
A Framework for National Water Sector Partnership Structures

The Context, Structure,
Functions and Terms of
Reference of the Water Sector
Leadership Group & its
substructures

Department of Water Affairs

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ACRONYMS

COGTA	Cooperative Governance and Traditional Affairs
DG	Director-General
DWA	Department of Water Affairs
EXCO	Executive Committee
IWRM	Integrated Water Resources Management
MCC	Masibambane Coordinating Committee
SALGA	South African Local Government Association
SAAWU	South African Association Water Utilities
SAAWUA	South African Association of Water User Associations
STT	Strategic Task Team
WR	Water Resource
WS	Water Services
WSA	Water Service Authority
WSLG	Water Sector Leadership Group
WSP	Water Service Provider

1 INTRODUCTION

South Africa has undertaken massive reform in all its sectors. This reform has been informed largely by the need to move away from race-based, separate development practices to a state of democracy, participation, inclusivity and progressive initiatives. Given its central role in development, the management and development of water has also been affected by the societal pursuit of redress and democratisation. The water sector moved from a very fragmented state in 1994 to what is gradually becoming a strong and organised sector. The sector has embraced the need to work together to address service delivery challenges; initially focusing on local water services delivery and now moving towards integrated water management encompassing all water uses. From the first multi-stakeholder task team that assisted in the drafting of the first White Paper on Community Water Supply and Sanitation, to the current partnerships between government, private sector and civil society, there has been demonstration that the sector has adopted principles that promote cooperation, coordination and collaboration.

A number of structures have been established over the past fifteen years. These included formal high-level politically led structures such as the Provincial Water Liaison Committees; non-statutory provincial and district-level planning forums for engaging local government; sanitation task teams at district, provincial and national levels; coordinative structures between SALGA, Department of Provincial and Local Government (now Cooperative Governance and Traditional Affairs) and Department of Water Affairs. Underlying these initiatives was a simple yet important acknowledgement that the management, development and delivery of water cannot be handled through one government department without contributions from other departments, private sector and civil society. The culture of establishing platforms for formal partnerships was pivotal to the success of the water services programme and the institutional support of water services authorities.

It is commonly agreed that partnership structures (forums, committees, etc) are established to facilitate the resolution of specific challenges and the achievement of certain objectives and priorities. Within this understanding, when sector priorities change and new challenges emerge, this directly affects mechanisms of addressing them, including the structure of partnerships. Since 2007, there has been clear recognition that the format, role and focus of the existing national sector collaboration structures, have not been very effective in assisting the resolution of new challenges. Historically, and understandably so, national structures have largely focused on water services programmes and strategic issues. There has been growing need to start addressing the water sector holistically without a divide between water services and water resources. This position has, in the main, informed the need to review and reconfigure the format, function and composition of the existing collaboration structures, WSLG/MCC and the establishment of new sub-structures.

This new framework is outlined in this document, including the revised Terms of Reference of the affected water sector partnership structures, new and old.

2 NEED FOR INSTITUTIONALISED WATER SECTOR PARTNERSHIPS

Water is everyone's business

Water is the basis for human health, economic development and environmental preservation and therefore it connects various actors in society. This varied nature of water use means that it has to be shared by environmental, social and economic sector groups, leading to a very complicated water sector composed of different stakeholders and water users who hold and pursue different, and sometimes competing, interests.

The development, protection, distribution and sharing of such a multi-faceted resources must be managed in an integrated, strategic and coordinated approach guided by a shared vision of integrated water resources management and national socio-economic development agenda. The resultant water sector policy and legislation must demonstrate a balance that considers that water as a natural resource is seen as a cross-cutting baseline resource necessary for the growth of different sectors of society – agriculture, industry, local government etc.

Integrated water resources management

The management of the country's water resources has traditionally been fragmented; previously along divisive political lines, and recently along cultures of turf protection, isolation and sector dominance leading to ineffective and counteractive approaches. There are recorded instances of resource developments that support specific sectors (e.g. mining, agriculture) and neglect others, especially domestic use. This is attributed to lack of linkages between national and local level planning and amongst government planning authorities in the different water use sectors (agriculture, environment, local government, etc).

An integrated approach to water resources management brings together water use sectors and stakeholders to plan and manage water resources together. The resulting common strategies and plans help the Department of Water Affairs to better coordinate the responsibilities of different institutions, as well as the contributions of civil society and other stakeholders. At the centre of integrated water resources management is a principled acknowledgement that water is managed to achieve societal needs – economic, social and environmental – and that partnerships must be established to ensure a balance between allocation and conservation, development and maintenance.

Water for Growth and Development

The Department of Water Affairs is spearheading a realignment and refocus of water sector programmes towards pressing sector and government priorities. The Water for Growth and Development Framework responds to the need to ensure a fair balance between provision of water for social development and economic development whilst ensuring that the ecology is protected and enhanced

At centre of this framework is a philosophy that espouses the need for improved regulation, demand management and conservation, institutional realignment, appropriate technology, alternative sources of water, reallocation and infrastructures asset management over the usual investment in new infrastructure and institutions that has typified the sector over the past decades. Core to this argument is that water is a finite resource that is rapidly decreasing in availability and that new infrastructure and institutions will not in any way lead to its increase. Improving water availability will instead require better governance, management and partnerships. The Framework provides a platform for guiding current and future water sector activities, programmes, laws and policies towards ensuring the security of the limited water resources over generations and directing water management towards the achievement of the country's socio-economic development goals.

Integrated planning and cooperative governance

There is a strong move towards improving integration within sectors, across different sectors and between government and non-government structures. The introduction of the National Planning Commission is a clear demonstration that government is strengthening its mechanics and systems to ensure coherence and cohesion of government programmes at different levels. The development of strong partnerships within government, underlined by a strong sense of one government, and strong partnerships between government and non-government stakeholders forms a basis for improving integrated planning and cooperative governance.

3 OUTLINE OF THE NEW FRAMEWORK FOR WATER SECTOR PARTNERSHIPS

3.1 The South African Water Sector: Structure, Role-players and Key Issues

The South African water sector composes of the following institutions and structures that use, affect water use, are affected by water use or interested in water use:

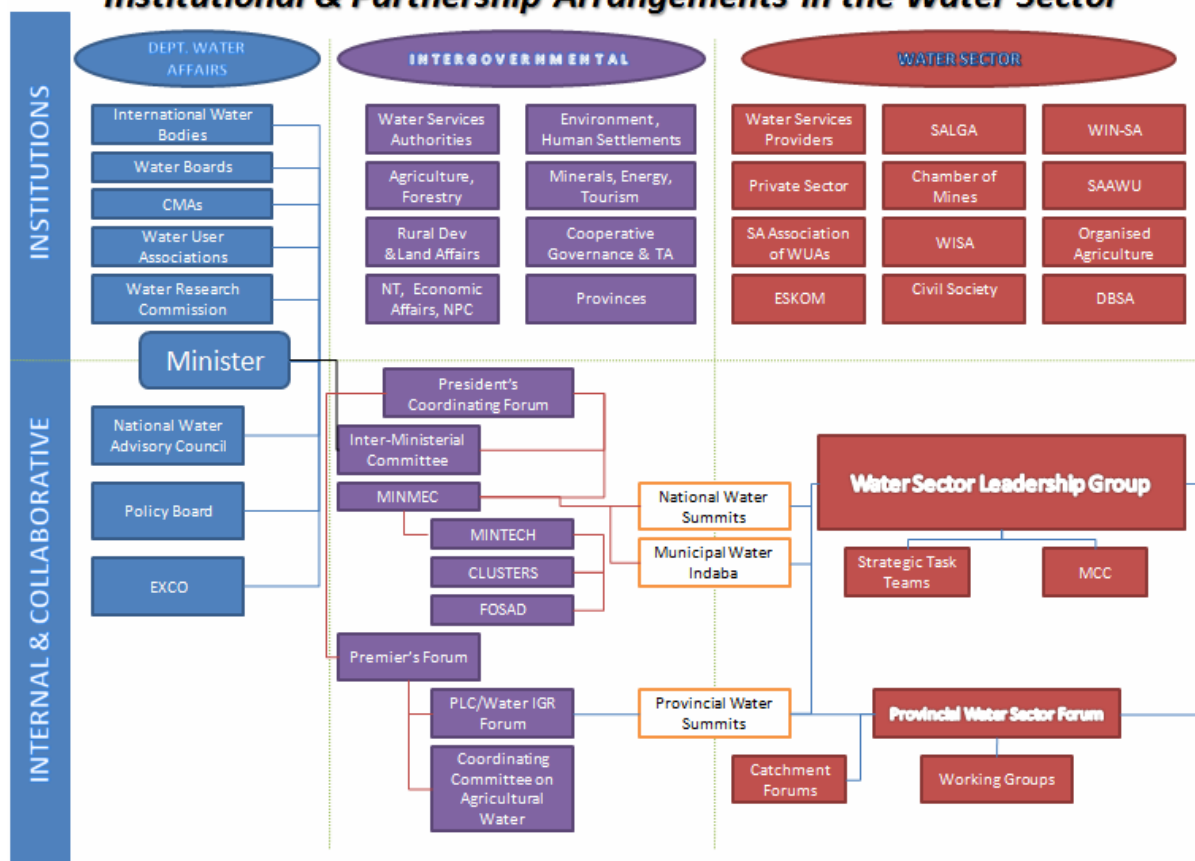
- **The Department of Water Affairs**, through its Minister, is the custodian and organ of state through which water management mandates are executed. The Department is responsible for overall policy setting, development and implementation of legislation, national water resources planning, development and management of national water resources infrastructure (large dams, transfer schemes, etc), regulation of water use and regulatory oversight over various water sector institutions (water boards, catchment management agencies, water user associations,
- Various **national government departments** (Agriculture, Mining, Energy, Forestry, Environment, Human Settlement, Rural Development, Land, etc) are mandated to implement functions that affect or are affected by the availability of water.
- Various **public/quasi-government institutions** (e.g. ESKOM) are responsible for business activities that affect and require water resources.

- Various **water sector institutions** (water boards, catchment management agencies, international water management bodies, water user associations) implement activities that affect water use.
- **Provincial government departments** (agriculture, health, environment, etc) engage in functions that affect water use
- **Local Government** (water service authorities) is responsible for providing potable water services to domestic consumers
- **Industry** players such as mining companies carry business that affects water use, and are represented through organised business (Chamber of Mines, Chamber of Business/Business Unity South Africa)
- **Institutions of Higher Learning and Research** such as universities, Water Research Commission and Council for Scientific and Industrial Research conduct learning and research on water resources
- **Water Sector Professional Bodies** such as Water Institute of South Africa actively promote peer learning and knowledge management for water professionals
- **Civil Society and Organised Sector Structures** such as Association of WUAs, AgriSA, National African Farmers Association and various NGOs play a role in advocacy, lobbying and implementation of water sector programmes

The diagram below depicts the current arrangements and linkages in the water sector.

Figure 1: Institutional and partnership arrangements in the water sector.

Institutional & Partnership Arrangements in the Water Sector



The following are some of the key issues requiring constant focus and stakeholder engagement in the South African water sector:

- ☑ **Water availability** – There are indications that the current water resources may not be adequate to sustain current socio-economic development programmes and support new initiatives. This is based on the current wasteful water use patterns. It is important for stakeholders to engage on ways of balancing allocations across different sectors, investigating alternatives and conserving what is available. Such considerations include mainstreaming water to support national development goals, reduce poverty, and protect the environment.
- ☑ **Institutional reform of water sector institutions** and decentralisation of planning, development, and management of water resources to an appropriate level.
- ☑ **Developing, improving and expanding the delivery of water services** through local government. This includes mechanisms for improving standards of service, financing, operation and maintenance, asset management, drinking water quality and institutional capacity.
- ☑ **Regulation** – enhancing sustainable water use in society through regulatory bodies and implementation of public education promoting economic efficiency, conservation and protection of the environment – within a transparent regulation framework.

3.2 Establishing Well-Functioning Water Sector Partnership Structures

A well functioning water partnership structure is one of the important approaches that can be applied in a process toward improving integrated water resources management, cooperative governance and strengthening collaboration. Partnership structures (collaborative structures) are often characterised beyond formal committees, but projected as a working relationship between stakeholders with mutual and equal participation, joint interest and shared responsibilities. Processes in mature sector partnership structures are typically transparent and based on an open dialogue.

Experience over the past ten years demonstrate that establishing effective partnership structures involves complex processes of understanding roles and responsibilities of different players, their resource base and commonalities. This is further compounded by instances where stakeholders may want to achieve many different goals at the same time. It has been observed that an effective sector partnership structure has a number of dimensions that need to be addressed simultaneously.

- Stakeholders need to get to know each other; understand and interpret concepts in the same manner, and establish a common 'language' in the partnership
- There needs to be a levelling of the playing field between the partners in terms of information, knowledge and level of influence (at least within their organisations)
- Stakeholders need to develop common goals, outputs and actions based on the will and motivation and collaboration of all partners
- There is a need to clearly define roles and responsibilities within the forum/partnership.
- There needs to be a clear understanding of what are the shared concerns regarding the management of water in the country, and an agreement on the sphere of influence of the collaborative structure in resolving those issues.
- Sufficient space must be given to all stakeholders to participate and influence the agenda and outcomes of dialogues. Stakeholders must feel that all issues of concern are given attention without undue focus on one partner's issues or concerns.
- There must be commitment (through energy and resources) towards ensuring that matters raised in dialogues are attended to and that resolutions of the formal meetings are given attention, otherwise there will not be value in raising proposals.
- Representation should be both relevant (responsibility, seniority, etc) and consistent. This has been a major downfall of most forums where officials attending are not able to inform and influence resolutions or act on proposed actions. In other instances, representation becomes inconsistent, preventing a good flow of meeting discussions based on previous deliberations and resolutions.
- Leadership is critical – whilst partnership structures must be build to survive changes in institutional leadership, it must be borne in mind that institutions are represented by people and therefore their conduct, attitude, commitment and contributions in any given setting influences the strength of the partnership.
- Good secretariat support and facilitation also determine success in maintaining stakeholder involvement and direction of partnerships

3.3 Outline of the National Sector Partnerships Structures: Roles, Composition & Relationships

3.3.1 Water Sector Leadership Group

The Water Sector Leadership Group (WSLG) is the highest non-statutory strategic sector partnership forum for the South African water sector. The WSLG provides the platform for dialogue, planning, reflection and monitoring of water sector policy, legislation, strategies and programmes towards improving sector performance and directly contributing towards improved coordination of planning. The WSLG is a base for ensuring a strategic, continuous and adaptive approach towards realisation of water sector goals. It assists stakeholders to build on lessons learned over time and to work in a targeted way to ensure the achievement of national development goals through collaborative efforts and strong sector institutions.

The role of the WSLG has changed over time; after initially serving as a strategic forum for water services practitioners at various levels, it has now been positioned to perform the following functions:

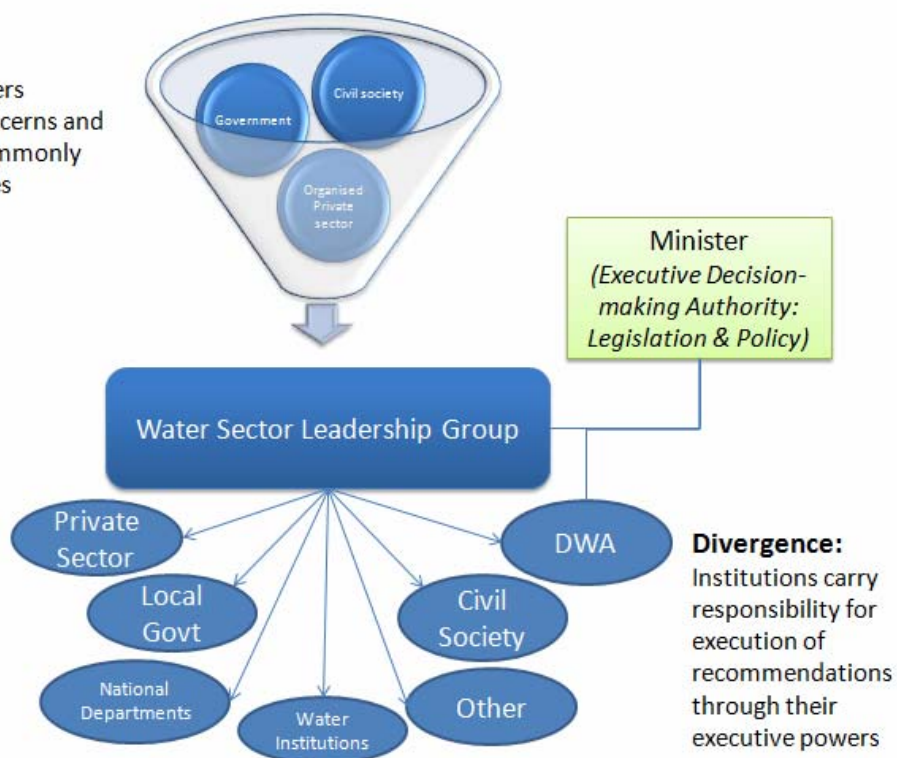
- To serve as a thinking tank for the water sector and prepare overarching national action agenda for Water for Growth and Development and ensure that sound policies, laws, strategies, programmes and institutions are developed to achieve the goals outlined in the framework (WfGD)
- To actively facilitate dialogue between the Department of Water Affairs, government departments, civil society and the private sector for input, support and contributions to joint strategic and coordinated actions to improve the implementation of water sector policies, strategies and programmes.

The WSLG plays a technical advisory role to the Department of Water Affairs and therefore does not take executive decisions. In its advisory role, the WSLG provides recommendations on policies, legislation, programmes and strategies and serves as credible forum for stakeholder consultation and involvement in the development of sector policies, legislation, programmes and strategies. Recommendations are taken through to senior management of government departments for further review, endorsement and implementation. There is currently no direct link between the WSLG and the Minister of Water Affairs; however there is recognition of the value and status of the WSLG as platform for high-level strategic conversations within the sector.

The modus operandi of the WSLG is illustrated below:

Figure 2: Modus operandi of the Water Sector Leadership Group

Convergence:
Various stakeholders converge their concerns and ideas based on commonly shared water issues

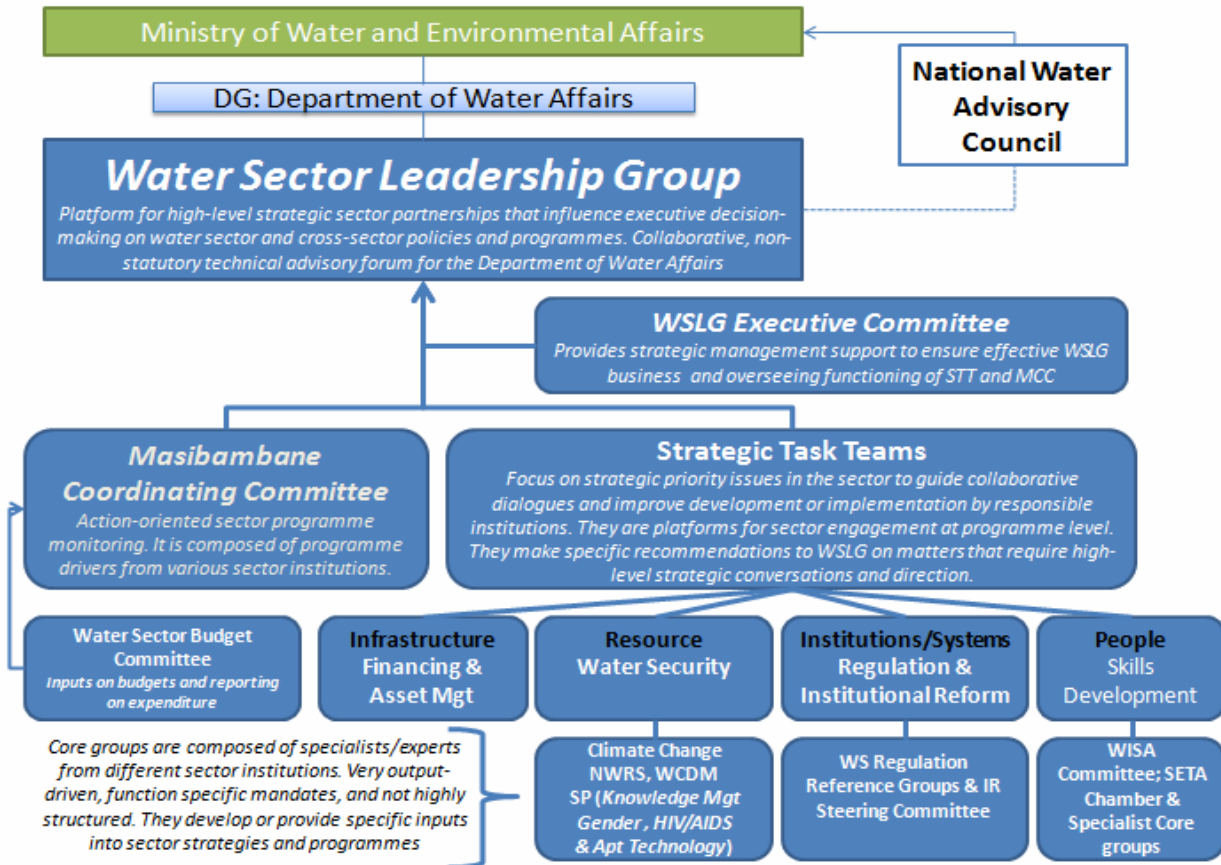


The WSLG is composed of senior officials from national government departments, organised local government, civil society and structures representing various water use interests (mining, energy, agriculture, etc). The WSLG has the following sub-structures:

- The Executive Committee which serves a management role to ensure effective functioning of the WSLG
- Strategic Task Teams who focus on specific sector priorities and issues (institutional reform, financing, regulation, etc)
- Masibambane Coordination Committee which focuses on the monitoring the performance of various sector programmes, and coordination and support of programme implementation

The following diagram illustrates the reconfigured structure of the WSLG as at August 2009.

Figure 3: Reconfigured structure of the Water Sector Leadership Group



3.3.2 Masibambane Coordinating Committee

The MCC is a sub-structure of the WSLG that focuses on coordinating and monitoring progress on the implementation of water sector programme. It is a strategic link between the WSLG and the provincial sector forums, and focuses on ensuring qualitative reporting at a strategic level on progress against sector goals and targets with the aim of assessing performance, addressing constraints and advising on budget allocation; coordinating implementation and support for improved delivery; and ensuring an informed sector working collaboratively in common direction.

It is composed of delegates from different sector partners who are responsible for implementation of water-related programmes within their organisations. The meetings have a strong programme focus with orientation towards action-planning.

Delegates come from sector forums, water institutions and bodies, sector programmes, sector partners and civil society. MCC meetings address three issues: strategic overview of progress, perspectives from different sector stakeholders, and debate and information sharing.

3.4 Linkages and relationships

3.4.1 The Minister of Water and Environmental Affairs

The Minister of Water Affairs is the custodian of all water sector policy and legislation related to the protection, development, use, allocation and control of water resources in the country. The Minister is the highest political authority on water resource management and is responsible for overall decision-making on water resources policy and legislation.

The Minister receives official technical advice through the Water Advisory Council, and also decides on technical submissions from the Department through the Director-General. Other cooperative governance related recommendations stem from the MINMECs (Water/Cooperative Governance).

3.4.2 The Director-General of the Department of Water Affairs

The Director-General is the “Convenor-in-Chief” of the Water Sector Leadership Group. As executive head of the Department of Water Affairs, the DG ensures that:

- appropriate resources are provided to support WSLG business;
- relevant stakeholders (institution and position) are invited into forums and provided space for interactive engagement;
- departmental vision on the water sector is clarified and critical areas that require sector engagement are identified and presented to stakeholders;
- senior managers participate in WSLG business and respond to issues agreed in meetings

3.4.3 Reporting Relationships

Key issues related to reporting relationships amongst the structures and between the WSLG and DWA are:

- a. As a sector partnership, the WSLG does not report to the DG or Department of Water Affairs. Whilst the DWA retains the overall convenor role, it participates in the WSLG as a partner. Its institutional roles as sector leader, implementation authority (water resources) and reporting authority to the Minister provides it with additional responsibilities more than any other participating stakeholder. These additional responsibilities including guiding the agenda of WSLG business to address pertinent sector issues and link with government agenda and championing water sector partnership forums at various levels.
- b. MCC and STTs report to the WSLG through the WSLG EXCO. The EXCO is not the custodian of MCC and STTs, but plays a coordinative, support and filtering role to the WSLG to ensure focused discussions and effective meetings and actions.

3.4.4 Differentiation of Functions: Progression and Custodianship

- **WSLG** – drives the mainstreaming of Water for Growth and Development within the water sector and across various sectors of society that use water or impact on water use. The forum focuses on high-level strategic issues emerging out of water sector programmes, strategies and policies, and ensures sector consensus where needed. It further oversees development and implementation of high-level broad sector strategies, and creates an inclusive platform for sector inputs into reviews of legislation and sector policies. Given that it does not have any executive decision-making powers, it endorses policy, programme and strategy development and submits recommendations to DWA executive and political

- leadership for decision-making.
- **STTs** – The task teams focus on specific priority areas and guide strategy development and implementation on those areas. They coordinate sector inputs into strategy development, finalise strategy development at technical level and submit recommendations to WSLG for official sector endorsement. STTs may initiate programmes to be implemented through DWA or another sector institution e.g. DBSA’s Siyenza Manje Deployment Programme and delegate this for oversight by the MCC.
- **MCC** – the committee coordinates and drives the implementation of water sector programme. This role includes preparing progress reports, and approving sector budget allocations (from donor funds). Strategic issues requiring high-level sector engagement and resolution are elevated to the WSLG.

The diagram below captures the relationship in terms of progression and custodianship of process and decisions.



4 APPENDICES: TERMS OF REFERENCE

OVERVIEW

The following appendices outline the terms of reference for each of the structures that form part of the overall WSLG structure. The ToR serves as a protocol to create a ‘space for dialogue’ and outlining the focus, linkages and reporting responsibilities of each of the structures. The ToR also serve to ensure clear alignment in terms of how responsibilities can be delegated to lower structures to ensure strategic focus of the overarching forum, and how unresolved issues can be elevated to upper structures for strategic conversations, positions and recommendations.

A. Water Sector Leadership Group

REVISED TERMS OF REFERENCE FOR THE WATER SECTOR LEADERSHIP GROUP

The nature of water governance and management is made complex by the multi-faceted use of water for ecological, economic and social development. Water, as a substance, is utilised by different sectors to achieve different and often competing interests. Inevitably, the management of water involves a lot of stakeholders whose activities affect or may be affected by the provisioning of water. The water sector is inter-sectoral in nature and involves the agricultural, energy, mining, local government, land and environmental sectors. Whilst water governance is primarily a government responsibility, water management issues involve multiple stakeholders and therefore there is a need for a platform where negotiation, contribution and debate on policies, programmes and legislation can be possible.

1 THE VISION

Water in South Africa is efficiently and effectively managed (conserved, protected, developed, used and allocated) to ensure socio-economic development and environmental sustainability.

All water sector stakeholders, in and outside of government, play a significant role in ensuring that water is valued as a social, economic and ecological good, and that water governance promotes collaboration, coordination and integration to achieve a balanced response towards the different water requirements.

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.

2 PREAMBLE AND STATUS

The Water Sector Leadership Group is established as the highest non-statutory multi-stakeholder forum to promote dialogue, collaboration and partnership in the water sector. The Water Sector Leadership Group is convened by the Department of Water Affairs as a sector leader, however its modus operandi is meant to promote equal partnerships among the different stakeholders.

The WSLG is a collaborative structure through which technical advice and recommendations on sector policies, programmes and strategies are made at a higher level. Whilst it will not take administrative/executive decisions, the WSLG is mandated to take resolutions to be considered for further action by sector partners within their own executive functions and powers. Collective action is limited to sector wide (joint) strategy development and policy recommendations.

The forum comprises senior officials from institutions whose activities influence the management of water in the country.

3 GUIDING PRINCIPLES

- 3.1 *Participation* – informed and organised participation is a cornerstone of effective stakeholder engagement. The WSLG provides an opportunity for different stakeholders in the water sector to influence discussions on pertinent matters and influence policy and programmes in the water sector.
- 3.2 *Transparency* – the WSLG provides an opportunity for open sharing and transfer of information amongst stakeholders. This is meant to ensure that stakeholders have information on any decisions that may affect them and have the opportunity to discuss this openly.
- 3.3 *Responsiveness* – the WSLG promotes timeous response eminent and current water sector issues where an effective sector response is required.
- 3.4 *Consensus oriented* – although it is not a decision-making body, resolutions of the WSLG should be based on consensus rather than domination. Noting the different interests represented; the WSLG serves as a forum for mediation towards achieving consensus based on a shared vision of the water sector.
- 3.5 *Equity and inclusiveness* – all stakeholders should be welcomed to participate in a manner that promotes equitable representation and inclusivity.
- 3.6 *Effectiveness and efficiency* – the WSLG must ensure that results produced through its processes directly respond to pertinent issues in the water sector while making the best use of resources at its disposal.
- 3.7 *Accountability* – all delegates remain accountable to the sectors and institutions that they represent.

4 MISSION OF THE WATER SECTOR LEADERSHIP GROUP

- 4.1 To provide strategic leadership on pertinent water sector issues through engaging in strategic dialogues involving all key water sector partners
- 4.2 To guide the water sector to achieve its vision and contribute to the development goals and economic growth of the country.
- 4.3 To facilitate the building of a well informed and organised sector, in which every role player is enabled to effectively fulfil their role and functions
- 4.4 To promote sector collaboration and effective management and coordination of the water business.

5 RESPONSIBILITIES AND FUNCTIONS

- 5.1 To promote and build the water sector, with a shared sense of identity, common ownership and joint decision-making.
- 5.2 To agree strategic priorities, monitor progress and report on collaboration in the sector.
- 5.3 To have oversight of and get feedback from collaborative initiatives and relevant programmes of sector partners.
- 5.4 To play an advocacy role, mobilise resources and facilitate coordination of funding for the sector.
- 5.5 To facilitate coordination and synergy within the sector
- 5.6 To make recommendations on policy to ensure alignment, coherence and institutional

clarity

- 5.7 To engage with other sectors and to contribute to the sector wide approach and strengthening cooperative governance
- 5.8 To foster the development of water sector institutions with particular emphasis on Local Government
- 5.9 To promote the philosophy of integrated water resource management and sustainable use of water.
- 5.10 To support on-going information exchange and communications between sector role players and sharing of lessons, knowledge and ideas.

6 MEMBERSHIP

6.1 Institutional Representation

- Department of Water Affairs
- Department of Agriculture, Forestry and Fisheries
- Department of Cooperative Governance and Traditional Affairs
- Department of Environmental Affairs
- Department of Human Settlements
- Department of Rural Development and Land Affairs
- Department of Mining
- Department of Energy
- Department of Health
- National Treasury
- National Planning Commission
- Water Research Commission (WRC)
- Energy SETA
- Established Catchment Management Agencies
- Trans-Caledonian Transfer Authority
- South African Association of Water Utilities (SAAWU)
- SA Association of Water User Associations
- SA Chamber of Mines
- Forestry SA
- Organised Local Government: SALGA
- Organised Agriculture: AgriSA & NAFU
- Organised Private Sector : BUSA, SABTACO, SAACE & SAICE
- Organised Civil Society: Water Dialogues, Water Caucus, SANGOCO
- National Water Advisory Council
- Provincial Water Sector Forums
- Development Bank of SA (DBSA)
- International Development Partners: EU, DANIDA, Irish Aid, JAIDA, DFID
- Institutes: IMESA, WISA, IMFO, SAICE
- Research Institutions: CSIR, WRC & WIN-SA
- Strategic Water Use Industries: ESKOM & SASOL

6.2 Delegation

6.2.1.1 Members shall be mandated to represent their department/organisations and are expected to give feedback into their structures/departments on discussions and resolutions.

6.2.1.2 Delegation shall be relevant in terms of seniority, responsibilities and numbers

6.2.1.3 The following delegation is proposed:

6.2.1.3.1 Department of Water Affairs: Senior Management (DG, DDGs and Chief Directors)

6.2.1.3.2 Government Departments: Senior Management (DDG and Chief Directors responsible for water-related functions)

6.2.1.3.3 Other institutions: CEOs and senior officials responsible for water-related functions

7 STRUCTURE

7.1 The WSLG will be composed of the following sub-structures:

7.1.1 **Executive Committee**

This committee provides technical direction and support for effective functioning of the WSLG. Such support includes identifying key agenda items, overseeing meeting arrangements, monitoring progress on actions agreed during WSLG meetings and monitoring performance of strategic task teams. This committee meets four times a year (a period before a WSLG meeting and after a WSLG meeting).

7.1.2 **Strategic Task Teams**

7.1.2.1 **Role:** *The strategic task teams focus on specific strategic issues identified and agreed by WSLG. The STTs are responsible for focused collaborative engagement on specified priority issues, feeding into existing programmes and strategies, and making technical advice on appropriate actions and interventions. They provide long-term oversight, monitoring and engagement on key strategic issues in the sector.*

7.1.2.2 **Criteria for establishment:** *Strategic Task Teams will only be established when the following criteria are met:*

- An issue of critical strategic importance is identified that needs urgent consideration by the sector*
- The proposed issues is of national importance*
- The issue requires a collaborative effort, either in terms of consultation, implementation, or both*

7.1.2.3 **Reporting:** *Strategic Task Teams report to the WSLG through the EXCO (coordinative role).*

7.1.2.4 **Composition:** *STTs are composed of relevant officials and experts in the strategic area(s) under review as delegated by participating institutions. Members are not necessarily WSLG members; however it is expected that senior officials participating in the WSLG would delegate participation in an STT to relevant officials. Institutional membership is also determined by interest and relevance of a strategic issue to a specific institution.*

7.1.2.5 **Chairing:** *Nominated members from sector institutions chair the meetings and a senior DWA official responsible for the function linked to the strategic issue convenes and actively drives the business of the STT.*

7.1.3 **Masibambane Coordination Committee**

7.1.3.1 **Role:** *The MCC focuses on monitoring sector performance towards meeting set targets. It reports strategic issues from sector reports to the WSLG for analysis and high-level interventions. It is action-oriented and composed of programme drivers from participating sector institutions.*

7.1.3.2 **Reporting:** *MCC reports to the WSLG through the EXCO*

7.1.3.3 **Composition:** *The committee is composed of programme drivers from participating sector institutions who are actively involved in water sector programme*

implementation, support, monitoring and oversight.

- 7.2 Each of the substructures will have its own terms of reference outlining objectives, functions, membership, and meeting arrangements.

8 MEETINGS

8.1 Structure

Meeting will be structured to take place over two days. The first day focuses on a specific strategic issue through an interactive workshop format and the second day focuses on the formal business of the WSLG reviewing key strategic issues and receiving reports from Strategic Task Teams and the MCC.

8.2 Frequency

- 8.2.1 The meetings will be held twice a year (every six months). Where required, special WSLG meetings may be convened.

8.3 Convenor

- 8.3.1 DWA convenes the meetings through support of the EXCO.

8.4 Chairing

- 8.4.1 The Director General of the DWA co-chairs the meetings with senior managers from other partner institutions.

8.5 Secretariat Support

- 8.5.1 DWA provides resources for a dedicated secretariat support for the WSLG and its sub-committees.

- 8.5.1.1 DWA provides funding for all business of the WSLG – venues, meeting packages, etc.

9 ORGANOGRAM



B. WSLG Executive Committee

1 INTRODUCTION

1.1 The WSLG Executive Committee is the management arm of the WSLG. It was established to promote effective functioning of the WSLG in terms of work to be completed between meetings of the WSLG. It is a smaller, more technically oriented committee that does not take decisions on behalf of the WSLG but ensures smoother preparations and review between meetings.

2 FUNCTIONS

2.1 The role of the WSLG Executive Committee is fourfold, as follows:

2.1.1 Finalisation of agendas and general preparation for WSLG meetings

2.1.2 To provide strategic leadership inputs, where relevant, to WSLG meetings.

2.1.3 Coordination and alignment of the work of Task Teams between WSLG meetings so as to ensure ongoing progress and effectiveness

2.1.4 Acting on any other tasks that may be delegated to it by the WSLG

3 MEMBERSHIP

3.1 The membership includes senior officials of the relevant organisations participating in the WSLG.

3.2 The proposed membership of the WSLG EXCO is as follows:

- Department of Water Affairs: Deputy Director General: Regions and three senior officials responsible for water resources management, policy and regulation, and sector collaboration
- Department of Cooperative Governance and Traditional Affairs
- Department of Agriculture, Forestry and Fisheries
- South African Local Government Association
- Donor Representative
- Civil Society Representative
- Representatives of key use sectors: Mining, Agriculture, Energy
- Organised business
- DBSA

4 MEETINGS

4.1 Meetings are held quarterly in alignment with the WSLG meeting calendar – one preview meeting before a WSLG meeting and one review meeting after a WSLG meeting.

4.2 The quorum for WSLG EXCO meetings will consist of at least 8 members, with a minimum of 1 senior DWAF representative.

4.3 Ad hoc meetings may also be convened to address urgent strategic matters.

5 CHAIRING

5.1 The WSLG EXCO will elect its own chairperson(s).

6 REPORTING

6.1 The EXCO reports to the WSLG on progress on actions of the previous meeting, establishment/functioning of the Strategic Task Teams, and general overview and recommendations on the effectiveness of the WSLG as a collaborative forum

6.2 The EXCO plays an oversight role with respect to all of the Strategic Task Teams and the MCC. Each of these Task Teams will therefore be required to submit a progress report to each EXCO meeting every quarter.

6.3 Important recommendations to the WSLG are first presented and endorsed by the EXCO to ensure focused deliberations at WSLG level.

7 SECRETARIAT

7.1 This will be provided by DWA Sector Collaboration Unit

7.2 The secretariat shall be responsible for, amongst others:

7.2.1 Meeting arrangements

- Invitations to EXCO members and any relevant officials requested to participate
- Liaison with all EXCO members on inputs related to dates, agenda and venues of meetings
- Recording and distribution of all minutes within a reasonable period after meetings
- Preparatory work before any WSLG meeting to ensure effectiveness: document development, item research, finalisation of presentations, etc

7.2.2 Following up on action items from WSLG meetings on behalf of the EXCO and acting or following up on resolutions of the EXCO

7.2.3 Consolidation of STT and MCC reports

- Coordination with convenors
- Receiving and first level commenting on reports to ensure completeness and standardisation

7.2.4 To provide any other technical and administrative support as may be deemed necessary by the EXCO

C. WSLG Strategic Task Teams

C.1. Water Security

1 PREAMBLE

South Africa is listed as one of the driest regions in the world based on average annual rainfall patterns. Water security has become an important focus of the country's water sector, led by government. This is due to the growing stress on the country's limited resources caused by a variety of factors:

- Increased demand due to growing population, expanding industrial development in the mining sector and increasing economic activity in other sectors of the economy
- Increasing pollution on the water resources, especially from mining activities and municipal waste water treatment works
- Poor management of water infrastructure assets leading to water loss
- Poor water use practices in various sectors of society leading to wastage and over-abstraction
- Imminent climate change conditions that are leading to decreased rainfall in the western parts of the country and flooding in high rainfall eastern areas

Given the priority and position of water security as a sector-wide concern, the WSLG has established a Strategic Task Team to focus on Water Security. The STT will focus on previously split WSLG strategic priorities, that all link into water security, namely:

- *Water for Growth and Development Framework* which gives an overarching direction on how to mainstream water into the all planning; increase availability through mitigating and adapting to climate change, exploring alternatives of new sources, improving water use efficiency, managing existing resources and infrastructure better, and strengthening regulation on water quality and abstraction.
- *National Water Resources Strategy* that provides a five-year outlook on water resource management in the country including status and projections of water availability, measures to reconcile water availability and requirements and institutional frameworks for achieving improved water resource management.
- *Water Conservation and Demand Management* which looks at water loss management and water use efficiency from different perspectives: management, design, behaviour and regulation.
- *Climate Change* which considers the impact of impending climate change on water resources and proposals on mitigation and adaptation mechanisms for the water sector.
- *Transversal Sustainability Pillars* such as knowledge management, gender

mainstreaming, HIV/AIDS, civil society participation, and appropriate technology.

All the above strategic issues link to the need to secure water availability to support and sustain socio-economic development.

2 OVERALL PURPOSE

The overall purpose of the Water Security Task Team is to promote and coordinate sector inputs into the development of strategies and programmes towards ensuring that South Africa's water resources are secured across generations.

3 OBJECTIVES

3.1 To oversee sector involvement in the development of various sector strategies, led by the Water for Growth and Development Framework, towards ensuring water security in the country. These are:

3.1.2 National Water Resources Strategy

3.1.3 Water Conservation and Demand Management Strategy

3.1.4 Climate Change: Adaptation and Mitigation Strategies for the Water Sector

3.1.5 Various sub-strategies on sustainability pillars

3.2 To consider technical specialist and expert inputs on the content of the strategies

3.3 To ensure linkages and coherence between the various strategies with the WfGD Framework as the nucleus for vision and content, and ensure common threads and philosophies on water security

3.4 To advise DWA on other mechanisms of sector consultation during the development of the strategies, and propose feasible timeframes and communication methods

3.5 To advise DWA on implementation of the strategies and continued sector involvement post-development

3.6 To constantly oversee the implementation of the various strategies, critically analyse impact on water security, and make concrete resolutions on programmatic actions and submit recommendations for high-level actions to the WSLG

4 KEY FUNCTIONS

4.1 Develop a comprehensive action plan on the development of strategies

4.2 Allocate responsibilities on required information or inputs into strategy development

4.3 Establish small sub-committees to develop technical content

4.4 Report on progress, achievements, challenges and strategic issues to the WSLG on a quarterly basis through the EXCO

4.5 Maintain linkages with other STTs to ensure coherence of strategies

5 MEMBERSHIP

5.1 Relevant Sector Institutions

- Department of Water Affairs
- Department of Agriculture, Forestry and Fisheries
- Department of Environmental Affairs
- Department of Mining
- Department of Energy
- SALGA & Metros
- Water Research Commission
- SAAWUAs
- Established CMAs
- Eskom
- SAAWU
- Organised Agriculture
- Chamber of Mines
- BUSA
- Donors
- TCTA

5.2 Relevant Officials

5.2.2 Senior DWA managers responsible for execution of activities/programmes related to focus areas of the Strategic Task Team

5.2.3 Functional officials from sector partners who work in areas that link to the business of the Strategic Task Team

6 MEETINGS

6.1 Chairing

6.1.2 The meetings will be chaired by a delegate from the sector partners other than DWA. The STT will elect the chairperson

6.2 Champion

6.2.2 A senior DWA official responsible for the function that relates to the strategic issues on Water Security will convene and play an active coordinative and support role to ensure meaningful outputs from the STTs

6.3 Frequency

6.3.2 Meetings will be scheduled according to the agreed programme informed by the urgency to finalise specific aspects of the strategic priority area

6.3.3 Meetings should at least happen once a quarter – every three months

6.4 Secretariat

6.4.2 The secretariat for the STT will be provided by DWA Sector Collaboration Directorate.

6.4.3 The role of secretariat includes:

6.4.3.1 Meeting arrangements: invitations, documentation, venues, etc

6.4.3.2 Recording and distribution of minutes

7 AMENDMENTS

7.1 The STT may add additional stipulations on the ToR subject to adherence to the role and function of the WSLG and the STT, and limited to the focus area (Water Security) determined by the WSLG

7.2 Any amendment to the ToR must be approved by the WSLG (through the EXCO)

-----End -----

C.2. Financing and Asset Management

1 PREAMBLE

The current backlog to access to services and the poor state of infrastructure, and the multiple bad media reports on lack of, or failing infrastructure, particularly at a municipal level, has prompted Government to assess and initiate reforms towards better and sustainable service delivery. The backlog in maintaining existing facilities has also come to the fore very strongly. As a result, the financial impact on water sector institutions to reverse the situation within a reasonable time and their ability to meet the demand, while still creating needed new infrastructure in order to provide a basic level of service to all communities is being questioned. Key problem areas, which are of high concern for the water sector, are:

- The limited focus on maintaining, refurbishing and replacing existing infrastructure due to high attention on new infrastructure development to meet basic services targets.
- Poor management of existing infrastructure in terms of availability or deployment of appropriate skills and balanced budgeting allocations
- The emergence of “new backlogs” where recently constructed infrastructure is failing due to lack of appropriate operation and maintenance

The water services infrastructure asset management strategy and the financing models have been developed in order to guide the water sector support to WSAs in managing

both new and existing water services infrastructure assets.

In time, similar documents will be needed for other important institutions in the sector addressing not only water services infrastructure but also water resources infrastructure.

The link between sector financing and asset management is clear. A number of issues have been raised in this regard, and they include:

- Whether there is a need for government to establish a special grant for water services asset management and replacement of bulk infrastructure that is not able to cope with expanding population growth
- Whether the equitable grant should be ring-fenced for operation and maintenance of water services infrastructure
- Whether municipalities, given the state of economic conditions of most communities, should be entirely responsible for recovering service revenue, even where the cost of collection may be higher than the actual debt collected

The WSLG has established the Financing and Infrastructure Asset Management STT to ensure that relevant sector players at National Level are actively involved in the development of suitable models, frameworks and guidelines, and to ensure that such models are informed by overarching government frameworks on infrastructure financing and asset management. Set frameworks and guidelines should provide the ability to influence initiatives and measure current and new initiatives against the sector reform objectives. The members of the STT will have the opportunity to inform one another on any initiatives instigated from their respective responsibilities, thereby ensuring that duplications or overlapping in initiatives are avoided or used to best advantage through identifying possible areas of collaboration.

2 PURPOSE OF THE STT

2.1 The purpose of the STT shall be to provide expert input into the strategy and implementation of infrastructure financing model and asset management in the water sector.

2.2 The STT shall promote integration and synergy amongst all the stakeholders and role players, thus ensuring sound financing models and IAM practice within the water sector.

3 OBJECTIVES OF THE STT

3.1 To develop a sound financing model for the water sector

- 3.2 To align the funding mechanism with the sector priorities and 2014 millennium targets
- 3.3 To develop an IAM strategies) that addresses the water sector as a whole and align this to sector priorities and overall government priorities
- 3.4 To serve as a network for experience sharing
- 3.5 To ensure integration of sector planning and implementation programmes
- 3.6 To promote integration of service delivery efforts
- 3.7 To provide platforms for sector communication and information exchange.

4 MEMBERSHIP

4.1 Institutional

- Department of Water Affairs
- Department of Cooperative Governance
- Department of Human Settlements
- Department of Public Works
- Department of Agriculture, Forestry and Fisheries
- National Treasury
- SALGA & Metros
- Development Bank of South Africa
- Association of Water User Associations
- Association of Water Utilities
- Institute of Municipal Finance Officials
- Institute of Municipal Engineers

4.2 Delegation

- 4.2.2 Senior functional officials responsible for policy, programme and strategy development and implementation in the areas of infrastructure financing and asset management

5 KEY FUNCTIONS

- 5.1 Provide expert input into the sector financing mechanisms and IAM strategy
- 5.2 Align proposals for financing and IAM strategies in line with sector priorities and meet the needs of municipalities and other key institutions.
- 5.3 Provide key linkages and lessons learnt from other similar initiatives.
- 5.4 Assist with the formulation of solutions to specific problems and challenges within the water sector.
- 5.5 Promote long term thinking and planning at top management level by advocating advantages of the practice, get the buy-in of top management to reform initiatives and obtain support in integration of overlapping business processes between departments, which will be the responsibility of each of the individual members.

5.6 Promote interaction among the different departments to enable effective budget processes and accurate National Treasury reporting.

5.7 Identify key strategic issues to inform the agenda of the STT and establish appropriate sub-structures to deal with each of the key issues in detail.

5.8 Actively create a platform to promote open dialogue on issues within the water sector.

6 MEETINGS

6.1 Chairing

6.1.2 The meetings will be chaired by a delegate from the sector partners other than DWA. The STT will elect the chairperson

6.2 Champion

6.2.2 A senior DWA official responsible for the function that relates to the strategic issues on Sector Financing and IAM will convene and play an active coordinative and support role to ensure meaningful outputs from the STTs

6.3 Frequency

6.3.2 Meetings will be scheduled according to the agreed programme informed by the urgency to finalise specific aspects of the strategic priority area

6.3.3 Meetings should at least happen once a quarter – every three months

6.4 Secretariat

6.4.2 The secretariat for the STT will be provided by DWA Sector Collaboration Directorate.

6.4.3 The role of secretariat includes:

6.4.3.1 Meeting arrangements: invitations, documentation, venues, etc

6.4.3.2 Recording and distribution of minutes

7 AMENDMENTS

7.1 The STT may add additional stipulations on the ToR subject to adherence to the role and function of the WSLG and the STT, and limited to the focus area (Finance and IAM) determined by the WSLG

7.2 Any amendment to the ToR must be approved by the WSLG (through the EXCO)

1 PREAMBLE

The South African water sector emerged from a very disjointed and illogical institutional framework as a result of policies of separate development. Since 1994, policy and legislative reform processes were introduced to achieve rationalization of the institutional framework of the sector within the broader government agenda of democratisation.

In recent years, focus has shifted to institutional development processes such as improving infrastructure development, management and supporting water sector institutions. A reflection over achievements and challenges of the water sector would undoubtedly reveal that whilst some achievements have been observed in the areas of infrastructure development, the associated institutional development has lagged behind. This has led to new challenges in the sector – most of which are attributed to institutional capacity, viability, performance and institutional alignment and sectoral integration.

An institutional reform of the magnitude required at present is obviously a daunting challenge. The South African water sector is still comprised of a myriad and mixture of capable, sustainable, viable institutions and poorly performing, unviable water sector institutions. There is a clear recognition that institutional inadequacies within the water sector carry heavy socio-economic costs for the country.

The institutional realignment process is linked to another equally important process of establishing effective mechanisms of regulating water use, and regulating the performance of established water sector institutions. Part of the outputs of the institutional realignment process include defining the regulatory responsibilities of the Department of Water Affairs, whilst another expected output of the regulatory framework process is to propose a suitable regulatory model, at an institutional level, for the water sector – that is, whether there is a need for an internal unit or to establish an external regulatory body as is the case of communications and energy regulation.

It is therefore sensible that the WSLG took a decision to establish a Strategic Task Team to focus on both strategic areas to ensure alignment and integration of outputs at strategic level.

2 PURPOSE

- 2.1 To actively promote and coordinate the involvement of sector stakeholders in the development of an institutional and regulatory framework
- 2.2 To provide strategic guidance and input on the finalisation of the institutional re-alignment model and its implementation in the water sector.

3 KEY OBJECTIVES

- 3.1 To oversee the finalisation of the institutional and regulatory frameworks and promote sector-wide understanding and endorsement of the proposals
- 3.2 To collaboratively develop and strategically guide the implementation of the frameworks through analysis of impact, viability and resource implications for the water sector
- 3.3 To provide strategic oversight of the realignment and strategy development processes and ensure accountability to the sector
- 3.4 To promote sharing of knowledge and lesson learnt to improve on implementation of regulatory mechanisms and institutional remodelling and addressing of challenges
- 3.5 To advise on the establishment of monitoring and evaluation mechanisms and promote coordinated reporting across activities and partners.
- 3.6 To establish smaller reference groups to investigate and make technical proposals on specific matters related to development of framework

4 MEMBERSHIP

4.1 Institutional Representation

- Department of Water Affairs
- Department of Cooperative Governance and Traditional Affairs
- Department of Environmental Affairs
- Department of Minerals
- ESKOM
- TCTA
- Water Research Commission
- Organised Local Government: SALGA
- Organised Labour: SAMWU
- Organised Business: BUSA & Chamber of Mines
- Organised Civil Society
- SAWUA
- SAAWU

4.2 Delegation

4.2.2 Senior officials responsible for functions that relate to the focus of the IRR Task Team

5 FUNCTIONS

5.1 To identify appropriate expertise for research and analysis that may be required to inform the model options and implementation

5.2 To handle any critical issues, conflicts and controversies that may arise needing sector partner intervention

5.3 To follow-up on key strategic issues from sector dialogue platforms (forums, summits, indabas, etc)

5.4 At a strategic level to monitor and report to the WSLG on the progress in the finalisation of the models and framework

6 MEETINGS

6.1 Chairing

6.1.2 The meetings will be chaired by a delegate from the sector partners other than DWA. The STT will elect the chairperson

6.2 Champion

6.2.2 A senior DWA official responsible for the function that relates to the strategic issues on Sector Financing and IAM will convene and play an active coordinative and support role to ensure meaningful outputs from the STTs

6.3 Frequency

6.3.2 Meetings will be scheduled according to the agreed programme informed by the urgency to finalise specific aspects of the strategic priority area

6.3.3 Meetings should at least happen once a quarter – every three months

6.4 Secretariat

6.4.2 The secretariat for the STT will be provided by DWA Sector Collaboration Directorate.

6.4.3 The role of secretariat includes:

6.4.3.1 Meeting arrangements: invitations, documentation, venues, etc

6.4.3.2 Recording and distribution of minutes

7 AMENDMENTS

7.1 The STT may add additional stipulations on the ToR subject to adherence to the role and function of the WSLG and the STT, and limited to the focus area (Institutional Reform and Regulation) determined by the WSLG

7.2 Any amendment to the ToR must be approved by the WSLG (through the EXCO)

-----END-----

C.4. Skills Development

1 PREAMBLE

The centrality of water to economic growth, social development and environmental sustainability is being recognised as articulated in the W4GD strategic framework. Climate change with greater water security vulnerability, pollution, over exploitation, increased demand for water supply and sanitation and protests over poor services are all bringing greater pressure to bear upon the sector for effective water resource management and service delivery. The requisite skills and associated legislation and guidelines are essential for the water sector to meet these challenges.

Building capacity is probably the single most critical challenge facing the sector as it underlies *everything* the sector does or should do. Skills development and human resource development have been cited over and over again as a top priority for the sector – in sector fora, provincial Water Summits, in Parliament, at the Portfolio Committee and in the media. Skills scarcity is not exclusive to the water sector. Engineering, technical, scientific and artisan skills are in short supply across many sectors and in many countries. In addition lack of management skills and capability is felt across the board, especially in state institutions, notably municipalities and this is true for officials as well as elected political role players, such as Local Councillors who have to make informed decisions. The lack of training materials, which are an integral part of skills development, is a further challenge. Manuals, guidelines and other technical support systems like good and best practice examples as well as codes of practice and even specifications and procurement documents are in a substantial number of cases either not available or non-existent.

The impact of poor water and sanitation capacity is felt acutely and immediately by millions. It effects economic growth, the environment, social development and people's lives. The skills gap will continue to grow at an accelerated rate, as many of these critical skills lie in an ageing workforce, soon due for retirement. There is no quick fix to address, as skills development is by its very nature a long term process. Therefore it is

important to take a long term view, whilst addressing the immediate and pressing needs, in accordance with HRDS-SA 2010-2030 and to meet the municipal skills challenges as articulated in the Municipal Indaba held on 11 & 12 Sept 2008.

There is a whole range of capacity building and skills development initiatives being undertaken and by a range of government departments, professional and sector specific institutions like WISA and SAICE, including educational and training institutes, the SETAs, NGOs and statutory bodies such as DBSA. There are a number of concomitant strategies at local, sector, provincial and national level. However these and the activities are neither coordinated nor integrated

The Minister and DWA have made commitment to take the leadership in ensuring a more coordinated, integrated and coherent programme to address HR capacity and skills development in the sector both in the short and the long term.

Towards fulfilling this obligation the WSLG called for a Strategic Task Team to be established in order to provide sector guidance and input and ensure sector participation. The Water Sector Leadership Group comprises the leadership of sector partners and stakeholders. It was established to guide the WS Sector to achieve its vision and contribute to the development goals and economic growth of the country. It is also mandated to facilitate the building of a well informed and organised sector, in which every role player is enabled to effectively fulfil their role and functions and promote sector collaboration and effective management and coordination of the water services business.

Strategic Task Teams are initiated by the WSLG or the WSLG EXCO in order to bring relevant players and sector experts together to give greater consideration and direction on an issue of critical strategic importance and to ensure collaboration where it is required. The Executive Committee of the WSLG (EXCO) will play the role of ensuring appropriate linkages between Strategic Task Teams so as to ensure that opportunities for synergy are achieved and unnecessary duplication is avoided.

2 PURPOSE

- 2.1 Provide strategic oversight and guidance for the implementation of skills development in the sector, ensuring coordination and integration of the many activities and the addressing of gaps, and
- 2.2 Develop a coherent, long term targeted Water Sector Strategic Plan for Skills Development, in alignment with the government's HRD Strategy for South Africa, building upon and incorporating the existing skills development strategies and plans.
- 2.3 Align all skills development initiatives with other sector departments to avoid duplication of resources and work

3 OBJECTIVES

- 3.1 To ensure the development, integrated and coordinated implementation of an adequately funded and resourced Human Resource & Skills Development Strategic

Plan for the Water Sector, with targets to meet the immediate and future needs

- 3.2 To include water literacy as a key component of the strategy to create water knowledge amongst politicians, decision makers and planners in relevant sectors and all communities and water users
- 3.3 To facilitate and lobby for programmes and initiatives to ensure that the shortage and scarcity of skills are addressed, not only at career level, but also across the whole spectrum of education and training
- 3.4 To align plans and implementation with broader HRD and educational strategies and those of the sector such as DWA's 2025 Vision, 2020 Vision for schools, the Sector Support Strategy, the National Skills Plan, the SETA Sector Skills Plan
- 3.5 To identify available resources and ensure, as far as possible, that these are harnessed towards the achievements of a well-capacitated sector with skilled decision makers and personnel contributing to sustainable services and management practices
- 3.6 To promote accountability, especially through development of reporting and monitoring systems in alignment with government's M&E initiative and the reporting obligations of the sector to the overall HRD Strategy for South Africa
- 3.7 To advise on the strengthening of institutional delivery of skills development planning, implementation and practice
- 3.8 To consolidate resources, knowledge, learning and understanding regarding skills development within the water sector and to contribute to the development of an information system for capacity building and skills development in the water sector
- 3.9 To initiate, lobby for, facilitate and sustain specific research aimed at enhancing an understanding of the capacity building and skills development needs within the sector and the specific actions and tasks required to promote adequacy and efficiency within the water sector HR environment. It is essential that this area of activity and involvement dovetails with technical research imperatives
- 3.10 To secure partnerships and alliances with all relevant stakeholders and role-players for the development and implementation of skills development and HRD in the sector, including the promotion of collaborative processes.
- 3.11 To nominate representatives who will serve at the ESETA board and committees to address water and sanitation issues.

4 MEMBERSHIP

- 4.1 The Strategic Task Team should be limited to a manageable size if it is to play its oversight role effectively. However, there are many stakeholders who have mandatory functions regarding capacity building and skills development in the water sector. Their participation is vital for it to succeed.
- 4.2 Based on this, the membership of the Strategic Task Team should comprise the

Departments / Institutions

- a) Department of Water Affairs
- b) Department of Human Settlements
- c) Department of Cooperative Government & Traditional Affairs (CoGTA)
- d) Department of Higher Education and Training
- e) Department of Science and Technology (DST)
- f) Department of Agriculture, Fisheries and Forestry
- g) The Water Research Commission (WRC)
- h) The Energy Sector Education and Training Authority (ESETA)
- i) The Local Government Sector Education and Training Authority (LGSETA)
- j) South African Local Government Association (SALGA)
- k) Cities Network – WS Managers Forum (those with training programmes/ facilities such as Cape Town, Durban and Joburg Water)
- l) The Development Bank of SA (DBSA) / Vulindlela
- m) Water Institute of SA – (WISA) (Capacity Building & Skills Development Working Group)
- n) SA Institution of Civil Engineering (SAICE)
- o) FETWater
- p) SA Association of Water Utilities (SAAWU) – those with training facilities such as Rand Water and Umgeni
- q) Water Information Network (WIN-SA)
- r) Civil Society / NGO representation.
- s) Provincial Skills Development & Retention Committees where they are established (NC, EC, GP, FS)

5 KEY FUNCTIONS

- 5.1 Identify all areas of common interest within the water sector e.g. programmes and projects for joint collaboration.
- 5.2 Ensure integrated planning and coordination on issues related to water sector
- 5.3 Provide regular feedback on capacity building and skills development initiatives where these relate to the water sector
- 5.4 Present the viewpoints of their organisation or constituency and build consensus in the best interest of the sector, South Africa and its people
- 5.5 Assist in handling any incidents that may arise needing sector partner intervention
- 5.6 Oversee follow-up on key strategic issues from sector dialogue platforms (forums, summits, indabas, etc) such as the 2008 Municipal Indaba Action Plan for Skills Development
- 5.7 Establish smaller working groups to investigate and make proposals on any matter requiring such detailed technical focus

6 MEETINGS

6.1 Chairing

6.1.1 The meetings will be chaired by a delegate from the sector partners other than DWA. The STT will elect the chairperson

6.2 Champion

6.2.1 A senior DWA official responsible for the function that relates to the strategic issues on Sector Financing and IAM will convene and play an active coordinative and support role to ensure meaningful outputs from the STTs

6.3 Frequency

6.3.1 Meetings will be scheduled according to the agreed programme informed by the urgency to finalise specific aspects of the strategic priority area

6.3.2 Meetings should at least happen once a quarter – every three months

6.4 Secretariat

6.4.1 The secretariat for the STT will be provided by DWA Sector Collaboration Directorate.

6.4.2 The role of secretariat includes:

6.4.2.1 Meeting arrangements: invitations, documentation, venues, etc

6.4.2.2 Recording and distribution of minutes

7 AMENDMENTS

7.1 The STT may add additional stipulations on the ToR subject to adherence to the role and function of the WSLG and the STT, and limited to the focus area (Finance and IAM) determined by the WSLG

7.2 Any amendment to the ToR must be approved by the WSLG (through the EXCO)

D. Masibambane Coordinating Committee

1. PREAMBLE

At the MCC meeting of Feb 13, 2009, the role of the MCC was discussed, looking in particular at:

- Responsibilities and functions
- Positioning the MCC in context of reporting and decision making processes and sector structures (including a redefined WSLG)
- Reconsidering and specifying the membership
- Piloting an extended agenda to cater for more meaningful reporting, debate and exchange
- Exploration of changing the name

These discussions and the prior TOR (as updated and amended May 2007) lay the basis of this TOR.

2. PURPOSE

Recognising that:

- 2.1. Sector members have their own planning, reporting and budgeting processes;
- 2.2. The WSLG meets bi-annually to give strategic direction, identify strategic priorities and hold in-depth discussions on topical issues;
- 2.3. The provincial sector forums meet regularly to develop, coordinate implementation and report on their provincial Water strategies and plans;

The purpose of the MCC is

- 2.4. For the sector to meet quarterly and report qualitatively at a strategic level on progress against sector goals and targets, with the aim of:
 - 2.4.1. Assessing performance, addressing constraints and advising on budget allocation
 - 2.4.2. Coordinating implementation and support for improved delivery
 - 2.4.3. Ensuring an informed sector working collaboratively in common direction

3. OBJECTIVES

- 3.1. Sector is able to monitor on a regular basis its progress and ability to meet sector targets
- 3.2. To raise critical issues that can be taken up at a national level with relevant parties
- 3.3. To address critical issues in a timely manner
- 3.4. To share and exchange information, viewpoints and lessons across provinces and with national sector players
- 3.5. To forge common understanding and coherence within the sector
- 3.6. To facilitate coordination of programmes, initiatives and activities
- 3.7. To inform the strategy and policy making processes of national

- 3.8. To assist in better planning for succeeding years
- 3.9. To ensure Masibambane and other donor support is targeted and effective in order to meet sector needs
- 3.10. To give special attention to cross cutting issues for sustainability (such as gender equity, environmental management, appropriate technology and involvement of civil society, especially NGOs and CBOs.)

4. FUNCTIONS:

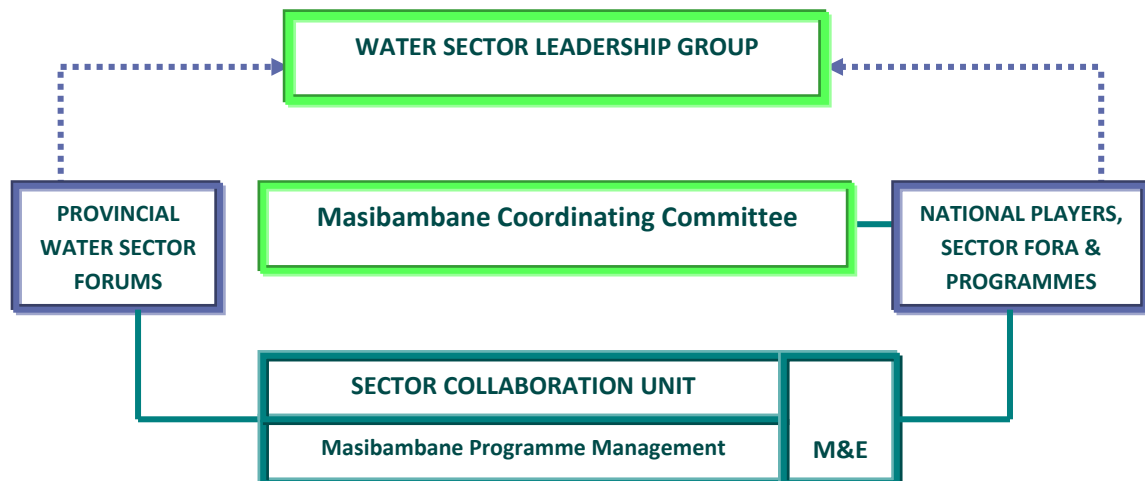
- 4.1. To monitor and evaluate progress against strategic plans
- 4.2. To review budget and expenditure patterns and advise on changes
- 4.3. To ensure strategic alignment within the sector and other sectors
- 4.4. To provide credible quarterly reports for interested parties
- 4.5. To provide management oversight of Masibambane support from a sector perspective

5. MEMBERSHIP

The defining characteristic of the MCC is that it is sector wide. It provides a national platform, inclusive of both government and non-government bodies. Given the focus is on *implementation*, the members should be those who are responsible for implementation oversight and driving programmes.

Members should be drawn from the following **5 categories**:-

- ✓ **Sector structures/fora** (eg Provincial sector fora, CMAs, DWSMF, Cities Network WSMF, WIN-SA, FETWater, etc)
- ✓ **Water institutions/professional bodies** - WISA, SAAWU, WRC, SAICE etc
- ✓ **Programmes/functions** – champions/drivers of key programmes or functional areas (this will determine DWAF representation)
- ✓ **Other sectors – water partners** – SALGA, donors, COGTA – MIT3 & Basic Services, Eskom, DBSA, relevant departments (though their representation might be better incorporated through other means)
- ✓ **Civil Society/NGOs**



5.1. **Responsibilities of Partners**

MCC delegates should be:

- ✓ mandated by the forum/organisation/programme/they are representing
- ✓ responsible for ensuring effective reporting and be responsible for feedback into own structures, including follow up and response as necessary
- ✓ consistent in their attendance but allowed one 'alternate'

6. **MEETINGS**

DWA's Sector Collaboration Directorate is responsible for convening the MCC. Likewise the WSLG and is therefore responsible for alignment between the two. The M&E Unit is responsible for collation and drafting of the quarterly reports.

6.1. **Schedule**

Quarterly to coincide with government planning and reporting cycles – February, May, August and November.

6.2. **Agenda Format**

The agenda needs to cater for sector progress through strategic level overview and reporting, sharing national, provincial & sector stakeholder perspectives and debate – for informing and learning. This is proposed in the following agenda structure:-

- ✓ Sector progress overview and financials (M&E report) with rotating respondents from provinces, programmes and sector partners.
- ✓ Sector partner reports but focused on key topics &/or critical issues &/or matters of relevance for information
- ✓ Topical issues – input and debate
- ✓ Hot news – any lessons to share and events to be informed about

6.3. **Documentation**

The Quarterly reports are handed out on CDs. Presentations are made and handed out or sent thereafter. The following should be sent in advance:

- i. Agenda, minutes and Action Table (with completed column on follow up / progress)
- ii. Progress Overview – critical analysis of progress and/or the Overview and Expenditure Presentations (as these contain the salient information)
- iii. Summaries of provincial and national partner reports (in common succinct format)
- iv. Any papers/presentations on the special topics for discussion

6.4. **Communication and Feedback**

The Action List and short summary of the key outcomes of the meeting should be compiled and sent to all participants as soon as possible after the meeting. This will help members to feed back to their organisations/structures and act as a briefing to those who

do not attend.