



RE-FOCUSING SUPPORT TO LOCAL GOVERNMENT

WATER SECTOR LEADERSHIP GROUP

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water & forestry

Department:
Water Affairs and Forestry
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Presentation Content

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- Why a re-focused LG support model?
- Approach and methodology
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- Thinking to date
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Purpose of the presentation

- To present the thinking to date on the re-focused local government support model (based on the input from the ROF, the Masibambane Supporters Club, the National LG Supporters Task Team, OPSCOM & WS-RFMC)
- To solicit input on the proposed model
- To understand the potential impact of and challenges regarding the implementation of the model



Why the re-focused LG model?(1)

While it is well recognised that DWAF is a lead department in terms of Municipal Support, it is a general concern that the support provided to local government has not yielded maximum results. Some of the reasons are:

- National office support engagement with regional offices remains unco-ordinated, with a silo approach continuing to prevail in some instances.
- Regional engagement with municipalities is also fairly unco-ordinated in some areas, and is symptomatic of the current fragmented approach of DWAF's LGS programme.
- Municipalities do not in all instances appear to be taking the necessary institutional accountability for support received e.g. municipalities that are experiencing high staff turnover, and where there is political and administrative instability



Why the re-focused model? (2)

- Support and regulatory approaches do not currently work in tandem, and there is a need to grow a common understanding within DWAF of the instructive role that the regulatory priorities of the department must play in determining the support offered to municipalities.

In view of the above, the DDG Regions requested senior departmental officials to work on the articulation of a refocused LGS model, to be presented to the DDG by end of July 2008.

The purpose of the model would therefore be to focus DWAF support on its core mandate, to align and co-ordinate support and maximise the impact of support provided to local government.



Approach and Methodology (1)

Our understanding of a model:

- “A simplified representation of a complex system or process”
- “A framework for thinking and acting”

The model should address:

- Guiding principles
- Key components
- Delivery approaches/strategies
- Delivery tools/instruments
- Implementation plan taking into consideration the :-
 - legislative and policy implications
 - time frames
 - institutional capacity implications (HR, finances, systems, processes, structure, plans)
 - implications on inter-governmental relations and communication

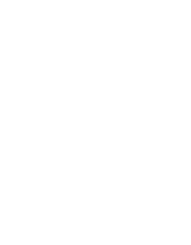
The strength of the model is therefore in the implementation plan



Our Approach and Methodology (2)

- Analysis of the current support to local government to:
 - Identify linkages between support and regulation
 - Check the alignment of the Regional Operational Plans and Municipal Support Plans to DWAF's regulatory priorities
- Development of the base document on the model by end of July 2008
- Consultation with various DWAF structures to obtain input agree on the model
- Consultation with sector partners

The Process



Milestone	Date
First meeting of the National Task Team	09 April 2008
Presentation to ROF	14 April 2008
Meeting of the appointed national working group	12 May 2008
Presentation to the Masibambane Supporters Club	14 May 2008
Discussion with national LG supporters	12 June 2008
Presentation and discussion ROF	17\18 June 2008
Presentation to OPSCOM	26 June 2008
Presentation to WS\WRFMC	27 June 2008
Final discussion with national LG supporters	23 July 2008
Draft Model to DDG:R	End of July 2008
Consultation with sector partners	End of September 2008
Presentation to top management	End of August 2008
Approval by the DG & Minister	End of October 2008
Publication of the model	January 2009
Completion and approval of the implementation plan	March 2009
Commencement of implementation	1 st of April 2009



Thinking to date- Guiding principles

- Creation of an enabling environment for DWAF to regulate towards ensuring compliance
- Creating a culture of accountability, responsibility and compliance within Water Services Authorities
- Focusing support through targeted, time-bound and measurable interventions
- Creation of a shared understanding of priorities within the sector
- Strengthening the linkages between regulation and support throughout the water value chain



Key elements of the model - Support to ensure Compliance (1):

- Local government both as an authority and as a user of the resource
- Creating awareness and a common understanding of compliance/non-compliance and consequences thereof
- Regulation of all WSAs – assessment of the level of compliance should start with transferred schemes to identify compliance gaps
- Packaging time-bound interventions to address compliance gaps identified (action plans)
- Urgent enforcement measures where public health is seen to be at risk
- Escalation where support is not producing results due to environmental conditions (lessons from KZN)
- Engaging the other sector stakeholders to play their local government monitoring role

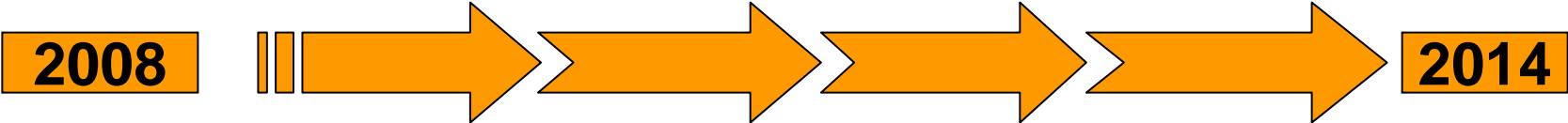
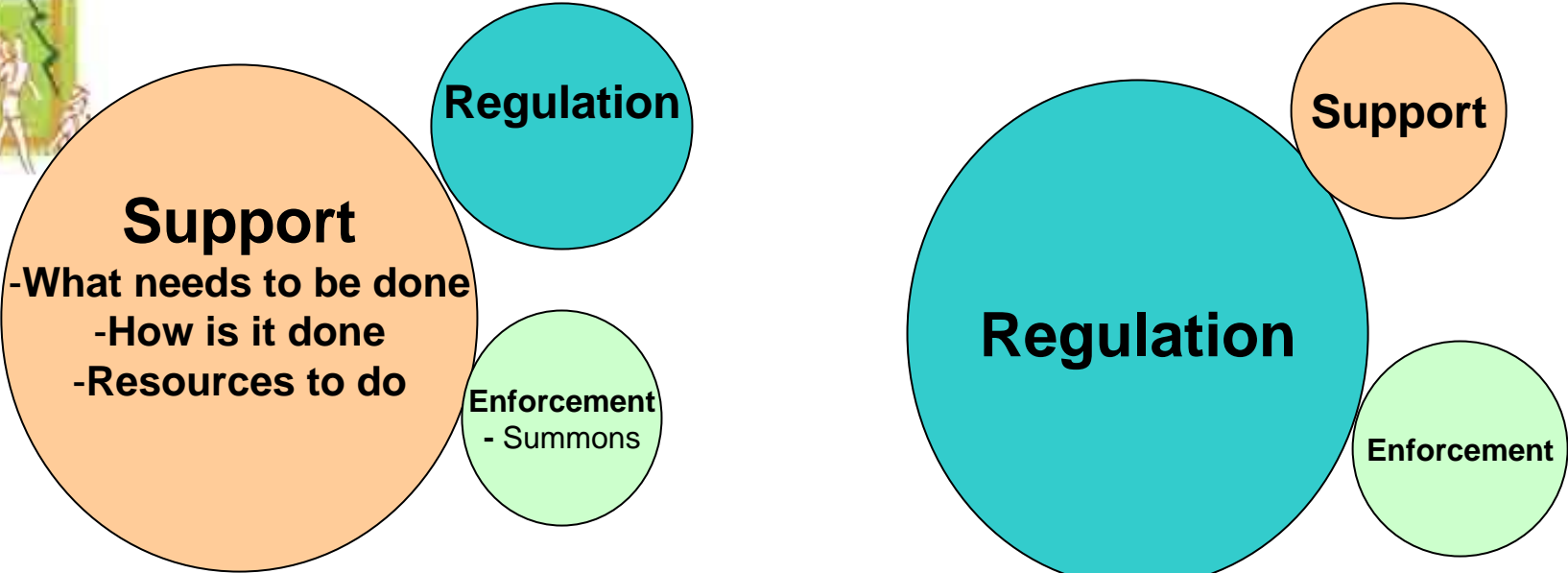


Key elements of the model - Support to ensure Compliance (2):

- Regulation and support to have separate identities but working in tandem- giving the same message
- Supporters need to create awareness to ensure municipalities (a) know what they need to do (b) know how to do it and (c) provide resources where required
- Need to clearly define the processes and instruments for providing support and those of regulation



Key elements of the model - Support to ensure Compliance (3):





Key elements of the model - Coordination

- Co-ordination of national engagements with the Regional Offices regarding LG support- “Co-ordination Express”
- Co-ordination of Regional support to WSAs (further exploration of the OSS concept and augmenting the capacity of the Regions to regulate and support)
- Alignment of the priorities of the water sector to those of the provincial department of local government
- Strengthening the interface between WR and WS I awareness-creation/support and regulation
- Strengthening the Regions’ capacity to regulate and co-ordinate support



Key elements of the model- focus on DWAF priorities

- Creation of a common understanding of DWAF regulatory priorities
- Alignment of priorities between DWAF and the provincial Departments of Local Government
- Support to local government to be informed by DWAF regulatory priorities
- Municipal Support Plans as instruments to ensure co-ordinated and focused support in accordance with identified priorities

MSP Contents	
1.	Effluent Discharge
2.	Tariffs (appropriateness & affordability)
3.	WSA-WSP Contracts
4.	Universal Access
5.	Water Quality (potable & raw water)
6.	Water Conservation & Demand Management
7.	Planning for Water for Growth and Development
8.	Water Allocation Reform



Key elements of the model - Incremental hand-over of non-core functions

- Identification of (or parts of) support programmes that fall outside DWAF's core mandate
- Assessment of the state of readiness and the institutional capacity requirements of the receiving institution
- Assessment of the likely impact of "losing control" of (or parts of) those programmes on DWAF's core functions
- Agreement with the receiving institution on the phasing of the hand-over and change management requirements

GUIDING PRINCIPLES



Guiding Principles



Key Elements



Approaches/Mechanisms



Guidelines/Tools/Structures



Implementation requirements/implications

Support to ensure compliance

- Local Government as an authority & as a user of the resource
- Awareness creation on compliance/non-compliance
- Regulation of all WSAs
- Regulation, support & enforcement managed separately but working in tandem
- Engaging sector partners in strengthening their LG monitoring role
- Urgent enforcement measures where public health is at risk
- Escalation where support is not yielding results due to environmental conditions

Co-ordination of support

- Co-ordination of national engagements with Regions on LG support
- Alignment of water sector priorities to those of provincial departments of local government
- Strengthening the interface between WR & WS in awareness creation/support and regulation
- Strengthening the Regions' capacity to support and regulate

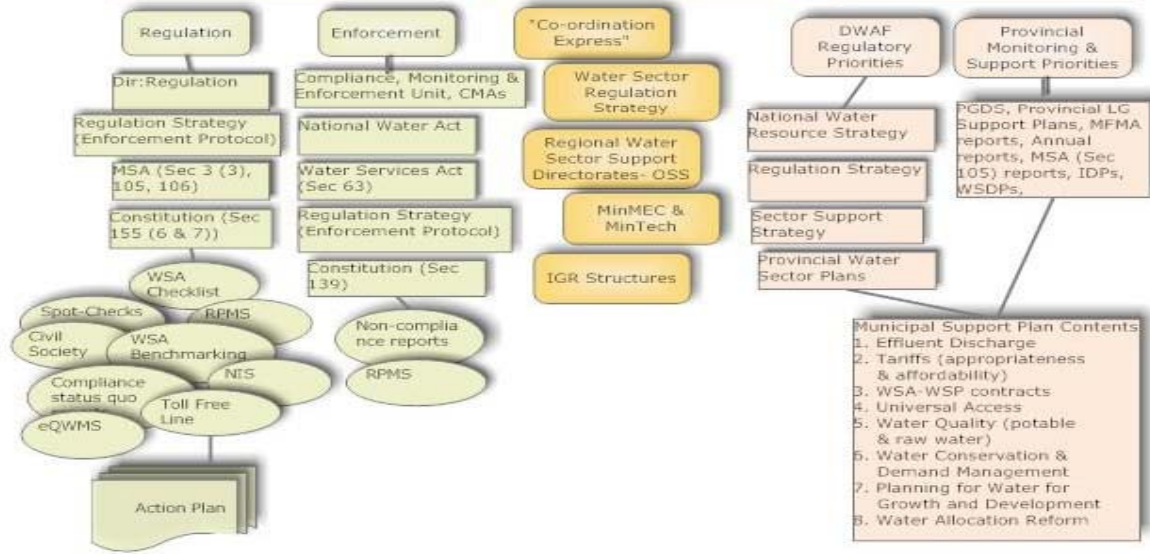
Focus on priorities

- Creation of a common understanding of DWAF priorities regarding local government support
- Ensuring shared priorities between DWAF and the provincial departments of local government
- Support to local government to be informed by DWAF regulatory priorities

Incremental hand-over of non-core functions

- Identification of (or parts of) support programmes that fall outside DWAF's core mandate
- Engaging the receiving institution to identify institutional requirements & ascertain the state of readiness
- Assessment of the implications of "losing control" of those programmes on other DWAF core functions
- Agreement with the receiving institution on the phasing of the hand-over

- Guided by:
- National Water Resource Strategy
 - National Water Act
 - Water Service Act
 - Strategic Framework for Water Services
 - Municipal Systems Act



- Existing Support
- Institutional Capacity (HR, financial, systems, processes)
- Legislative/policy
- Institutional arrangements
- Inter-governmental relations



Critical Success Factors/Dependencies



- The level to which other sector partners play their core monitoring and regulatory roles relating to local government e.g. where the municipality is administratively and politically dysfunctional
- Change management, extensive communication and existence of a common understanding of the re-focussed model amongst stakeholders- effective utilisation of collaboration structures in this regard
- Existence of political buy-in at all levels
- The availability of the required skills and capacity for both regulation and support
- The degree to which the implementation of the new model would be affected by other restructuring programmes within and outside the Department of Water Affairs and Forestry
- The linkages and inter-dependences between local government and other water management institutions
- Development of a detailed implementation plan



Way Forward

- Remaining consultations and incorporation of comments
- Completion and submission of the model for approval
- Implementation implications and requirements???