



Programme 1:

Administration

Purpose:

To provide financial, human resource, information and management services, and general administrative support to the department.

Administration

During the year under review, the department continued to enhance its service delivery to its internal and external clients. Breaches of security were minimised as a result of putting in place effective security measures, and by implementing crime prevention strategies throughout the department.

The departmental communication strategy was developed in line with the Government Communication Framework.

The department did not experience any strike action as a result of its engagement and negotiations with its labour unions under the auspices of the Departmental Bargaining Chamber. Any strike action where person days were lost (1130), was as a result of external factors and stayaways and/or industrial action called by Trade Unions Federations or Unions in the Central Bargaining Council of the Public Service (PSCBC).

The department promoted transformation through various programmes that were rolled out within the department, through anti-racism campaigns, industrial theatre shows, culture surveys as well as the establishment of transformation structures.

The provisions of the PFMA were implemented, which included substantial progress on the separation of the trading account activities from the main Exchequer account activities. The procurement processes were organised in line with the Act and progress made on the implementation of accrual accounting including the development of a full asset management system.

Aim

The programme provides for the management of the Department, including: policy formulation by the Minister and senior management: centralised administrative, legal and office support services: departmental personnel management and financial administration and information technology (IT).

CORPORATE SERVICES

As the Department continued to focus on service delivery, the focus of the Corporate Services branch have been to provide an excellent support function to the functional branches within the Department.

During the reporting period the Department experienced difficulties in filling senior human resource management positions. While significant improvements were made with regard to the financial management system, challenges of implementing effective systems throughout the Department continued to be addressed.

Main Achievements

The Legal Services sub-programme provides legal support to the Department. The sub-programme's mandate includes the drafting of legislation, regulations, delegations, government notices and assignments. It also negotiates and drafts international agreements and contracts to ensure that State interests are protected. It manages, co-ordinates and deal with claims, court litigation and all other forms of legal action by and against the department in cooperation with the State Attorney and outside advocates. It assists the Department in the enforcement of legislation administered by the Department. It also gives the Department legal opinions or advice on any matter in order to ensure that its rights and obligations are exploited in terms of the Constitution, laws and best national and international legal practice and provides administrative support to the Water Tribunal.

The sub-programme fulfilled its mandate with the submission of the Water Care Regulations to the Chief State Law Advisor. The Water Services Amendment Bill was also promulgated. The Forestry Amendment Bill has been submitted to Parliament.

The Transformation sub-programme initiates, monitors and evaluate transformation programme within the Department in line with the White Paper on the Transformation of Public Service, Medium Term Strategic Objectives of government and other legislative imperatives. It is responsible for monitoring equity and fairness in all change processes of the Department, including restructuring.

This structure oversees representivity and supports transformational leadership in the Department. It provides guidance to other structures such as the Regional Transformation Fora. It also ensures that transformation activities are linked to the strategic planning process through organising the annual National Transformation Forum, which sets transformation priorities and monitor progress.

During the period under review the unit has managed to build a common understanding of the need to integrate transformation into the core business of the Department. The focus on transformation moved from a mostly internal focus into an external focus on how the Department contributes to the transformation of South Africa as a whole. The Department has made strides on promoting a non-racial and non-sexist organisation. Through its Anti- Racism campaigns the Department developed a partnership with the South African Human Rights Commission to assist in combating racism and xenophobia. Workshops on human rights, racism and diversity were held in all nine regions, and were attended by employees at various levels.

The Communication Services sub-programme: Representing the Department in Government Communication Cluster Structures, the chief directorate actively participated in Government related communication activities including participating in Government Communication Information Services and Government's Imbizo programmes.

Communication Services' key function is to support the Ministry and the Department in the areas of event management, public relations, marketing, media liaison, corporate communications, media production and overall advice pertaining to communication issues. Staff and public were kept informed about the department's policies, programmes campaigns and projects via internal newsletters Shotha and Hlathi-Manzi, articles in the media, press releases, media interviews, press conferences, participation in exhibitions, awareness campaigns and an effective distribution of promotional material.

During the financial year, all communications and marketing activities executed by the chief directorate were guided by the State of Nation Address of 2004/05 and National Government's Communication Framework thereby contributing to Governments overall communication programme.

The coordination and implementation of campaigns such as Water and Arbor weeks, and other national campaigns such as 16 Days of Activism, Woman's month, Heritage and World Aids Days continued to be a major activity of the chief directorate with resounding successes marked by participation of the highest level in government.

The Corporate Planning sub-programme initiates and produces the Department's Strategic and Business plan and monitors the achievement of both plans. It is also responsible for the corporate assessment and Annual Reporting.

During the year under review the unit advised managers on the strategic planning processes, collated the strategic plan and business plan documents, and introduced the Corporate Assessment Solution (CAS) as means of monitoring corporate performance. The Directorate also compiled quarterly reports that highlighted progress against the Department's strategic plan.

The Human Resources sub-programme is responsible for human resource management, human resource development, labour relations and organisational and management structure.

In Human Resources Development, a strategy on implementation of the Work Place Skills plan was devised and will be implemented during 2005. The unit was involved in negotiations regarding the incorporation of the LGWSETA into the PSETA (non-water related skills programmes and qualifications) and the ESETA (water related skills programmes and qualifications). Implementation of the learnership program begun and a pilot project was developed for learnerships in water purification, waste water treatment and water reticulation. 163 staff development and 18 external bursaries were granted during the year. The unit improved on bursary administration

by introducing workflow processes and a management information system. A situational analysis report regarding ABET training and education was done to guide the way forward. The unit also initiated an Employee Assistance Program (EAP) in support of the Social plan and in collaboration with National Transfers.

The Human Resource Management unit has strengthened the pension management process, and implemented the Performance Management and Development Strategy. Recruitment and selection processes were enhanced. Increased support was provided to the restructuring process in line with Resolution 7 of 2002. The Human Resources Chief Directorate continues to provide support to managers.

The Labour Relations Management unit continues to effectively manage disputes, grievances and discipline. Training and capacity building of line managers to deal with the people management function continues. Labour Relations and Internal Audit collaborate effectively to address discipline, fraud and corruption. The unit has also successfully established a Departmental Bargaining Chamber as a tool to support sound employer employee relations and to conclude collective agreements with unions.

The Organisational Management Support Unit completed the Job Evaluation Policy which was negotiated with organised labour and signed off by the unions. Support was provided to managers in developing and organisational structure that Reflects the functions of the department.

The Administrations Management Unit is sub-divided into distinct divisions namely: - provisioning services, office services, protection services, land requirements and land usage, and transport. A key activity was the National Treasury procurement integration process, that was implemented successfully.

Security awareness campaigns on Emergency Procedures/ Occupational Health and Safety/Minimum Information Security

Standards were conducted in order to sensitise officials on security and safety measures.

Land and servitudes were successfully acquired, affected persons compensated, for the Usuthu-Vaal GWS, Secunda Weir (Breede River GWS), Njelele GWS, Usuthu-Morgenstond Dam, and Vaal Gamagara GWS.

Land is being acquired for the raising of the Flag Boshielo Dam which acquisition should be finalised by end October 2005.

Approximately 36 applications for development around dams were received and co-ordinated.



Table 3: Key Outputs and Service Delivery Trends

Sub-Programme	Key Outputs	Service Delivery Indicators	Actual Performance
Communication Services	<p>To promote and enhance public awareness and understanding of departmental programmes, activities, opportunities and achievements</p> <p>To cultivate a communication culture conducive to ensuring effective communications</p> <p>The promotion of interaction between the Minister, Department and public</p>	<p>Development and implementation of a departmental communication strategy</p> <p>Communicate the Departmental communication policy</p> <p>Establishing good relationships with media</p> <p>Maintaining a good public image for the Department and Minister</p> <p>Engagement with the public via various mediums</p>	<p>The Departmental Communication Strategy were successfully implemented and measured by assessments of external coverage and perceptions</p> <p>The departmental communication policy was communicated across the organisation to ensure that all communication activities were guided by the policy. This involved workshops, briefings and dissemination of the policy</p> <p>A programme of engagement with media institutions including journalists was implemented. This involved meetings, briefings, presentations, dissemination of information as well as visits to projects and programmes</p> <p>A specific programme of community visits, imbizo's, openings of projects and campaigns was implemented. The use of print, electronic and community was central to these programmes</p> <p>A media monitoring service is provided daily to the Minister and Department</p> <p>A multi-media approach was used for all communication campaigns thus ensuring a widest possible reach. Emphasis was also placed on Imbizo style engagement, out reach campaigns and community openings</p>
Legal Services	Maintenance of Legislation. Draft and process legislation	Legislation to be drafted in accordance with applicable prescripts and processed timeously to Parliament	<p>Water Care Regulations drafted and submitted to the Chief State Law Advisor for comments</p> <p>Regulations on water use for recreational purposes drafted and to be published for public comment. Water Services Amendment Bill promulgated</p> <p>General Authorisations in terms of Section 39 of the National Water Act published</p> <p>Forestry Amendment Bill drafted</p>

Sub-Programme	Key Outputs	Service Delivery Indicators	Actual Performance
Legal Services	Providing Legal Support in Law Enforcement	<p>Ensure that legal actions are properly co-ordinated and take place within a month</p> <p>Also ensure that rights and obligations of the Department are exploited in terms of the Constitution, laws and best legal practice</p>	<ul style="list-style-type: none"> • The Department continued with the Yellowwood prosecution • Appearances in the Water Tribunal. Directives were issued against illegal water users • The Department initiated a number of legal actions against illegal occupiers of state land, mainly state forests
Transformation	Continuation of the transformation process	<p>National Transformation Forum reviewed the strategy for 2005 and resolved to take a more external transformation focus</p> <p>The following themes were adopted for 2005:</p> <ul style="list-style-type: none"> • Water Resources to promote growth and development • Water re-allocation to redress inequities • Water Services ensure the sustainability of services • Forestry for the benefit of the Rural poor • Transformation of Water Management Institutions • Rural transformation, including Black Economic Empowerment • Improving service delivery and people development 	<p>The Department has made strides through its Anti-Racism campaigns in partnership with the South African Human Rights Commission. Workshops on human rights, racism and diversity were held in all nine regions and it was well received and attended by most employees at various levels</p> <p>The establishment of transformation structures and re-engineering of governance structures has been finalised. Work is in progress to do capacity building to ensure effectiveness and efficiency and maximum participation</p> <p>The department has assessed transformation progress through suggestion boxes, hotline and direct enquiries to managers. An impact assessment has been conducted through a culture survey with ten dimensions</p> <p>The report has been discussed in governance structures of the department</p> <p>The outcome of the culture survey and other assessments will form an integral part of the Change Management Strategy</p>

Sub-Programme	Key Outputs	Service Delivery Indicators	Actual Performance
Transformation	Annual revision of the Employment Equity Plan as per the Employment Equity Act [1998]	Employment Equity Consultative Forum assesses progress made by Regions, Chief Directorates and Directorates quarterly	<p>Report submitted to the Department of Labour and the plan is being implemented by all Chief Directorates and Regional Offices</p> <p>The Department has made strides on black representivity at senior management level, but is still faced with the challenge on woman and disability representivity at the same level</p> <p>The Department is exploring various options to improve on its targets that includes headhunting, internship programmes as well as offering bursaries and promoting staff retention</p>
Human Resource Management	<p>HRM policy Framework produced</p> <p>Performance Management and Development Systems</p> <p>Recruitment and selection of staff</p> <p>Draft, Implement, Monitor, Review the Human Resource Plan</p>	<p>Standardised organisational practices applied</p> <p>All staff evaluated</p> <p>Staff recruited according to client specification</p> <p>HR Plan in process of establishment in terms of Public Service Regulations</p>	<p>Policy research, Development, Implementation, Monitoring, Evaluation and ensure Compliance</p> <p>PMDS Developed, Ensured Compliance and implemented 1% pay progression and cash awards. Note: Figures to be confirmed with reference to Tables 7.1 to 7.4</p> <p>Advertised posts and assisted with selection of staff, in compliance with prescripts. Note Figures to be confirmed with reference to table 6.3</p> <p>Phase 1 in Process Determining the HR Supply</p>
Human Resource Development	<p>Bursary Programme</p> <p>Implement ABET programme</p>	<p>Facilitated the allocation of bursaries and the administration processes for 2004</p> <p>Maintenance of existing bursaries</p> <p>Partnership with other government stakeholders to deliver ABET programme</p>	<p>A total of 163 internal and 18 external bursaries were awarded</p> <p>The total active bursary file maintained were:</p> <ul style="list-style-type: none"> • 64 External and • 229 Internal Bursaries <p>21 external students were placed in the Department on graduation</p> <p>MoUs signed in the Eastern Cape (668 learners), Western Cape (177 learners) and Limpopo (1291 learners)</p>

Sub-Programme	Key Outputs	Service Delivery Indicators	Actual Performance
Human Resource Development	<p>Induction programme</p> <p>Diversity Management Training</p> <p>Leadership and Management Development</p> <p>Social Plan for workers affected by restructuring.</p>	<p>Induct and orientate new employees on the organisation</p> <p>Heightened awareness of human diversity and its implications in workplace functioning</p> <p>Trained competent leaders and manager within the department</p> <p>Conducted workshops in all regions that are affected by the restructuring process</p>	<p>9 Induction courses were presented Nationally for 2004/2005</p> <p>14 training sessions co-facilitated by DWAF employees and the service providers</p> <p>201 employees on levels 5 to 8 have undergone an intensive 3-day diversity training course</p> <p>80 employees at level 9-12 attended 5 separate strategic management-training sessions, each session had a duration of 3 days</p> <p>9 employees at level 6-8 attended an Advance Management Development Programme co-facilitated by Pretoria University</p> <p>8 workshops were held in 4 regions, where the social plan was presented. Management, the affected employees and unions attended these workshops</p>
Labour Relations	<p>Labour Relations and solutions and advisory services</p> <p>Conflict, grievance and dispute resolution services</p> <p>Negotiation and Collective Bargaining</p> <p>Disciplinary investigations, Presiding Officer Services and Employer representative services in misconduct hearings</p>	<p>To manage and oversee Labour Relations in the department</p>	<p>The services rendered by Labour Relations endeavours to enhance the quality of people management and management decisions where such decisions affect DWAF employees. This to ensure fairness and equity and in sync with the overall Public Service Labour Relations Sector</p> <ul style="list-style-type: none"> • No strike actions were recorded during this reporting period • Transfer/Restructuring supported yielded a number of successful transfers • Labour Relations guidelines to enhance employee relations management issued <p>A LR Intranet Site with topical and timely LR Information were established</p> <p>A Departmental Chamber was established to provide a forum where the Department and Labour Unions are able to deal with labour rights and interest matters as far as they do not encroach on the activities of the PSCBC</p>

Sub-Programme	Key Outputs	Service Delivery Indicators	Actual Performance
Organisational Management Support	Job evaluation Restructuring	Complete all Job Evaluation cases within 6 - 8 weeks Completed reports	Actual performance of 461 cases, 312 completed, 77 incomplete, 39 postponed and 33 cancelled Eastern Cluster and Limpopo completed and implemented. Other two clusters continuing. P & R Branch: 7 out of 8 Chief Directorates completed National Water Resource Infrastructure Branch created and under development
Restructuring	Co-ordinate the restructuring initiatives and processes Co-ordinate the Communication Strategy on Restructuring	Co-ordinate restructuring initiatives and processes Informed members of the Department on restructuring	Facilitated all restructuring processes and initiatives managed through the Restructuring Core Committee (RCC) and the Departmental Bargaining Chamber (DBC) and line managers Established, evaluated and facilitated the implementation of a change management programme Conducted information sessions and consultative forums on restructuring Developed the information manual on restructuring
Administration	Provisioning Services Administration of stock and Provisioning Services Office Services To render office services	Sufficient stock is kept in terms of PAS directives Issue stock items within a period of seven days Placement of order/s and settlement of invoices within thirty days, in line with PFMA The following are the Service Delivery indicators: cleaned and maintained buildings, acquired office accommodation for head office and regional offices , compliance with the Archives Act, information provision, delivered mail, files and other items, rendered food services to tea clubs	Service standards were realized, in line with the Logis and PAS prescriptions Office Services for the most supplied acceptable services such as cleaning of head office buildings, messenger services, acquisition of office accommodation for both head office and regional offices, Registry services, telecommunication, word processing, library services, food services and photocopying to the department

Sub-Programme	Key Outputs	Service Delivery Indicators	Actual Performance
Administration	<p>Land Matters Acquisition of land and real rights, co-ordinate applications for development around State dams and transfer of Government water schemes</p> <p>Transport Rendering of transport services for fleet, subsidised vehicles and travel booking services</p> <p>Protection Services Manage and formulate policies in line with relevant acts and directives</p> <p>Conduct risk analysis security evaluation and appraisals to create proper security structures and measures</p>	<p>Other directorates within DWAF, other departments, private professionals, land owners, applicants, water users associations and other affected persons</p> <p>Compliance of contracts with service providers</p> <p>Effective flight, road transport and travel booking services</p> <p>Monitor DWAF installations to ensure compliance with policies</p> <p>Execute efficient security structures and measures to combat threats/risks against DWAF installations</p>	<p>Acquired land and real rights timeously , co-ordinated and received applications and are in the process of transferring seven Government water schemes</p> <p>Ensured effective service delivery in line with policies, prescriptions and contracts</p> <p>Ensured compliance with prescribed legislation, policies, directives, rules and regulations. Executed the uniform implementation of crime prevention strategies throughout DWAF</p> <p>Determined security levels to ensure proper security structures and measures are in place/implemented to combat targeted crime levels and minimise risk</p>
Information Services	<p>South African Communication Security Services Act</p> <p>Availability of the maintained Operational Systems</p> <p>Availability of the Applications Systems</p>	<p>Executed secure information system for security equipment</p> <p>Continuous availability of the maintained Operational Systems</p> <p>Continuous availability of the Application Systems</p>	<p>Ensuring Compliance and Crypto Security</p> <p>100% Availability of the Operational Software</p> <p>Availability of the critical applications has improved dramatically: WARMS, REGIS etc</p>

FINANCIAL ADMINISTRATION

Main Achievements

The Departmental budget was simplified by restructuring from eight (8) programmes to four (4) thus making management and accountability clearer. The Branch was able to implement the provisions of the PFMA, which include separating the trading account activities from the main Exchequer account activities,

opening separate bank accounts for these different activities as well as implementing procurement processes in line with the Act.

The branch developed processes to implement accrual accounting including a full asset management system in accordance with the PFMA. The risks affecting the department have also been assessed and strategies have been developed to address them. A turn-around strategy was implemented to address the audit qualifications received in previous years.

Table 4: Key Outputs and Service Delivery Trends

Sub-programme	Outputs	Service delivery Indicators	Actual performance
Management accounting	<p>Receipts issued for all monies received</p> <p>Properly kept record of issued receipts</p> <p>Remunerative payments effected for services rendered</p> <p>Budgets prepared and submitted on time as prescribed by National Treasury</p> <p>Effective budget and expenditure control</p>	<p>A reconciled report of receipts and payments received</p> <p>Employees receiving their salaries, S&T and overtime payments within a month of submitting claims</p> <p>Completed MTEF, ENE and Adjustment Estimates documents within prescribed time</p> <p>Issued salary advices and signed payrolls</p> <p>Monthly, quarterly and annual expenditure reports drawn</p>	<p>Received money for services rendered and issued receipts</p> <p>Implementation of SAP system to support accrual accounting is at an advanced stage</p> <p>Filed records for future use</p> <p>Payment made immediately after a claim has been lodged</p> <p>Salary advice slips and payrolls issued</p> <p>Budget timeously submitted to National Treasury in the correct format</p> <p>Reports produced and regular discussions held and expenditure at 99% of allocations</p>
Financial Accounting	<p>Payments stubs Expenditure reports</p> <p>Annual Financial Statements for the Main and Trading Accounts</p>	<p>Accounts paid within a month of submitting claims</p> <p>Correctly prepared, audited and published annual financial statements</p>	<p>System available throughout the department</p> <p>Invoices paid within thirty (30) days of receipt</p> <p>Collected data and compiled the AFS</p>

Sub-programme	Outputs	Service delivery Indicators	Actual performance
Supply Chain Management	Accounting Officer's Procurement Procedures, Manuals, Guidelines and Policies An up-to-date departmental asset register	Reduced problems on the application of SCM policies and procedures Increased HDI and SMME participation rate Existence of an up to date departmental asset register	Procurement policies developed and posted on Intranet Regular training and awareness campaigns on the SCM issues held Assets recorded in the asset register regularly on acquisition Acquisitions verified Regularly valued and depreciated assets
Financial Consolidations and Co-ordination	Consolidated financial reports Training sessions/consultations conducted Number of training attendees	Availability of reports at specified intervals Shared financial information within and outside the Department Skills assessment report Number of officials put on various financial training programmes Compliance with PFMA, Treasury Regulations, etc. by all officials within the Department	Collected, collated and consolidated financial information in required format Trained officials on financial management Developed appropriate intervention strategies to address particular issues Conducted regular financial skills audit Recommended development plans for each official based on the skills audit Rolled out comprehensive training
Internal audit	Annual audit programme Risk assessment report Internal audit reports	Generation of different audit reports in accordance with the annual plan Special projects investigated and reports generated	Planned and executed audit programmes Conducted risk assessment process Reviewed objectives, controls and adequacy of departmental processes Planned and performed follow-up audits Identified special projects to be undertaken Conducted audits as per special requests from management Investigated economic crimes and irregularities as reported through the departmental hotline