Water Services Sector and Masibambane Support Work Plan

Financial Year 2003 / 2004

Republic of South Africa

Department of Water Affairs and Forestry

FINAL Revision 0 – 28 May 2003

Contents

Introduction

Background to the Program and the 2003 / 2004 Work Plan

In December 2000, Local Government elections were held in the country to establish local municipalities. These local authorities would become responsible for service delivery at local level instead of the previous National Government departments. Therefore, the migration of service delivery had to be managed and in April 2001. The Masibambane program, a three-year water services sector support programme, was set up by the Department of Water Affairs and Forestry (DWAF) in collaboration with its partners and supported by donors. The purpose of the programme is to support and strengthen the water services sector as a whole and in particular local government in targeted provinces. Whilst the concepts of Masibambane (decentralisation, institutionalisation and services delivery) were applicable to all provinces, major funding and support activities were mainly focused on the 3-targeted provinces namely Eastern Cape, KwaZulu Natal and Limpopo Province. These 3 provinces were targeted because they had the largest backlog of rural water services.

Over the last year, the program's logical framework has been transformed into a departmental Strategic Framework that forms the basis for a future Water Services Sector Strategic Framework. The efforts that were focused on the 3-targeted provinces are now in the process of being rolled out to the remaining provinces of South Africa

The Masibambane Co-ordinating Committee provides strategic guidance to Masibambane, which is managed by the Department of Water Affairs and Forestry. The committee has representatives from the Department of Water Affairs and Forestry (DWAF), South African Local Government Association (SALGA), the Department of Provincial and Local Government (DPLG), other national departments, Civil Society and Non Government Organisations (NGOs), the water sector, stakeholders and donors. It reflects the collaborative nature of Masibambane. Similar provincial co-ordinating committees representing key role-players and stakeholders have been established in the 3 target provinces. Some of the remaining provinces do have sector collaborative structures but these may need to be reviewed and restructured to fit the Masibambane requirements. Some of the remaining provinces do not have sector collaborative structures and as such these will need to be established and operationalised according to the Masibambane requirements.

The programme is being implemented over a three-year period in accordance with the Medium Term Expenditure Framework from April 1, 2001 until 31 March 2004, with the support of donors such as the European Community, Ireland and The Netherlands. Such donor support will take the form of direct budget-support allocations for the financial period's 2001/02 to 2003/4, to be implemented through the existing budget management system, the Medium Term Expenditure Framework (MTEF), of the Department of Water Affairs and Forestry. Other donors do exist and support specific projects outside the context of Masibambane.

Included in the work plan are proposed reporting templates and reporting processes. The reporting function is a compulsory requirement of the Financing Agreement and the PFMA (Public Finance Management Act).

For more specific information regarding the donor financing requirements, the reader is referred to the Masibambane Financing agreement.

In terms of the Masibambane financing proposal, between the European Community and the South African government the following are the main expected results of the Water Services Sector Support Programme (MASIBAMBANE):

■ A reviewed and updated policy and legislation for the water and sanitation services sector in South Africa.

■ A water and sanitation services sector orientated towards consumer driven interventions.

■ Approximately 2.4 million people in the Limpopo Province, Kwa-Zulu Natal and the Eastern Cape provided with sustainable services.

■ Health and hygiene education included in all infrastructure projects.

■ Technical, managerial and administrative capacity of key role players improved (specifically the capacity of Local Government and Department of Water Affairs and Forestry structures, Water Service Authorities and Water Service Providers)

■ Integrated planning and co-ordinated management within the sector strengthened.

■ Gender unit within the Water Services Chief Directorate of the Department of Water Affairs and Forestry established.

These objectives have been expanded and developed from the logical framework into the DWAF Strategic Framework. The Strategic Framework has also been aligned to the Cabinet's Medium Term Strategic Objectives. Details of these objectives have been provided in Section 3 of this work plan.

The 2003 / 2004 work plan has been compiled to reflect the relationship of the Department's Strategic Framework to the Cabinet's Medium Term Strategic Objectives and more importantly the relationship between the DWAF Strategic Framework (defining the NEED) and project list (defining the PROGRAM / PROJECT response) as enabled by the Budget Allocation. The objective is to create ONE strategy; ONE Project List; ONE work plan and ONE reporting system in order to be able to meet the objectives in an accountable manner.

Document Map

|		
	Work Plan Introduction	
Strategy	**Strategic Summary** Objectives, Outputs, Activities 1 year (Version 7)	**Strategic Framework** Measures & Targets 3 year (Version 9)
Management	**DWAF Management Arrangements**	
Financial	**Budget Allocation Framework** (Version 3.1)	**Comparison between Budget Allocation Framework And Project List**
Work Plans	**Provincial Work Plans** (high level electronic summaries)	**Work Plan Perspectives**
Configuration	**Work Plan** Assumptions, limitations, Critical Success Factors	
Reporting	**Reporting Process & Templates Financial Reporting Delivery Reporting**	**DWAF Calendar** Reporting cycles & dates Process
Projects	**Project lists**	

Strategic Framework

Strategic Objective Relationships

Table 1: Relationship of Cabinet Medium Term Strategic Objectives (MTSOs) to DWAF Strategic Framework and the original Logical Framework. Migrations betweens themes and KFAs have been developed and clarified for each year that has passed. Specifically, the Themes 1 & 3 could be mapped to more than one KFA.
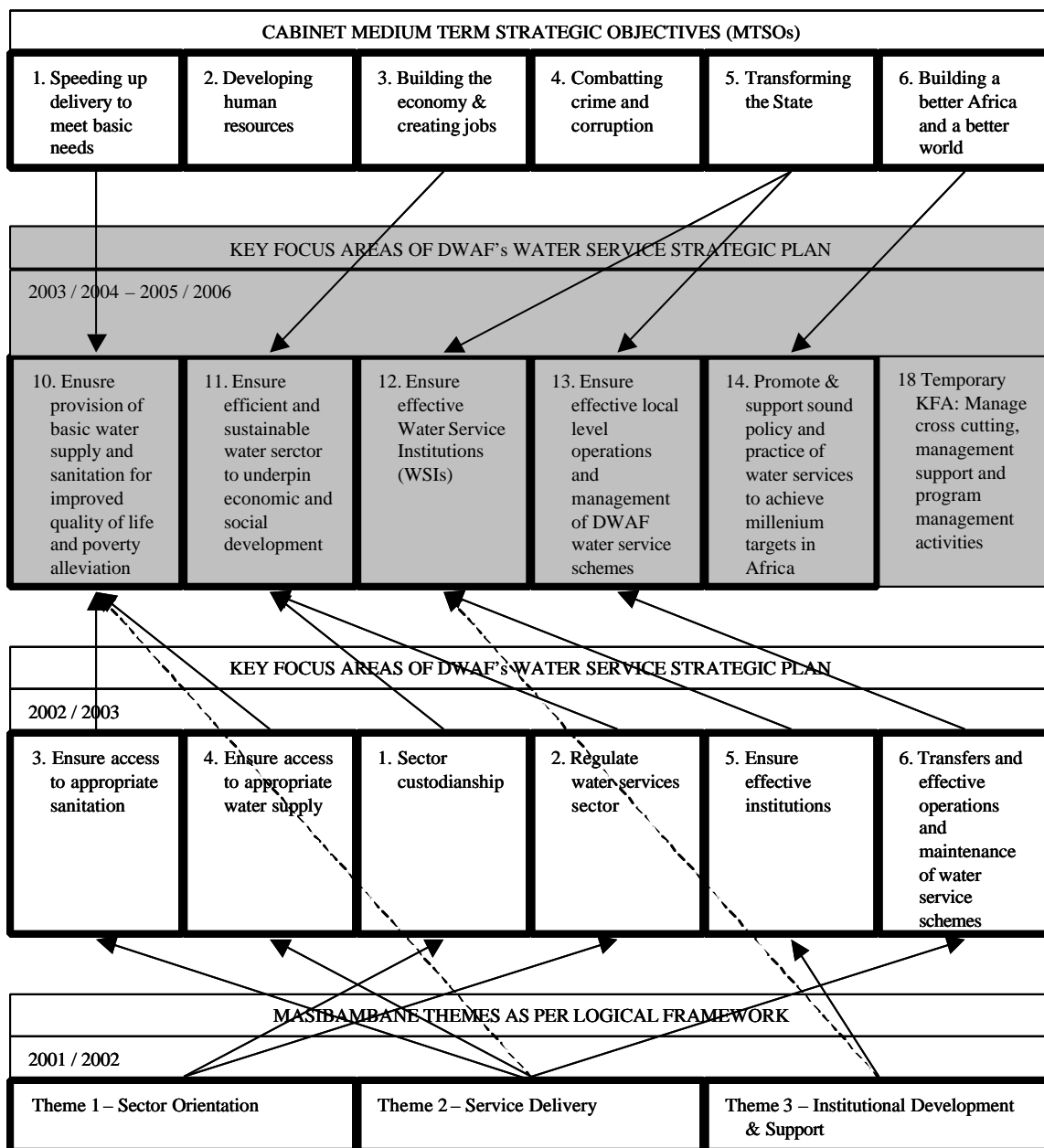
ONE Work Plan Orientation

Table 2: Relationship between Strategy, Work plan, Project list, Budget Allocation and Reporting
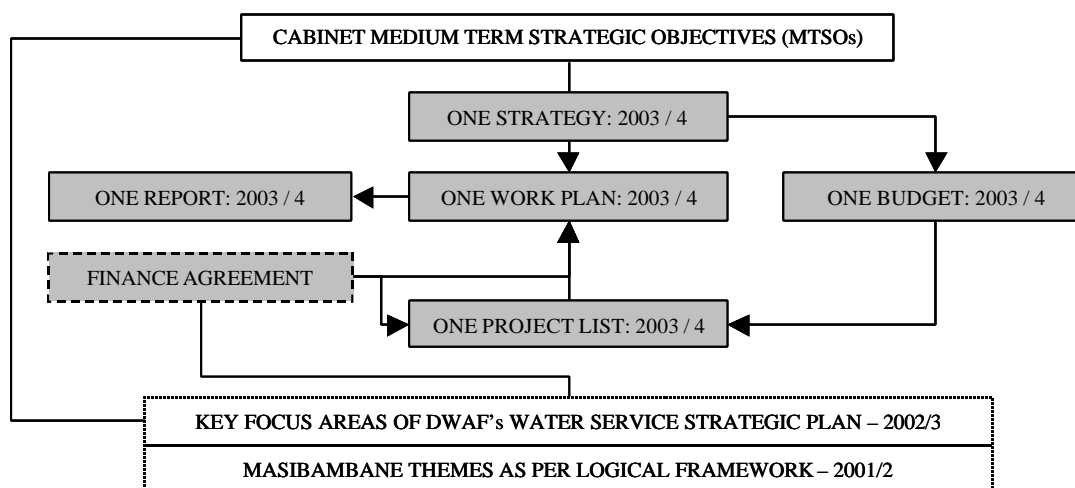
The ONE Strategy, consisting of Key Focus Areas, as aligned with the Cabinet Medium Term Strategic Objectives, together with the principles of the Financing Agreement defines the NEED. The ONE project list is the RESPONSE to the strategy. Each project is directly aligned to strategy (and thus the financing agreement). The ONE work plan is a summary management tool that reflects the alignment of projects to strategy (and thus the financing agreement).

Reporting will be against the work plan but will consist of rolled up project progress performance and qualitative project progress presented in program terms (summarised management information). Reporting per project will provide one perspective of the program's progress. Reporting against "environmental" factors will provide another perspective of the program's progress. An example of the latter is reporting on progress of institutionalisation, an aspect that is not project based but rather enables project delivery. The ONE budget is a budget allocation that has been structured according to strategic objectives (e.g. backlog) and the prescriptions of the Financing Agreement (e.g. targeted expenditure). The work plan also includes suggested reporting processes and templates needed to establish the ONE report that satisfies both program management and strategic management requirements.

Program management reporting and Strategic management reporting are concerned with delivery progress reporting in terms of scope, cost and time matters as well as matters pertaining to risks, issues, changes as defined by their causes and response action plans.

By constructing a document with summary information as well as detailed information and analyses across all provinces, readers are enable to either select the information the need or they may cross check their service delivery with those of other provinces.

KFA Activity Level Summary

DEPARTMENT OF WATER AFFAIRS AND FORESTRY: ALLOCATION OF 2003/04 KEY ACTIVITIES TO BRANCHES v7		
10. Ensure provision of basic Water Supply & Sanitation for improved quality of life and poverty alleviation.		
Strategic Objective	**Outputs**	**Key Activities**
10.1 To Ensure infrastructure delivery to minimise water supply backlog over next 6 years.	10.1.1 Backlog of 6 million people reduced by 1m	10.1.1.1 Complete & transfer CWSS projects in keeping with DoRA Framework
		10.1.1.2 Support, monitor & regulate other Govt. capital programmes
		10.1.1.3 Influence relevant shareholders to apply best practice
	10.1.2 Sustainable water supply delivered thru effective management & financial accountability of delivery programs.	10.1.2.1 Ensure appropriate guidelines & procedures developed in DWAF's capital program are built into conditional grants
	10.1.3 Sufficient resources allocated in all Govt. spheres to meet the basic water supply needs of the country	10.1.3.1 Participate and influence WS infrastructure investment plans to guide govt budgets & departmental programs & mobilise funding
	10.1.4 DoRA, MIG agreements gazetted as appropriate for WS	10.1.4.1 Engage in the policy process and budgetary decisions re MIG, DORA
10.2 To address the basic sanitation backlog within next 9 years.	10.2.1 300 000 households provided with basic sanitation thru expanded & accelerated national sanitation programme.	10.2.1.1 Advocate for and support inclusion of a focus on sanitation in WSDP's
		10.2.1.2 Develop procedures for Project Identification, Planning and prioritisation
		10.2.1.3 Manage basic household Sanitation Delivery Programme
	10.2.2 Interdepartmental programme co-ordinated to include Sanitation to rural public institutions	10.2.2.1 Establish and support Task Teams to drive Interdepartmental delivery
		10.2.2.2 Submit regular reports
	10.2.3 Relevant depts and WSIs guided, supported & monitored to ensure provision of sustainable & affordable basic Sanitation	10.2.3.1 Develop procedures& criteria for project identification, planning and prioritisation within WSDP & IDP framework.
		10.2.3.2 Guidelines for implementation by NSTT departments and WSIs.
10.3 To ensure all South Africans have access to free basic water services	10.3.1 FBW policy implemented by 70% of municipalities	10.3.1.1 Co-ordinate and administer FBW Task Team
		10.3.1.2 M&E progress and reports
		10.3.1.3 Review Strategy
	10.3.2 Develop strategy for Free Basic Sanitation	10.3.2.1 Develop & submit strategy for approval
		10.3.2.2 Improve involvement of FBW support units
	10.3.3 WSIs supported to implement free basic water & provide affordable & sustainable basic water services	10.3.3.1 Resolve problem cases
		10.3.3.2 Communication strategy roll-out
10.4 To promote improved sanitation practices and minimise water-borne diseases.	10.4.1 Better sanitation practices & health improvements ito water borne diseases	10.4.1.1 Ensure inclusion of Health & Hygiene programme in all WS projects and programmes
		10.4.1.2 Roll-out Health & Hygiene/ WASH campaigns nation wide

Key Focus Area 10

DEPARTMENT OF WATER AFFAIRS AND FORESTRY: ALLOCATION OF 2003/04 KEY ACTIVITIES TO BRANCHES v7		
11. Ensure effective & sustainable delivery of water services to underpin economic & social development		
Strategic Objective	**Outputs**	**Key Activities**
11.1 To ensure Sector has a sound and enabling legislative and policy framework.	11.1.1 WS legislation & policy reviewed and aligned.	11.1.1.1 Policies updated and communicated
		11.1.1.2 Legislative amendments
	11.1.2 Focus is extended from basic services to include economic and social objectives as well as effective management	11.1.2.1 Set common objects & get agreement
		11.1.2.2 Communicate & disseminate legislation & policies. Promote new white paper.
11.2 To ensure an effective co-ordinated and organised Water Services Sector	11.2.1 Institutional clarity & formal understandings with other role players.	11.2.1.1 Reach agreement on roles & responsibilities
	11.2.2 National, Provincial and Regional strategies are developed.	11.2.2.1 Develop National Strategy
		11.2.2.2 Develop Provincial / Regional Strategies
	11.2.3 Improved co-ordination in the Sector is achieved	11.2.3.1 Facilitate & maintain WS committees & forums
		11.2.3.2 Co-ordinate with National Departments
		11.2.3.3 Manage Communication & marketing
		11.2.3.4 Establish and promote co-ownership of strategies
		11.2.3.5 Evaluate technical aspects of projects for WSI's as agreed with DPLG
11.3 To establish & maintain an integrated and effective WS sector planning culture, process and systems	11.3.1 Ensure completion of WSDP's by all WSA's and improve quality of 20 district WSDP's	11.3.1.1 Put monitoring system in place & report
	11.3.2 WSDP's developed as part of IDP in 47 district municipalities & 6 metro's	11.3.2.1 Extend guidelines & support
	11.3.3 Implement IRDP culture in DWAF.	11.3.3.1 Support IRDP dev in 13 priority nodes
		11.3.3.2 Align process with IDP & other planning
	11.3.4 Facilitate WS project selection process	11.3.4.1 Lead, guide & support WSA's in selection
	11.3.5 Promote development of planning culture in LG, project planning and programmes	11.3.5.1 Develop & maintain agreed planning process
		11.3.5.2 Develop feasibility guides
11.4 Monitor performance of WSI's and intervene where needed.	11.4.1 Design of regulatory framework completed and approved.	11.4.1.1 Finalise design of regulatory framework
		11.4.1.2 Obtain approval & communicate
	11.4.2 Performance monitoring system, procedures and structures established	11.4.2.1 Set up systems & procedures
		11.4.2.2 Ringfence unit & train
	11.4.3 Annual reports on performance produced	11.4.3.1 Collate info for annual reports
		11.4.3.2 Develop first report
		11.4.3.3 Publish and communicate
	11.4.4 Improved monitoring of Wboards peformance	11.4.4.1 Improvement of Business Plan Evaluation Process
	11.4.5 Intervention strategy in place	11.4.5.1 Develop strategy and submit for approval
11.5 To establish and maintain a National Monitoring Information System	11.5.1 WS State Of The Sector report produced	11.5.1.2 Complete annual report on WS State of Sector
	11.5.2 Well populated National Information Systems (NIS) Phase 2 developed & maintained (80%)	11.5.2.1 Rationalise and verify information
		11.5.2.2 Develop, populate & maintain phase 2 of N.IS.
	11.5.3 National M&E System report on all WS Capital Projects.	11.5.3.1 Produce regular reports
		11.5.3.2 Communicate

Key Focus Area 11

DEPARTMENT OF WATER AFFAIRS AND FORESTRY: ALLOCATION OF 2003/04 KEY ACTIVITIES TO BRANCHES v7		
12 Ensure effective water services institutions		
Strategic Objective	**Outputs**	**Key Activities**
12.1 To support WS Institutions to fulfill their respective functions and become sustainable.	12.1.1 60% of Water Boards effective and sustainable.	12.1.1.1 Produce and agree on KPI's
		12.1.1.2 Support and Monitor Water Boards
		12.1.1.3 Focus support to Ikangala and Bushbuckridge Water Boards
	12.1.2 40% of WSAs functioning effectively	12.1.2.1 Roll out support Program to develop WSA capacity
	12.1.3 50% of WSPs functioning effectively	12.1.3.1 Roll out support Program to develop municipal, CBO and ABE WSP capacity
	12.1.4 DWAF WS restructured to fulfill long term regulatory & custodian role	12.1.4.1 Head Office and Regions supported to restructure
12.2 To align and co-ordinate National Capacity Building & Training & Awareness Programmes.	12.2.1 Agreement reached on plans to co-ordinate Water Services training programmes.	12.2.1.1 Finalise and submit Implementation Plan
		12.2.1.2 Facilitate and ensure effective Water Services Learnerships are shared amongst and Instituted within WSI's
		12.2.1.3 Finalise Reporting Format for CB&T
	12.2.2 Acceleration achieved on Health & Hygiene Education	12.2.2.1 Facilitate and co-ordinate between roleplayers
	12.2.3 Agreements in place for funding mechanisms for municipal capacity building grants	12.2.3.1 Engage with SALGA & Treasury to ensure municipal capacity building grants
12.3 To determine competencies, standards & accreditation in conjunction with LGWS SETA & SAQA	12.3.1 WS courses and accreditation to meet the needs of the sector	12.3.1.1 Develop & implement Performance Management system.
		12.3.1.2 Define WSA and WSP benchmarks & KPI's
12.4 To develop & retain DWAF WS core competencies.	12.4.1 Substantial progress in targeted training for DWAF WS staff.	12.4.1.1 Skills assessment & gab analysis
		12.4.1.2 Develop a WS HRD Strategy with CD: HRD
		12.4.1.3 Distribute a reporting format for capacity building and training initiatives within DWAF
		12.4.1.4 Facilitate & ensure effective WS learnerships are shared within DWAF

Key Focus Area 12

DEPARTMENT OF WATER AFFAIRS AND FORESTRY: ALLOCATION OF 2003/04 KEY ACTIVITIES TO BRANCHES v7

13. Ensure effective local-level operations and management of DWAF water services schemes

Strategic Objective	Outputs	Key Activities
13.1 To ensure an enabling environment for transfers	13.1.1 Fully inclusive transfer policy reviewed & amended as necessary.	13.1.1.1 Review & update financial, legal, contractual & institutional policies & mechanisms for transfer of ownership & management
	13.1.2 HR policy reviewed and amended as necessary	13.1.2.1 Negotiate agreements with Bargaining Chamber and Unions on staff transfer issues & establish labour mechanisms.
	13.1.3 DoRA Framework 2004-5 on Water Services operating subsidy agreed	13.1.3.1 Review progress & agree DoRA targets & timeframes accordingly.
	13.1.4 Implementation of revised communications plan	13.1.4.1 Communicate transfer policies & plan
13.2 To transfer DWAF WS schemes to appropriate WS Institutions	13.2.1 Review and amend Transfer Plan	13.2.1.1 Review Transfer Plan
	13.2.2 Transfers negotiated and finalised with receiving institutions.	13.2.2.1 Transfers effected through regional specific strategies
13.3 To ensure the continuity, effectiveness & efficiency of services through support to receiving WSI's	13.3.1 Monitor and evaluate transfer process	13.3.1.1 Integrate transfer KPIs into DWAF's M&E system & monitor
	13.3.2 Implementation of an appropriate management and billing systems to support relevant institutions to improve cost recovery	13.3.2.1 Monitoring of cost recovery on schemes transferred to WSI's and ongoing debtor control on schemes operated by DWAF in terms of WSP agreements
	13.3.3 Improved efficiency and management achieved on schemes operated by DWAF in terms of WSP agreements	13.3.3.1 Implement WSP agreements for DWAF run schemes
		13.3.3.2 Develop sufficient in-house support for operations and management
	13.3.4 Municipalities capacitated to take transfer of schemes and the rehabilitation of schemes to support transfer	**13.3.4.1 Support & interventions provided during the crucial transfer period**
13.4 To facilitate and strengthen the efficiency and effectiveness of WS Providers	13.4.1 Rehabilitation of DWAF schemes to meet minimum safety requirements and achieve 100% functionality	13.4.1.1 Implement rehabilitation on 90 schemes (30%) targeted for transfer during the 2003/04 financial year in terms of WSP agreements for DWAF operated schemes
	13.4.2 Improved business approach	13.4.2.1 Support & interventions provided to Regional Offices up to March 2005 while DWAF is WSP
	13.4.3 Improved O&M of water services	13.4.3.1 Render assistance with the preparation of business plans for WSP's
		13.4.3.2 Support & interventions provided during the crucial transfer period

Key Focus Area 13

DEPARTMENT OF WATER AFFAIRS AND FORESTRY: ALLOCATION OF 2003/04 KEY ACTIVITIES TO BRANCHES v7		
14. Promote & support sound policy & practice of WS to achieve millennium targets in Africa		
Strategic Objective	**Outputs**	**Key Activities**
14.1 To promote and support WS initiatives to achieve millennium targets in Africa	14.1.1 Knowledge, experiences and lessons shared with other developing countries especially in Africa	14.1.1.1 Development of DWAF position paper on water services and water resource management indigenous knowledge in Africa
		14.1.1.2 Participation & support Information sharing workshops and networks in Africa
	14.1.2 Proactive engagement with & provision of expertise to NEPAD and SADC WS initiatives	14.1.2.1 Support to the SAAWU initiative for the Twinning of Public Sector Utilities
		14.1.2.2 Providing support on corporate governance for public institutions in Lesotho
		14.1.2.3 Participation in the World Bank development of performance indicators project in Africa
	14.1.3 Co-operation with and participation in international WS forums strengthened	14.1.3.1 Support staff to engage in International WS Forums
	14.1.4 Increased political commitment & resources for Sanitation in Africa achieved	14.1.4.1 Follow up to Africasan (Africa Sanitation) Conference hosted by SA & WASH campaign to ensure sustained impact

Key Focus Area 14

Key Focus Area 18

Temporary KFA structure created as a temporary method for dealing with OPS cross cutting activities and management support functions. This KFA does not formally exist and the content has not been finally developed and approved.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY: ALLOCATION OF 2003/04 KEY ACTIVITIES TO BRANCHES v7

18 Ops Temporary KFA for cross cutting and management issues

Strategic Objective	Outputs	Key Activities
18.1 Ops To mainstream gender equity into policies, functions, activities of the WS sector	18.1.1 Ops Gender Mainstreaming culture established	18.1.1.1 Ops To effectively plan and coordinate Gender Mainstreaming strategies and Policies
		18.1.1.2 Ops To effectively insititutionalise and monitor Gender Mainstreaming activities at project level
18.2 Ops To protect the environment & ensure a healthy, clean environment for consumers that is environmentally sustainable	18.1.2 Ops Environmental Management culture established	18.1.2.1 Ops To effectively plan and coordinate Environmental Management strategies and Policies
		18.1.2.2 Ops To effectively insititutionalise and monitor Environmental Manegement activities at project level - pre and post project implementation
18.3 Ops To support civil society partners from community based NGOs to meaningfully participate in the WS sector	18.1.3 Ops Civil Society Participation established	18.1.3.1 Ops To effectively plan and coordinate Civil Society Involvement in WS service delivery
		18.1.3.2 Ops To effectively insititutionalise and monitor Civil Society involvement in WS service Delivery
18.4 Ops To promote appropriate technology in WS for sustainability	18.1.4 Ops Appropriate Technologies adopted	18.1.4.1 Ops To effectively plan and coordinate the use of appropriate technology strategies and Policies
		18.1.4.2 Ops To effectively insititutionalise and monitor the use of appropriate technology strategies and policies
18.5 Ops To bring about effective communication in all spheres of departmental and sector WS service delivery and management	18.1.5 Ops Internal and External communication established	18.1.5.1 Ops To effectively plan and coordinate communication activities - internal and external to the projects
		18.1.5.2 Ops To effectively insititutionalise and monitor Communication activities at project level - internal and external to the projects
18.6 Ops To provide Program management support	18.1.6 Ops Program management support and systems established	18.1.6.1 Ops Program management support
		18.1.6.2 Ops Management support
		18.1.6.3 Ops M&E support

Key Focus Area 21

Temporary KFA structure created as a temporary method for dealing with P&R cross cutting activities and management support functions. This KFA does not formally exist and the content has not been finally developed and approved.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY: ALLOCATION OF 2003/04 KEY ACTIVITIES TO BRANCHES v7

21 P&R Temporary KFA for cross cutting and management issues

Strategic Objective	Outputs	Key Activities
21.1 P&R To mainstream gender equity into policies, functions, activities of the WS sector	21.1.1 P&R Gender policy established and adhered to	21.1.1.1 P&R To effectively plan and coordinate Gender Mainstreaming strategies and Policies
		21.1.1.2 P&R To effectively insititutionalise and monitor Gender Mainstreaming activities at project level
21.2 P&R To protect the environment & ensure a healthy, clean environment for consumers that is environmentally sustainable	21.1.2 P&R Environemental policy established and adhered to	21.1.2.1 P&R To effectively plan and coordinate Environmental Management strategies and Policies
		21.1.2.2 P&R To effectively insititutionalise and monitor Environmental Manegement activities at project level - pre and post project implementation
21.3 P& R To support civil society partners from community based NGOs to meaningfully participate in the WS sector	21.1.3 P& R Civil Society policy established and adhered to	21.1.3.1 P&R To effectively plan and coordinate Civil Society Involvement in WS service delivery
		21.1.3.2 P&R To effectively insititutionalise and monitor Civil Society involvement in WS service Delivery
21.4 P&R To promote appropriate technology in WS for sustainability	21.1.4 P&R Appropriate Technology policy established and adhered to	21.1.4.1 P&R To effectively plan and coordinate the use of appropriate technology strategies and Policies
		21.1.4.2 P&R To effectively insititutionalise and monitor the use of appropriate technology strategies and policies
21.5 P&R To bring about effective communication in all spheres of departmental and sector WS service delivery and management	21.1.5 P&R Communication policy established and adhered to	21.1.5.1 P&R To effectively plan and coordinate communication activities - internal and external to the projects
		21.1.5.2 P&R To effectively insititutionalise and monitor Communication activities at project level - internal and external to the projects
21.6 P&R To provide Program management support	21.1.6 P&R Management support policy established and adhered to	21.1.6.1 P&R Management support and systems established

KFA Strategic Framework – Annual Outputs and Measures

(As published on the DWAF intranet as the FINAL STRATEGIC PLAN, version 9 of 25 November 2002)

Water Services Strategic Planning Framework 2003 - 6   v9

Key Focus Area	Strategic Objective	Outputs 2003/4	Measures / Targets	Outputs 2004/5	Outputs 2005/6
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.	Backlog of 6 million people reduced by 1m	Reliable monthly M&E reports to MANCO (DWAF & other govt. depts.)	Backlog of 5Million reduced by further 1Million people	Backlog of 4Million reduced by further 1Million
		Sustainable water supply delivered thru effective management & financial accountability of delivery programs.	Donor funding sought & committed Govt Budget allocation to Basic Water Supply	Ongoing	Ongoing
		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)	Donor funding sought & committed Adequate Govt Budget allocation to Basic Water Supply	Sufficient resources allocated in all Govt. spheres to meet the basic water supply needs on the country. (at least R2 billion per annum in all spheres)	Sufficient resources allocated in all Govt. spheres to meet the basic water supply needs on the country. (at least R2 billion per annum in all spheres)
		DoRA, MIG agreements gazetted as appropriate for WS	Agreed DoRA framework 2004-5	Agreed DoRA framework 2005-6	Agreed DoRA framework 2006-7
	10.2 To address the basic sanitation backlog within next 9 years.	300 000 households provided with basic sanitation	Monthly M&E Reports to Water Services Management Committee	Backlog reduced by further 1.8m to 14.4m people.	Backlog reduced by further 1.8m to 12.6m
		Interdepartmental programme co-ordinated to include Sanitation to rural public institutions	Monthly MITT & department M&E reports on clinics, schools & farms	Ongoing	Ongoing
		Relevant depts and WSIs guided, supported & monitored to ensure provision of sustainable & affordable basic Sanitation	Municipalities provided with policies, guidelines, procedures & tools	Increased capacity of Local Govt to deliver	WSAs ensuring provision & maintainence of basic sanitation services
	10.3 To ensure all South Africans have access to free basic water services.	FBW policy implemented by 70% of municipalities	WSDP annual assessment & monitoring -particularly in relation to numbers supplied & cost recovery FBW monthly reporting	Free Basic Water (FBW) implemented by 75% of all municipalities	Free Basic Water (FBW) implemented by 80% of all municipalities
		Develop strategy for Free Basic Sanitation	Strategy approved	Implementation	Implementation
		WSIs supported to implement free basic water & provide affordable & sustainable basic water service	(FBW) 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	Improvement on sanitation practices communicated to further 3000 000 households	Improvement on sanitation practices communicated to further 3000 000 households
			Reports on campaign - numbers reached		

Key Focus Area 10

Water Services Strategic Planning Framework 2003 - 6   v9

Key Focus Area	Strategic Objective	Outputs 2003/4	Measures / Targets	Outputs 2004/5	Outputs 2005/6
11. Ensure effective & sustainable delivery of water services to underpin economic & social development	11.1 To ensure WS Sector has a sound and enabling legislative and policy framework.	Prepare WS legislation amendments to align with New White Paper. Develop and roll-out strategies to implement White Paper. Co-ordinate with other national dept's on WS. & 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 dept's on WS	Ongoing alignment of policies with practical situation. Roll out strategies to implement White Paper. Co-ordinate with other national dept's on WS
		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
	11.2 To ensure an effective co-ordinated and organised Water Services Sector	Institutional clarity & formal understandings with other role players	Agreements, approvals & confirmation of alignment of policies; agreed at DG level	Implementation	Implementation
		Lead process to develop a WS stategic plan for the sector. Support development of 9 provincial strategies	Discussion documents produced and distributed	Gazette a national strategy for the WS sector.	Support Implementation of WS Strategy
		Improved co-ordination in the Sector is achieved	Combined reporting for the sector	Ongoing	Ongoing
	11.3 To establish & maintain an integrated and effective WS sector planning culture, process and systems	Improve quality of 20 district WSDP's in order to meet key WP objectives and give written reports to all 20 councils	Monitoring system in place, regular reports to MANCO	WSDPs developed by all WS Authorities and written reports by DWAF to 60% of councils	Further Improvement on quality & monitoring of WSDP's and written reports by DWAF to 80% of councils
		WSDPs developed as part of the IDPs in 47 district municipalities and 6 metros.	WSDPs submitted to DWAF	Ongoing. WSDPs developed by all WS Authorities and written reports by DWAF to 60% of councils.	Ongoing. WSDPs developed by all WS Authorities and written reports by DWAF to 80% of councils.
		Facilitate WS project selection process	Project selection list approved by Minister	Ongoing	Ongoing
		Promote development of planning culture in LG, project planning and programmes	Projects at local Govt. sphere reflect sustainable WS business approach as WSP take on O&M	Ongoing	Ongoing
	11.4 Monitor performance of WSI's and intervene where needed.	Design of regulatory framework completed and approved.	Approved by DG and Minister	Implementation	Implementation
		Performance monitoring system, procedures and structures established	Clarity in DWAF & sector	Implementation	Improvement
		Annual reports on performance produced	Report approved & accessible	Extension	Improvement
		Improved monitoring of Water Boards performance	Annual report submitted to Minister	Ongoing	Ongoing
		Intervention strategy in place	Intervention procedures agreed and approved by DG	Implementation	Implementation
	11.5 To establish and maintain a National Monitoring Information System	State of the Water Services Sector report completed	Report published	State of the Water Services Sector updated.	State of the Water Services Sector updated.
		Well populated Macro Management Information Systems (MIS) Phase 2 developed & maintained	System in place and information accessible	National Information System fully established.	National Information System maintained.
		National M&E System reports produced on all water services Capital Projects.	Quarterly reports to MANCO & Minister	Ongoing	Ongoing

Key Focus Area 11

Water Services Strategic Planning Framework 2003 - 6   v9

Key Focus Area	Strategic Objective	Outputs 2003/4	Measures / Targets	Outputs 2004/5	Outputs 2005/6
12 Ensure effective Water Services Institutions	12.1 To support WS Institutions to fulfill their respective functions and become sustainable.	60% of Water Boards effective and sustainable.	Measured against BP's and annual reports produced	70% of Water Boards effective and sustainable.	80% of Water Boards effective and sustainable.
		40% of WSAs functioning effectively	Measure progress on WSDP's and annual report produced	50% of WSAs functioning effectively	60% of WSAs functioning effectively
		50% of WSPs functioning effectively	Annual reports produced	60% of WSPs functioning effectively	70% of WSPs functioning effectively
		DWAF WS restructured to fulfill long term custodian role	Restructuring 80% complete.	DWAF WS restructured to fulfill long term role	DWAF WS 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 Dep 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 WS courses and accrediation to meet the needs of the sector	Compliance with framework.	Participation in and support to WS courses and accrediation to meet the needs of the sector no	Participation in and support to WS courses and accrediation to meet the needs of the sector no
	12.4 To develop & retain DWAF WS core competencies.	Identify key competencies needed for DWAF WS staff after restructuring, develop training program and start implementation	Spend at least 5% of personnel budget on training	Further implementation	Further implementation

Key Focus Area 12

Water Services Strategic Planning Framework 2003 - 6   v9

Key Focus Area	Strategic Objective	Outputs 2003/4	Measures / Targets	Outputs 2004/5	Outputs 2005/6
13.Ensure effective local-level operations and management of DWAF water services schemes	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
		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
		DoRA Framework 2004-5 on Water Services operating subsidy agreed	Gazette DoRA Framework 2004-5	DoRA Framework 2005-6 on Water Services operating subsidy agreed	DoRA Framework 2005-6 on Water Services operating subsidy agreed
		Implementation of revised communications plan	Communications actions completed	Implementation of revised communications plan	Implementation of revised communications plan
	13.2 To transfer DWAF WS schemes to appropriate WS Institutions	Transfer Plan amended	Transfer Plan approved by IDTC	Transfer Plan amended	Transfer Plan amended
		90 Schemes Transferred to WSI's 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 DWAF but funded and supervised by other appropriate institutions
	13.3 To ensure the continuity, effectiveness & efficiency of services through support to receiving WSI's	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 DWAF in terms of WSP agreements and measured against KPI's - in	Annual evaluation of schemes based upon KPI's as reflected in annual audit.	Improved efficiency and management achieved on schemes operated by DWAF in terms of WSP agreements and measured against KPI's in	Schemes not transferred handed over and managed by service providers contracted by DWAF but funded and supervised by other appropriate institutions
		Municipalities capacitated to take transfer of 90 schemes	Evaluation based upon details in agreements 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 DWAF as interim WS Providers	90 DWAF Schemes Rehabilitated to meet minimum safety requirements and achieve 100% functionality		Rehabilitation of DWAF schemes to meet minimum safety requirements - number of schemes?	- number of schemes?
		Improved business approach by introduction of costing system and reporting.	Improved delivery of services in terms of targets inluded in WSP agreements	Improved business approach as measured against WSP 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

Key Focus Area 13

Water Services Strategic Planning Framework 2003 - 6 v9

Key Focus Area	Strategic Objective	Outputs 2003/4	Measures / Targets	Outputs 2004/5	Outputs 2005/6
14. Promote & support sound policy & practice of WS to achieve millennium targets in Africa	14.1 To promote and support WS initiatives to achieve millennium targets in Africa	Develop plan on participation in activities to share knowledge, experiences and lessons with other developing countires 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 & provision of expertise to NEPAD and SADC WS 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 WS 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 target in Africa. There are no Millennium targets for sanitation	Participate in annual reporting on progress in addressing sanitation	Participate in annual reporting on progress

Key Focus Area 14

At this point it is pertinent to note that no formal Strategic Framework KFA exists to deal with Operation support and cross cutting issues hence there is not KFA 18 detailed.

Furthermore, note that no formal Strategic Framework KFA exists to deal with Policy and Regulation support and cross cutting issues hence there is not KFA 21 detailed.

It is acknowledged that the Strategic Framework does have content and structural weaknesses that are especially highlighted in the process using it to classify projects. KFA champions and Strategic Objective Oversight Managers need to resolve the details of the framework to make it more practical to implement.

Sector and Department Management Arrangements

Due to the new dispensation wherein service provision takes places at Local Authority level, all government departments have been required to transform from service providers at national level to regulators at national level and basic service provision and local level. As a consequence, the Department of Water Affairs and Forestry has undergone restructuring. This has greatly impacted upon staffing functions, business processes, and technology and budget functions. Furthermore, departmental restructuring has taken place with cognisance given to Water Services Sector requirements and functions.

The Water Services Sector environment is undergoing large change and it is thus not possible to offer final Organograms (showing staffing relationships) and Organographs (showing business process oriented functional relationships). However, this work plan offers some diagrammatic views of current arrangements and these are subject to change and refinement especially in the near future when issues such as the Municipal Infrastructure Grant (MIG) and other grants are implemented

The first Organograph shown, below, is that is that of the sector approach to Water Service Delivery.

Water Services Sector
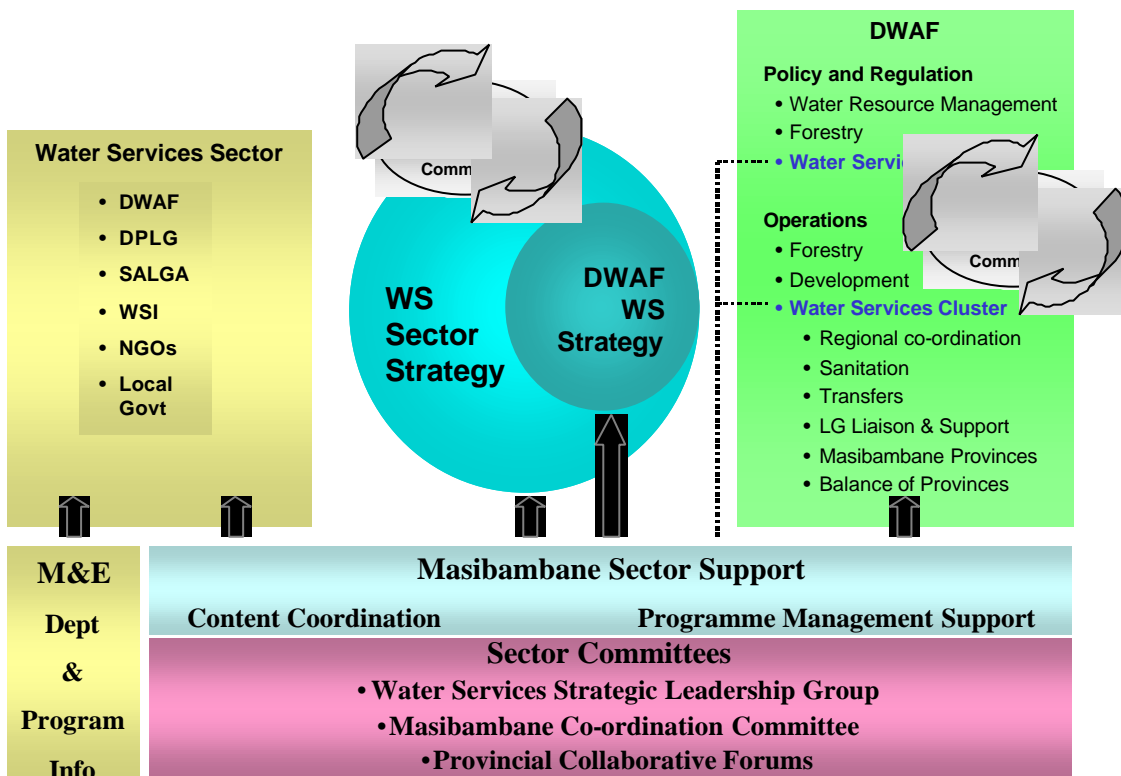
In simple terms, the DWAF Water Services Strategic Framework sets the foundation for development and growth into a fully developed and accepted sector strategy for water services delivery. The process is lead by DWAF in the initial development phases through its various internal directorates and cluster structures. External professional support is also utilised to support the department in the phases of transition. Sector participants contribute towards the development of mechanisms for a sector oriented service delivery approach.

Internally, with DWAF, the budget and all programs including that of Water Services (WS) has been restructured according to the future requirements of the department i.e. Policy & Regulation and Operations. Effectively, all regions and specifically local authorities will be responsible for service delivery and DWAF WS will act as the regulator with monitoring and evaluation functions. Directorates in turn, are restructured so as to align and support KFA requirements.

On the CD, the original Roles & Responsibilities are provided. These have the potential to change due to the departments restructuring.
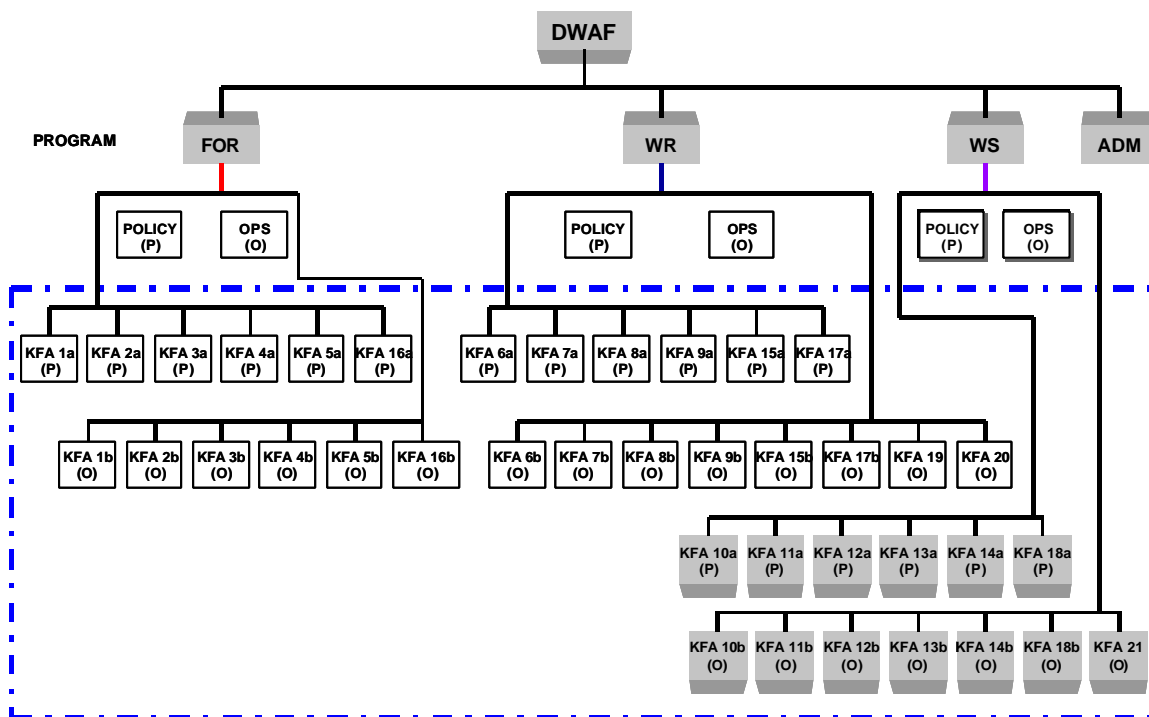
Budget Allocation

Allocation of budget is generally as per the requirements of the Financing Agreement, Water Services Strategy (service backlog and support priorities described in the KFAs) and special requirements of Treasury.

The budget allocation, per province, has been allocated per KFA (Level 1) and to some extent, per Strategic Objective (Level 2), which is a limited weakness.

Projects, as described in the project list, were classified according to the various levels of the Strategic Framework using project descriptors such as Project Types and an understanding of each project's purpose. The project budgets were tallied up per KFA level (similar to the Budget Allocation Framework) and compared. Overall, the grand totals tally. At KFA level, there are surpluses and deficits. These can be ascribed to project classification differences e.g. a water project that has to be transferred could be classified within KFA 10 (Water Services) or KFA 13 (Transfers).

To clear surpluses and deficits within each province, projects merely need to be reclassified. Projects that balance to the allocation will occur. This implies that projects are aligned to strategy. This does NOT imply that the Strategy is satisfied by the chosen project list and available budget. This means that there are Strategic Framework levels that do not have projects assigned to them.

The following 2 pages show:

- The Budget Allocation Framework ver 3.1 – as accepted and signed by the DWAF Director General as is subject to change as the DWAF environment and needs change due to further "needs" clarity being achieved.

- The comparison between the Budget Allocation Framework ver 3.1 (reference) and the Project List Costing per Province per KFA

- Donor allocations to non Masibambane Provinces will be resolved through discussions between Department officials and donor stakeholders

- Surplus / Deficits are due to project classification choices – projects could be reclassified between KFAs to clear the surplus / deficit. Reclassifications can only occur under the guidance of Strategic Objective Oversight managers after due consideration is given to each projects purpose and Strategic alignment

- A project list structured according to KFAs does not imply that the Strategy is adequately addressed by supporting projects

- Strategic Objective Oversight Managers need to address KFAs that appear not to have adequate projects or that have surplus projects classified to the specific KFA.

Budget Allocation Framework ver 3.1

This page is replaced by the Excel worksheet page "BAF ver 3.1"

Budget Allocation and Project Allocation Comparison

The Excel worksheet page "Work Plan.PL vs BA ANALYSIS" replaces this page

Work Plan

Alignment. Refer to section 3.1 and 3.2. The 2003/4 work plan is a management tool that represents a summarised view of the project list as aligned with the 2003/4 Strategic Framework and previous logical frameworks that have evolved since the program began. The work plan also contains process and reporting information.

PivotTable development. The project list is presented as an Excel spreadsheet after it was extracted from a database. By using powerful analytical tools available in Excel, PivotTables, a user now has the ability to rapidly study the project list from a variety of new perspectives. The work plan has been constructed using PivotTables – the work plan now has a DIRECT link to the project list implying that any change to the project list will automatically change the work plan. Program scope control can now be rapidly managed subject to the underlying data being captured.

PivotTable analysis. The paper version of the work plan is merely a singular view of the strategic project list.   The electronic version allows the user to create views by simply dragging and dropping project characteristics in the PivotTable. (The fully appreciate the value of the tool and process, at least one program manager from each province has been informed how to use the tool. The Program Management Support Unit to work with all stakeholders to ensure that they are comfortable in using the tool as part of their contractual capacity building requirements. Naturally, program managers, involved in a program of this nature and size are expected to develop and further themselves in terms of the use of new techniques).

PivotTable work plans. The PivotTable is limited as to how much information can be shown at one time – information can be electronically varied to suit almost any user need though. Work plans have been built per province.

> *Activities*. Each work plan lists all the Key Focus Areas (KFA - Level 1) that are addressed by each province. Each work plan can show a budget / cost breakdown per STRATEGIC OBJECTIVE (level 2) or STRATEGIC OUTPUT (level 3) or STRATEGIC ACTIVITY (level 4) or the actual PROJECTS (level 5) simply by inserting the appropriate column (level) using the PivotTable.

> *We chose to use STRATEGIC OBJECTIVE | STRATEGIC OUTPUT | STRATEGIC ACTIVITY*

> *Ownership*. Each work plan can show a budget / cost breakdown per OWNER: KFA CHAMPION (level 1), STRATEGIC OVERSIGHT MANAGER (level 2) or STRATEGIC MANAGER & COORDINATOR (level 2) or ACTIVITY EXECUTOR (level 4) or the actual PROJECT MANAGER (level 5 – not yet available) simply by inserting the appropriate column (level) using the PivotTable.

We chose to use STRATEGIC MANAGER & COORDINATOR

<u>**Budget**</u>. Each work plan can show a budget / cost breakdown i.t.o.funding source: MTEF (exchequer); DONOR funds and DISCRETIONARY funds and a TOTAL simply by inserting the appropriate column using the PivotTable.

We chose to use TOTAL, MTEF, DISCRETIONARY and DONOR FUNDS

Work plan – Eastern Cape (EC)

The Excel worksheet page "Work Plan.EC", page 1, replaces this page

The Excel worksheet page "Work Plan.EC", page 2, replaces this page

Work plan – Free State (FS)

The Excel worksheet page "Work Plan.FS", page 1, replaces this page

Work plan – Gauteng Province (GT)

The Excel worksheet page "Work Plan.GT", page 1, replaces this page

Work plan – KwaZulu Natal (KZ)

The Excel worksheet page "Work Plan.KZ", page 1, replaces this page

The Excel worksheet page "Work Plan.KZ", page 2, replaces this page

Work plan – Limpopo Province (LP)

The Excel worksheet page "Work Plan.LP", page 1, replaces this page

The Excel worksheet page "Work Plan.LP", page 2, replaces this page

Work plan – Mpumalanga Province (MP)

The Excel worksheet page "Work Plan.MP", page 1, replaces this page

Work plan – Northern Cape (NC)

The Excel worksheet page "Work Plan.NC", page 1, replaces this page

Work plan – North West (NW)

The Excel worksheet page "Work Plan.NW", page 1, replaces this page

Work plan – Western Cape (WC)

The Excel worksheet page "Work Plan.WC", page 1, replaces this page

Work plan – Head Office (HO – P&R)

In the project list, there are no projects listed for execution by Policy & Regulation (P&R). The Budget Allocation Framework also does not reflect P&R budget allocations. This is due to the nature of the budget type.

Work plan – Head Office (HO – Ops)

The Excel worksheet page "Work Plan.HO Ops", page 1, replaces this page

The Excel worksheet page "Work Plan.HO Ops", page 2, replaces this page

The Excel worksheet page "Work Plan.HO Ops", page 3, replaces this page

The Excel worksheet page "Work Plan.HO Ops", page 4, replaces this page

The Excel worksheet page "Work Plan.HO Ops", page 5, replaces this page

The Excel worksheet page "Work Plan.HO Ops", page 6, replaces this page

The Excel worksheet page "Work Plan.HO Ops", page 7, replaces this page

Work Plan Perspectives

The work plan has been derived from an enhanced project list, a project list that has been modified by classifying projects according to the Strategic Framework.

The real power of the work plan lies in its electronic version. The work plans depends on a structured project list where adequate project fields are provided. These allow the user to analyse the projects from a variety of perspectives. The project list also depends on a complete data population of a strict standard and quality.

The work plan and the various selected perspectives have been constructed using PivotTables (as mentioned earlier)

Work Plan Perspective: per Province per KFA

The Excel worksheet page "Work Plan.per Province per KFA", page 1, replaces this page

The Excel worksheet page "Work Plan.per Province per KFA", page 2, replaces this page

Work Plan Perspective: per Province per Theme

The Excel worksheet page "Work Plan.per Prov per THEME", page 1, replaces this page

The Excel worksheet page "Work Plan.per Prov per THEME", page 2, replaces this page

Work Plan Perspective: KFA vs Theme

The Excel worksheet page "Work Plan.KFA vs THEME", page 1, replaces this page

Work Plan Perspectives: Project types

The Excel worksheet page "Work Plan.Project types", page 1, replaces this page

Donor Analysis

A complete donor analysis perspective is provided in electronic format on the CD, see the Excel worksheet page "Work Plan.Donor analysis".

Note: a variety of additional perspectives have been provided on the CD.

Work Plan Assumptions, Limitations, Critical Success Factors

Assumptions

- Strategic Framework version 9 of 25 November 2002 has been used to determine the structured need for which a project list will be established as a response

- The Budget allocation Framework version 3.1 as signed by the Department's Director General and other managers has been used.

- DWAF allocation of 2003/4 key activities to branches version 7 has been used as the map link between projects and strategy

- Organographs (Organograms): High Level Organisational Structure for WS in HO Draft Discussion Paper Version 2.2, March 2003 has been used

- The project list from the Financial Delegation has been used, as received on 09 May 2003

- The reporting cycle is based on a non-systemised manual process hence the longer time spans required.

- BAS will be geared and ready to provide project based expenditure (per project as defined in the Financial Delegation)

- Expenditure will always be per project and not pooled projects. This will be checked against scope delivery – delivery cannot occur if there is no expenditure against the project. Ideally, if the system allowed it, an EVA (Earned Value Analysis) should be performed per project

Limitations

Project list

- MS Excel 2000 was used in the development of the work plan.

- Analysis or the project list against the budget allocation indicates that some projects could be alternatively classified (a water project could be either a KFA 10 Water Services project or it could be a KFA 13 Transfers project). Project classification was done using limited information

- The work plan currently excludes projects originating in response to the program's Mid Term Evaluation. It can generally be accepted that the MTR recommended management interventions more than project interventions. Whilst the project lists may not appear to have a direct relationship to the MTR, the execution of projects will require that MTR outcomes are addressed in all project business plans.

- The work plan currently excludes extensive KPIs as these are currently being developed. As an interim measure, M&E system KPIs will be integrated.

- Head office projects need to be split into P&R and Operations components

- No specific Head Office P&R projects were defined

- The project list has been modified to include strategic objective allocations

- The project list contains project types that do not facilitate their classification according to the Strategic Framework e.g. Bucket Eradication; Clinics and Cholera

- Head office projects need to be selected in a structured fashion considering previous projects; best practise projects and wish-list projects whereupon they are prioritised for allocation

- Where there are inadequate or surplus projects allocate to a strategic KFA, these need to be resolved by the KFA champions and the Strategic Objective Oversight Managers. This does not imply merely reclassifying projects.

- Cash flows have been assumed to follow a "hockey stick" profile

Budget Allocation

- The Budget Allocation Version 3.1 does not completely structure the budget to all strategic objective levels (level 2) – it has not been structured to cover all levels of the Strategic Framework

- The rules for Budget allocation between head office directorates does not follow a fully structured formula - head office budget allocations need to be defined per cluster / branch (Ops and P&R)

- Budgets for head office projects are not structured according to funding source (for internal DWAF purposes only)

- The current Budget Allocation Framework is being revised to accommodate support projects that do not directly fit into the strategy

Strategic Framework

- The strategic framework does not fully enable the original Masibambane Financing Agreement and logical framework objectives e.g. cross cutting issues such as Gender Mainstreaming do not currently fit into one strategic KFA.

- The Strategic Framework does not cater for specific project types as found with KFA 10.2 Sanitation (Bucket eradication etc)

- Ownerships of strategic components need to be comprehensively resolved – there is duplicate / multiple ownership in some cases

- The strategic framework is weak in terms of balanced strategy development: techniques – it does not balance PEOPLE, PROCESS, TECHNOLOGY, CUSTOMER, SUPPLIER and MANAGEMENT requirements to adequately meet KFA deliverables

Critical success factors

The work plan is dependent on a structured project list that contains complete and quality project data. Project list revisions need to be carefully controlled for work plan continuity and effectiveness.

The work plan's effective use depends on all officials and support staff / consultants having an in depth working knowledge of the department's strategy and project list response.

Reporting

Since the work plan is not fully systemised, it is also true that the reporting process is not fully systemised. Furthermore, the nature of reporting against the work plan is that strategic and program reporting information is required rather than specific project reporting.

Reporting at a higher level is very dependent on lower level reporting. Reporting is also considered to be both quantitative and qualitative. The former lends itself well to information roll up from project to program level. The latter requires more understanding, insight and interpretive reporting skills of a program nature.

All reporting, per province, will consist of:

- An executive summary

- Financial progress – quantitative and qualitative

- Progress – quantitative and qualitative

- Presentation for MCC

Reporting Process

Reporting will generally be KFA based and as such will be more aligned to the strategy. This means, each province will report on scope and financial progress per KFA.

Reports will be received by the KFA Strategic Objective Oversight Managers for discussion with Strategic Objective Managers and Coordinators. The report will be presented to the KFA Champions – the DDG Ops and DDG P&R.

The MCC meeting will be transformed to align with the Strategic Framework (following a KFA structure). KFA Champions, Strategic Objective Oversight Managers for discussion with Strategic Objective Managers and Coordinators will attend together with regional program managers, donors and sector participants.

In essence, the Strategic Objective Oversight Managers will make KFA based presentations – reporting on financial and scope delivery per KFA per Province. Generally, the MCC aims to present KFA related progress and KPIs, issues & problems and response plans. Problems and issues will therefore be assigned for ownership and resolution at these meetings.

Financial Reporting

(See the simple template provided in the next section)

Quantitative

Based on previous Departmental expenditure and project execution life cycles, expenditure per quarter is assumed to be monthly with the first row being the cumulative expenditure and the second row being the monthly expenditure contribution

5%	10%	15%	20%	25%	30%	35%	45%	55%	65%	80%	100%
5%	5%	5%	5%	5%	5%	5%	10%	10%	10%	15%	20%

Per quarter: Q1 = 15%;   Q2 = 15%;   Q3 = 25%;   Q4 = 45%

Cumulatively: Q1 = 15%;   Q2 = 30%;   Q3 = 55%;   Q4 = 100%

Expenditure reporting will be per project, per quarter and cumulative and will be system driven as far as possible. Reported project expenditure will be rolled up to provide work plan / KFA reported expenditure.

Key Performance Indicators that deal with financial matters will mainly be focused on expenditure progress and effectiveness

Qualitative

Based on previous reporting processes (2001/2; 2002/3) Regional Program Managers will provide qualitative financial reporting, against the work plan, focusing specifically on matters such as PROGRESS; ISSUES & PROBLEMS; PLANNED REPSONSES and RISKS as collectively experienced at project and local level.

KFA champions and managers will then be able assess progress and respond accordingly.

Progress Reporting

(Reporting templates still to be devised)

Quantitative

Various departmental systems were used to provide various forms of progress information. Generally, systemised progress reporting at management and strategic level does not formally exist and what does exist is not readily accessible, maintained and trusted.

Key Performance Indicators that deal with progress and strategic matters will mainly be sourced from the M&E system.

Qualitative

Based on previous reporting processes (2001/2; 2002/3) Regional Program Managers will provide qualitative progress reporting, against the work plan, focusing specifically on matters such as PROGRESS; ISSUES & PROBLEMS; PLANNED REPSONSES and RISKS as collectively experienced at project and local level.

KFA champions and managers will then be able assess progress and respond accordingly.

Quarterly reporting template – Financial

The Excel worksheet page "Work Plan.SAMPLE PROV FIN RPT", page 1, replaces this page

The Excel worksheet page "Work Plan.SAMPLE PROV FIN RPT", page 2, replaces this page

The Excel worksheet page "Work Plan.SAMPLE PROV FIN RPT", page 3, replaces this page

The Excel worksheet page "Work Plan.SAMPLE PROV FIN RPT", page 4, replaces this page

Quarterly reporting template - Delivery and KPIs

Still to be constructed

Departmental management

YEAR PLANNER - 2003			DEPARTMENT OF WATER AFFAIRS AND FORESTRY	PROGRAMM reus				Update :	25-Feb-03	
	January	February	March	April	May	June	July	August	September	October	November	December

calendar

The Legend for the Departmental Calendar can be found on the following page. This calendar may be used to coordinate meetings.

UPDATE CHANGES				ABBREVIATIONS:			EC = Economic Cluster (DG's)		PSN = President's state-of-the-nation address		Sept-SP Review
FM- 23May moved to 28May				A = Audit Committee		EE = Employment Equity Consultative Forum (EECF)		RCC = Restructuring Core Committee		Oct-Jan-Branch Planning	
FM- 28 May moved to 30 May				B = Budget of Dept in Parliament (May/June)		EX = EXCO (Minister,DG,DDG'S,Advisors,ClkComm)		RD = Regional Directors Forum(CDsR chair)		April-up&bus-plans	
DTT- Meetings included				B1 = MTEF meetings with PM 2004/5-2006/7		Exco held monthly.Other dates for DG/DDG mtg		RPM = Regional Programme Managers (CDsR chair)		sub/annual report-prep	branches
				B2 = Quaterly budget evaluation		F = Forestry Functional Management Committee		NWAC = National Water Advisory Council		May-draft SP to CFO	
				B3 = Early warning system-current year 2003.04		GA = Governance & Admin Cluster (DG's)		OP = Operations Management Committee		June-budget&draft	
				BD = Budget Day (Parliament)		ID = Inter-Dept Transfer Steering Com (DDG chair)		SC = Social Cluster (DG's)-Same dates as EC		SP sub to Treasury	
				BS = Balanced scorecard workshop		FM = Finance Functional Management Committee		SS = Social Sector Cluster (DG's)		Oct-submit final	
IMPORTANT EVENTS				C = Cabinet (CT in session otherwise Pta)		FM = Financial Management Committee		SP = Macro Strategic Planning		to Communication	
WATER WEEK - 17-23 March				CC = Cabinet Committee(venue as for Cabinet)		MC = Management Committee (MANCO)		T = TCTA Board		for printing	
3rd World Water Forum Japan 16-23 March				CEC = Committee for Environmental Co-ordination		MN = MINMEC - Water Affairs and Forestry		TC = Treasury Committee (Cabinet)		Feb-Final SP sub	
ARBOR WEEK - 1-7 September				CS = Corporate Services Functional Management Co		MHT = Technical Com of MINMEC (DDG:0 chair)		TPTC = Tripartite Permanent Technical Committee		to Treasury	
				DTT= Departmental Task Team		MTC = Ministerial Transformation Council		WBA = Water Board Appraisal		weekends&holidays	
Parliamentary Terms- 10/2-17/4,12/5-27/6				DACC = Donor Assistance Control Committee		NTF = National Transformation Forum		WRC = Water Research Commission Co-ordination		Annual-report-branches(sub	
28/7-???				DCC = Departmental Control Committee		NT = Natl Transf Task Team (Manager:Transf chair)		WR = Water Resources Functional Management Comm		to comms)	
				DG = FOSAD mtg of DG's (see also Cluster mtgs)		NWAC= National Water Advisory Council		WS = Water Services Functional Management Committee			

Reporting cycles and dates

Proposed Key Dates - to be confirmed by various Regional Program Managers		
Quarter closes	**Reports due**	**National Coordinating Conference**
Q1 close – 10 Jul 03	Report due – 17 July 03	S/MCC – 21 Aug 03
Q2 close – 10 Oct 03	Report due – 17 Oct 03	S/MCC – 20 Nov 03
Q3 close – 10 Jan 04	Report due – 15 Jan 04	S/MCC – 19 Feb 04
Q4 close – 10 Apr 04	Report due – 22 Apr 04	S/MCC – 20 May 04

Eastern Cape Reporting and Meeting Dates
Provincial Sector KFA Meeting	Report & Presentation Owner	Meeting Convenor
EC meeting – ___ Jul 03	?	?
EC meeting – ___ Oct 03	?	?
EC meeting – ___ Jan 04	?	?
EC meeting – ___ Apr 04	?	?

Free State Reporting and Meeting Dates
Provincial Sector KFA Meeting	Report & Presentation Owner	Meeting Convenor
FS meeting – ___ Jul 03	?	?
FS meeting – ___ Oct 03	?	?
FS meeting – ___ Jan 04	?	?
FS meeting – ___ Apr 04	?	?

Gauteng Province Reporting and Meeting Dates
Provincial Sector KFA Meeting	Report & Presentation Owner	Meeting Convenor
GP meeting – ___ Jul 03	?	?
GP meeting – ___ Oct 03	?	?
GP meeting – ___ Jan 04	?	?
GP meeting – ___ Apr 04	?	?

KwaZulu Natal Reporting and Meeting Dates
Provincial Sector KFA Meeting	Report & Presentation Owner	Meeting Convenor
KZ meeting – ___ Jul 03	?	?
KZ meeting – ___ Oct 03	?	?
KZ meeting – ___ Jan 04	?	?
KZ meeting – ___ Apr 04	?	?

Provincial Sector KFA Meeting	Report & Presentation Owner	Meeting Convenor
LP meeting – ___ Jul 03	?	?
LP meeting – ___ Oct 03	?	?
LP meeting – ___ Jan 04	?	?
LP meeting – ___ Apr 04	?	?

Mpumalanga Province Reporting and Meeting Dates
Provincial Sector KFA Meeting	Report & Presentation Owner	Meeting Convenor
MP meeting – ___ Jul 03	?	?
MP meeting – ___ Oct 03	?	?
MP meeting – ___ Jan 04	?	?
MP meeting – ___ Apr 04	?	?

Northern Cape Reporting and Meeting Dates
Provincial Sector KFA Meeting	Report & Presentation Owner	Meeting Convenor
NC meeting – ___ Jul 03	?	?
NC meeting – ___ Oct 03	?	?
NC meeting – ___ Jan 04	?	?
NC meeting – ___ Apr 04	?	?

North West Province Reporting and Meeting Dates
Provincial Sector KFA Meeting	Report & Presentation Owner	Meeting Convenor
NW meeting – ___ Jul 03	?	?
NW meeting – ___ Oct 03	?	?
NW meeting – ___ Jan 04	?	?
NW meeting – ___ Apr 04	?	?

Western Cape Province Reporting and Meeting Dates
Report Meeting	Report & Presentation Owner	Meeting Convenor
WC meeting – ___ Jul 03	?	?
WC meeting – ___ Oct 03	?	?
WC meeting – ___ Jan 04	?	?
WC meeting – ___ Apr 04	?	?

Head Office Reporting and Meeting Dates
Provincial Sector KFA Meeting	Report & Presentation Owner	Meeting Convenor
HO meeting – 24 Jul 03	?	?
HO meeting – 24 Oct 03	?	?
HO meeting – 22 Jan 04	?	?
HO meeting – 22 Apr 04	?	?

Reporting Process – Q1 of 2003/4

ID	Task Name	Start	Finish
1	**2003 / 2004 Quarter 1 Reporting Process and Key Dates**	**Mon 23 Jun '03**	**Fri 12 Sep '03**
2	**Preparations**	**Mon 23 Jun '03**	**Thu 10 Jul '03**
3	Prepare work plan reporting templates for the quarter	Mon 23 Jun '03	Wed 25 Jun '03
4	Distribute work plan quarterly reporting templates to Provinces	Thu 26 Jun '03	Fri 27 Jun '03
5	2003/4 Quarter 1 ends	Mon 30 Jun '03	Mon 30 Jun '03
6	BAS figures become available	Thu 10 Jul '03	Thu 10 Jul '03
7	**Provinces report against projects and work plan**	**Tue 01 Jul '03**	**Fri 08 Aug '03**
8	Gather project / work plan progress reports	Tue 01 Jul '03	Wed 09 Jul '03
9	Gather project / work plan financial expenditure figures	Thu 10 Jul '03	Fri 11 Jul '03
10	Prepare for provincial sector meetings	Mon 14 Jul '03	Mon 14 Jul '03
11	RPM Meeting (See Departmental calendar)	Wed 16 Jul '03	Wed 16 Jul '03
12	Provincial technical meetings	Tue 15 Jul '03	Wed 23 Jul '03
13	WSFMC meeting (See Deaprtmental calendar)	Wed 23 Jul '03	Wed 23 Jul '03
14	Reporting technical meeting HO (P&R and OPS)	Mon 21 Jul '03	Mon 21 Jul '03
15	Complete FINAL DRAFT work plan reports, summaries, presentations	Tue 22 Jul '03	Mon 28 Jul '03
16	Send FINAL DRAFT work plan reports, summaries, presentations to PMU	Tue 29 Jul '03	Tue 29 Jul '03
17	Compile overall FINAL DRAFT report for PROGRAM MANAGER review	Wed 30 Jul '03	Fri 01 Aug '03
18	Compile, print and bind FINAL work plan report	Mon 04 Aug '03	Thu 07 Aug '03
19	Distribute quarterly report to MCC attendees	Fri 08 Aug '03	Fri 08 Aug '03
20	**Masibambane Coordinating Conference**	**Mon 14 Jul '03**	**Fri 12 Sep '03**
21	Reserve MCC venue, facilities and catering	Mon 28 Jul '03	Wed 20 Aug '03
22	Agree on MCC agenda	Mon 28 Jul '03	Fri 01 Aug '03
23	Prepare document packs	Mon 04 Aug '03	Thu 07 Aug '03
24	Invite attendees and confirm attendance	Mon 14 Jul '03	Fri 18 Jul '03
25	Host Masibambane Coordinating Conference	Thu 21 Aug '03	Thu 21 Aug '03
26	Modify reports as per MCC meeting	Fri 22 Aug '03	Fri 29 Aug '03
27	Send final Report to EU ambassodor with covering letter	Mon 01 Sep '03	Mon 01 Sep '03
28	Prepare minutes, action lists	Fri 22 Aug '03	Fri 05 Sep '03
29	Obtain approval for minutes and action lists & distribute	Mon 08 Sep '03	Fri 12 Sep '03

Reporting Process – Q2 of 2003/4

ID	Task Name	Start	Finish
1	**2003 / 2004 Quarter 2 Reporting Process and Key Dates**	**Mon 22 Sep '03**	**Fri 12 Dec '03**
2	**Preparations**	**Mon 22 Sep '03**	**Tue 30 Sep '03**
3	Prepare work plan reporting templates for the quarter	Mon 22 Sep '03	Wed 24 Sep '03
4	Distribute work plan quarterly reporting templates to Provinces	Thu 25 Sep '03	Fri 26 Sep '03
5	2003/4 Quarter 1 ends	Mon 29 Sep '03	Mon 29 Sep '03
6	BAS figures become available	Tue 30 Sep '03	Tue 30 Sep '03
7	**Provinces report against projects and work plan**	**Tue 30 Sep '03**	**Thu 06 Nov '03**
8	Gather project / work plan progress reports	Tue 30 Sep '03	Wed 08 Oct '03
9	Gather project / work plan financial expenditure figures	Thu 09 Oct '03	Fri 10 Oct '03
10	Prepare for provincial sector meetings	Mon 13 Oct '03	Mon 13 Oct '03
11	RPM Meeting (See Departmental calendar)	Wed 15 Oct '03	Wed 15 Oct '03
12	Provincial technical meetings	Tue 14 Oct '03	Wed 22 Oct '03
13	WSFMC meeting (See Deaprtmental calendar)	Wed 29 Oct '03	Wed 29 Oct '03
14	Reporting technical meeting HO (P&R and OPS)	Tue 14 Oct '03	Tue 14 Oct '03
15	Complete FINAL DRAFT work plan reports, summaries, presentations	Mon 20 Oct '03	Fri 24 Oct '03
16	Send FINAL DRAFT work plan reports, summaries, presentations to PMU	Mon 27 Oct '03	Mon 27 Oct '03
17	Compile overall FINAL DRAFT report for PROGRAM MANAGER review	Tue 28 Oct '03	Thu 30 Oct '03
18	Compile, print and bind FINAL work plan report	Fri 31 Oct '03	Wed 05 Nov '03
19	Distribute quarterly report to MCC attendees	Thu 06 Nov '03	Thu 06 Nov '03
20	**Masibambane Coordinating Conference**	**Mon 13 Oct '03**	**Fri 12 Dec '03**
21	Reserve MCC venue, facilities and catering	Wed 15 Oct '03	Fri 07 Nov '03
22	Agree on MCC agenda	Wed 15 Oct '03	Tue 21 Oct '03
23	Prepare document packs	Wed 22 Oct '03	Mon 27 Oct '03
24	Invite attendees and confirm attendance	Mon 13 Oct '03	Fri 17 Oct '03
25	Host Masibambane Coordinating Conference	Thu 20 Nov '03	Thu 20 Nov '03
26	Modify reports as per MCC meeting	Fri 21 Nov '03	Fri 28 Nov '03
27	Send final Report to EU ambassodor with covering letter	Mon 01 Dec '03	Mon 01 Dec '03
28	Prepare minutes, action lists	Fri 21 Nov '03	Fri 05 Dec '03
29	Obtain approval for minutes and action lists & distribute	Mon 08 Dec '03	Fri 12 Dec '03
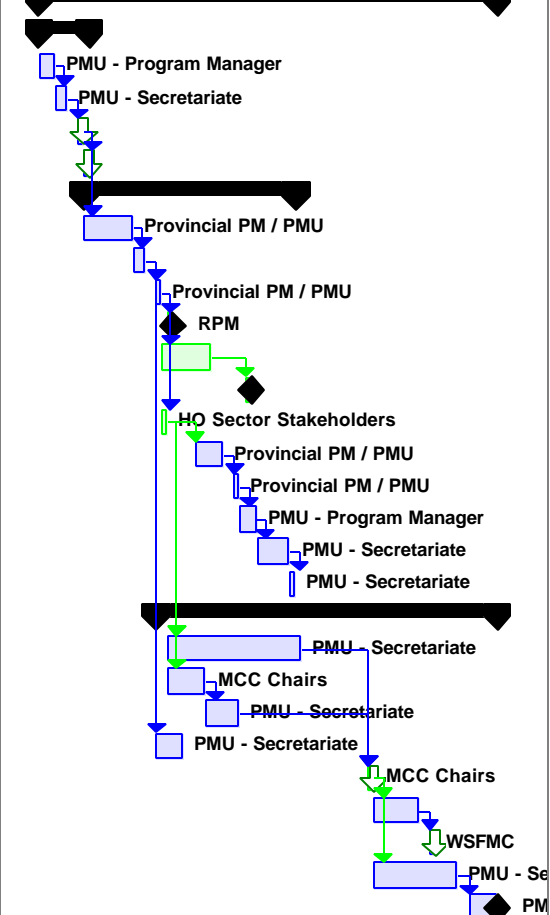
Reporting Process – Q3 of 2003/4

ID	Task Name	Start	Finish
1	**2003 / 2004 Quarter 3 Reporting Process and Key Dates - TENTATIVE**	**Wed 24 Dec '0**	**Fri 12 Mar '0**
2	**Preparations**	**Wed 24 Dec '0**	**Sat 10 Jan '0**
3	Prepare work plan reporting templates for the quarter	Wed 24 Dec '0	Fri 26 Dec '0
4	Distribute work plan quarterly reporting templates to Provinces	Mon 29 Dec '0	Tue 30 Dec '0
5	2003/4 Quarter 1 ends	Wed 31 Dec '0	Wed 31 Dec '0
6	BAS figures become available	Sat 10 Jan '0	Sat 10 Jan '0
7	**Provinces report against projects and work plan**	**Thu 01 Jan '04**	**Fri 06 Feb '04**
8	Gather project / work plan progress reports	Thu 01 Jan '0	Fri 09 Jan '0
9	Gather project / work plan financial expenditure figures	Sat 10 Jan '0	Mon 12 Jan '0
10	Prepare for provincial sector meetings	Tue 13 Jan '0	Tue 13 Jan '0
11	RPM Meeting (See Departmental calendar)	Wed 14 Jan '0	Wed 14 Jan '0
12	Provincial technical meetings	Mon 19 Jan '0	Tue 27 Jan '0
13	WSFMC meeting (See Deaprtmental calendar)	Wed 28 Jan '0	Wed 28 Jan '0
14	Reporting technical meeting HO (P&R and OPS)	Mon 19 Jan '0	Mon 19 Jan '0
15	Complete FINAL DRAFT work plan reports, summaries, presentations	Tue 20 Jan '0	Mon 26 Jan '0
16	Send FINAL DRAFT work plan reports, summaries, presentations to PMU	Tue 27 Jan '0	Tue 27 Jan '0
17	Compile overall FINAL DRAFT report for PROGRAM MANAGER review	Wed 28 Jan '0	Fri 30 Jan '0
18	Compile, print and bind FINAL work plan report	Mon 02 Feb '0	Thu 05 Feb '0
19	Distribute quarterly report to MCC attendees	Fri 06 Feb '0	Fri 06 Feb '0
20	**Masibambane Coordinating Conference**	**Tue 13 Jan '04**	**Fri 12 Mar '0**
21	Reserve MCC venue, facilities and catering	Tue 20 Jan '0	Thu 12 Feb '0
22	Agree on MCC agenda	Tue 20 Jan '0	Mon 26 Jan '0
23	Prepare document packs	Tue 27 Jan '0	Fri 30 Jan '0
24	Invite attendees and confirm attendance	Tue 13 Jan '0	Mon 19 Jan '0
25	Host Masibambane Coordinating Conference	Thu 19 Feb '0	Thu 19 Feb '0
26	Modify reports as per MCC meeting	Fri 20 Feb '0	Fri 27 Feb '0
27	Send final Report to EU ambassodor with covering letter	Mon 01 Mar '0	Mon 01 Mar '0
28	Prepare minutes, action lists	Fri 20 Feb '0	Fri 05 Mar '0
29	Obtain approval for minutes and action lists & distribute	Mon 08 Mar '0	Fri 12 Mar '0

Reporting Process – Q4 of 2003/4

ID	Task Name	Start	Finish
1	**2003 / 2004 Quarter 4 Reporting Process and Key Dates - TENTATIVE**	**Tue 23 Mar '04**	**Fri 11 Jun '04**
2	**Preparations**	**Tue 23 Mar '04**	**Sat 10 Apr '04**
3	Prepare work plan reporting templates for the quarter	Tue 23 Mar '04	Thu 25 Mar '04
4	Distribute work plan quarterly reporting templates to Provinces	Fri 26 Mar '04	Mon 29 Mar '04
5	2003/4 Quarter 1 ends	Wed 31 Mar '04	Wed 31 Mar '04
6	BAS figures become available	Sat 10 Apr '04	Sat 10 Apr '04
7	**Provinces report against projects and work plan**	**Thu 01 Apr '04**	**Thu 06 May '04**
8	Gather project / work plan progress reports	Thu 01 Apr '04	Fri 09 Apr '04
9	Gather project / work plan financial expenditure figures	Sat 10 Apr '04	Mon 12 Apr '04
10	Prepare for provincial sector meetings	Tue 13 Apr '04	Tue 13 Apr '04
11	RPM Meeting (See Departmental calendar)	Wed 14 Apr '04	Wed 14 Apr '04
12	Provincial technical meetings	Wed 14 Apr '04	Thu 22 Apr '04
13	WSFMC meeting (See Departmental calendar)	Fri 23 Apr '04	Fri 23 Apr '04
14	Reporting technical meeting HO (P&R and OPS)	Wed 14 Apr '04	Wed 14 Apr '04
15	Complete FINAL DRAFT work plan reports, summaries, presentations	Mon 19 Apr '04	Fri 23 Apr '04
16	Send FINAL DRAFT work plan reports, summaries, presentations to PMU	Mon 26 Apr '04	Mon 26 Apr '04
17	Compile overall FINAL DRAFT report for PROGRAM MANAGER review	Tue 27 Apr '04	Thu 29 Apr '04
18	Compile, print and bind FINAL work plan report	Fri 30 Apr '04	Wed 05 May '04
19	Distribute quarterly report to MCC attendees	Thu 06 May '04	Thu 06 May '04
20	**Masibambane Coordinating Conference**	**Tue 13 Apr '04**	**Fri 11 Jun '04**
21	Reserve MCC venue, facilities and catering	Thu 15 Apr '04	Mon 10 May '04
22	Agree on MCC agenda	Thu 15 Apr '04	Wed 21 Apr '04
23	Prepare document packs	Thu 22 Apr '04	Tue 27 Apr '04
24	Invite attendees and confirm attendance	Tue 13 Apr '04	Mon 19 Apr '04
25	Host Masibambane Coordinating Conference	Thu 20 May '04	Thu 20 May '04
26	Modify reports as per MCC meeting	Fri 21 May '04	Fri 28 May '04
27	Send final Report to EU ambassador with covering letter	Mon 31 May '04	Mon 31 May '04
28	Prepare minutes, action lists	Fri 21 May '04	Fri 04 Jun '04
29	Obtain approval for minutes and action lists & distribute	Mon 07 Jun '04	Fri 11 Jun '04

Appendix

It is proposed that the Financial Delegations and the Work Plan be combined to form ONE formal document the describes the Water Services Project activities for the financial year as aligned to the Strategic Framework. It is planned that this combined document will be produced in September 2003 for the first time, possibly as a parallel trial document.

Project Lists

The CD contains a provincial perspective of all the projects i.e. a project list. This project list is exactly the same as the project list issued in the Financial Delegations Document.