 10% transfer by 31 March 2003 | Functional and financial assessment of all schemes – by June 2002. Develop Baseline of Assets in MIS Establish dedicated regional transfer teams/units and support from national | National Manager Transfers All relevant Regions | Transfers effected DWAF to continue provision or hand over to other WSP where Local Govt unwilling or unable | Transfers finalised Schemes/projects not accepted by Local Govt handed to other appropriate authorities |
| 6.3 Support receiving municipalities to ensure continuity & sustainability of services | Safety net provided by means of system to intervene & support during the crucial transfer period Ongoing support to local government to complete their WSDP's as input to their operating plans, budgets and IDP's | Improved cost recovery by 10% WSDPS / IDPs Transferred schemes/projects operating & sustainable | Ongoing 2002/03 financial year | Development and implementation of an appropriate billing system to support municipalities with cost recovery systems Cooperation with DPLG, SALGA, National Treasury & provincial counterparts to support Local Govt | National Manager Transfers Relevant Regions | Implement billing system and cost recovery | |
| 6.4 Ensure the ongoing improvement in the efficiency & effectiveness of WS provision (including DWAF run schemes & rehabilitation where necessary) | Strategy for rehabilitation of schemes developed and implemented on those meeting the criteria Reduced deficit on Trading Account Water delivered at acceptable level of service Improved business approach O&M technical support offered to Sector | Strategy developed to increase revenue and decrease expenditure of DWAF run schemes & implemented on xx? no of selected schemes Improved revenue collection by 10% Tariffs regulated & gazetted O&M Technical support unit called upon | 2002/03 financial year | Operate and maintain schemes Address bad debts Implement Asset Management Principles Improve Management information collection | CD: RC National Manager Transfers All Regions | Improved business approach Improved O&M of water services Reduced number of schemes/projects operated and maintained by DWAF | Improved business approach Improved O&M of water services |
| KFA 7: Special Interventions of Cross Cutting Nature | | | | | | | |
| 7.1 Gender Mainstreaming Gender equity is mainstreamed into policies, functions & activities of the water services sector through awareness, training and support. | Advocacy & training programme for managers & staff in DWAF and other organisations Improved gender sensitivity in project implementation | Programme implemented DWAF advocacy & training Training courses Tools & indicators | April 2002 onwards Financial year 2002-3 Financial year 2002-3 Financial year 2002-3 | Cooperation with sector partners & gender mainstreaming organisations Norms developed Advocacy & training courses developed | D: PDS D: Transformation | Greater awareness of Gender issues in sector Improved implementation of gender policies | Greater awareness of Gender issues in sector Improved implementation of gender policies |

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| | <p>Gender balanced decision making committees</p> <p>Creation of jobs for both men & women</p> | M&E reports – job creation statistics | Ongoing | <p>Gender sessions included in all NCWSTI courses</p> <p>Gender impact indicators for project implementation developed & applied</p> <p>Tools integrated into the monitoring systems</p> | | | |
| <p>7.2 Civil Society participation – NGO's & CBOs</p> <p>Ensure meaningful participation of civil society structures from community based to NGOs in the WS Sector & its programmes</p> | <p>Contribution & facilitation of Vuk' zenzele in the sector</p> <p>NGOs and CBOs strengthened to play a meaningful long term role in the sector, particular from a sustainable development perspective</p> <p>Awareness created within DWAF and Local Govt on the effective use & participation of NGOs, CBOs and social consultants</p> <p>A complete set of policy and procedures developed for NGO/CBO participation in WS projects & programmes</p> <p>Performance of service delivery NGOs /CBOs monitored</p> <p>Regions assisted to develop a strategy for the support and capacity building of community WSPs and ward councillors</p> <p>Develop local entrepreneurs</p> | <p>25% of EU funds go to NGOs/CBOs for their contribution to Water Supply & Sanitation delivery</p> <p>NGOs represented on collaborative structures</p> <p>Training received by community based WS organisations, including ward councils</p> <p>Induction & training for service delivery NGOs/CBOs</p> | <p>Per EU financing agreement – 2001-2004</p> <p>Ongoing</p> <p>Financial year 2002-3 per Regional specific strategies of KZN, EC & NP.</p> | <p>Position taken on participation of NGOs, CBOs in WS Programmes</p> <p>Initiative to ensure Service delivery NGOs on DWAF consultant database</p> <p>Develop training programme and materials for the capacity building of: -</p> <ul style="list-style-type: none"> - service delivery NGOs, CBOs & Social Consultants aimed primarily at a Provincial level - CBOs, including PSC members, Women, Church, HIV/AIDS groups and ward councillors who play a key role in the health and well being of their community - Build & use SMMEs - Performance Management incorporated into M&E system to monitor the quality of service delivery of NGOs /CBOs | D: PDS | Meaningful participation of civil society in the WS sector | Meaningful participation of civil society in the WS sector |

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| Strategic Objectives | 2002/2003 | | | | | 2003/04 | 2004/05 |
| | Outputs | KPIs / Measures | Targets / Timeframes | Key Activities | Responsibility | Outputs | Outputs |
| 7.3 Environmental Management within Water Services Ensure a healthy, clean environment for consumers that is environmentally sustainable | Protection of the environment from any degradation by water & sanitation delivery & usage EES strategy implemented Capacity built at local level to ensure sustainable management & monitoring of the environment ito water supply & sanitation Decrease in water born diseases | Clean, healthy environment & well being of residents Compliance monitoring & auditing Health statistics | Ongoing | EES strategy finalised Environmental protection incorporated into all projects Environmental strategy tools finalised and used Capacity building strategy developed | D: SES | Protection of the environment from any degradation by water & sanitation delivery & usage Local level management of the environment Decrease in water born diseases | Protection of the environment from any degradation by water & sanitation delivery & usage Local level management of the environment Decrease in water born diseases |

6 FUNCTIONS TO BE CONTRACTED OUT OR ABOLISHED:

6.1 CORPORATE

6.1.1 Human Resources

| HUMAN RESOURCES | |
|---|--|
| Functions to be contracted out or abolished | |
| Function to be contracted out or abolished | Reason for contracting out/abolishing and time frame |
| Specialised consultancy services procured for the following areas due to capacity constraints: | |
| 1 HR Audit Systems and implementation of recommendations on system redesign and improvements | Remedy administrative processing capacity within HR to support the restructuring process without time delays caused by HR. April 2001 |
| 2 Develop IT systems and the installation of software plus training. | To support strategic management information to enable sound HR planning and enable decision-making. June 2001 |
| 3 Large scale capacity building to develop skills for new institutions created as a result of DWAF restructuring. | This is a major intervention in terms of our Human Resource Development strategy to be in sync with the restructuring processes and adding value to the future success of the newly created institutions. The capacity of the HRD directorate is limited to meet the scale and intensity of the training required. June 2001 and ongoing over next five years. |

6.1.2 Information Services

In recent years the Department has experienced increasing difficulties in retaining information technology practitioners on its staff complement. Recruiting appropriately skilled staff has proved equally difficult. As a result, the provision of information services has been effected by a cadre of contractors, supervised and overseen by a small number of departmental staff members. Given that Information Services, although an essential support to the Department's activities, are not a core competence, the entire information technology function has been outsourced to a private contractor – the Information Services Integrator. This process commenced in 1999, and will continue into Financial year 2002/3-2004/5 and beyond. Financial savings are unlikely to result from the outsourcing process, but the benefits will accrue in terms of increased business effectiveness

| INFORMATION SERVICES | |
|---|---|
| Functions to be contracted out or abolished | |
| Function to be contracted out or abolished | Reason for contracting out/abolishing and time frame |
| The contracting in of IS expertise to support the Office of the CIO in strategic planning and monitoring the performance of IS Service providers against SLAs | Specialised skills which cannot be sustained within the Department but are required to support the CIO in the administration of the outsourced contractors. |
| The outsourcing of the IS Operational component of the IS Service | Not a core business function of the Department and requires specialised skills and infrastructure |

6.1.3 Communications Service

| COMMUNICATION SERVICES | |
|---|--|
| Functions to be contracted out or abolished | |
| Function to be contracted out or abolished | Reason for contracting out/abolishing and time frame |

6.1.3 Administration

| FUNCTIONS TO BE CONTRACTED OUT OR ABOLISHED | |
|---|--|
| Function to be contracted out or abolished | Reason for contracting out/abolishing and time frame |
| Cleaning, Garden and Security Services | More efficient and cost effective – as and when circumstances permit |

6.1.4 Legal Service

| LEGAL SERVICES | |
|---|--|
| Functions to be contracted out or abolished | |
| Function to be contracted out or abolished | Reason for contracting out/abolishing and time frame |
| NONE | NONE |

6.1.5 Financial Administration

| FINANCIAL MANAGEMENT | |
|---|--|
| Functions to be contracted out or abolished | |
| Function to be contracted out or abolished | Reason for contracting out/abolishing and time frame |
| None | None |

6.1.5 Internal Audit

| INTERNAL AUDIT | |
|---|--|
| Functions to be contracted out or abolished | |
| Function to be contracted out or abolished | Reason for contracting out/abolishing and time frame |
| 1) Computer Audit or Information Technology Audit | <ul style="list-style-type: none"> - Lack of necessary skills - Inadequate capacity - Lack of resources |
| 2) Special investigation / projects | |

6.2 FORESTRY

The responsibility for managing State-owned commercial plantation forest assets was transferred to the South African Forestry Company Limited (Safcol) in 1992. This transfer did not include commercial forests owned by the erstwhile homelands, which became the responsibility of the National Government in 1994. After a period during which these plantations were rehabilitated, a process is now underway to lease them to private concerns, including the transfer of operational staff.

This measure is expected to result in an estimated reduction in the Department's staff complement of about 2 500 (via transfer to the private sector, or by staff choosing to leave the Department), and estimated financial savings amounting to R70 million during financial years coming.

| FORESTRY | |
|---|---|
| Functions to be contracted out or abolished ▲ | |
| Function to be contracted out or abolished | Reason for contracting out/abolishing and time frame |
| Commercial forestry to be transferred to private/communal operators | Nature of function is commercial and not a Government function (time-frames provided per objectives in strategic plan) |
| Indigenous forest management to be transferred to specialised conservation agencies | Consolidate Government conservation function and support DEAT bio-regional plan DWAF forestry function to move towards regulation, support and policy only |

6.3 WATER RESOURCE MANAGEMENT

6.2.1 Catchment Management Agencies

One of the principal intentions of the National Water Act is to decentralise the responsibility for water resource management to catchment management agencies, of which there will ultimately be 19 to cover the entire country. The Department will undertake the responsibilities of the agencies until such time as they are established, and will progressively transfer responsibilities to the agencies until they are fully operational. The agencies will be funded from the National Revenue Fund until they are financially self-sufficient through the collection of charges for water use.

Although this measure will eventually result in staff moving from the Department to the agencies, and in consequent reductions of the Department's budget requirements, its implementation is a medium-to long-term process, and it is not expected to result in the movement of any staff from the Department to catchment management agencies, nor any financial savings, during financial year 2002/3-2004/5.

6.2.2 National Water Utility

The National Water Policy for South Africa (White Paper, Department of Water Affairs and Forestry, April 1997) moots the creation of a National Water Utility – an incorporated public company – to undertake the management of the existing major water-related infrastructure which is considered to be of strategic national importance. Such an organisation could also be responsible for planning, financing, and developing additional nationally-important infrastructure. Investigations into the feasibility of the Utility, particularly in respect of its benefits for society and its prospects for long-term financial viability, have commenced and will continue into 2002/3-2004/5.

No decision has been taken on this measure but, if it is implemented, it is likely to result in staff moving from the Department to the National Water Utility, and in reductions of the Department's budget requirements. Its implementation is however a medium-to long-term process, and even if the Utility were to come into being during financial year 2002/3-2004/5 it is not expected to result in the movement of any staff from the Department to the Utility, nor any financial savings, during this period.

6.2.3 Water Use and Conservation

| WATER USE AND CONSERVATION | |
|--|---|
| Functions to be contracted out or abolished ▲ | |
| Function to be contracted out or abolished | Reason for contracting out/abolishing and time frame |
| Contracting out the operations and maintenance of government irrigation schemes to Water User Associations | Water User Associations can operate, maintain and refurbish canal distribution systems more cost-effective than the Department and the transfer of management will reduce the charges payable by irrigators and ensure the sustainability of the schemes. The transfer of 19 schemes, with an irrigated area of more than 100 000ha, should be accomplished by 03/2003. |

6.3.10 Regional Implementation

| Consolidated Report: Regions | | Water Resources Management |
|---|--|----------------------------|
| Functions to be contracted out or abolished | | |
| Functions to be contracted out or abolished | Reason for contracting out/abolishing and time frames | |
| Management of Government Water Schemes | Transfer of schemes to Water Services Provide (WSP)/Water Services Authorities (WSA). Ongoing, according to the ability of WSP/WSA to take over the scheme | |
| Contracting out the operations and maintenance of Government Water Schemes to Water User Associations | Water Services Providers/Water Services Authorities can operate, maintain and refurbish distribution systems more cost-effective than the Department and the transfer of management will reduce the charges payable by Water Users and ensure the sustainability of the schemes. By 2001/2004 the Department should accomplish the transfer of most of the schemes according to a proposed framework for Division of Revenue Act . | |
| Functions to be contracted out or abolished | Reason for contracting out/abolishing and time frames | |
| Management of Government Water Schemes | Transfer of schemes to Water User Associations. Ongoing, according to the ability of Water User Associations to take over the scheme | |
| Contracting out the operations and maintenance of Government Water Schemes to Water User Associations | Water User Associations can operate, maintain and refurbish distribution systems more cost-effective than the Department and the transfer of management will reduce the charges payable by Water Users and ensure the sustainability of the schemes. By 2001/2004 the Department should accomplish the transfer of most of the schemes according to a proposed framework for Division of Revenue Act . | |

6.3 WATER SERVICES

| WATER SERVICES – HEAD OFFICE | | |
|---|---|--|
| Functions to be contracted out or abolished | | |
| Functions to be contracted out or abolished | Reason for contracting out/abolishing and time frames | |
| Implementation of water supply projects | Per DORA framework – this function to be taken over by municipalities and managed through the CMIP programme of DPLG. No new projects will be embarked upon by DWAF WS as of 2003-4. All committed projects will be managed until completion and transfer to appropriate WSA. By 2005-6 any projects that Local Govt are unwilling or unable to accept will be handed over and managed by service providers contracted by DWAF but funded and supervised by other appropriate authorities | |
| Implementation of Sanitation projects | This is ultimately to be handed over – but there is a 10 year horizon in order to address the massive backlog. DWAF has been mandated in that period to co-ordinate all Govt Departments in the Sanitation sector. Transfer of this responsibility will be done as and when the receiving authority has the necessary capacity. | |
| Management of Government Water Schemes | Transfer of projects & schemes to Water Services Authorities (WSAs) & Water Services Providers (WSP). Ongoing, according to the ability of WSA / WSP to take over the scheme within deadline of 2005-6 per DORA framework. | |

WATER SERVICES

Constitutionally the responsibility for the provision of water-related services rests with Local Government. However, the Department continues to own and operate water services schemes – 279 major schemes and around 3 000 minor schemes – which were constructed in the former homelands before 1994, and which subsequently became the responsibility of the national Government. Intensive efforts are underway to transfer these works, and their operational staff, to appropriate water services institutions in terms of the Water Service Act. About 18 890 staff currently in the Department's employment on such schemes will ultimately be transferred to other organisations.

Unfortunately many of these water services schemes are not yet financially self-supporting, and water services institutions are understandably reluctant to accept transfer. An equitable transfer protocol is currently being devised in conjunction with the Department of Provincial and Local Government, and it is hoped to commence the fast-tracking of the transfer process. It is not, however, anticipated that large-scale transfer of schemes will take place.

As a consequence this measure is not expected to result in any significant reduction in the Department's staff complement by means of transfer to water services institutions, nor any significant financial savings.

7 SERVICE DELIVERY IMPROVEMENT PLAN:

7.1.1 SERVICE DELIVERY STANDARDS

In terms of section 27(4) of the PFMA, departments are required to determine Service Delivery Standards and to set measurable Service Delivery Objectives. At DWAF, this consists of internal and External Service delivery Objectives.

Internal Service Delivery Objectives

The following sets out the service level standards of DWAF in line with the Batho Pele principles. The commitment is principally to DWAF's principal or external customers. To meet these commitments, the standards outlined in "A" and "B" relating to the flow of Ministerial and the Director-General's assignments and tasks would have to be adhered to by all components of the organisation. The greater the ability of DWAF to maintain this internal response times standards, the greater the possibility for DWAF to expand its pool of satisfied external customers.

A

| REFERRALS TO BRANCHES FROM THE MINISTRY AND DG'S OFFICE | | | | |
|---|-----------|-----------|-----------|-----------|
| Office | Work flow | Standards | Work flow | Standards |
| Ministry | ↓ | | ↑ | |
| DG | | 1 day | | 0 day |
| DDG's | | 1 day | | 1 day |
| Chief Directorate | | 2 days | | 2 days |
| Directorate | | 9 days | | 1 day |

B

| WORKFLOW TO AND FROM THE MINISTRY AND DG'S OFFICE | | | | |
|---|-----------|-----------|-----------|-----------|
| Office | Work flow | Standards | Work flow | Standards |
| Directorate | ↓ | | ↑ | 0 days |
| Chief Directorate | | | | 1 day |
| DDG's | | | | |
| DG | | | | 2 days |
| Ministry | | | | 1 day |

7.1.2 Guaranteed standards for the Department's customers

DWAF as an organisation recognises that some of its services are so important to its customers so much that it is willing to guarantee them. In other words, DWAF would be willing to pay a penalty for any failure to meet the set standards. Under this rubric, as many standards as our business permit may be established. However, for now, these will be limited to the three most obvious standards of customer care and service.

7.1.3 Keeping appointments made in writing

If any employee of the Department makes an appointment with a customer, DWAF guarantees that the employee will keep the appointment at a mutually agreed time.

7.1.4 Written complaints about DWAF's service

DWAF 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 to the customer. The progress report will be followed by a full reply within 10 working days of the progress report.

7.1.5 Complaints by telephone

If a customer lodges a complaint by telephone, and in the course of the telephone conversation, it is agreed that a written reply is necessary, DWAF 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 customer. The progress report will be followed by a full reply within 10 working days of the progress report.

7.1.6 Guaranteed service standards

Given DWAF's commitment to Batho Pele, DWAF is willing to declare, but not guarantee, some of the levels of service that our customers can expect. To this end, DWAF has set for its employees testing targets. These targets as against a method of communication are outlined below:

| | METHOD OF COMMUNICATION | T TARGET |
|---|---|--------------------|
| 1 | <p style="text-align: right;">Telephone calls</p> <p>All calls to all DWAF'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.</p> | 85% 90% 100% |
| 2 | <p style="text-align: right;">E-mail</p> <p>Customers queries through e-mail about DWAF's services must be answered: Within 24 hours; or If more time is needed for a fuller reply within 5 working days</p> | 95% 100% |
| 3 | <p style="text-align: right;">Written correspondence</p> <p>All written queries from customers must be answered within 30 working days</p> | 80% |

SERVICE DELIVERY IMPROVEMENT PLAN INFORMATION

7.2 CORPORATE

7.2.1 Human Resource

| HUMAN RESOURCES | | | | | |
|---|---|--|---|--|---|
| Service delivery improvement plan information | | | | | |
| 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 & HRD) services. | All DWAF employees, past and present. Potential new institutions. Organised labour. Immediate relatives of DWAF employees. | Effective HR systems. Sound Client relationship management. Effective client communication. Modernised Information Technology enabled HR systems. Manage effective and relevant HR policies and programmes. Conduct research and development on HR trends, patterns and global thinking. Monitor and evaluate HR client satisfaction and service impact. | Professional and competent HR staff. Render high quality HR advice. Turn-around service delivery time by up to 80% reduction in current process-progressively over 3-year period. All HR services to embody a caring and humane 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: - 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 | Multi-media sustained communication campaign with targeted clients. Periodic live engagement/ briefing sessions with targeted clients. Multi-lingual communication mediums in targeted | HR Ombuds HR Service Delivery Barometer. HR Service Delivery Penalties. |

| | | | | | |
|--|---|---|--|---|---|
| | | | framework of DWAF Transformation Program. Manage sound labour relations. | mediums in targeted information and educational sessions. | |
| 3 Develop leadership for change management. | All layers of managers in DWAF. | Compulsory and tailor-made capacity building programme for all layers of managers. Promote change management skill as essential for any present and future manager in DWAF. | Meet client needs in most cost effective and timely manner. Strive to meet and surpass client expectations. Anticipate client future needs. | Multi-media sustained communication campaign with targeted clients. Periodic live engagement/briefing sessions with targeted clients. Through mentoring and coaching. | HR Service Delivery Barometer. |
| 4 Develop regional and national office 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. Clarify roles and responsibilities. Institute quarterly review and assessment meetings. Advise on appropriate resource allocation for HR improvement program. 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 Penalties. |

7.2.2 Information Service

| INFORMATION SERVICES | | | | | |
|---|---------------------------------------|--|---|---|---------------------------------------|
| Service delivery improvement plan information | | | | | |
| 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) |
| Office of the CIO Directive Management | DWAF – All Users | Strengthening of core competencies and streamlining of IS Planning and Procurement | IS QMS IS Plans for all Directorates | Intranet, E-mail | CSC on X7777 |
| IS Systems Management | DWAF – All Users | Split of development and maintenance and contracted against Project Plans or SLAs | IS QMS, Project Plans, SLAs | Intranet, email, JPMs | JPMs |
| Operations Management | DWAF – All Users | Outsourcing to SITA | IS QMS, SLAs | Intranet, E-mail | CSC on X7777 GITO Forum |
| Programme / Project Office | DWAF – All Users | Outsourcing to SITA | IS QMS, SLAs | Intranet, eMail, reports | CSC on X7777 |

7.2.3 Communications

| COMMUNICATION SERVICES | | | | | |
|---|---------------------------------------|---|---|---|---|
| Service delivery improvement plan information | | | | | |
| 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>With regard to written queries from the public, we aim to:</p> <ul style="list-style-type: none"> - 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 <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 the fullest 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 | Publications Internet Written Correspondence Verbal Correspondence | Responses from Public Results of Audit |

| | | | | | |
|--|--|--|---|--|--|
| | | | <p>In our Dealings with the media, we will:</p> <ul style="list-style-type: none"> - 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 - All media queries will be logged in a media register which will involve the following: <ul style="list-style-type: none"> - 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 to ensure satisfaction | | |
|--|--|--|---|--|--|

7.2.4 Administration

| SERVICE DELIVERY IMPROVEMENT PLAN INFORMATION | | | | | |
|--|--|--|---|--|---|
| 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 activities and systems Concentrate on training and improve communication | Use of prescribed documents E-mail Circular Fax | Report to Director: Administration or Deputy Director Provisioning Services |
| Administrative support in Water matters | Water users and departmental officials | Continuous revision of policies. | Letters, Notices and policies must be clear for all institutions to implement. | Letters and notices published in Government Gazette. Accessible data base | Minister and Water Tribunal |
| Implementation of MISS with applicable focus priority areas | Departmental offices | Increased budget allocation Review establishment to ensure appropriate rank levels and capacity | Minimise risk | Evaluation and annual reports | D: A |
| Workstudy Service | Management at all levels | Acquire qualified personnel | Provide appropriate solutions | Reports of acceptable quality | D: A |

7.2.5 Legal Services

| LEGAL SERVICES | | | | | |
|---|--|---|---|---|---|
| Service delivery improvement plan information * | | | | | |
| 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 | 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 | Report to Director: Legal Services Report to DDG: CS & F Report to DG |

7.2.6 Financial Administration

| FINANCIAL MANAGEMENT | | | | | |
|---|--|---|---|---|---------------------------------------|
| Service delivery improvement plan information | | | | | |
| 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) |
| Financial Support | All officials in the Department and all Directorates / Regions of the Department | Guidance and training | Continued compliance with Prescriptions of the PFMA | Proper Communication | None |

7.2.7 Internal Audit

| INTERNAL AUDIT | | | | | |
|---|---|---|---------------------------------|--|--|
| Service delivery improvement plan information | | | | | |
| 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 2) Special investigation / Projects | Management, Head Office, Regions and Area offices | Increase in the budget (funds) Filling of vacant posts Capacity / training of personnel Outsourcing of certain functions: computer audit and Forensic investigations | IIA standards Best Practices | Plans, proposals, and working papers Reports to the Audit Committee Annual reports | CFO Accounting Officer Audit Committee |

7.3 FORESTRY

| FORESTRY | | | | | |
|---|---|---|--|---|---------------------------------------|
| Service delivery improvement plan information | | | | | |
| 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 |

7.4 WATER RESOURCE MANAGEMENT

7.4.1 Water Use and Conservation

| WATER USE AND CONSERVATION | | | | | |
|---|---------------------------------------|---|--|---|---|
| Service delivery improvement plan information | | | | | |
| 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 | IRP implemented regarding WC/WDM | Effective participation during the planning phase | Effective decision making based on requirements for NWA | Adopt an IRP approach to WRP | |

7.4.2 Regional Implementation

REGIONS SERVICE DELIVERY STANDARDS

| Description of service | Customers | Methods to improve service | Service goal | Informing customers | Complaints/suggestions |
|---|--|---|---|---|------------------------|
| Bulk Water Supply | Water Boards, Municipalities 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 dams 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 & 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

| WATER SERVICES | | | | | |
|--|---------------------------------------|---|--|---|--|
| Service delivery improvement plan information | | | | | |
| 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 | Develop regulations, model contracts, | | | |
| Regulating water sector | Water Services Providers | | | | |
| Developing water services institutions | Water Services Providers | | | | |
| Ensure provision of basic water and sanitation | Communities especially in rural areas | | | | |
| Ensure effective operation & maintenance of water services schemes | Local Government | | | | |

ANNEXURES

FINANCIAL RESOURCES ALLOCATED TO THE DEPARTMENT IN FINANCIAL YEAR 2002/2003

ANNEXURE A

Table A1 summarises the budget allocations to each of the four branches, and indicates which of the eight departmental Budget Programmes refer to each of the branches. In this table the budget allocations to water-related Regional Implementation activities – Budget Programme 5 – has been split into activities related to Water Resource Management, and those related to Water Services.

Table A2 lists the budget allocations to the individual Chief Directorates which comprise each branch, which can readily be related to the programmes of action detailed in the summary business plans for each unit. The Regional Implementation budget comprises a significant part of the total departmental budget requirement, and information for this Programme is split into its component Sub-programmes. An indication is given of the functional area to which the large majority of activity in each subprogram refers.

Table 3 provides details of the budget allocations to each Region, divided into expenditure from the Exchequer Account, and expenditure under the Water Trading Account.

Section A4 describes the Department's three Trading Accounts, and provided details of estimated expenditure and revenue for each.

ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

ANNEXURE B

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

- Annexure B.1 presents details of the Department's current staff complement, in terms of numbers and levels of filled posts for each functional area of the Department, excluding transfers to SAFCOL.
- Annexure B.2 presents details of the Department's current staff complement, in terms of numbers and levels of filled posts for each functional area of the Department, including transfers to SAFCOL.
- Annexure B.3 is the departmental organogram, which shows the organisational structure of the Department to the level of Directorates.
- Human Resource plan of the Department.

8 FINANCIAL RESOURCES ALLOCATED TO THE DEPARTMENT IN FINANCIAL MULTI – YEAR PERIOD 2002/3 – 2004/5

ANNEXURE A

A.1 Summary of Allocation by Functional Area: IN FINANCIAL YEAR 2002/03

| Branch | Budget Programme No. & description | Budget per Functional Area |
|---------------------------|--|----------------------------|
| | | R'000 |
| Corporate | 1: Administration | 220 804 |
| Water Resource Management | 2: Water Resource Assessment 3: Water Resource Planning 4: Water Resource Development 5: (part): Regional Implementation 6: Integrated Water Resource Management | 1 800 901 |
| Water Services | 7: Water Services (Head Office) 5: (part): Regional Implementation | 1 164 469 |
| Forestry | 8: Forestry | 372 335 |
| TOTAL | | 3 558 509 |

IN FINANCIAL YEAR 2003/04

| Branch | Budget Programme No. & description | Budget per Functional Area |
|---------------------------|--|----------------------------|
| | | R'000 |
| Corporate | 1: Administration | 222 650 |
| Water Resource Management | 2: Water Resource Assessment 3: Water Resource Planning 4: Water Resource Development 5: (part): Regional Implementation 6: Integrated Water Resource Management | 2 027 288 |
| Water Services | 7: Water Services (Head Office) 5: (part): Regional Implementation | 1 253 625 |
| Forestry | 8: Forestry | 323 989 |
| TOTAL | | 3 827 552 |

IN FINANCIAL YEAR 2004/05

| Branch | Budget Programme No. & description | Budget per Functional Area |
|---------------------------|--|----------------------------|
| | | R'000 |
| Corporate | 1: Administration | 235 091 |
| Water Resource Management | 2: Water Resource Assessment 3: Water Resource Planning 4: Water Resource Development 5: (part): Regional Implementation 6: Integrated Water Resource Management | 1 712 732 |
| Water Services | 7: Water Services (Head Office) 5: (part): Regional Implementation | 1 030 663 |
| Forestry | 8: Forestry | 316 072 |
| TOTAL | | 3 294 558 |

NOTES:

In the table above the total Regional Implementation budget has been split into Water Resource Management and Water Services activities: (See the table **A.3** following for details).

Branch budgets include the following amounts required to augment Trading Account deficits: (See **A.4** following).

| | | | |
|---------------------------|---|-------------|-----------------------|
| Water Resource Management | (Programme 4) Capital Equipment | R 2 500 000 | (years 2002/03/04/05) |
|---------------------------|---|-------------|-----------------------|

| | | | |
|---------------------------------|---|-------------|----------------|
| Regional Implementation (Water) | (Programme 5) Operation of Water Resources: | R 1 121 220 | (year 2002/03) |
|---------------------------------|---|-------------|----------------|

| | | | |
|--|--|-------------|----------------|
| | | R 1 332 789 | (year 2003/04) |
|--|--|-------------|----------------|

| | | | |
|--|--|-----------|-----------------|
| | | R 989 902 | (year 2004/05). |
|--|--|-----------|-----------------|

A.2 Detailed Summary of Allocations by Functional Area

IN FINANCIAL YEAR 2002 / 03

IN FINANCIAL YEAR 2003/04

| Functional Area | Chief Directorate (HO)/Sub-programme (Regions) | Amount (R'000) | Budget per Functional Area (R'000) | Amount (R'000) | Budget per Functional Area (R'000) |
|---------------------------|--|----------------|------------------------------------|----------------|------------------------------------|
| Corporate | Minister | 639 | | 670 | |
| | Main Management | 12 536 | | 12 802 | |
| | Human Resource Management | 27 002 | | 27 743 | |
| | Human Resource Development | 19 900 | | 20 099 | |
| | Financial Management | 25 735 | | 24 168 | |
| | Internal Auditing | 3 154 | | 3 224 | |
| | Administration | 56 156 | | 57 407 | |
| | Legal Services | 6 179 | | 6 295 | |
| | Transformation | 3 792 | | 3 880 | |
| | Communication Services | 6 816 | | 7 357 | |
| | Information Services | 58 895 | 220 804 | 59 005 | 222 650 |
| Water Resource Management | Planning | 66 523 | | 55 747 | |
| | Development | 237 710 | | 238 600 | |
| | International Projects | 4 618 | | 4 693 | |
| | Scientific Services | 92 232 | | 104 575 | |
| | Water Use and Conservation | 94 106 | 495 189 | 105 102 | 508 717 |
| Water Services | Water Services | 1 164 469 | 1 164 469 | 1 253 625 | 1 253 625 |
| Forestry | Forestry | 372 335 | 372 335 | 323 989 | 323 989 |
| Regional Implementation | Management | 54 477 | | 64 877 | |
| | Regional Co-ordination | 4 635 | | 4 908 | |
| | Survey Services | 12 718 | | 11 129 | |
| | Hydrometry | 49 820 | | 47 586 | |
| | Water Drilling Services | 18 196 | | 21 121 | |
| | Geotech. Drilling Services | 5 520 | | 7 007 | |
| | Geotechnical Services | 19 558 | | 13 537 | |
| | Advisory Services | 4 889 | | 4 699 | |
| | Sustainable Development and Management | 14 679 | | 10 918 | |
| | Water Resources Operation | 1 121 220 | 1 305 712 | 1 332 789 | 1 518 571 |
| | | | | | TOTAL 3 827 552 |
| TOTAL | | | 3 558 509 | | |

Detailed Summary of Allocations by Functional Area: IN FINANCIAL YEAR 2004 / 05

| Functional Area | Chief Directorate (HO)/Sub-programme (Regions) | Amount (R'000) | Budget per Functional Area (R'000) |
|---------------------------|--|----------------|------------------------------------|
| Corporate | Minister | 715 | 235 091 |
| | Main Management | 13 532 | |
| | Human Resource Management | 29 192 | |
| | Human Resource Development | 21 306 | |
| | Financial Management | 25 239 | |
| | Internal Auditing | 3 384 | |
| | Administration | 60 650 | |
| | Legal Services | 6 669 | |
| | Transformation | 4 088 | |
| | Communication Services | 7 732 | |
| | Information Services | 62 584 | |
| Water Resource Management | Planning | 58 722 | 534 202 |
| | Development | 242 179 | |
| | International Projects | 4 870 | |
| | Scientific Services | 116 656 | |
| | Water Use and Conservation | 111 775 | |
| Water Services | Water Services | 1 030 663 | 1 030 663 |
| Forestry | Forestry | 316 072 | 316 072 |
| Regional Implementation | Management | 60 887 | 1 178 530 |
| | Regional Co-ordination | 5 149 | |
| | Survey Services | 11 301 | |
| | Hydrometry | 49 942 | |
| | Water Drilling Services | 22 397 | |
| | Geotech. Drilling Services | 7 412 | |
| | Geotechnical Services | 15 087 | |
| | Advisory Services | 4 957 | |
| | Sustainable Development and Management | 11 496 | |
| | Water Resources Operation | 989 902 | |
| TOTAL | | | 3 294 558 |

NOTES: Regional Implementation (Water) allocations are distributed among functional areas as follows: Water Use and Conservation includes the following amounts for management of the Working for Water Programme: R11 650 000 (2002/03). R12 772 000 (2003/04). R12 356 000 (2004/05). Multi-year period.

- 1 Water Resource Management and Water Services.
- 2 Water Resource Management.
- 3 Water Service.

A.3 DETAILS OF REGIONAL IMPLEMENTATION BUDGET ALLOCATIONS IN THE MULTI-YEAR FINANCIAL PERIOD 2002/03 BUDGET ALLOCATION FOR REGIONAL IMPLEMENTATION AND WATER TRADING ACCOUNT

Exchequer Allocation

| Region | R'000 | % per Region |
|-------------------|----------------|----------------|
| North West | 90163 | 7.05% |
| Northern Province | 313828 | 24.54% |
| Mpumalanga | 122737 | 9.60% |
| KwaZulu-Natal | 246330 | 19.26% |
| Free State | 30083 | 2.35% |
| Eastern Cape | 301979 | 23.61% |
| Western Cape | 41515 | 3.25% |
| Northern Cape | 22757 | 1.78% |
| Gauteng | 9901 | 0.77% |
| Head Office | 99715 | 7.80% |
| TOTAL | 1279008 | 100.00% |

Notes: Excludes R1,121 billion augmentation

In total Exchequer allocation is as follows:

| | |
|------------------|------------------|
| Augmentation | 1,121,220 |
| Capital Projects | 1,018,063 |
| Other functions | 260,945 |
| Total | 2,400,228 |

Water Trading Account Allocation

| Region | R'000 | % per Region |
|-------------------|----------------|----------------|
| North West | 113928 | 7.51% |
| Northern Province | 422804 | 27.87% |
| Mpumalanga | 278426 | 18.36% |
| KwaZulu-Natal | 71897 | 4.74% |
| Free State | 88679 | 5.85% |
| Eastern Cape | 145551 | 9.60% |
| Western Cape | 75664 | 4.99% |
| Northern Cape | 75259 | 4.96% |
| Gauteng | 244670 | 16.13% |
| Head Office | 0 | 0.00% |
| TOTAL | 1516878 | 100.00% |

Notes: Excludes R1,113 billion Trans-Caledon Tunnel Authority
Excludes R330 million Working for Water (poverty relief)

In total Water Trading Account Allocation is as follows

| | |
|----------------------------------|------------------|
| Trans Caledon Tunnel Authority | 1,112,943 |
| Working for Water Poverty relief | 330,000 |
| Other functions | 1,516,878 |
| Total | 2,959,821 |

2003/04 BUDGET ALLOCATION FOR REGIONAL IMPLEMENTATION AND WATER TRADING ACCOUNT

Exchequer Allocation

Water Trading Account Allocation

| Region | R'000 | % per Region |
|-------------------|----------------|----------------|
| North West | 99345 | 7.26% |
| Northern Province | 298099 | 21.77% |
| Mpumalanga | 142630 | 10.42% |
| KwaZulu-Natal | 272165 | 19.88% |
| Free State | 28725 | 2.10% |
| Eastern Cape | 333955 | 24.39% |
| Western Cape | 42712 | 3.12% |
| Northern Cape | 24866 | 1.82% |
| Gauteng | 11501 | 0.84% |
| Head Office | 115023 | 8.40% |
| TOTAL | 1369021 | 100.00% |

Notes: Excludes R1,333 billion augmentation

In total Exchequer allocation is as follows:

| | |
|------------------|------------------|
| Augmentation | 1,332,789 |
| Capital Projects | 1,115,287 |
| Other functions | 253,734 |
| Total | 2,701,810 |

| Region | R'000 | % per Region |
|-------------------|----------------|----------------|
| North West | 127800 | 7.43% |
| Northern Province | 467726 | 27.18% |
| Mpumalanga | 315047 | 18.31% |
| KwaZulu-Natal | 80993 | 4.71% |
| Free State | 102344 | 5.95% |
| Eastern Cape | 166778 | 9.69% |
| Western Cape | 98861 | 5.75% |
| Northern Cape | 55840 | 3.25% |
| Gauteng | 305224 | 17.74% |
| Head Office | 0 | 0.00% |
| TOTAL | 1720613 | 100.00% |

Notes: Excludes R958 million Trans-Caledon Tunnel Authority
Excludes R330 million working for water (poverty relief)

In total Water Trading Account Allocation is as follows:

| | |
|----------------------------------|------------------|
| Trans Caledon Tunnel Authority | 958,000 |
| Working for Water Poverty relief | 330,000 |
| Other functions | 1,720,613 |
| Total | 3,008,613 |

2004/05 BUDGET ALLOCATION FOR REGIONAL IMPLEMENTATION AND WATER TRADING ACCOUNT

Exchequer Allocation

Water Trading Account Allocation

| Region | R'000 | % per Region |
|-------------------|----------------|----------------|
| North West | 95144 | 8.31% |
| Northern Province | 254207 | 22.20% |
| Mpumalanga | 110305 | 9.63% |
| KwaZulu-Natal | 221172 | 19.32% |
| Free State | 23910 | 2.09% |
| Eastern Cape | 271241 | 23.69% |
| Western Cape | 41010 | 3.58% |
| Northern Cape | 22068 | 1.93% |
| Gauteng | 8288 | 0.72% |
| Head Office | 97585 | 8.52% |
| TOTAL | 1144930 | 100.00% |

Notes: Excludes R1,333 billion augmentation
In total Exchequer allocation is as follows:

| | |
|------------------|------------------|
| Augmentation | 989,902 |
| Capital Projects | 885,405 |
| Other functions | 259,525 |
| Total | 2,134,832 |

| Region | R'000 | % per Region |
|-------------------|----------------|----------------|
| North West | 135407 | 7.76% |
| Northern Province | 447156 | 25.62% |
| Mpumalanga | 330785 | 18.95% |
| KwaZulu-Natal | 82711 | 4.74% |
| Free State | 104276 | 5.97% |
| Eastern Cape | 170408 | 9.76% |
| Western Cape | 100726 | 5.77% |
| Northern Cape | 59113 | 3.39% |
| Gauteng | 314721 | 18.03% |
| Head Office | 0 | 0.00% |
| TOTAL | 1745303 | 100.00% |

Notes: Excludes R958 million Trans-Caledon Tunnel Authority
In total Water Trading Account Allocation is as follows:

| | |
|--------------------------------|------------------|
| Trans Caledon Tunnel Authority | 958,000 |
| Other functions | 1,745,303 |
| Total | 2,703,303 |

A.4 Trading Accounts

The Department operates two Trading Accounts, whereby goods and services are sold to internal and external clients. For a variety of reasons most of these accounts experience a shortfall of revenue against expenditure. Deficits (expenditure exceeds revenue) are made good by augmentation from the National Revenue Fund (see notes to Table A1), whilst any surpluses (revenue exceeds expenditure) are returned to the Treasury.

(i) Equipment Trading Account (Programme 4)

New and rebuilt construction plant and equipment from a central pool is hired internally to departmental construction sites and for work in the Regions. Hire rates include a maintenance component.

Treasury rules preclude rate escalation to facilitate replacement of plant and equipment at the end of its working life.

Details of Anticipated Expenditure and Revenue in 2002/03

| Programme Structure | Estimated Expenditure (R'000) | Estimated Revenue (R'000) | Surplus (+)/Deficit (-) (R'000) |
|---------------------|----------------------------------|------------------------------|------------------------------------|
| New equipment | 27 642 | | - 2 500 |
| Rebuilt equipment | 8 652 | | |
| Maintenance | 8 312 | 42 106 | |
| TOTAL | 44 606 | 42 106 | - 2 500 |

Details of Anticipated Expenditure and Revenue in 2003/04

| Programme Structure | Estimated Expenditure (R'000) | Estimated Revenue (R'000) | Surplus (+)/Deficit (-) (R'000) |
|---------------------|----------------------------------|------------------------------|------------------------------------|
| New equipment | 27 872 | | - 2 500 |
| Rebuilt equipment | 8 784 | | |
| Maintenance | 8 424 | 42 580 | |
| TOTAL | 45 080 | 42 580 | - 2 500 |

Details of Anticipated Expenditure and Revenue in 2004/05

| Programme Structure | Estimated Expenditure (R'000) | Estimated Revenue (R'000) | Surplus (+)/Deficit (-) (R'000) |
|---------------------|----------------------------------|------------------------------|------------------------------------|
| New equipment | 28 109 | | - 2 500 |
| Rebuilt equipment | 8 894 | | |
| Maintenance | 8 521 | 43 024 | |
| TOTAL | 45 524 | 43 024 | - 2 500 |

Note: Deficit augmented from Exchequer - see Notes to table A1.

ii) Water Trading Account (Programme 5)

The Water Trading Account comprises four sub-programmes:

- **Integrated Catchment Management:** Integrates water utilisation, water quality management and water conservation on a catchment basis. Expenditure includes the cost of the Working for Water Programme (R290 million). Designed to facilitate the eventual financial self-sufficiency of Catchment Management Agencies from water use charges. The deficit will progressively reduce as water use charges are introduced in accordance with the National Water Act.
- **Integrated Systems:** Raw (untreated) water from State-owned inter-basin transfer schemes is sold in bulk for subsequent distribution to users. Expenditure includes payments to the Trans-Caledon Tunnel Authority (R956 million) in respect of its obligation to finance the Lesotho Highlands Water Projects.
- **Bulk Water Supply:** Raw (untreated) water from State-owned dams is sold to municipalities and for irrigation. Tariffs for irrigation water are being progressively increased to improve cost recovery in this sector.
- **Water Services:** Pre-1994 water services schemes in the former homelands are operated by the Department. Cost recovery is limited by, inter alia: flat rate charges which do not cover costs; not cost recovery mechanisms (e.g. billing) in place; a culture of non-payment. These deficiencies are being addressed, and the process of transferring these schemes, including the transfer of operational staff, to water services institutions, have commenced since the year 2000: see section 6.4.

Details of Anticipated Expenditure and Revenue in 2002/03

| Programme Structure | Estimated Expenditure (R'000) | Estimated Revenue (R'000) | Surplus (+)/Deficit (-) |
|---------------------------------|----------------------------------|------------------------------|-------------------------|
| Integrated catchment Management | 538 927 | 59 428 | - 479 499 |
| Integrated systems | 1 373 231 | 1 597 486 | + 224 255 |
| Bulk water supply | 324 271 | 165 581 | - 158 690 |
| Water Services | 723 392 | 16 106 | - 707 286 |
| Total | 2 959 821 | 1 838 601 | - 1 121 220 |

Details of Anticipated Expenditure and Revenue in 2003/04

| Programme Structure | Estimated Expenditure (R'000) | Estimated Revenue (R'000) | Surplus (+)/Deficit (-) |
|---------------------------------|----------------------------------|------------------------------|-------------------------|
| Integrated Catchment Management | 538 809 | 80 309 | - 458 500 |
| Integrated systems | 1 292 067 | 1 415 862 | + 123 795 |
| Bulk water supply | 361 280 | 154 575 | - 206 705 |
| Water Services | 816 458 | 25 079 | - 791 379 |
| Total | 3 008 614 | 1 675 825 | - 1 332 789 |

Details of Anticipated Expenditure and Revenue in 2004/05

| Programme Structure | Estimated Expenditure (R'000) | Estimated Revenue (R'000) | Surplus (+)/Deficit (-) |
|---------------------------------|----------------------------------|------------------------------|-------------------------|
| Integrated Catchment Management | 190 925 | 88 666 | - 102 259 |
| Integrated systems | 1 334 021 | 1 432 301 | + 98 280 |
| Bulk water supply | 370 538 | 161 526 | - 209 012 |
| Water Services | 807 819 | 30 908 | - 776 911 |
| Total | 2 703 303 | 1 713 401 | - 989 902 |

Note: Deficits augmented from Exchequer – (See notes to table A.1)

(iii) Industrial Plantations

Formerly the third Trading Account but does not operate as such anymore, however, it is included as a sub-programme of Programme 8, Forestry.

9 ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

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

The following was used by Human Resources to base their numbers on:

CORPORATE

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

WATER

Is foreseen to be completed in the next 3 years. VSP (Voluntary Severance Package) rate (24%) was taken plus mortality and turnover (10%) and added 1000 transfers since it is not believed that 3000 transfers will be able to be done a year. This was done from 2003.

FORESTRY

The same rates were used as above plus (10%) since it is anticipated that transfers will be completed in 10 years.

ANNEXURE B.1

| NUMBER AND LEVELS OF POST FILLED AND AUTHORISD POSTS, PER FUNCTIONAL AREA OF ACTIVITY | | | | | | | | | | | | | | | | | | | | | |
|---|--|-----------------|----------|------|------|------|--------|----------|-------|------|------|----------|----------|------|------|------|--------|----------|-------|-------|------|
| | | | | | | | | | | | | | | | | | | | | | |
| Post classification | | Functional Area | | | | | | | | | | | | | | | | | | | |
| | | Corporate (1) | | | | | Water | | | | | Forestry | | | | | Total | | | | |
| | | Filled | Approved | 2002 | 2003 | 2004 | Filled | Approved | 2002 | 2003 | 2004 | Filled | Approved | 2002 | 2003 | 2004 | Filled | Approved | 2002 | 2003 | 2004 |
| Top Management | | 6 | 6 | 6 | 6 | 6 | 9 | 10 | 9 | 9 | 7 | | 1 | 1 | 1 | 1 | 15 | 17 | 16 | 16 | 14 |
| Senior Management | | 11 | 11 | 11 | 11 | 11 | 43 | 48 | 43 | 39 | 35 | 3 | 7 | 3 | 3 | 3 | 57 | 66 | 57 | 53 | 49 |
| Middle & Jnr. Man | | 182 | 262 | 182 | 182 | 182 | 1198 | 1946 | 1198 | 1079 | 971 | 261 | 505 | 235 | 155 | 102 | 1641 | 2713 | 1615 | 1416 | 1255 |
| Low LVL Supervision & Production | | 287 | 442 | 287 | 287 | 287 | 11232 | 14808 | 10982 | 6249 | 3125 | 5658 | 7487 | 5158 | 2888 | 1618 | 17177 | 22737 | 16427 | 9424 | 5030 |
| | | | | | | | | | | | | | | | | | | | | | |
| TOTALS | | 486 | 721 | 486 | 486 | 486 | 12482 | 16812 | 12233 | 7377 | 4138 | 5922 | 8000 | 5397 | 3047 | 1724 | 18890 | 25533 | 18112 | 10909 | 6348 |
| | | | | | | | | | | | | | | | | | | | | | |
| NOTES: | | | | | | | | | | | | | | | | | | | | | |

- NOTES:**
- 1 Includes Director-General and Deputy Director-Generals
 - 2 Water Resource Management includes Regional Implementation (Water)
 - 3 Excludes staff transferred to SAFCOL

B.2 NUMBER AND LEVELS OF POSTS FILLED AND AUTHORISED POSTS, PER FUNCTIONAL AREA OF ACTIVITY POST ESTABLISHMENT PER POPULATION GROUPS

| POST ESTABLISHMENT | FUNCTIONAL AREA | | | | | | | |
|--|-----------------|----------|----------------|----------|----------|----------|---------------|----------|
| | CORPORATE | | WATER SERVICES | | FORESTRY | | TOTAL | |
| | FILLED | APPROVED | FILLED | APPROVED | FILLED | APPROVED | FILLED | APPROVED |
| Approved posts on establishment | 1406 | 2846 | 12290 | 20706 | 1173 | 5988 | 14869 | 29540 |
| Additional posts on establishment - filled | 1874 | 1874 | 2412 | 2412 | 2627 | 2627 | 6913 21782 | 6913 |
| POPULATION GROUP DISTRIBUTION FOR FILLED POSTS | | | | | | | | |
| African: Male | 1447 | n/a | 1002 | n/a | 2108 | n/a | 13557 | n/a |
| Female | 1397 | n/a | 2683 | n/a | 1662 | n/a | 5742 | n/a |
| Coloured: Male | 123 | n/a | 615 | n/a | 2 | n/a | 740 | n/a |
| Female | 14 | n/a | 41 | n/a | 3 | n/a | 58 | n/a |
| Indian: Male | 5 | n/a | 44 | n/a | 2 | n/a | 51 | n/a |
| Female | 6 | n/a | 30 | n/a | 1 | n/a | 37 | n/a |
| White: Male | 140 | n/a | 906 | n/a | 14 | n/a | 1060 | n/a |
| Female | 148 | n/a | 381 | n/a | 8 | n/a | 537 | n/a |
| | | | | | | | 21782 | |

NOTES:

- 1 Includes Director-General and Deputy Directors-General
- 2 Water Resource management includes Regional Implementation (Water)
- 3 Includes transfers of staff to SAFCOL.

B.2 ORGANOGRAM STRUCTURE OF THE DEPARTMENT, NUMBER AND LEVELS OF POSTS AND AUTHORISED POSTS, PER FUNCTIONAL AREA OF ACTIVITY TO THE LEVEL OF DIRECTORATE:

10 HUMAN RESOURCE PLAN

Context

This plan aims to set corporate strategic direction for sound human resource planning within the context of fundamental and irreversible institutional change. This Human Resource Plan is one of the key drivers of the corporate Transformation and Change Management Programme. It also seeks, to empower (and hold accountable) all line and operations managers for the qualitative implementation of its dictates with due regard for the standards of output and service compliance. The plan also seeks to create a framework against which quarterly Regional and National management status reports will be generated for performance analysis and impact assessment.

It is against the background of shifting operational and cultural paradigms within DWAF, as well as the changing texture of the legislative framework with regard to various HR processes, that this plan seeks to solidify a composite approach to HR management quality and people optimization. Synergy between HR and the various line functions within DWAF, as well as between HR functions such as Administration, HRD, performance management and employee relations, will benefit from this holistic approach to the business of HR.

Assessment of Necessary Human Resources

A big challenge for the Human Resources team in DWAF pertains to two very critical processes within the Department.

- ◆ Restructuring of departmental functions and transformation
- ◆ Competency-based Human Resources Development for critical departmental mandates

The challenges in both these regards are magnified by the shifting nature of the targets on the restructuring side, as and when the HR planning must be consonant with the restructuring goals that are currently under debate with various stakeholders. This imposes upon HR a dynamic challenge of participative leadership that will align futuristic scenarios with current business goals.

To this effect a Skills Audit, that is running concurrently with a systems review audit, has been commissioned with a view to determining the existing skills status quo vis-à-vis the required levels of output at the business front. This process is also coupled with continuous quality management processes at various levels - e.g. HR information systems, workflow, limiting backlogs and creating future preventative initiatives etc.

Not only will the above assist HR within DWAF to determine objective HR needs, it will also enable HR to plan on the basis of good and sound factual analysis of our situation. The basis for this is presently cause for concern. Phase two of this process is a HRD Plan that captures training needs that are aligned with DWAF strategic business objectives, projected over five three-year cycles.

The critical areas of need that have been identified to date are:

- ◆ Strategic Management Development
- ◆ Supervisory Development Programmes
- ◆ EAP and Employee Wellness
- ◆ Mentorship and Coaching
- ◆ Induction and on-the-job training
- ◆ ABET
- ◆ Communication
- ◆ Financial Management.

Race, Gender & Disability Profiles

The need to change the profiles on the race, gender, and disability fronts remains a critical priority for DWAF. While the complete race and gender picture supposes equilibrium at first glance, closer scrutiny suggests that traditional imbalances prevail at many levels of our operations. These pertain to technical fields of work, middle and senior management, support services, etc.

The picture on the disability factor is not radically dissimilar, with DWAF presently standing at an estimated total of 61 employees with disabilities. In both these respects the profiles gain more imbalance the higher one progresses up the occupational hierarchy.

Recruitment, Retention & Deployment

DWAF presently has an official policy on Employment Equity that guides the recruitment process within its confines. In addition, there is a bursary system that is linked with career development initiatives for staff and outsiders. This is aimed at developing capacity at both fronts to afford the equity process a sufficient pool of skilled personnel to select from.

Career development is a critical function located within HRD that aims at retaining competent staff while at the same time affording the Water and Forestry sector a fine balance of quality and equity.

The HR drive in this regard is to strengthen the employment relationship by developing retention strategies for employees in critical functions, as well as minimizing the current turnover of staff in general. The issues in this regard will be handled at various levels of DWAF, including the Employment Equity Forum. Failure in this regard will have the effect of downgrading skills development DWAF to the status of a Training Centre for other employers (where readily packaged competencies can be poached).

Effects of Abolition of Posts

It is anticipated that the restructuring process, which entails re-skilling and transfer of staff to other agencies will have minimal impact on the job loss front. The effect thereof is that DWAF will have to set a new tone for HR with regard to:

- ◆ Work processes
- ◆ Organizational structure
- ◆ Smaller work teams
- ◆ Administrative responsibility
- ◆ New ways of working and
- ◆ Organizational culture

HR will be critical in setting up the tempo and tone of transformation and change at all these areas from a work design and consultant vantage point. Also included in these responsibilities will be employee relations and wellness, social responsibility programmes, capacity development and people optimization.

Affirmative Action Programme

DWAF has an instrumental Employment Equity policy that seeks to address all the demographic imbalances in our workstations. The department also has HR policies that are geared towards supporting employment equity and retention focus within its domains. A statement of commitment was signed by the Ministry (in 1997) to give urgency to this issue.

A multi-pronged strategy is used in this respect:

- ◆ Career development of existing staff
 - ◆ Bursary funding for potential leaders (including non-DWAF personnel)
 - ◆ Recruitment targets set in accordance with equity plans.
 - ◆ Designing an effective support and retention strategy
-

STRATEGIC LEVEL

| | |
|--|---|
| A GOVERNMENT PRIORITIES This plan is informed by all relevant legislative mandates and most notably the following anchors: <ul style="list-style-type: none"> ◆ CABINET / LEGISLATIVE PRIORITIES ◆ NATIONAL WATER ACT ◆ WATER SERVICES ACT ◆ FORESTRY ACT ◆ MINISTER'S Priorities 2001-2005 ◆ BUDGET SPEECH ◆ WATER AND FORESTRY SECTOR PRIORITIES | |
| B MANDATED FUNCTIONS <ul style="list-style-type: none"> ◆ DWAF mandate as prescribed in the Public Service Act (1999) | |
| C SERVICE DELIVERY IMPROVEMENT PROGRAMME <ul style="list-style-type: none"> ◆ AS PRESCRIBED IN THE PUBLIC SERVICE REGULATIONS, CHAPTER 1, PART III.C (2001) ◆ See Appendix B for full details | |
| D STRATEGIC PLANNING <ul style="list-style-type: none"> ◆ AS PRESCRIBED IN THE PUBLIC SERVICE REGULATIONS CHAPTER 1, PART III. B (2001) ◆ AS PRESCRIBED IN THE TREASURY REGULATIONS CHAPTER 5. (2000) ◆ See Appendix A attached for full details <p>The Risk Assessment process mentioned below was done prior and at the strategic planning session. We are committed to execute ongoing update and evaluation of the risk register and integration into our corporate operational plans.</p> | |
| E ENGAGE IN THE RISK ASSESSMENT PROCESS AS FOLLOWS: | |
| Objectives | Describe the objectives of DWAF |
| Policy | What policies/legislation do you have in place to achieve your objectives: <ul style="list-style-type: none"> • Water and Forestry Legislation and internal corporate policies |
| Tolerable risks | What risks can you tolerate i.e. how many people can you loose or gain-set ceiling (i.e. over staffing in Forestry Chief Directorate and consequent redeployment scenarios): <ul style="list-style-type: none"> • Institutional restructuring |
| Risks to objectives | Link your risks to objectives Ensure that gaps are being closed |
| Control strategy to mitigate risks | What control strategies do we have in place to achieve objectives/ mitigate risks i.e. appointment of labour specialist, performance appraisal sessions, breakfast sessions, etc. Set up an internal audit team to co-ordinate risk assessments departmentally |
| Residual risks | Are the current mechanisms effective or we need to do more i.e. train and develop people etc. |
| Control strategy enhancements | Review at our strategy and put enhancements in place i.e. incentives |

| | |
|--|--|
| Monitoring | Monitor staff turnover, absentees, trends and indicators to ascertain whether they are becoming a hazard or not |
| Reporting | Report on progress at specific times to be enabled to react and take corrective action A risk register shall be kept per region and assessed as conditions change Senior managers can identify top ten critical risks and specify what remedial action should be taken |
| RISK FACTOR TO CONSIDER ♦ HIV/AIDS | Anticipate how HIV/AIDS can impact on our human resource planning |
| F LEGISLATIVE AND POLICY FRAMEWORKS The following pieces of legislation and policies was consulted when we commenced engaging in Human Resource Planning: <ul style="list-style-type: none"> ♦ Public Service Act (1999) ♦ White Paper on Human Resource Management in the Public Service (1997) ♦ Public Service Regulations (2001) ♦ Treasury Regulations (2000) ♦ Employment Equity Act (1998) ♦ White Paper on Affirmative Action (1998) ♦ Skills Levy and Skills Development Act (1998) ♦ Labour Relations Act (1995) Collective Agreements <ul style="list-style-type: none"> ✓ The framework agreement for the transformation and restructuring of the public service, adopted at the job Summit in January 2001 | |

G ENGAGE IN HUMAN RESOURCE PLANNING

1 WHAT IS HR PLANNING?

HR Planning is a system of systematically reviewing human resource requirements to ensure that the required number of employees, with the required skills, are available when they are needed

2 THE MAIN AIM OF HR PLANNING

To ensure that our Department have the right numbers of people, with the right competencies, in the right places to deliver our mandates and achieve our strategic objectives. HR planning is about determining the demand for, and the supply of competencies that are critical to achieving strategic objectives.

3 WHAT HR PLANNING ENSURES WITHIN OUR DEPARTMENT

It ensures that your Department:

- ♦ Has the human resources that are capable of meeting its operational objectives.
- ♦ Obtains the quality and quantity of staff it requires.
- ♦ Makes optimum use of its human resources.
- ♦ Is able to anticipate and manage surpluses and shortages of staff,
- ♦ Develops a multi-skilled, representative and flexible workforce, which enables the organisation to adapt rapidly to a changing environment in which we function.

4 CENTRAL QUESTIONS TO ANSWER ON OUR HR PLANNING

DWAF's recent process of strategic planning led to this proper analysis of our human resources.

What strategic direction is our Department taking?

Role change. From implementor to regulator. Major institutional change over next two decades. Anticipated 60% SHRINKAGE in Water Services and Forestry combined. Institutional infrastructure overhauled and massive combined with intensive capacity building process to be rolled-out.

What human resource challenges do we face?

Capacitating the origination and its present people for their new roles and ultimate destination with potentially new employers, newly created Catchment Management Agencies (CMA) and Water User Associations (WUA) agencies and local government authorities.

Large scale institutional restructuring and change management. Potentially huge skill shortage, pending the findings of an organization-wide skills audit, currently work in progress. Scheduled for completion in April 2002.

How ready are current human resources management systems to cope with these challenges?

A HR systems review was successfully concluded to analyse the extent of system challenge and overhaul and or replacement required. Present assessment is that hr. systems are under-utilise to full capacity, high level of system capability ignorance, non automated systems, high risk profile, underdeveloped to cope with present and future demands anticipated from intensified restructuring efforts pending.

What can be done to strengthen the human resources management systems?

Improved systems with improved skills vested in staff operating and managing systems at regional levels as well as re-focus and changed role of national and regional system responsibility and accountability. Regular systems audit. Institute periodic systems monitoring and evaluation. Appoint systems administrator and process owner. Currently under construction is a regional decentralisation planning exercise-scheduled for implementation on an accredited basis from 1 December 2001.

What human resources does our department need?

New skills profile to staff the new role and change in core business. Branch, national office and regional specific. HRD strategy to be aligned to new demands and intensifies capacity building efforts.

Given the preliminary stage of the Water Services restructuring process and a series of unknown factors that executive management still needs to give direction on. Amongst others, the future of regional offices as well as the desired end state of a restructured department.

What specific skills, knowledge and competencies will be needed by employees three years from now, that they do not currently possess?

A more comprehensive and accurate response to this question is pending the findings of a full-scale skills audit which commenced in May 2001 – April 2002 **Key skill gap areas identifiable at this stage are as follows:** environmental economics; economics, sciences, social sciences and microbiology.

When will new people be needed and when should recruitment start?

This is differentiated ranging from the immediate to more medium term. In order to answer this more comprehensively, the branch and regional specific HR plan needs to be determined with greater accuracy and consensus.

What other 'people implications' are there in the Department – in areas of productivity / performance, commitment and motivation?

DWAF is in motion with a large scale institutional restructuring process with tremendous opportunity and demand for change management know how. A comprehensive Change Management Programmes must be embarked on to build organisational and people's resilience for change. Transformation and restructuring fatigue are setting in and the organisation and its people must be re-energised.

SCENARIO MODELING

Scenario 1 2001 – 2002 (Short term structural change)

MOVING FROM AN OPERATIONAL STRUCTURE AND SEEK ALIGNMENT WITH OUTDATED FORMAL STRUCTURE DATING BACK TO AUG 2000.

A DWAF organogram with a new unit responsible for Forestry as separated from corporate services.

Corporate Services review resulting in a revamped and re-clustered corporate services. Human resource integration and regional strengthening. Major challenge is to provide integrated shared corporate services in a step –wise approach towards the shrinkage and eventual minimization of DWAF regional offices as we know it presently, in line with executing new regulatory functions.

Regional infrastructure remaining 95% the same with movements towards structuring into Catchment Managing Agencies (CMA's) as per the new water legislation. Western Cape Regional structure is pioneering with the scheduled establishment of the first CMA in the country as a case in point.

Forestry restructuring is at an advanced stage, currently challenged by intensive labour relations negotiations, supported by appropriate political intervention as and when required. Pending the successful resolution of current negotiations on category A restructuring, then only category B and C forestry plantations left to restructure. Redeployment is a major challenge inherent in the forestry restructuring. Currently this Chief Directorate anticipate a 50% shrinkage on current structure with major reorganization (regionally and nationally) and clustering in line with new regulatory role.

Scenario 2 Planning horizon over the next decade

Characterised by phased restructuring of the water sector.

A series of assumptions made about creating new institutions.

A NUMBER OF UNKNOWN FACTORS AND PRESUMING THE SAME STABILITY IN RELATIONS WITH ORGANISED LABOUR AGREEMENTS, IN LIGHT IF RECENT PUBLIC SERVICE JOB SUMMIT OF January 2001.

5 THREE MAIN STEPS OF HUMAN RESOURCE PLANNING

Human resource planning consists of the following three main steps that is followed within our Department commencing at the time of constructing this plan:

STEP ONE

| | |
|--|--|
| | An assessment of the human resources that WILL BE REQUIRED to perform departmental functions, and to deliver the operational objectives in the organisation's strategic plan. |
| PURPOSE | This step entails the FORECASTING/FUTURISTIC assessment of your Department. It assists you check the human resources demand (numbers, competencies and skills) with respect to services you provide to clients and your productivity levels in meeting client's needs |
| What are our Department's short- medium- and long-term operational objectives as set out in our Department's strategic plan | |
| What are the employment equity targets you have set within these objectives for meeting the goals of broad representation in relation to race, gender and disability | |
| Display our future organisational and management structure and geographical disposition | |
| What is the number of employees you require | |
| Specify the competencies, skills and attributes they must have | |
| State whether they will be employed in a temporary or full-time position | |

STEP TWO

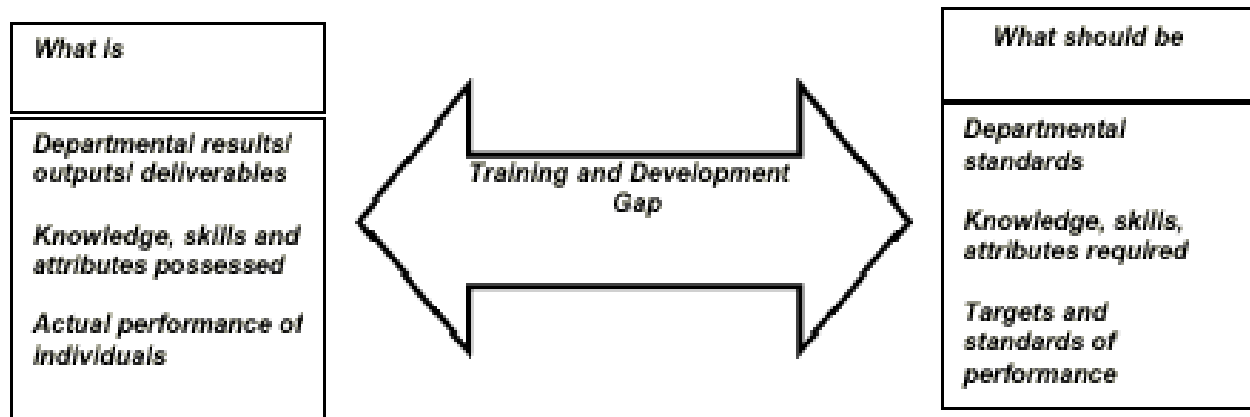
| | |
|---|---|
| | An assessment of the organisation's existing human resource capacity |
| PURPOSE | Assess your EXISTING HR by gender, race and disability, occupational category, organisational component and grade. |
| Identify the numbers of staff currently employed | |
| Identify the competencies, skills and attributes they possess | |
| Identify the gaps in numbers and skills and employment equity targets which need to be filled | |
| Establish the extent to which existing human resource capacity matches the requirement and their potential for meeting future requirements through, for example, development and training, retraining | |
| What training and development needs do they require | |
| State whether they are employed in temporary or permanent positions | |

STEP THREE

| | |
|----------------|--|
| | Develop a plan on how the gap between existing human resource capacity and the future human resource requirement will be filled, within the financial resources available. |
| PURPOSE | Gap analysis: Identify gaps between what you have now and what you require for the future. Plan and develop a programme to clarify how the gap between the existing HR capacity and future HR requirements will be filled within the current financial year and the remainder of the MTEF |

Step 3 involves analysing any differences between the demand and supply of Human Resources. The diagram below illustrates a way of analysing this gap within our Department.

Diagram: Gap addressed by human resource development



6 TWO MORE CRITICAL STEPS FOR HUMAN RESOURCE PLANNING

STEP 4

Step 4 involves developing a strategy or plan to meet all human resource needs

6.1 DRAW UP A HUMAN RESOURCE STRATEGY

- 1 Having identified the "gap" between future requirements and existing capacity, **develop a human resource strategy** to enable our department to meet its human resource needs within the financial resources available. The strategy will also have to take account of prevailing labour market conditions. Once drawn up, the human resource strategy will **drive all human resource management activities** within our department
- 2 **You may devise other priority strategies within the overall budgeting process.** These will differ per branch and may be wide-ranging, including, for example,
 - ♦ organisational redesign,
 - ♦ process re-engineering
 - ♦ outsourcing,
 - ♦ recruitment,
 - ♦ training,
 - ♦ promotion,
 - ♦ redeployment,
 - ♦ career management; and
 - ♦ staff reductions (where necessary)

6.2 DEVELOP THE HUMAN RESOURCE PLAN

The objective of the HR plan is to provide you with a strategy to redress the shortfall or surplus that was determined by the gap analysis. We must align the HR plan with the existing employment equity (affirmative action) and a human resource development plan and translate into a comprehensive intervention, in order to meet the requirements of the Regulations 2001. Other human resource plans could also be developed to meet the variety of needs that would be uncovered in the previous analyses conducted within our department.

When you compile a human resource development plan, you need to link the different levels of human resource development planning. This includes departmental, component and individual training plans. The diagram below shows the relationship between these different levels of human resource development planning.

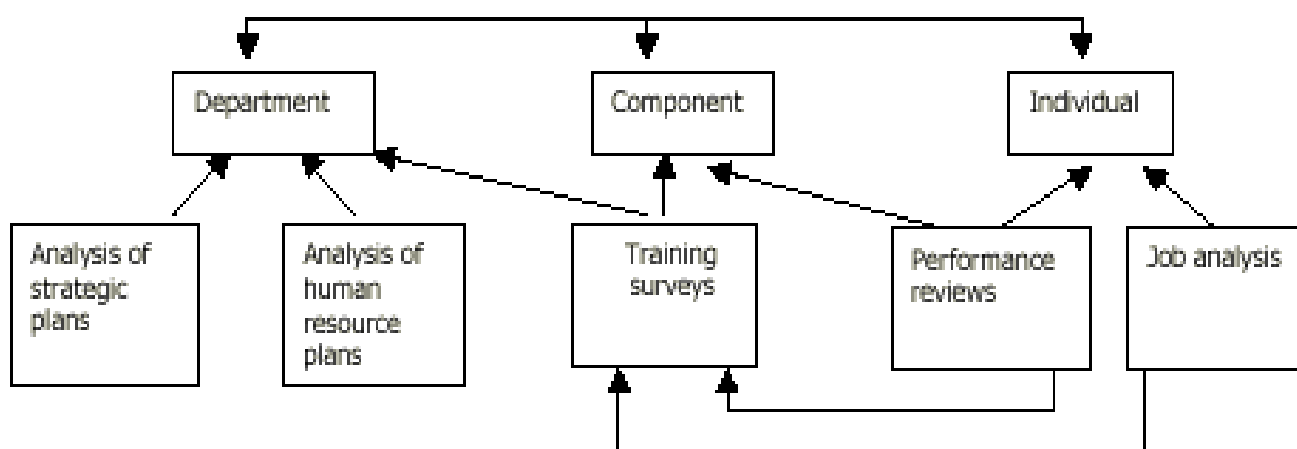


Diagram: Levels of training and development plans

6.3 HUMAN RESOURCE DEVELOPMENT PLAN

Your Human Resources Development Plan must specify:

- 1 A training and development mission, vision, and strategic objectives for the department;
- 2 The present and future competencies that are required; and
- 3 A time bound strategy for achieving your objectives, which reflect training providers, and is aligned to the NQF.

The plan must be based on an analysis of the needs at all three levels.

7 DRAFT A MIGRATION PLAN/PROGRAMME

This should reflect on where you are and where you want to go. Set targets to reach desired goals within our current year and the remainder of the MTEF and budget for the following:

- ✓ Recruitment
- ✓ Retention
- ✓ Deployment
- ✓ Development of Human Resources

This plan must have **realistic goals AND measurable targets for achieving representativeness**

However, the department has an option of looking for internal skills or identifying potential people and develop them, instead of recruiting from outside.

| | |
|---|--|
| ✓ | Our Department should develop and implement the Skills Development Plan, as prescribed in the Skills Development Act (1998) |
| ✓ | Set targets for the training of employees per occupational category and of specific employees, with specific plans to meet the training needs of persons historically disadvantaged. |
| ✓ | Organise training programmes to empower people if there's deficiency of skills, in accordance with the Skills Development Act (1998). |

8 INTEGRATING EMPLOYMENT EQUITY INTO THE BROADER FRAMEWORK FOR HUMAN RESOURCE PLANNING

This plan aims to achieve reasonable progress towards employment equity in the designated employer's workforce

8.1 CONDUCT AN ANALYSIS OF OUR WORKFORCE

Prior to the development of an Employment Equity plan, the designated employer should as prescribed in the EE Act (1998), section 19, conduct an analysis of the following:

| Workplace Analysis | |
|---|--|
| 1 | Your department's employment policies |
| ◆ | Integrate EE into the following policies: <ul style="list-style-type: none"> ✓ Recruitment and Selection ✓ Training and Development ✓ Performance Management ✓ Career Pathing and Succession Planning |
| 2 | Your employment practices and procedures - See information under numerical goals below |
| 3 | Your working environment - See information under numerical goals below |
| Workforce Analysis | |
| 4 | A profile (as prescribed in the Act) of the designated employer's workforce within each occupational category and level <ul style="list-style-type: none"> ✓ Compile annual statistics on the promotion, training and promotion within each grade of each occupational category, of persons historically disadvantaged |
| NB. This will assist the employer determine the degree of underrepresentation of people from designated groups in various occupational categories and levels in its workforce | |

These should be done in order to identify employment barriers, which adversely affect people from designated groups.

8.2 EMPLOYMENT EQUITY PLAN/ STRATEGY

(ALREADY CONCLUDED NEEDS TO BE ALIGNED TO HR PLAN)

Our human resource plan must incorporate an employment equity plan/ strategy for achieving broad representation through appropriate development and staffing. Develop our departmental policy statement setting out its commitment to Affirmative Action, and its implementation strategy. Our plan/strategy must include strategies for the creation of an equitable employment environment in your department. This process may take the following shape:

| OUTPUTS | ACTIVITIES |
|--|--|
| 1 Employment Equity Plan | <ul style="list-style-type: none"> ✓ Set clear objectives to be achieved in this current year and the remainder of the MTEF ✓ EE should form part of operational objectives for every manager |
| 2 Affirmative Action Programme | <ul style="list-style-type: none"> ✓ Draft a comprehensive plan that specifically outlines HOW the department intends to redress numeric under-representativeness and also, HOW it plans to support the advancement of persons historically disadvantaged |
| 3 Affirmative Action Measures to be implemented within your department (Non-numerical) These measures are designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equally represented in all occupational categories and levels | <ul style="list-style-type: none"> ✓ Identify and eliminate employment barriers ✓ Develop a programme to further diversity in the workplace and create awareness and understanding around it ✓ Ensure reasonable accommodation for people from designated groups ✓ Retain and develop people from designated groups through training and development ✓ Develop a sexual harassment policy for the Department ✓ Create opportunities for the advancement of people from designated group (Career Pathing) |
| 4 Affirmative Action Measures to be implemented within Department (Numerical) | <ul style="list-style-type: none"> ✓ Set numerical goals to achieve the equitable representation of suitably qualified people ✓ Set the timetable for each year of the plan to achieve departmental goals and objectives, in addition to these numerical goals ✓ Specify duration of the plan, which should be within the duration of 1- 5 years |
| 5 Implementation | <ul style="list-style-type: none"> Identify warm bodies, including senior managers within the Department, and charge them with the responsibility of ongoing monitoring and implementation of the plan Clearly spell out procedures to be followed to monitor and evaluate the implementation of the plan, to assist track progress Develop and publish internal procedures to resolve any dispute regarding the interpretation or implementation of the plan Publish this programme and conscientise people around AA issues within the Department Establish a workplace forum as stipulated in the Act and commit resources |

Employment Equity planning process should inform the Employment Equity reports that the designated employer must prepare and submit on the first working day of October each year to the Department of Labour.

9 RESOURCE DISTRIBUTION

| | |
|---|--|
| 1 Address the POSITION OF PEOPLE affected by the abolition of unnecessary posts. | <ul style="list-style-type: none"> ✓ Develop a Programme/ Strategy to distribute resources through transferring or redeployment of staff (if training does not address capacity needs). ✓ If some people are not accommodated in the organisation due to shortage or absence of skills required, you redeploy or transfer them in accordance with chapter IV of the PSA, and the Public Service Regulations, 2001 Part III F, G, H, I and Part IV accordingly. |
|---|--|

10 RETRENCHMENT

| | |
|--|---|
| 1 RETRENCHMENT MUST BE THE LAST OPTION | <ul style="list-style-type: none">✓ Do this in accordance with the Labour Relations Act✓ Where appropriate, the DPSA should be consulted to provide guidance and support throughout the exercise✓ Use the framework agreement for the transformation and restructuring of the public service, adopted at the job Summit in January 2001 <p>N.B. The retrenchment tool, which is the exit management framework, is in the process of being developed in consultation with the unions at the PSCBC level.</p> |
|--|---|

This HR plan should be made known to the Department and posted in public areas where people can see it i.e. Intranet/Internet, notice boards, boardrooms, next to lifts etc.

11 CREATION AND FILLING OF POSTS

11.1 This applies to **newly defined jobs or filling of any vacancy**, the Executing Authority should do the following:

| |
|--|
| Confirm that the post is required to meet department's objectives |
| If the post is new, evaluate the post in terms of the Job Evaluation System (Chapter I, Part IV of the PSR, 2001) |
| In case of a vacant post on grade 9 or higher, evaluate the job unless the specific job has been evaluated previously, in terms of the Job Evaluation System (Chapter I, Part IV of the PSR, 2001) |
| Make sure that funds are available for the filling of this post, both in the current year and the remainder of the MTEF. |

11.2 Succession planning for key positions

Succession Planning is commonly used to deal with changes in the mid and top level personnel.

| |
|--|
| Pay particular attention to the need to plan for the filling of positions which, by virtue of their specialist nature, or their importance within the organisation, are key to the organisation's effectiveness. |
| These positions should be identified separately |
| Measures should be taken to ascertain likely future vacancy patterns and potential sources of labour supply, both within and outside the Public Service, which can be tapped quickly when the need arises. |

11.3 Addressing Employment Capacities of people

The first and second stages of human resource planning identify employment capacities of people required and those already within the establishment. This section should assist deal with situations of that nature and assist with effective human resource planning.

11.3.1 Employment contracts

The Human Resource Strategy will determine not only the numbers and types of positions that are to be filled, but also the contractual capacity in which staff are to be employed. The Public Service therefore requires flexible contractual options, which enable numbers and

skills to be adjusted as requirements change. To meet this need, employees will in future be employed on one of three types of employment contracts namely continuous, fixed-term, and temporary.

| | |
|---|--|
| Continuous employment contract | A continuous contract is one in which the employee is engaged for an unspecified period for as long as the Public Service has need for his or her services. |
| Fixed-term employment contract | <p>Fixed-term contracts are the primary means of engaging employees for work of limited duration, and are thus an important method of managing fluctuating or rapidly changing operational requirements. Fixed-term contracts can also be used for:</p> <ul style="list-style-type: none"> Supporting the achievement of racial, gender and disability balance. <p>Fixed-term contracts will normally be for periods of 1-3 years, and may not be longer than 5 years. The terms of such contracts will be individually negotiated, but may not be used either to deny the employee a fair level of remuneration or to award an excessive remuneration package.</p> |
| Temporary employment contract | Temporary contracts are the means of meeting very short-term ad hoc work requirements, for example, seasonal employment. Temporary contracts may not extend beyond 12 months. |
| Written contracts | All employees should have a written contract, which sets out the period of employment, and the terms and conditions on which he or she is employed. |
| Flexible working patterns | Employees may be engaged on a full-or part-time basis, whether employed on continuous, fixed-term or temporary contracts. |
| Increased competition For practical purposes, competition may be divided into three categories: | Open Targeted Internal |
| Selection on merit In drawing up their selection procedures, whether for recruitment or for promotion, national departments and provincial administrations should apply the following basic principles: | Job-related selection criteria Fairness Equity Transparency |

12 ADDITIONAL EMPLOYMENT

- ♦ The Executing Authority may employ additional people to the approved establishment within available budgets.

13 TRANSFER OF FUNCTIONS BETWEEN DEPARTMENTS

If the process on HR planning necessitated the transfer of functions between departments, the following should be in order:

| |
|---|
| Both departments must ensure that the transfer is taking place with due regard to the requirements of the Labour Relations Act, no 66 of 1995. |
| Both department should comply with the requirements of paragraph 6.5 of the Treasury Regulations, 2000 |
| Familiarise yourself with sections 3(3)(b) and 3A(b) of the Public Service Act; as well as PSR III H.1. |
| The department to whom resources are being transferred should co-ordinate the transfer |
| The recipient department shall accept accountability for the functions from that date of the transfer |
| The accounting officer of the relinquishing department shall retain accountability for any matter that originated prior to the actual transfer date |

14 JOB DESCRIPTIONS, JOB TITLES AND CORE's

For each post or group of posts, the EA should, with particular emphasis on service delivery, establish job descriptions and job titles that indicate the following:

| |
|---|
| The main objective of the post/posts in question |
| The inherent requirements of the job |
| The requirements for promotion, or progression to the next salary range, in accordance with the relevant career path |
| The EA should, at least once in every three years, review job descriptions and job titles where necessary , redefine them to make them appropriate and accurate |

To assist in this process of designing a job description and/or career path linked to the salary scale, the Minister, shall determine the following:

| |
|---|
| A code of remuneration (CORE) for an occupational category; and |
| An occupational classification system |

For each Salary Range in a CORE, the Minister may provide advice on the following:

| |
|--|
| The possible job content |
| The necessary and desirable competencies for the job; |
| Indicators of those competencies; and |
| Desirable characteristics for employment and promotion within the occupational category |
| To assist in the analysis of public service employment, an executing authority shall link all posts in her or his department to a relevant CORE and an occupation listed in the occupational classification system |

15 HUMAN RESOURCE PLAN AND BUDGETS

Our Human Resources Plan, once further developed with regional HR plan and post the skills audit process will include detailed staffing plans and plans for:

enhancing the human resources environment in our Department. Our human resources plan must reflect the following elements:

- ◆ Targets with time frames to redress the deficits that you determined by the gap analysis in Step 3; and
- ◆ Reviewing and reporting mechanisms to ensure that our planning stays on track and that the HR planning goals are achieved.

It is important to note that our head of Department must approve overall departmental targets before their adoption. We should also develop our plan within the MTEF allocations.

Managers of branches should ensure that at least 1 % of the total staff expenditure is spent on human resource training and development.

STEP 5

16 MONITOR AND EVALUATE HUMAN RESOURCE CONTROLS

We shall monitor and evaluate our progress on the implementation of the plan on an annual basis, with structure quarterly review sessions and corrective steps should be taken where necessary.

Link to and support the HR strategy with the **human resource management information systems**, which provide accurate and timely information on how the strategy is operating in practice. The department may use other reliable, effective and efficient controls that enable them to monitor and evaluate progress on an ongoing basis.

17 MANAGERIAL REVIEW AND OVERSIGHT

- ◆ This process may assist the Executing Authority and our Department in the preparation of their Annual Reports in terms of section 92 (3)(b) or 133 (3)(b) of the Constitution, Act 108 of 1996, and as stipulated in Chapter 1, Part III, J.3 of the PSR, 2001.
- ◆ These reports shall include information on planning, service delivery, organisation, job evaluation, remuneration, benefits, personnel expenditure, affirmative action, recruitment, promotions, termination of services, performance management, skill development, injury on duty, labour relations, leave and discharge due to ill-health, as the Minister determines.

18 WHAT WILL EFFECTIVE PLANNING CONTRIBUTE?

Effective HR planning can contribute meaningfully to our Department by ensuring that:

- ◆ There are adequately skilled people who are readily available to be deployed within our department to meet productivity and work demands.
- ◆ There is a good match between our work organisation needs and the needs of our employees. Take care to provide employees with satisfying jobs that will facilitate personal development, and an appropriate degree of autonomy in determining their work outcomes.
- ◆ The departmental structure provides employees with appropriate career paths.
- ◆ There is a proper human resource database available to inform our decision-making on human resource issues.

- ♦ Staffing needs are efficiently managed within our budgetary allocations so that work can proceed with minimal disruption, and without employees having to carry long-term, stressful workloads.
- ♦ Human resource productivity is enhanced.

The above list can, in turn, be used as indicators to assess how effective your HR planning is.

FIVE CRITICAL FACTORS FOR SUCCESS

There are five factors that are critical to the success of HR planning.

| | | |
|----------|---------------------------------------|---|
| 1 | Integral to strategic planning | HR planning must be dealt with as an integral aspect of your department's strategic planning process. Those who are involved in HR-planning must have a keen understanding of the overall strategic plan, vision, mission, and objectives of your department. |
| 2 | Commitment from leadership | It is essential that the leadership of the department is committed to human resources as a strategic asset. |
| 2 | Senior Management should lead | The senior management of a department should lead the HR planning process. This is critical for the successful implementation of human resource matters. |
| 3 | Suitable planning techniques | The planning techniques selected should be suited to the department and its specific circumstances. |
| 4 | Adequate resources allocated | Adequate resources and time must be made available to undertake the planning process. |

19 REALITIES THAT MIGHT AFFECT HR PLANNING

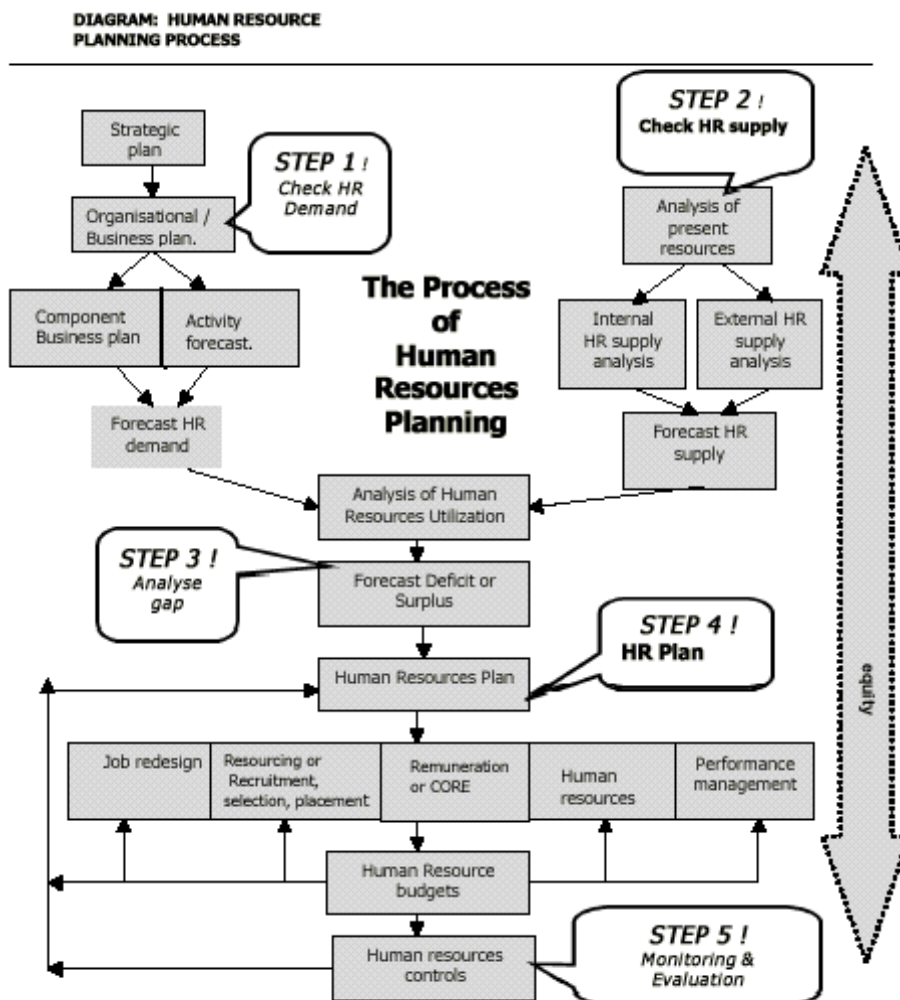
- ♦ Introduction of the new directorate or function
- ♦ New senior management
- ♦ New Political head
- ♦ Change in government regulations

20 DPSA'S ROLE

TO ADVISE AND SUPPORT DEPARTMENTS. IT IS THE RESPONSIBILITY OF EACH DEPARTMENT TO DRAW UP THEIR OWN HR PLANS.

HUMAN RESOURCE PLANNING PROCESS-MODEL

The diagram below illustrates a 5-step planning process that you might like to try in your department.



The diagram suggests 5 key steps to HR planning. They are:

- Step 1: Assessing the human resources needed by a department
- Step 2: Assessing the human resources supply available to meet this need
- Step 3: Analysing any differences between the need and supply of human resources
- Step 4: Developing a strategy or plan to meet all human resource needs
- Step 5: Monitoring and evaluation.

10 CONCLUSION

DWAF, through its Chief Directorates and Directors who are the heads of its functional units, has in this report (Mullet-year plan 2002/3 – 2004/5) 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 year 2002/2003. This enables the Department to report the extent to which it has realised its targets. Subsequent quarterly reports and the annual report are also used as measures of the success on particular objectives.

In implementing these mandated core functions and medium-term key objectives, essential reference is made to the acquisition of skills, which organisational structure of the Department. The Department is also focusing 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 2002 to 2005. This includes Water Trading account, Industrial Plantations, which no longer operate as a trading account but a sub-programme of Programme 8.

In future the Multi-year plan of the Department will reflect the costs which would directly relate to its core functions and objectives. With the purpose of ensuring that the objectives inform the budget and that money is spent on the main objectives.

*For further information on the contents of this Multi-year Strategic Plan
Please contact Jake Kaphioa at the Department of Water Affairs and Forestry
In Pretoria @ (012) 336 8665 or e-mail kaphioaj@dwaf.gov.za*