6   MEDIUM - TERM PROGRAMME PERFORMANCE TARGETS

6.1   PROGRAMME 1: ADMINISTRATION

The administration programme conducts the overall management of the Department and provides centralised support services. It mainly exists in order to provide policy leadership, business integration and alignment, risk management and advice and core support services, including finance, human resources, legal, management, communication and information services.

The Department's human resource development strategy is rooted in the need to drastically increase the number of people from previously disadvantaged communities entering the technical fields in the water and forest sectors. The Department will place more focus on the implementation of the 2025 capacity building strategy.

Programme 1: Administration is responsible for the carrying out of the support activities necessary to achieve the core objectives of the Department as required by Chapter 1, Part III B1 (b) of the Public Service Regulations, 2001. Components of the programme are as follows:

- The newly established Chief Directorate: Strategic Operations Support, which is headed by the Chief Operating Officer, provides strategic leadership and alignment with broad Government objectives, integration with cabinet, FOSAD clusters and parliamentary programmes and further provides administrative and technical support to the offices of the Minister and the Director-General. The Chief Directorate is also responsible for the preparation of the strategic plan and annual reports of the Department, as well as the facilitation of organisational performance reviews.

- The Branch Corporate Services, which is headed by the Deputy Director-General: Corporate Services provides various support services to ensure the smooth running of the Department to create a productive, efficient and creatively transformed working environment to enable the Department to realise its overall strategic objectives.

- The Finance function, which is headed by the Chief Financial Officer, provides financial and accounting management to ensure the effective management of assets, revenue, budgets, expenditure and the acquisition of goods and services. The function also ensures adequate financial systems and improved financial management to manage the financial resources of the Department effectively.

- The Chief Directorate: Internal Audit, which is headed by a chief director, reports directly to the Director-General and reports at audit committee meetings, is responsible for the risk management strategy, which includes a fraud prevention plan. The purpose, authority and responsibility of the Chief Directorate: Internal Audit is defined in an audit charter developed in consultation with the audit committee and it conducts its business in accordance with the standards set by the Institute of Internal Auditors as required by the Treasury Regulations.

CORPORATE SERVICES BRANCH

Building the capabilities of the Department to deliver

In the context of the general skills shortages, there is an increasing demand for water engineering professionals, scientists and technicians at macro and micro levels. The challenge of an aging workforce with sector-specialist knowledge, combined with a shortage of students completing studies in the relevant fields, have increased the pressure and severely challenged the attraction and retention strategies of DWAF. The impact of uncompetitive Government's salary rates compared to the private sector, suggests that the strategies that have been deployed to date, are only effective for a limited time and cannot address the long-term situation.

The Learning Academy will become the Department's major initiative that seeks to promote collaboration with academic institutions, professional engineering bodies and key sector players. The Academy will afford the Department the opportunity to not only increase resources to support students at undergraduate and graduate levels in selected institutions of higher learning, but to also make structured professional development support accessible. The awareness and incentives thus created will ensure that more young people choose the relevant fields of study, that pathways are created for professional development and recognition, and the retention and effective deployment of existing expertise to mentor young professionals.

The bilateral agreements with countries such as Cuba and Japan provide for capacity building programmes in the form of exchange programmes. The relationship with Cuba specifically, has for the past two years assisted to transfer skills, through secondments, in selected provinces in specialist areas such as operations and management, ground water and resource management.

The organisation and empowerment of women

The disparity in participation of gender, socially and economically disadvantaged groups of citizens, is a major concern of DWAF. The latter will seek to enhance its service delivery impact by encouraging greater participation of women in the water and forestry sectors. There is an urgent need to increase opportunities for women to access information to facilitate either their civic or economic participation. Thus, awareness raising, social

capital development and structuring the governance relationship will be a major focus of the Department.

An appropriate mechanism to facilitate and formalise engagements for women in the Department will be explored and implemented at the national and regional levels. This will assist in the design of capacity building initiatives with a particular focus on information provision, knowledge and skills acquisition which are critical to ensuring that women fully exploit the economic opportunities.

The departmental efforts aimed at the empowerment of women and gender equality will be further enhanced by the gender audit and proofing projects that are currently underway. These are focused on the internally and externally oriented interventions, respectively. It is envisaged that these complimentary strategies will serve to increase the influence of women in the governance of the sector, expand the base of service providers through enterprise development and employment creation strategies consistent with government's empowerment policies.

Improving Departmental-wide performance

For the Department to perform at the highest possible level, a culture of performance will need to take root. It is therefore critical that the mutually reinforcing tools meant to institutionalise the appropriate ethos in the public service, be integrated and brought to bear and positively contribute to a performance-driven culture. This will entail strict compliance with the provisions of the Performance Management and Development System; prioritising the training and education of managers across various levels in managing the performance and development of employees; improving the quality of performance agreements; aligning the generation of performance reports with reporting requirements; and reconfiguration of the current organisational arrangements in line with the functional and external environmental imperatives.

These actions will ensure that the organisational design is properly aligned to the corporate strategy and effectively supports the implementation of the mandate.

Implementation of the human resource turnaround strategy

The Department is committed to find solutions to the major challenge of existing backlogs occasioned by the weaknesses in the human resource discipline. The elimination of the

backlog, while simultaneously maintaining current levels of service in the short-term, and subsequently improving the quality of outputs, is a high priority. The turnaround strategy that has been developed will ensure that the bar is consistently raised and that attention is increasingly paid not only to the operational routine, but to the strategic functions of human resource management as well. This will be achieved through the most advantageous performance mix of internal capacity and competitive sourcing.

Monitoring and Evaluation

The Department will identify appropriate performance indicators to measure its performance on the dimensions that have been highlighted as being critical in the delivery of the mix of outputs. Since these are in line with the Government Programme of Action, the information generated will enable horizontal integration and coordination across the government–wide monitoring and evaluation system

CORPORATE SERVICES OUTPUTS AND TARGETS

SUB-PROGRAMMES	OUTPUTS	MEASURES	07/08 TARGETS	08/09 TARGETS	09/10 TARGETS
Human Resources (HR)	Human Resources turnaround strategy implemented	% elimination of backlogs in transaction work	60% elimination of backlogs in transaction work	80% elimination of backlogs in transaction work	100% elimination of backlogs in transaction work
		% efficiency improvement and HR support services	20% efficiency improvement and HR support services	40% efficiency improvement and HR support services	60% efficiency improvement and HR support services
	Skills base increased	Number of engineers, technicians, scientists produced	A learning Academy established with an intake of 60 graduates	40 Intake of graduates	50 qualified and experienced technicians/scientists and engineers produced
		Number of employees trained	Capability statement developed for DWAF 50% of employees trained on: • Performance management • Financial management and skills • Computer skills • Time management	60% of employees trained	80% of employees trained
		Number of learner interns who completed experiential learning	18 learner interns enrolled	40 learner interns completed training	60 learner interns completed training
	Service delivery model effectively aligned, clarified and focused	% of milestones in the restructuring roadmap achieved	Targets achieved according to restructuring road map	Targets achieved according to restructuring road map	-
	Employee satisfaction and working environment improved	% improvement as per climate survey	40% improvement in employee satisfaction	60% improvement in employee satisfaction	60% improvement in employee satisfaction
Gender and Disability Mainstreaming	Gender and disability policies, strategies and tools developed	Number of policies and strategies reviewed and developed.	50% of policies and strategies reviewed and developed.	80% of policies and strategies reviewed and developed	100% of policies and strategies reviewed and developed
		Number of tools developed	100 Tools for gender integration, budgeting monitoring developed	-	-

SUB-PROGRAMMES	OUTPUTS	MEASURES	07/08 TARGETS	08/09 TARGETS	09/10 TARGETS
Gender and Disability Mainstreaming (cont)	Gender and disability projects audited	% of programmes and projects audited	100% audit of programme and projects completed	-	-
	Strategic considerations implemented and monitored	% of programmes implemented, monitored and evaluated	50% of strategic considerations. 60% of programmes and projects monitored and evaluated	60% of strategic considerations implementation	80% strategic considerations implemented 80% programmes and projects monitored and evaluated
Information services	Operational efficiency improved	Improvement using the IS Matrix Framework as a benchmark	80% improvement in Operational efficiency	60% programmes and projects monitored and evaluated	100% improvement in Operational efficiency
	Effective and enabling IS Architecture developed	Level of requirements / Standards implemented	40% Level of requirements /Standards implemented	100% improvement in Operational efficiency	100% Level of requirements/ Standards implemented
Transformation	Participation and beneficiation of Historically Disadvantaged Individuals (HDI) Increased	% increase of HDI participation and beneficiation in contracts that are awarded	20% increase of HDI participation and beneficiation from the baseline status	30% increase of HDI participation and beneficiation from baseline status	50% increase of HDI participation and beneficiation from baseline status
		% increase in BBBEE procurement expenditure	50% BBBEE audit recommendations implemented	80% BBBEE audit recommendations implemented	100% BBBEE audit recommendations implemented
	programmes and projects Monitored and evaluated	% of programmes and projects monitored and evaluated	50% of programmes and projects monitored and evaluated	70% implemented, monitored and evaluated	90% implemented, monitored and evaluated
Legal Services	Drafting and maintenance of legislation	Milestones achieved as per roadmap	50% milestones achieved in the drafting of the NWRI Agency Bill. Milestones achieved in the drafting of the National Water Amendment Bill.	Promulgation of the NWRI Agency Act Promulgation of the National Water Amendment Act	60 Milestones achieved as per roadmap of any legislation to be introduced Milestones achieved on the promulgation of regulations and publication of notices

SUB-PROGRAMMES	OUTPUTS	MEASURES	07/08 TARGETS	08/09 TARGETS	09/10 TARGETS
Legal Services (cont)			Milestones achieved on the promulgation of regulations and publication of notices	Milestones achieved as per roadmaps on the promulgation of regulations and publication of notices	-
	Legal support on litigation, and law enforcement improved	% improved legal support	20 days deliver support on coplex matter/cases achieved	15 days deliver support on complex matter/cases	10 days deliver support on complex matter/cases
Administration	efficiency in logistical services improved	% of measures stipulated in service level agreements with clients	80% of measures /standards stipulated in the service level agreement met	85% of measures and standards stipulated in the service level agreement met	90% of measures and standards stipulated in the service level agreement met.
	Policies, Strategies developed, reviewed and implemented	Number of policies, strategies developed, reviewed and implemented	100% of policies reviewed	100% of policies and strategies implemented	
			Accommodation/office space strategy developed		
		Audit report on effectiveness of IM manual system	50% of audit recommendations implemented	100% of audit recommendations implemented	
	Efficiency of information management improved	% of recommendation of audit report implemented	Electronic system designed, approved and 30% implementation	60% implementation Electronic system	100% implementation of an electronic system
	Safe and secure working environment created	% reduction of security incidences	50% reduction of security incidences	60% reduction of security incidences	70% reduction of security incidences
		Physical security audit completed	50% of physical security audit recommendations implemented	70% of physical security audit recommendations implemented	100% of physical security audit recommendations implemented

SUB-PROGRAMMES	OUTPUTS	MEASURES	07/08 TARGETS	08/09 TARGETS	09/10 TARGETS
National Transfers	State forests areas transferred to rightful recipients	Number of plantation packages (categorised in terms of their financial viability) successfully transferred according to plan and on a sustainable basis.	One (Inyaka), two (Manzengwenya and Mbazwana, and KwaZulu-Natal) and four nurseries (Wossley, Upington, Phutadichaba and Mafikeng)	Two packages transferred in the Eastern Cape	Six (Limpopo and KwaZulu-Natal)
		Areas of natural forests transferred to other management agencies with the necessary management capacity.	Eastern Cape, KwaZulu-Natal, Mpumalanga nad Knysna	Limpopo	Monitoring (LFMU ongoing)
		Areas of State forest land not suitable for forestry de-proclaimed.	KwaZulu-Natal, Eastern Cape	-	-
		KLF lease agreement negotiation process started	Lease negotiations taking place	Lease finalised	Monitoring (LFMU ongoing)
		Cape exit areas Re-commissioned	Cabinet approval	Negotiations bidder done	Finalisation of transaction
	Water services schemes transferred	Number of transfer agreements (TA) concluded and number of staff transferred	Two agreements	-	-
	Water resources (CMA/ WUA) transferred	Number of TAs concluded and number of staff transferred	Five transfer agreements concluded and number of staff transferred	Five transfer agreements concluded and number of staff transferred	Five transfer agreements concluded and number of staff transferred
	Compliance with TAs and the Division of Revenue Act (DORA) including Refurbishment Program monitored	Number of WSA compliant with TA and DORA	All WSA compliant with DORA and concluded TAs	All WSA compliant with DORA and concluded TAs	All WSA compliant with DORA and concluded TAs

SUB-PROGRAMMES	OUTPUTS	MEASURES	07/08 TARGETS	08/09 TARGETS	09/10 TARGETS
National Transfers (cont)	a business enabling IS Architecture created	% of system availability	80% availability on class A, B and C systems	85% availability on class A, B and C systems	90% availability on class A, B and C systems
	a business enabling IS Architecture created	Number of implemented IS Business Continuity Plans	Critical Systems	All A and B (critical systems including finance)	A, B, and C (office support systems)
	Customer responsiveness monitored and evaluated	% of measures stipulated in service level agreements with DWAF IS users and service providers met	80% measurements met	85% measurements met	90% measurements met
	Internal customer service improved	% of improvement in customer satisfaction index	3% increase in overall measurement	2% increase in overall measurement	2% increase in overall measurement
Communications	Positive Ministerial and Departmental media image profiled	% increase in the media coverage of DWAF's business.	50% coverage in all media, based on media releases, media briefings, events and functions.	60% coverage in all media, based on media releases, media briefings, events and functions.	65% coverage in all media based on media releases, media briefings, events and Functions.
		% improved media profile of the Department and Ministry.	30% improved media profile of the Department and Ministry.	40% improved media profile of the Department and Ministry.	50% improved media profile of the Department and Ministry.
			100% completion of DWAF web engineered	-	-
	Branding outlook improved	% of branding interventions implemented	5% new branding interventions implemented	80% new branding interventions implemented	100% new branding interventions implemented

FINANCE BRANCH

The Department is doing everything in its power to address the on-going concerns raised by the Portfolio Committee on water Affairs and Forestry and is also repositioning itself appropriately to implement measures to address crucial issues raised by the Minister in the flagship projects. Issues that will be focused on during the next medium term period include amongst others, the poor audit that the Department received and the non-compliance with GAAP, as well as the perception that the Department is not able to turn things around, the apparent lack of capacity in certain areas of the branch with posts not being filled, and the on-going theft and losses that the Department is experiencing.

Reorganisation

The reorganisation of Finance branch at national and regional offices entails establishing a cash accounting unit with dedicated resources and independent processes, and relocation of people, equipment and technology.

Engagement with Office of Accountant General (OAG)

An ongoing engagement with the Accountant General to implement a comprehensive programme of support will be implemented. The programme includes the provision of full time skilled resources to the Department; implementation of a comprehensive skills transfer programme; advising on and integrating of crucial financial management projects; assistance with preparation of management accounts; and supporting DWAF in conducting risk assessment and enhancing its internal audit processes.

SAP Implementation

The implementation of SAP as the preferred Enterprise Resource Planning (ERP) system to support the trading activities has commenced. This has resulted in the implementation of accrual accounting for the trading activities and is geared at ensuring compliance with the provisions of section 40(1) of the Public Finance Management Act, (Act 1 of 1999) (PFMA).

Supply Chain Management Implementation and Compliance to Treasury Regulations

The Department is gearing itself to comply with the Supply Chain Management (SCM) Framework by developing programmes and making interventions to improve SCM; capacitating employees to administer the daily management of assets including the review and updating of policy; establishing appropriate structures at national and regional

offices; implementing Basic Asset Policies and procedures, and updating for the trading account; managing the comprehensive asset register; providing progress reports to National Treasury on their implementation requirements, and ensuring that women and youth led companies are provided with procurement opportunities and to get involved with the implementation of projects through joint ventures with established organisations within the Department.

FINANCE MEDIUM TERM OUTPUTS AND TARGETS

SUB-PROGRAMME	OUTPUT	MEASURES	TARGET 2007/08	TARGET 2008/09	TARGET 2009/10
Effective Financial Management	PFMA, MTEF and MTSF requirements complied with	Monthly expenditure reports to NT, HoD and EA	100% achievement of expenditure reports and budget submissions	100% achievement of expenditure reports and budget submissions	100%achievement of expenditure reports and budget submissions
	Under-spending on budget allocation systematically eliminated	Budget and funding requests to National Treasury in terms of guidelines	98% budget expended	100% budget expended	100% budget expanded
	SAP as the selected ERP system implemented	Develop and customise SAP to suit needs	100% SAP implementation Reconstitute DCC with units for main and trading account	-	-
	Business needs supported	Bi-monthly meetings with business units	Pilot monitoring tool for expenditure	Roll out monitoring tool for expenditure	100% implementation of monitoring tool for expenditure
	Effective supply chain management	Compliance with preferential procurement policy	100% compliance	100%	-100%
	Accurate tariffs developed	Finalise tariffs and achieve collection targets	Publish tariffs for 2008, achieve 80% collection	Finalise tariffs for 2009, achieve 90% income	Finalise tariffs for 2010 and achieve 95%income
	Revenue management improved	Quarterly reports	100%	100%	100%
Restructuring of Finance Branch and regional finance components	Separate cash and accrual accounting units established and resourced	Cash accounting and accrual units separated	100% separation of main and trading account activities	90% target achieved with securing resources	100% target achieved with securing resources
	Regional finance structures established	National and regional structures populated with resources and operationalised	80% target achieved with populating finance structures	Transferred functions to agency	Transfer functions to CMAs
	Training programmes aligned to accrual implementation	70% target achieved with populating finance structures	Ongoing training and development for SAP	Ongoing training and development for SAP
		Migration plans developed	80% target achieved with populating finance structure	100% target achieved with populating finance structure
		Ongoing training and development for SAP	-	-

SUB-PROGRAMMES	OUTPUTS	KEY PERFORMANCE INDICATOR	TARGET 07/08	TARGET 08/09	TARGET 09/10
Asset Management	Project Charter for enterprise wide asset management implemented	Operational asset management data base	100% target achieved in implementation of Project Charter	100% implementation of accepted platform	100% implementation of new enterprise wide asset management system
	Fixed asset management strategy and plan approved and implemented	Operational project plan and resources secured	Identify, procure and customise acceptable platform	100% completion of controls and procedures	-
	Comprehensive asset registers implemented	Controls and procedures in place	50% completion of controls and procedures	100% asset technical and financial assessment completed	-
		Completed asset register updated on a regular basis	50% asset technical and financial assessment completed	100% of all assets migrated to new system	-
	Comprehensive asset registers implemented	Completed asset register updated on a regular basis	100% of all assets included in current system and operational items captured and linked to assets		

6.1.3 Resource Information - Administration

Administration							
Sub-programme	**Audited outcome**			**Adjusted appropriation**	**Medium-term expenditure estimate**		
R thousand	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Minister	981	957	923	885	938	958	1,034
Management	30,537	32,336	27,559	89,156	74,315	74,854	76,192
Corporate Services	97,543	110,733	118,783	154,518	176,442	183,217	201,188
Information Services	81,869	74,668	74,913	107,632	77,314	81,021	85,617
Property Management	69,375	80,731	86,877	98,979	109,501	117,605	131,933
Financial Management	51,900	54,000	56,200	58,500	63,600	66,702	70,031
Total of sub-programmes	332,205	353,425	365,255	509,670	502,110	524,384	565,995
Change to 2006 Budget Estimate				72,962	73,702	72,608	79,884