



# WSSLG STRATEGIC WORKSHOP

## MINUTES OF THE WSSLG WORKSHOP CONDUCTED ON 22 & 23 NOVEMBER 2005 AT THE REGENT HOTEL, EAST LONDON

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**DAY ONE: 22 NOVEMBER 2005**

**BUILDING LOCAL GOVERNMENT CAPACITY TO MEET WATER SERVICES TARGETS**

**CHAIRPERSONS: BARBARA SCHREINER / GRAHAM RICHARDS (SALGA)**

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### **1 WELCOME**

#### **1.1 Introductions**

Ms Schreiner welcomed all present, and expressed the hope for a constructive meeting, with members' participation. She then allowed time for participants to introduce themselves.

In her opening address, Ms Schreiner reminded participants of the purpose of the meeting, which was:

- ⇒ To assist people who do not have access to water and sanitation facilities.: Currently the sanitation situation applied to ±3.9 million households, whilst a lot of people still do not have access to water:
  - The target for eradication and water backlog was confirmed to be 2008, and the target for pollution and sanitation 2010.
- ⇒ How to meet Local Government's (LG's) need for capacity building by addressing the current problems whilst lobbying for the money to meet targets,
- ⇒ Assessing other ways to meet the above, which could include aspects such as how to mobilise capacity to meet targets and serve the people. One way would be to be solution oriented creative, innovative and recognise the reality, while simultaneously explore ways on how to turn it around in order to meet targets.
- ⇒ The input and outcome of the workshop through the process spearheaded by DWAF to bring all the various Stakeholders together in finding a solution to challenges. The purpose of it was to:
  - Combine the water resource and water services sectors into one 20-year HRD strategy plan for the sector,
  - For the above to form part of the 2025 Capacity Building Strategy for the Water Sector of SA,;
  - To look at gaps and develop a sustainable long-term strategy plan to address problem areas.

#### **1.2 Objectives of the meeting:**

- ⇒ To establish the nature and extent of the capacity problems at municipal level and to develop a common understanding of what various stakeholders can offer to improve capacity levels at municipalities.
- ⇒ To come up with a coordinated approach towards building capacity at municipalities.
- ⇒ To agree on the Action Plan on addressing capacity at municipal level.

### 1.3 Agreement on Objectives and Agenda

The agenda was accepted with the following changes:

- ⇒ Item 2.1: Overview of the Capacity-Building Framework and the DPLG Vision to Lead the LG Sector on Capacity-Building would be presented by Mr Graham Richards;
- ⇒ Item 3.2: A Strategy for optimising the use of Public Sector Resources in Supporting Municipalities will be presented by Mr John Connolly;
- ⇒ Item 3.3: What Skills Exist in DWAF and What can DWAF Offer would be presented by Mr H Muller; and
- ⇒ Item 5.1: Presentation on DWAF / French Capacity Building Initiative will be presented by Mr J Pieterse.

## 2 SETTING THE SCENE`

### 2.1 Overview of the Capacity-Building Framework and the DPLG Vision to Lead the Local Government Sector on Capacity-Building Graham Richards

Mr Richards addressed the meeting, and stressed he could only comment on dplg's approach as LG Sector Leader according to his own understanding thereof. SALGA expressed disappointed at dplg's failure to provide suitable support to this very important initiative. Mr Richards expressed the hope that the matter would be addressed by Mr Sindane, DWAF's DG, with his counterpart in the dplg.

The approach to capacity-building should not only concentrate on a framework setting within Project Consolidate. It should be broadened to incorporate, not only specific needs within Municipalities, but to widen the approach to other Municipalities as well, not only the ones targeted by Project Consolidate.

Project Consolidate has been operating for about a year, during which time dplg have been developing their strategic approach for the next year, taking into account lessons learnt during the past year. As their term only runs for two years, an approach should be considered for the way forward before the end of the second year in order to continue providing in the needs that emerged during the time of Project Consolidate.

Project Consolidate would be reporting to MinMec, and the PCC in early December. The PCC in turn will make recommendations to the Cabinet Lakota, scheduled for January 2006. At the Lakota, a request would be tabled for approval of the strategy for the way forward.

Dplg indicated a high-level National action plan, which would be based on Provincial action plans. The proposed plan would be based on analysis of findings by strategic facilitators and others working in Municipalities. The findings indicated a variety of institutional, establishment and systemic problems in LG and inadequate capacity in Provincial Government, who is supposed to play a supportive role. Immediate steps to be taken as part of the focus areas for the next 12 months would include:

- ⇒ Development of a LG Competency Framework;
- ⇒ Appointment of Municipal Managers and Senior Managers on standard contracts as per Section 57 guidelines:
  - Remuneration framework;
  - Performance management systems, and ensuring implementation thereof; etc.

It was noted that close to 50% of the aforesaid group was either suspended or missing in Municipalities;

- ⇒ Decentralisation of technical capacity from National to Provincial departments; and
- ⇒ Deployment of appropriately qualified and technical experts from other sources.

Institutional problems were recognised as one of the major aspects. Such problems might differ from one Municipality to another, however, it was confirmed that one of the biggest problems found throughout all Municipalities appeared to be "clashes", or lack of communication between the political and administrative systems. This emerged in many instances

through disputes between Mayors and Municipal Managers. Institutional capacity, availability of technically qualified staff, and other matters, just added to existing problems.

After 5 years of LG, the establishment phase should have been resolved, but many Municipalities have not completed the establishment phase pertaining to current constitutional structure, which includes:

- ⇒ Understanding of the policy and legislative framework;
- ⇒ Compliance issues;
- ⇒ Implementation of Section 53, defining roles and responsibilities, putting in place systems and delegations etc. A lot of Municipalities have not complied with the above;
- ⇒ LG systems were put in place in conjunction with consolidation and amalgamation of different Municipalities and municipal cultures, resulting in continuing systemic problems. This need to be addressed.

Clearly Provincial Government's inadequate capability to support and strengthen LG has an enormous impact on capacity, and therefore cannot address capacity problems within different Municipalities to meet their needs at the moment. Because of this, capacity should be sourced from outside, albeit consultants, retired engineers, etc. The focus should then be on equipping available sources through the transfer of skills.

Between 40 and 50% whistleblowers come forward, resulting in more and more counsellors being suspended. In turn, this caused that a lot of Municipalities were without Senior Management currently. Consequently, there is up to 70% turnover of counsellors country-wide, whilst Senior Management guidance within Municipalities was crucial for the success of LG.

Identifying and decentralising of technical capacity from National to Provincial level was needed urgently. Adequate technical capacity deployment from other sources should be considered. According to an agreement between DBSA and dplg, DBSA undertook to avail massive resources to specific-focussed capacity building programme.

The 3=key considerations for 2006/07 which dplg would submit in their recommendation to the Cabinet Lekgotla are:

- ⇒ Review the LG Policy Framework to develop refinement based on the lesson of the past 5 years;
- ⇒ Look at the structure, organisation and capacity of Government to fulfil its role, given the structural systemic challenges, which limit the ability of National and Provincial Government to support Municipalities.
- ⇒ Looking at Government's manner of operation at local level, "given that national and provincial government do not know how to work with LG to enhance the ability of National and Provincial Government to provide hands-on support.

A statement from the floor was that dplg have the obligation to build Provincial Government.

### **3 RESPONSE FROM SECTOR PARTNERS : Where does the WS Sector capacity lies?**

#### **3.1 SAICE: Report on Technical Skills at Municipal Level**

**Alison Lawless**

The question was why Technikon students could not get work. There appeared to be no coordinated action between the gaps experienced in Municipalities and other parts of the sector, with availability of students. Ms Lawless proposed that a Coordinating Team be established to identify the gaps in Municipalities, and then find and coordinate the resources to address the aforesaid needs.

Economic infrastructure backlogs were experienced to this present day, requiring new infrastructure to be developed on a continuous basis. An enabling environment delivery cannot take place unless everything was fixed. When looking at spending vs. graduation, lots more people were needed to make a positive impact. Approximately 6,000 trained civil engineers were lost over the last 20 years. Even though the demand for the aforesaid group declined, salaries, grading, and other aspects also contributed. Posts for engineers diminished and early retirement posed further problems. Young trainees were not up to speed with regard to development. Immigration and urbanisation caused further problems.

No black graduates were available currently. The correct way to address BEE would be, not to reduce white skilled people, but increase the number of black skilled persons, as everybody was needed to make this a success. A mid-way need to be found to grow students into the industry. Currently there were 15,000 civil engineers, technologists and technicians in SA, of which only 11% was involved in LG.

At least 83 Municipalities did not have any skilled persons, and more than half of them have 1, or less. Engineers consist mostly of older people, with only a couple of young technician.. Skilled people were needed Nationally, Provincially and Locally. Part of the challenge would be to get back the 6,000 lost.

More University and Technikon graduates were needed. Urgent transformation was needed as it posed a major problem, especially in the field of engineering. Enrolment figures at Technikons were up with 250%, while the pass rate only increased with 25%.

One of the major causes of the aforesaid, was that students were compelled to get training through internship prior to graduation, but industry did not take in any more students because of time and deadline constraints. Without the crucial experiential training they could not graduate, and if graduated, they could find no work, thus, industry was still not building tomorrow's engineers.

To address the matter, we need to find people who have the time to give guided practice to young people. Skilled people to transfer training should be brought in on National level first, then on Provincial, and lastly on LG level. To achieve this, retirees should be brought back, early retirement not allowed, and immigration stopped. Only as a last alternative, should immigrants or International expertise be sought upon.

### **3.2 SAAWU: A Strategy for optimising the use of Public Sector Resources in Supporting Municipalities**

**John Connolly**

Mr Connolly informed the meeting of the outline of his presentation, which was two-fold, namely:

- ⇒ The available capacity within members of the SA Association of Water Utilities (SAAWU) membership;
- ⇒ A strategy for the sector.

SAAWU was an Association not for gain, representing public sector water service providers, mostly within SA. The current membership was standing at 22, of which the majority were service provider institutions. Other organisations related in other categories were also involved.

The central focus of SAAWU was to promote the interest of Public Sector water service providers and to try and build efficient public sector water institutions by ensuring effective mobilisation, coordination and utilisation of sector resources and improved integration and corporation with the Water Services Sector.

Capacity differs per organisation, from big ones to small. Skills were developed throughout the supply chain, and a number of products and services were available. The complete range of products and services were listed on the presentation, which Mr Connolly assured members would be availed to participants.

Realities of capacity availability were that not all water utilities were the same. Some of the smaller organisations did not have available capacity. Available and spare skills and capacity also differs. Even though the skills were available within the organisations, it might not be available for redeployment to other institutions.

Availability of capacity furthermore differs between organisations, as the bigger ones have the facility for sampling water quality, as an example, while not having that specific capacity available all the time. Facilities provide support to Municipalities, which would be encouraged through situational support on the ground. SAAWU furthermore made a strong commitment to provide support to Project Consolidate with the aim of building capacity within Municipalities.

Supplying water is an integrated business. First of all there is DWAF with the responsibility for National security of supply, policy-making, and regulatory aspects pertaining to it. The second tier was the Municipalities with the responsibility of supplying water to consumers.

Water service providers created within the framework and in some Municipalities even serve as Service Providers, drawing from local support for implementation. National, Provincial, Local Government and Service Providers all formed part of the water supply chain. Municipalities as water suppliers, played a very important role in the chain of supply.

All resources within a supply chain should be used to ensure the utilisation of such an integrated strategy. Role-players in the sector should provide integrated support, and not try to perform in isolation.. For SAAWU to support the sector Provincially and Locally, a coherent sector strategy that focus, employ resource skills, resources and capacity where most needed.

The key dimension of the strategy would be future sustainability of the sector. This would cover all facets, from investment in assets and operating and maintenance, to the requirement of building human capacity through the supply chain. National and Provincial objectives and local element thereof should furthermore be included in the strategy to meet future challenges.

Establishing mechanisms for mobilising and deployment of skills, should form part of the aforesaid strategy. Other crucial aspects that should be considered would include aspects like:

- ⇒ Rapid response teams;
- ⇒ Advisory teams;
- ⇒ Technical and management support teams;
- ⇒ Operational and maintenance teams; and
- ⇒ Funding, mobilisation and cost-recovery.

### **3.3 DWAF: What Skills Exist in DWAF and What DWAF Could Offer H Muller**

Mr Muller addressed the meeting on the capacity of DWAF, and the perception of what can and cannot be done.

What was needed was Political-, financial -and technical stability, as no support could work without the aforesaid environment. Mr Muller emphasised that the Mayoral Committee would form part of the aforementioned stability groups.

A perception of Mr JP Maas of Johannesburg Water was as follows:

- ⇒ DWAF was really an easy business. Water Boards were difficult, whilst Municipalities were extremely complex to operate. According to Mr Maas all the available capacity was mismatched.
- ⇒ Water services in general was a complex business: Models and guidelines, as well as good capacity to render assistance were available. Although there was fairly good capacity for guidance in most areas, and good information for use by Municipalities, and support WSP support, there still seemed to be a gap in terms of hands-on guidance for Councillors in the decision-making process. The water services development assistance plans were not linked with the decision-making process.
- ⇒ Policy and by-laws;
- ⇒ Arrangements: There was reasonable capacity in some provinces in terms of support for capacity programmes. In some cases, however, there's a skills gap due to lack of experience in some areas of expertise. WSP arrangements could not support the whole country, but have to focus on several priority areas at one given time. High-level advice was not integrated into all areas as yet.
- ⇒ Free basic services:: A boundary study was currently in progress, and its outcome awaited. Free basic services had reasonable capacity as there was wider service providers, but the links to the overall water service management was still weak.
- ⇒ Transfers: The hand-over part had good capacity, but the Operation and Maintenance (O&M) capacity in the area of practical Municipal retail business was lacking. There was good health and hygiene expertise available within DWAF, but unfortunately not enough people.
- ⇒ Local regulation: Currently an expert skills pool was being built within the DWAF National office. This area was unfortunately still weak at Regional level.
- ⇒ On water conservation and demand management a few good projects were running. This was unfortunately limited due to funding, as well as limited capacity within DWAF, therefore it was mostly dependent on consultants. DWAF was definitely weak in the area of retail in water. This was in the process of development through relevant legislation.
- ⇒ Drinking water quality had good capacity in terms of advice and training on processes and monitoring, but no capacity was available for direct sampling and testing in Municipalities. The last mentioned was only available in disaster cases like Delmas. The situation for waste water was the same as drinking water quality.

Mr Muller emphasised that his overall view of the available skills were for DWAF as a whole, but some Regions might be better, or even worse equipped than what the overall picture portrayed.

In conclusion, there were funds available for capacity building, but this was not accessed. More integration and coordination of support was needed. For financial institution and community development skills, multi-disciplinary teams were needed, not only engineers.

No spare capacity was available, but DWAF could offer general support on Water Service Authority and Provider Functions, and specific technical support in certain key Municipal areas. A smarter approach should be engaged to ensure usage of own resources, to be more effective, as well as more efficient in our support to achieve both own outputs and the outputs of the sector. Furthermore, we need to retain and build on the current skills available.

### **3.4 WISA: Addressing the Skills Gap in the Water Services Sector** **Wallace Mayne**

Mr Mayne was speaking on WISA's role in addressing the skills gap in the water services sector. He proceeded to explain that the Water Institute of Southern Africa (WISA) was a voluntary, not-for-profit association, it was non-partisan and neutral, which was viewed as its greatest strength, as it gave objective views. WISA comprised of multi-disciplinary water services professionals, from scientists working in laboratories, to civil engineers building dams, water utilities, and others.

The organisation provided a water-wide sector platform in SA, which was a mechanism for debate. The three levels of Government also formed part of the WISA membership, from National- right down to LG., with DWAF the biggest WISA member.

The aim of WISA was the advancement of the water sector with the provision of high quality water services to everybody. More importantly was the provision of a networking forum, information-sharing, integration of sector views and promotion of skills and knowledge. WISA had branches of members in most provinces of SA, with 13 technical divisions, covering all areas of expertise in the water sector.

Their strategic plan was developed over a couple of years to try and keep the organisation relevant and sustainable. The plan was finalised, with an outward looking focus in terms of how WISA could serve the sector. As a key area, capacity building would be identified, for which a platform was created for the implementation of the aforesaid thrust. As part of becoming more effective, an improved communication strategy was developed with WISA members.

The two sectors where assistance could be rendered in capacity building were global sector wide, and what WISA could do for the sector.

- ⇒ On the global sector wide, WISA saw part of its role as bringing the disintegrating sector together. Part of this strategy would be to arrange workshops. WISA had very successful workshops around SA every second year. Furthermore its Board agreed that a WISA conference could be held in different SADC countries every alternate year to avail representation and expertise to other countries outside SA boundaries. This would form part of WISA rendering a service to Southern Africa. The first of these conferences would be held in Livingstone at the Victoria Falls in 2007.
- ⇒ WISA plays an active roll in disseminating information, such as in the case of arranging meetings for tsunami feedback.
- ⇒ Regular contact was kept with members, to convey information on capacity building aspects such as conferences, courses, vacancies and bursaries, which is published and availed to members on regular basis.
- ⇒ Furthermore, WISA played a huge part in production of training manuals such as the one on operation of the treatment of waste water management. This manual was largely sponsored by WRC, thus Mr Mayne extended a special word of thanks to them. The above manual was availed to students in both Technikons and Universities.
- ⇒ WISA was also now actively involved in the Water Chamber of the ESETA, where it has been allocated two seats on the Board of Directors. This avenue would be used to promote both the members of the organisation and the water services sector
- ⇒ The above entity could play a large part in contribution to capacity building as there was a wide range of skills which could be referred to, and retired senior expertise who could be mobilised to offer skills training as part of capacity building and act as mentors and coaches. Other Stakeholders in the water sector would also be approached to form part of this initiative.
- ⇒ Assistance would be rendered to the ESETA for learnerships both to employers and trainees, and availing internships for training for experience in the workplace.

- ⇒ ESETA would assist in certification of operators and other workforce groups. In this way, there would be some insurance pertaining to the standard of education and the evaluation of work by peer review groups.
- ⇒ Expanding of the programme on drafting of training manuals and guidelines.
- ⇒ The e-WISA business website is in the process of development, and it would also serve as a training mechanism, availing training material on the site.

In conclusion, Mr Mayne urged members of the water sector to talk and work out a collaborative plan, also including integration, cooperation and coordination to address the problem. Dual membership and reciprocal arrangements could be the first step to overcome the communication barrier in bringing organisations and people together.

Mr Mayne invited attendees to join WISA as a professional body that could voice concerns of the water sector, and can play a role in an integrating forum.

### 3.5 DBSA

**Barry Jackson**

In addressing the meeting, Mr Jackson informed participants that the DBSA's products included technical assistance for the development of projects suitable for loan finance. Some of those products could be bridging loans to LG, commercial loans, guarantees on Private Sector loans, equity in Private Sector Service Providers, soft loans through a newly developed targeted infrastructure programme, and training through capacity building.

For training, the DBSA's Vumeleni Institute was established, currently busy with the development of courses. The bank's major focus is around the area of supporting to LG and all its role-players.

A growth industry at the moment would entail the roles and responsibilities of Councillors. Financial Management cost recovery and risk management would be some of the courses presented. Currently a course entitled "Engineering for non-engineers" was presented to Councillors, Municipal Managers, town planners, etc. who needed to understand the engineering-field better. This course would enable them to make more informed decisions.

The Vumeleni Institute offers a central venue for presentation and development of courses. The institute's courses would reflect and portray the interests of the DBSA.

Support was offered to Project Consolidate in terms of capacity building. DBSA served on the various Steering- and Policy Committees pertaining to Project Consolidate. Furthermore, DBSA took the lead in mobilising their retired staff to Municipalities to render assistance.

DBSA's proposal for a Capacity Building Task Force, which was still under discussion, was in order to have a resource which could be mobilised and supported by the DBSA Development fund. The aforesaid would mobilise existing DBSA staff, and look at employment of more staff through the initiative, to get involved with specialist in Private Sector where need be.

Project Management would be used as a local entry point. It was recognised that Local Authorities struggled to spend funds available to them. DBSA assisted them with their planning and procurement processes to assist with applying grant funds available. They could possibly be assisted in adjusting their Section 78 exercise, their options for service delivery, understanding problems faced in addressing backlogs in terms of basic services provision on ground level, diagnostics study to determine where to target support, etc.

### 3.6 Summary of Discussions

The Chairperson, Mr Richards summarised matters of importance raised thus far in the meeting as follows:

- ⇒ Capacity, both the availability and the willingness to commit in order to assist LG;
- ⇒ The focus on short- and longer term action plans, and the strong need to have more long-term action plans in place;
- ⇒ Reciprocity and integrating, and the ultimate cost pertaining to it. Mr Richards reemphasised that he merely portrayed his perception of dplg's vision, and that he was not in any position to answer on their behalf. Should the opportunity arise later during the meeting, and there would be a representative from dplg, the matter could be re-addressed.
- ⇒ On the lack of capacity within Provincial Government, whether it would be due to officials not being capacitated accordingly, or due to unfilled positions, Mr Richards commented on the substantial vacancy levels within Provinces; and



The question remains whether one should proceed with the free basic services if it meant that capital projects would suffer because the difference would have to be financed by the Municipalities. There seems to be an inability to get free basic services at a National level for the indigent. The reason being that the number of people drawing water from boreholes, etc. was unknown to Authorities. This affected a large portion of budgets, which have to be estimated due to the uncertain numbers.

In order to render effective services, consultants were called upon. These consultants assisted in analysing DWAF's requirements in terms of the WSDP, Section 78, free basic services, and others. The same rendered assistance on Municipalities' stance with regard to the implementation of legal requirements, and also producing of reports.

#### 4.2 Cities Network: The Case of Nelson Mandela Metropolitan

Barry Martin

Mr Barry Martin, Manager: Water and Sanitation, Nelson Mandela Metropolitan Council addressed the meeting. The slides presented was prepared for a recent press address, and dealt with water shortage in the area. To refresh the memories of participants, Mr Martin named the 9 bigger Metropolitan Councils as follows:

- ⇒ Cape Town Metro;
- ⇒ Nelson Mandela, Port Elizabeth (PE),
- ⇒ Buffalo City, East London;
- ⇒ Johannesburg Water;
- ⇒ **Ekhuruleni, ???**
- ⇒ **Ethikweni, ???**
- ⇒ **Mangaon**, Bloemfontein;
- ⇒ Tswane, Pretoria; and
- ⇒ **Uthunduzi**, Pietermaritzburg.

Thoko,  
please help  
with the  
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too sure...

The above Councils also formed the City Water Managers' Forum.

PE had a population of 1.3 million, 3,000K water reticulation, 3,000K sewage reticulation, ±650K of bulk water; with 286,000 mega litres of storage capacity. The Metro was reported to be fulfilling the roles of both WSP and WSA.. There were 4 State-owned dams, with a number of smaller dams owned by the Metro, as well as the Utenhage springs where water got extracted from.

There were 7 treatment works. Because water got extracted from different sources, one side of the city had access to hard water, whilst the other side had access to soft water, often causing a dilemma since everybody wanted soft water, industry included. There was no significant rainfall since 2002, with only 12mm rain for October 2005. The lack of rainfall left the dam storage at only 48%.

Two forms of capacity existed, namely the warm bodies, and financial capacity. Warm bodies would include technical, administration, project management, etc. Technical people such as plumbers, etc. needed to be at hand within Municipalities to get the work related to O&M done.

Mr Martin pointed out that the work load was to the extent that a whole team could come to a standstill when one or two persons were off-sick, resulting in tasks not being adhered to. On a staffing level, everybody was over-capacitated. Problems within Municipalities were the same, the magnitude just differed according to the size of the Municipality.

The financial aspect related directly to capacity. The budget for the Metro was decreased, subsequently it had to be readjusted and reallocated to try and meet the people's needs as best as possible. Provincial and National Government's perception of capacity was one matter, however, the task at hand remained the same and still had to be done. Basic services was still needed, and this was not taken into account.

Factors affecting establishment of capacity building were, amongst others, the many new structures set up within Local Authorities. Those structures were affected by the many different legislations that were established. The same workforce was required to man all these different structures, even though Councils were only allowed to spend 30% of allocated funds on the manpower aspect. Without adequate staff, the technical requirements could not be met to the full extent.

O&M could only function properly with adequate funding and manpower, which were both crucial to get the job done. The complexity of Local Authorities' problems were highlighted, for example in cases where the workforce had to get up steep hills to establish VIP's, which was nearly impossible.

In terms of lessons learnt, the Legislation gave guidance to a certain degree as to where to go, drafting of IDP's, Master Plans, and Water Service Development Plans. This should be taken to the Water Master Plans, Sanitation Master Plans and Management Systems. Such as the aforesaid gave direction on where to go. Figures identified could not be met without the proper plans, therefore needs have to be identified prior to planning on how to achieve it.

The reality was that Local Authority would not have survived and met achievables in terms of service delivery without the expertise and assistance of consulting engineers. Local Authorities still needed to guide them in terms of what was needed and what had to be done. Their services were paid for, therefore quality workmanship of services received, should be ensured.

Appointing young persons, would mean that they will be inexperienced. Appropriate training plans should be worked out and 80 to 90% delivery accept as a starting point, from where targets could be reached. There was a lot of scope for job creation. Something more productive should be done, and in-service training revisited in order to teach people. Ways should also be found to employ diploma students to assist with the technical side of the work.

The backlog in bucket eradication in the Metro was largely due to it being an urban area. The informal settlements in flood plains would also have to be relocated to houses, therefore a lot of money went into housing. Allocation of funds to the metro was totally insufficient. Fitting of the remaining bill by the Council might pose a problem in future.

The Metro needed to be clear on the outsourcing business, and this should be properly documented. Aspects like who should do the assessment, what needed to be outsourced, what operational functions were available, as opposed to what not, etc. should be taken into consideration.

Contractual managers should be responsible to advise consultants, however, in order to advise correctly, and to ensure sound decision making, discussions with the relevant persons on the workforce should be engaged. In order to move away from emergency repair, proper planning should be done in future.

Consultants should be briefed in terms of what needed to be done. A clear ToR of what was required should be in place prior to commencement of any work. If such a ToR was unclear, the consultant would have to rely on own discretion. However, if a mandate was provided, or a contract managed properly, at the right standard and for the right price, there should not be any uncertainty. Furthermore, the relationship between Municipalities and consultants need to be optimised and open and clear communication lines established.

#### **4.3 District Network: The Case of Ilembe**

**Sandile Mbanjwa**

Mr Mbanjwa reported that Ilembe has been operational for just over a year, with a lot of challenges in terms of resources, irrespective of policies and procedures that was in place. Some of those challenges were still not addressed.

District Councils clearly differed a lot from the Metro Councils. The necessary skills from a technical background point of view was expected of WSA's, with the Section 78 assessment integrated, transfers and WSDP's completed, implementation of free basic water and sanitation, and a lot of other aspects in place.

Spending of MIG budget, was used to assist with the drought relief programme in the area, as well as the addressing the need for extension of current services, attendance of the sector forums and workshops, and other related aspects. More careful planning was needed, as a considerable amount of time was wasted in trying to satisfy the above expectations.

No holistically integrated approach was in place to address some of the matters at hand, and a lot of time went into the actual gathering of data. There appeared to be a drag of feet on a lot of aspects, but this was all because of a lack of adequate and sufficient support. This resulted in the functions in most cases being carried out by consultants, as there was no adequate manpower within the Municipality.

No financial modelling tools were available for use by Municipalities. Furthermore, financial institutions were not geared for financing rural based business plans. The shortage of skill within WSA's and WSP's caused the regular use of consulting services. A lot of municipalities were established without decision-makers taking the financial and staffing component into consideration. When requesting certain skills, it was seen as the building of own empires, and not equipping the Municipality, or getting a crucial service rendered.

Qualifications and courses should be availed for WSA and WSP staff. Structural challenges: were faced in terms of ring-fencing, and O&M budget. The problems with O&M was that the exact cost could not be traced. Furthermore, any

expertise not falling within the Municipality's organigram should be outsourced in order to get the work done timeously and effectively.

To meet the 2008 and 2010 deadlines set by the Government, the focus should be on what skills were necessary, the available management tools assessed, and the remainder set up. Currently the existing resources had to be shared, and key drivers in terms of KPI's identify All the different groups involved in the water sector should focus on the matters at hand, and meeting the above deadlines.

There was no model in terms of O&M, thus rural water business cannot be profitable if it was to remain at the top of the agenda. Due to the difficulty to access some of the VIP's, what would happen when it was full? Furthermore, serious assistance was needed with the preparation of the O&M BP's.

Lessons-sharing should be encouraged between Municipalities, and National and Provincial road shows encouraged in order to address matters that could accelerate O&M. Equitable shares within Municipalities was ring-fenced to about R7 million. Water usage and payment related to the number of customers was easy to determine, but the number of people drawing water from boreholes, could not be determined correctly.

## **5 ENABLING MECHANISMS**

### **5.1 Presentation on DWAF / French Capacity Building Initiative**

**J Pieterse, NCWSTI**

Mr Pieterse gave an overview of the above initiative. It was established on 10 September 1996 by Prof Asmal, and it was based in Polokwane at the Campus of the University of Limpopo (previously the University of the North).

He broadly mentioned their vision and strategy of this initiative.

For the training offered, lecturers were coming all the way from France. The different types of training included supervisory training, assessor training, technical training, and others.

A brief presentation on the different types of training and training material was tabled. Part of extending the training programme, would be to include assessor training of South Africans to conduct outcomes-based assessment training. A full-house network of trainers could then be availed throughout all the different provinces of SA. For the outcomes of assessors course, a portfolio of evidence would be submitted prior to accreditation.

People were invited to get involved with the programme, which already commenced in the beginning of 2005. With the training established throughout SA, the people of SA would be given the opportunity to become part of an established training network.

The training courses would create an environment exact to what would be experienced in real-life situations. The different types of equipment such as water pumps, and others, would be available for students to see, touch and remember. Other objectives would also be looked at, and would include financial loss.

Constant quality control, validation of study material, accreditation of material, and the level of training would be maintained. Furthermore an immediate plan of action would be established through a provincial coordination committee and its satellite offices throughout SA. Mr Pieterse invited all stakeholders to become involved in the aforesaid training programme.

The network reported back to the French government on a regular basis. At the moment 95% of the trainees was from Limpopo province. The programme was also interlinked and communication kept with all trainers all the time.

In order to link with existing training programmes and forums , the communication gap between stakeholders should be addressed. Contact would have to be established with all people involved. Mr Pieterse once again invited all interested parties to become involved, and to communicate with him after the meeting.

### **5.2 Discussion and Clarity on Presentations**

Members were given an opportunity for questions and clarity on presentations. The following comments were made:

⇒ According to statistics presented, there were 15,000 professionals available from the higher education institutions. If that was the case, a huge opportunity was missed, as there was a large untapped resource available at the undergraduate level. On the problem solving side, a lot of companies could avail funding, with the opportunity of in-

- service training when it was time for the students' practical training. If efforts could be collaborated and brought together by the relevant groups, including the higher education sector, a well-established setup could be formulated.
- ⇒ Municipal action plans should be administered and mobilised in such a way that it could influence the sector and ensure that water service issues were adequately reflected and addressed within Municipalities.
  - ⇒ To streamline the way that the different spheres of Government was conducting business, it had to be taken into account that the different levels of Government operated on different levels, and a way has to be found for them to communicate on the same level.
  - ⇒ Change within the LG was a serious matter, as some of them had to get used to the idea of not being a WSA. They had to get used to the new way of doing things, whilst conducting everyday business at the same time. Different issues needed different operational structures. Directives were needed on how to deal with budget constraint, as Municipalities were not allowed to exceed the 30% restriction of budget revenue in terms of personnel cost.
  - ⇒ The question was how to influence smaller rural Municipalities who acted as WSA's in order to ensure that they took up their responsibility to the full.
  - ⇒ When setting the scene, dplg should have been involved to give guidance in terms of the way forward. Spending should also be on capacity building grants. Non-spending on this crucial aspect was totally unacceptable. Would the sector be able to assist in any way?
  - ⇒ The overall focus suggested throughout the forum was one of WSP performance. This posed to be a burning matter on the Municipal agenda, as there was uncertainty as to what extent they would be able to meet the needs of consumers. The main focus of Municipalities should be to render a service as providers, rather than authorities.
  - ⇒ Even though there were a lot of capacity building and support initiatives, not everybody was aware of what was available. A database of all such initiatives should be developed. Such a database could also rule out duplication, point out what and where the needs were, and how to more effectively improve support.
  - ⇒ Requirements should be tabled via action plans, BP's and requirements in order to get service providers to deliver what was needed within Municipalities, not what they thought were needed.
  - ⇒ The vision of dplg in terms of issues raised, was that support was given through Project Consolidate. The feeling was that there was a need to restructure in order to provide hands-on support to Municipalities so that more effective service delivery could be rendered to consumers. The ways of support provision to Municipalities should be re-addressed. Furthermore, it should be established whether the capacity building grant was utilised effectively.
  - ⇒ Dplg posed a challenge to other Departments on:
    - What they were doing to ensure that the above was done;
    - How they provided capacity building;
    - Did they have the required capacity; and
    - Were they able to provide adequate infrastructure.
  - ⇒ Capacity could be built to develop more contracts on SMME's. Currently there seemed to be an unstable environment in terms of capacity building. Small companies needed focussed training programmes. Assumingly the pool of established consultant firms could look after themselves and have enough work.
  - ⇒ Civil Society should be allowed an opportunity to voice how they saw the whole scenario around capacity building.
  - ⇒ A lot of resources were available within SA. The problem was that there was no communication, coordinating and efficient use between the different water fraternities. The challenge was to know what kind of skills were needed, what was available in the market place, and what was required to enable Municipalities to deliver efficient service.

## 6 GROUP DISCUSSIONS ON OPPORTUNITIES AND RECOMMENDATIONS

### 6.1 Building Technical Skills in Municipalities

Barry Martin, DBSA

See presentation attached.

### 6.2 Project Consolidate

André ???, Provincial Government

See presentation attached.

#### Consolidation of Capacity Building Grants

Lucky ???, Treasury / DPLG

See presentation attached.

Thoko,  
please  
help with  
the  
surname

## 7 PLENARY DISCUSSION & PRESENTATIONS

### 7.1 Priority Focus Areas / Initiatives

The water service working groups, suggestions should be presented to Plenary. How would action be intended in terms of how to provide sector leadership input to DWAF, and how would recommendations be developed into plans of action?

Project Consolidate was a two-year programme. A strategy document should be drafted to evaluate how the sector could support Municipalities. Such a document should then be sent to all the sector partners to get their respective inputs, responses and comments. Some of the issues raised were already incorporated and actioned within DWAF, e.g. water service coordination, and participation in the PPMT's. A suggested implementation plan would be submitted by DWAF.

The above plan would be presented for adoption on day two of the meeting. The presentation would be made by Mr Helgard Muller from DWAF. It would also outline implementation and timeframes for deliverables.

The implementation plan could be directly linked to the sector support strategy, and other related programmes. Sector inputs would also be obtained in terms of sector support strategy to get a clear understanding of where input was going from a leadership point of view.

Clarity should be obtained regarding skills development and a training task team. This should form part of a sector support strategy, however, the way forward in terms of establishing this initiative, should still be investigated.

There was furthermore a need for Provincial coordination and Provincial plans. Recommendations for Provincial resource coordinators to support Municipalities should be made. Municipalities should then put forward their skills needs, gender needs and capacity building needs. A compiled sector action plan should be addressed.

Some of the actions should be fast-tracked, engaging in some timeframes and this would be talked about on day two of the meeting.

The Chair thanked all for their participation in the process, their dedication and productiveness. He reminded attendees that the meeting would be commenced at 08:00 a.m. on day two.

### 7.2 Key Actions

Sector implementation plan compiled by DWAF, and presented by Mr H Muller on day two of the meeting.

Fast-tracking of some of the actions, and how to engage on some of the timeframes.

**DAY TWO: 23 NOVEMBER 2005**

**WORKING TOGETHER AS A SECTOR: WHERE DO WE STAND & WHERE ARE WE FOCUSING?**

**CHAIRPERSON: CINDY DAMONS / WILLIAM MORAKA**

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**1. OPENING**

The Chairperson, Ms Cindy Damons welcomed all. She requested all cellular phones to be switched off, and urged participants to -stick to the agenda.

**2. SANITATION INDABA FOLLOW UP**

**TAMIE MPOTULO, DWAF**

Ms Mpotulo briefed the meeting on the above Indaba which was held in June.2005.

Issues were identified and action plans were in progress. Amongst the matters addressed were issues: around LG support, policy and funding.

For effective LG support water services projects should be implemented through DWAF's Provincial support. This would entail both a planning and implement process, as well as M&E. DWAF and dplg would then assess the support needs of LG, and identify who could provide the most effective support. Development of skills in the sector, especially at LG level, should take priority. Ms Mpotulo requested commitment from attendees, also in terms of supporting and strengthening water services as a whole.

With regard to policy and funding, Ms Mpotulo presented the financial framework with its guidelines, which explained the usage of the MG funds. Amongst others, the budget was used for water and sanitation, and Health and Hygiene (H&H). A complete H&H strategy was in progress, in collaboration with the Department of Health (DoH).

Regarding technical options, studies were done by both dplg and WRC. Completion of the aforesaid was expected at the beginning of 2006. According to dplg's studies, complete roll-out could be implemented, however, all Municipalities still had options in terms of their roll-out plans and processes. Available option would be presented to them.

Most options in Provinces were covered in terms of planning and sustainability. O&M, however, was discussed in various forums, but unfortunately no money was set aside for effective O&M implementation. Progress was made to get the issues resolved, and an additional budget availed to address the backlog in bucket eradication. A lot was spent on the sanitation budget, and the figures needed to be updated accordingly.

Key stakeholders consultation should take place as the 2010 sanitation target was shifted to 2008. Out of the aforesaid consultation, proposals for a special sanitation programme should be tabled to National, Provincial and Local Government.

**3. WATER SERVICES SECTOR SUPPORT STRATEGY**

**MARIE BRISLEY, DWAF**

Ms Brisley addressed the meeting. She stressed that her presentation as well as current draft of the above strategy was circulated.

A pre-draft was worked on up to the Indaba in August 2005, and a Core Group for WSSLG established at the last meeting of 10 May 2005. Strategies covered at the aforesaid Indaba was:

⇒ Information sessions for stakeholders to give input into the Strategy Plan;

⇒ The purpose of consultation and focus of Provincial Consultation;

⇒ Consultation process gaps to be corrected or improved, involvement and buy-in of stakeholders.

The process was to conclude provincial consultations by end-January 2006, after which comments would be incorporated, and additional comments and inputs added. The sector would work with provinces to develop sector support implementation plans, of which the actions would be taking place on Provincial level. Furthermore, there was

consensus from Stakeholders to use implementation plans in stead of strategy plans, with May 2006 as the roll-out date. Even with the above in place, some urgent parallel support activities was to be discussed and confirmed, as it was not finalised to date.

It would be a joint National Water Services Sector Support Strategy approach, with broad strategic objectives and possible interventions through a National Support Implementation Framework. Skills development within WSA should receive immediate attention, and this could be achieved through a WSP Support Framework. All sector support players should participate in a Provincial Support Implementation Programme. Such a programme should render support to both WSA's and WSP's.

The aforementioned strategies and plans were agreed upon, and monitoring should continue to ultimately feed into the dplg capacity build structures. Stakeholders should furthermore indicate their own responsibilities to accept responsibility for the budgets and tasks assigned to them. Provincial level coordination and Provincial sector plans should be linked to the National support strategy.

Ms Brisley requested recommendations for the 2<sup>nd</sup> draft, and stressed that further consultation would take place on the implementation programmes.

#### 4. FORMULATION OF THE FOCUS GROUP

DIKHETSO???, DWAF

One of the ways to best support WSP was to provide info on range of initiatives, and identify successes and shortfalls. A WSP support framework should then be developed to be taken forward to address all the matters at hand.

There were already some proposed process to develop WSP support for a strategic implementation framework.. This could furthermore be linked with other initiatives. Key persons should be identified from the WSSLG forum to form part of an expert focus group. Part of their role would be to identify project governance issues, and work out a plan to address the aforesaid.

Thoko, Unsure who was presenting on Abri's behalf

#### 5. PROGRESS ON THE REGULATORY STRATEGY

SUGANDREE MURUVAN, DWAF

Ms Muruvan addressed the meeting on what done as Water Sector Regulator. She outlined activities and tabled a framework for the Citizens' role. Ms Muruvan also reminded the meeting of the WSSLG in June 2005, where DWAF was requested to table a strategy.

Part of the above strategy was to investigate the performance of the Water Services Sector (WSS). This was done after engagement with SALGA and WRC, after which benchmarking initiatives based on mandatory KPI's were established.

Drinking water quality defined the WSS role in terms of quality compliance, which was in the past mainly focussing on DWAF Regional offices with the water resources and water services sectors. Following the Delmas incident, drinking water quality should also be addressed at Municipal level. Furthermore, the new legislation would covers the complete National perspective.

Training and development as part of the WSS Regulation was difficult to incorporate as it covered a broad spectrum. Promulgated regulations were already in place. A mentorship programme should be developed which would take forward a partnership initiative, linking with NEPAD to work with continental counterparts.

Dispute resolution on matters between different entities in the Water Sector could be facilitated through an intervention protocol. Furthermore, the citizens voice would ensure that the consumer was protected. There were some scenarios as to how to deal with consumer questions, among which:

- ⇒ Scenario 1: A national call centre at the DWAF Head Office. Municipal call centres could then refer questions they are unable to address to the National call centre, which could, in turn, redirect the call if they cannot answer it.
- ⇒ Scenario 2: A telephone hotline in terms of regulatory mandate to sort out consumer questions. Such a hotline would operate via regional offices, and should serve as a support mechanisms to WSA. This would also form part of LG support and assist to get them up to speed – Supportive regulation mentoring.

As part of a regulation strategy, the citizen's voices would form a model approach. Organised groups of citizens would be engaged with the National Government in terms of legislation, policies, etc. Local municipalities would also be engaged with the view to empower them.

The role of the National Regulator would include the funding of an annual water services consumer survey. The key regulatory info and analysis would then be published, and a

session arranged with Civil Society to work out a consolidated approach.

## **6. LEGISLATION & POLICY ISSUES**

**ABRIE VERMEULEN, DWAF**

The meeting was given an update on process of reviewing the National Water Services Bill. This would be published in the Government Gazette, which formed part of the legislative process. It was expected to be published early-2006, after which the appropriate consultation process would commence, as per legal requirement.

The content issues covered were nothing new to the sector, and such legislation will create legal, enabling mechanisms through which to address content debates. Furthermore, the bill would create legal mechanisms through which to address certain matters. Uncertainties in terms of alternative institutional models could also be brought into the bill and created in such a way to follow on to the rest of the content.

## **7. ADOPTION OF REPORT OF ADDRESSING CAPACITY AT MUNICIPAL LEVEL**

**HELGARD MULLER**

Mr Muller tabled a brief presentation on the discussions of Day 1 of the meeting.

⇒ Incorporate all the proposed initiatives into existing programmes instead of launching parallel actions;

⇒ Identify and fast-track actions;

⇒ Align all the support plans into one single support strategy plan – This would reduce complexity and duplication;

⇒ There were major programmes already in existence, e.g. Support Strategy, Project Consolidate, Skills development plans, etc. A proposal was tabled for a Core Committee consisting of DWAF, dplg and SALGA; to be set up and meet as soon as possible. The Core Team should be convened by Ms Brisley, and their roll would be to assess the issues raised on Day 1 of the meeting. Those could then be allocated to the current programmes running, with responsibilities assigned to it.

⇒ If immediate actions were needed, those should be communicated back to the sector by end-January 2006 latest.

⇒ The proposed skills development database should be implemented with immediate effect.

## **8. WIN – WATER INFORMATION NETWORK: PROGRESS TO DATE BEV PRETORIUS, WIN / NDALA DUMA, WRC**

Mr Duma commenced by explaining knowledge management, which supported a learning WSS. There appeared to be a definite need to share knowledge, encouraging lesson learning, learning from each other, and benchmarking. Everybody was doing the same things, to different magnitudes, therefore it was important to encourage an approach of learning from one another, both the failures and successes.

The biggest challenge was how to harness the knowledge, which was an intangible asset, and existed within the sector. Such knowledge should be used to improve delivery of services. How Water Information Network (WIN) was positioning itself to support sector in its strategic objective would benefit the sector.

General techniques and processes of knowledge management should be identified, captured, selected, stored, shared, applied, and used to create pilot studies, and future reflections. The WRC was committed to the implementation of the WIN initiative and its success.

Ms Pretorius proceeded to say that the key focus area of WIN was products and services, the institutionalisation thereof, and the building capacity needed to achieve it. WIN had a whole range of products and services, and its primary

engagement had to do with learning and sharing. WIN formed part of a network partnerships, both internal and external from Government with a number of network partnerships

On a document concerning an O&M project, Ms Pretorius requested constructive criticism. The document was proof of knowledge dissemination, thus she requested feedback from the people after it has been read.

Action learning was generated in the Northern Cape. The lessons taken from that should be very real for people from the sector. Another approach was guided learning on site where people could get a first-hand learning experience. Provinces could also learn from one another.

After explaining the whole range of WIN products, Ms Pretorius extended an invitation to all participants to a Win Partnerships Forum to be held in February 2006.

## **9. SKILLS DEVELOPMENT AND TRAINING**

**NONHLANHLA DUBE, LGWSETA**

Ms Dube reported on work done by the Skills Development and Training Committee. The combined draft SSP was submitted to the Department of Labour on 31 October 2005. The report included input received from the Water Sector.

The MoU received from the LGWSETA should still be finalised.. A key factor was the request for funding. Transfer of the skills to the EWSETA was requested. A communiqué in this regard was awaited from SAQA.

Ms Dube called for nominations for their official Board, which would have their first meeting in February 2006.

She indicated the number of learnerships that had to be located with Municipalities in order to receive funding, the number of training courses available, as well as the ones worked on, required training, and a compiled training DB. A BP was being developed and Ms Dube invited comments on the aforesaid.

## **10. MASIMBAMBANE III 5-YEAR PLAN**

**KALINGA PELPOLA**

Mr Pelpola briefed the meeting on the background to Masimbambane, of which Civil Society and the Private Sector were also partners. He reported on National and best practices promotion to improve operation efficiency, M&E, quarterly and annual reporting, and other aspects.

One of the expected outcomes was to break away from the usual status quo. The roll-out of a regulatory framework, was a Sector-Wide Approach (SWAP). Masimbambane was in alignment with Government according to a 5-year planning cycle; with maximum donor resources and similar alignment with the Country's Strategies, Meeting Targets, NEPAD and Africa Participation, and others. The initiative was established by cabinet.

The suggested placement of retired engineers and technicians in Municipalities was all very well, provided that it was in alignment with the required policy framework. The Government Strategic Framework worked from was captured in the DWAF strategy booklets.

The current status was that the Masimbambane III principles were established, and the sector would be informed through the Steering Committee and Provincial structures. This entity was operated in consultation with donor partners such as SALGA and dplg.

## **11. BENCHMARKING – MANAGEMENT TOOL FOR IMPROVING PERFORMANCE PROGRESS REPORT**

**WILLIAM MORAKA, SALGA**

Mr Moraka reported on the matter above. This matter was driven by SALGA. There was a conference reported to be on 30 November and 1 December 2005, with the launch on 30 November and the actual conference the following day.

It involved collaboration between DWAF, SALGA and WRC. It was supported, amongst others, by the WSSLG group, and the aim of the benchmarking was to benefit WSA's and support the sector as a whole.

A lot of Municipalities were identified to participate in the process. It was acknowledged that the extent of the information collected would differ from one Municipality to another, whilst the larger Municipalities would be able to provide the data required. In terms of the initiative

DWAF availed about R3 million over a period of 3 years. The 9 KPI's of the strategic framework would be measured. 4 of those were identified, and were currently worked on by Municipalities.

There was a ToR development and a service provider was appointed to collect data.

## **12. KEY ISSUES FROM E-SETA**

**NOTHOMBELA NKOSI**

Mr Nkosi reported on the activities of the Energy and Water (EW) SETA

After a meeting with the DoL, a Task Team comprising of Energy and Water Stakeholders was established. The SETA's name would be changed from ESETA, to EESETA. Comment on the matter was awaited from DoL. A combined SSP was in place, and the SETA's MoU could be finalised the moment DoL approved. The current funding should be able to cover Municipalities, Mr Nkosi called upon the meeting for nominations representative of all structures to serve on the Body's National Board. The 1<sup>st</sup> board meeting was scheduled for February 2006... SAQA was still in a process to transfer qualifications. Feedback was awaited from them.

Entities such as NUMSA, NUM, Mehus and others were anticipated to sit on Board Stakeholders were requested to ensure proper representation

## **13. NGO / CBO / CSO PARTICIPATION: NEW THINKING AND WAY FORWARD**

**VICTOR THOKA, RDSN**

Mr Thoka reported on the above and their aim which was working towards requested by SALGA to work towards a draft policy paper on the potential role-players of CSO's in Support of Municipalities. The aim of the policy was to cover potential roles of CSO's., and procurement of CSO's, and political issues of CSO involvement with respect to community participation and the relationships between CSO's and political structures.

The purpose was to make policy clear in terms of the recognition of the important role of CSO's. Reportedly there was a complete commitment to collaboration with CSO's, with an understanding of value, and a common vision. Facilitating of the role of CSO's in support to LG through a structure for engaging CSO's. Municipalities developed a culture of Municipal governance that complements formal structures and forums, which was set up to give direction in terms of governance.

Facilitation of the role of CSO's was in support to LG, according to the Section 16 Obligation of the Municipal Systems Act on Local Governance, creating conditions for Local Community to participate in affairs of the Municipalities.

Enabling procurement strategies was set in place to provide for the appointment of CSO's to participate in provision of services in various ways. Specific enabling procurement strategies were set up so that Municipalities could understand and recognise the value which CSO's could add through their community participatory methods and approaches.

General Strategies were set to enhance the role of CSO's in LG. Awareness of legislation was imperative for CSO's as it was also supporting Masimbambane.

In its Policy Statement, SALGA recognised the important roles of CSO's and encouraged municipalities to create and maintain a database of CSO's.

Even though SA:LGA encouraged municipalities to: assist in capacity building of CSO's., Mr Thoka reminded the meeting that this document was only a draft. He requested input and a consultation process to encourage more broad comments.

Mr Richards from SALGA emphasised that the meeting noted the proposal, however, the proposed document emanated from a CS presentation at the last WSSLG meeting. As per agreement, CS was allowed to develop a proposal which would then be put into SALGA structures, for all Stakeholders to engage in the CS process as a sector service provider.

SALGA did not request Mvula Trust to prepare a draft policy statement, as was portrayed. In the context of that statement, this document has not yet been referred to SALGA at any level for discussion. This should be viewed as a CS proposal, and not as a SALGA policy.

It was noted that a problem emerged in terms of CS indaba, which there was no money for from DWAF. After in-depth discussions, Mr Richards emphasised that it was only noted that this was not a SA:GA position paper.

After in-depth discussions, Mr Thoka was invited by Mr Moraka to arrange the requested Indaba, which would be hosted by SALGA to assist in carrying the cost.

#### 14. GENDER MAINSTREAMING BY SALGA

ROSETTA ???

Thoko, Could you please assist with the surname

Ms ??? reported to the meeting on the above matter. She reminded the meeting that it was agreed at the last meeting that some issues still needed to be addressed, however, the matter was to stay with DWAF until SALGA was ready to take the matter forward.

According to the SA National Policy Framework for Women's Empowerment and Gender Equality, the vision of a society where the equality of all in the WSS fraternity would be equal, a need was identified to put an integrated implementation strategy forward. The main objectives was to reinforce processes and mechanisms, and consolidate successes, advance new actions, etc. in terms of gender mainstreaming.

By ensuring that: gender mainstreaming was positioned centrally, a positive contribution would be made to the WSS, also recognising the contribution of both women and men as being vital, as well as to ensuring that effective and sustainable empowerment solutions were generated. The overall implementation strategy and action plan addressed areas for alignment of key stakeholders. A national implementation strategy and action plan was developed.

The policy environment according to the constitution of the RSA 1996, White Paper on a National Water Policy for SA (1997); DWAF should be addressing Gender Policy. Key implementation challenges: experienced included marginalisation of gender, transformation, policy formulation, gender management systems, programme management, gender in performance management, resources, mobilisation and BP.

KPA's included:

- ⇒ Strategy 1: Policy formulation to support gender mainstreaming;
- ⇒ Strategy 2: Institutional support;
- ⇒ Strategy 3: Programme management approach in terms of mainstreaming the environment;
- ⇒ Strategy 4: Ensure allocation of resource mobilisation;
- ⇒ Strategy 5: Communication management – What does it entail?;
- ⇒ Strategy 6: Internal transformation – Ensure support;
- ⇒ Strategy 7: Economic transformation in terms of women's empowerment - HDI participation;
- ⇒ Strategy 8: Partnerships and Networking – knowledge Transfer;
- ⇒ Strategy 9: M&E and Reporting of analytical issues;
- ⇒ Strategy 10: Capacity building – linkages - ensure gender mainstreaming training;
- ⇒ Strategy 11: Advocacy and awareness raising;;
- ⇒ Strategy 12: Research and development.

The way forward: would be to focus on key drives that would support the National Implementation Strategy and Action Plan of 2006 to 2010 in terms of Gender Mainstreaming into the WSS, including gender accountability. A relevant time frame for outputs and outcomes leading directorates and / or units, budgetary requirements and resource mobilisation should be part of the core focus.

MS ??? requested the Committee's endorsement of the strategy, in order to come up with a role-out plan to take it and assign ownership to it, from where gender working groups would be established.

The strategy document was unanimously endorsed.

## 15. HIV/AIDS PROGRESS

THOKO SIGWASA / MALETHOGO DITSHEBE

Ms Ditshebe raised the general concern about the progress in terms of mainstreaming of HIV/AIDS with the meeting.

Some recommendations were tabled previously in the above regard. This process was reported to be with Ms Thoko Sigwaza at this stage, and definite progress was made. DPLG developed a Draft Framework and leading guideline related to HIV/AIDS. This was a baseline study report.

HIV/Aids cross-cutting issues were addressed in the document tabled. It also took care of all planning, the capacity, delivery of services, and other aspects, according to which a draft framework would be developed. Furthermore, it should be treated as a development issue.

What informed the development of the framework? IDP hearings, studies on mainstreaming of HIV and AIDS into IDPs (2004), scanned initiatives done by DoH and dplg, both of which confirmed a lot of initiatives. Those initiatives were fragmented, with virtually no coordination or alignment. Coordinated response was among others identified regarding service delivery, engagement with sectors and Municipalities, etc. The initiative should be partnership-driven, in consultation with the sector as a whole.

Consultation with partners by the means of questions posed in terms of what was needed in the framework would ensure that the sector move forward as a collective unit. Contents of what the framework contained aspects like a mandate, constitution, White Paper, HIV/AIDS policies, strategic plan, etc.

This should be articulated within a framework of developmental local governance. It was very important to ensure that the sector received information on HIV/AIDS with a common understanding of governance issue. An electronic version of the framework will be e-mailed to participants for response and information.

In defining the roles and responsibilities in terms of the roles of politicians and officials, the opportunity to ensure that issues were mainstreamed should be capitalised. Furthermore it should form part of the KPA's for Municipalities HIV/Aids should be mainstreamed as a core business.

Information management was of crucial importance with regard to the support system that needed to be in place for inter-governmental use. This would include National, Provincial and LG, which should all be capacitated.

Inter-Governmental relationships should assist with the financing of interventions, but should not prevent implementation of the framework. Action plans should be set in place regarding a coordinated financing framework. Monitoring and evaluation of implementation would be of critical importance.

The programme of action proposed timeframes for each role-player to identify their role clearly, after which mechanisms needed to be put in place and a Steering Committee, a Technical Task Team and Support Resources should be established to ensure good practices implementation and mainstreaming of HIV/Aids.

## 16. SECTOR COLLABORATION REVIEW: RECOMMENDATIONS

LOUISE COLVIN, WIN / NDALA DUMA, WRC

Ms Colvin briefed the meeting on the high level political-decision making process of sector collaborative review, as well as the fact that we had a lot to learn from it. Provincial and National collaboration should be more embedded. From a customer's perspectives, Municipalities should be number 1.

LG's key responsibility on government level was to engage with the community and customers / consumers. For sustainability of collaboration, the process should be internalised moving beyond the champions. Was there any feedback to forums? Do you feel part of the sector in terms of the bigger picture? Did the sector take ownership in terms of budgeting?

Generic lessons learnt focussed on tangible issues. Different types of collaboration were needed at different levels. Furthermore a process of facilitation was recognised. Collaboration, communication, and accountability never in the past underlined line-management. At the moment there was a constant change, and therefore a need to review.

Ms Colvin tabled a document with some considerations for the WSSLG and recommended actions. These would outline the benchmarking, dissemination of information and successes in terms of inter- governmental relations, proposed WS Forums, and other areas.

## **17. ASSESSING PURPOSE AND IMPACT OF WSSLG**

### **17.1 Efficacy of Committees**

Reviewing the discussion of the past two days, the question remained in what way could the forum be improved and streamlined. A suggestion was tabled to stick with a two-day session, twice per year. On the first day, the theme should be discussed and on the second day on a progress session should be held. Furthermore, the second day should be structured better, as well as be a complete day to allow for the relevant discussions.

WSSLG Sub-committees and Core Groups should be involved, and those groups allowed time for feedback on the matters at hand. Such feedback sessions should be brief, with typed up hand-outs for members to peruse. In that way, the meeting could concentrate on more strategic direction on the process.

### **17.2 Meeting Formats and Schedule for 2006**

Meetings for 2006 was proposed: as follows:

- ⇒ Due to the urgency of the matter, and the targets given by Government, the theme for the next meeting was confirmed to be sanitation; however, this should be a special meeting which coincide with Sanitation week in February. 2006.
- ⇒ 6 – 7 June 2006 – The feeling was that the topic for this meeting should be driven by Local Government, rather than National Government, thus no definite decision was taken in this regard.
- ⇒ 21 – 22 November 06.

The logistics of having the meeting provincially was raised, however, after in-depth discussion, it was agreed that meetings should still be conducted Regionally. The reason being that it empowered Provinces as more stakeholders could attend. Furthermore, as Project Consolidate was almost at end of its two-year programme, Local Government would still have an opportunity to engage with National Government and Stakeholders.

### **17.3 Winding Up and Resolutions**

**Chair**

The Chairperson concluded the meeting with the following comment:

- ⇒ Presentations were noted, and a word of thanks extended to WIN SA and the SETA's, and other participants;
- ⇒ Matters raised on DWAF and SALGA were noted, especially the comments on the National call centre;
- ⇒ DWAF should become more closely engaged with the Sector Leadership Group around Sanitation, and the special session convened in February should be noted by participants.;
- ⇒ SALGA should take leadership in terms of Gender Mainstreaming supported;
- ⇒ The document on the HIV/AIDS specific recommendations will be distributed to participants, and comments and inputs requested within the next two weeks;

Mr Muller thanked all participants for attending the meeting, as well as everybody who tabled presentations. A special word of thanks was extended to Ms Sigwaza and her team for the logistical arrangements of the meeting, to his Co-Chair, and to the Chair and Co-chair of day 1 for a job well done.

Lastly Mr Muller thanked all participants for their cooperation, striving towards the same goal, and for open, honest engagement.

He wished all a safely journey, after which the meeting was adjourned.