



Livhuwani Ramahuma
LGS Bulletin Editor



Editor's Note

Welcome to the third issue of our very own LGS Bulletin. Spring time is here and it's a time for growth – and our LGS Bulletin certainly is growing from strength to strength. This issue sees the introduction of **four new regular features**: the **5Q2** feature allows us insight into the thinking of key programme managers across the Cadre, the regular feature from the **Water Services Regulator** keeps us up to date on developments in this critically important area, the **Learning Journeys** feature allows travellers to share their learnings and the **Announcements** page provides a space for advertising key developments and events. We trust that you will find this growth to be fruitful!

It is increasingly clear that not only is the Bulletin a useful platform for learning and sharing among the LGS Cadre; it is also making a useful **contribution to co-ordination** of our activities. I encourage each member of the Cadre to reach out and learn from those programmes that have taken the time to document their activity. This will surely strengthen our collective efforts to ensure that local government does indeed have the capacity to deliver high quality, sustainable services to all our people.

I would also like to take this opportunity to welcome **new regional contributors** from North West, KZN, Gauteng and Western Cape – a big thank you to Fuziwe, Viv, Mpho and Simphiwe for their contributions!

This third issue of our LGS Bulletin proves that, while in its infancy, we are giving effect to the second key pillar of our LGS Knowledge Sharing project by making efforts to **document our practise**. Unfortunately Cadres, we are not doing at all well with our third pillar, which is **banking our knowledge**. The LGSKB has been created especially for this purpose, but deposits are very slow. May I encourage all of us to make sure that we participate in the **LGSKB October Campaign** to fill our bank! I look forward to reporting excellent progress in this area when we publish our final 2008 issue of the Bulletin in early December.

Until then



People on the move

This period has again seen movement among the Cadre. We congratulate our own **Petunia Ramunenyiwa, Tamie Mnguni, Meadow Maseko(MP)** and **Tebogo Malaka** on their appointments as Directors Water sector Support. We know that WSAs are going to benefit tremendously from your wisdom and guidance.

Congratulations also to Gauteng's **Patrick Makhado** on his recent promotion to Deputy Director.

At this time we have also bid farewell to our very own champion **Nomxolisi Matyana** who has taken up a position at DEAT, as well as **Shoba Puledi** who moves from the Regulations unit to take up a position in the construction industry.

We wish all our Cadres well in their new endeavors.

Municipal Indaba Declaration

On 11 September 2008, representatives from municipalities and sector stakeholders from across South Africa witnessed the signing of a ground breaking Declaration at the Municipal Indaba. The Declaration signed by the Minister: Water Affairs and Forestry and the leadership of SALGA, affirms commitments to sector targets; places effective

operation and maintenance and skills development high on the agenda and reiterates the commitment to explore further alternative and appropriate sanitation technologies. The Declaration recommits all three spheres of government to work together to ensure the delivery of sustainable, quality services.



Water Affairs and Forestry
Provincial and Local Government



MUNICIPAL INDABA DECLARATION 11 September 2008, Johannesburg

We, the representatives of the Departments of Water Affairs & Forestry, Provincial and Local Government, and the South African Local Government Association having met with the water sector stakeholders and representatives of Local Government in Johannesburg on 11 September 2008; mindful of our Constitutional responsibilities and obligations in terms of Sections 24 (a) and (b) and 27 (b) hereby:

1. **Recognise** that water is a life sustaining resource that has to be well managed and equitably distributed to ensure sustainable economic growth and social development;
2. **Note** that more than 18 million people have been provided with adequate water supply and that more than 11 million people have been provided with safe sanitation facilities since 1994;
3. **Recognise** that more than 7,2 million people in South Africa still lack access to safe, accessible water supplies and more than 12,4 million people lack access to a safe, private sanitation facility;
4. **Acknowledge** that the delivery of these services requires adequate human and financial resources at all three spheres of government;
5. **Mindful** that we have committed ourselves to achieve integrated basic services, i.e. water, sanitation, electricity and upgrade informal settlements to all people by 2014;
6. **Acknowledge** the lack of implementation and exploration of alternative appropriate and cost effective dry and wet sanitation systems in addition to the provision of Ventilated Improved Pit latrines (VIPs) and conventional waterborne systems.
7. **Reaffirm** our commitment to the resolutions of the eThekweni Declaration made at AfricaSan Conference on 20 February 2008 and the subsequent South African Action Plan;
8. **Reaffirm** our commitment to accelerate the implementation of the 5 Year Local Government Strategic Agenda (2006 - 2011) and the latest Implementation Plan (2008 - 2011);
9. **Acknowledge** the great strides already made towards meeting these targets, including the bucket eradication programme and clinics water service programme;
10. **Note** the particular constraints faced in terms of water resources and finances in many municipal areas which will remain stumbling blocks unless we find innovative approaches to water conservation, water demand management and alternative financing;
11. **Acknowledge** the current shortcomings in terms of macro and implementation planning within many municipalities;
12. **Recognise** that the effective operation and maintenance of water services infrastructure is critical for efficient and reliable service delivery;
13. **Acknowledge** that ongoing skills development is key to the longer term sustainability of government's ability to provide services;
14. **Recognise** the need for effective regulation of the water sector so as to ensure compliance with minimum national norms and standards and good performance and efficient use of all resources; and
15. **Note** the role of the three spheres of Government in achieving the imperatives of the 5 year Local Government Strategic Agenda.

THEREFORE RESOLVE THAT;

- We will take the necessary steps to address the water sector needs, in accordance with national targets and policies, and
- Call upon representatives of the three spheres of government to develop a Programme of Action as a key outcome of this Municipal Indaba on the 12th September 2008.

Signatories:

The Honourable Mrs Phumzile Mlambo-Ngcuka
The Deputy President of South Africa

The Honourable Mr Sydney Mufamadi
Minister: Provincial and Local Government

The Honourable Mrs Lindwe Hendricks
Minister: Water Affairs and Forestry

The Honourable Executive Mayor Amos Masondo
Chairperson: South Africa Local Government



WSSCU and DWAF Northern Cape

Working together to achieve LGS Deployment Innovation

The bigger picture of technical skills & the full water cycle

Sometimes in local government support we get wrapped up in the detail of our specific programmes and concerns and lose sight of the bigger picture. There are a variety of programmes offering to address specific parts of the water cycle but not many that are looking holistically at the longer-term development of technical capacity in support of the entire water cycle.

The Northern Cape DWAF office together with the Water Sector Support Coordinating Unit (WSSCU) have taken up the challenge of addressing the big picture of the shortage of skills in the water services sector in relation to the entire water services cycle. The innovative approach to diagnosis, setting up support structures and deployments provides a blueprint that other DWAF offices and other sectors could adapt and use.

In December 2007 the DWAF Northern Cape office made a request for 16 engineers and technologists to support Province, District and Local Municipal level. Up until that time the WSSCU had been placing one or two deployees in the regional offices. These deployees had been well received all over the country in every DWAF regional office. These deployees were hard at work already making a significant impact on backlog and other support programmes. The scale of the request from the Northern Cape for 16 deployees in municipalities took the deployment model to another level and so the WSSCU was challenged to re-work its initial model.

Key aims of the WSSCU are the optimisation of deployed support and making a long-term contribution to the development of technical skills in the water sector. With these two particular aims in mind the WSSCU and the Northern Cape DWAF office sat down to explore the options available to them.

Diagnose: Getting to grips with the 'real needs'

The first step was to diagnose the needs of the region. The first 'port of call' in this step was the Regional Support Plan, which pointed clearly to where assistance was most required in the Provincial water sector. The priorities for the Northern Cape were **Backlogs** - with infrastructure projects worth some R519million needing to be funded and built; **Institutional Capacity** - with 16 of the 32 municipalities in the Province not having adequate skilled technical staff, a total of 1 249 vacancies in municipalities; and a **Lack of Project Implementation and Management Skills** to manage the MIG funding cycle.

Together the WSSCU and the Northern Cape office rigorously analysed the status and needs of the region. This was done in a series of meetings and discussions guided by a detailed listing of requirements to execute all stages of management in the water cycle. This step also involved looking at the focus, extent and success of existing support programmes. After this analysis, it was concluded that 16 deployments were in fact justified to address the needs in the region.

Design: Setting up structures that work

The challenge was then to design a programme that would systematically address the challenges in the region holistically, optimise the deployed resources and contribute the long-term skills technical skills development.

The Northern Cape office and the WSSCU knew that by achieving this, sustainable capacity in the province could be created. The result was an innovative approach, the essence of which can inform the planning and execution of support in other regional offices.

The Northern Cape office specifically requested that existing structures be utilised to develop the support programme. The key structures of the Northern Cape model are therefore the following;



Provincial structures

The Northern Cape Provincial Intergovernmental Water Forum, which sustains sector integration and collaboration of stakeholders in the province is the central point of coordination for the different spheres and sectors of government. This Committee maintains oversight on progress, performance and strategic direction.

The Technical Committee of this forum, which has 4 sub committees will oversee the operational aspects of the programme. These sub-committees are;

- Operations and Maintenance Steering Committee - an existing structure that has historically functioned very well;
- A revitalised Provincial Joint Response Team with an expanded scope to include broader institutional development and support issues as well as s78 processes, this is supported by the provincial DLG;
- Planning and information issues – which is a combination of the former M&E and Planning Task Teams; and
- Water Resources - a new structure

District structures

There are already Service Level Agreements between the District and Local Municipalities for water services. The formalisation of this relationship provides a foundation for Districts municipalities and District Forums being a locus for support to local municipalities.

Ad hoc task teams

Ad hoc task teams will be formed by drawing on existing capacity in the Province. They will do municipal assessments, develop support plans and terms of reference for deployees placed in local municipalities.

Optimal Deployments: Getting skills to where they are needed

It was also recognised that both a long and **short term strategy** were required to build capacity at municipal level to deal with the operational demand being generated by the accelerated infrastructure roll out to eradicate backlogs.

The short-term strategy is to have a central technical person engineer at a District level. A key responsibility for this engineer is to understand municipal technical needs in terms of the full water cycle. In accordance with the model each district would be provided with at least one Professional Engineer, which would:

- Identify capacity needs for the full water services cycle including Technologists Pr Tech Eng, Technicians Pr Technicians, Artisans (Plumber), Supervising Process Controllers and Process Controllers
- Strengthen the capacity of the district and the regional office
- Develop long and short-term capacity requirements at local and district level
- Facilitate Inter-Governmental Relations with other spheres and sectors
- Ensure political, managerial and operational coordination
- Form an integral part of ad hoc task teams

Support to the DWAF regional office

Two dedicated senior engineers are required at the DWAF regional office:

- One senior engineer to assist to manage the backlog eradication and infrastructure programme and implement and coordinate provincial support
- One senior engineer to assist with the roll out of the operations and maintenance programme and to support the provincial operations and maintenance unit

A development planner and finance expert are also required at a regional level to ensure appropriate skills are available to deal with financial and planning issues.

Building long-term technical capacity

An important feature which will contribute to medium to long-term capacity development is the placement of at least two Young Professional and three Civil Engineering interns within the District Municipalities. The senior engineers at a District level will act as engineering supervisors and/or mentors supporting the DBSA YP programme and the LGSETA Internship Programme. Thus the deployments will also building future professional technical capacity.

Get on Board: An invitation to other regional offices

Other regional offices are invited to work with the WSSCU to design a programme that makes a long-term contribution to technical skills development and gives support to municipalities for the entire water cycle using a collaborative approach. To learn more contact Kobus Streuders at streudersk@dwaf.gov.za or Jenny Evans at Evansj@dwaf.gov.za



SiP Special Intervention Programme update

The fbw SIP website goes live!



Unathi Hani
dplg's SIP Communications
Co-ordinator
Unathi@dplg.gov.za

Since the publication of the 2nd issue of the LGS Bulletin in June, I am pleased to report to the LGS Cadre that we have made significant progress in the fbw SIP. I would like to take this opportunity to thank the DWAF, provincial local government and municipal cadres for all their effort in ensuring that service delivery acceleration does

indeed happen as a result of the fbw Special Intervention Programme. The IPD frontrunner sites continue to make excellent progress and innovative, rapid solutions are in the pipeline for Ga-Segonyana and Overstrand particularly. Our relationship building efforts at Koukamma are also bearing fruit, and LGS cadres should watch this space as a ground breaking solution to service delivery challenges in Koukamma should be tabled soon.

As a major contribution to knowledge sharing, information management and capacity enhancement, 29 August saw a group of excited regional DWAF and dplg cadres, PSU members, assemble in the dplg's computer training room to learn how the new fbw SIP website functions. The main objective of this workshop was to empower the PSUs to fully utilise the website and its features. The fbw SIP website has been designed to provide a platform for information and knowledge management across the programme. The website is structured as a networking tool and it will make information on the SIP easily accessible to all stakeholders, internal as well as external – at the click of a button. The website aims to set up an interactive communication network for the fbw SIP work streams and work teams, providing a powerful platform for information sharing and enabling users to report progress, give feedback or make recommendations. In addition, the website is a learning tool, in terms of both content and technology. Good practices can be obtained from the website and applied in areas where they are applicable. Our

intention is also to share lessons learnt from various practises or methods through the site.

At the working session on the 29th, Johannes Mahlaela, the systems developer for dplg, assisted all the PSUs to register for a website account. We were pleased when the PSUs found the login process to be quick and easy. Once registered, the PSUs were ready for the next challenge - a browsing exercise. The exercise was designed in such a way that the PSUs could explore all the features of the website, which was managed with ease. Finally, the PSUs were presented with a more taxing task – an adventure very few of them have ever embarked on – BLOGGING! The PSUs were asked to comment on the very first blog topic: "What do you think of the website?" The blog provides a forum for feedback and suggestions from users and sets a platform for discussion, giving users a chance to voice their opinions via the blog. This exercise proved to be very enjoyable and sources have it that more than one PSU went home to tell their teenagers of their blogging experience. Blogs posted on the website described the site as "innovative" and "superb".

National, provincial and regional public sector cadres are encouraged to become part of the SIP network and participate in the IPD (Integrated Project Development) process. The fbw SIP website will go live in September. The dplg invites all stakeholders to visit the fbw SIP website and join its network. As always, don't hesitate to contact me at unathi@dplg.gov.za should you wish to become involved in the exciting fbw SIP!

How to register on the fbwSIP page

The user needs to go to the homepage of the website:

- Follow the link www.fbwsip.gov.za located on either the dplg or FBW homepage
- Or simply type in www.fbwsip.gov.za in the address bar. Once the homepage of the fbw SIP website is accessed, users will see on the right hand side of the webpage a login form, giving you the option to register if you don't have an account already. Click on the link and follow the instructions.

SIP Special Intervention Programme update

fbw SIP team go 'walkabout' in Koukamma

About Koukamma

The Kou-Kamma Local Municipality is situated in the south-west corner of the Cacadu District Municipality along the Indian Ocean coastline in the south western sector of the Eastern Cape Province. To the west lies the Western Cape Province. It is bordered by the Baviaans Local Municipality to the north and by the Kouga Local Municipality to the east. Geographically the area spans 3 574 square kilometres with a population of around 40 000 people located in 19 identifiable communities and with 5 wards. Kou-Kamma is characterized by two distinctive areas, i.e. the narrow coastal belt (referred to as the Tsitsikamma), and the inland area of the Langkloof. The two areas are separated by the Tsitsikamma mountain range, creating logistical problems to service the two regions. The Baviaans and the Kouga mountains additionally create a barrier to the north between the Kou-Kamma and the Baviaans municipalities.

Tsitsikamma and Langkloof are characterized by fertile soils that are extensively farmed or used for forestry purposes. Nature conservation plays an important part in the municipality with the Tsitsikamma and the Baviaanskloof areas specifically important in this regard. The natural beauty of the whole of the municipality attracts eco-tourists and this need to be conserved as one of the main assets of the area. Kou-Kamma is also characterized by the scattered nature of settlements, which poses an additional challenge in the provisioning of services. There is limited industrial development. Employment tends to be seasonal and based in the agriculture or forestry sectors. While the Tsitsikamma-area has a strong local economy, a low economic base and limited skills exist in the Langkloof-area.

confident and visionary political leadership supported by a dedicated technical team, committed to a common goal and bound together in a relationship of trust.

Demonstrating their commitment to creating an optimal environment for success, dplg's Cindy Damons and Koukamma's Councillor Ketteldas set off on a chilly 30 June 2008, to lead led representatives from the municipality, DWAF and dplg, and the fbw SIP PMU, on a 'walkabout' across the municipality. The purpose of the walkabout was to allow members of the SIP team that had not experienced first-hand the potential of the area to learn from municipal representatives. This was particularly useful for both the public and private sector team members, as they were able to see the area for themselves, and so would be better able to understand the on-the-ground impact of the project. The walkabout gave the group an opportunity to discover the history of the area, debate solutions that had failed in the past, and explore possibilities for a rapid and sustainable IPD solution. The walkabout also provided the municipality a rare opportunity to engage with regional and national representatives in a very practical manner. Despite the demands of dealing with industrial action, Councillor Ketteldas and his team provided rare insights into the area, and dreamed big about the positive impact that a successful IPD intervention will have on the lives of all the people of this beautiful area.

The success of the Koukamma walkabout demonstrates once again, the positive impact that the fbw SIPs use of knowledge sharing approaches is having on the implementation of this ground breaking programme!

Finding an out-of-the-box solution to meet the unique service delivery challenges of the Koukamma Municipality is a high priority for the fbw SIP team. The municipality has been identified by dplg and DWAF as one of the Integrated Project Development (IPD) frontrunner sites and there is pressure to find a sustainable and affordable solution to water services delivery challenges in this WSA. One of the many lessons coming from the fbw SIP is that out-of-the-box solutions are driven by a number of critical success factors, including



Integrated Water Sector Support

Municipal Support Plans

Article contributed by Livhu Ramahuma



The Integrated Water Sector Support Unit (IWSS) is currently coordinating the development, review and analysis of Municipal Support Plans to ensure that these do cater for 'regulatory driven' support. As the Department re-focuses the manner in which it has been providing support to local

government. It is necessary for MSPs to respond accordingly. WSAs need to ensure that they understand the status of their water business so that they will be able to provide the information required by the Regulator. The Regional offices supported by the MSP team are currently working towards finalising MSPs in selected WSA's by the end of October 2008 to ensure that these do address sector priorities.

Envisaged guiding principles informing support

- Creating an enabling environment for DWAF to regulate towards improving service quality
- Improving accountability, responsibility and compliance amongst Water Services Institutions
- Provision of support through targeted, time-bound and measurable interventions
- Ensuring a shared understanding of priorities within the sector
- Strengthening the linkages between regulation and support throughout the water value chain

Building long-term technical capacity MSP Focus on sector priorities

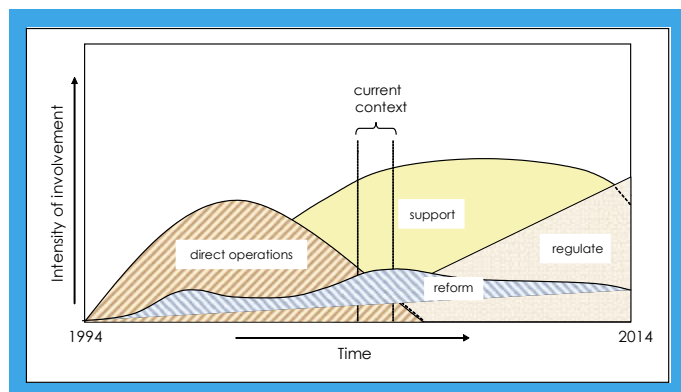
To move towards an optimal allocation and utilisation of resources within the sector, and to enable DWAF to fulfil its sector leadership obligations, a paradigm shift regarding the focus and prioritisation of support would be required. The Water Services Regulation Strategy as well as recent experiences and assessments within the sector have provided guidance in terms of areas that require attention to improve the quality of the services provided to consumers and the levels of compliance which are as follows:

- Water infrastructure and universal access, including providing water for electricity generation
- Drinking Water Quality - MSP should give an indication of

what is the WSA's status on the blue drop certification; 95% compliant on drinking water quality management

- Effluent Discharge - MSP should give an indication to what extent are the WSA's wastewater treatment works are meeting the green drop certification (90% compliant)
- Tariffs (appropriateness & affordability)
- WSA-WSP Contracts
- Water Conservation & Demand Management
- Planning for Water for Growth and Development
- Water Allocation Reform
- River Health

Acknowledging that moving fully towards regulating the sector would take sometime as depicted in the graphical representation below:



The current the regulatory efforts would focus at addressing compliance and performance problems in priority municipalities, particularly where risks pose serious threats to health and the environment as stipulated in (Section 3); the drinking water quality regulatory initiative, to manage the potentially serious risks associated with unsafe drinking water (Section 4); and wastewater discharge regulation initiative to manage potentially serious risks related to health and the environment (Section 5) of the National Water Services Regulation Strategy (NWSRS). Hence the focus of the MSP right now should be on determining priorities on a risk assessment basis (short, medium and long term priorities). This would ensure that efforts are concentrated and used to address areas of key risk, at the same time as building the necessary foundations for the development of more comprehensive and effective regulation over time. For more information and assistance on MSP please contact Livhuwani Ramahuma

Integrated Water Sector Support Unit

Update on the Bulk Infrastructure Programme

Article contributed by Sibusiso Mthembu



During 2007/2008 financial year, DWAF had been appointed to manage the Bulk Infrastructure Grant for Water Services. This responsibility is based on DWAF's role as the custodian of water resources and the leader and regulator of the water services sector, whereby DWAF has to

act as intermediary to facilitate integrated planning and implementation of such large multi-institutional regional bulk infrastructure projects through the involvement of all stakeholders. The programme was allocated from National Treasury (NT) with an initial amount of R 1.4 million to be spent over three years starting in 2007/2008. The uncertainty whether the programme would continue after the third year was resolved when NT had allocated a further R 689 million to be utilised during the 2010/2011 financial year. The further allocation by NT signalled that the project would become an ongoing programme. Initially the programme was to focus on Regional Bulk but DWAF is currently discussing with various role players to expand the programme to also include internal bulk infrastructure.

Background

Bulk infrastructure is a critical element of water services infrastructure and an integrated part of water services management. Water Services bulk infrastructure can broadly be classified into the following categories in terms of Water Supply:

- Regional bulk infrastructure connecting a water resource or a combination of water resources over vast distances to a ring fenced concentration of users or multiple groups of users.
- Internal bulk or connector infrastructure. This is major infrastructure which normally includes water treatment plants, pump stations, reservoirs and major pipelines linking either a local water resource(s) and/or the regional bulk infrastructure with a reticulation system within a community or household.

And in terms of Sanitation:

- Internal bulk infrastructure connecting the effluent from the households to a waste water treatment plant(s).
- Regional bulk sanitation infrastructure: collate waste/effluent from different towns to a shared waste water treatment plant.

Drivers and need for Bulk Programme

The initiative to address bulk water services infrastructure has its origin in and is driven by various water services challenges:

1. A critical driver is a need to address access to basic services:

A major portion of the remaining formal backlog is dependent on the establishment of supportive bulk infrastructure. In cases such as Sekhukhune DM and Zululand DM an estimated 70% of the required solution and funding is for regional bulk infrastructure. In the Free State and the Northern Cape the bucket eradication and remaining sanitation programme will not be completed until the required supporting bulk supply and effluent systems are in place. In KwaZulu-Natal the estimated bulk infrastructure requirements for basic services is R13,2 b and for Limpopo R15,1 b. This is required before 2014.

Services problems are and will be experienced within the housing and sustainable settlement programme as it is totally dependent on internal bulk infrastructure. The MIG fund is already insufficient to meet the basic reticulation requirements and totally incapable of handling the additional bulk infrastructure requirements.

2. A crisis driver is water services quality.

This is reflected through poor drinking water quality, unacceptable waste water effluent quality and associated environmental impact, high water losses as well as supply interruptions. Various studies and incidents confirmed that at least 30% of all waste water treatment works are in a poor state and require immediate intervention. A further 30% require short term intervention.



The impact of poor drinking water quality is another major challenge. The poor condition of various municipal water treatment works (e.g. Barkley East) is totally unacceptable and requires major rehabilitation.

3) Flagship projects under threat.

A project such as the Olifants River Development Programme is under serious threat as less than R300 m of the urgently required R1.5 b (by 2012) for bulk infrastructure have thus far been secured.

Other concerns include projects such as the Sundays River Project and the Sedibeng Regional Sewer System, which urgently require major funding (no committed funding in place).

4) Another driver is the need to support economic growth and development

A unique feature of bulk infrastructure is that it must serve both social and economic needs. This requires complex proactive integrated planning prior to implementation. Services challenges are already hampering economic development and various cases of delayed development due to lack of required infrastructure have been reported. Special studies in the Free State have indicated that 60% of towns at present cannot support new development due to the condition as well as the capacity of the existing works.

5) A core driver is asset management - or the lack thereof.

Various studies and investigations revealed that there is a total lack of infrastructure asset management in South Africa.

Although there are good role models the majority of municipalities do not have asset knowledge, asset registers, effective operations and maintenance, ownership, proper management, budgeting and /or services quality control (thus asset management).

A special study indicated that municipalities on average only score 25% for asset management compared to a minimum requirement of 50 – 60%.

Overview of Programme Implementation

The first year of implementation of the Regional Bulk Infrastructure programme has been completed. The entire allocated budget has been utilized. The programme structure has been established and most functions required to manage the programme successfully are in place.

Moving ahead however it is important that DWAF institutionalizes the programme and grows the programme to its full potential. A number of proposed project management amendments and changes to the programme process will be made over the next few months. One proposal is to re-introduce the "Built Operate, Train and Transfer" contracts for various provinces.

DWAF has also made submissions to National Treasury to expand the programme to include Internal bulk and to consider increasing the budget significantly.



Regional Operations Forum

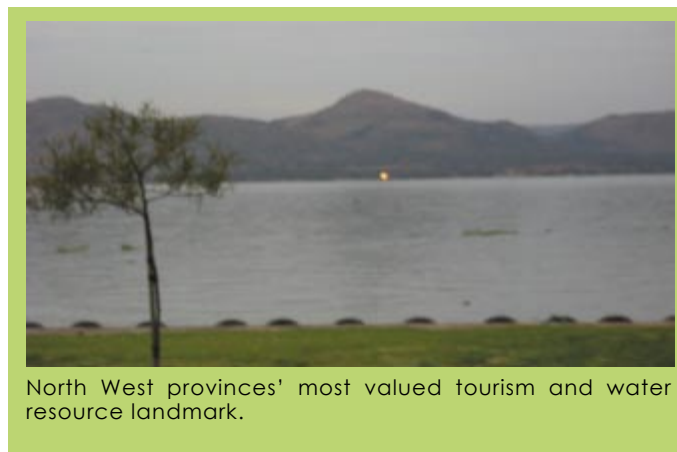
ROF visits HARTIES METSI A ME PROJECT



Article contributed
by North West's
Fuziwe Kubheka

On the 17th – 18th June 2008 the Regional Operations Forum (ROF) was held in the Platinum province (North West). The theme for this second forum was regulation and enforcement where the Department's move towards enforcement was discussed and good practices on how to approach local government with this program can be handled.

Petrus Venter explained that the pollution is as a result of excessive nutrients and sediments that have resulted in the dam being unable to create a food web structure that can feed on the sediments that cause this specific pollution. It is therefore important to address the excess nutrients, sediments and the litter in the dam. Residents may trace the unhealthy state of the dam by the toxic algae population on the surface and the unfriendly odor in the air during hot summer months.



North West provinces' most valued tourism and water resource landmark.

In recent months one of North West provinces' most valued tourism and water resource landmark, Hartbeespoort Dam has taken center stage, on issues pertaining to the water pollution of the dam. This dam has been contaminated by the Crocodile River that flows into Hartbeespoort Dam from Gauteng. With this river flow waste from the three metropolitan areas, namely Johannesburg, Ekurhuleni and Tshwane has caused great damage to the irregular shoreline vegetation and entire aquatic ecosystem in the dam. On the 17th June 2008 the members of the Regional Operations Forum took a sight visit to the Hartbeespoort Dam to better understand the issues and the solutions to the Hartbeespoort Dam pollution problem.

How is this pollution damaging the river? There is a distortion of the fish community and an irregular shoreline vegetation in the dam. What the Department of Water Affairs and Forestry is doing, is to try balance the original food web. The Water Resources section has decided to take on a project of creating floating wetlands on the dam. These floating wetlands will be used to re-establish the original food web, this will in turn assist the dam to naturally destroy sediments that deter the habitat of aquatic organisms and fish to survive and grow. These floating wetlands or floating islands of preferably indigenous water plants are considered an important extension of the shoreline vegetation as they provide capacity for nutrient removal from surface water. This floating island concept will be tailor made for the conditions in the Hartbeespoort Dam.

Even though there is a solution to dealing with the polluted dam which is caused by waste river flows, the floating islands can take time to re-establish a functional food web in the dam. That is why there is an urgency to educate



Floating islands at the Haartebeespoort Dam.



Regional Operations Forum

ROF visits HARTIES METSI A ME PROJECT

our communities and municipalities on the importance of preserving and protecting our water resources.

The awareness and impact of water pollution on our water resource has been profiled by a campaign established by DWAF called "Harties, Metsi a Me". The interesting site visit, and excellent input by the North west team led by Petrus Venter, allowed members of ROF to learn more about the processes taking place at Hartbeespoort Dam to re-establish a functional eco-system by artificially establishing the natural food web. This was a very educational visit, and well worth the time spent (after business hours!)



Petrus Venter speaking to the ROF delegates about the state of the dam.

Regional Operations Forum

ROF visits HARTIES METSI A ME PROJECT

Snapshot Survey Results provide direction



Report back ROF Secretariat's
Mathilda Phohole

The June 2008 Regional Operations Forum directed that a snapshot survey should be conducted to poll the opinions of members regarding the shape and form of these important internal forums. Valuable feedback to guide the ROF Secretariat was received from 23 respondents (14 regional & 9 national). It was clear from these responses that there is overwhelming support for the knowledge sharing approach adopted by the ROF as a means to strengthening implementation and promote region-to-region learning.

Many respondents indicated that they highly appreciated the site visit element of the forum design as a mechanism for learning, but insisted these must clearly support the theme of the ROF to maximise practical learning. It also useful to note that members feel that site visits should not be the only learning mechanism used at ROF, and that they are not needed at each ROF. Another exciting result is that respondents all indicated that they are willing to use own time for site learning – another demonstration that the DWAF cadre is always willing to go the extra mile!

The results indicate that there is overwhelming consensus that much more MUST be done to ensure the robust participation of water resources colleagues in ROF meetings, as well as in the content selection for forum meetings. There is consensus that water services and resources should NOT be separate streams at ROF, as mutual learning and sharing must be promoted among all colleagues. It has even been suggested that finance colleagues maintain the dedicated Day 2 session, but that they participate in Day 1 with water services and resources for learning purposes.

It was heartening to learn from the responses that the topical and relevant themes are attracting participation and that key challenges facing regions, the sector and the Department should remain theme drivers. Respondents were clear that water resources and water services should adopt a collaborative approach to theme and content preparations to strengthen the WR/WS interface.

Finally, there is overall comfort that the 'delicate' national-regional balance in the agenda is being maintained (and must be carefully nurtured!) There is also overwhelming support for continued rotation of meetings amongst regions in order to promote inter-regional learning and sharing, however, consideration should be given to logistical challenges when deciding learning sites, and ROF sitting venues.

We look forward to a huge turnout at the next ROF!



North West Regional update

Sanitation unit joins hands with CDWs to raise awareness

Article contributed by Fuziwe Kubheka supported by Evelyn Makapela

After a long period of information sharing sessions and the buy-in of the Department of Developmental Local Government and Housing (DDLG&H) the North West sanitation unit received approval to use Community Development Workers (CDWs) in their health and hygiene awareness campaigns. This was the beginning of an exciting inspirational sector partnership that demonstrates the "Business Unusual" concept. There were however various steps that needed to be taken in order to make sure that the CDWs can advocate practically the health and hygiene concept.

Project conception

The aim of the health and hygiene intervention programme by CDWs was to address the need for end user training that was omitted from the bucket eradication program. The sector partners that were involved in conceptualizing this training were Department of Water Affairs and Forestry (DWAF), Department of Health (DoH), Developmental Bank of South Africa (DBSA), University of North West (UNIWEST), South African Local Government Association (SALGA) and Department of Developmental Local Government and Housing (DDLG&H). DBSA funded the CDW training programme and the University of the North West conducted accredited training for 300 CDWs in all four districts in the North West. Training was set at an NQF level 5 training, and CDWs were requested to submit portfolios around the topic of operations and maintenance of various sanitation options, they then received accredited Health and Hygiene certificates. The concept was called "Train a Trainer" as CDWs with accredited training certificates in Health and Hygiene could go back to their municipalities to train other health promoters. DWAF then provided promotional material that would make the CDWs work easier in training other health promoters and communities as a whole. The content of the prescribed training came from both DWAF and DoH.

The 1st leg of the CDW training started in March 2008. The reason for the training was to explain and brief the CDWs on the health and hygiene advocacy programme. Representatives from the CDW units in the four district municipalities, local government and DDLG&H officials took part in the training. There were various subjects that were discussed:

- The drafting of the North West health and hygiene awareness guidelines and strategy
- Activity action plan on programmes that can be implemented to raise the profile of sanitation and hygiene practices
- Sanitation technology options that municipalities can offer communities, and reasons why specific sanitation options were chosen
- Accredited training on operations and maintenance of various sanitation options by the University of North West

The expectation of the training

The sector departments had envisaged that through the training greater impact can be realized at ground level. The logic was that community development workers are hands on in areas where sanitation awareness is needed most. The idea was for the sector partners (DDLG&H, DoH, DBSA, DWAF and Local Government) should fund and support health and hygiene awareness demonstrations, the method that was then used after the training to streamline Health and Hygiene education was through door to door campaigns by the CDWs. The need identified at the training showed that communities learn through practice and demonstration. Hence during sanitation week the awareness campaigns focused on the interactive participation of communities.

Reaping the rewards & knowledge sharing

The challenges faced were to make sure that the sanitation managers in the municipalities realize that the CDWs are trained and need to be utilized. Further that the skills of the CDWs could enhance their action plans and eliminate their need for capacity to run with the awareness side of the health and hygiene programme.

By bringing in DDLG&H on board with their capacity it was easier to conduct mobilization campaigns during Sanitation Week. What was realized is that the CDWs already had made plans to conduct awareness campaigns in areas with high sanitation backlogs during the 26- 30 May 2008. The training has raised the profile and importance for the CDW unit to take hygiene awareness as a huge priority. The



North West - regional project update

Sanitation unit joins hands with CDWs to raise awareness

Health and Hygiene programme during Sanitation Week was extensively planned for by both the sector departments and the CDWs. The CDWs profiled the needs of communities with compromised sanitation and came up with implementation plans to deal with the hygiene issues identified. It was also realized that the CDW programme could assist the sanitation unit to compile a report to municipalities on critical areas with sanitation backlogs that need urgent attention. This information would then be verified and then an action plan would be drafted by the municipality in conjunction with the DWAF and the provincial sanitation steering committee.

Being able to monitor the success

The aim of the department is to monitor the success of the programme. How you may ask, by being able to update CDWs on improved strategies developed by DWAF so that they can capacitate their communities with improved practices to better their lives. A main action is to maintain the partnership with the sector partners through knowledge sharing and advanced Health and Hygiene training. Through the intervention of the CDW health and hygiene programme the water sector support division has realized that the mutual relationship with local government has great prospective benefits for other programmes. Ms. T. Malaka director Water Sector Support noted that "Once you find a winning formula the need shifts a bit towards a maintenance and enhancement strategy, and I have great confidence that our mutual relationship with our sector partners will bring greater rewards to our programmes in support of service delivery".



Learning Journeys

Stockholm World Water Week

Impressions of Cindy Damons

The 2008 World Water Week in Stockholm was held in the Stockholm International Fairs and Congress Center, August 17-23, 2008. The theme for this year's World Water Week was the sanitation challenge and the achievement of the Millennium Development Goal target on sanitation.

Ms. Cindy Damons had the pleasure of representing the dplg at the World Water Week and this article reflects her impressions of the international event.

To her disappointment the World Water Week's theme of sanitation received very little prominence in the sessions held. According to Ms Damons, "sanitation didn't even comprise 30% of the discussions – sanitation is still not getting the focus it deserves." Emphasis was rather placed on water, specifically water regulation and meeting the Millennium Development Goals (MDGs).

When there were discussions on sanitation, the focus was mainly on health and hygiene issues and effective health and hygiene promotion. Some technological options for sanitation were discussed during the sessions; but the technological options presented and discussed were not suitable or not at all practical and affordable from a South African perspective.

Many developed countries presented their major constraints experienced in the delivery of sanitation. Unfortunately solutions given in terms of these constraints were very limited.

The South African government hosted two sessions: the first seminar focused on water for growth and development and the other one on the achievement of MDGs. The South African experience was received as a very unique success. During these sessions it was highlighted that the developed world is looking to SA for guidance and solutions.

Ms. Damons said that she was very surprised to find that, "many East European countries still experience backlogs in terms of sanitation service delivery (especially in rural areas). In some areas there are no sanitation facilities at all! "

Furthermore, Europe is looking to SA for best practices regarding sanitation. Europe realizes that sanitation presents a problem, but their focus remains on environmental management and environmental aspects surrounding sanitation, rather than on eradicating sanitation backlogs.

Another important issue raised during the World Water Week was gender discrimination. Women around the world are still discriminated against in terms of sanitation. Ms Damons was deeply moved when she heard that there are girls in India who cannot go to school when they are menstruating, because there are no sanitation facilities at school. In some cases girls aren't allowed to use sanitary towels or people are so poor that they don't have access to such materials. "It's sad to see a girl deprived of education, because there are not sanitary facilities", said Ms. Damons.

Delegates expressed the urgency to address health and hygiene challenges. Ms Damons feels that aspects such as sanitation facilities and the operation and maintenance thereof need to receive higher priority. For the future everyone is committed towards meeting the MDGs and knowledge sharing practices regarding MDGs are being considered. In addition, focus is being placed on utilising water regulation to meet backlogs.

There is still room for improvement and all involved at the World Water Week have committed themselves to work even harder to ensure a better life for all in future.



Learning Journeys

Article contributed by Livhu Ramahuma



From 2 – 12 September 2008, I had the privilege of representing DWAF and South Africa while attending the University of Antwerp's International Summer Course on 'Sustainable water management and technology in urbanised areas' in Belgium/Europe. On the course I joined other delegates with Masters and PhDs from the Vietnam, India, Kenya, Uganda, Tanzania, Germany, Brazil, Egypt, Equador, Bangladesh, Portugal, China.

The course was really intensive – with activities starting at 08h00 and ending at 22h00, but it gave me an invaluable opportunity to learn about the challenges of water resources management in highly urbanised conditions and a Technology for achieving discharge of water quality standards. .

Course focus

A holistic approach to the integration of wastewater management problems and possible solutions

Exposure to on-the-ground situations by a visit to high technology wastewater and drinking water treatment plant.

The sharing of experiences from participants from the 14 countries present

Six major issues

Presentations by guest speakers and lecturers identified the following 6 major issues facing water management in urbanized areas and allowed course participants time to engage with each of these:

- 1 Population growth
- 2 Declining aquifers
- 3 Public health
- 4 Water pollution and its abatement
- 5 Criteria for appropriate technology
- 6 Lack of private actors in the water business

Green roofs

While space does not allow me to go into too much detail, I was struck by the approach adopted by the Belgium government to green cities. Here subsidies are provided to building owners that 'Green the Roofs' in city-wide efforts to mitigate negative impacts.



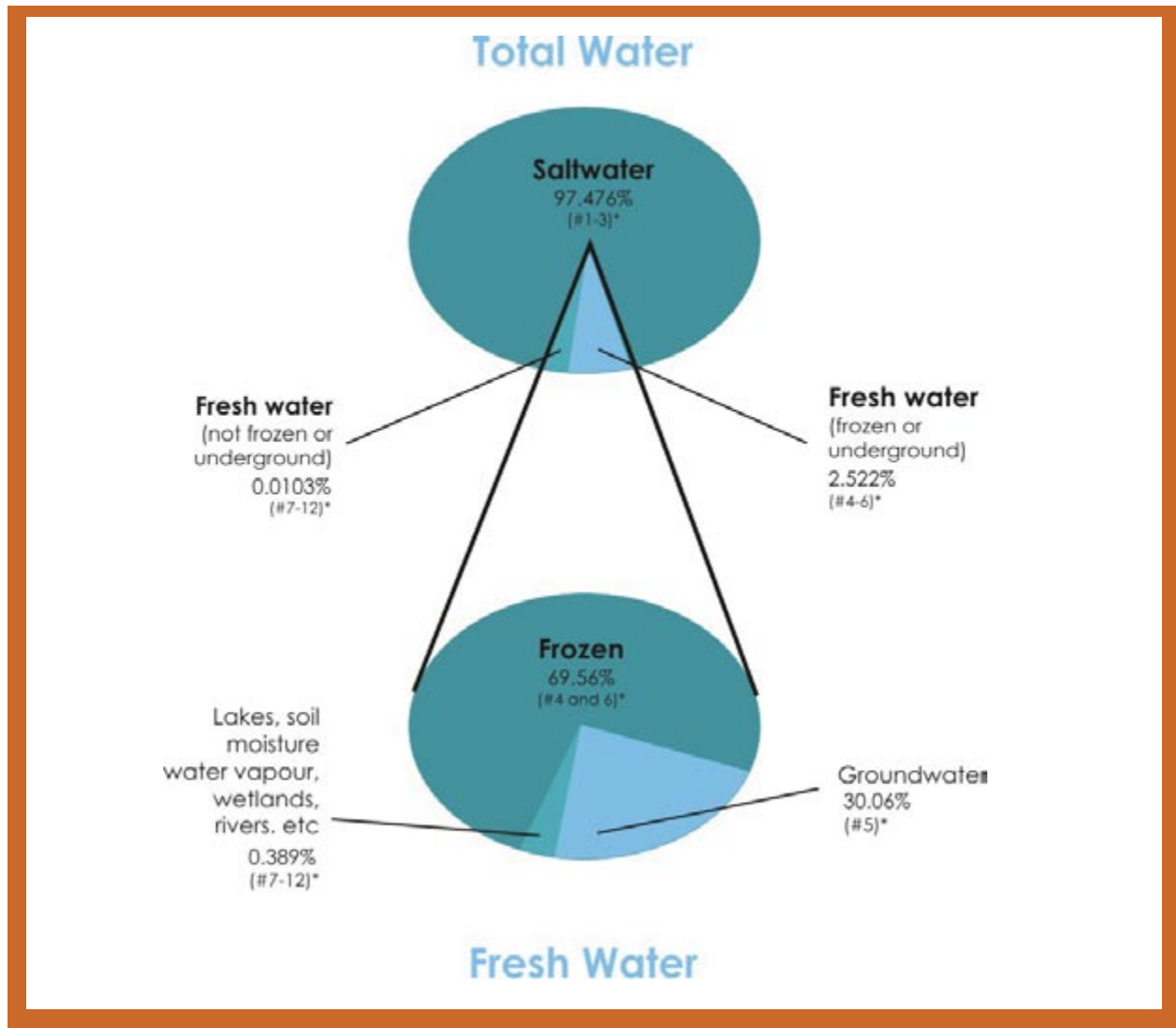
Water on earth

The course also brought home to me, once again, just how precious our fresh water resources are, and therefore what a responsibility good water resource management is. With aquifers declining globally, the onus is on us to manage our resources with diligence and wisdom.

- 97% salt water
- 3% fresh water
 - 2% ice
 - 1% groundwater + surface water
 - 42% agriculture
 - 39% energy
 - 08% industry
 - 11% urban



Learning Journeys

**Lack of private actors**

As a South African, having the experience of the challenges that our sector faces with institutional reform, I was interested to learn that one of the challenges identified across the world is the lack of private providers. In most cases water provision is undertaken by a monopoly of a few governmental companies. Challenges faced by the private sector to become involved include:

- Lack of transparency in legal frameworks
- Non-existing financial and non-transparent administrative frameworks
- The high risk associated with the water business (break even, subsidized water prices)

Once again, may I thank the Department for this wonderful learning opportunity.



Free State **Regional update**

Sharing valuable lessons from the Free State Customer Care Initiative

This article draws on the experience of the Free State Customer Care Initiative and aims to highlight emerging lessons during the third phase of the pilot scheme.



"Over the past eight months, the programme has realized some major successes as well as a few obstacles during implementation. Nevertheless, it is still running its course, and is gaining increased recognition from Municipal Managerial teams, communities and the Customer Care Officers (CCOs) themselves," says Lefa Mabaso.

A recent visit to Tokologo and Letsemeng municipalities shed light on the operational aspects of the programme, and municipal responses to challenges being faced in implementation. Information for this knowledge deposit was also drawn from discussions with key participants at a Customer Care Workshop held in Bloemfontein on 22nd August 2008.

As indicated in earlier issues of the LGS Bulletin, the Customer Care programme was launched in December 2007, when the majority of the CCOs took up their positions within the 14 targeted municipalities. CCOs are primarily involved in assessing water quality and reporting this to the municipality, conducting education and awareness campaigns, and fault reporting. On average, Customer Care Teams range between 4 and 14 people per WSA – and in most instances, they had little or no experience in the water and sanitation sector before joining the programme. In terms of accountability – they either report to the municipality's Technical Manager or Corporate Services Manager.

Reflections on the Customer Care Initiative to date

Discussions held with a few municipal unit managers on the Customer Care Initiative indicated that they were pleased

with the Programme, and certainly benefited from having a dedicated team to work with. Similarly, the support given and mediation role played by Mvula Trust was valued by both the managerial teams and the CCOs. Furthermore, managers also noted that the general enthusiasm of their CCO teams made it easy to work with them, to the extent that some were even involved in other municipal programmes, besides water and sanitation initiatives.

Another spin-off from this is the introduction of innovative programs within municipalities, of which the most notable has been a series of awareness raising programs held across a number of municipalities.

Linking the Community to Municipal Services

Successes on this programme has been incremental, with benefits being noted over a wider area and impacting more people over time. In discussions with Managers responsible for the Customer Care Teams in several Municipalities (Tokologo, Letsemeng and Moqhaka), they highlighted the vital links being made between communities and the municipalities through the CCOs. For instance, within Moqhaka Municipality, they serve as a conduit of information between Technical Teams and Municipal Management, particularly when there is a crisis. In the event that the water supply is temporarily suspended due to routine maintenance work or when fixing a fault, the CCOs inform communities prior to the suspension, and liaise with the Technical Teams to arrange for alternative service provision while the fault is being fixed.



Mr. Itumeleng Poole, Technical Manager, Letsemeng Municipality noted that the enthusiasm of the team made it easy to work with them



In the past, there had been little communication between the technical teams and the communities – such that repairs and maintenance work was carried out with minimal feedback to the communities. A similar observation was made in Tokologo Municipality, where CCOs carry information between the municipalities, Mvula Trust and the DWAF Regional office. In this way, they gain familiarity with local government structures and forge links between the community and municipalities

It was also noted that through the Customer Care Initiative, the municipality is exposed to, and informed about the real challenges faced by consumers as recipients of water and sanitation services. Conversely, DWAF also gains some insight into challenges faced by municipalities in delivering water and sanitation services. When used in the relevant context, this knowledge could be used to enhance relationships between WSAs and DWAF even further.



Mr Olahile Setlhare, Corporate Services Manager, Tokologo Municipality appreciated the links being made between Municipalities and the community through the Customer Care Programme

The level of feedback from the community varies and often the teams work on the premise that "No news is good news" – and consumers will be more vocal when there is a problem with their service. Within Mantsopa municipality, there was a general impression that the programme had contributed significantly to addressing faults (including minor faults) and increasing the level of fault-reporting. A similar benefit has been registered with the Community Plumbing programme – with an increase in the number of faults that previously were not being reported, now reported and resolved. Within Setsotho Municipality, the community was generally pleased with the services, but had noted that there were delays in responding to queries due to inadequate resources.

Engaging the Community

Another benefit of this interaction is the feedback generated to communities, particularly around the misuse of infrastructure. Through the CCOs communities are kept abreast on how to maintain standard infrastructure (e.g. manholes) and the potential impact of misusing the infrastructure. Whereas in the past communities were not likely to be informed as to the cause of damaged infrastructure e.g. a blocked sewer – the CCOs are obliged to communicate what caused the blockage and how this could potentially affect the community.

Skills Development

Awareness campaigns are a critical feature of this programme, which usually address issues around reading and understanding municipal bills and accessing the indigent policy (where available). An immediate spin off from this is the capacity that is being developed along the way, particularly where an indigent policy has been developed and passed through the system to get it endorsed. For instance, the Letsemeng Customer Care Team developed a proposal and implemented a successful awareness campaign using their own initiative.

In addition, by being physically present within communities, people now have greater access to the municipality. Previously, the main way of making contact with municipal services was through a Call Centre, or physically going to the municipal offices. For instance, in Moqhaka Municipality, consumers can log calls either through the CCOs (between 7 am and 4 pm on weekdays) or through the Call Centre and in this way increasing the number of points with which to raise issues around water and sanitation services.

Similarly, CCOs have been seen to gain an increased understanding of the local municipal context and learnt how to bypass some difficult situations and through this have developed mechanisms to improve their working relationships.



Challenges

Notwithstanding, similar challenges to the programme are being faced by many of the municipalities. These stem from a number of issues, including a resistance from long-standing staff who perceive the CCOs as a threat to their positions. Additionally, a lack of planning on the part of municipalities has left CCOs with a limited resource base with which to carry out their duties. In some instances, they cannot access phone lines to give feedback to a user who has reported a fault. It also has implications for their access to PCs and related stationery.

A more focused skills development programme would also have been of benefit to the Customer Care Officers. While the people are available to do the work – there is little in the way of skills development to build their capacity to deliver the service. Likewise, a platform for them to effectively do their work (with full acknowledgement of key stakeholders) would also have benefited the programme significantly. In its current format, CCOs have to make the most of the opportunities to develop their skills, while trying to fit into a system that is not always accommodating. This points to a wider issue around the ownership of the programme and whose interest it represents. Besides, municipal staff are usually too busy to take notice of the resource being availed through the Customer Care Teams, which is also a hindrance to building long-term ownership of the programme within the municipalities.

Concerns have also been raised around the continuity of the programme beyond the pilot. This is likely to have a significant bearing on the related services being offered to the community, as well as how best to assimilate the CCOs within their communities, now that they'd had some of their skill-sets honed. The fact that they will have limited options for gainful employment if they choose to remain within their localities – can potentially be addressed if the municipalities come up with a specific programme to support their assimilation into the community, particularly with the community plumbers.

In Conclusion

In the event that a similar initiative is replicated elsewhere, it was suggested that a model be developed around processing customer queries in a way that would make it easier for technical teams to bill for their call outs. The scheme would also be beneficial for municipalities looking to upgrade from a borehole water system to a bulk water system and would use this capacity to raise awareness, educate and address queries around a change in service.

In some municipalities there's an indication that there's a structure to retain CCOs for the water conservation framework, and in others – the project is likely to continue but in a different format. At present, successful Customer Care Programs have been implemented in Durban and Cape Town.

Longer term recommendations for the overall programme include the need to absorb Community Plumbers as part of municipal staff in order to maintain the level of service delivery that has been introduced with this programme.

Suggestions for similar initiatives

On the whole, the programme has had far reaching benefits for water and sanitation services in the Free State Province. As it rolls into its final phase, plans are underway to carry out an impact assessment to understand how the programme has influenced the lives of people in the community, the municipalities and the Customer Care Officers. The lessons learnt from this will then feed into future customer care programmes that could potentially be replicated at a wider scale in the Free State.



The Gauteng Checklist team share their Round 2 experience

A knowledge deposit from Mpho Mlate and the Gauteng team

Good planning, meaningful stakeholder engagement, adequate resources and effective leadership are some of the features that can be attributed to successful consultative processes. The Water Services Authority Checklist process is currently drawing to the close of its second round, and through this has covered considerable ground in terms of learning from the first round of the Checklist (Edition 1). In a series of discussions, with key Gauteng Regional DWAF officials, and process facilitators (involved in both rounds) – they registered significant shifts in approaches to teamwork, reflective practices and honest self-evaluation.

This article aims to highlight key aspects of the process used by the Gauteng Regional DWAF office to deploy the WSA Checklist Tool and will draw comparisons between the first and second round of each process. Being in its second round, the WSA Checklist process has become somewhat iterative in nature, drawing on the lessons and experience of the first round and using these to inform and improve the process of the second round.

Being in its second round, the Checklist process provided a unique opportunity for the Gauteng team to account for the support provided to WSAs since the initial round. Conversely, through the process - WSAs were also prompted to highlight and draw out steps taken to improve their own legislative compliance.

As we know, the Checklist process is generally implemented over successive phases, and interfaces closely with the IDP and other sector processes for instance, the Municipal Support Plans and Capacity Building Initiatives (DBSA, SAACE). Within Gauteng, this approach was loosely applied to both rounds of the Checklist tool. At a national level, Round 1 spanned two financial years from April 2005 to April 2007 when the national results were published. In October 2007, Gauteng Regional DWAF Office marked the launch of Round 2 with a

Regional Workshop that was attended by:

- Gauteng Water Services: responsible for water and sanitation, Municipal Infrastructure Grants, Water Conservation and Demand Management Strategies and Backlogs

- Gauteng Water Resources: responsible for regulation and catchment management agencies (CMAs)

- Water Quality

Round 2 vs. Round 1

To draw out lessons learnt from the 'Round 2' Process, the table below unpacks successive steps taken by the Gauteng Regional DWAF Team during each round. In this way, one can understand where the processes converge, diverge and how the first round's process contributed to the second round.

Immediate Benefits

A review of the various stages, gives some insight into a few immediate benefits of what has now become an 'iterative' process:

- For instance, when pre-populating the questionnaire during Round 2, the regional team drew from the questionnaires that were completed in Round 1. This was useful way to save time and served as a reminder of the gaps initially found.
- Secondly, meeting with the WSA officials helped to raise awareness on the status of the key functional areas, particularly where there had been staff changes between Rounds 1 and 2. This was also an opportunity to identify capacity constraints that could potentially slow the process down.
- Thirdly, interactions with WSA Officials (during Round 2) contributed to building relationships established during the first round.
- Fourthly, through repeating key stages in the second round, the regional teams had opportunities to reinforce the understanding on the distinction in roles between WSAs and Water Service Providers (WSPs)

Value of Partnerships

Through acknowledging the value of partnerships, the Gauteng DWAF team has been proactive and responded timeously to areas that may have compromised the Checklist process. Through an honest self-evaluation, they were able to identify the tangible benefits through collaborating with Water Resources – who already established links within municipalities. Ultimately, this made it easier to direct the Checklist Team to relevant people within municipalities.

An ongoing partnership with the National Office was useful when they had to call for support from the National office, for



Gauteng - Regional Update

instance when there were delays in obtaining questionnaires from municipalities. This was also evidence of the National office's support to the Checklist process. Furthermore, these kind of partnerships resonate strongly with linking spheres of government, where in this case, forging direct links between the Gauteng Regional DWAF team and municipalities.

Also, a partnership approach to utilization of a PSP (Africon) contract was useful in providing the additional capacity to implement the Checklist process. This was informed by the PSPs ongoing contractual relations with municipalities around Integrated Development Planning (IDP) and WSDPs, and their ability to navigate the local municipal terrain (in terms of personnel, governance).

A second PSP (Mvula) also had a contractual relationship with the National Checklist and Regional teams during this process. It designed and facilitated the workshop with the regional DWAF team in October 2007 and this was instrumental in addressing the implementation of the process. At the national level, they reviewed the content of the questionnaire in Round 1 with a view to establishing if the right questions were being asked, which was done in collaboration with regional teams. From this review, it has been proposed that the Checklist process should be conducted over a two year period, as opposed to annually. Regional teams felt that a two year time frame gave ample time to identify issues and implement the requisite support within the framework of the WSDP and the Municipal Support Plans.

Feedback from the different stakeholders who facilitated the process also noted an increase in commitment and generally, greater buy-in from municipal teams and WSA officials. Similarly, there were notable improvements in participation and attendance at various Checklist meetings within municipalities and metropolitan areas, especially where officials had been involved in the process of Checklist Edition 1.

Challenges

There have been a number of challenges to the process which include:

- Capacity constraints contributed to delaying the process, particularly due to staff turnover within the municipalities. In instances, where municipal officials had changed posts, the new office-bearer was unable to provide required information, as were not been involved in the initial process. There are instances, where some municipalities change Managers on an annual basis, and with this

The Gauteng Checklist team share their Round 2 experience

change comes the loss of institutional memory.

- The comprehensive and detailed nature of the Checklist also contributed to delaying its signing off. In many cases, endorsement was delayed due to the fact that Municipal Managers did not have sufficient time to familiarize themselves with the full scope of the completed questionnaire, and therefore verify its accuracy. In order to do this they had to meet with all municipal departmental heads - placing an added burden on their time.
- The diminishing size of the Checklist team was another setback. At the onset of the second round, representatives from both the Gauteng Regional Water Services and Water Resources departments, as well as from the National DWAF office attended the initial meetings with the Water Services Authorities. Gradually, representation diminished and it was left to the team from Water Services to implement the Checklist. Reasons given for this drop off were other commitments and time constraints.

Conclusion

While the second round also experienced a few setbacks, the benefits compensated for the shortcomings. The Checklist process has run its course in Gauteng and was completed by May/ June 2008 when the various WSAs submitted their responses. In relation to this - it is worth acknowledging that the first round was marked with a steep learning curve, during which the Gauteng DWAF Team had to gain a lot of ground within a short space of time. As a result of this the process was protracted and findings were delayed. This was also true for many Regional Teams across the entire country. However, lessons were drawn from this and filtered into the design and process for the second round

Furthermore discussions with stakeholders, noted some of the emerging 'softer' benefits as being teamwork, a critical self-evaluation of the regional (DWAF) team's support to municipalities, and an honest assessment of municipal compliance to their legislative functional areas.

The WSA Checklist is a dynamic process that is refined with each successive round. One objective of this is to raise awareness around legislative compliance and in the process develop the capacity for key stakeholders to meet their obligations. Through critically reflecting on the process, services offered and seeking ways to improve their performance, Regional DWAF Teams and municipalities are making major in-roads to raising the bar and enhancing service delivery for water and sanitation services to all their consumers.



Western Cape

Regional update

Sharing the Western Cape LGS cadre experience transfer pilot



Simphiwe Mashicila

As is the case with a number of the regional teams providing support to Local Government, the Western Cape team is young, energetic and has a number of new appointees who do not always have the depth of experience and confidence to provide optimal breakthrough support to troubled municipalities.

The Western Cape team is fortunate to be led by one of the stalwarts of the DWAF LGS programme, **Simphiwe Mashicila**. Simphiwe makes use of a variety of methods, including regular staff meetings to "**Inspire, Inform and Instruct**" his young team. While this has been a beneficial strategy, the WC LGS Cadre is constantly seeking ways to accelerate the transfer of experience in order to grow their ability to provide excellent support to municipalities in the region.

What was keeping Simphiwe 'up at night'?

- team members not using feedback loops optimally
- deadlines not always respected
- quality of written reports
- need to grow confident presentation skills
- need to maintain and improve on high standards set by WC regional leadership
- need to have solid working relationships between new team members and municipalities

Harnessing knowledge sharing

The region identified the benefits that the use of knowledge sharing approaches could have on their continued development. It is within this context that the WC LGS team led by Simphiwe, has been working with the IWSS Knowledge Sharing project, led by Livhu Ramahuma, in a short pilot project which is viewed as **'a deliberate, externally facilitated knowledge and experience transfer process, that adopts a action-reflection and coaching methodology, with the aim of contributing to regional efforts to create a**

- highly innovative
- rapidly responsive
- knowledgeable
- value adding
- confident

LGS team in the Western Cape.'

The case for knowledge sharing

- DWAF Western Cape has assembled a young and energetic LGS team, under the leadership of experienced team leader
- The pace of the LGS programme and the municipal operating environment demand that the capacity and confidence of the team is built as rapidly as possible
- The Regional Support Unit capacity enhancement intervention offered in regions is focussed on developing content and other specific skills and provides an excellent learning and sharing opportunity to pilot a reflective, facilitated experience transfer process to augment current initiatives.
- When successful this process will see that:
 1. knowledge gaps are closed
 2. experience curves are shortened
 3. individual confidence is built
 4. teams are strengthened

Therefore through the adoption of a knowledge sharing approach overall individual and team performance is enhanced



Western Cape LGS team ambitions for facilitated experience transfer process as collected on 25 February 2008

- Become more knowledgeable and highly responsive – able to engage successfully with senior management in municipalities
- Be more organised, better time management, better prepared
- Become more confident as public speaker, good presentation skills, good eye contact, body language, etc
- Improved co-ordination and facilitation skills
- Able to communicate clearly and be well understood – confident, knowledgeable communicator
- Understand the strategic elements better
- Be more responsible, successfully conquer new challenges
- Take initiative and be innovative
- Know more about the entire business of DWAF
- Able to provide excellent feedback to stakeholders
- To be successful team player
- Know policies of DWAF well

Operationalising knowledge sharing

The Western Cape pilot process is utilising a simple, regularly scheduled, externally facilitated, action-reflection approach, working in close collaboration with the RSU capacity enhancement initiative. Towards the end of each quarter a facilitated round-table team conversation ('navel gazing session') takes place using a Harvard Business School-inspired discuss, do, de-brief, do better methodology. This open and honest discussion of between 3 – 4 hours, allows each member of the team to reflect on their own performance during the last quarter, reflect on the performance of the team in that quarter, identify areas of individual and team improvement and commit to definite actions that will lead to improvement. Followup is then made on the implementation of these commitments.

While the pilot is in its infancy, members of the WC LGS cadre are already in a position to testify of the value-add that it derived from 'prioritising reflection to improve action!'

"The navel gazing experience has been so real and practical for me as an individual. The whole experience is a mirror and gives me an opportunity to look at myself and reflect on my strengths and weaknesses and is helping me realize and acknowledge my habits both good and bad, and how I can adjust and make changes to do my work in a more effective way. The concept is very simple and realistic, yet can make a huge impact in terms of learning and sharing of knowledge with my colleagues. The exercise provides practical tools which can make our interactions more profitable."

- Magamase

"The concept is brilliant and the content is well worth applying in one's day-to-day duties."

- Maggie

"From the sessions that we had I have learnt a lot and I also realize that my contribution as individual is very important for the success of the team and the Department."

- Kuvhu



"We owe it to the next generation of leaders to prepare them for the undoubtedly rocky road ahead – better and faster than they could prepare alone."

- Dorothy Leonard, Harvard Business School



Water Services Policy & Strategy

Knowledge update: the Mazibuko (Phiri, Soweto) court case and implications for other municipalities

A JOINT INFORMATION BULLETIN FOR ALL MUNICIPALITIES AS ISSUED BYDWF AND SALGA on 10 September 2008

Purpose of this document: This is not a legal document but aims to give a simplified interpretation of the main aspects of the judgement as well as to provide some guidance to municipalities in the implementation of Free Basic Water

The high level attention recently given in the media on the judgment in the court case between Lindiwe Mazibuko and four other residents of Phiri (a township of Soweto) on the one side, and the City of Johannesburg (the City), its public water utility Johannesburg Water, and the Minister of Water Affairs and Forestry (DWF) on the other has necessitated DWF to issue an opinion to the water sector. The opinion will therefore aim to put the judgment into perspective by viewing it against the bigger water services policy framework as well as to provide guidance to Local Government on this matter.

The first leg of the case was, although rarely mentioned in the press, the fact that the applicants also attacked the national norms and standards, as made in terms of section 9 of the Water Services Act (Act 108 of 1997) regulations, (issued by the Minister in 2001) that determined the minimum amount of 25 litres per day basic water supply as being unconstitutional, the Court however found that the minimum amount of basic water supply:

- Is in accord with international norms
- Constituted a floor and not a ceiling and was therefore aligned with the progressive realisation of basic rights as in the Constitution.
- Therefore these regulations are constitutional and lawful.

Although the Department is in the process to review the regulations, it is currently not the intention to increase this minimum level purely because South Africa is a water scarce country and there are simply too many challenges facing especially rural municipalities that are not even providing this minimum yet. The judge supported this approach.

The second portion of the judgment attracted the most attention, and perhaps understandably so, this was the unconstitutionality of the prepaid water metering system

and the increase by the Court of free basic water to the residents of Phiri to 50 litres per person per day.

In this regard, the Court looked at the circumstances of the City and determined that it had both the financial as well as water the resources to increase this provision.

A defining feature of the judgment is that it is very specific to the circumstances within the Phiri Township and does not even affect the total City of Johannesburg or other municipalities. The judge emphasise that the City did not raise the lack of resources as a defence to the claims of the applicants. The finding in relation to the prepaid meters as well as methods of credit control was very specific to the circumstances of the City. In this regard, the Court found that the implementation of the prepaid system, rather than the system itself, was problematic as this administrative process was not authorised in the municipal by-laws.

Although DWF and Johannesburg Council have been granted permission to appeal to the ruling, the court case has highlighted some important principles that other municipalities should adhere to in all cases as sound practice when implementing free basic water.

These principles are the following:

- In terms of proper water management and to control the volume of water supplied and curb water losses it is essential to meter (by different methods) all house or yard connections.
- Prepaid metering has a role to play in the supply of water services to the public but it must be done in consultation with communities and without being forced upon them.
- Households should also have the choice not to choose a prepaid meter and in that instance the municipality should provide an alternative mechanism to supply water to the household.
- Any administrative process practised by officials, whether it is the provision of pre-paid meters or any other meter or credit control must be covered in municipal bylaws.
- The way bylaws and administrative processes are



Water Services - Policy & Strategy

implemented and communicated to consumers is extremely important

- The Strategic Framework for Water Services (2003) provides good guidance in section 4.5.8 on credit control and these steps should be followed before restricting supplies or disconnecting. (for convenience this section is attached)
- Credit control should not discriminate between residential areas.
- Where a municipality has the financial as well as water resources to increase the quantity of Free Basic Water and thus provide more than 6 kilolitres per household per month it should be done especially where such poor households have flush toilets.
- DWAF will review the Free Basic Water Policy to provide guidance to those municipalities that want to consider increasing the free basic water amount for their areas.
- The DWAF Model Bylaws is in the process of being reviewed to provide more guidance on the administration of prepaid meters.
- The National Office of DWAF is in the process of conducting workshops with all the DWAF Regional offices to ensure that there is a common understanding on the Judgement and to ensure that the Regions are capacitated to assist those municipalities that might need assistance in implementing Free Basic Water.

Those municipalities that seek further guidance on this issue are welcome to contact the DWAF Regional offices for assistance.

Credit Control as copied from section 4.5.8 of the Strategic Framework for water Services 2003. (Also read sections 4.4.1 and 4.4.2 on Free Basic water)

"Effective credit control is a critically important component of providing a reliable and effective service to all communities and consumers. Failure to consistently apply fair credit control policies can result in consumers and whole communities going without water.

Water services authorities have the responsibility to develop a credit control policy. This policy must provide for credit control procedures which are fair and equitable, provide for warnings and adequate notice, provide for consumer representations, allow alternative payment arrangements, and set out a fair procedure that will be applied in the event of non-payment. Where a consumer continues to fail

to pay for services provided after the application of such procedures and a fair warning, a municipality must be able to take actions that will limit its financial loss and promote good payment habits.

When a municipality formulates its credit control policy it must take into account the impact of credit control mechanisms (and the lack thereof) on the community, the existing service delivery context, the need for financial viability to support the sustainable provision of services and the effectiveness of the proposed credit control mechanisms.

The following principles must be incorporated in the credit control policy:

- **Compassion.** Local government must develop and implement a credit control policy which is compassionate, especially towards poor and vulnerable households. This means that priority should be given to providing a reliable, secure, sustainable and affordable water supply and sanitation service to all households including the poor. Policies and procedures should seek to avoid the accumulation of bad debt and the high costs associated with restrictions or disconnections and reconnections.
- **Communication.** Consumers must be informed with respect to water consumption, credit control, debt collection and disconnection policies, credit control procedures and consumer responsibilities. Communication must be clear and accessible and, wherever practical, in the home language of the consumer.
- **Fair process.** All restrictions and disconnections must be done in terms of a fair and transparent process and as a result of the failure of a consumer (or consumers) to fulfil their obligations in terms of a consumer contract.
- **Warning.** Domestic consumers must receive a warning prior to any credit control action. Such a warning must be clear about the time allowed for payment, alternative methods of payment (such as instalments), and consequences of non payment.
- **Restricting domestic connections.** In the first instance, and after following due process (including a warning), domestic water supply connections must be restricted and not disconnected, ensuring that at least a basic supply of water is available.



Water Services - Policy & Strategy

(Only where the costs associated with restricting water services in this manner would have a substantial and significant impact on the sustainable provision of water services to the broader community, may water services be disconnected after proper procedures have been followed.)

- **Tampering.** Disconnection (after a warning) may be appropriate where services equipment has been tampered with, since tampering may jeopardise the health of consumers and the proper functioning of the system.
- **Interference.** Where a domestic consumer's access to water services has been restricted (in terms of an appropriate policy and procedure) and that consumer interferes with the restriction in a manner that renders the limitation less effective, the municipality may disconnect such a consumer (after a warning) until such time as the consumer has made an arrangement for settlement of the outstanding amount and has paid any fine that the water services provider may impose.
- **Disconnecting water supplies.** A water services provider has the right to disconnect water services of domestic water consumers only where all of the above provisions have been followed. A water services provider has the right to disconnect water services of non-domestic water consumers whenever a non-domestic consumer has breached its contract with the water services provider, provided a fair process is followed.

In addition to the above, various alternative or complementary credit control mechanisms could be considered where appropriate.

Responsibility for implementing credit control. Water services providers have the responsibility of implementing credit control (in terms of the credit control policy established by the water services authority) where they assume the financial risk and have the responsibility for collecting user charges. Where this is not the case, then the water services authority has the responsibility to implement credit control itself. In order to protect the financial viability of a water services provider, a water services authority must give the water services provider the right to restrict and disconnect water services connections subject to the credit control policy established by the water services authority and developed in terms of the policies set out in this Strategic Framework.

Balancing rights and responsibilities. The limitation and disconnection of water services is a sensitive issue that requires the balancing of rights and obligations. Consumers have a right to a basic water supply and sanitation service. However, this right also embodies the obligation to exercise that right reasonably and in accordance with general limitations placed on that right. At the same time, water services authorities must ensure sustainable provision of water services and safeguard the financial viability of the water services provider. These rights and responsibilities must be clearly communicated to consumers.

Monitoring and intervention. DWAF will monitor the implementation of credit control by water services authorities. Where water services authorities fail to ensure that credit control is implemented in a manner which is consistent with the approach and policies set out in this Strategic Framework, DWAF will intervene.

Credit control in the case of bulk water services providers. DWAF will provide guidelines with respect to credit control policies and procedures in the case of bulk water services providers"



Water Services Regulation

The purpose of this regular feature page is to provide the LGS Cadre with up-to-the-minute information on developments in Water Services Regulation.



'We do hope that by communicating and engaging regularly with colleagues through forums such as the ROF and publications such as the LGS Bulletin, our work and that of the LGS team will be strengthened. It is essential that those colleagues providing support to water sector institutions, particularly municipalities, remain well-informed regarding regulatory developments, as these have the potential to significantly impact the work that they do.'

Thoko Sigwasa - Director: Water Services Regulation

Thoko used the opportunity provided by the ROF on 29 August 2008, to bring a number of key points to the attention of regional and national representatives. For those members of the LGS Cadre that were not able to attend this important internal forum, the following snapshot is important to note:

- The Water Services Regulations Strategy has been completed and awaits approval and. The WS regulations Strategy will also soon be interfaced with the Water Resources Framework.
- The water services and resources teams will be working together to develop the regulatory institutional model.
- DWAF will ensure the complimentary functioning of key sector policy and processes, namely the Water Sector Regulations Strategy, the Institutional Reform and Alignment process and the Sector Support Strategy
- As DWAF's regulatory role emerges (at a rapid pace) it is essential that support approaches must assist institutions to comply with existing regulations

The key tasks of the regulator are to:

- o Set and/or interpret rules/standards and where relevant, grant approvals
- o Monitor performance, analyse and publish results
- o Make determinations, enforce decisions and intervene where necessary

The heart of regulation is the protection of the consumer and the public interest by ensuring

- o compliance with minimum national norms and standards
- o good performance and efficient use of resources
- o good contacting practise

Flag issues for regions to note

- It is essential that the Enforcement Protocol is understood and implemented
- When issuing directives, Technical reports must be prepared by professional, registered engineers and scientists
- A legal opinion has been sought on whether support can be provided to an institutional once a pre-directive has been issued
- Regional programmes must take direction from key regulatory 'drivers'
- Regional cadres with a passion for regulation are encouraged to register for a course on regulation taking place at the University of Cape Town in October 2008

What's driving the Regulator?

- o Drinking Water Quality Management
- o Effluent Quality Management Compliance
- o Monitoring Universal Access
- o Regulating Municipal Tariffs (Guidelines on setting municipal tariffs are under underdevelopment)
- o WSA/WSP contracts

' South Africa cannot be satisfied that it has achieved the MDGs while we have not achieved universal access. We must fast track universal access.....'

Her Excellency, **Ms Phumzile Mlambo-Ngcuka**
 Deputy President of the Republic of South Africa
 Municipal Indaba, 11 September 2008



Water Services Regulation

Accelerating the evolution of enhanced waste water management

Article contributed by Leonardo Manus



The water services regulation methodology has taken shape with active participation of the sector through vigorous consultations, clearly defining the routes for Economic, Contract and Technical Regulation. In addition to this the Directorate: Water Services Regulation has successfully implemented the Drinking Water Quality Regulation Programme since 2005 but was always mindful of the need to duplicate efforts as far as Waste Water Management is concerned. The unit has joined forces with various units within DWAF, as well as with the Water Institute of South Africa (WISA) to commence a **Waste Water Services Regulation Programme**.

The regulatory approach recognises that many institutions in the sector are still developing their capacity and this will be a progressive process. It thus makes provision for a combination of:

- immediate priority programmes
- medium-term initiatives to build the foundations for effective regulation
- a longer term focus on implementing the full scope of water services regulation.

The rationale for this approach is that there are certain imperatives, such as protecting the health of citizens and the environment, which cannot wait; As such they are given immediate priority via programmes on drinking water quality, priority municipal compliance and effluent quality control. However this approach is supported by the Compliance Monitoring & Enforcement (CME) unit to ensure that sufficient motivation exists for the regulatory requirements to be met by the non-complying entities. We are pleased to report that the partnership is ensuring that the Constitution is respected whilst the Department is exercising its regulatory responsibility.

Report back on Gauteng Waste Water Services Regulation actions

Recent investigations and audits revealed that the situation with regard to wastewater treatment and compliance with the respective Water Acts must be addressed as a matter of urgency. Of specific concern are effluent quality compliance failure trends. Some treatment facilities display consistent

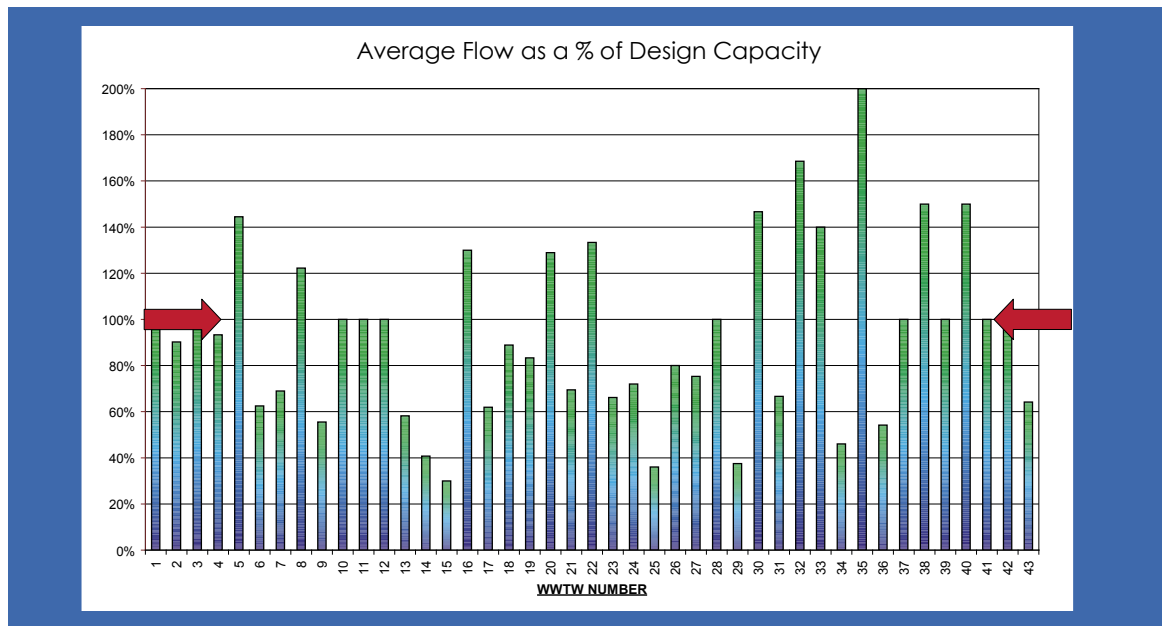
and regular failure, not necessarily related to the hydraulic design capacity of the works, while others display fluctuating compliance and an inability to achieve a sustainable compliance trend. The latter might be, but is not necessarily, coupled to the hydraulic loading of the works.

The graph provides an indication of the hydraulic overloading of Works in the Gauteng area, some of which are located in South Africa's leading metropolitan municipalities. It can be seen that a number of works (49%) are operating at design capacity or exceed their design capacity (green). Effluent Quality (EQ) information indicates that every one of the WWTW, within the Gauteng region fail to meet at least two or more of the EQ standards (DWAF, May 2008).

In general, one would expect the metropolitan municipalities to have access to adequate management, planning and funding resources and they should thus not be in this situation. Of concern is that if such seemingly competent structures are unable to manage their WWTW effectively, the situation could be worse for smaller, and less capacitated authorities. However, a positive reflection can also be given that some of the metropolitan-owned WWTWs show diligence and high compliance EQ levels, even when experiencing limitations on the available hydraulic design capacity. In such cases, reliable maintenance and operations crews and an expert resource and management base is evident, backed by strong political will and equally strong managerial commitment and understanding.



Water Services Regulation



Leading causes of failure events have been identified as one or a combination of the following constraints:

- old Works not designed for the current applied standards;
- lack of adequate maintenance, adequately skilled staff and/or management;
- insufficient staff and/or management - most staff are "multi-tasking";
- a lack of adequate funds to effect repairs and undertake efficient operations;
- and problematic procurement processes.

In addition, the recent Eskom load shedding events has contributed a fair share in crippling Works, leading to failure events, spillages from sewage pumpstations and EQ non-compliance.

Lessons learnt

Focussing on the failure events is not necessarily a fair reflection of the operation and management of the works. Failure events are bound to happen; either due to overloading (hydraulic capacity), mechanical breakdown or human error. It was noted during our investigations that at a number of the Works where the hydraulic capacity is being exceeded and failure events occur, the operation and management at the works is so effective that compliance is restored within a very short period. This is specifically the case with the larger metropolitan WWTW's.

The Unit's intervention at various municipalities in the Gauteng area has ensured accelerated turn-around in most cases and efforts are now underway to expand the waste water services regulation initiative to other regions where similar challenges are faced.

Way Forward

The challenge to adhere to discharge standards is immense since waste water treatment is a complicated scientific process where adequate skills are essential to ensure that proper process controlling is being done. Not only is the lack of adequate skills but also ineffective asset management adding to the aggravation of the challenge.

The Department acknowledges that proper waste water management should be regarded as the first barrier in a multi-barrier approach for effective drinking water treatment. It is also of utmost importance that the country's precious water resources do not deteriorate to the extent where drinking water treatment would be challenged and become too expensive, or where poor resource water quality detrimentally affects our economy, or is plainly just threatening the existence of our being. This understanding has led to an intense regulatory approach to accelerate the evolution of waste water management enhancement. The challenge is immense but a regulatory recipe has been identified to optimally address the identified waste water services shortcomings.



KwaZulu Natal

Regional update

Partnering to harvest rainwater

A rural community at the foot of the southern Drakensberg is the latest to benefit from low-cost technology to improve their water supply. At issue is a flexible gutter system – designed, developed and patented in KwaZulu-Natal – that is affixed to undulating roof lines, to capture and store rain water that is fit for human consumption. The system was gaining acceptance in rural communities on the strength of its pliability that allowed it to be fitted to round roofs, such as traditional rondavels, according to EMP Flexible Gutter System spokesman Steve Jones. He said the simplicity and effectiveness of the system produced some remarkable results in communities throughout KZN where it had been deployed.

"We're able to show that the roof of a dwelling with an eight-metre diameter and with 38 mm of rain, is able to collect more than 2 500 litres of water, enough to sustain an average family for more than 60 days," he said.

The simplicity of the system had won over the support of the national Department of Water and Forestry (DWAf) that had approved funding for several projects, according to Jones. "We're working closely with DWAf's Deputy Regional Director of water services, Viv Naidoo, who recognized the advantages of the system to rural communities and he has been instrumental in the expansion of rain water harvesting projects throughout the province," Jones said.

He said to date the eThekweni Metro, Uthukela District Municipality and the local municipalities of Amajuba and Newcastle had approved plans for pilot projects in their areas.

"We are also involved with an NGO called Operation Upgrade of South Africa that is rolling out several projects in the Hluhluwe area," he said. The current Lotheni project falls under the auspices of the Sisonke District Municipality and will see the installation of the EMP system to 2 362 units. "We have been working closely with the executive director of the infrastructure service department, David Makwakwa, who after our demonstration of the system, wasted no time to pilot the business plan through the various processes to secure funding approval from DWAf," Jones said.

The plan includes free training on how to install and maintain gutter systems to aspiring and established contractors in the community. "The basic skills provide them with an initial income, and with some entrepreneurial flair, some trainees will be able to build a business through maintenance and the installation of additional systems," he said.

Less than 1% of water used in South Africa is collected directly by consumers who overwhelmingly rely on reticulated water from dams for their daily needs. The virtual absence of rain harvesting technologies is highly ironic, given South Africa's dependency on what is very much a scare resource. With an average rainfall of 500 mm, South Africa's precipitation is well below the world average of 860 mm. DWAf's Viv Naidoo pointed out that water use in South Africa will increase from approximately 18 billion cubic metres – based on 1996 estimations - to 30 billion cubes in 2030. "South Africa is a relatively dry country with limited river flow and groundwater supplies, while the total natural runoff of water is not sufficient to cater for future water use," he said. About 43% of South Africa's rain falls on 13% of the land, and only 9% of that reaches our rivers. "South Africa, as a water-stressed country, is facing a situation water scarcity is becoming a threat to livelihood, economic and sustainable development," he said. "It is obvious that alternative means of harvesting water need to be looked at, and rainwater provides a perfect source," he said.



(l-r) Kefue Mchunu (Sisonke District Municipality), Viv Naidoo (DWAf) and Lotheni project manager Bongani Mkwanzazi checking on the water of a newly-installed EMP system.



Compliance Monitoring & Enforcement

Blue Scorpions on the prowl - By Obed M Mogotsi

They are fearless and sting with venom! Just the mere mention of their name sends shivers down the spine.

The media christened them the "Blue Scorpions," largely due to their zero tolerance approach against all transgressors of water related laws. They sting in pursuit of justice and compliance with the National Water Act, No. 38 of 1998 by water users.

Popularly known as the Blue Scorpions, their role is to ensure that all water resources are protected, used, developed, conserved, managed and controlled in accordance with requirements of the policy and other Water related legislation.

This feared "task force" is officially known as DWAF's Compliance Monitoring and Enforcement (CME) unit and is spearheaded by the Department's Deputy Director for Water Resource Management Services, Nigel Adams.

This unit is guided by the National Water Act (1998) that was formulated on government's vision of a transformed society in South Africa, in which every person has the opportunity to lead a dignified and healthy life and to participate in productive economic activity.

But what powers does this effective unit really have?

According to Adams, it is not about the powers the CME unit have, but rather what the relevant legislation enables the Department to do to ensure that all water resources are protected, managed and developed.

From a national perspective, the CME unit has been established in all Regional Offices. They can consist of about ten to fifteen members (on an ad hoc basis), taking in cognisance that these members represent other units as well, meaning Water Control officers and Water Quality officers.

The Department is in the process of appointing permanent staff to fill this competency, but according to Adams, "it is not really about the numbers, but rather the commitment of individuals. The CME unit believes in partnerships. For

instance, the unit is part of the National and Provincial Environmental Prosecuting Forums."



Pump

Adams also pointed out various joint operations that have been held with internal directorates and with other government departments such as the South African Police Services and Department of Environmental Affairs and Tourism.

The units have various powers that include the issuing of directives and execution of any works, but these must be done in accordance of the Public Administration Justice Act (PAJA) to ensure that all processes were followed.

Contravention of water related legislation is taken very seriously by the Department. In March 2008, Minister Lindiwe Hendricks issued a directive against a farmer for contravening the National Water Act on three accounts. These were the unlawful abstraction and storage of water, as well as discharging water containing waste into a water resource through a pipe, canal, sewer, sea outfall or other conduit.

CME is working on a strategy to increase the number of female members. This is to prevent it from becoming another male dominated environment whilst taking into account that it is a very stressful environment.



Compliance Monitoring & Enforcement



The head of the Blue Scorpions, Nigel Adams

Narina Brits, a CME investigator and currently one of the women within the unit, agrees that at times it is more of a challenge to work in such a male dominated environment. "Some of the people we issue directives to, said that the Department only sent me along to neutralise the transgressors emotions, which I just laugh at."

Brits says she has always been part of the team and has one goal in mind, to control unlawful water use and have a zero tolerance approach against all transgressors.

Asked about her interesting moments, Brits cites an incident in Pongola where they needed to issue a directive to a farmer. He came out and took pictures of them, and then made up a story which he took to a Sunday newspaper. The farmer lied to the reporters on what the Blue Scorpions' role was and what they were doing on his farm. "There were only two of our officials visiting his farm with one police vehicle as an escort, but he told the newspaper that there were many more officials with four police vehicles and so on. I could just stand back in silence and take whatever was coming our way", she recalled.

For those companies, individuals and others who have received directives, persons whose water use is not registered and those whose appeal to the Water Tribunal failed, must be made aware that the Department will take drastic actions against them.

For further information on the Blue Scorpions, please do not hesitate to contact the Compliance Monitoring and Enforcement Unit during Office Hours at (012) 336 – 8393. Alternatively call DWAF's Toll Free Number: 0800 200 200 or send an E-mail: cme@dwaf.gov.za.

Incentive-Based Regulation – the Blue Drop/ Green Drop campaign launched

The Department acknowledges the need to keep the public informed on compliance levels of WSAs as far as drinking and waste water quality is concerned. For that reason the innovative **Blue Drop / Green Drop Certification programme** was announced by the Minister at the recently held Municipal Indaba. The Certification programme also renders the opportunity to Local Government to aspire towards this prestigious recognition of excellent management of drinking water quality (Blue Drop) and waste water services (Green Drop).

The Department will issue a public report on a bi-annual basis to ensure that the general public receives credible information on municipal performance as far as water quality is concerned.



IQR & Sector Collaboration

HIV/AIDS - A mainstreamed approach



Mr. Ngaka Machete

Department of Water Affairs and Forestry
 CD: Water Sector Programme Management
 Support
 Dir: Intergovernmental Relations and Sector
 Collaboration

The Water Sector has come a long way in understanding the contextual implications of HIV and AIDS on Water, Hygiene and Sanitation. Literature suggests that access to water and sanitation facilities affects the extent to which households are able to care for AIDS sufferers. It also can potentially delay progression from HIV infection to AIDS for individuals infected with HIV.

The devastating impact of HIV and AIDS has created a new understanding that the HIV epidemic is a developmental problem and not just a health issue. We now know that factors that promote underdevelopment are the same factors that increase the risk of infection and exacerbate progression to AIDS. This means that significant improvement on human development can reduce vulnerability to infection with HIV and minimise the impact of the epidemic on individuals and families.

It is important to note that the definition of vulnerable groups has continued to change since the spread of the epidemic. HIV has created a new set of vulnerabilities with new water and sanitation needs that are not adequately met by current service delivery processes. It is not enough to provide a service and ensure access without assessing how these services are experienced by communities severely affected by HIV and AIDS.

To achieve this, it was important analyze the role of clean, safe water, adequate sanitation and Hygiene in fostering quality care, prevention, treatment, impact mitigation interventions at individual, household and community level

The Department of Health (DOH) developed a National HIV, AIDS and STI Strategic plan for South Africa 2007-2011 (NSP 2007-2011), which promotes a mainstreamed approach to HIV and AIDS and is aimed at guiding all government

departments and sectors on the same approach when dealing with HIV.

The two primary aims of the NSP are to reduce the rate of infection by 50% by 2011 and to reduce the impact of HIV and AIDS on individuals, families, communities and societies by expanding access to appropriate treatment, care and support to 80% of all HIV positive people and their families by 2011.

The Water Sector Response is guided by the NSP 2007-2011, and also conforms to the structures and processes stipulated by SANAC.

What has been in the recent past?

- Development of strategy for HIV and AIDS in the Water Sector
- Building HIV and AIDS competent communities
- Implementation of water sector specific interventions

Development of HIV and AIDS mainstreaming strategy

A draft strategy has already been developed. The strategy is aimed at guiding the Water Sector in formulating a comprehensive Water Sector response to the HIV and AIDS pandemic. It has been shaped by existing water sector legislative framework and the current NSP 2007-2011. The objective is to assist with contextualising HIV and AIDS response and ensuring that interventions are aligned to the key priority areas of the water sector and are within the water for growth and development theme.

Building HIV and AIDS competent Communities

This concept was developed by the Department of Health as part of providing guidance to government departments on addressing HIV and AIDS and contributing to the overall national fight against the epidemic. It puts emphasis on equipping communities with the necessary skills and competencies to better manage the epidemic.

For the Water Sector, this means that communities have to understand the role of water and sanitation in improving



IGR & Sector Collaboration

livelihoods of households affected by HIV and AIDS. They should be educated to link good hygienic practices with home based care and realise the impact of these on preventing opportunistic infections and delaying progression from HIV infection to AIDS.

It is at this level that the role of water in economic growth and sustainable development and the importance of both water and sanitation in reducing vulnerability to HIV and AIDS should be demonstrated.

So far, only Gauteng Province has implemented this concept in different communities. Their approach was project based and demand-responsive. This initiative demonstrated that community structures and any community initiatives can be strengthened by improving their understanding of how good health and hygiene practices can improve livelihoods of households affected by HIV. It also assisted communities maximise on the use of water in managing water related diseases.

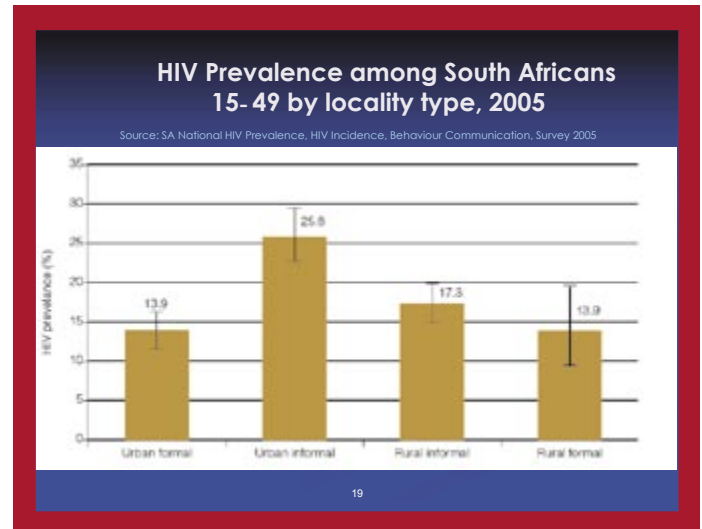
Identification of water specific interventions

One of the fundamental principles of mainstreaming is that there should be no deviation from the core business of the Water Sector. Interventions should by themselves be about provision of water and sanitation and this can contribute to the fight against HIV and AIDS.



Installation of a bore hole for food garden for an hiv project

What has been learnt from Gauteng Province is that prioritisation of urban informal settlements is important when addressing HIV and AIDS interventions. The reason for this is that these have higher prevalence rates compared to their rural counterparts.



It is also because these areas usually struggle with basic service provision including water and sanitation. These communities battle to cope with the impact of HIV and AIDS at household level.

The health implications of inadequate water and sanitation for individuals and households affected by HIV and AIDS are enormous.



Water source in an informal settlement

Ensuring adequate provision of clean, safe water and access to good sanitation is a single most important intervention in reducing vulnerability to HIV infection and mitigating the impact of HIV and AIDS.

In conclusion, as the water sector we now understand where the linkages are and how to make maximum impact. The challenge remains in ensuring that each district with each province has a clear plan on how to address HIV and AIDS using water sector specific interventions.



5Q2



5 questions 2 ...

This regular feature allows members of the LGS Cadre to share their experiences, allowing cadres across the country an insight into the reflection of others.

Montlhe Moatshe, the dplg's Programme Manager of the innovative FBW Special Intervention Programme

Q1

What most excites you about the SIP concept?

The SIP is a unique concept that distinguishes itself from the traditional way of providing support to municipalities. As such, it proposes a number of support solutions for municipal situations and then adopts the one that best addresses the unique service delivery challenges of that municipality. The emphasis is on sustainability and affordability of services, especially for the poor.

Q2

What has been your biggest challenge in terms of mobilisation of this new concept so far?

The FBW SIP was established basically to provide out-of-the-box solutions to municipal services challenges. People believe that most solutions have been tried somewhere else with little or no success. The SIP approach was to learn from these experiences and take some of these solutions a step further and demonstrate the benefits to both the municipalities and the communities. The biggest challenge was to mobilise the provincial support teams and demonstrate the benefits of the programme to municipalities. I am pleased that we have managed to achieve this in the frontrunner WSAs.

Q3

As manager of the FBW SIP, what personal learning has been a highlight?

My experience in managing the programme has taught me that no aspect of the programme is insignificant. One has to put as much emphasis on the management of resources, including the team, as with outputs, and that time and risk management are an integral part of the whole programme.

Q4

How have the frontrunner WSAs responded to the Integrated Project Development approach?

All the frontrunner municipalities on the IPDs are excited about the potential benefits of this initiative. This has been an eye-opener for some of these municipalities and it became clear during the Project Conceptualisation phase that the way they have been packaging their projects might not be the way to go, since they are developed from an available resource point of view, rather than holistically driven by need. The IPD seeks to integrate services and emphasises cost recovery to ensure sustainable and affordable services. Both municipal officials and councillors cannot wait to see the results of the programme.

Q5

What impact do you think the FBW SIP will have on service delivery?

The FBW SIP recognises the resource limitations to eradicate the backlogs and provide municipal services. There is a disjuncture between the resources available to eradicate the backlogs and the targets set to provide these services. It is clear that we cannot only rely on grants and subsidies to address services backlogs, but have to consider alternative ways to deal with the issue. The FBW SIP provides support to municipalities and enable them to eradicate backlogs in a shorter period than they would normally take using government grants and subsidies, and the impact to service delivery will be enormous.

To me the SIP is the difference between the backlogs and the available resources. It therefore establishes possibilities and identifies partners for greater impact.

To continue this conversation, contact Montlhe at montlhem@dplg.gov.za

Announcements

LGS Knowledge Bank - Call for submissions

LGS KNOWLEDGE BANK

"The bank of the LGS cadre"

Announcement

The Local Government Support Knowledge Bank (LGSKB) is now open for submissions. So start submitting presentations, concept notes, reports and other material that you have generated in the course of your work.

Send your deposits to
lgskb@telkomsa.net

"I'm building
our LGS
memory...
are you?"


Check out the LGSKB at
www.dwaf.gov.za/dir_ws/lgkb

Sharing knowledge | Strengthening institutional memory | Building the LGS cadre

New fbs SIP website launched! www.fbwsip.gov.za

Free Basic Water | SIP

Support towards Water for Growth and Development



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Administrator

Welcome to the fbw SIP website.

Written by Administrator
Wednesday, 27 August 2008

Welcome to the fbw SIP website. The fbw SIP provides support to the attainment of the goals and objectives that address the most critical services delivery issues facing our nation. We trust that you will use the information to further develop critical thinking within the FBS delivery arena, and welcome all suggestions and feedback.

Last Updated (Wednesday, 27 August 2008)

Free Basic Water SIP

Written by Administrator
Monday, 08 June 2008

The **Free Basic Water SIP** is an initiative of the Free Basic Water and Sanitation Task Team (FBWSTT), a Cabinet-approved structure operational since 2001. It is the aim of the FBWSTT to strengthen co-operative government approaches to the implementation of Free Basic Water through hands on support to targeted municipalities. The Task Team comprises of representatives the dplg, SALGA (co-chairpersons), DWAF and National Treasury.

The SIP was initiated with the objective to accelerate the implementation of Free Basic Water in 36 targeted municipalities, but the benefits, good practice and lessons learnt from the programme are shared with all municipalities. It is an intergovernmental programme with DWAF as the financial sponsor, and the dplg overseeing the management of the programme in collaboration with nine regional SIP coordinators.

BLOGS

- ReCSupesh Abby 29-08-08 18:20
- Superb Naomi 29-09-08 10:23
- website innovation Selie 29-08-08 18:21
- Calendar Billy 29-09-08 18:19
- Good Lloyd 29-08-08 18:19

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September 2008

S	M	T	W	T	F	S
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4

