

EXISTING WATER SECTOR STRUCTURES

Current Status and Recommendations on
alignment to the WSLG

Report for consideration by the WSLG EXCO

This report has been compiled for the WSLG EXCO. It documents the status of substructures and committees that deal with various water sector issues, programmes and activities. It concludes by recommending how each of the identified structures should be aligned to the broader WSLG framework. The report will inform a proposal to be tabled to the WSLG on reconfiguration of sector collaboration building on existing sector structures.

1 INTRODUCTION

The Water Sector Leadership Group resolved at its November 2009 meeting that a broad review of collaborative structures within the water sector must be undertaken. This exercise is meant to ensure that duplication and misalignment are avoided and that a cohesive structure of sector collaboration is created. This will allow for better reporting between the structures; improved accountability; elevation of strategic issues to higher structures for strategic resolutions; and delegation of activity-based decisions to lower structures for implementation.

The WSLG EXCO was given a mandate to identify and assess any existing sector collaborative structure (active and dormant) that was established to coordinate the development of issue-specific strategies or facilitate implementation of specific programmes. From this assessment the following had to be established:

- Brief history of the structure (how it got established)
- Its key functions or mandate
- Current status: active or dormant
- Collaborative nature of the structure (membership and focus)
- Current reporting arrangements (who it reports to, how and how often)
- Key outputs achieved through the structure (strategies, plans etc)

Each of the identified structures would then be assessed in terms of its continued relevance, which should lead to clear recommendations on how the structure should be aligned to the reconfigured WSLG to ensure better reporting.

It should be noted that this report is limited to national structures, and that it does not provide a broad review of sector collaboration. Its contents will contribute to the broad review process, which will amongst others look at:

- Medium term (2009): Making the WSLG work better – alignment of existing structures and revision of the modus operandi
- Long-term (after adoption of the WfGD framework): Repositioning the sector to better respond to the dynamics of water for growth and development

Finally, the report does not comment on the established or proposed intergovernmental relations structures such as the MinMec, MinTech, InterMinisterial Committee, FOSAD etc. The focus is on non-statutory collaborative structures. It is recognized though that there is a need to review how the resolutions from the collaborative structures could influence the discussions of the various intergovernmental structures especially where decisions of a political nature are required.

2 BACKGROUND

The Water Sector Leadership Group was re-established in 2007 after the integration of water resources and water services issues. It emerged from what was previously known as the Water Services Sector Leadership Group (WSSLG), which was established as a forum for leaders within the water services sector to coordinate programmes and influence policy-making. Its focus was on determining and coordinating support to local government.

Such a move was a clear response to challenges that faced newly established water service authorities and recognition of the different roles of the various sector institutions. This required a collaborative effort facilitated through a strategic collaborative structure. Two of the key achievements of the WSSLG are the development of the Strategic Framework for Water Services (in 2002), and the establishment of the Water Information Network (WIN-SA).

The WSSLG established several task teams (or core groups) to look at various “cross-cutting issues”. Core groups were established for each of the following issues:

- Gender mainstreaming
- HIV/AIDS mainstreaming
- Knowledge management
- Skills development

The focus was on water services programmes at the time. With the integration of water services and water resources and the re-establishment of the collaborative forum as the Water Sector Leadership Group, a need to review the mandate of the “sub-structures” did not immediately arise. However, when the WSLG resolved in June 2008 that strategic task teams must be established to “take the load” off the WSLG agenda and make WSLG meetings efficient, it meant that this establishment must be informed by what exists to avoid duplication. Furthermore, the existing structures had to respond to the new focus of the WSLG without creating a divide between water services and water resources. When new structures were proposed certain existing structures were “re-established” as strategic task teams, namely Sanitation and Skills Development. Other structures seemed to be “in the limbo” with regards to how they related to the WSLG. The following structures were listed:

- Masibambane Coordinating Committee
- WIN-SA Strategic Advisory Committee (Knowledge Management)
- Water Sector Budget and Expenditure Committee
- Ex-WSSLG Core Groups: Gender Mainstreaming and HIV-AIDS

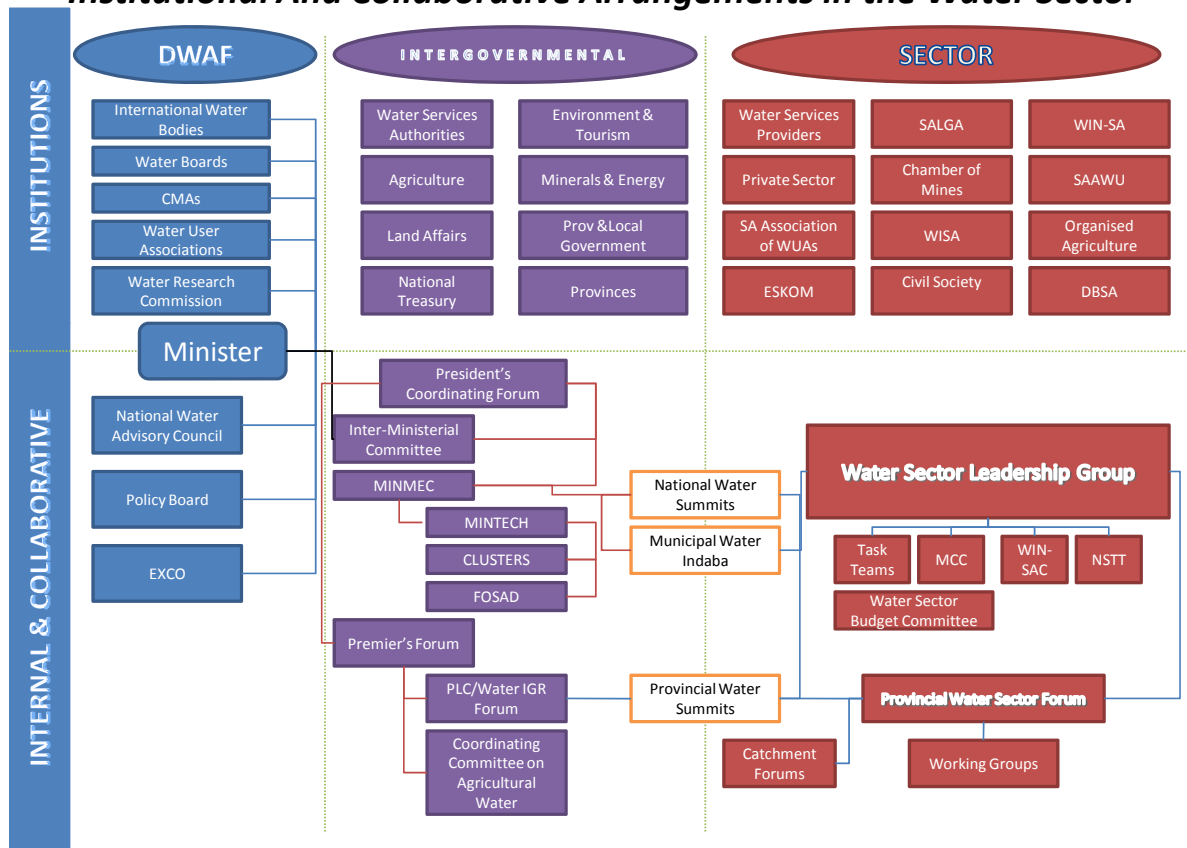
All of the above-listed structures had roots in the water services sector. The exercise was also meant to identify structures that coordinated water resources issues at national level. From the information received, no water resources structures have been established for purposes of sector collaboration or coordination. However, there are a few structures at provincial level established for coordination with agriculture. Other structures were established at project level (were interested and affected parties are involved) and at catchment level (were water users are involved).

It was also found that other structures are no longer existing; for example the Inter-Departmental Transfer Committee.

Another area that still needs consideration is the alignment of “convening” of water summits and Indabas and the integrations of their key resolutions into the WSLG activities. Clear proposals on this area will be provided as part of the proposal for medium term actions to strengthen the functioning of the WSLG.

The following diagram illustrates the configuration of the sector in terms of collaborative structures and sector institutions.

Institutional And Collaborative Arrangements in the Water Sector



Please note that the links depicted are not necessarily showing current reporting lines. In some cases, these depict “what should be” instead of “what is”

3 ASSESSMENT OF EXISTING STRUCTURES

3.1 MASIBAMBANE COORDINATING COMMITTEE (MCC)

3.1.1 HISTORY

The MCC was established in 2000 after the inception of the first phase of Masibambane Water Sector Support Programme funded by the EU and other donors. The MCC became a forum where progress on the implementation of programme activities was reported and monitored. The focus of the first two phases of Masibambane WSSP was on water services projects, and the agenda of the MCC was informed likewise. The MCC has also undergone a review, prompted by the integration of water resources and water services, and now the committee’s agenda covers the water sector as a whole based on the activities of the third phase of Masibambane WSSP.

3.1.2 ASSESSMENT OF CURRENT STATUS

The MCC is still very active and engaging. However, the integration of water resources and water services has led to a need to reconfigure the MCC. Recent proposals on the review of the MCC also took note of the resolutions of the WSLG. The following are key proposals:

- The MCC will focus on the water sector programme with the aim of ensuring coordination amongst the different sector stakeholders

- It will be composed of programme drivers from different government departments and sector institutions, with emphasis on action-oriented planning and monitoring
- It will report to the WSLG as a forum where programmes are assessed in terms of progress – achievements and challenges. From such assessment, strategic issues will be identified for elevation to the WSLG. These strategic issues may be on matters such as resource constraints, policy constraints, integration etc. The WSLG may also delegate certain programme implementation related issues to the MCC.
- All institutions and structures that drive “defined” programmes (scoped, funded, with clear deliverables, etc) will participate in the MCC. Funding organizations will also participate.

3.1.3 RECOMMENDATIONS

The following recommendations are made:

- The MCC remains the “feeder” structure to the WSLG on strategic matters that impact on the water sector programmes
- All other collaborative structures that drive specific programmes should report to the MCC on progress related aspects

3.2 WIN-SA STRATEGIC ADVISORY COMMITTEE

3.2.1 HISTORY

The WIN-SA Strategic Advisory Committee was established by the WSLG to provide strategic oversight of the operations of WIN-SA.

3.2.2 ASSESSMENT OF CURRENT STATUS

The SAC is still very active; however participation of the members varies. It is composed of representatives from WRC, SALGA, dplg, DWAF, SAAWU, WISA, civil society, donors, ESETA, DBSA, and labour. The composition of the SAC is being reviewed to reflect the broad water sector and not just water services component. The responsibilities and functions of the SAC are as follows:

- To advise, guide and monitor achievement of strategic goals, in keeping with national, sector and local government priorities and developments.
- To make input and support the WIN Strategy and annual Business Plan.
- To promote and build the network, with a shared sense of identity and ownership.
- To support the WIN unit and its efforts to facilitate access to funding for its own and partner activities.

The Chairperson participates in the WSLG and reports on the strategic challenges and progress of WIN-SA. The committee only meets twice a year.

3.2.3 RECOMMENDATIONS

The recent review of WIN-SA has noted issues of broadening its mandate to cover the water sector and to also ensure that the composition of the SAC correctly reflects both water resources and water services. It is therefore recommended thus:

- The SAC continue to report on strategic issues related to water sector knowledge management to the WSLG through its chairperson.
- Programme related matters (expenditure, activities, etc) should be reported to the MCC, however it will not be regarded as a sub-structure of the MCC

3.3 WATER SECTOR BUDGET AND EXPENDITURE COMMITTEE

3.3.1 HISTORY

The Water Sector Budget and Expenditure started as an internal DWAF committee that was used to plan, allocate and monitor budget and expenditure initially focusing on donor funded programmes. It has since developed to include other sector partners.

3.3.2 ASSESSMENT OF CURRENT STATUS

The committee is still active and is composed of the following stakeholders:

- DWAF
- SALGA
- National Treasury
- Department of Health
- DPLG
- Department of Housing
- SAAWU
- Donors

External auditors are often invited to its meeting. DWAF convenes the meetings. Its main function is to monitor performance of the various sector partners with regards to budget expenditure and to develop strategies for improving budgeting and expenditure. Progress on expenditure is reported to the MCC as part of quarterly reporting. The committee does not have specific reporting lines, and is therefore seen more as a functional rather than collaborative structure.

3.3.3 RECOMMENDATIONS

The committee seems to be working well and therefore it is recommended that:

- It continues to report on a quarterly basis to the MCC through the quarterly reporting
- Its chairperson should participate in the WSLG's Strategic Task Team on Water Sector Financing

3.4 GENDER MAINSTREAMING ADVISORY GROUP

3.4.1 HISTORY

The Strategic Advisory Group on Gender (SAGG) was established as a subcommittee of the WSSLG. Its initial role was to provide a broad analysis of how gender is mainstreamed in the water services sector and to develop strategies for improved mainstreaming. The Advisory Group was instrumental in the development of the Gender mainstreaming strategy and implementation plan (2006 – 2010). It met quarterly and composed of representatives from DWAF, dplg, SALGA, NCWSTI, Rand Water, Council for Geosciences, University of Pretoria, EU (donor representatives), and other institutions.

3.4.2 ASSESSMENT OF CURRENT STATUS

The Committee is currently dormant. Its last meeting was in mid 2007 and has not been active for the past year.

3.4.3 RECOMMENDATIONS

There is a need to assess how gender mainstreaming issues are currently addressed through the WfGD strategic task teams. It is proposed that the core group be retained and constituted whenever a strategic need arises. It must however be placed under the WfGD strategic task team as a feeder advisory group with short term mandate, be composed of gender mainstreaming specialists and be output driven (analysis of gender mainstreaming, development of strategy, etc).

3.5 HIV/AIDS MAINSTREAMING CORE GROUP

3.5.1 HISTORY

The HIV/AIDS mainstreaming Core Group was also established as a sub-committee of the WSSLG. It continued to operate after the reconfiguration of WSSLG into WSLG.

3.5.2 ASSESSMENT OF CURRENT STATUS

The HIV/AIDS Core Group is still active – it meets bi-monthly. It is comprised of DWAF, DPLG, SALGA, CSOs, donors represented by Irish Aid, WRC, CSIR, and Water Boards represented by Rand Water, WIN – SA, Department of Health, South African Association of Water Utilities (SAAWU).

The committee reports to the WSLG and also shares lessons at MCC meetings.

3.5.3 RECOMMENDATIONS

The Core Group should be repositioned as a feeder committee of the WfGD Strategic Task Team. Its outputs should feed into WfGD strengthening and it must be guided to focus on strategy development, whilst programme development and monitoring should be part of the MCC agenda.

4 CONCLUSION

It is further recommended that, upon agreement on the repositioning of the existing structures, the WSLG ToR be amended to reflect the new proposals. A similar review of the ToR of the various subcommittees should be completed.

The proposal on the review of existing structures should inform the next exercise – how to make the WSLG function better, given the new configuration (*Effective operationalisation of the new national water sector collaboration framework*).

The following diagram illustrates the proposed repositioning of the existing structures with the WSLG.

Water Sector Leadership Group

Building consensus, creating high-level strategic sector partnerships and influencing executive decision-making on water sector and cross-sector policies and programmes

EXCO

Technical support to WSLG

Elevation of strategic issues emerging from programme implementation and consideration of WLSG guidance on improving sector performance

Masibambane Coordinating Committee

Action-oriented sector programme monitoring composed of programme drivers from various sector institutions

Operational inputs – expenditure and audit results

Water Sector Budget Committee

Reporting on strategic achievements and challenges. Strategic proposals on improving knowledge management in the water sector

WIN Strategic Advisory Committee

Strategic and oversight role of the programmes and functions of WIN-SA

Strategic inputs – sector performance and resource needs to support current programmes

Consideration of delegated tasks to develop strategic positions, inputs, and analysis and development of clear recommendations to the WSLG

Strategic Task Teams

Focusing on priority issues in the sector to guide strategic dialogues and consensus on sector direction

Sector Financing STT

WfGD STT

Feeder core groups composed of experts from different sector institutions

HIV/AIDS

Gender

Approp. Technology

