



DEPARTMENT: WATER AFFAIRS AND FORESTRY

STRATEGIC PLAN

**MULTI-YEAR
2002/3 –2004/5**

MULTI-YEAR STRATEGIC PLAN

2002/3 – 2004/5

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MULTI - YEAR

STRATEGIC PLAN 2002/3 – 2004/5

1 INTRODUCTION

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

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

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

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

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

2 BACKGROUND

Departmental endeavours during the period from 1994 were dominated by the development of new policies, legislation and programmes of implementation in respect of its three legally-mandated functional areas of activity: water resource management, water services, and Forestry. By the end of 1998 the Department had set in place three new policies and four new laws¹ which jointly and severally herald fundamental changes in the ways in which South Africa's water and forest resources, and the provision of water-related services, will be managed and regulated.

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

- Water Supply and Sanitation Policy, White Paper, November 1994.
- Policy on Sustainable Forest Development in South Africa, White Paper, March 1996.
- National Water Policy for South Africa, White Paper, April 1997.
- Water Services Act (No. 108 of 1997).
- National Water Act (No. 36 of 1998).
- National Forests Act (No. 84 of 1998).
- National Veld and Forest Fire Act (No. 101 of 1998).

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

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

3 CORE BUSINESS OF THE DEPARTMENT

The Department is mandated –

- **By the National Water Act (No. 36 of 1998):** to ensure that South Africa's water resources are protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner, for the benefit of all persons. The Act establishes the National Government, acting through the Minister of Water Affairs and Forestry, as the public trustee of the nation's water resources, with power to regulate the use, flow and control of all water in the Republic.
- **By the Water Services Act (No. 108 of 1997):** to create a developmental regulatory framework within which water services can be provided. The Act establishes water services institutions, and defines their roles and responsibilities. Schedule 4 of the Constitution of the Republic of South Africa (Act 108 of 1996) vests the responsibility for water and sanitation services, limited to potable water supply systems and domestic waste-water and sewage disposal systems, in Local Government. However, the National Government has a constitutional responsibility to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions, and also has the authority to see to the effective performance by municipalities of their functions in respect of matters listed in Schedules 4 and 5 of the Constitution, by regulating the exercise by municipalities of their executive authority. The Water Services Act gives substance to these constitutional requirements and provisions, whilst acknowledging the authority of Local Government in respect of water services.
- **By the National Forests Act (No. 84 of 1998):** to ensure that South Africa's forest resources (indigenous and plantation) are protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner, for the benefit of all. The administration of indigenous forests is however a concurrent competence between the National and Provincial Governments. When the Minister of Water Affairs and Forestry is certain that sufficient expertise, resources and administrative capacity exists in the Provinces, the Minister is empowered to assign or delegate to the Provinces the responsibility for managing indigenous forests.
- **By the National Veld and Forest Fire Act (No. 101 of 1998):** to prevent and combat veld, forest and mountain fires throughout the country and thereby limit and reduce the damage and losses caused by fires to life, fixed property, infrastructure, movable property, stock, crops, fauna and flora and veld in South Africa. In terms of the Constitution fire fighting is a Local Government function, with Provincial and National Governments playing a facilitating role. The Minister of Water Affairs and Forestry must prepare and maintain a fire danger rating system for the country in consultation with affected role players, including Fire Protection Associations which are established under the Act. The Department must also keep a record of fires, and develop a database capturing the statistics of fires and their impact on society.

4 KEY OBJECTIVES OF THE DEPARTMENT

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

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

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

4.1 Corporate

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

4.2 Water Resource Management

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

4.3 Water Services

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

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

4.4 Forestry

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

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

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

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

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

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

Each strategic business plan represents a programme of action for the coming years for a distinct functional unit of the Department. Whilst each unit undertakes work of a particular type, it is fully acknowledged that the nature of the resources water and forests which are the subject of the Department's wide approach to corporate issues human resources, finance and administration demand that there is a high degree of co-ordination and integration among the work of all units. In the operational business plans from which the strategic plans were synthesised these inter-dependencies and inter-relationships are identified, and mechanisms have been, or are in the process of being, set in place to effect the necessary co-ordination and integration among units within the Department.

The Department also expends significant effort in liaising with other departments in all spheres of government, to ensure that its programmes and activities are co-ordinated and, where necessary, integrated with other relevant government programmes. The principal relationships in this respect at national level are as follows: -

- The Departments of Provincial and Local Government, Health, Environmental Affairs and Tourism, and Education in respect of water services (water supply and sanitation) issues. (These five departments, together with DWAF, constitute the National Sanitation Task Team);
- The Departments of Trade and Industry, Agriculture, and and Affairs in respect of development issues, particularly Spatial Development Initiatives;
- The Department of Environmental Affairs and Tourism in respect of environmental issues, including activities related to water quality management;
- The Departments of Public Enterprises, and Land Affairs in respect of the restructuring of commercial forestry;
- The Departments of Labour, Welfare, and Public Works in respect of activities related to poverty reduction and job creation; and
- The Departments of Public Service and Administration, Finance, and State Expenditure on corporate (human resources and financial) issues;

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

The financial resources allocated to each programme of activity of each functional unit in financial Multi-year 2002/3-2004/5 are presented in Annexure A.

4 STRATEGIC OBJECTIVES AND MTEF IMPLICATIONS: PROGRAMME 1: Administration

5.1 FUNCTIONAL AREA: CORPORATE SERVICES (CS)

5.1.1 Business Plan Unit: Human Resources (HR)

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

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

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

5.1.2 Business Plan Unit: Information Service (IS)

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

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

5.1.2 Business Plan Unit: Communications Service (CS)

COMMUNICATION SERVICES							
KFAs and Strategic Objectives		2002/3			2003/4		2004/5
	Outputs	Measures	Targets	Key Activities	Resp.	Outputs	Outputs
KFA 1. Strengthen and Market the DWAF's mission and core business areas through focused communication and marketing strategies							
Effectively communicate the Department's mission and strategic objectives	Ensure that internal and external audiences are receptive, supportive and participative Market DWAF by developing a positive reputation as a reliable and professional partner Assist in the development of integrated communication and marketing strategies for specific programmes Target different audiences with appropriate material Position DWAF as a leader and effective player in poverty alleviation Mobilise Community involvement in delivery of objectives	Integrated Communication and Marketing strategy	Corporate Image Manual and Plan by July of 2001 Communication Strategy for Department in line with Government's Strategy by March 2001 Communication Plan/Business Plan by April 2001: - Corporate communications plan by 2001 Media Production Plan by April 2001 Media Liaison Plan - Internal Communication Plan Communication Policies Manual by June 2001 Media Liaison Strategy by April 2001	Organisational Image and Identify change programme Internal Newsletter External Publications Programme Specific Annual Report Strategic Plan Document Inter-active Website Annual Calendar Development of Promotional Material Effective advertising campaign Media Liaison Programme Awareness Weeks Communication Projects and campaigns Imbizo Programme of activities Transformation Communication Programme	Chief Director Director	Ensure that internal and external audiences are receptive, supportive and participative Market DWAF by developing a positive reputation as a reliable and professional partner Assist in the development of integrated communication and marketing strategies for specific programmes Target different audiences with appropriate material Position DWAF as a leader and effective player in poverty alleviation Mobilise Community involvement in delivery of objectives	Ensure that internal and external audiences are receptive, supportive and participative Market DWAF by developing a positive reputation as a reliable and professional partner Assist in the development of integrated communication and marketing strategies for specific programmes Target different audiences with appropriate material Position DWAF as a leader and effective player in poverty alleviation Mobilise Community involvement in delivery of objectives
		Stakeholders Interaction Strategy	Support to Department with regard to Stakeholder interactions	Media Liaison Corporate Information Packs Visit Programme	Chief Director Director		
To cultivate a Communication culture conducive to achieving Department's mission and strategic objectives	Ensure that the Department has an effective Communication process to provide information to external and internal responses Ensure there is an effective system for flow of information internally	Crisis communication policy and planning procedures Establishment of Internal Communication Guidelines	Communication Policy Document by June 2001 Internal Communication Plan by April 2001	Department role-out of Policy (Consultative workshops) Identification of Key spokespersons for Department and Ministry Establishment of Communication Forums Dissemination of Guidelines	Chief Director Director	Ensure that the Department has an effective Communication process to provide information to external and internal responses Ensure there is an effective system for flow of information internally	Ensure that the Department has an effective Communication process to provide information to external and internal responses Ensure there is an effective system for flow of information internally

5.1.4 Business Plan Unit: Administration (A)

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

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

5.1.5 Business Plan Unit: Legal Service (LS)

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

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

3.1.1 Business Plan Unit: Financial Administration (FA)

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

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

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

3.1.2 Business Plan Unit: Internal Audit (IA)

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

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

PROGRAMME 8

5.2 FUNCTIONAL AREA: FORESTRY

5.2.1 Business Plan Unit: Forestry (F)

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

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

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

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

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

PROGRAMME: (Consolidated) 2, 3, 4

5.3 FUNCTIONAL AREA: WATER RESOURCE MANAGEMENT

5.3.1 Business Plan Unit: Water Resource Management (WRM)

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

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

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

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

PROGRAMME 6

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7.7 Ensure proper waste management through compliance and enforcement	Water Resources for use	Effective implementation of water use authorisations	Enforcement of WQ objectives in accordance with CMS	Monitoring and auditing of licence/permit conditions by Regional offices to ensure compliance Development of intervention guidelines	D: WQM	Ongoing	Operational Policy on non-compliance management
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PROGRAMME 5

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

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

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

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

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

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

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

PROGRAMME 7

5.4 FUNCTIONAL AREA: WATER SERVICES

5.4.1 Business Plan Unit: Water Services (WS)

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

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

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

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

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

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

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

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

WATER SERVICES

2002/2003							2003/04	2004/05
Strategic Objectives	Outputs	KPIs / Measures	Targets / Timeframes	Key Activities	Responsibility	Outputs	Outputs	Outputs
6.2 Develop comprehensive transfer plan, with initial focus on DWAF managed schemes and completed projects.	Implementation, of an appropriate reward/incentive system for those municipalities who take early transfer of schemes. Transfers effected through regional specific strategies Baseline of Assets in MIS	Formal service provision agreements (including provision for the payment of services rendered by the Department) entered into by all receiving municipalities. Successful transfer of 10% of the schemes to municipalities and or water boards	Incentive scheme by 1 July 2002 Service provision agreements by 31 March 2003 10% transfer by 31 March 2003	Functional and financial assessment of all schemes – by June 2002. Develop Baseline of Assets in MIS Establish dedicated regional transfer teams/units and support from national	National Manager Transfers All relevant Regions	Transfers effected DWAF to continue provision or hand over to other WSP where Local Govt unwilling or unable	Transfers finalised Schemes/projects not accepted by Local Govt handed to other appropriate authorities	
6.3 Support receiving municipalities to ensure continuity & sustainability of services	Safety net provided by means of system to intervene & support during the crucial transfer period Ongoing support to local government to complete their WSDP's as input to their operating plans, budgets and IDP's	Improved cost recovery by 10% WSDPS / IDP's Transferred schemes/projects operating & sustainable	Ongoing 2002/03 financial year	Development and implementation of an appropriate billing system to support municipalities with cost recovery systems Cooperation with DPLG, SALGA, National Treasury & provincial counterparts to support Local Govt	National Manager Transfers Relevant Regions	Implement billing system and cost recovery		
6.4 Ensure the ongoing improvement in the efficiency & effectiveness of WS provision (including DWAF run schemes & rehabilitation where necessary)	Strategy for rehabilitation of schemes developed and implemented on those meeting the criteria Reduced deficit on Trading Account Water delivered at acceptable level of service Improved business approach O&M technical support offered to Sector	Strategy developed to increase revenue and decrease expenditure of DWAF run schemes & implemented on xx? no of selected schemes Improved revenue collection by 10% Tariffs regulated & gazetted O&M Technical support unit called upon	2002/03 financial year	Operate and maintain schemes Address bad debts Implement Asset Management Principles Improve Management information collection	CD: RC National Manager Transfers All Regions	Improved business approach Improved O&M of water services Reduced number of schemes/projects operated and maintained by DWAF	Improved business approach Improved O&M of water services	
KFA 7: Special Interventions of Cross Cutting Nature								
7.1 Gender Mainstreaming Gender equity is mainstreamed into policies, functions & activities of the water services sector through awareness, training and support.	Advocacy & training programme for managers & staff in DWAF and other organisations Improved gender sensitivity in project implementation	Programme implemented DWAF advocacy & training Training courses Tools & indicators	April 2002 onwards Financial year 2002-3 Financial year 2002-3 Financial year 2002-3	Cooperation with sector partners & gender mainstreaming organisations Norms developed Advocacy & training courses developed	D: PDS D: Transformation	Greater awareness of Gender issues in sector Improved implementation of gender policies	Greater awareness of Gender issues in sector Improved implementation of gender policies	

WATER SERVICES						
Strategic Objectives	2002/2003				2003/04	2004/05
	Outputs	KPIs / Measures	Targets / Timeframes	Key Activities	Responsibility	Outputs
	Gender balanced decision making committees Creation of jobs for both men & women	M&E reports – job creation statistics	Ongoing	Gender sessions included in all NCWSTI courses Gender impact indicators for project implementation developed & applied Tools integrated into the monitoring systems		
7.2 Civil Society participation – NGO's & CBOs Ensure meaningful participation of civil society structures from community based to NGOs in the WS Sector & its programmes	Contribution & facilitation of Vuk' zenzele in the sector NGOs and CBOs strengthened to play a meaningful long term role in the sector, particular from a sustainable development perspective Awareness created within DWAF and Local Govt on the effective use & participation of NGOs, CBOs and social consultants A complete set of policy and procedures developed for NGO/CBO participation in WS projects & programmes Performance of service delivery NGOs /CBOs monitored Regions assisted to develop a strategy for the support and capacity building of community WSPs and ward councillors Develop local entrepreneurs	25% of EU funds go to NGOs/CBOs for their contribution to Water Supply & Sanitation delivery NGOs represented on collaborative structures Training received by community based WS organisations, including ward councils Induction & training for service delivery NGOs/CBOs	Per EU financing agreement – 2001-2004 Ongoing Financial year 2002-3 per Regional specific strategies of KZN, EC & NP.	Position taken on participation of NGOs, CBOs in WS Programmes Initiative to ensure Service delivery NGOs on DWAF consultant database Develop training programme and materials for the capacity building of: - - service delivery NGOs, CBOs & Social Consultants aimed primarily at a Provincial level - CBOs, including PSC members, Women, Church, HIV/AIDS groups and ward councillors who play a key role in the health and well being of their community - Build & use SMMEs - Performance Management incorporated into M&E system to monitor the quality of service delivery of NGOs /CBOs	D: PDS	Meaningful participation of civil society in the WS sector Meaningful participation of civil society in the WS sector

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

6 FUNCTIONS TO BE CONTRACTED OUT OR ABOLISHED:

6.1 CORPORATE

6.1.1 Human Resources

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

6.1.2 Information Services

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

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

6.1.3 Communications Service

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

6.1.3 Administration

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

6.1.4 Legal Service

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

6.1.5 Financial Administration

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

6.1.5 Internal Audit

INTERNAL AUDIT	
Function to be contracted out or abolished	Functions to be contracted out or abolished
1) Computer Audit or Information Technology Audit	Reason for contracting out/abolishing and time frame - Lack of necessary skills - Inadequate capacity - Lack of resources
2) Special investigation / projects	

6.2 FORESTRY

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

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

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

6.3 WATER RESOURCE MANAGEMENT

6.2.1 Catchment Management Agencies

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

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

6.2.2 National Water Utility

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

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

6.2.3 Water Use and Conservation

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

6.3.10 Regional Implementation

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

6.3 WATER SERVICES

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

WATER SERVICES

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

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

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

7 SERVICE DELIVERY IMPROVEMENT PLAN:

7.1.1 SERVICE DELIVERY STANDARDS

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

Internal Service Delivery Objectives

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

A

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

B

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

7.1.2 Guaranteed standards for the Department's customers

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

7.1.3 Keeping appointments made in writing

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

7.1.4 Written complaints about DWAF's service

DWAF will reply to written complaints (including those received by electronic mail) in full within 20 working days. Should this not be possible for whatever reason, a progress report will be furnished and the details of the person handling the complaint will be given to the customer. The progress report will be followed by a full reply within 10 working days of the progress report.

7.1.5 Complaints by telephone

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

7.1.6 Guaranteed service standards

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

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

SERVICE DELIVERY IMPROVEMENT PLAN INFORMATION

7.2 CORPORATE

7.2.1 Human Resource

HUMAN RESOURCES					
Service delivery improvement plan information					
Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
1 Customer focused HR related (HRM & HRD) services.	All DWAF employees, past and present. Potential new institutions. Organised labour. Immediate relatives of DWAF employees.	Effective HR systems. Sound Client relationship management. Effective client communication. Modernised Information Technology enabled HR systems. Manage effective and relevant HR policies and programmes. Conduct research and development on HR trends, patterns and global thinking. Monitor and evaluate HR client satisfaction and service impact.	Professional and competent HR staff. Render high quality HR advice. Turn-around service delivery time by up to 80% reduction in current process- progressively over 3-year period. All HR services to embody a caring and humane character. All HR services to be adding value to and promote DWAF Transformation program commitments. Practice zero tolerance for unfair discrimination of any form, specifically racism and sexism. Practice zero tolerance for corruption. Foster zero wastage of government resources with HR context. Provide HR HELP DESK.	Multi-media sustained communication campaign with targeted clients. Periodic live engagement/ briefing sessions with targeted clients. Multi-lingual communication mediums in targeted information and educational sessions.	HR Ombuds Person: - HR HOT Line. - HR HOT E-mail. - HR Service Delivery Barometer. - HR Service Delivery Penalties.
2 Give strategic corporate advice and ensure efficient administrative support to the institutional restructuring process.	All affected DWAF employees. Line managers. Potential receiving institutions.	HR plays active role in restructuring processes. HR co-ordinate restructuring process through new capacity vested in Restructuring Co-ordinator (new position to be created and filled in April/May 2002).	Render high quality HR advice. Maintain sound HR administration systems. Maintain sound HR people management practices. Avoid administrative backlogs. Execute restructuring within a	Multi-media sustained communication campaign with targeted clients. Periodic live engagement/ briefing sessions with targeted clients. Multi-lingual communication mediums in targeted	HR Ombuds HR Service Delivery Barometer. HR Service Delivery Penalties.

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

7.2.2 Information Service

INFORMATION SERVICES						
Service delivery improvement plan information						
Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services			Standards for service	Methods for provision of information regarding services
Office of the CIO	DWAF – All Users	Strengthening of core competencies and streamlining of IS Planning and Procurement			IS QMS	Intranet E-mail
Directive Management	DWAF – All Users	Split of development and maintenance and contracted against Project Plans or SLAs			IS Plans for all Directorates	Intranet, email, JPMs
IS Systems Management	DWAF – All Users	Outsourcing to SITA			IS QMS, Project Plans, SLAs	JPMs
Operations Management	DWAF – All Users	Outsourcing to SITA			IS QMS, SLAs	Intranet E-mail
Programme / Project Office	DWAF – All Users	Outsourcing to SITA			IS QMS, SLAs	CSC on X7777 GITO Forum
						CSC on X7777

7.2.3 Communications

COMMUNICATION SERVICES					
Service delivery improvement plan information					
Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Access to information	Public	Feedback Spot Telephonic Audits	With regard to written queries from the public, we aim to: - Respond with a letter of acknowledgement within 7 days upon receipt of your correspondence - Respond within 14 days after we receive your correspondence - Should we not be able to provide you with an answer, a progress report will be furnished with details of the person dealing with your correspondence - If your correspondence is referred to another Chief Directorate, we will give you the full details In our dealings with the public either telephonically or in person, we will: - Identify ourselves and provide contact details - Provide you with the fullest of information - Attempt to converse with you in a language understood by you - Refer you to the correct source for information / queries if we are unable to assist you - Be polite, courteous and patient - Ensure that information that is provided is accurate and timeous	Publications Internet Written Correspondence Verbal Correspondence	Responses from Public Results of Audit

			In our Dealings with the media, we will: - Get back within one hour from the time of the query to provide information or explain the process we have undertaken; - Respond in writing to all media queries within 24 hours; - Attempt to establish contact with responsible managers if one is unavailable to respond in writing - All media queries will be logged in a media register which will involve the following: - Date - Time - Query - Name of journalist - Name of media - Responsible Communication Official - Responsible line function official - Copy of written Response - Follow-up phone/email / fax to ensure satisfaction		
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7.2.4 Administration

SERVICE DELIVERY IMPROVEMENT PLAN INFORMATION					
Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Provide a logistical service to the Department to meet the main vision and mission	Chief users and line functionaries	Turn around time to be decreased	Streamline prescribed activities and systems Concentrate on training and improve communication	Use of prescribed documents E-mail Circular Fax	Report to Director: Administration or Deputy Director Provisioning Services
Administrative support in Water matters	Water users and departmental officials	Continuous revision of policies.	Letters, Notices and policies must be clear for all institutions to implement.	Letters and notices published in Government Gazette. Accessible data base	Minister and Water Tribunal
Implementation of MISS with applicable focus priority areas	Departmental offices	Increased budget allocation Review establishment to ensure appropriate rank levels and capacity	Minimise risk	Evaluation and annual reports	D: A
Workstudy Service	Management at all levels	Acquire qualified personnel	Provide appropriate solutions	Reports of acceptable quality	D: A

7.2.5 Legal Services

LEGAL SERVICES					
Service delivery improvement plan information 4					
Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
Provide legal support to Department and Ministry to ensure that the goals of the Department are met	Public Minister DG Department	Review and restructure the Directorate Legal Services	Two weeks turn around time Well researched and reliable opinion Constant contact with customers	Formal Submissions E-mail Verbal	Report to Director: Legal Services Report to DDG: CS & F Report to DG

7.2.6 Financial Administration

FINANCIAL MANAGEMENT					
Main service to be provided	Service delivery improvement plan information				
	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)
	Financial Support All officials in the Department and all Directorates / Regions of the Department	Guidance and training	Continued compliance with Prescriptions of the PFMA	Proper Communication	None

7.2.7 Internal Audit

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

7.3 FORESTRY

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

7.4 WATER RESOURCE MANAGEMENT

7.4.1 Water Use and Conservation

WATER USE AND CONSERVATION						
Service delivery improvement plan information						
Main service to be provided	Main customers (actual and potential)	Mechanisms to remove barriers to increased access to services	Standards for service	Methods for provision of information regarding services	Complaints mechanism (where relevant)	
Management of the water quality (resource quality) of the resource through support.	DWAF Regional offices	Improving guidelines and strategies for water quality	Ensuring that the water resource remains fit for use by all users	Regional liaison meetings		
Provision of water and financial assistance to emerging farmers	Emerging farmers; rural communities	Implementation of subsidies pricing and financial assistance policies	Compliance with prior commitments with actual amount of water made available and financial assistance provided to emerging farmers	Making use of NAFU and interdepartmental irrigation action committees as a means of communication	Provision of phone number and contact details to emerging farmers	
Water Resource Development Strategies	IRP implemented regarding WC/WDM	Effective participation during the planning phase	Effective decision making based on requirements for NWA	Adopt an IRP approach to WRP		

7.4.2 Regional Implementation

REGIONS SERVICE DELIVERY STANDARDS

Description of service	Customers	Methods to improve service	Service goal	Informing customers	Complaints/suggestions
Bulk Water Supply	Water Boards, Municipalities Agriculture WU Assoc. Mines	Reducing expenditure at acceptable level of service Refurbishment of Schemes	Sustained adequate water delivery Quantity and quality	Standard agreements	Via Regional Directors
Water Quality Control	Water consumers within province	Continued monitoring and testing against standards	Pollutant free water supply	News media/bulletins	Via Regional Director
Dam Safety	General Public	Regular inspections and maintenance. Minimise risk	Safe dams structures	Bulletins	Via Regional Director
Equitable distribution of water amongst user groups	Water users	Ensuring fair practices through licensed control	Equitable allocations of water use	Media/bulletins/ information sessions	Via Regional Director
Assistance to emerging farmers	Emerging farmers	Technical assistance & financial support through reduced tariffs	To enable emerging farmers to have a viable existence	By establishing water user associations and by direct contact	Via Regional Director

7.5 WATER SERVICES

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

ANNEXURES

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

ANNEXURE A

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

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

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

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

ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

ANNEXURE B

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

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

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

ANNEXURE A

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

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

IN FINANCIAL YEAR 2003/04

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

IN FINANCIAL YEAR 2004/05

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

NOTES:

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

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

Water Resource Management	(Programme 4) Capital Equipment	R 2 500 000	(years 2002/03/04/05)
Regional Implementation (Water)	(Programme 5) Operation of Water Resources:	R 1 121 220	(year 2002/03)
		R 1 332 789	(year 2003/04)
		R 989 902	(year 2004/05).

A.2 Detailed Summary of Allocations by Functional Area

IN FINANCIAL YEAR 2002 / 03 IN FINANCIAL YEAR 2003/04

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

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

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

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

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

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

Exchequer Allocation

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

Notes: Excludes R1,121 billion augmentation

In total Exchequer allocation is as follows:

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

Water Trading Account Allocation

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

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

In total Water Trading Account Allocation is as follows

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

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

Exchequer Allocation

Water Trading Account Allocation

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

Notes: Excludes R1,333 billion augmentation

In total Exchequer allocation is as follows:

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

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

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

In total Water Trading Account Allocation is as follows:

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

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

Exchequer Allocation

Water Trading Account Allocation

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

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

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

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

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

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

A.4 Trading Accounts

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

(i) Equipment Trading Account (Programme 4)

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

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

Details of Anticipated Expenditure and Revenue in 2002/03

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

Details of Anticipated Expenditure and Revenue in 2003/04

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

Details of Anticipated Expenditure and Revenue in 2004/05

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

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

ii) Water Trading Account (Programme 5)

The Water Trading Account comprises four sub-programmes:

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

Details of Anticipated Expenditure and Revenue in 2002/03

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

Details of Anticipated Expenditure and Revenue in 2003/04

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

Details of Anticipated Expenditure and Revenue in 2004/05

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

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

(iii) Industrial Plantations

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

9 ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

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

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

CORPORATE

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

WATER

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

FORESTRY

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

ANNEXURE B.1

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

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

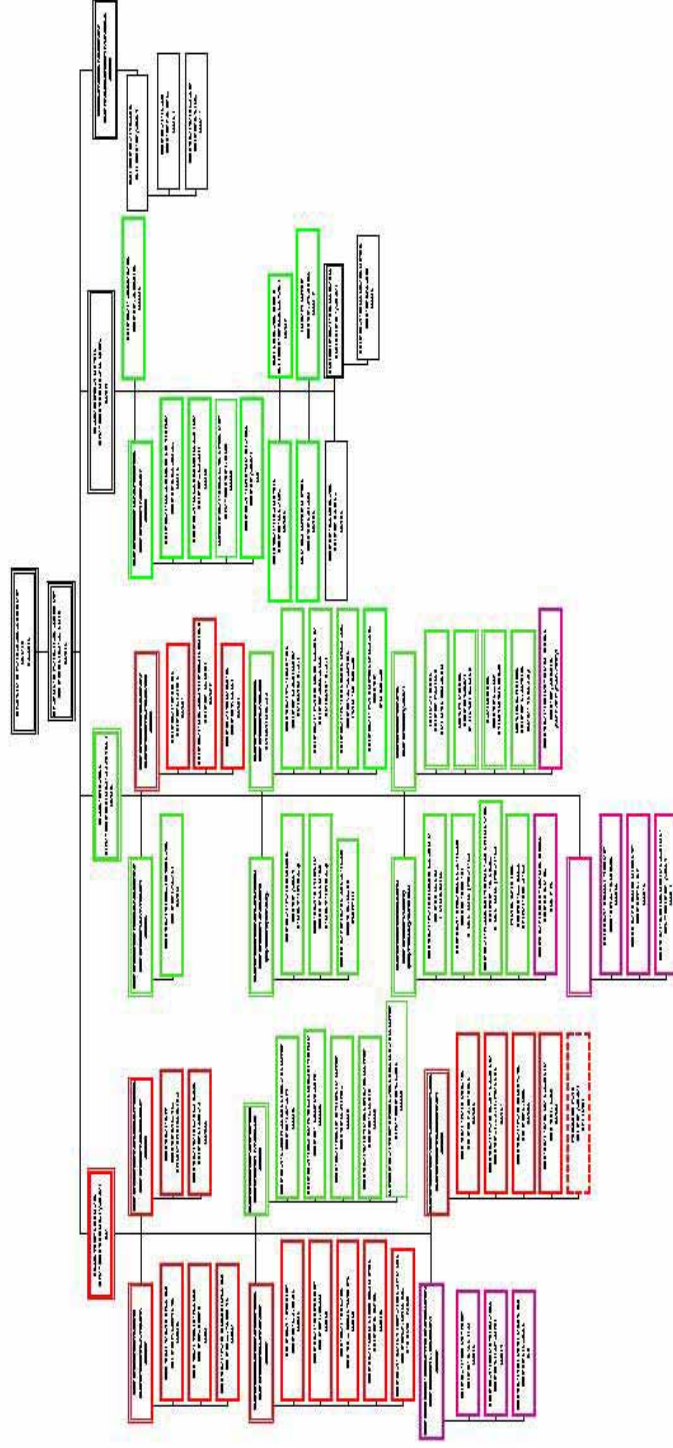
B.2 NUMBER AND LEVELS OF POSTS FILLED AND AUTHORISED POSTS, PER FUNCTIONAL AREA OF ACTIVITY POST ESTABLISHMENT PER POPULATION GROUPS

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

NOTES:

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

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



10 HUMAN RESOURCE PLAN

Context

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

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

Assessment of Necessary Human Resources

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

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

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

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

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

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

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

Race, Gender & Disability Profiles

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

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

Recruitment, Retention & Deployment

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

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

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

Effects of Abolition of Posts

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

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

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

Affirmative Action Programme

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

A multi-pronged strategy is used in this respect:

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

STRATEGIC LEVEL

A GOVERNMENT PRIORITIES This plan is informed by all relevant legislative mandates and most notably the following anchors: ◆ CABINET / LEGISLATIVE PRIORITIES ◆ NATIONAL WATER ACT ◆ WATER SERVICES ACT ◆ FORESTRY ACT ◆ MINISTER'S Priorities 2001-2005 ◆ BUDGET SPEECH ◆ WATER AND FORESTRY SECTOR PRIORITIES	
B MANDATED FUNCTIONS ◆ DWAF mandate as prescribed in the Public Service Act (1999)	
C SERVICE DELIVERY IMPROVEMENT PROGRAMME ◆ AS PRESCRIBED IN THE PUBLIC SERVICE REGULATIONS, CHAPTER 1, PART III.C (2001) ◆ See Appendix B for full details	
D STRATEGIC PLANNING ◆ AS PRESCRIBED IN THE PUBLIC SERVICE REGULATIONS CHAPTER 1, PART III. B (2001) ◆ AS PRESCRIBED IN THE TREASURY REGULATIONS CHAPTER 5. (2000) ◆ See Appendix A attached for full details The Risk Assessment process mentioned below was done prior and at the strategic planning session. We are committed to execute ongoing update and evaluation of the risk register and integration into our corporate operational plans.	
E ENGAGE IN THE RISK ASSESSMENT PROCESS AS FOLLOWS:	
Objectives	Describe the objectives of DWAF
Policy	What policies/legislation do you have in place to achieve your objectives: • Water and Forestry Legislation and internal corporate policies
Tolerable risks	What risks can you tolerate i.e. how many people can you loose or gain-set ceiling (i.e. over staffing in Forestry Chief Directorate and consequent redeployment scenarios): • Institutional restructuring
Risks to objectives	Link your risks to objectives Ensure that gaps are being closed
Control strategy to mitigate risks	What control strategies do we have in place to achieve objectives/ mitigate risks i.e. appointment of labour specialist, performance appraisal sessions, breakfast sessions, etc. Set up an internal audit team to co-ordinate risk assessments departmentally
Residual risks	Are the current mechanisms effective or we need to do more i.e. train and develop people etc.
Control strategy enhancements	Review at our strategy and put enhancements in place i.e. incentives

Monitoring	Monitor staff turnover, absentees, trends and indicators to ascertain whether they are becoming a hazard or not
Reporting	Report on progress at specific times to be enabled to react and take corrective action A risk register shall be kept per region and assessed as conditions change Senior managers can identify top ten critical risks and specify what remedial action should be taken
RISK FACTOR TO CONSIDER ♦ HIV/AIDS	Anticipate how HIV/AIDS can impact on our human resource planning
F LEGISLATIVE AND POLICY FRAMEWORKS The following pieces of legislation and policies was consulted when we commenced engaging in Human Resource Planning: ♦ Public Service Act (1999) ♦ White Paper on Human Resource Management in the Public Service (1997) ♦ Public Service Regulations (2001) ♦ Treasury Regulations (2000) ♦ Employment Equity Act (1998) ♦ White Paper on Affirmative Action (1998) ♦ Skills Levy and Skills Development Act (1998) ♦ Labour Relations Act (1995) Collective Agreements ✓ The framework agreement for the transformation and restructuring of the public service, adopted at the job Summit in January 2001	

G ENGAGE IN HUMAN RESOURCE PLANNING

1 WHAT IS HR PLANNING?

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

2 THE MAIN AIM OF HR PLANNING

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

3 WHAT HR PLANNING ENSURES WITHIN OUR DEPARTMENT

It ensures that your Department:

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

CENTRAL QUESTIONS TO ANSWER ON OUR HR PLANNING

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

What strategic direction is our Department taking? Role change. From implementor to regulator. Major institutional change over next two decades. Anticipated 60% SHRINKAGE in Water Services and Forestry combined. Institutional infrastructure overhauled and massive combined with intensive capacity building process to be rolled-out.
What human resource challenges do we face? Capacitating the origination and its present people for their new roles and ultimate destination with potentially new employers, newly created Catchment Management Agencies (CMA) and Water User Associations (WUA) agencies and local government authorities. Large scale institutional restructuring and change management. Potentially huge skill shortage, pending the findings of an organization-wide skills audit, currently work in progress. Scheduled for completion in April 2002.
How ready are current human resources management systems to cope with these challenges? A HR systems review was successfully concluded to analyse the extent of system challenge and overhaul and or replacement required. Present assessment is that hr. systems are under-utilise to full capacity, high level of system capability ignorance, non automated systems, high risk profile, underdeveloped to cope with present and future demands anticipated from intensified restructuring efforts pending.
What can be done to strengthen the human resources management systems? Improved systems with improved skills vested in staff operating and managing systems at regional levels as well as re-focus and changed role of national and regional system responsibility and accountability. Regular systems audit. Institute periodic systems monitoring and evaluation. Appoint systems administrator and process owner. Currently under construction is a regional decentralisation planning exercise-scheduled for implementation on an accredited basis from 1 December 2001.
What human resources does our department need? New skills profile to staff the new role and change in core business. Branch, national office and regional specific. HRD strategy to be aligned to new demands and intensifies capacity building efforts. Given the preliminary stage of the Water Services restructuring process and a series of unknown factors that executive management still needs to give direction on. Amongst others, the future of regional offices as well as the desired end state of a restructured department.
What specific skills, knowledge and competencies will be needed by employees three years from now, that they do not currently y possess? A more comprehensive and accurate response to this question is pending the findings of a full-scale skills audit which commenced in May 2001 – April 2002 Key skill gap areas identifiable at this stage are as follows: environmental economics; economics, sciences, social sciences and microbiology.

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

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

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

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

SCENARIO MODELING

Scenario 1 2001 – 2002 (Short term structural change)

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

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

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

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

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

Scenario 2 Planning horizon over the next decade

Characterised by phased restructuring of the water sector.

A series of assumptions made about creating new institutions.

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

5 THREE MAIN STEPS OF HUMAN RESOURCE PLANNING

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

STEP ONE

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

STEP TWO

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

STEP THREE

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

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

Diagram: Gap addressed by human resource development



6 TWO MORE CRITICAL STEPS FOR HUMAN RESOURCE PLANNING

STEP 4

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

6.1 DRAW UP A HUMAN RESOURCE STRATEGY

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

6.2 DEVELOP THE HUMAN RESOURCE PLAN

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

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

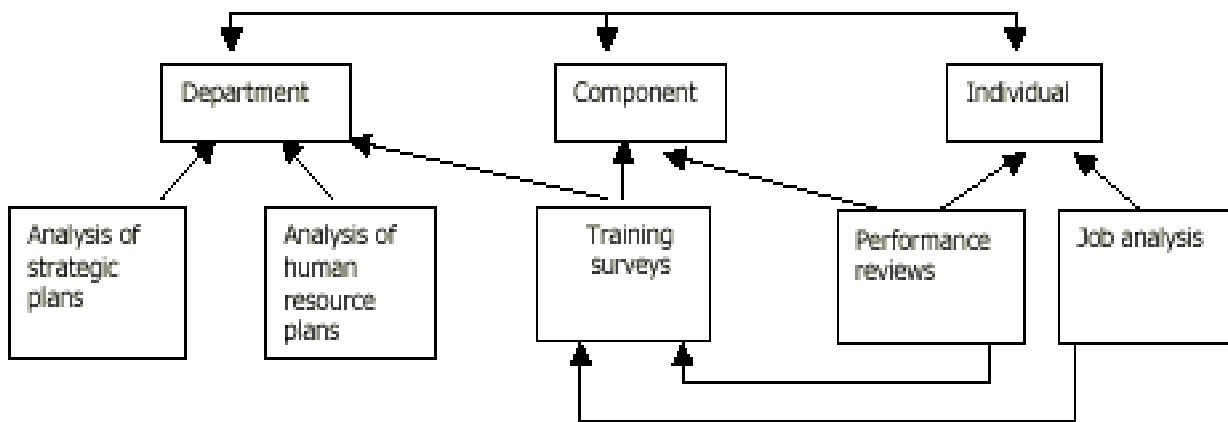


Diagram: Levels of training and development plans

6.3 HUMAN RESOURCE DEVELOPMENT PLAN

Your Human Resources Development Plan must specify:

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

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

7 DRAFT A MIGRATION PLAN/PROGRAMME

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

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

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

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

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

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

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

8.1 CONDUCT AN ANALYSIS OF OUR WORKFORCE

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

Workplace Analysis	
1	Your department's employment policies
◆	Integrate EE into the following policies:
	✓ Recruitment and Selection ✓ Training and Development ✓ Performance Management ✓ Career Pathing and Succession Planning
2	Your employment practices and procedures - See information under numerical goals below
3	Your working environment - See information under numerical goals below
Workforce Analysis	
4	A profile (as prescribed in the Act) of the designated employer's workforce within each occupational category and level
	✓ Compile annual statistics on the promotion, training and promotion within each grade of each occupational category, of persons historically disadvantaged
NB. This will assist the employer determine the degree of underrepresentation of people from designated groups in various occupational categories and levels in its workforce	

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

8.2 EMPLOYMENT EQUITY PLAN/ STRATEGY

(ALREADY CONCLUDED NEEDS TO BE ALIGNED TO HR PLAN)

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

OUTPUTS	ACTIVITIES
1 Employment Equity Plan	✓ Set clear objectives to be achieved in this current year and the remainder of the MTEF ✓ EE should form part of operational objectives for every manager
2 Affirmative Action Programme	✓ Draft a comprehensive plan that specifically outlines HOW the department intends to redress numeric under-representativeness and also, HOW it plans to support the advancement of persons historically disadvantaged
3 Affirmative Action Measures to be implemented within your department (Non-numerical) These measures are designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equally represented in all occupational categories and levels	✓ Identify and eliminate employment barriers ✓ Develop a programme to further diversity in the workplace and create awareness and understanding around it ✓ Ensure reasonable accommodation for people from designated groups ✓ Retain and develop people from designated groups through training and development ✓ Develop a sexual harassment policy for the Department ✓ Create opportunities for the advancement of people from designated group (Career Pathing)
4 Affirmative Action Measures to be implemented within Department (Numerical)	✓ Set numerical goals to achieve the equitable representation of suitably qualified people ✓ Set the timetable for each year of the plan to achieve departmental goals and objectives, in addition to these numerical goals ✓ Specify duration of the plan, which should be within the duration of 1- 5 years
5 Implementation	Identify warm bodies, including senior managers within the Department, and charge them with the responsibility of ongoing monitoring and implementation of the plan Clearly spell out procedures to be followed to monitor and evaluate the implementation of the plan, to assist track progress Develop and publish internal procedures to resolve any dispute regarding the interpretation or implementation of the plan Publish this programme and conscientise people around AA issues within the Department Establish a workplace forum as stipulated in the Act and commit resources

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

9 RESOURCE DISTRIBUTION

1 Address the POSITION OF PEOPLE affected by the abolition of unnecessary posts.	✓ Develop a Programme/ Strategy to distribute resources through transferring or redeployment of staff (if training does not address capacity needs). ✓ If some people are not accommodated in the organisation due to shortage or absence of skills required, you redeploy or transfer them in accordance with chapter IV of the PSA, and the Public Service Regulations, 2001 Part III F, G, H, I and Part IV accordingly.
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10 RETRENCHMENT

1 RETRENCHMENT MUST BE THE LAST OPTION	✓ Do this in accordance with the Labour Relations Act ✓ Where appropriate, the DPSA should be consulted to provide guidance and support throughout the exercise ✓ Use the framework agreement for the transformation and restructuring of the public service, adopted at the job Summit in January 2001 N.B. The retrenchment tool, which is the exit management framework, is in the process of being developed in consultation with the unions at the PSCBC level.
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This HR plan should be made known to the Department and posted in public areas where people can see it i.e. Intranet/Internet, notice boards, boardrooms, next to lifts etc.

11 CREATION AND FILLING OF POSTS

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

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

11.2 Succession planning for key positions

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

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

11.3 Addressing Employment Capacities of people

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

11.3.1 Employment contracts

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

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

Continuous employment contract	A continuous contract is one in which the employee is engaged for an unspecified period for as long as the Public Service has need for his or her services.
Fixed-term employment contract	Fixed-term contracts are the primary means of engaging employees for work of limited duration, and are thus an important method of managing fluctuating or rapidly changing operational requirements. Fixed-term contracts can also be used for: • Supporting the achievement of racial, gender and disability balance. Fixed-term contracts will normally be for periods of 1-3 years, and may not be longer than 5 years. The terms of such contracts will be individually negotiated, but may not be used either to deny the employee a fair level of remuneration or to award an excessive remuneration package.
Temporary employment contract	Temporary contracts are the means of meeting very short-term ad hoc work requirements, for example, seasonal employment. Temporary contracts may not extend beyond 12 months.
Written contracts	All employees should have a written contract, which sets out the period of employment, and the terms and conditions on which he or she is employed.
Flexible working patterns	Employees may be engaged on a full-or part-time basis, whether employed on continuous, fixed-term or temporary contracts.
Increased competition For practical purposes, competition may be divided into three categories:	Open Targeted Internal
Selection on merit In drawing up their selection procedures, whether for recruitment or for promotion, national departments and provincial administrations should apply the following basic principles:	Job-related selection criteria Fairness Equity Transparency

12 ADDITIONAL EMPLOYMENT

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

13 TRANSFER OF FUNCTIONS BETWEEN DEPARTMENTS

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

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

14 JOB DESCRIPTIONS, JOB TITLES AND CORE's

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

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

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

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

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

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

15 HUMAN RESOURCE PLAN AND BUDGETS

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

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

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

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

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

STEP 5

16 MONITOR AND EVALUATE HUMAN RESOURCE CONTROLS

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

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

17 MANAGERIAL REVIEW AND OVERSIGHT

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

18 WHAT WILL EFFECTIVE PLANNING CONTRIBUTE?

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

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

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

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

FIVE CRITICAL FACTORS FOR SUCCESS

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

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

19 REALITIES THAT MIGHT AFFECT HR PLANNING

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

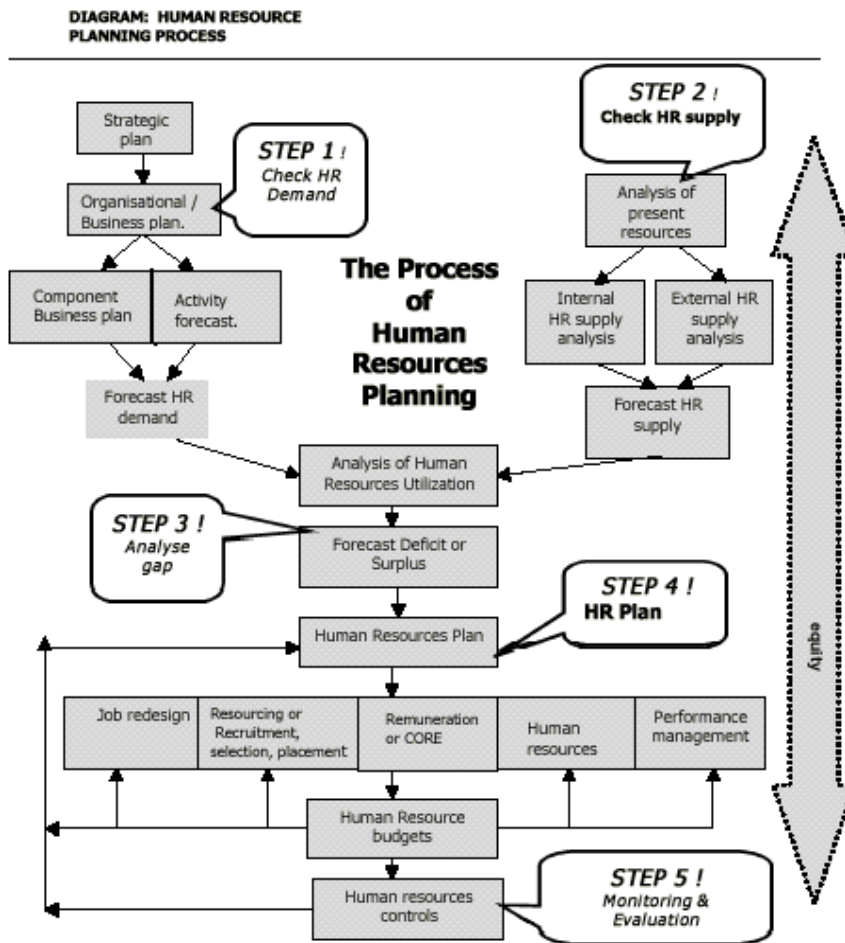
20 DPISA'S ROLE

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

ANNEXURE A

HUMAN RESOURCE PLANNING PROCESS-MODEL

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



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

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

10 CONCLUSION

DWAF, through its Chief Directorates and Directors who are the heads of its functional units, has in this report (Mullet-year plan 2002/3 – 2004/5) reflected its intentions in terms of its legal mandate in a clearly defined format. The Department's activities and their related targets are presented in detail for year 2002/2003. This enables the Department to report the extent to which it has realised its targets. Subsequent quarterly reports and the annual report are also used as measures of the success on particular objectives.

In implementing these mandated core functions and medium-term key objectives, essential reference is made to the acquisition of skills, which organisational structure of the Department. The Department is also focusing on asset management as an urgent requirement for the purpose of accountability. Financial resources allocated to the Department are presented in detail to include the years 2002 to 2005. This includes Water Trading account, Industrial Plantations, which no longer operate as a trading account but a sub-programme of Programme 8.

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

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