

Gauteng Province

Water Sector

Collaboration



Water Sector Plan

(Volume 1)

Draft No. 5

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ANNEXES

ANNEX 1: PROPOSED TERMS OF REFERENCE _GWSF

Acronyms

BP	Business Plan
CB	Capacity Building
CBO	Community-based organization
CMA	Catchment Management Agency
CSO	Civil Society Organization
CSIR	Centre for Scientific and Industrial Research
GDLG	Gauteng Department of Local Government
dplg	Department of Provincial and Local Government
DM	District Municipality
DWAF	Department of Water Affairs and Forestry
ECSA	Engineering Council of South Africa
EU	European Union
FBS	Free Basic Services
FBW	Free Basic Water
FBSan	Free Basic Sanitation
GDACE	Gauteng Department of Agriculture, Conservation and Environment
GGDS	Gauteng Growth and Development Strategy
GWSF	Gauteng Water Sector Forum
GDoH	Gauteng Department of Housing
GDOE	Gauteng Department of Education
IDP	Integrated Development Plan
IWRM	Integrated Water Resource Management
LM	Local Municipality
MWSSSP	Masibambane Water Services Sector Support Programme
MIG	Municipal Infrastructure Grant
MIS	Management Information System
MTEF	Medium Term Expenditure Framework
PMU	Programme Management Unit
PSCC	Provincial Sanitation Coordination Committee
SAAWU	South African Association of Water Utilities
SALGA	South African Local Government Association
SFWS	Strategic Framework for Water Services
SO	Strategic Objective
ToR	Terms of Reference
WB	Water Board
WDM	Water Demand Management
WMA	Water Management Areas
WC	Water Conservation
WS	Water Services
WSA	Water Services Authority
WSDP	Water Services Development Plan
WSP	Water Services Provider
WRM	Water Resources Management

Executive Summary

This Strategy document which is in 2 volumes, Volume 1 (The strategy) and Volume 2 (the implementation plan) seeks to map a way forward for collaborative effort in the water sector in Gauteng Province. The strategy looks at activities that the GWSF once launched would like to achieve in the next 5 years to 2011.

The Gauteng Province is South Africa's smallest province covering approximately 1.7 million hectares, is 94% urbanized and comprises the municipal areas of

- ◆ Metsweding District Municipality
- ◆ Johannesburg Metropolitan Municipality
- ◆ Tswane Metropolitan Municipality
- ◆ The West Rand District Municipality
- ◆ Sedibeng District Municipality and
- ◆ Ekurhuleni Metropolitan Municipality

Integrated planning and service delivery in a collaborative manner is highlighted through the GGDS, the SFWS, Intergovernmental Relations Act and other provincial structures. The GGDS recognizes that successful implementation of the strategy and indeed economic growth of the province will only be realised through cooperative governance efforts.

At a provincial water summit in October 2005, stakeholders agreed that a collaborative structure should be set up in the province. The purpose of which was to act a platform through which stakeholders will collaborate to achieve all sector goals and the goals set out in the GGDS.

The proposed vision for the GWSF is

"By our collective efforts in the water sector, we will ensure that all citizens of Gauteng have access to basic water services, our industry is sufficiently provided, our rivers are properly managed, our environment is well protected for the benefit of all citizens of Gauteng."

The key objectives of this strategy, which emanate from the Water Summit and other stakeholder interactions and linked to the GGDS and the SFWS, are:

- ◆ To ensure an effective water sector forum that will enhance effective water resource and water services management in Gauteng in support of the key strategic priorities of the GGDS.
- ◆ To strengthen cooperative governance structures in fulfillment of the inter-governmental relations Act and
- ◆ To ensure meaningful participation of civil society in the management of the water resources and water services in Gauteng

The dipstick¹ report and the findings of the Situational Assessment of Water Services Sector in Gauteng Province¹ as well as the issues raised at the Gauteng Water Summit in October 2005 complemented by one on one interviews with stakeholders, form the basis of all inputs into this strategy. These challenges/issues are listed in detail in Volume 2 of the strategy and are grouped into:

- ◆ Institutional Challenges
- ◆ Water Resources Challenges
- ◆ Water Services challenges.
- ◆ Pollution Challenges
- ◆ Water Sector Planning and Alignment Challenges
- ◆ Water Demand Management challenges.

The issues/challenges that were raised during the water summit, and collaborated during interviews with stakeholders have been grouped into Strategic Objectives as follows.

- ◆ **Strategic Objective 1:** To promote effective and efficient institutions in the water sector in Gauteng
- ◆ **Strategic Objective 2:** To promote effective Water Resources Management
- ◆ **Strategic Objective 3:** To promote effective and efficient water services delivery
- ◆ **Strategic Objective 4:** To encourage efficient water demand management
- ◆ **Strategic Objective 5:** To encourage efficient management and allocation of water for agricultural demand
- ◆ **Strategic Objective 6:** To advocate integrated planning in the water sector and other sectors of the Gauteng Province
- ◆ **Strategic Objective 7:** To encourage effective pollution control

These objectives have been translated into goals. Against each goal are issues/challenges that have been raised. We have also identified constraints that if not dealt with will impede the attainment of these goals. Finally, strategies are proposed that if implemented will assist in achieving the goals that have been identified and will contribute to the attainment of objectives of GGDS and SFWS

For the sector to effectively implement the strategy it is acknowledged that there are supporting activities that are critical and these are

- ◆ Institutional Development
- ◆ Private Sector Participation
- ◆ Community participation and Awareness Raising
- ◆ Development of a Communication Strategy
- ◆ Linkages, alignment with other corroborative structures

¹ Situational Assessment of Water Services in Gauteng Province; a high level report by Circle Consultants

Implementation of this strategy will require the concerted efforts and commitment of all stakeholders and the implementation plan is included in Volume 2. The proposed Water Sector forum must still develop detailed definitions by consultation and through the national benchmarking initiative.

1. DRIVING FORCES BEHIND THE GAUTENG WATER SECTOR STRATEGY

1.1 Introduction

The Gauteng Province comprising the municipal areas of

- ◆ Metsweding District Municipality
- ◆ The City of Tswane
- ◆ The City of Johannesburg
- ◆ The West Rand municipality
- ◆ Sedibeng Municipality and
- ◆ Ekurhuleni Metropolitan Municipality

Gauteng is South Africa's smallest Province covering approximately 1.7 million hectares and is 94% urbanized. As of 2001, the population density was 522 people per sq km with areas such as Tembisa, Mamelodi, Alexandra and Soweto having densities of about 100 people per hectare²

Gauteng is positioned over the watershed between three major river systems being part of the Vaal River in the south, forming the upper reaches of the Olifants in the northeast and of the Crocodile River in the north and northwest.³ Gauteng mainly imports its water from outside the province due to its high water demand for its more than 9 million people, industry, and agriculture and mining activities.

During the intergovernmental Infrastructure summit in May 2005, the Premier of the province made the following observation,

“Investments in health care, including clinics, saw a massive increase in access to health care, with the number of visits to primary health care facilities increasing from 1,6 million in 1994 to 10.4 million in 2004. Similarly, the building of schools, police stations, community centers, libraries social development offices and other amenities saw dramatic improvements in access to better education, social grants, policing and other social services. On the economic front, we have invested heavily on infrastructure to create an enabling environment for economic growth, including the Blue IQ projects such as Constitution hill, the Innovation hub and Newtown cultural precinct.

Municipalities in our province have spent their own resources to upgrade infrastructure and improve living conditions of our people. It is however very clear that despite the best efforts of all of us, without integrated planning and delivery, our efforts will take a long period to bear fruits”⁴

Integrated planning and service delivery in a collaborative manner was highlighted then as critical in ensuring access to services by all citizens of Gauteng.

² Gauteng Growth and Development Strategy

³ WSDP for the City of Tswane Metropolitan Municipality

⁴ Address by Premier Mbhazima Shilowa at the Gauteng Intergovernmental Infrastructure summit, 30 May 2005, Midrand

1.2 The Gauteng Growth and Development Strategy

The GGDS⁵ cites as its strategic objectives the following:

- ◆ Provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty by 2014
- ◆ Accelerated, labour absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment
- ◆ Sustainable development
- ◆ Enhanced government efficiency and cooperative governance
- ◆ Deepening participatory democracy, provincial and national unity and citizenship

The GGDS recognizes that successful implementation of the GGDS will only be realised through cooperative governance. It also emphasises the importance of the GGDS as the point of reference for all other provincial strategies, programmes, plans and actions. It is therefore critical that this water sector strategy links to the GGDS in order that the strategic objectives listed above are realized.

In this water sector strategy we have attempted to link our strategic intents to the GGDS.

1.3 The Strategic Framework for Water Services

Sector vision: Water is life, sanitation is dignity⁶

All people living in South Africa have access to adequate, safe, appropriate and affordable water and sanitation services use water wisely and practice safe sanitation.

Water supply and sanitation services are provided by effective, efficient and sustainable institutions that are accountable and responsive to those whom they serve. Water services institutions reflect the cultural, gender and racial diversity in South Africa.

Water is used effectively, efficiently and sustainably in order to reduce poverty, improve human health and promote economic development. Water and wastewater are managed in an environmentally responsible and sustainable manner.

The Strategic Framework for Water Services has set national targets to be achieved. Gauteng Province like any other province in the country has to ensure that these targets are met. The targets set in the SFWS are listed below:

Target		Responsibility
Access to services		
1	All people in South Africa have access to a functioning basic water supply facility by 2008	Water services authorities supported by DWAF
2	All people in South Africa have access to a functioning basic sanitation facility by 2010	Water services authorities supported by DWAF and the NSTT
3	All schools have adequate and safe water supply and sanitation services by 2005	Provincial Education Dept Supported by National Dept Education and Public Works
4	All clinics have adequate and safe water supply and	Provincial Health Dept Supported by National

⁵ Gauteng Growth and Development Strategy (2005)

⁶ Strategic Framework for Water Services (2003)

	sanitation services by 2007	Dept Health and Public Works
5	All bucket systems are eradicated by 2006	WSAs supported by DWAF
6	Investment in water services infrastructure totals at least 0.75% of GDP	National Treasury
Education and health		
7	Hygiene education and the wise use of water are taught in all schools by 2005	National Education Department
8	70% of households with access to at least a basic sanitation facility know how to practice safe sanitation by 2005 (100% by 2010)	WSAs supported by DWAF
Free basic services		
9	Free basic water policy implemented in all WSAs by 2005	Water services authorities
10	Free basic sanitation policy is implemented in all WSAs by 2010	Water services authorities
Institutional development and performance		
11	A national institutional reform strategy is developed by June 2004	DWAF (together with SALGA & SAAWU)
12	The institutional reform of regional water services providers is completed by 2013	DWAF (together with SALGA & SAAWU)
13	All assets of water services schemes are transferred from DWAF to water services authorities by 2005	DWAF
14	By-laws are promulgated in every WSA area by 2005	Water services authorities
15	All WSAs report annually on progress against their WSDPs by 2005	Water services authorities
18	All WSAs have adopted a set of key performance indicators by 2005 and report on these annually	Water Services authorities
19	DWAF reports on sector development and progress annually	DWAF

Attainment of these targets as set out in the SFWS will only be realised if all stakeholders are working together to achieve those goals. It is therefore very fitting that the GGDS has as one of its strategic objectives, *the provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty by 2014.*

1.4 National Water Resource Strategy

In her foreword to the National Water Resources Strategy, the then Minister of Water Affairs and Forestry noted the following, *"The three principles of equity, sustainability and efficiency come together in the field of water resources management to achieve integrated water resources management. As enshrined in the National Water Act, integrated water resources management is intended to enable us to meet the needs of our people for water, jobs and economic growth in a manner that also allows us to protect and, where necessary, rehabilitate our aquatic ecosystems. Above all, integrated water resources management will make it possible for us to use our precious water to assist in addressing the overwhelming need to eradicate poverty and remove inequity in South Africa. The National Water Resource Strategy sets out the ways in which we aim to achieve integrated water resources management in South Africa. It describes the policies, strategies, plans and procedures by which this will be done. It is a remarkable document, the first of its kind in South Africa. It is intended to be a living and interactive document that will continue to grow and change as the needs, capacities and understanding of our people change and grow".*⁷

⁷ Background to the National Water Resources Strategy- Minister B Sonjica MP

1.5 Intergovernmental Relations Framework Act, Act No 13 of 2005

This act is the basis for improved intergovernmental relations and cooperative governance through active promotion of:

- ◆ Contact between and amongst governments and other organs of state when a government institution performs its statutory function
- ◆ Consultation through relevant intergovernmental structures
- ◆ Coordination of actions in the implementation of policy and legislation that affects the material interests of other governments
- ◆ Avoidance of unnecessary and wasteful duplication
- ◆ Participation in intergovernmental structures of which they are members

1.6 The Gauteng Water Summit of 13 & 14 October 2005

The Gauteng Water Summit provided a platform whereby stakeholders interrogated the issues that are hindering the achievement of national objectives regarding water resources management and water services provision.

The theme of the summit was "Aligning the Water Sector in support of the growth and development goals for Gauteng". The main purpose of the summit was "To provide a platform to enhance efficient performance of the Water Sector in Gauteng in support of the growth and development goals in the province".

It is clear from the above statements that the focus of the summit was to ensure that all activities being undertaken in the water sector are linked to the GGDS's goals. The key issues and constraints that were raised during the summit are discussed in section 2 of this strategy document.

These challenges were also corroborated in one on one interview with stakeholders during November 2005 through March 2006.

From the above it can clearly be demonstrated that the key drivers to the development of the strategy are the strategic objectives in the GGDS, the targets set in the SFWS, and finally the challenges highlighted at the water summit

1.7 Proposed Vision

The vision for the Water Sector Collaborative structure in Gauteng needs to be set and agreed to by the stakeholders. The following proposal is provided here as a starting point

"By our collective efforts in the water sector, we will ensure that all citizens of Gauteng have access to basic water services, our industry is sufficiently provided, our rivers are properly managed, our environment is well protected for the benefit of all citizens of Gauteng"

1.8 Key Objectives of the Strategy

The key objectives of this strategy, which emanate from the Water Summit and other stakeholder interactions and are linked to the GGDS and the SFWS, are.

- ◆ To ensure an effective water sector forum that will enhance effective water resource and water services management in Gauteng in support of the key strategic priorities of the GGDS.
- ◆ To strengthen cooperative governance structures in fulfillment of the inter-governmental relations Act and
- ◆ To ensure meaningful participation of civil society in the management of the water resources and water services in Gauteng

The above objectives are all in line with the keys strategic objectives of the GGDS namely,

- ◆ Provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty by 2014
- ◆ Enhanced government efficiency and cooperative governance
- ◆ Deepening participatory democracy, provincial and national unity and citizenship

1.9 The process of developing the strategy

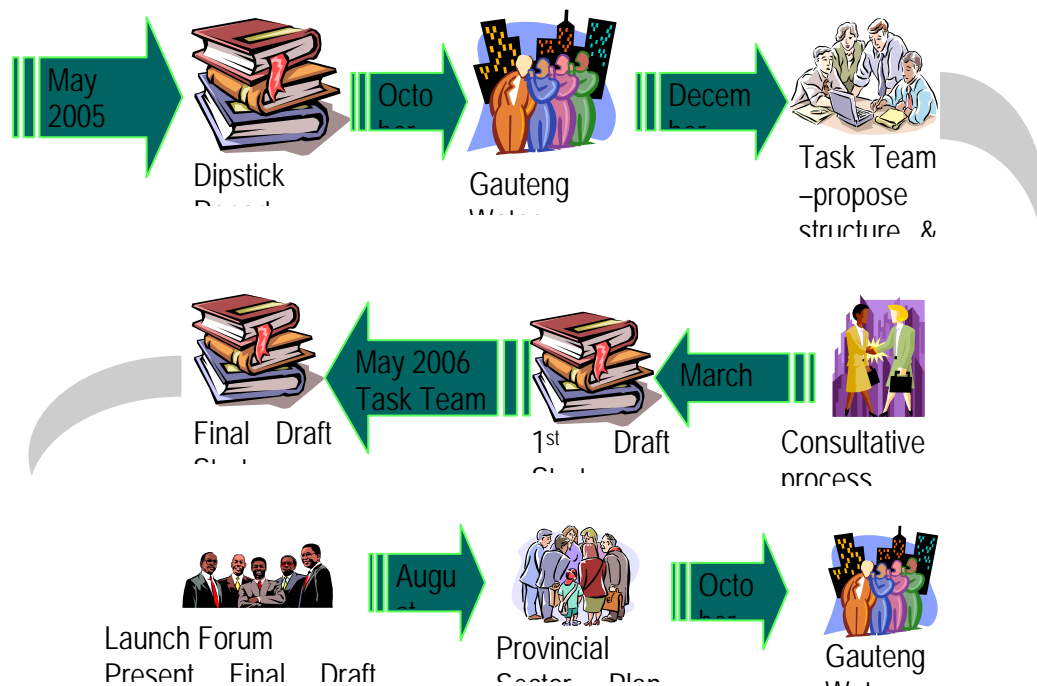
The Gauteng Water Summit held on 13 &14 October 2005 clearly highlighted the need for a collaborative structure in the province. It was acknowledged that the current structures were focused on either water services or water resources (if any) only. It is thus critical to form a structure that would look at the water sector as a whole and provide a platform for all stakeholders to participate meaning fully in effective and efficient water resources management and water services provision. The following processes have unfolded since then:

1.9.1 *Establishment of a Task Team*

After the water summit, a Task Team mainly comprising DWAF /WISA /WIN/SALGA/ RAND WATER /DEPARTMENT OF AGRICULTURE,DLG was formed. The Task Team was tasked with developing terms of references for the GWSF. In addition to formulating the ToR, the task team was mandated to contact potential members of the GWSF to solicit their inputs into the issues affecting them. The ToR included the objectives, membership, activities, and proposed responsibilities. The Terms of Reference were considered at a meeting of the Task Team on 25 March 2006 and the draft is attached as Annex 1.

1.9.2 *Development of the Strategy.*

The Task Team was also mandated to draft the Gauteng Water Sector Strategy. It was agreed that the process of developing the strategy should be consultative. Consequently, the team members held bilateral meetings with stakeholders in the province during December 05 to March 2006. Following these consultations the first draft strategy was presented to the Task Team meeting on 30 May 2006. Members of the Task Team provided their comments to the first draft. The whole process is included below



1.9.3 Adoption of the Terms of Reference

It is anticipated that the first meeting of the collaborative structure will take place in November 2006. At this meeting the Task Team will present the draft ToR for the GWSF for adoption and approval

1.9.4 Adoption of the Strategy and the Work plan

It is anticipated that the draft strategy will be presented to the forum for comments and inputs prior to the inaugural meeting in late 2006.

1.10 Outline of the Strategy

This strategy document comprises two volumes. **Volume 1** is the strategy itself and **Volume 2**, which is under separate cover, is the Implementation plan to this strategy.

Volume 1 comprises six sections:

- ◆ Section 1, provides the driving forces behind the Gauteng Water Sector Strategy, identifies the key objectives of the strategy and outlines the process of developing the strategy
- ◆ Section 2 outlines the status of the water sector in Gauteng Province and highlights the issues that are negatively impacting on effective water resources management and water services provision in the province.
- ◆ Section 3 proposes strategies that should be employed to deal with the challenges highlighted in section 2. The issues that have been raised in section 2 have been translated into goals that need to be achieved. Constraints that are likely to

hamper the attainment of those goals have been highlighted and strategies on how to deal with these challenges have been proposed

- ◆ Section 4 details the supporting measures to this strategy
- ◆ Section 5 introduces the implementation plan that is contained under separate cover as Volume 2.
- ◆ Section 6 highlights the proposed monitoring requirements for the strategy.

2. STATUS OF THE WATER SECTOR IN GAUTENG

2.1 Institutional arrangements

- ◆ DWAF is the sector leader and also the regulator in the water sector and thus should ensure adherence to regulations and compliance to legislative provisions..
- ◆ GDLG co-ordinates, monitors and gives support to municipalities to ensure efficient service delivery.
- ◆ DPLG_ National ensures effective municipal management with regard to proper financial and human resource management and effective implementation of capital projects at municipal level.
- ◆ GDoH liaises with all sector stakeholders through stakeholder structures and forums that have been set up for consultation, policy development and planning with regards to housing. The Department is also charged with the responsibility of ensuring provision of housing at local level.
- ◆ SALGA-This body is responsible for co-coordinating technical and advisory support to local government and represents municipalities in most forums.
- ◆ GDAEC-The functional responsibilities of the Gauteng Department of Agriculture, Conservation and Environment (GDACE) are diverse in scope and are primarily focused on natural resource management and sustainable development..
- ◆ Water boards in the Gauteng Province. The water boards are responsible for the provision of bulk water to various municipalities and metros. Rand Water is by far the largest servicing most of Gauteng Province with Magalies Water and Ikangala Water servicing other parts of the province.
- ◆ WSAs-These municipalities have executive authority over water services and are responsible for planning and ensuring efficient and sustainable Water Services delivery to communities in their areas of jurisdiction.
- ◆ WSPs: These have been appointed to provide water services on behalf of the WSA in the area of jurisdiction of the WSA. Amongst these WSPs are Johannesburg Water and ERWAT
- ◆ Other Stakeholders include research institutions such as the University of Pretoria, University of Wits, the WRC and the CSIR

2.2 The Present Situation in the Gauteng Water Sector

2.2.1 Introduction

The dipstick report and the findings of the Situational Assessment of Water Services Sector in Gauteng Province⁸ as well as the issues raised at the Gauteng Water Summit in October 2005 complemented by one on one interviews with stakeholders, form the basis of the inputs into this strategy. These challenges/issues are listed in detail in the next section

2.2.2 Gauteng Province at glance.

Table 1 below provides an overview of the Gauteng Province's WSA s⁹

District Municipality Name	Number of households											
	Piped water inside dwelling	Piped water inside yard	Piped water on community stand: distance less than 200m from dwelling	Piped water on community stand: distance greater than 200m from	Borehole	Dam /pool /stagnant water	Rain-water tank	River /stream	Spring	Water vendor	Other	Total House Holds
Metsweding District Municipality	15,507	18,629	3,357	4,191	828	226	75	721	20	32	805	44,391
West Rand District Municipality	82,831	81,634	20,140	17,527	1,400	144	184	370	38	510	2,898	207,676
Sedibeng District Municipality	106,254	92,541	11,437	11,272	1,058	138	195	102	15	303	1,784	225,099
Ekurhuleni Metropolitan Municipality	315,704	294,383	58,446	64,164	890	503	529	126	46	1,247	8,896	744,934
City of Johannesburg Metropolitan Municipality	499,470	351,223	66,011	60,313	1,208	956	2,081	526	262	3,976	20,904	1,006,930
City of Tshwane Metropolitan Municipality	272,805	175,996	40,407	47,000	5,659	668	916	322	218	3,929	14,739	562,659
Totals	1,292,571	1,014,406	199,798	204,467	11,043	2,635	3,980	2,167	599	9,997	50,026	2,791,689

Table 1: Census 2001 Water Services- GAUTENG PROVINCE (DWAf Published date: 28 June 2006)

Table 2 below provides an overview of WSAs in the province

District/Metro	Municipality	Water Service Authority
Metsweding DM	Metsweding District Municipality	No
	Kungwini Local Municipality	Yes
	Nokeng tsa Taemane Local Municipality	Yes
West Rand DM	West Rand DM	No
	Mogale City Local Municipality	Yes
	Randfontein Local Municipality	Yes

⁸ Situational Assessment of Water Services in Gauteng Province; a high level report by One Circle Consultants

⁹ Census 2001 Water Services- GAUTENG PROVINCE (DWAf Published date: 28 June 2006)

District/Metro	Municipality	Water Service Authority
	Westonaria Local Municipality	Yes
	West Rand DM for West Rand GTDMA41	Yes
Sedibeng DM	Sedibeng District Municipality	No
	Emfuleni Local Municipality	Yes
	Midvaal Local Municipality	Yes
	Lesedi Local Municipality	Yes
Metro	Johannesburg Metropolitan	Yes
Metro	Tshwane Metropolitan	Yes
Metro	Ekurhuleni Metropolitan	Yes

2.2.3 Institutional Challenges

- ◆ Some Local municipalities do not have sufficient technical and financial skills to effectively undertake their service delivery functions.
- ◆ There is a perception from some stakeholders that there is lack of visible leadership from Regional DWAF with regards to Water Resource and Water Services issues
- ◆ Lack of a dedicated integrated programme for capacity building of WSAs and local municipalities.
- ◆ Provision of capacity building programmes that are not aligned with WSAs capacity needs or priorities
- ◆ Some WSAs perceived SALGA as lacking capacity to provide effective capacity building to WSAs
- ◆ The sector supporters are in some instances providing different levels of support for different municipalities.
- ◆ Some metros and WSAs felt that sometimes DWAF did not recognize their executive role
- ◆ Some metros and WSAs do not fully understand Regional DWAF's leadership role in the water sector in the province.
- ◆ Lack of effective collaboration within the sector and poor communication between sector players
- ◆ Lack of clarity from DWAF on institutional reform
- ◆ Lack of single entry point at metros resulting in supporting departments having to deal with different officials
- ◆ Transition by DWAF to regulatory role and lack of understanding of DWAF's regulatory role by stakeholders
- ◆ Historic links between DWAF head office and Regional office and overlapping roles and responsibilities,
- ◆ Lack of shared understanding of problems by sector players.

- ◆ Politicization of water and the lack of Political Water Champions at Provincial Level
- ◆ Lack of coordination and integrated planning between water service delivery and housing programs.

2.2.4 *Water Resources Challenges*

- ◆ Local surface resources fully utilized but strong economic growth expected with concomitant increase in water demand. As standards of living improve per capita demand will also increase.
- ◆ Gauteng's huge dependence on water transfers from other Water Management Areas (WMAs) /countries outside the province will require augmentation by 2016.
- ◆ Lack of understanding of the urban population composition in relation to water requirements
- ◆ Inadequate understanding of upstream river problems by WSAs and the need to improve management of links between water resources and water services.
- ◆ A lack of appreciation of the impact of mine closures on groundwater quality and possible impact on surface flows.
- ◆ The water Allocation Reform requires accurate information on needs.
- ◆ Lack of adequate river management.
- ◆ Need for comprehensive reserve determination study for the Vaal River system.

2.2.5 *Water Services challenges.*

- ◆ Complex Water Services Tariffs and lack of reliable cost information together with the lack of clarity on bulk cost determination by water boards is problematic for some municipalities
- ◆ Lack of proper asset management systems.
- ◆ Lack of sufficient bulk infrastructure funding
- ◆ Lack of reliable data to inform backlog determination.
- ◆ Provision of water services to informal settlements, private land and farm dwellers remains a challenge.
- ◆ Lack of funds for rehabilitation and maintenance amidst budgetary constraints.
- ◆ Poor relationship between officials and councilors affecting service delivery.
- ◆ Lack of resources for extension of services for the anticipated economic growth .
- ◆ Expectations for higher levels of services against little or no affordability.
- ◆ Lack of payment for bulk water services as well as consumer water services.
- ◆ Lack of capacity and skills to operate and maintain the system as well as a lack of capacity and skills to monitor WSPs.

2.2.6 *Pollution Challenges*

- ◆ Rapid industrial growth resulting in higher demand than anticipated which will increase industrial waste. The industrial return flows, which are already a major source of pollution, will increase with increased demand.

- ◆ The impact of mine closures on ground water quality.
- ◆ Lack of enforcement of pollution control.
- ◆ Lack of appreciation and or understanding of storm water pollution by LMs who have the local authority to control.
- ◆ The impact of informal settlements on pollution of water resources.

2.2.7 *Water Sector Planning and Alignment Challenges*

- ◆ Lack of alignment of Water Sector planning efforts with those of the GGDS planning processes and other sectors.
- ◆ Lack of alignment between WSDP and IDP as the key management tools.
- ◆ No feasibility studies (in some cases) to ensure effective, sustainable and appropriate services
- ◆ Lack of cross-sectoral integration and alignment.
- ◆ Lack of knowledge sharing as a basis for effective planning.

2.2.8 *Water Demand Management challenges.*

- ◆ Lack of involvement of CSOs especially youth and women groups in water demand management.
- ◆ Lack of effective integrated demand management and water conservation initiatives province wide.
- ◆ Lack of a provincial water demand management and conservation strategy,

The above presents a list of the challenges that Gauteng is experiencing in the Water Sector

3. PROPOSED STRATEGIES

The issues/challenges that were raised during the water summit, and collaborated during interviews with stakeholders have been grouped into Strategic Objectives. These are

- ◆ **Strategic Objective 1:**To promote effective and efficient institutions in the water sector in Gauteng
- ◆ **Strategic Objective 2:**To promote effective Water Resources Management
- ◆ **Strategic Objective 3:**To promote effective and efficient water services delivery
- ◆ **Strategic Objective 4:** To encourage efficient water demand management
- ◆ **Strategic Objective 5:**To encourage efficient management and utilization of agricultural demand
- ◆ **Strategic Objective 6:**To advocate integrated planning in the water sector and other sectors of the Gauteng Province
- ◆ **Strategic Objective 7:** To promote efficient Pollution Control

In each of these strategic objectives, goals that need to be achieved in implementing this strategy were identified. Against each goal are issues/challenges that have been raised and listed in section 2 above. Constraints that if not dealt with will impede the attainment of these goals were also identified. Finally strategies were proposed that if implemented will assist in achieving the goals that have been identified and will contribute to the attainment of objectives of GGDS and SFWS.

Goal	Issues/challenges	Constraints / Risks	Proposed strategies
3.1 SO 1: Promote effective and efficient institutions in the water sector in Gauteng			
To set up an effective collaborative structure by end 2006 commonly known as the GWSF	<ul style="list-style-type: none"> ◆ Perceived lack of visible leadership by DWAF in Water Resource and Water Services issues. ◆ Lack of effective collaboration within the sector ◆ Poor communication between sector players ◆ Lack of single entry point at metros ◆ Lack of clear definition of the regulatory role within DWAF. ◆ Lack of shared understanding of problems by sector partners. ◆ Inadequate understanding of upstream problems by WSAs. ◆ Need to involve politicians in water services without politicizing water. ◆ Need to improve management of links between water resources and water services. ◆ Need to link water services delivery with housing. ◆ How to improve coordination with housing programs and planning 	<ul style="list-style-type: none"> ◆ Lack of buy-in by sector partners. ◆ No or lack of political support for the GWSF ◆ Inadequate Leadership ◆ Lack of clear roles and responsibilities of sector partners ◆ Poor forum attendance by sector partners. 	<ul style="list-style-type: none"> ◆ Develop clear ToR detailing roles, responsibilities and expectations by August 2006 ◆ Agree and commit all partners to implement the strategy by October 2007. ◆ Link the GWSF with other provincial structures and chairperson of forum must represent the sector at other provincial forums. ◆ Conduct baseline studies covering councilors, officials and CSO and develop M & E indicators
To provide targeted support to WSAs in the province	<ul style="list-style-type: none"> ◆ Lack of capacity in technical and financial skill areas in some LMs together with Inadequate staff (human resources) ◆ Lack of a dedicated programme for capacity building of WSAs. ◆ Lack of water services capacity at SALGA Gauteng. ◆ Different levels of support for different municipalities ◆ Executive authority of some municipalities not recognized ◆ Some metros and WSAs not always understanding DWAF's leadership role. ◆ Lack of clear definition of the regulatory role within DWAF 	<ul style="list-style-type: none"> ◆ Shortage of skills in the sector to provide assistance to WSAs ◆ Inadequate capacity at municipal level ◆ Lack of commitment by beneficiary WSAs ◆ Inadequate funding for capacity building ◆ Perceptions about DWAF's inability to articulate their requirements to WSAs leading to feelings of being undermined. ◆ Inadequate community participation in provision of water services 	<ul style="list-style-type: none"> ◆ SALGA/DWAF together with the GWSF should develop a support implementation plan for Gauteng WSAs by June 2007. ◆ With the assistance of the forum, facilitate twinning arrangements between metros and the WSAs. Link this with the WIN-network efforts. ◆ DWAF to develop sector partner responsibility matrix and present to forum for adoption. ◆ Sector forum to promote and advocate deployment of retired skilled personnel to needy WSAs such as the Engineering Council of South

Goal	Issues/challenges	Constraints / Risks	Proposed strategies
	<p>and historic links of DWAF HO and regional office with DWAF head office negatively impacting on effective transfer of responsibilities.</p> <ul style="list-style-type: none"> ◆ Lack of capacity at DWAF regional office. 		<p>Africa (ECSA) initiative</p> <ul style="list-style-type: none"> ◆ Support local authorities in promoting community participation
3.2 SO 2: To promote effective Water Resources Management			
To provide sufficient water for all sub-sectors based on integrated Water Resources Management (IWRM) model	<ul style="list-style-type: none"> ◆ Local surface resources fully utilized but strong economic growth expected with concomitant increase in water demand. ◆ As standards of living improve per capita demand will increase. ◆ Gauteng's huge dependence on transfer from other WMA /countries. ◆ Current resources will require augmentation by 2016 or 2025. ◆ Lack of understanding of the urban population composition in relation to water requirements ◆ The Water Allocation Reform requires accurate information on needs. ◆ Lack of adequate river management. 	<ul style="list-style-type: none"> ◆ Slow growth in the water sector development lagging behind the province's economic growth. ◆ Project implementation difficulties due to skills shortage. ◆ Lack of adequate funding 	<ul style="list-style-type: none"> ◆ Encourage DWAF to undertake/complete a comprehensive reserve determination study for the Vaal river system by 2007. ◆ Promote the development of and utilization of a water sector Management Information System.
To promote water conservation and water demand management throughout the province.	<ul style="list-style-type: none"> ◆ Lack of understanding of the urban population composition in relation to water requirements ◆ Need to urgently implement water demand management. ◆ The Water Allocation Reform requires accurate information on needs. ◆ Tangible involvement of youth and women in water demand management. 	<ul style="list-style-type: none"> ◆ Inadequate funding. ◆ Lack of political will to implement water demand strategies. 	<ul style="list-style-type: none"> ◆ Promote a province wide water conservation and WDM situational assessment and develop BP by 2007 ◆ Encourage WSA/ WSP to include WC/ WDM in their WSDPs. ◆ Develop province wide WC /WDM targets and obtain commitment to achieve these by 2010. ◆ Assist WSA /WSP to access funding to implement WDM.
3.3 SO 3: To promote effective and efficient Water Services delivery			
To ensure access to a functioning basic water supply facility by 2008	<ul style="list-style-type: none"> ◆ Lack of reliable data to inform backlog determination. ◆ Provision of water services to informal settlements, private 	<ul style="list-style-type: none"> ◆ Lack of effective institutional arrangements. ◆ Lack of technical skills 	<ul style="list-style-type: none"> ◆ Encourage strengthening of PMUs and technical skills at WSAs ◆ Encourage community

Goal	Issues/challenges	Constraints / Risks	Proposed strategies
and access to a functioning basic sanitation facility by 2010 to all citizens	<p>land and farm dwellers.</p> <ul style="list-style-type: none"> ◆ Need for rehabilitation and maintenance amidst budgetary constraints ◆ Poor relationship between officials and councilors affecting service delivery. ◆ Extending services for economic growth. ◆ Need for higher levels of services against affordability. ◆ Alignment of housing development and water services. 	<p>to implement Projects.</p> <ul style="list-style-type: none"> ◆ Lack of effective community /CBO involvement. ◆ Lack of integrated planning between WSAs and Department of Housing 	<p>participation in project planning and implementation through NGO/ CBO participation at forum and monitor performance.</p> <ul style="list-style-type: none"> ◆ Facilitate integrated planning amongst all stakeholder by establishing a task team on 'integrated planning' ◆ Define, collect, control, update and verify backlog data
Achieve financial sustainability in all WSAs by 2010	<ul style="list-style-type: none"> ◆ Complex Water Services Tariffs and lack of proper cost information. ◆ Lack of proper asset management system. ◆ Need to improve performance in delivering the service. ◆ Lack of effective demand management province wide. ◆ Need for rehabilitation and maintenance amidst budgetary constraints. ◆ Extending services for economic growth. ◆ Need for higher levels of services against affordability. ◆ Bulk cost determination by Rand Water problematic for some municipalities. ◆ Lack of payment for bulk water services ◆ Lack of payment for services. ◆ Lack of capacity and skills to operate and maintain the system. ◆ Lack of capacity and skills to monitor WSPs. ◆ Alignment of housing development and water services. ◆ Tangible involvement of youth and women in water demand management. 	<ul style="list-style-type: none"> ◆ Unreliable data used for cost determination ◆ Lack of political will to implement credit control measures. ◆ Low collection rates. ◆ Poor climate to attract private sector involvement. ◆ Unfavorable MIG conditions 	<ul style="list-style-type: none"> ◆ Encourage WSAs/WSPs to cover true costs in tariff determination by 2007. ◆ Share experiences province wide at GWSF forum to enable experiential learning. ◆ Encourage WSAs /WSPs to determine their asset base by mid 2007 ◆ Encourage WSAs to join the benchmarking project by June 2007. ◆ Advocate ring fencing of the water business by all WSAs by December 2007. ◆ Lobby funding for enforcement of regulations coupled with the relevant support. ◆ Encourage political champions in enforcing credit control measures & advocating payment of services ◆ Encourage WSAs to honour their obligations for payment of bulk services and encourage dialogue between parties. ◆ Advocate alternative technologies with the Department of Science and Technology by end 2007. ◆ Encourage increased operations & maintenance budget at municipal level ◆ Lobby for review of MIG

Goal	Issues/challenges	Constraints / Risks	Proposed strategies
			conditions
Ensure that all deserving citizens have access to free basic services.	<ul style="list-style-type: none"> ◆ Lack of effective cost recovery. ◆ Lack of understanding of free basic services policy. ◆ Poor operation and maintenance of systems ◆ Lack of skills to operate and maintain systems. ◆ Improvements to monitoring of FBS implementation. 	<ul style="list-style-type: none"> ◆ Flux situation high density of settlement patterns in the province. ◆ Lack of reliable data ◆ Dealing with corrupt officials and politicians. 	<ul style="list-style-type: none"> ◆ Lobby political champion for FBS province wide. ◆ Encourage monthly reporting by WSAs of FBS provision at forum. ◆ Share learning experiences among stakeholders. ◆ National Department of Water Affairs & Forestry to finalise the national free basic sanitation strategy; ◆ Standardisation of key performance indicators and means of verification on free basic services
3.4 SO 4: To encourage efficient water demand management			
To ensure sufficient water to industry to promote industrial and economic growth.	<ul style="list-style-type: none"> ◆ Rapid industrial growth resulting in higher demand than anticipated. 	<ul style="list-style-type: none"> ◆ Slow growth in water sector Development. 	<ul style="list-style-type: none"> ◆ Encourage DWAF to undertake / finalize a comprehensive reserve determination study for the Vaal river system by 2007 ◆ Encourage WSAs to implement WC/WDM by 2007 ◆ Assess the need for financial incentive for industrial innovation on WC.
To reduce water losses within the networks and reduce the level of 'unaccounted' for water	<ul style="list-style-type: none"> ◆ Availability of 'as-build-drawings' within various municipalities ◆ Identification of leaks ◆ Unmetered yard connections and public standpipes 	<ul style="list-style-type: none"> ◆ Lack of cooperation from consultants ◆ Poor record keeping by stakeholders ◆ Lack of cooperation from community members ◆ Deteriorating bulk infrastructure 	<ul style="list-style-type: none"> ◆ Update 'as-build-drawings' ◆ Refurbishment of existing infrastructure ◆ To lobby for review of MIG conditions regarding funding for operations & maintenance and refurbishment of existing infrastructure
3.5 SO 5: To encourage efficient management and utilization of agricultural demand			
Encourage increase in	<ul style="list-style-type: none"> ◆ Scarcity of water in Gauteng. 	<ul style="list-style-type: none"> ◆ Water conservation not regarded as a 	<ul style="list-style-type: none"> ◆ Promote the initiation of action to increase efficiency

Goal	Issues/challenges	Constraints / Risks	Proposed strategies
irrigation efficiencies by 20% by 2008,	<ul style="list-style-type: none"> ◆ Over use of water in some areas and lack of effort in conservation ◆ Design of the irrigation system. ◆ Cropping practices not necessarily water efficient ◆ Conveyance losses are significant 	priority	<p>by designing irrigation systems and upgrading existing ones through the ASGISA irrigation upgrade initiative</p> <ul style="list-style-type: none"> ◆ Advocate experiential sharing of knowledge ◆ Advocate adaptation of crop choice and cropping practices to improve efficient water use
Promote agricultural sector participation at forum.	<ul style="list-style-type: none"> ◆ Lack of adequate stakeholder participation at water forum. 	<ul style="list-style-type: none"> ◆ GWSF not regarded as relevant 	<ul style="list-style-type: none"> ◆ Working with Agri SA encourage participation of farmers ◆ Encourage alignment of norms and standards between DoA, DWAF, and GDACE w.r.t irrigation efficiencies through the ASGISA irrigation upgrade
3.6 SO 6: To advocate integrated planning in the water sector and other sectors of the Gauteng Province			
Ensure integration of water sector Planning and the GGDS planning process by 2007	<ul style="list-style-type: none"> ◆ Lack of alignment of Water Sector planning efforts with those of the GGDS planning process. ◆ Need for alignment of WSDP and IDP as management tools. ◆ Ensure effective, sustainable and appropriate services through feasibility studies. ◆ Lack of cross-sectoral integration and alignment. ◆ Lack of knowledge sharing as a basis for effective planning. ◆ Alignment of housing development and water services planning 	<ul style="list-style-type: none"> ◆ Lack of the institutional arrangement to ensure integration. 	<ul style="list-style-type: none"> ◆ Utilize the forum to promote integrated planning ◆ Advocate with WSAs that WSDP must be accepted as an essential management tool. ◆ Review the WSDP tool and ensure it is user friendly and a useful tool for WSA. ◆ Develop a responsibility matrix for planning in the province and obtain buy-in from the partners at the forum by June 2007
3.7 SO 7: To promote effective pollution control			
Ensure environmentally sound disposal of industrial wastewater through regulation in order to improve water quality.	<ul style="list-style-type: none"> ◆ Industrial return flows a major source of pollution, which will increase with increased demand. ◆ The impact of mine closures on ground water quality. ◆ Lack of enforcement of pollution control. 	<ul style="list-style-type: none"> ◆ Inadequate monitoring of industrial effluent. 	<ul style="list-style-type: none"> ◆ Lobby for recognition of industries that are practicing effective WC measures
Ensure effective &	<ul style="list-style-type: none"> ◆ Over-loaded sewerage 	<ul style="list-style-type: none"> ◆ Unavailability of as- 	<ul style="list-style-type: none"> ◆ Increased operation and

Goal	Issues/challenges	Constraints / Risks	Proposed strategies
sufficient pollution control measures are in place	<ul style="list-style-type: none"> ◆ treatment worked; ◆ Poor operations and maintenance of sewerage treatment works ◆ Effluent not meeting specified standards ◆ Community activities up-stream of water sources 	<ul style="list-style-type: none"> ◆ build-drawings of various treatment plants ◆ Lack of funding for refurbishing deteriorating bulk infrastructure 	<ul style="list-style-type: none"> ◆ maintenance budget at municipal level ◆ Increased funding for refurbishment of bulk infrastructure ◆ Upgrading of existing sewerage treatment plants ◆ Regular Community awareness campaigns on pollution control
To improve the quality of surface and ground water to acceptable standards by 2008.	<ul style="list-style-type: none"> ◆ Major pollution from urban/industrial effluent return flows. ◆ A lack of appreciation of the impact of mine closures on groundwater quality and possible impact on surface flows. ◆ Lack of enforcement of pollution control thereof ◆ The impact of informal settlements on pollution of water resource. ◆ Lack of appreciation and or understanding of storm water pollution by LM who have the local authority to control. ◆ Classification of Rivers 	<ul style="list-style-type: none"> ◆ Lack of capacity to monitor industrial effluent. ◆ Inability to enforce existing quality standards ◆ Inability/ unwillingness of industry to fund on site effluent treatment to comply with standards. ◆ Low priority accorded by sector ◆ Insufficient funding allocations. ◆ Poor stakeholder and private sector participation. 	<ul style="list-style-type: none"> ◆ Encourage DWAF to develop a province wide water quality management programme by 2008 and encourage province-wide definition of quality ◆ Encourage effective monitoring of rivers ◆ Encourage sector players to implement programme by 2009 ◆ Assess the need for incentives for industries to comply to regulations by 2007. ◆ With political support, develop and implement a comprehensive campaign to raise community awareness by 2007. ◆ Encourage the improvement of urban/rural solid waste management to coverage of 95% by 2010. ◆ Advise on the need for new regulations. ◆ Facilitate the implementation of classification of rivers and resource water quality objectives

3.8 Estimated Cost Summaries

The total estimated cost for implementing this strategy is R..... Detailed assumptions, which have been used to arrive at these costs, are included in volume 2, the Implementation Plan.

4. SUPPORTING MEASURES AND ACTIVITIES

4.1 Institutional Development

It goes without saying that the development of the water sector institutions will be a critical element that the GWSF will have to deal with. The institutional capacity will only be realized when the stakeholders acknowledge the critical need to develop capacity not only in those WSAs that are in need of capacity building but also those departments that are supposed to provide the support. The establishment of CMA poses an additional challenge to the forum with regard to institutional development. The forum should ensure that there is effective integration of all capacity building initiatives from sector partners.

4.2 Private Sector Participation

Gauteng Province is the economic hub of the country and it is important for the private sector to participate in the GWSF. The private sector can bring to the sector the much-needed skills that are required for the development of the water sector in Gauteng. To this end it is highly recommended that the business sector, be considered as one of the stakeholders on the forum.

4.3 Community participation and Awareness Raising

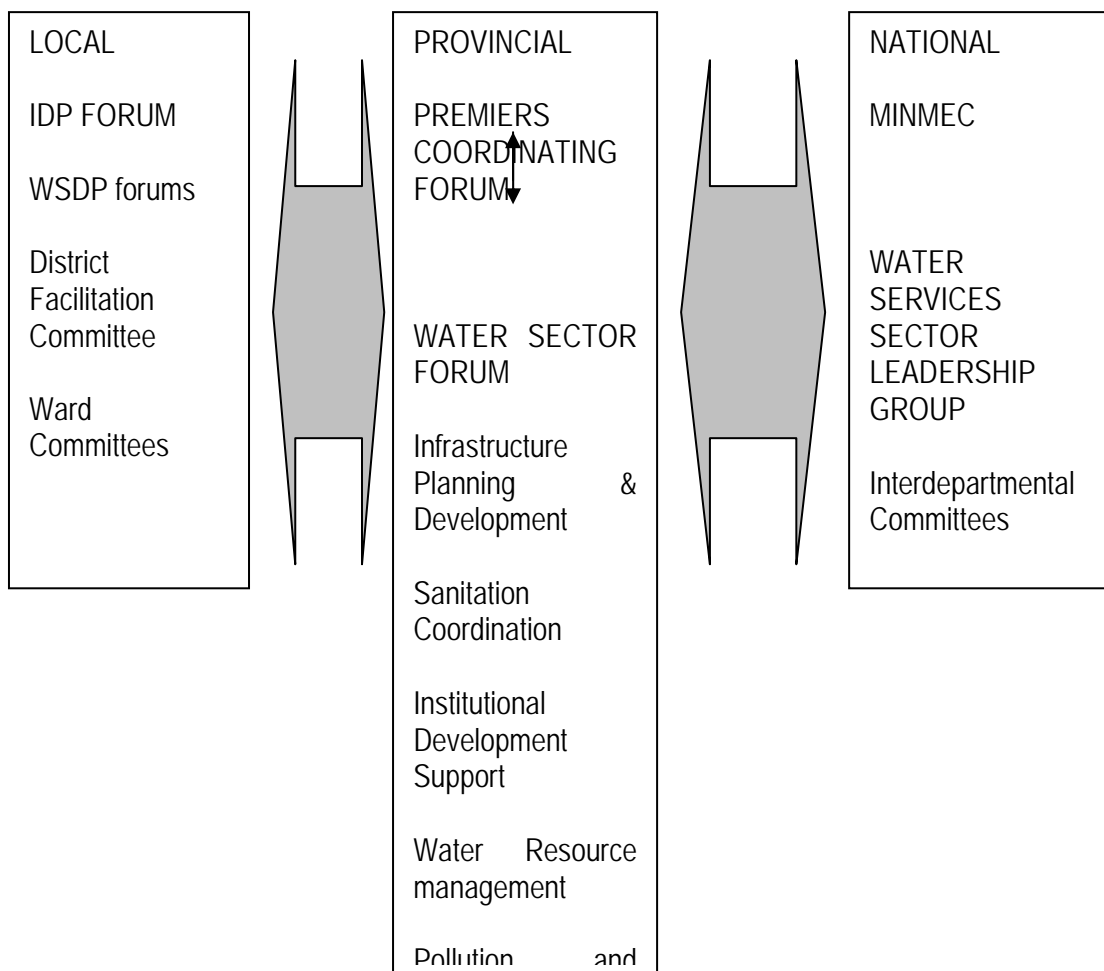
Much is being said about community and CBO participation in the planning and implementation of water services and water resources projects. In most cases this has not translated into meaningful participation of these groups. In Gauteng, because of the settlement patterns that are being experienced presently, there is strong motivation for community and CBO participation on the forum. This will ensure that there is proper understanding of community concerns in the planning and development of the water sector.

4.4 Development of a Communication Strategy

In view of the settlement patterns that exist in Gauteng and pollution problems that are being experienced by most Municipalities, development and implementation of a communication strategy is crucial. The Forum will have to agree on issues that need to be communicated among sector partners and through out the three spheres of government including community level.

4.5 Linkages, alignment with other corroborative structures

This GWSF should operate within the collaborative structures already operational in the Gauteng province and should establish linkages with these structures to ensure that there is effective intergovernmental collaboration. To this end, the GWSF will link to the provincial and national structures as shown in the diagram below



5. STRATEGY IMPLEMENTATION

It is acknowledged that the implementation of this strategy will require the concerted efforts and commitment of all stakeholders. The implementation Plan contained in volume 2 of the strategy should be viewed as a living document, which must respond to the needs of the sector in the province.

6. MONITORING IMPLEMENTATION OF THE STRATEGY

6.1 General

The implementation plan in Volume 2 includes outputs that must be achieved in the 5-year period of implementing this strategy. The GWSF should agree on specific indicators of achievement that should be tracked on a regular basis. These indicators must be well defined and the definitions clearly understood and agreed to by the forum. The forum must develop detailed definitions by consultation and through the national benchmarking initiative.

6.2 Reporting requirements

The following principles should be agreed to by the forum to ensure that reporting requirements are met.

- ◆ The independence of stakeholders to fulfill their legislative functions and the reporting requirements thereof must be respected.
- ◆ The forum must ensure that stakeholders are complying with water sector reporting requirements and where this is not being achieved the forum should facilitate assistance to the relevant stakeholder to ensure that they are meeting their legislative imperatives.
- ◆ The onus to report on the performance of water services providers (within their area and in terms of the defined regulatory key performance measures) is placed on water services authorities.
- ◆ The forum, through the chairperson should be required to report on the performance of the forum to the Premier's Coordinating Forum in the province.

6.3 Frequency of reporting

The forum should preferably monitor and report on its activities as contained in the implementation plan once every quarter

7. Monitoring Effectiveness of the Forum

One of the areas that will have to be monitored is the effectiveness of the Provincial Water Sector Collaboration Forum. The Forum will have to develop key performance indicators together with means of verification on how it will measure its effectiveness. Once adopted by the forum, these indicators will be binding to all stakeholders.

ANNEX 1

**DRAFT TERMS OF
REFERENCE _GAUTENG
WATER SECTOR FORUM**