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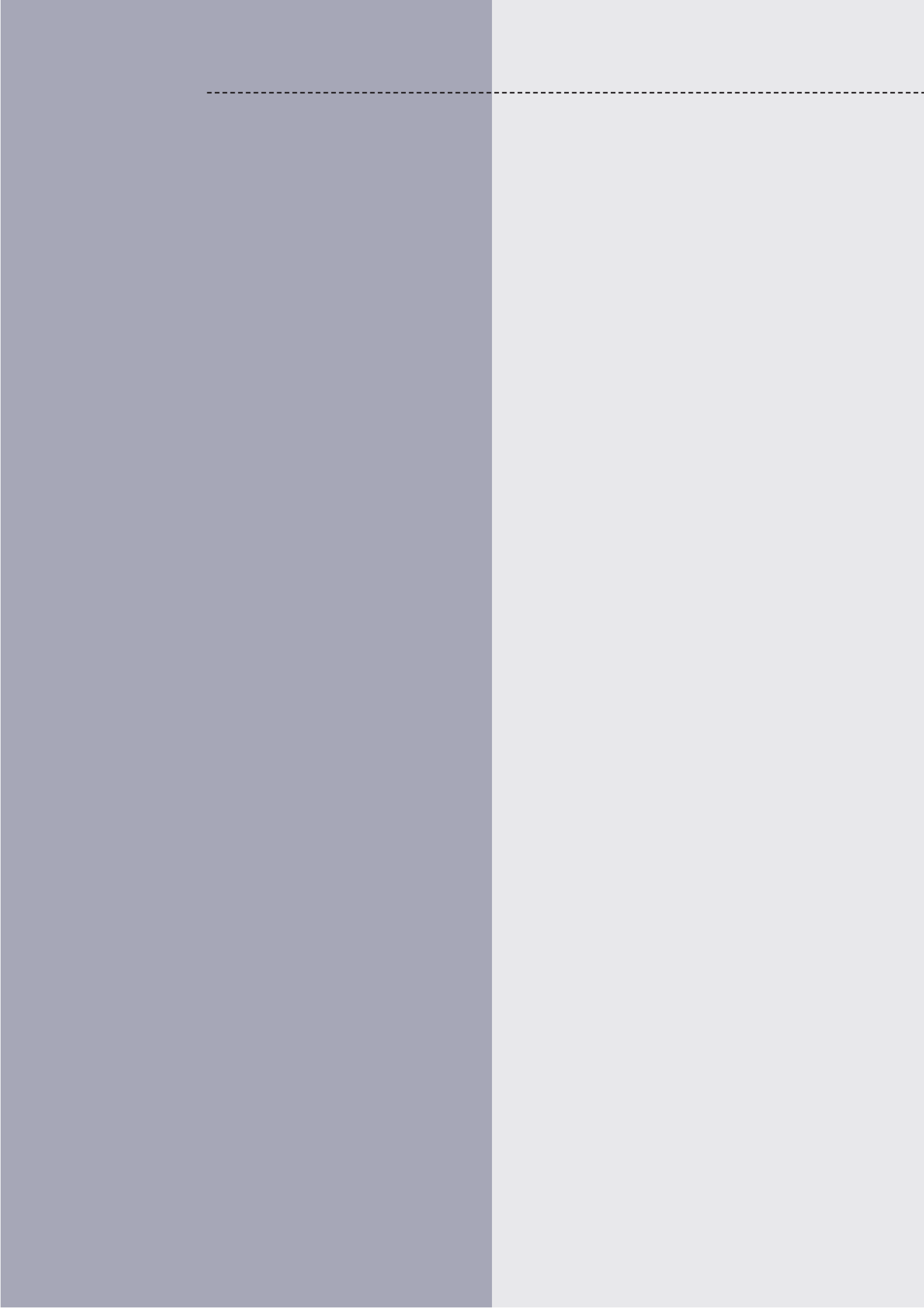
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GLOSSARY

Abbreviation	Description
CFO	Chief Financial Officer
CMA	Catchment Management Agency
CMIP	Consolidated Municipal Infrastructure Programme
DEAT	Department of Environmental Affairs & Tourism
DG	Director-General
DORA	Division of Revenue Act
DWAF	Department of Water Affairs & Forestry
FBW	Free Basic Water
HR	Human Resource
HRD	Human Resource Development
IS	Information Systems
ISP	Internal Strategic Perspective
IWRM	Integrated Water Resource Management
KFA	Key Focus Areas
KZN	KwaZulu-Natal
LGWS	Local Government Water Services
LHWP	Lesotho Highlands Water Project
M&E	Monitoring & Evaluation
MANCO	Management Committee
MITT	Municipal Infrastructure Task Team
NDMC	National Disaster Management Centre
NEPAD	New Partnership For Africa's Development
NWA	National Water Act

NWRS	National Water Resources Strategy
O&M	Operations & Maintenance
PFMA	Public Financial Management Act
SALGA	South African Local Government Association
SAQA	South African Qualification Authority
SFM	Sustainable Forest Management
WFW	Working For Water
WMI	Water Management Institution
WQM	Water Quality Management
WRM	Water Resource Management
WRFMC	Water Resource Functional Management Committee
WS	Water Services
WSDP	Water Services Development Plan
WSIS	Water Services Institutions
WSSD	World Summit On Sustainable Development
WSSLG	Water Services Sector Leadership Group
WUA	Water User Association
WWF3	3rd World Water Forum



MULTI - YEAR STRATEGIC PLAN

2003/4 - 2005/6

1 INTRODUCTION

This is the fourth Strategic Plan (the second Multi-year plan) prepared by the Department of Water Affairs and Forestry in terms of the requirements of the Public Service Regulations of 1999, Part III, section B.1 and the Medium Term Strategic Framework. In addition to describing the Department's legally-mandated core functions and medium-term key focus areas at a strategic level, it describes the strategic objectives, key outputs and targets for each line function in the Department. The extent to which the Department succeeds in converting these intentions to reality will be reported in the Department's Annual Report of every year of the Multi-year period 2003/4-2005/6.

This three year strategic plan has been based on the Medium Term Strategic Objectives as determined by Cabinet, which are:

- ◆ Speeding up delivery of basic human needs
- ◆ Human resources development
- ◆ Building the economy and creating jobs
- ◆ Transforming the state
- ◆ Fighting Crime and Corruption
- ◆ Building a better Africa and a better world.

The Department is currently involved in substantial restructuring. Part of this has been implemented as from 1 April 2002. The high level organogram as of April 2002 is provided in this document. This structure shows the division of functions between the Operations and Policy/Regulation branches. It also shows the support functions of Corporate Services and Financial Management. However, it is important to note that substantial restructuring is still taking place, and will have an impact on the departmental structure and the budget structure prior to the beginning of the 2003/4 financial year. These changes will be reflected in the final version of this plan which will be presented to Treasury in the beginning of 2003.

The development of the Strategic Plan has contributed to the ongoing process of revising the Department's organisational structure and post establishment. It has also informed the development of detailed business plans at directorate level. These business plans, combined with the restructuring programme and an ongoing skills audit among the Department's 19 383 employees, will enable skills shortages and deficiencies to be identified, from which training and/or recruitment needs can be derived. The Human Resources Plan is also presented in this document.

2 BACKGROUND

Departmental focus from 1994 was dominated by the development of new policies, legislations and programmes of implementation in respect of its three legally-mandated functional areas i.e. Water Resource Management, Water Services Provision and Forestry Management. By the end of 1998, the Department has set in place three new policies and four new laws 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, has to be managed and regulated.

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.

Over the three-year period covered by our strategic plan since 1999, restructuring have significant impact on the Department of Water Affairs and Forestry including the following areas:

- ◆ Substantial indigenous and plantation forests is being moved out of DWAF's functional area to other institutions. This reduced staff numbers in this section, but also resulted in increased budget requirements related to the transfer and redeployment of remaining staff;
- ◆ a large number of water service schemes is being transferred to local authorities, which will also have enormous staff implications and general refurbishment of assets;
- ◆ the establishment of Catchment Management Agencies will facilitate the beginning of the process of transfer of functions from DWAF to these agencies. This, linked to the transfer of irrigation schemes to water user associations, will result in a decrease in staff employed by DWAF, but will also require financial support for transfer and redeployment.

Many of the internal policies and implementation strategies in the areas 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 during the coming years. Nevertheless, most of the Department's efforts during 2003/4 2005/6 will be directed towards operationalising its policies, laws and strategies.

3 VISION, MISSION AND VALUES

OUR VISION

We have a vision of a democratic, people-centred nation working towards human rights, social justice, equity and prosperity for all.

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).
- The Department is also responsible for the implementation of Section 20 of the Environment Conservation Act.

We have a vision of a society in which all our people enjoy the benefits of clean water and hygienic sanitation services.

We have a vision of water used carefully and productively for economic activities, which promote the growth, development and prosperity of the nation.

We have a vision of a land in which our natural forests and plantations are managed in the best interests of all.

We have a vision of a people who understand and protect our natural resources to make them ecologically stable and safeguard them for current and future generations.

We have a vision of a Department that serves the public loyally, meets its responsibilities with energy and compassion and acts as a link in the chain of integrated and environmentally sustainable development.

We have a vision of development and co-operation throughout our region; of playing our part in the African Renaissance.

OUR MISSION

The mission of the Department of Water Affairs and Forestry is to serve the people of South Africa by:

Conserving, managing and developing our water resources and forests in a scientific and environmentally sustainable manner in order to meet the social and economic needs of South Africa, both now and in the future;

Ensuring that water services are provided to all South Africans in an efficient, cost-effective and sustainable way;

Managing and sustaining our forests, using the best scientific practice in a participatory and sustainable manner;

Educating the people of South Africa on ways to manage, conserve and sustain our water and forest resources;

Co-operating with all spheres of Government, in order to achieve the best and most integrated development in our country and region;

Creating the best possible opportunities for employment, the eradication of poverty and the promotion of equity, social development and democratic governance.

OUR VALUES

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

As public servants, our skills will, at all times, be used for the benefit of the people and for the reconstruction and development of our country in the spirit of Batho Pele (People First).

As management, our responsibility aids to provide high quality transformational leadership and a disciplined work ethic and to promote a working culture for motivated, accountable and committed teamwork.

As citizens of the African continent, we are dedicated to long-term integrated regional security and co-operation, and to the spirit of the African Renaissance.

Our working environment is governed by the principles of representivity, equality, mutual respect and human development.

CORE VALUES FOR TRANSFORMATION

We recognise that people are the cornerstone of the Department's success. Diversity is valued as a source of strength. We strive for a Department that fosters personal and professional growth and achievement.

We have the courage to change.

4 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. It 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 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 to be established under the Act. The Department must also keep a record of fires, and develop a database capturing the statistics of fires and their impact on society.
- ◆ **By Section 20 of the Environmental Conservation Act, 1989 (Act No. 73 of 1989):** This section of the Act gives the Minister of Water Affairs and Forestry the power to issue permits for the establishment and or operation of waste disposal sites. The Minister may impose any condition he or she deems fit. The Minister may also alter or cancel any permit, and may refuse to issue a permit. Coupled with these powers is the responsibility to not only set conditions, but also monitor and evaluate performance, with regard to the management of waste disposal sites. The Minister may issue general directives in the Government Gazette on the control and management of certain disposal sites or disposal sites handling particular types of waste.
- ◆ **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 State forests.

5 KEY FOCUS AREAS OF THE DEPARTMENT

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

The Department works according to a matrix management system in which the policy, strategy and regulatory work undertaken at the Pretoria Head Office, and the implementation work undertaken by the Regional Offices combine to achieve the key focus areas and strategic objectives of the Department as a whole.. There are nine Regional Offices that deal with water-related issues (resource management and services provision), one in each Province. Three of the Regional Offices deal with forestry issues in the northern, eastern and southern areas of the country.

The key focus areas (KFAs) in the three line functions of the Department (Water Services, Water Resources Management and Forestry) are as follows:

- KFA 1** Ensure the sustainable development and management of plantation forestry to optimise equitable economic benefit, particularly in rural areas.
- KFA 2** Ensure the sustainable development and management of indigenous forests to optimise their social, economic and environmental benefits.
- KFA 3** Ensure sustainable forest management (SFM) in South Africa by developing effective oversight of the sector and facilitating co-operative government.
- KFA 4** Promote sustainable forest management in Africa and internationally.
- KFA 5** Ensure that communities and disadvantaged groups are empowered to make use of tree and forest resources to support sustainable livelihoods.
- KFA 6** Ensure reliable and equitable supply of water for sustainable economic and social development including the eradication of poverty.
- KFA 7** Ensure the protection of water resources.
- KFA 8** Develop effective water management institutions.
- KFA 9** Align staff, stakeholders and general public to a common vision for Integrated Water Resource Management (IWRM) and develop, capacitate and empower them in best practices thereof.
- KFA 10** Ensure provision of basic Water Supply and Sanitation for improved quality of life and poverty alleviation.
- KFA 11** Ensure effective and sustainable delivery of water services to underpin economic and social development.
- KFA 12** Ensure effective Water Services Institutions.
- KFA 13** Ensure effective local-level operations and management of DWAF water services schemes.
- KFA 14** Promote and support sound policy and practice of WS to achieve millennium targets in Africa.
- KFA 15** Promote IWRM in Africa in support of NEPAD.

The support services functions of Support Services and Financial Management underpin the achievement of these KFAs by providing the necessary support processes and systems in place for implementation. The following have been identified as strategic objectives for the support function over the three year period:

- ◆ Strengthen restructuring support.
- ◆ Establish and maintain systems to ensure good governance and thorough accounting.
- ◆ Strengthen and market DWAF's image and core business.
- ◆ Transform and organise support services to improve level of services in response to service delivery improvement strategy.

The Department's key focus areas refer to a medium-term (three to four year) time horizon. Much of the work associated with their achievement is already underway. Some aspects will be completed during the 2003/4-2005/6 period, whilst others will continue into the following period and beyond.

5.1 Key challenges facing DWAF during the period 2003/4 - 2005/6

Some of the key challenges facing the Department over the period 2003/4 - 2005/6 are outlined below for each of the four functional areas:

Support Services

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

5.2 Water Resource Management

- ◆ Implementing a new 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.
- ◆ Implementing the provisions of the National Water Act, including: -
 - ◆ Establishing the National Water Resources Strategy ;
 - ◆ Establishing, empowering and capacitating water management institutions;
 - ◆ Developing and implementing a pricing strategy for waste discharge charges.
 - ◆ Continuing the development and implementation of water resource protection measures;
 - ◆ Developing and implementing a strategy for compulsory water use licensing;
 - ◆ Developing and implementing water conservation and demand management strategies;
- ◆ Continuing the development, establishment and maintenance of national water resource monitoring and information systems.
- ◆ Continuing with the implementation of the national programme for clearing invading alien plants (Working for Water Programme).



- ◆ Continuing with the development and implementation of solutions for reconciling water availability and water demand including the development of new infrastructure where appropriate.
- ◆ Continuing to ensure safe dams.
- ◆ Continuing with the operation and maintenance of water resource infrastructure where the function has not as yet been delegated to water management institutions.
- ◆ Managing droughts and floods.
- ◆ Positioning the Department as national water resource management policy development, regulatory, monitoring and support institution.

5.3 Water Services

- ◆ Undertaking direct investment interventions to provide basic water services supply of potable water, and sanitation services to the previously unserved population. Realigning the programme as necessary and appropriate to achieve sustainability, effectiveness, efficiency and affordability of services.
- ◆ Promoting the transfer of water services schemes currently operated by the Department to appropriate water services institutions.
- ◆ Monitoring and guiding the activities of water boards.
- ◆ Supporting Local Authorities in developing capacity to undertake water services provision, including the preparation of Water Services Development Plans.
- ◆ Developing and establishing water services monitoring and information systems.
- ◆ Reviewing the approach to sanitation services provision to achieve sustainability, effectiveness, efficiency and affordability of services and driving the national campaign to address the backlog of sanitation services.
- ◆ Positioning the Department as national water services policy development, regulatory, monitoring and support institution.

5.4 Forestry

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

6 CORE FUNCTIONS AND OUTPUTS

In the following pages the strategic plan for the financial years 2003/4-2005/6 is presented in tabular format for ease of reference.

The arrangement of Chief Directorates in the four areas of activity is as follows:-

BRANCH	CHIEF DIRECTORATE(S)	FUNCTIONS	BUDGET PROGRAMME NO. & DESCRIPTION
Support Services & Finance	Human Resources	Support	1: Administration
	Finance and Administration	Support	1: Administration
Policy and Regulation	Planning	Water Resource Management	3: Water Resource Planning
	Forestry	Forestry	8: Forestry
	International Projects	Water Resource Management	4: Water Resource Development
	Scientific Services	Water Resource Management	2: Water Resource Assessment
	Water Use and Conservation	Water Resource Management	6: Integrated Water Resource Management
	Water Services	Water Services	7: Water Services
Operations	Regional Co-ordination	Water Resource Management, Water Services and Forestry	5: Regional Implementation and Trading Account
	Southern Regional Cluster	Water Resource Management, Water Services and Forestry	
	Eastern Regional Cluster	Water Resource Management, Water Services and Forestry	
	Limpopo	Water Resource Management, Water Services and Forestry	
	Central Regional Cluster	Water Resource Management, Water Services	5: Regional Implementation
	National Sanitation Management	Water Services	7: Water Services
	National Transfer Management	WRM and Water Services	Donor funding
	Development	WRM and Water Services	4: Water Resource Development

Note: The Department has nine regional offices clustered under four regional Chief Directors as follows:

Eastern Region - Mpumalanga and KwaZulu-Natal.

Central Region - Gauteng, Free State, North West and Northern Cape

Limpopo - Limpopo province

Southern Region - Eastern and Western Cape

As has been mentioned, the Department is undergoing substantial restructuring which will result, inter alia, in a revised budget and programme structure. These changes will be reflected in the final Strategic Plan in February 2003.

Linkages between programmes

Each Chief Directorate in the Department has to develop a business plan based on the key focus areas and strategic objectives set out in this plan. Whilst each unit undertakes work of a particular type, it is fully acknowledged that there is the need for a high degree of co-ordination and integration among the work of all units. In the business plans these inter-dependencies and inter-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 Agriculture, Environmental Affairs and Tourism, Defence, and Education in relation to alien vegetation clearing activities;
- ◆ The Departments of Public Service and Administration, Finance, and State Expenditure on corporate (human resources and financial) issues;
- ◆ The Departments of Labour, Welfare, Agriculture and Public Works in respect of activities related to poverty reduction and job creation; and
- ◆ The Departments of Public Enterprises, and Land Affairs in respect of the restructuring of commercial forestry
- ◆ The Department of Environmental Affairs and Tourism in respect of environmental issues, including activities related to water quality management;
- ◆ The Departments of Trade and Industry, Agriculture, and Affairs in respect of development issues, particularly Spatial Development Initiatives;
- ◆ The Departments of Provincial and Local Government, Health, Environmental Affairs and Tourism, and Education in respect of water services (water supply and sanitation) issues. (These five departments, together with DWAF, constitute the National Sanitation Task Team);

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

The financial resources allocated to each programme of activity of each functional unit in financial Multi-year 2003/4-2005/6 are presented in Annexure A.

6.1 FUNCTIONAL AREA: FORESTRY

Medium term strategic planning framework: 2003/4 - 2005/6: Forestry

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
KFA 1: To ensure the sustainable development and management of plantation forestry to optimise equitable economic benefit, particularly in rural areas	To manage D100AF's remaining plantation forests and processing plants effectively	<p>Current planting backlog reduced by 1 500 Ha</p> <p>270 000 m³ roundwood, 4 500 sawn timber sold at market related prices</p> <p>Fire damage limited to max. of 5% of planted area</p> <p>200 hectares of Cat C restocked</p> <p>20 km of roads upgraded</p> <p>Existing legal disputes resolved with minimal cost to D100AF</p> <p>Routine operations maintained according to prescribed standards</p>	Quarterly reports to Forestry Management Committee	As per 2003/4	As per 2003/4
KFA 2: Ensure the sustainable development and management of indigenous forests to optimise their social, economic and environmental benefits	To transfer plantations to beneficiaries through public private partnerships and other instruments	<p>One third of Cat B plantations transferred with labour agreements in place</p> <p>10% of C plantations transferred</p>	Transfers approved by Director General	Same as 2003/4	Same as 2003/4
	To ensure that indigenous forests are managed sustainably in a participatory manner	<p>Management plans developed for 80% of estates</p> <p>PFM forums established in 80% of estates</p> <p>Infrastructure backlog reduced by 15%</p> <p>Weeding backlog reduced by 10%</p> <p>Rehabilitation of 15% of degraded areas</p>	Quarterly reports to Forestry Management Committee	<p>Management plans developed for all estates and implemented in 50% of estates</p> <p>PFM forums established in all estates</p> <p>Infrastructure backlog reduced by further 15%</p> <p>Weeding backlog reduced by further 10%</p> <p>Rehabilitation of further 15% of degraded areas</p>	<p>Management plans implemented</p> <p>PFM forums functional</p> <p>Infrastructure backlog reduced by further 20%</p> <p>Weeding backlog reduced by further 20%</p> <p>Rehabilitation of further 20% of degraded areas</p>

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
KFA 3: Ensure sustainable forest management (SRM) in South Africa by developing effective oversight of the sector and facilitating co-operative government	To transfer management of DWSAF indigenous forests (plus plantations for conversion) to specialised national and provincial conservation agencies in consultation with DEAT	40% of DWSAF managed forests transferred	Transfer approved by Director General	Further 30% of DWSAF managed forests transferred	Final 30% of DWSAF managed forests transferred
	To report accurately on the state of forestry to support local and international forest monitoring processes	Forest Information System live and accurate Work on State of Forest Report initiated Criteria and indicators of sustainable forest management published	System used by department and relevant stakeholders Criteria and indicators in use	Information updated Draft of State of Forest Report prepared Criteria and indicators monitored and reported on	Information updated; State of Forest report published Criteria and indicators monitored and reported on
	To ensure that management agencies manage relevant forests in an effective and sustainable manner	100% of leased plantation forests managed in terms of lease 100% rentals collected Timorous payments to land claim beneficiaries 90% delegated indigenous forests managed in terms of agreements	Annual reports from relevant managers Management reports obtained from agencies and corrective actions implemented	100% of leased plantation forests managed in terms of lease 100% rentals collected 100% delegated indigenous forests managed in terms of agreements	100% of leased plantation forests managed in terms of lease 100% rentals collected 100% delegated indigenous forests managed in terms of agreements
To ensure optimal sustainable management of forest sector as a whole	Regulations and support strategies for community management of indigenous forests developed and communicated National system developed to regulate utilisation including licensing, prosecutions of offences, access arrangements, with training offered to relevant institutions	Regulations published Applications processed timeously	Regulations published Applications processed timeously	Ongoing support provided to communities Applications processed timeously	Ongoing support provided to communities Applications processed timeously
		Fire Danger Rating system and firebreak regulations developed	Regulations published Registration completed for 60 FPAs	All FPAs registered Fire Danger Rating System implemented	Fire Danger Rating System implemented
To contribute to the prevention of wild fires in non-urban forest and non-forest areas					

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
		60 Fire Protection Associations registered Statistical reporting system developed	Statistical system in place	Statistical reporting system populated	Statistical reporting system populated
KFA4: Promote sustainable forest management in Africa and internationally	To ensure that forestry contributes to sustainable development internationally and particularly in Africa	Co-operation with SADC formalised	SADC protocol signed and adopted	SADC compliance to SADC agreements reviewed	Ongoing
KFA5: Ensure that communities and disadvantaged groups are empowered to make use of tree and forest resources to support sustainable livelihoods	To promote expansion of forestry where appropriate in consultation with other players	Strategy for expansion of forestry in Eastern Cape developed 3 pilot wattle jungle projects licenced 3 pilot community afforestation projects licenced	Strategy approved by relevant management structures Licences approved Licences approved	Further projects developed	Further projects developed Partnership projects implemented 100 % of FEDI plan initiated and new plan developed
	To promote forest and tree based enterprise development in rural areas	Eastern Cape Forest Enterprise Development Initiative 30 % initiated Agreements reached for DWA/AF support to FTFA projects MDA/Manula project, mine dump greening	Reports from relevant managers Agreements signed	Further 36 % of FEDI initiated Partnership projects implemented	100 % of FEDI plan initiated and new plan developed
	To support urban greening	Workshops on urban greening initiatives 2 districts per province	Urban greening support held in activities initiated in targeted districts	Further 2 districts per province	Further 2 districts per province
	To provide support for firewood strategies in rural areas	Report on policy and support gaps with recommendations on DWA/AF's role	Report adopted by Forestry Management Committee	Implement	Continue implementation

6.2 FUNCTIONAL AREA: WATER RESOURCE MANAGEMENT

(Please Note on Page 20: KFA15 was brought forward because the two KFAs relating to Arica arrangements and NEPAD were originally together i.e. 14 & 15. KFA15 however only refers to WRFM.

		Medium term strategic planning framework: 2003/4 - 2005/6: Water Resource Management			
Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
KFA 6: Ensure reliable and equitable supply of water for sustainable economic and social development including the eradication of poverty	6.1 To ensure equitable allocation and authorisation of water use	500 new resource poor farmers granted financial support for agriculture infrastructure	Subsidy spent effectively	500 new resource poor farmers granted financial support for agriculture infrastructure	500 new resource poor farmers granted financial support for agriculture infrastructure
		Water use applications considered and evaluated for authorisation/refusal according to set standards	Annual report to WRFMC Statistics on WRFMIS	Ongoing	Ongoing
		Development of policy and procedures for compulsory licensing commenced	TOR approved by WRFMC	Policy and procedures for compulsory licensing completed	Allocation schedule for Initiative WRFMIS completed
		Reconciliation options determination for compulsory licensing in 3 catchments commenced	Approved by WRFMC	Reconciliation options determined for compulsory licensing in 8 catchments	Reconciliation options determined for compulsory licensing in 8 catchments
		Existing lawful use verified in 8	Approved by delegated authority	Existing lawful use verified in 8 catchments	Existing lawful use verified in 8 catchments
		Procedures for authorisation of groundwater abstraction completed	Approved by WRFMC	Groundwater abstraction authorised in accordance with procedures	Ongoing
		Water trading taking place within agreed policy and guidelines	Annual report of responsible authority	Ongoing	Ongoing
	6.2 To ensure effective and efficient use of water	Plan for ensuring compliance and enforcement in place	Approved by WRFMC	Actions initiated in 80 % of non-compliance cases	Actions initiated in 100 % of non-compliance cases
		Asset maintenance plan in place and implemented	Approved by MANCO	Asset maintenance implemented according to plan	Asset maintenance implemented according to plan
		Operating rules reviewed and followed	Approved by WRFMC	Operating rules implemented	Ongoing

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
		Water supplied as per agreements with users	Reconciliation of supply against agreements	Ongoing	Ongoing
		Completed draft WDCS	Draft WDCS submitted to WRFMC	WDCS published	WDCS implemented and non-compliance managed
		Water quality guidelines for use revised	Approved by WRFMC	Revised guidelines implemented and used	Ongoing
		Auditing system developed	Approved by WRFMC	Auditing system implemented	Ongoing
		Tools and guidelines for water conservation promotion developed	Annual report on actions taken	Water conservation promoted and implemented	Ongoing
		Joint precommitment study on LHWP further phases 50% completed	Satisfaction of both countries	Joint precommitment study on LHWP further phases completed	Agreement with Lesotho on further phases
	6.3 To investigate water balance and to find national/international reconciliation solutions	Lower Orange River completed	Accepted by PWC RSA/Namibia	Agreement with Namibia management study on management of Lower Orange River	
		4 WRFMC feasibility studies completed	Reports tabled at WRFMC	5 WRFMC feasibility studies completed	5 WRFMC feasibility studies completed
		16 out of 40 ISPs completed	Approved by WRFMC	12 out of 40 ISPs completed	12 out of 40 ISPs completed
				Demographic scenarios reviewed	
				Water demand scenarios reviewed	
		Inter-WMA/International water sharing options investigated	TOR approved by WRFMC	Joint study on Maputo River basin completed	
		Management options for Vaal System under investigation (WITA)	Active participation by all 4 countries	Report approved by CO: P	Implement recommended option
		Thukela Water Project Decision Phase completed (WITA)	Approved by WRFMC		

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
		<p>Approx 12 prefeasibility and feasibility reports on reconciliation solutions completed</p> <p>200 000 hectares cleared of alien invasive vegetation</p> <p>Follow up work on alien vegetation done on 250 000 ha</p> <p>Implementation of government water schemes:</p> <ul style="list-style-type: none"> - Berg River Water Project - Completion LHWP Ph. 1b - Commissioning Nandoni Dam (Lewyhu GWS) - Raising of Flag Boshielo Dam - Commissioning of Mooi/ Mgeni transfer scheme - Continuing with Sabie River G.W.S. (Water Treatment Works) 	<p>Reports approved by WRFMC</p> <p>According to implementation plans</p> <p>According to implementation plans</p> <p>Compliance with implementation plans and budgets</p>	<p>Approx 12 prefeasibility and feasibility reports on reconciliation solutions completed</p> <p>400 000 hectares cleared of alien invasive vegetation</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Approx 12 prefeasibility and feasibility reports on reconciliation solutions completed</p> <p>400 000 hectares cleared of alien invasive vegetation</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
	6.4 To implement solutions for reconciling water supply and demand				
	6.5 To ensure water related disaster preparedness and safety of dams	<p>Water conservation & W/DM implemented by 20 Water Management & Service Institutions through D/W/AF</p> <p>Existing dams operated safely</p> <p>New dams designed and constructed to acceptable standards</p> <p>Emergency pollution incidents remediated</p>	<p>Agreements with bulk water users</p> <p>Reports on compliance with dam safety legislation submitted. Adherence to flood operating rules prescribed for State dams.</p> <p>Licence conditions met</p> <p>Directives met</p>	<p>Water conservation & W/DM implemented by 20 Water Management & Service Institutions through D/W/AF</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Water conservation & W/DM implemented by 20 Water Management & Service Institutions through D/W/AF</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
KFA7. Ensure the protection of water resources	7.1 To ensure the protection of inland and estuarine water based ecosystems	Policy and guidelines on drought management developed	Approved by WRRFMC and internally applied		
		Departmental compliance with the requirements of the NDMC ensured	NDMC directives met	Ongoing	Ongoing
		3 disaster management plans prepared in accordance with National Disaster Management Act	Plans submitted to National Disaster Management Centre	Existing plans reviewed & 3 new plans developed	Existing plans reviewed & 3 new plans developed
		Departmental public safety unit established	Approved by MANCO	Departmental safety unit maintained/expanded	Ongoing
		WQDM catchment study guidelines through a pilot study developed	Approved by WRRFMC	Effective WQDM catchment studies undertaken	Implementation of strategy for catchment visioning? IT
		Draft classification system developed	Gazetted for public comment	Classification system finalised	Classification of resources commenced
		Minimize Reserve determination expanded for compulsory licensing purposes	Approved by minister after public consultation process		
		Reserve assessments for compulsory licensing started	TOR approved by WRRFMC	Reserves determined for compulsory licensing in 4 priority catchments	Reserves determined for compulsory licensing in 4 priority catchments
		Riverine vegetation policies developed and pilot tested	Approved by WRRFMC		
		Methodology for estuary reserve determination developed	Internally applied		
		Preliminary Reserves determined	Approved by DG	Ongoing	Ongoing
				Procedures for operationalising reserve completed	Procedures implemented
	Guideline document for R.O.O determination developed	Approved by WRRFMC			

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
KFA 8. Develop effective water management institutions	7.2 To ensure protection of ground water in context of impact on land based ecosystems 7.3 To ensure minimisation of impacts of waste and land based activities on water resources	Scientific and technical support provided for the WRFM function	Summary report of supporting activities	Scientific and technical support provided for the WRFM function	Scientific and technical support provided for the WRFM function
		Policy for protection of terrestrial ecosystems is developed	Approved by WRFMC	Quantification of dependency of terrestrial ecosystems on groundwater commenced	Quantification of dependency of terrestrial ecosystems on groundwater is in progress
		Permits issued in accordance with latest edition minimum requirements	Permit register maintained to reflect status of permit issuing	Ongoing	Ongoing
		3rd Edition Minimum	Approved by WRFMC		Minimum requirements reviewed for 4th edition
		Construction of 2 pollution control works on schedule and within budget	Compliance with implementation plan	Construction of 2 pollution control works on schedule and within budget	Construction of 2 pollution control works on schedule and within budget
		Degraded water resources rehabilitated and restored	Improvement in state of degraded resources	Ongoing	Ongoing
		Assess impact of land based activities on water resources	Number of assessments completed	Ongoing	Ongoing
		Additional or potential control activities addressed	Gazetted		
		WFR & WOS(Regions) re-structured	Compliance with restructuring implementation plan		
		Implementation of Regional office transitional plans commenced for all four clustered regions	Approved by MANCO	Regional transitional plans implemented	Ongoing
8.1. To restructure water resource management institutions	Detailed structure for developing and managing WRFM infrastructure developed		Approved by relevant body	Agreements on infrastructure transfer with institutional structure concluded	

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
KFA9. Align staff, stakeholders and general public to a common vision for Integrated Water Resource Management (IWRM) and develop, capacitate and empower them to best practices thereof.	8.2 To establish and support WUMs	0.8M of 2 schemes delegated to WUAs with contracts in place	Approved by Minister	0.8M of 3 schemes delegated to WUAs with contracts in place	0.8M of 3 schemes delegated to WUAs with contracts in place
		70 % of potential revenue of WRM charge collected	Income utilised	75 % of potential revenue of WRM charge collected	80 % of potential revenue of WRM charge collected
		Action taken against defaulters		Action taken against defaulters	Action taken against defaulters
		3 CWAs established (Inkomati and Crocodile & Mzimba and Mvoti WUMs)	Approved by Minister	6 CWAs established	4 CWAs established
		New WUAs established for resource poor farmers according to demand	Financial viability established and constitution approved by Minister.	Ongoing	Ongoing
		Irrigation boards transformed into WUAs (approx. 350)	Constitutions approved		
		Umpopo Basin Commission established	Agreement signed by 4 countries	Incomati Basin Commission established	Maputo Basin Commission established
		Performance criteria of WUMs developed and approved	Approved by WRFMC	Implemented by WUMs	Implemented by WUMs
		NWRS established	NWRS gazetted	Procedures for NWRS including framework for state of water resources reporting reviewed	NWRS review commenced
		Consolidated Environmental Implementation Management Plan implemented	Report to WRFMC	Annual report on Consolidated Environmental Implementation Management Plan prepared	Ongoing
	9.1 To provide strategic direction	National WQM Framework policy, supporting policies, strategies and guidelines developed	Approved by the WRFMC	WQM Framework policy, supporting policies and strategies implemented in accordance with the NWRA & NWRS	Ongoing
		Awareness on new developments in IWRM maintained	Reports approved by WRFMC	Ongoing	Ongoing

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
	9.2 To co-ordinate development and ensure the implementation of strategies for catchment management	<p>Implementation of the WWA co-ordinated CMS guidelines completed</p> <p>Framework for land owner agreements on the clearing of alien plants developed</p> <p>WCA/MDM CIM model for all sectors</p> <p>CMS communication strategy completed</p> <p>Initiative launched to integrate catchment studies, i.e. ISPs, CAsS, and WWA studies</p>	<p>Approved by WRRMC</p> <p>Approved by WRRMC</p> <p>Approved by WRRMC EXCO</p> <p>Approved by WRRMC</p> <p>Approved by WRRMC</p> <p>Decision taken to integrate or not</p>	<p>Ongoing</p> <p>Generic guidelines produced</p> <p>Prepare land owner agreements</p> <p>Implement models</p> <p>Communication strategy implemented in some WMMAs</p>	<p>Ongoing</p> <p>Guidelines implemented</p> <p>Implement land owner agreements</p> <p>Ongoing</p> <p>Ongoing</p>
	9.3 To establish, implement and maintain the National Monitoring and Information Management system	<p>Guidelines and standards developed for spatial information</p> <p>Maintained and upgraded surface and ground water quantity and quality monitoring systems</p> <p>National river health monitoring developed at 20 % coverage</p> <p>Information systems upgraded and maintained</p> <p>Water Resource Monitoring Assessment and Information Strategy (WRMAIS) developed 15 %</p>	<p>Internally applied</p> <p>User satisfaction</p> <p>Data collected</p> <p>Data collected</p> <p>Progress report approved by WRRMC</p>	<p>Ongoing</p> <p>Ongoing</p> <p>National river health monitoring developed at 40 % coverage</p> <p>Ongoing</p> <p>Further 15 % strategy developed</p>	<p>Ongoing</p> <p>Ongoing</p> <p>National river health monitoring developed at 60 % coverage</p> <p>Ongoing</p> <p>Further 15 % strategy developed</p>

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
		Improved systems for monitoring status of & impacts on ground water developed	Approved by steering committee	Status and impacts on groundwater monitored	Ongoing
		Computerised decision-support systems for water resources planning developed, implemented and supported	Internally applied	Ongoing	Ongoing
		Effective flood management system developed	System developed and approved by WRRMC	National information and response system for pollution incidents established	National information and response system for pollution incidents implemented
	9.4 To ensure representative, capacitated and empowered staff for WWRM	Skills development and acquisition plan in place	Approved by WRRMC	Effective flood management system implemented	Ongoing
		Training conducted according to skills development plan - 10 % of plan covered	Number of staff undergoing training	Training conducted according to skills development plan - 30 % of plan covered	Training conducted according to skills development plan - 50 % of plan covered
		Concrete new initiative for achieving representivity and EEP (Employment and equity plans) implemented	Improved representivity w.r.t race, gender and disability particularly in management and technical positions	Ongoing	Ongoing
	9.5 To ensure capacitated and informed stakeholders	Guidance to stakeholders and generators of waste and/or water containing waste provided	Materials produced	Ongoing	Ongoing
		Informed stakeholder participation in catchment management fora	Quality of stakeholder inputs	Ongoing	Ongoing
KFA 15. Promote WWRM in Africa in support of NEPAD	15.1 Improve co-operation with other countries	Improved regional co-operation	Active participation in SADC and AMCO/W activities	Ongoing	Ongoing

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
		Trans-boundary River Basin Organisations supported	Informed River Basin Organisations	Ongoing	Ongoing
		Regional WRFM institutions supported, i.e. - SADC water sector - Water partnership	Effective functioning of WRFM institutions	Ongoing	Ongoing
		4 agreements completed for sharing technical information and resources with other African countries	Signed by Minister	2 agreements completed for sharing technical information and resources with other African countries	2 agreements completed for sharing technical information and resources with other African countries
		1 agreement completed for sharing technical information and resources with other developing countries	Signed by Minister	1 agreement completed for sharing technical information and resources with other developing countries	1 agreement completed for sharing technical information and resources with other developing countries
	15.2 Influence global agenda for WRFM	Contributions made towards Kyoto W/WF3	Concepts appear in subsequent documentation	Ongoing input to international debate on WRFM	Ongoing

6.3 FUNCTIONAL AREA: WATER SERVICES

Medium term strategic planning framework: 2003/4 - 2005/6: Water Services

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
KFA 10. Ensure provision of basic Water Supply & Sanitation for improved quality of life and poverty alleviation	10.1 To ensure infrastructure delivery to minimise basic water supply backlog over next 6 years	<p>Backlog of 6 million people without water services reduced by 1m</p> <p>Sustainable water supply delivered through effective management & financial accountability of delivery programs</p>	<p>Reliable monthly M&E reports to MANCO (DW&F & other govt. depts.)</p> <p>Donor funding sought & committed. Govt. Budget allocation to Basic Water Supply</p>	<p>Backlog of 5 Million reduced by further 1 Million people</p> <p>Ongoing</p>	<p>Backlog of 4 Million reduced by further 1 Million</p> <p>Ongoing</p>
	10.2 To address the basic sanitation backlog within next 9 years	<p>Sufficient resources allocated in all Govt. spheres to meet the basic water supply needs of the country (at least R2 billion per annum in all spheres)</p> <p>DoRA, MIG agreements gazetted as appropriate for W/S</p> <p>300 000 households provided with basic sanitation</p> <p>Interdepartmental programme co-ordinated to include Sanitation to rural public institutions</p> <p>Relevant depts and W/Ss guided, supported & monitored to ensure provision of sustainable & affordable basic Sanitation</p>	<p>Donor funding sought & committed. Adequate Govt Budget allocation to Basic Water Supply</p> <p>Agreed DoRA framework 2004-5</p> <p>Monthly M&E Reports to Water Services Management Committee</p> <p>Monthly MITT & department M&E reports on clinics, schools & farms</p> <p>Municipalities provided with policies, guidelines, procedures & tools</p>	<p>Sufficient resources allocated in all Govt. spheres to meet the basic water supply needs of the country (at least R2 billion per annum in all spheres)</p> <p>Agreed DoRA framework 2005-6</p> <p>Backlog reduced by further 1.8m to 14.4m people.</p> <p>Ongoing</p> <p>Increased capacity of Local Govt to deliver</p>	<p>Sufficient resources allocated the basic water supply needs of the country (at least R2 billion per annum in all spheres)</p> <p>Agreed DoRA framework 2006-7</p> <p>Backlog reduced by further 1.8m to 12.6m</p> <p>Ongoing</p> <p>W/Ss ensuring provision & maintenance of basic sanitation services</p>
10.3 To ensure all South Africans have access to free basic water services.	<p>FBW policy implemented by 70% of municipalities</p>	<p>W/S DP annual assessment & monitoring - particularly in relation to numbers supplied & cost recovery</p> <p>FBW monthly reports</p>	<p>Free Basic Water (FBW) implemented by 75% of all municipalities</p>	<p>Free Basic Water (FBW) implemented by 80% of all municipalities</p>	

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
KFA 11. Ensure effective & sustainable delivery of water services to underpin economic & social development		Develop strategy for Free Basic Sanitation	Strategy approved	Implementation	Implementation
		WSSs supported to implement free basic water & provide affordable & sustainable basic water service	(F/W) Support units operational in each province & guidelines & tools provided & utilised	Functional and sustainable basic water delivery	Ongoing
	10.4 To promote improved sanitation practices and minimise water-borne diseases	Better sanitation practices communicated to 300 000 households	Health statistics on water-borne diseases Reports on campaign - numbers reached	Improvement on sanitation practices communicated to a further 300 000 households holds	Improvement on sanitation practices communicated to a further 300 000 house-
	11.1 To ensure WSS Sector has a sound and enabling legislative and policy framework	Prepare WSS legislation amendments to align with New White Paper, Develop and roll-out strategies to implement White Paper. Co-ordinate with other national dep's on WSS & policy reviewed and aligned within sector	Legislative amendments approved Policies updated & produced	Ongoing alignment of policies with practical situation. Roll out strategies to implement White Paper. Co-ordinate with other national depts on WSS	Ongoing alignment of policies with practical situation. Co-ordinate with other national depts on WSS
	11.2 To ensure an effective co-ordinated and organised Water Services Sector	Focus is extended from basic services to include economic and social objectives as well as effective management	Confirmation and agreement on sector goals	Implementation	Implementation
		Institutional clarity & formal understandings with other role players	Agreements, approvals & confirmation or alignment of policies; agreed at DG level	Implementation	Implementation
		Lead process to develop WSS strategic plan for the sector	Discussion documents produced and distributed	Gazette a national strategy for the WSS sector	Support Implementation of WSS strategy
		Support development of 9 provincial strategies			
		Improved co-ordination in the Sector is achieved	Combined reporting for the sector	Ongoing	Ongoing
	11.3 To establish & maintain an integrated and effective WSS sector planning culture, process and systems	Improve quality of 20 district WSSDP's in order to meet key WSP objectives and give written reports to all 20 councils	Monitoring system in place, regular reports to MANCO	WSSDPs developed by all WSS Authorities and written reports by DWAF to 60 % councils	Further Improvement on quality & monitoring of WSSDP's and written reports by DWAF to 80 % of councils

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
		<p>WSDPs developed as part of the IDPs in 47 district municipalities and 6 metros.</p> <p>Facilitate WMS project selection process</p> <p>Promote development of planning culture in LG, project planning and programmes</p> <p>Design of regulatory framework completed and approved.</p> <p>Performance monitoring system, procedures and structures established</p> <p>Annual report on performance produced</p> <p>Improved monitoring of Water Boards performance</p> <p>Intervention strategy in place</p>	<p>WSDPs submitted to D00/AF</p> <p>Project selection list approved by Minister.</p> <p>Projects in local Govt. sphere reflect sustainable WMS business approach as WSP take on OSM</p> <p>Approved by DG and Minister</p> <p>Clarity in D00/AF & sector</p> <p>Report approved & accessible</p> <p>Annual report submitted to Minister</p> <p>Intervention procedures agreed and approved by DG</p> <p>Report published</p> <p>System in place and information accessible</p> <p>Quarterly reports to MANCO & Minister</p> <p>Business plans and annual reports evaluated</p>	<p>Ongoing. WSDPs developed by all WMS Authorities and written reports by D00/AF to 60 % of councils</p> <p>Ongoing</p> <p>Ongoing</p> <p>Implementation</p> <p>Implementation</p> <p>Improvement</p> <p>Improvement</p> <p>Ongoing</p> <p>Implementation</p> <p>State of the Water Services Sector updated</p> <p>National Information System fully established.</p> <p>Ongoing</p> <p>70 % of Water Boards effective and sustainable.</p>	<p>Ongoing and written reports by D00/AF to 80 % of councils</p> <p>Ongoing</p> <p>Ongoing</p> <p>Implementation</p> <p>Improvement</p> <p>Improvement</p> <p>Ongoing</p> <p>Implementation</p> <p>State of the Water Services Sector updated</p> <p>National Information System maintained</p> <p>Ongoing</p> <p>80 % of Water Boards effective and sustainable.</p>
12. Ensure effective Water Institutions	<p>11.4. Monitor performance of WSI's and intervene where needed.</p> <p>11.5. To establish and maintain a National Monitoring Information System</p> <p>12.1. To support WMS Institutions become sustainable</p>	<p>Well populated Macro Management Information Systems (MIS) Phase 2 developed & maintained</p> <p>National M&E System reports produced on all water services Capital Projects.</p> <p>80 % of Water Boards effective and sustainable.</p>			

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
		40 % of W/SAs functioning effectively	W/SDP's and annual reports evaluated	50 % of W/SAs functioning effectively	60 % of W/SAs functioning effectively
		50 % of W/S Ps functioning effectively	Annual reports produced	60 % of W/S Ps functioning effectively	70 % of W/S Ps functioning effectively
		D/W/AF W/S restructured to fulfill long term custodian role	Restructuring 80 % complete.	D/W/AF W/S restructured to fulfill long term role	D/W/AF W/S fulfilling its long term role
	12.2 To align and co-ordinate National Capacity Building & Training & Awareness Programmes	Agreement reached on plans to co-ordinate Water Services training programmes.	Plan agreed by all Stakeholders. MANCO Approved	Increased number & better trained cadre of people in water supply & sanitation	Increased number & better trained cadre of people in water supply & sanitation
		Acceleration achieved on Health & Hygiene Education through interaction with Dept of Education	Annual reports submitted	90 % of total population aware	100 % of total population aware
		Agreements in place for funding mechanisms for municipal capacity building grants	Agreement of funding reflected in DORA 2004/5	Agreement of funding reflected in DORA 2005/6	Agreement of funding reflected in DORA 2006/7
	12.3 To determine competencies, standards & accreditation in conjunction with LGWS SETA & SAQA	Participation in and support to W/S courses and accreditation to meet the needs of the sector	Compliance with framework	Participation in and support to W/S courses and accreditation to meet the needs of the sector no	Participation in and support to W/S courses and accreditation to meet the needs of the sector no
	12.4 To develop & retain D/W/AF W/S core competencies	Identify key competencies needed for D/W/AF W/S staff after restructuring. Develop training program and start implementation	Spend at least 5 % of personnel budget on training	Further implementation	Further implementation
	13.1 To ensure an enabling environment for transfers	Fully inclusive transfer policy (incl. Assets, resources and responsibilities) reviewed & amended as necessary	Policies accepted by Inter-Departmental Transfer Committee & implemented by stakeholders.	Transfer policy reviewed and amended as necessary	Transfer policy reviewed and amended as necessary
13. Ensure effective local-level operations and management of D/W/AF water services schemes		HR strategy dealing with affected staff reviewed and amended as necessary Explanatory note: detail HR strategy to deal with staff affected in policy above	Agreements with Bargaining Chamber and Unions on staff transfer issues & labour mechanisms established	HR strategy implemented	HR strategy implemented

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
		Do RA Framework 2004-5 on Water Services operating subsidy agreed	Gazette Do RA Framework 2004-5	Do RA Framework 2005-6 on Water Services operating subsidy agreed	Do RA Framework 2006-7 on Water Services operating subsidy agreed
		Implementation of revised communications plan	Communications actions completed	Implementation of revised communications plan	Implementation of revised communications plan
		Transfer Plan amended	Transfer Plan approved by IDTC	Transfer Plan amended	Transfer Plan amended
	13.2 To transfer D00AF WSS schemes to appropriate WSS institutions	90 Schemes Transferred to WSSIs according to plan (30 %)	Transfer agreements approved by all parties	Transfers negotiated and finalised with receiving institutions according to transfer plan.	Schemes not transferred handed over and managed by service providers contracted by D00AF but funded and supervised by other appropriate institutions
	13.3 To ensure the continuity, effectiveness & efficiency of services through support to receiving WSSIs	Transfer process monitored and evaluated, including compliance with transfer agreements	Report to IDTC	Transfer process monitored and evaluated, including compliance with transfer agreements	Transfer process monitored and evaluated, including compliance with transfer agreements
		20% improvement on cost recovery for schemes on the operating subsidy	Increased revenue as reflected in trading account	A further 20% improvement on cost recovery for schemes on the operating subsidy	A further 20% improvement on cost recovery for schemes on the operating subsidy
		Improved efficiency and management achieved on schemes operated by D00AF in terms of WSSP agreements and measured against KPIs in annual water audit	Annual evaluation of schemes based upon KPIs as reflected in annual audit.	Improved efficiency and management achieved on schemes operated by D00AF in terms of WSSP agreements and measured against KPIs in annual water audit	Schemes not transferred handed over and managed by service providers contracted by D00AF but funded and supervised by other appropriate institutions
		Municipalities capacitated to take transfer of 90 schemes	Evaluation based upon details in agreement of transfer	Ongoing (actual numbers will depend on negotiations with municipalities).	Ongoing (actual numbers will depend on negotiations with municipalities)
	13.4 To facilitate and strengthen the efficiency and effectiveness of D00AF as interim WSS Provider	90 D00AF Schemes Rehabilitated to meet minimum safety requirements and achieve 100% functionality		Rehabilitation of D00AF schemes to meet minimum safety requirements - number of schemes?	- number of schemes?

Key focus area	Strategic Objective	Outputs 2003/4	Measures	Outputs 2004/5	Outputs 2005/6
14. Promote & support sound policy & practice of WWS to achieve millennium targets in Africa	To promote and support WWS initiatives to achieve millennium targets in Africa	Improved business approach by introduction of costing system and reporting	Improved delivery of services in terms of targets included in WOSP agreements	Improved business approach as measured against WOSP agreements	
		Improved O&M of water services through implementation of maintenance procedures	Annual audits	Improved O&M of water services through implementation of maintenance procedures	Improved O&M of water services through implementation of maintenance procedures
		Develop plan on participation in activities to share knowledge, experiences and lessons with other developing countries especially in Africa	Millennium target progress reports submitted to Minister. Plan developed and approved by Minister	Implement plan Millennium target progress reports submitted to Minister	Implement plans. Millennium target progress reports
		Proactive engagement with initiatives	Actual involvement in SADC & NEPAD initiatives	Actual involvement in SADC & NEPAD initiatives	Actual involvement in SADC & NEPAD initiatives
		Co-operation with and participation in international WWS forums strengthened	Consistent participation. Reports & feeding back of information & knowledge	Ongoing	Ongoing
		Increased political commitment & resources for Sanitation in Africa achieved	Participate in process to set targets in Africa	Participate in annual reporting on progress in addressing sanitation	Participate in annual reporting on progress

7 SERVICE DELIVERY IMPROVEMENT PLAN:

SERVICE DELIVERY STANDARDS

D00AF as an organisation recognises that some of its services are so important so much that it is willing to guarantee them. Under this rubric, as many standards as our business permits may be established. However, for now, these will be limited to the three most obvious standards of "customer care" and service.

Keeping appointments

If any employee of the Department makes an appointment with a customer, D00AF guarantees that the employee will keep the appointment at a mutually agreed time unless exceptional circumstances arise.

Written complaints about DWAF's service

D00AF 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 complainant. The progress report will be followed by a full reply within 10 working days of the progress report.

Complaints by telephone

If a member of the public lodges a complaint by telephone, and in the course of the telephone conversation, it is agreed that a written reply is necessary, D00AF will reply within 20 days of recording the complaint. Should this not be possible for whatever reason, a progress report will be furnished and the details of the person handling the complaint will be given to the complainant. The progress report will be followed by a full reply within 10 working days of the progress report.

GUARANTEED SERVICE STANDARDS

Given D00AF's commitment to Batho Pele, D00AF is willing to declare, but not guarantee, some of the levels of service that the public can expect. To this end, D00AF has set testing targets for its employees. These targets as against a method of communication are outlined below:

	METHOD OF COMMUNICATION	TARGET
1	All calls to all D00AF's offices will be answered within: 15 seconds (5 rings) 30 seconds (10 rings) If the Customer's query cannot be answered at the time of the call, a return call must be made at all times.	85 % 90 % 100 %
2	Customers queries through e-mail about D00AF's services must be answered: within 24 hours; or if more time is needed for a fuller reply within 5 working days	95 % 100 %
3	All written queries from customers must be answered within 30 working days	80 %

SERVICE DELIVERY IMPROVEMENT PLAN INFORMATION

7.1 CORPORATE

7.1.1 Human Resource

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 D/W/AF employees, past and present Potential new institutions Organised labour Immediate relatives of D/W/AF 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 D/W/AF 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 campaigning with target 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 HOTE-mail - HR Service Delivery Barometer - HR Service Delivery Penalties

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)
2. Give strategic corporate advice and ensure efficient administrative support to the institutional restructuring process	All affected DfW/AF 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 2012)	Render high quality HR advice Maintain sound HR administration systems Maintain sound HR people management practices. Avoid administrative backlogs Execute restructuring within a framework of DfW/AF Transformation Program Manage sound labour relations	Multi-media sustained communication campaign with targeted clients Periodic live engagement/briefing sessions with targeted clients Multi-lingual communication mediums in targeted information and educational sessions	HR Ombuds HR Service Delivery Barometer HR Service Delivery Penalties
3. Develop leadership for change management, for all layers of managers	All layers of managers in DfW/AF	Compulsory and tailor-made capacity building programme Promote change management skill as essential for any present and future manager in DfW/AF	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 clients 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

7.1.2 Information Service

Service delivery improvement plan information						
Main services 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	DI@AF - 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	DI@AF - 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	DI@AF - All Users	Outsourcing	IS QMS, SLAs	Intranet, E-mail	CSC on X7777 GITD Forum	
Programme / Project Office	DI@AF - All Users	Outsourcing	IS QMS, SLAs	Intranet, eMail, reports	CSC on X7777	

7.1.3 Communications

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	<p>Feedback</p> <p>Spot Telephonic Audits</p>	<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 - Be polite, courteous and patient 	<p>Publications</p> <p>Internet</p> <p>Written Correspondence</p> <p>Verbal Correspondence</p>	<p>Responses from Public</p> <p>Result of Audit</p>

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)
			<ul style="list-style-type: none"> Ensure that information that is provided is accurate and timely <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 		

7.1.4 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 activities and systems	Methods for provision of information regarding to 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

7.1.5 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 activities and systems	Methods for provision of information regarding to 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 Submission E-mail Verbal	Report to Director: Legal Services Report to DDG: C.S & F Report to DG

7.1.6 Financial Administration

Service delivery improvement plan information					
Main services 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 Directors / Regions of the Department	Guidance and training	Continued compliance with Prescriptions of the PFMA	Proper Communication	None

7.1.7 Internal Audit

Service delivery improvement plan information					
Main services 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	CFD Accounting Officer Audit Committee

7.1.8 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	D004F website Direct communication	Appeals per legislation

7.1.9 Water Resource 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)
Management of the water financial quality (resource of quality) the resource through support	D004F 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	IMFRP implemented regarding WOC/WDM	Effective participation during the planning phase	Effective decision making based on requirements for N004A	Adopt an IMFRP approach to WDRP	

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)
Authorisation of water use	<ul style="list-style-type: none"> Bulk water suppliers for domestic/industrial use Industries Irrigators Afforesters Etc. 	<ul style="list-style-type: none"> Streamline the licensing process Streamline the process Streamline the process for preliminary Reserve determinations Guideline on handling S27 of the NWA 	<ul style="list-style-type: none"> Acknowledge receipt of application within 2 weeks Feedback on progress to applicant every 2 months Licences issued within 6 months after application 	<ul style="list-style-type: none"> Brochure for applicants Liaison with Licensing Assessment Advisory Committees 	<ul style="list-style-type: none"> Provision of contact details to applicants Appeal procedure as in NWA

7.1.10 Planning

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)
Find National/International reconciliation solutions (reconciliation between water availability and water demand)	<ul style="list-style-type: none"> Bulk water suppliers, e.g. water boards, Local Authorities, WMLs, etc. International Basin commissions Regional Offices 	<ul style="list-style-type: none"> Develop guidelines on Decision Support Models for Water Resource Availability Develop Internal Strategic Perspectives Develop decision support model for reconciling supply and demand e.g. WSAAM 	<ul style="list-style-type: none"> Meet RDM requirements Equitable division of allocable water Sustainable water use 	Regional liaison meetings	

7.1.11 Water Resource Assessment (Scientific 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)	
Maintain and expand the National Monitoring and Information System	<ul style="list-style-type: none"> Regions WMIs Bulk water suppliers Research institutions Service providers 	<ul style="list-style-type: none"> Co-operation between Scientific Services, Corporate Services (Information Services) and Regions Expand the monitoring networks Added services, e.g. River Health Programme, Toxicity monitoring, etc. Upgrade and add information systems 	<ul style="list-style-type: none"> Expand monitoring networks in accordance with WMO standards on density of monitoring points Continuous information (without gaps) Electronic access to information 	<ul style="list-style-type: none"> Covered in the NIIRS Exhibitions at conferences, e.g. WSA, WSSD Professional interaction 		
High confidence level Reserve determinations	<ul style="list-style-type: none"> Regions H.O. Directorates CMAA- Potential water users within a catchment 	<ul style="list-style-type: none"> Streamline procedure Broaden knowledge base of service providers 	<ul style="list-style-type: none"> Reserve accepted through proper public consultation Meet requirements of NIWA 	<ul style="list-style-type: none"> Covered in NIIRS Public participation launches Presentation at conferences 	<ul style="list-style-type: none"> Appeal procedure as in NIWA 	

7.1.12 Regional Implementation

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 Returbishment 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

7.1.13 Water Services

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

ANNEXURES

8. FINANCIAL RESOURCES ALLOCATED TO THE DEPARTMENT IN FINANCIAL YEAR 2003/2004

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. 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 major activities 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.

ANNEXURE A

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

FUNCTIONAL AREA	BUDGET PER FUNCTIONAL AREA
Administration	R 237 071 000
Water Resources Management	R1 056 113 000
Water Services	R 2 439 722 000
Forestry	R 353 637 000
Exchequer Account	R 4086 543 000
Trading Account	
Revenue	R1 947 361
Augmentation	R1 343 684
TOTAL (Trading a/c)	R3 291 045 Billion

9. ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

ANNEXURE B

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

The following assumptions underpinned these figures:

SUPPORT SERVICES

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

WATER SERVICES

Transfer of water services schemes is planned for completion in the next 3 years. A VSP (Voluntary Severance Package) rate (24%) was taken plus mortality and turnover (10%) plus 1000 transfers per year since it is not believed that 3000 transfers will be able to be done a year. This was calculated from 2003 onwards.

FORESTRY

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

WATER RESOURCES

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

ANNEXURE C**DWAF HR PLAN : 2003 - 2006**

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

Due to the complexity and multi-dimensional nature of the institutional change and restructuring program, more detailed HR Planning is currently work in progress to complement this representation.

ANNEXURE B
ANNEXURE B 1: NUMBER AND LEVELS OF POSTS FILLED AND AUTHORISED POSTS, PER FUNCTIONAL AREA OF ACTIVITY POST ESTABLISHMENT PER POPULATION GROUPS

POST ESTABLISHMENT	FUNCTIONAL AREA												TOTAL	
	CORPORATE		WATER SERVICES		WATER RESOURCES		FORESTRY		FORESTRY		FORESTRY		FILLED	A APPROVED
	FILLED	A APPROVED	FILLED	A APPROVED	FILLED	A APPROVED	FILLED	A APPROVED	FILLED	A APPROVED	FILLED	A APPROVED		
Approved posts on establishment	583	791	10899	20325	671	1078	2258	8049	14411	30243				
Additional posts on establishment - filled	52	52	1273	1273	742	742	2905	2905	4972	4872				
635	2172	1413	5163	19383										
POPULATION GROUP DISTRIBUTION FOR FILLED POSTS														
African: Male	187	8523	735	2695					12140					
Female	215	2448	96	2268					5025					
Coloured: Male	6	417	47	116					586					
Female	7	34	7	15					63					
Indian: Male	3	39	5	2					49					
Female	3	28	7	2					40					
White: Male	68	492	377	39					976					
Female	146	191	139	28					504					
635	12172	1413	5163	19383										

NOTES:

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

ANNEXURE B2 POST STATUS OF THE DEPARTMENT OF WATER AFFAIRS AND FORESTRY AS AT 31/3/02

Management level	Approved	Employees	Vacant	Additional	2002	2003	2004
Political office bearer	1	1	0	0	1	1	1
Top management	102	104	3	5	107	107	107
Middle management	1000	681	389	70	681	681	650
Junior management	2263	1464	959	150	1464	1354	1154
Low level super- vision/Production	26804 29170	17737 19977	13154 14505	5087 5312	17237 19480	16230 18373	15200 17112

Approved - number of approved posts on the establishment

Employees - Number of employees on the establishment

Vacant - Number of vacant posts

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

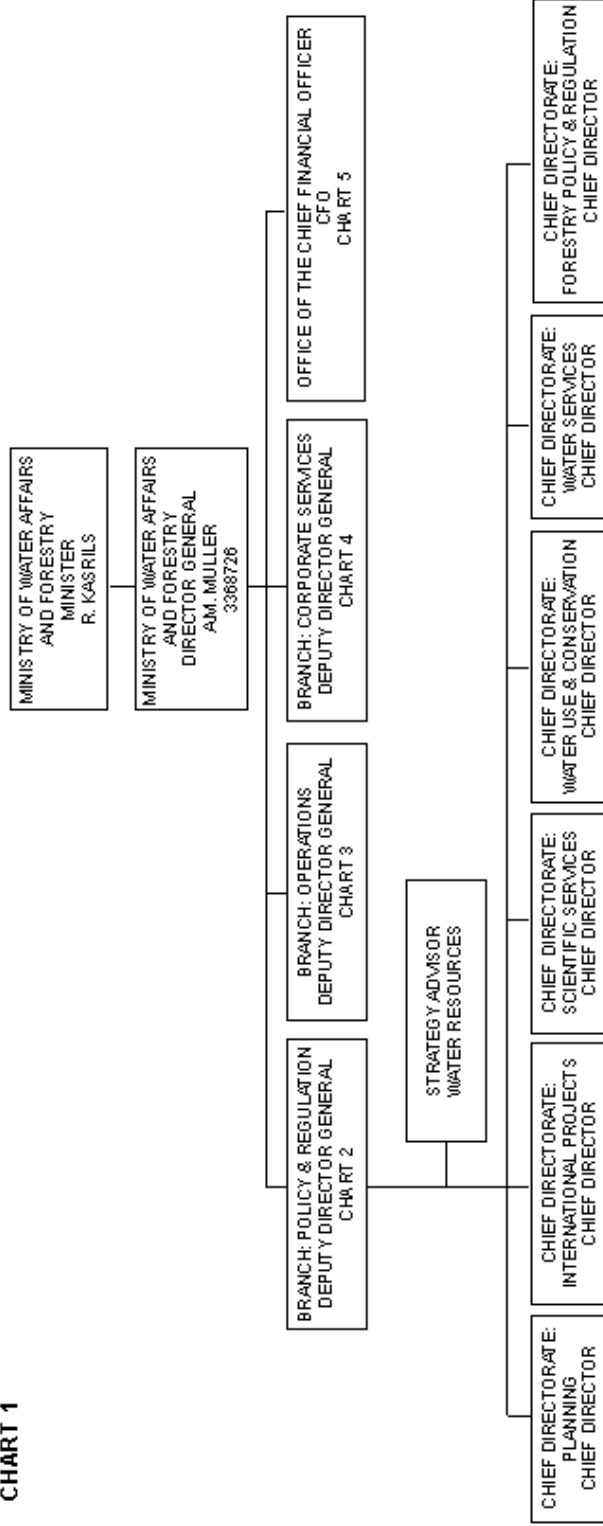
ANNEXURE: B3 REPRESENTIVITY STATISTICS FOR DWAF

Race	Gender	Political office bearer	Top management	Middle management	Junior management	Lower level/ Production	Total
African	Female		8	68	184	4887	5147
	Male		21	174	668	11640	12493
	Total		29	242	842	16527	17640
Asian	Female		0	6	9	25	40
	Male		6	9	17	16	48
	Total		6	15	26	41	88
Coloured	Female		1	4	11	48	64
	Male		2	9	31	623	665
	Total		3	13	42	671	729
White	Female		5	72	167	274	518
	Male	1	61	339	377	224	1002
	Total	1	66	411	544	498	1520

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

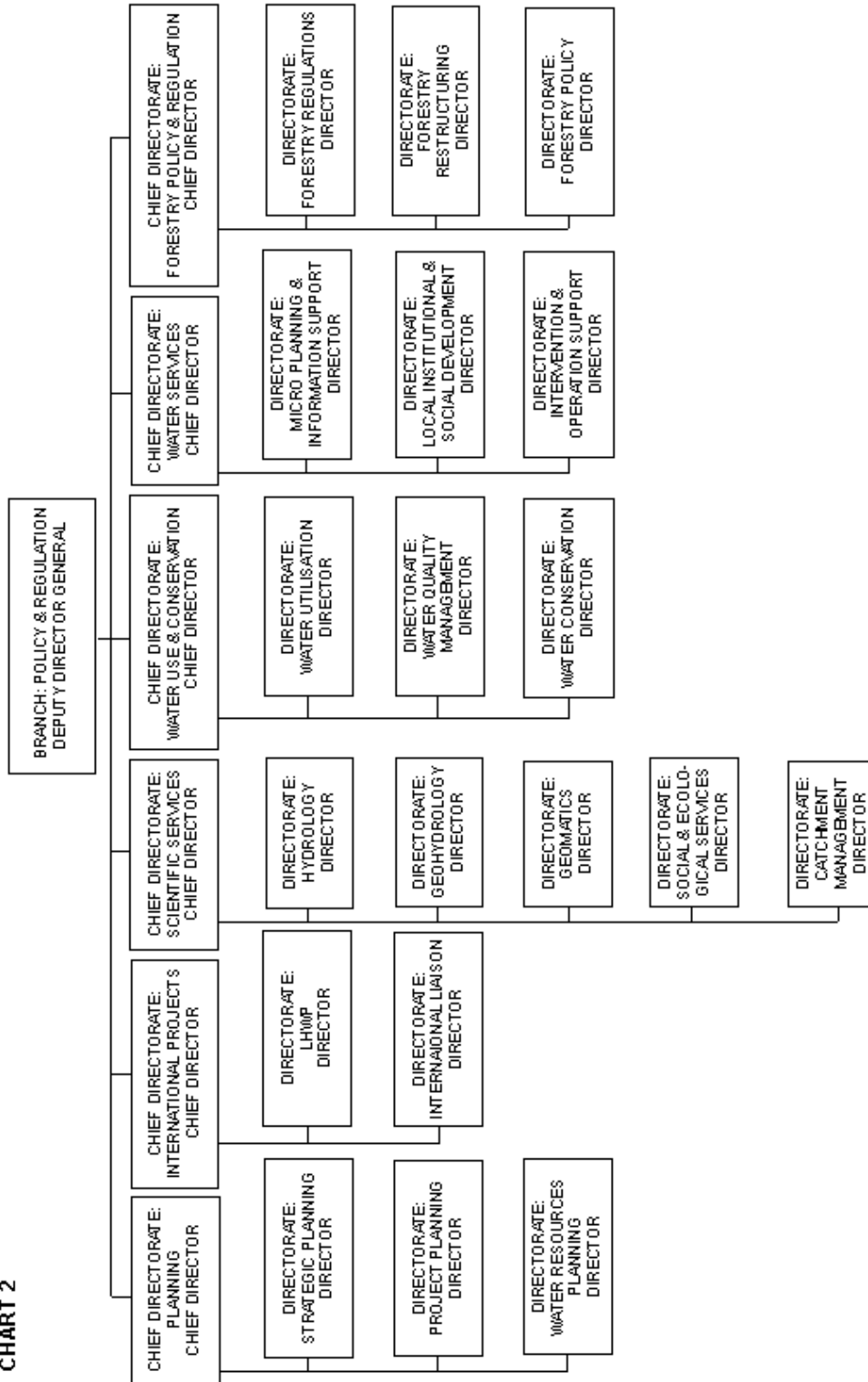
DEPARTMENT OF WATER AFFAIRS & FORESTRY: PROPOSED OPERATIONAL ORGANISATION AS FROM 1 APRIL 2002.

CHART 1



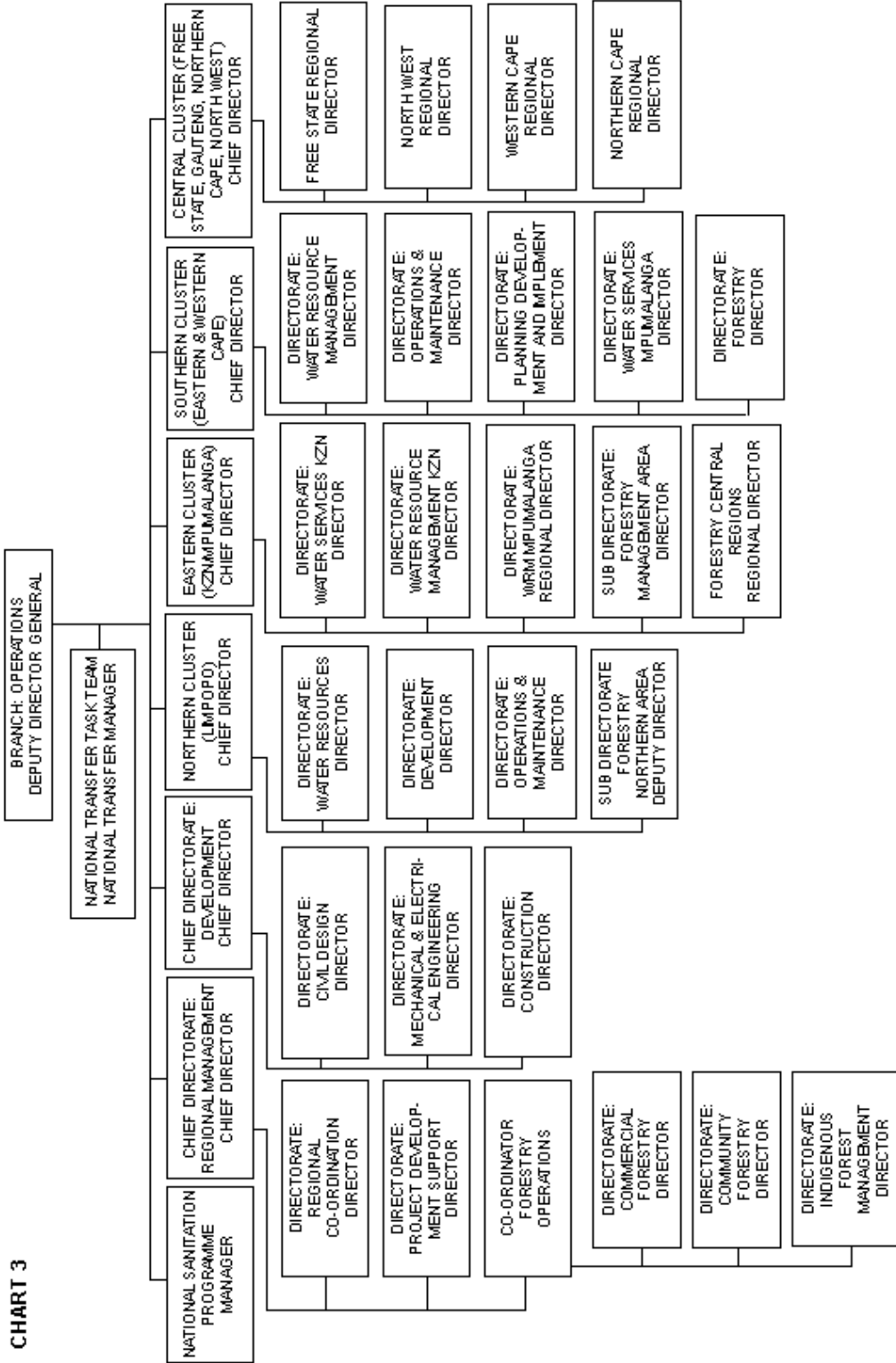
DEPARTMENT OF WATER AFFAIRS & FORESTRY: PROPOSED OPERATIONAL ORGANISATION AS FROM 1 APRIL 2002.

CHART 2



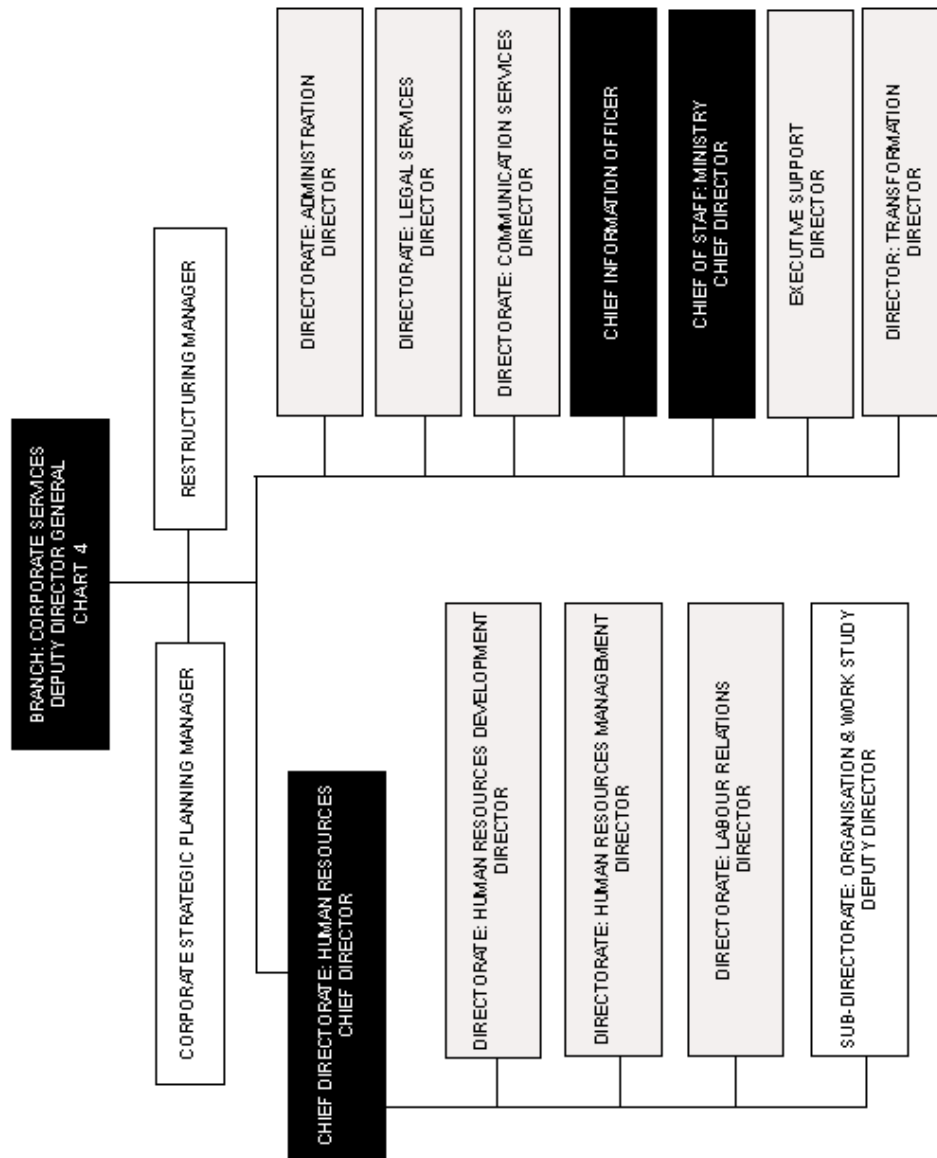
DEPARTMENT OF WATER AFFAIRS & FORESTRY: PROPOSED OPERATIONAL ORGANISATION AS FROM 1 APRIL 2002

CHART 3



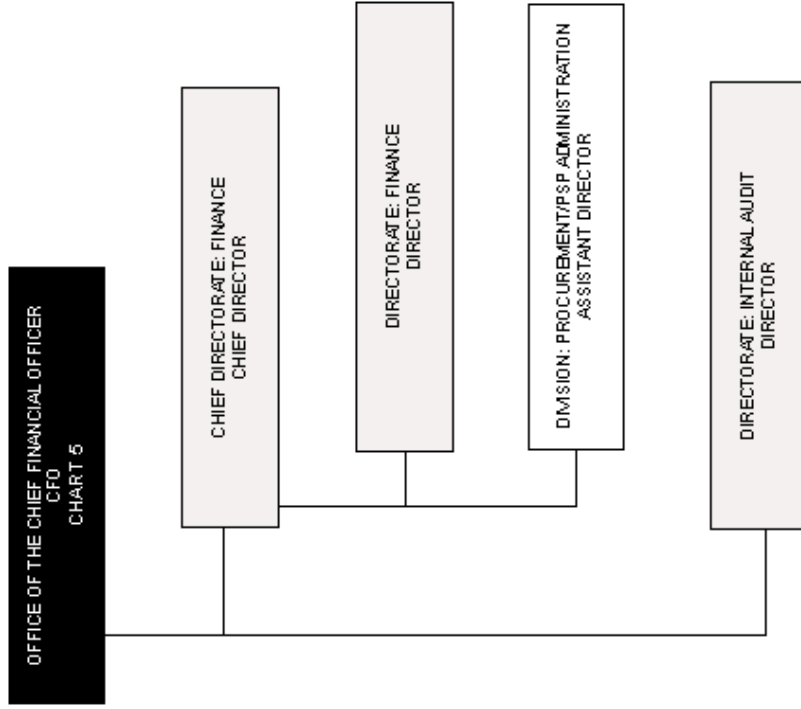
DEPARTMENT OF WATER AFFAIRS AND FORESTRY: PROPOSED OPERATIONAL ORGANISATION AS FROM 1 APRIL 2002

CHART 4



DEPARTMENT OF WATER AFFAIRS AND FORESTRY: PROPOSED OPERATIONAL ORGANISATION AS FROM 1 APRIL 2002

CHART 5



ANNEXURE C

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 enablers 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 D00/AF, 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 optimisation. Synergy between HR and the various line functions within D00/AF, as well as between HR functions such as basic HR Administration, human resource development, performance management and employee relations, will benefit from this holistic approach to the business of HR.

1. Assessment of Necessary Human Resources

A big challenge for the Human Resources team in D00/AF 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 of both are magnified by the shifting nature of the restructuring process, resulting in changing targets and timelines for the HR function. 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 D00/AF 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 D00/AF strategic business objectives, projected over five three-year cycles.

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

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

2. Race, Gender & Disability Profiles

The need to change the profiles on the race, gender, and disability fronts remains a critical priority for DWWAF. 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 DWWAF 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.

3. Recruitment, Retention & Deployment

DWWAF presently has an official policy on Employment Equity that guides the recruitment process. In addition, there is a bursary system that is linked with career development initiatives for staff and outsiders. This is aimed at developing capacity 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 functions 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 minimising the current turnover of staff in general. The issues in this regard will be handled at various levels of DWWAF, including the Employment Equity Forum. Failure in this regard will have the effect of downgrading skills development DWWAF to the status of a Training Centre for other employers (where readily packaged competencies can be poached).

4. 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 DWWAF will have to set a new tone for HR with regard to:

- Work processes
- Organisational structure
- Smaller work teams
- Administrative responsibility
- New ways of working and
- Organisational 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 vantagepoint. Also included in these responsibilities will be employee relations and wellness, social responsibility programmes, capacity development and people optimisation.

5. Affirmative Action Programme

DWWAF has an Employment Equity policy that seeks to address 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

6. CENTRAL QUESTIONS AFFECTING ORGANISATIONAL HR PLANNING

DWAF's recent process of strategic planning led to the following analysis of human resources. DWAF is facing a role change from implementor to regulator. This will result in major institutional change over the next two decades with an anticipated 60% shrinkage in staff. This requires capacity building amongst staff to prepare them for their new roles in other institutions, such as Catchment Management Agencies, Water User Associations and local government, as well as new roles and functions within the Department.

DWAF is also facing a potentially huge skill shortage. Clarity on this matter will be given by the organization-wide skills audit, currently in progress. This audit is scheduled for completion in April 2003.

A HR systems review indicated that human resource systems are currently under-utilised, there is a high level of system capability ignorance, non-automated systems, and a high-risk profile. The system is underdeveloped to cope with present and future demands anticipated from intensified restructuring efforts pending. In order to strengthen the human resources management systems, DWAF will build improved systems with improved skills vested in staff operating and managing systems at regional levels and re-focused and changed role of national and regional system responsibility and accountability. Regular systems audits, and periodic systems monitoring and evaluation must be instituted. Currently under construction is a regional decentralisation planning exercise.

DWAF is in a large scale institutional restructuring process with tremendous opportunity and demand for change management know how. A comprehensive Change Management Programme is being embarked on to build organisational and people's resilience for change. This programme will continue over the period of this strategic plan.

7. HR PLAN CHECKLIST

7.1 Assess human resources to perform the Department's functions with reference to:

- a) number of employees required - indicated on the organogram, attached. This will however decrease with the transfer of functions to other entities (Water and Forestry is being restructured) The process will intensify during 2003/2004 financial year.
- b) Competencies which those employees must possess. This is work in progress and shall be analysed by the Skills Audit process.
- c) Capacities in which those employees shall be appointed - In line with the restructuring Framework (PSCBC 7 of 2002) all vacancies will be advertised internally to find a suitable candidate from the redeployment list. In cases where such a person can not be found the post will be advertised on contract basis to a max of 5 years. And only in scarce occupational classes will a post be filled on permanent base (Scientists, Engineers and technical staff who will still be performing duties for DWAF in the next 10 years).

7.2 Existing human resources by race, gender and disability as well as by occupational category, organisational component and grade with reference to their:

- a) Competencies - The skills audit is in progress. The pilot project will be completed in the 2002/2003 year and the remainder will be rolled out with the schemes to be transferred prioritised.

- b) Training needs - Redeploys and employees to be transferred will be prioritised.
 - c) Employment capacities.
- 7.3 Plan with the available funds:
- Recruitment: Targeted for specific scarce occupational classes and where there is no overstaffing. Vacancies will only be filled where it is an absolute necessity and then on contract base. Representativity and Affirmative Action be adhered to.
 - Retention: Only in cases where it is essential for the department's service delivery to retain specific skills and expertise.
 - Deployment and development of human resources: The Framework on Restructuring will apply. The department will redeploy and retrain excess staff in order to prevent job losses.
- 7.3.1 Address the position of employees affected by restructuring: PSCBC resolution 7 of 2002, LRA as amended and the departmental guidelines will apply.

HR PLANNING PROCESS MAP

STEP ONE

An assessment of the required human resources to perform departmental functions, and to deliver the operational objectives in the organisation's strategic plan, are currently undertaken.

PURPOSE

This step entails the forecasting of futuristic assessment of the departmental analysis the human resources demand (numbers, competencies and skills) with respect to services provided to clients and productivity levels in meeting clients needs.

STEP TWO

An assessment of the organisation's existing human resource capacity

PURPOSE

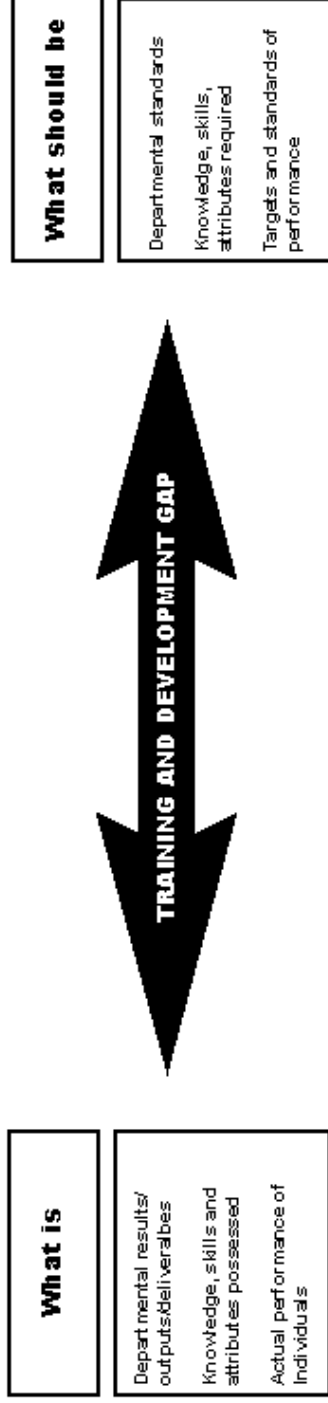
Assess DMOAF existing hr by gender, race and disability, occupational category, organisational component and grade.

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 DMOAF has now and it will 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
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.



STEP 4

DEVELOP DETAILED STRATEGY OR PLAN TO MEET ALL HUMAN RESOURCE NEEDS

- 1 Having identified the "gap" between future requirements and existing capacity, a human resource strategy will be developed 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 D/WAF.

The human resource plan will incorporate an employment equity plan/ strategy for achieving broad representation through appropriate development and staffing.

The Employment Equity planning process informs the Employment Equity reports that D/WAF prepares and submits on the first working day of October each year to the Department of Labour.

At least 1 % of the total staff expenditure in 2003/4 will be spent on human resource training and development.

STEP 5

MONITOR AND EVALUATE HUMAN RESOURCE CONTROLS

This plan will be used to monitor and evaluate progress on an annual basis, with structured quarterly review sessions and corrective steps to be taken where necessary.

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CONCLUSION

DWA/AF has, in this report (Multi-year plan 2003/4 - 2005/6), reflected its intentions in terms of its legal mandate in a clearly defined format. The Department's activities and their related targets are presented in detail for the year 2003/2004. This will enable the Department to report the extent to which it has realized its targets. Subsequent quarterly reports and the annual report will reflect on the success in achieving particular objectives.

In implementing these mandated core functions and medium-term key objectives, essential reference is made to the acquisition of skills, and the appropriate 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 2003 to 2004, including the Water Trading account. The programme Industrial Plantations no longer operates as a trading account but as a sub-programme of Programme 8. However, the budget structure of the department will change substantially by the beginning of 2003/4.

**For further information on the contents of this
Multi-year Strategic Plan**

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the Department of Water Affairs and Forestry**

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NOTES

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