



WATER SERVICES SECTOR STRATEGY
FREE STATE PROVINCE

FINAL DRAFT

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ACCRONYMS AND ABBREVIATIONS

| | |
|-------|--|
| BP | Business Plan |
| CB | Capacity Building |
| CBO | Community-based organisation |
| CSO | Civil Society Organisation |
| DLGH | Department of Local Government and Housing |
| DM | District Municipal |
| DWAF | Department of Water Affairs and Forestry |
| EU | European Union |
| FBS | Free Basic Services |
| FBW | Free Basic Water |
| FSGDS | Free State Growth and Development Strategy |
| FSWSF | Free State Water Sector Forum |
| LM | Local Municipality |
| MBB | Masibambane Water Services Sector Support Programm |
| MIG | Municipal Infrastructure Grant |
| PMU | Programme Management Unit |
| PSCC | Provincial Sanitation Coordination Committee |
| SAAWU | South African Association of Water Utilities |
| SALGA | South African Local Government Association |
| SFWS | Strategic Framework for Water Services |
| WB | Water Board |
| WS | Water Services |
| WSA | Water Service Authority |
| WSDP | Water Service Development Plan |
| WSP | Water Service Provider |

PREFACE

The Free State Province has a lot of challenges to deal with in the pursuit of its vision and the fulfillment of strategic objectives as set out in the Growth and Development Strategy. Within the water sector, the challenges range from eradication of service backlogs, development of WSA capacity, redefining roles of all stakeholders and achieving integration in planning and management of Water Services by the sector as whole. The transformation in the sector in terms of powers and functions of various municipalities, the new role of DWAF and the changing of the funding mechanism in the form of MIG, for water and sanitation poses a serious need of re-alignment and support for various institutions. The implications of these changes in relation to water services and the management have placed a burden on all sector stakeholders to redefine their role and discover more efficient ways to fulfill their mandate and responsibilities.

The Department of Water Affairs and Forestry, in partnership with SALGA and the Department of Provincial and Local Government, has been leading the effort to implement Masibambane, a Water Services Sector Support Programme in the Free State Province. The purpose of the programme is to support and strengthen the sector as a whole and in particular local government in the delivery of services. Masibambane signals a new way of working in the sector. A key feature is joint decision-making involving all players in a government led, sector-wide initiative to provide sustainable water and sanitation services.

In the FS Sector Forum meeting held on the 24/02/2005 at Welkom Hotel where most sector stakeholders attended, a decision to adopt the Free State Water Services Plan was taken. This followed a collaborative and consultative process from Task Team appointed by the sector stakeholders to develop a plan which will be used as a strategic frame of reference for all Water Service's issues in the Free State Province. This document therefore represents the inputs and contribution from different stakeholders in the sector. It seeks to identify strategies and interventions that will be employed to address challenges that might hinder the successful achievement of all Water Service delivery targets. It also attempts to link up with present initiatives and intervention strategies Province, like Project Consolidate and Water Quality monitoring, so that maximum benefit is derived whilst avoiding duplication and inefficient use of resources. I wish to sincerely thank all the people who have made an effort in the development of this important document and I do hope it will go a long way in improving planning, co-ordination, integration, management and alignment in our endeavor to achieve better and sustainable Water Services delivery within the Free State province.

Tsediso Ntli
Regional Director - Free State Province
Department of Water Affairs and Forestry

1 BACKGROUND AND CONTEXT

1.1 Background

The South African government is committed to providing a better life to all citizens, part of which involves the provision of affordable and accessible water services. Local government is central to the delivery of these services. However, local government is itself still faced with major issues of institutional restructuring to ensure better service delivery and capacity.

The transformation in the sector in terms of powers and functions of various municipalities, the new role of DWAF and the changing of the funding mechanism in the form of MIG, for water and sanitation poses a serious challenge of re-alignment and orientation. Many institutions are still grappling with these changes and trying to contextualize them within their operations and management. Whilst the changes are happening, it is expected that all institutions should meet their delivery objectives and this is proving to be a serious challenge. There are new obligations and responsibilities that have been placed on the various institutions in the context of changing roles. The implications of MIG in relation to water services, the management of its processes and the setting up of management structures and reporting systems, have placed another burden on all sector stakeholders especially DPLGH, DWAF and municipalities

1.2 Sector Collaboration

The constitution of the Republic of South Africa lays down the principle of co-operative governance and intergovernmental relations. The decentralization, institutional reform and transformation, occurring within the water services sector as well as a large number of stakeholders involved in the sector, creates a complex environment. The principle challenge is therefore to develop an enabling and supporting environment, which fosters collaboration, mutual support and learning. The Strategic Framework for Water Services supports the promotion of an environment where decisions are jointly made by all relevant stakeholders to ensure co ordination and effective delivery of Water Services. DWAF in conjunction with other stakeholders have initiated a process in the Free State to achieve better integration and collaboration of stakeholders through Masibambane. Masibambane is an Nguni term meaning 'Let us work together'

1.3 Masibambane programme

Masibambane is a multi-facet water services sector support programme aimed at providing institutional and social development to ensure sustainable service delivery. The programme though led by DWAF, is a partnership between DPLG, DWAF, SALGA and the European Union. The programme is divided into 3 main theme areas. :

- **Theme 1: Sector Orientation.** This theme includes a review and update of policy and legislation taking into consideration the new Water Services Act and related legislation, particularly that related to local government. The result of the theme should be a more consumer orientated water and sanitation services sector that is integrated with other local services.
- **Theme 2: Service Delivery.** This involves the sustainable provision of water and sanitation services in the above Provinces as well as the necessary health and hygiene education and orientation.
- **Theme 3: Institutional Support.** This involves providing support for the development of institutional capacity at all levels of Government as well as in the private sector to ensure the sustainability of the programme.

Free State and other provinces is part of the extension of programme, called Masibambane II, into new provinces after the Masibambane I was a piloted in only 3 provinces viz, KZN, EC and Limpopo. Masibambane II is implemented as a Sector Wide Approach Support Programme. The key principle is that the programme is managed by DWAF but owned by the sector. The content is therefore determined by the sector through identified sector plans and priorities as captured in the WS Provincial Sector Strategies.

1.4 Alignment with the Free State Growth and Development Strategy

- 1.4.1 Reduction of backlog - This** is a national government priority as indicated in the targets set out in the Strategic Framework for Water Services. The FSGDS also highlights this as an important objective in the province and therefore and all sector stakeholders should ensure that this objective is achieved. The eradication of buckets and the providing access to an efficient and sustainable water and sanitation service to all is one of the key strategic objectives of the Free State Growth and development Strategy.

- 1.4.2** HIV and AIDS prevention and support program – The FSGDS supports any intervention that will limit the impact the HIV and AIDS epidemic on those affected. The WS programs give people who may be infected, an opportunity to avoid getting sick diseases, through provision of clean water and adequate and hygienic sanitation facilities.
- 1.4.3** Social Economic Development – Historically and presently, WS projects have always stimulated local economies through the work performed by local communities and their structures. Skills are developed and transferred to communities thereby, creating opportunities for employment income generation. This is critical in contemplating approaches for delivery of services and the FSGDS objectives to create employment and development for previously disadvantage groups among the South African society. Poverty alleviation is also one of the major targets for the FS Government and WS projects present an opportunity to achieve this national and provincial objective.

2 STATUS OF THE SECTOR: FREE STATE

The Free State Province occupies 10.6% of South Africa's area, 6.4% of the national population, and 4.9% of the Countries Gross Domestic Product (GDP). The per capita income is low at R11 854 compared to 17 164 for South Africa and R32 356 for Gauteng. FS also happens to have the highest backlogs figures in buckets sanitation in whole country.

2.1 Institutional Arrangements

- 2.1.1** DWAF in the province fulfils the regulatory role in respect of water services. DWAF ensures that projects are implemented according to policy and with adherence to sector conditions within MIG. Most of the management functions with respect to WS have been transferred to DPLGH in the province in line with the MIG framework.
- 2.1.2** DPLGH co-ordinates, monitors and gives support to municipalities to ensure efficient service delivery. There are the newly established PMU's within specific municipalities that are also supported by DPLGH to ensure proper management of financial resources and effective implementation of capital

projects happens within the municipal environment under MIG. DPLGH liaises with all sector stakeholders through stakeholder's structures and forums that have been set up for consultation, policy development and planning within MIG.

- 2.1.3 South African Local Government Association (SALGA)** -This body is responsible for co-coordinating technical and advisory support to local government and act as its representative in most forums. The list below shows the type of municipality and those that have the WSA status.
- 2.1.4 Waterboards** - In the Free State there exists water boards who are responsible for the provision of water to various municipalities. There is demarcation in terms of which Waterboard services which area. The waterboards present in the Free State are, Bloem Water, Sedibeng Water and Rand Water.
- 2.1.5 Water Service Authorities (WSA's)** - These municipalities have authority and are responsible for planning and ensuring efficient and sustainable Water Services delivery to communities. The municipalities have the following roles and responsibilities
- 2.1.5.1 Ensuring Access** - they must ensure the realisation of the right of access to water services, particularly basic water services to communities within their jurisdiction.
 - 2.1.5.2 Planning** - they must prepare water services development plans to ensure effective, efficient, affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development
 - 2.1.5.3 Regulation** - They must regulate water services provision and water services provision and water service providers within the policy and regulatory framework set by DWAF through enactment of bylaws and the regulation of contracts.
 - 2.1.5.4 Provision** - They must ensure the provision of effective, efficient and sustainable water services either by providing service themselves or by procuring an external service provider.

2.1.5.5 List of Municipalities and their status

| District Municipalities | Full List of Municipalities | Code | Water Service Authority |
|-------------------------|--|---------|-------------------------|
| Column A | | | |
| FREE STATE | | | |
| Xhariep DM | Xhariep DM | DC | No |
| | Letsemeng Municipality | FS161 | Yes |
| | Kopanong Municipality | FS162 | Yes |
| | Mohokare Municipality | FS163 | Yes |
| | Naledi Municipality | FS171 | Yes |
| | Mangaung Municipality | FS172 | Yes |
| | Mantsopa Municipality | FS173 | Yes |
| Lejweleputswa DM | Lejweleputswa DM | DC | No |
| | Masilonyana Municipality | FS181 | Yes |
| | Tokologo Municipality | FS182 | Yes |
| | Tswelopele Municipality | FS183 | Yes |
| | Matjhabeng Municipality | FS184 | Yes |
| | Nala Municipality | FS185 | Yes |
| Thabo Mofutsanyane | Thabo Mofutsanyane | DC | No |
| | Setsoto Municipality | FS191 | Yes |
| | Dihlabeng Municipality | FS192 | Yes |
| | Nketoana Municipality | FS193 | Yes |
| | Maluti a Phofung Municipality | FS194 | Yes |
| | Phumela Municipality | FS195 | Yes |
| | Thabo Mofutsanyane DM for Golden Gate Highlands Area | FSDMA19 | Yes |
| Northern Free State | Northern Free State | DC | No |
| | Moqhaka Municipality | FS201 | Yes |
| | Ngwathe Municipality | FS203 | Yes |
| | Metsimaholol Municipality | FS204 | Yes |
| | Mafube Municipality | FS205 | Yes |

2.2 Infrastructure backlogs and cost implications

2.2.1 Basic Water Supply Backlog

| Date | Total Actual Population (million) | People below Basic Water Supply (million) | % of Total Population with Need |
|------|-----------------------------------|---|---------------------------------|
| 1994 | 2.61 | 0.45 | 15% |
| 2005 | 2.88 (3.04 managed) | 0.23 | 7% |

Things to Note

- Free State has halved the backlog in 10 years
- The remainder needs to be completed in less than 4 years
- The estimate Cost of basic water supply backlog = ± R260mil
- Funding required for basic water = ± R73mil/per annum
- Total MIG funding = R146mil(05/06); R168mil(06/07)
- Need ± 45% of MIG water services allocation for water

2.2.2 Basic Sanitation Backlog (excluding Buckets)

| Date | Total Actual Population (million) | People below Basic Sanitation (million) | % of Total Population with Need |
|------|-----------------------------------|---|---------------------------------|
| 1994 | 2.61 | 1.4 (total) | 54% |
| 2005 | 2.88 (3.04 managed) | 1.05 (total) 0.65 (without buckets) | 36% 23% |

Things to Note

- Free State has reduced the backlog by 33% in 10 years
- Need to complete remaining backlogs in 5 years

- *Cost of basic sanitation (excl. buckets) = R510mil*
- *Cost of eradicating buckets with waterborne = R720mil (special fund)*
- *Total cost of total sanitation backlogs = R1,23bil*
- *Funding required for basic sanitation (excl. buckets) = R101mil per annun*
- *Need ± 60% of MIG water service allocation (10% shortfall)*

2.2.3 Bucket Sanitation Backlog

| Date | Total Actual Population (million) | People with bucket sanitation (million) | % of Total Population with Need |
|------|-----------------------------------|---|---------------------------------|
| 2001 | 2.7 | 0.62 | 23% |
| 2005 | 2.88 | 0.4 | 14% |

Things to Note

- *Free State has reduced the backlog by 9% in 4 years*
- *Need to complete remaining backlogs in 4 years*
- *Cost of eradicating buckets with waterborne = R720mil*
- *Funding required for bucket eradication = R180mil/a*
- *Special MIG fund should be adequate for eradicating buckets with waterborne sanitation, unless additional water resources development is required.*

2.2.4 Summary of Water Supply and Sanitation Backlogs per Local Municipality (March 2005)

| District Municipality | Local Municipality Name | Sum of Total Households | Sum of WS Needy Households | Sum of Sanitation Needy Households | Sum of Households with Buckets | Cost to eradicate Buckets |
|---|-------------------------------------|-------------------------|----------------------------|------------------------------------|--------------------------------|---------------------------|
| Lejweleputswa District Municipality | Masilonyana Municipality | 18,250 | 1,381 | 10,945 | 10,945 | R 84,276,500 |
| | Matjhabeng Municipality | 162,637 | 16,095 | 39,887 | 15,670 | R 120,659,000 |
| | Nala Municipality | 27,500 | 3,931 | 17,975 | 9,000 | R 69,300,000 |
| | Tokologo Municipality | 10,348 | 381 | 6,874 | 4,444 | R 34,218,800 |
| | Tswelopele Municipality | 13,371 | 1,254 | 7,298 | 7,150 | R 55,055,000 |
| Lejweleputswa District Municipality Total | | 232,106 | 23,042 | 80,511 | 47,209 | R 363,509,300 |
| Motheo District Municipality | Mangaung Municipality | 213,617 | 9,048 | 56,013 | 1,500 | R 4,950,000 |
| | Mantsopa Municipality | 15,287 | 960 | 6,537 | 6,166 | R 47,478,200 |
| | Naledi Municipality | 9,647 | 566 | 2,795 | 928 | R 7,145,600 |
| Motheo District Municipality Total | | 238,551 | 10,574 | 65,345 | 8,594 | R 59,573,800 |
| Northern Free State District Municipality | Mafube Municipality | 15,034 | 65 | 2,750 | 2,750 | R 21,175,000 |
| | Metsimaholo Municipality | 35,838 | 2,068 | 4,104 | 1,089 | R 8,385,300 |
| | Moqhaka Municipality | 50,871 | 1,895 | 12,166 | 4,960 | R 38,192,000 |
| | Ngwathe Municipality | 37,375 | 898 | 10,574 | 6,403 | R 49,303,100 |
| Northern Free State District Municipality Total | | 139,118 | 4,926 | 29,127 | 15,202 | R 117,055,400 |
| Thabo Mofutsanyane District Municipality | Dihlabeng Municipality | 32,542 | 4,977 | 10,884 | 4,579 | R 35,258,300 |
| | Golden Gate Highlands National Park | 52 | 0 | 0 | 0 | R 0 |
| | Maluti a Phofung Municipality | 124,054 | 8,176 | 48,538 | 0 | R 0 |
| | Nketoana Municipality | 16,024 | 584 | 7,096 | 2,275 | R 17,517,500 |
| | Phumelela Municipality | 15,739 | 2,674 | 9,637 | 3,491 | R 26,880,700 |
| Setsoto Municipality | 35,323 | 3,853 | 15,514 | 6,938 | R 53,422,600 | |
| Thabo Mofutsanyane District Municipality Total | | 223,734 | 20,264 | 91,669 | 17,283 | R 133,079,100 |
| Xhariep District Municipality | Kopanong Municipality | 17,364 | 353 | 2,946 | 1,538 | R 11,842,600 |
| | Letsemeng Municipality | 13,498 | 500 | 4,573 | 1,400 | R 10,780,000 |
| | Mohokare Municipality | 10,946 | 3,227 | 4,382 | 3,198 | R 24,624,600 |
| Xhariep District Municipality Total | | 41,808 | 4,080 | 11,901 | 6,136 | R 47,247,200 |
| Grand Total | | 875,317 | 62,886 | 278,553 | 94,424 | R 720,464,800 |

2.2.5 Long-term Perspective to Provide Higher Services to All Towns (excluding farm workers + rural villages)

Additional Capital Cost

- Full Water Supply (House Connection) = R3,2 billion
(includes water resource development)
- Waterborne Sanitation to all = R2 billion
- Total Cost to provide Full Services to All = **R5,2 billion**

Additional O&M Cost

- Additional water charges of upgrades = R152mil/a
- Additional sanitation costs of upgrades = R 98mil/a
- Total additional O&M cost of upgrades = **R250mil/a**

3 The Water Services Sector Challenges

The Free State Province has a lot of challenges to deal with in the attempt to fulfill their vision and strategic objectives. The challenges range from meeting the SFWS targets, transformation and decentralization, WSA capacity to deliver adequate sustainable service.

3.1 Meeting Service Delivery targets

The targets for service delivery contained in the Strategic Framework for Water Services, require a strategic response from the sector in terms of how the FS Province will meet them. These targets will have to be analyzed and contextualized to the conditions of the FS province, taking into account the capacity and other dynamics that can have an influence on the achievements of the targets. The targets are as follows,

- All people in South Africa have access to a functioning basic water facility by 2008
- All people in South Africa have access to a functioning basic sanitation facility by 2010
- All schools have adequate and safe water supply and sanitation services by 2005
- All clinics have adequate and safe water supply and sanitation services by 2007
- All bucket toilets are eradicated by 2006

- 70% of households with access to at least a basic sanitation facility know how to practice safe sanitation by 2005 (100% by 2010)
- Free basic water policy is implemented in all water services authorities by 2005
- Free basic sanitation policy implemented in all water services authorities by 2010
- All assets of water services schemes are transferred from DWAF to water services authorities by 2008
- By-laws are promulgated in every water services authority areas by 2005
- All water services authorities report annually on progress against their water services development plans by 2005
- All external water services providers are rendering services in terms of a contract with the applicable water services authorities by 2005
- All water services providers are rendering services in terms of a business plan by 2005

3.2 Transformation within the Sector

- 3.2.1 WSA Authorization** - Over recent years, the number of municipalities in the Free State Province have been rationalized, their areas of jurisdiction defined, their powers and functions determined and their status as a sphere of government, rather than the third level of government, enhanced by the Constitution. These institutions will now be required to take full responsibility for providing water and sanitation services to the millions of people within their jurisdictions, some of whom remain without adequate supply of water and sanitation to date. The institutions also have the responsibility to manage, operate and maintain the services in a sustainable manner. The sector needs to assess the level of capacity that exists within WSA's and then develop strategies to address the capacity gaps that have been identified.
- 3.2.2 Changing role of DWAF** - This department is currently experiencing a period of massive change involving redefining its role in water services. The role of DWAF has changed from being a direct provider and implementer to that of a regulator and a sector leader. DWAF is therefore gradually relinquishing certain tasks and will have no further role to play in the implementation and operation of WS projects. DWAF will now oversee the activities of all water sector institutions, regulate but also support water service delivery. The sector and DWAF itself need to begin to clarify and assume this role to ensure services are properly delivered and there is a greater sustainability of water services programmes.
- 3.2.3 Introduction of MIG** - The mechanism or framework through which the funding is allocated to municipalities for various WS programmes has changed. All funding for capital projects have now been consolidated into the

MIG (Municipal Infrastructure Grant). MIG is a new municipal infrastructure funding arrangement that forms a pool through which all infrastructure projects are funded within a municipality. There is a need by all responsible departments to manage this transition in terms of the funding framework and the inherent processes such that delivery on the ground is not hampered nor delayed.

3.3 Building capacity of WSA's in the province

The recent local authority demarcation process has created several new authorities, in addition to some existing authorities, that have limited institutional capacity to provide the water and sanitation services. Delivery still needs to happen in an environment in which some municipalities have only recently been authorized and legislation places the responsibility for sustainable service delivery on these new institutions. In the Free State there is about 21 new WSA that have been recently Authorized through proclamation by the Minister of Local Government and Housing in July 2003. The Water Service Authorities in the province are faced with the following immediate challenges and they need to be supported to address the following:

3.3.1 Addressing backlogs through the implementation of the MIG programme

MIG is a new funding mechanism for basic infrastructure projects and municipalities have to be supported in the understanding MIG processes, setting up of structures and management of PMU's. DWAF has forwarded specific sector conditions to MIG which seeks to ensure quality and sustainability of WS service delivery. This includes (among others), the preparation of proper feasibility studies, projects identification within the WSDP and also compliance with the Strategic Framework for Water Services. Water Services Development Plans therefore need to serve as a basis for deciding on project lists.

3.3.2 Completing Water Services Development Plans

WSDPs serve as a basis for all water services planning in the municipalities, and most WSA's in the province must review or develop quality WSDP. There is currently a program to support municipalities in the Free State to complete their WSDP by March 2006. In terms of this support, all municipalities will have Basic Level WSDP by the end of June 2005. WSA's will also need to ensure that the IDP and WSDP processes are coherent.

3.3.3 Implementing Free Basic Water policies

WSA's are required to implement Free Basic water policies as part of the National Free Basic Services Policy. Few municipalities have managed to implement the policies adequately due to a number of factors including lack of reliable data and incomplete WSDPs. In most cases what is reported as FBW is actually Free Water. There is support that is given to municipalities by DWAF in Free State to ensure that all municipalities implement FBW policy and the poor derive the intended benefit.

3.3.4 Deciding on appropriate WSP mechanisms

All municipalities that are WSA's are required to determine the appropriate option for provision of services within their area of jurisdiction. They must as a result undertake Section 78 assessment to decide on appropriate mechanism for long-term service provision as directed by the Municipal Systems Act. Support will be required in the form of funding and technical expertise for municipalities to undertake this complicated but very important process. Sector stakeholders especially DWAF, DLGH and SALGA may assist the municipalities through the Joint Response Task Team (JRTT), to resolve conflicts where they arise, developing tools for WSP contracts, and providing guidance to the process.

3.3.5 Development of Tariffs Policies for Water Service provision

According to the Municipal Systems Act and Water Services Act, Municipalities are responsible for developing tariff policies that are equitable, fair and that will promote long-term sustainability of the provision of services. Most municipalities in FS do not have any policies in place and they have not even started the process of developing these instruments of governance. Municipalities will need to be provided with proper guidelines and support to address this gap.

4 FREE STATE WATER SECTOR FORUM AND STRATEGY DEVELOPMENT PROCESS

The new obligations and responsibilities that have been placed on the various institutions in the context of changing roles, demands that the sector becomes more structured and organized in the way that it fulfils its mandate for success to be achieved. Masibambane introduced a sector approach in which principles of collaboration and integration are fostered. In this approach as piloted in KZN, EC & Limpopo, the discipline of programme management which promotes coordinated planning, efficient management and control, and reporting is promoted. A process was initiated in the FS to introduce the SWAP (Sector Wide Approach) through Masibambane. A Water Services Plan was developed with the involvement of all stakeholders. They articulated the challenges and how water sector in the Province should deal with these the identified challenges. A work plan was then developed to capture how the strategies will be implemented. The work plan also stipulated resource requirements and estimated time frames and targets of service delivery and capacity building interventions for the Province.

It must be noted that the process of introducing Masibambane, a Water Services Sector Programme in the FS province began in 2003 after a decision by national partners (DPLG, SALGA and DWAF) to extend Masibambane to all provinces. A rapid appraisal of key issues and challenges in the province was done culminating in what would become commonly referred to as the “dipstick” status quo report. It was from this initial process that a need for a Provincial Sector Forum and a sector strategy was established. The following process (highlighting milestones) unfolded since then:

4.1 Establishment of MSB Task Team

A presentation was made about the Masibambane, and the Sector Wide Approach (SWAP) at the provincial stakeholders workshop after which a small Task Team was formed with representatives from DWAF regional office, provincial, SALGA Free State and municipalities. The Task Team carried a mandate, with approval from the Free State Water Sector Workshop, to develop the terms of references for a collaborative structure in the process of inception of the Masibambane programme in the province. This included the objectives, membership, activities, and proposed institutional relationships and organogram. The task team met and presented the Terms of Reference to the stakeholder’s workshop in the Province.

4.2 Adoption of the Terms of Reference

A stakeholder workshop was held in the beginning of May 2004 to finally adopt on the Terms of Reference for a collaborative structure and endorsement of the implementation of Masibambane approach in the province. At this workshop, stakeholders agreed that the present structure be realigned according to the developed ToR's. The structure chosen was the one that would be suitable for the province accommodating existing provincial and district level structures. (See organogram below)

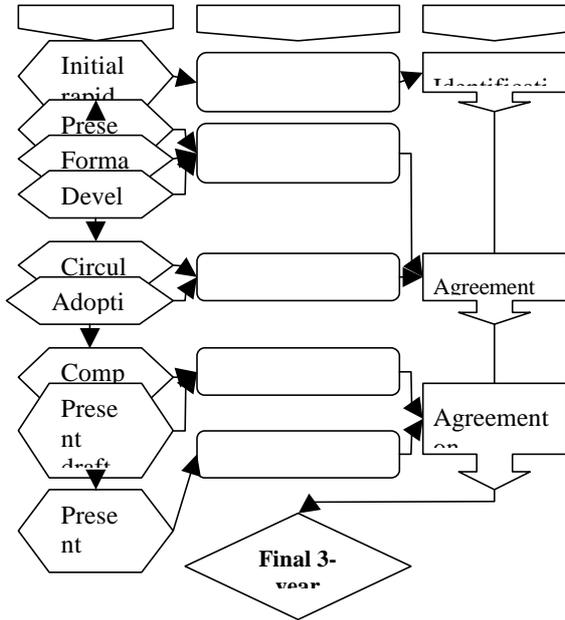
4.3 Strategic planning workshop

The Task team was mandated to draft discussion documents related to the provincial strategy and proposed work plan for 2004/7 financial year. The Water Sector Forum then held a strategic planning workshop in August 2004 to agree on the provincial water services strategy and the work plan for 2004/5 financial year. The draft strategy was then presented to the Sector Forum for comment. The inputs from the stakeholders were incorporated and a final draft was presented to the Sector Forum.

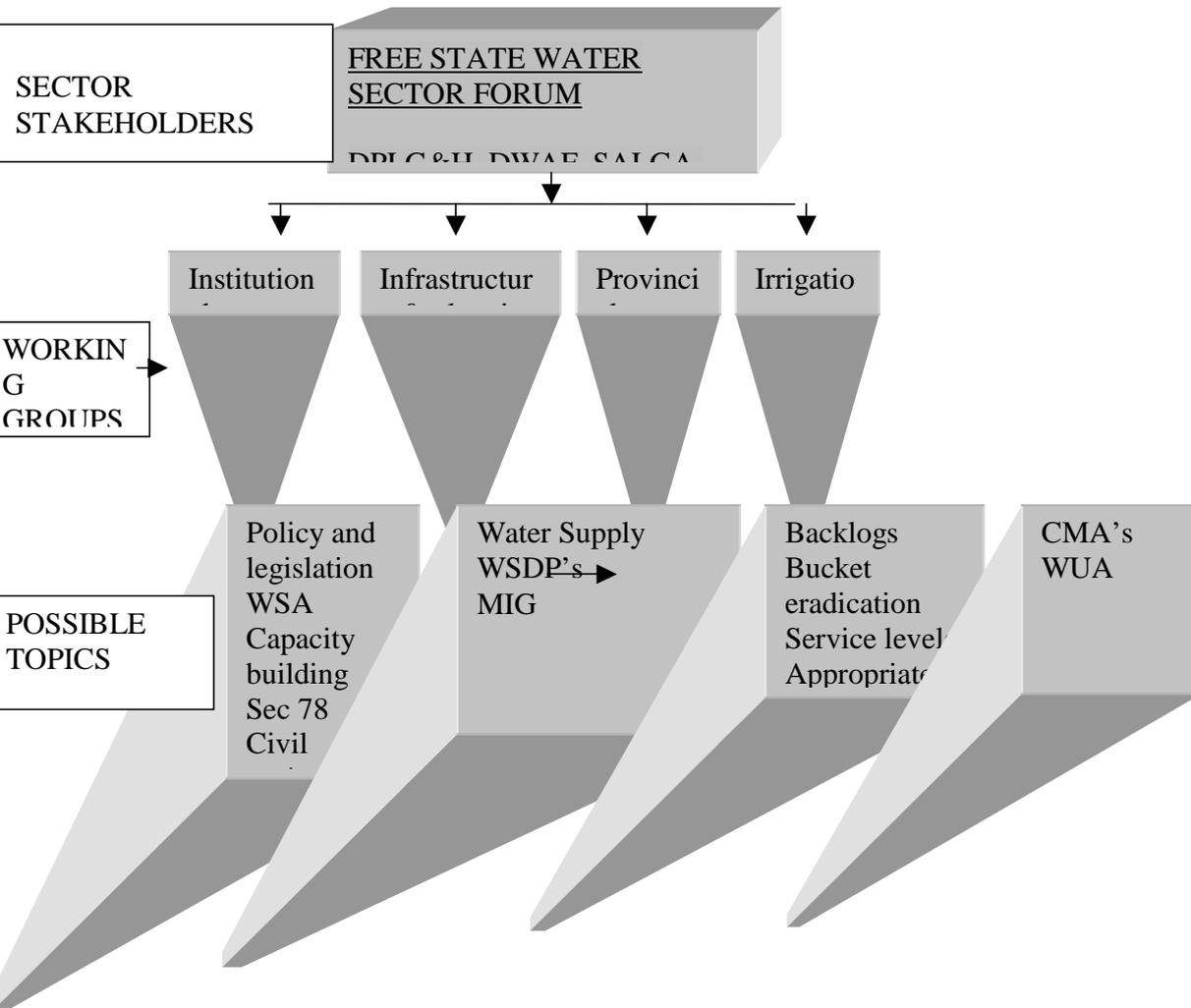
4.4 Adoption of the sector Strategy and the Work plan

The strategy was finally adopted in February 2005 at the stakeholder's forum as the agreed sector strategy for the province regarding water services together with the Work plan covering three years – 2004/5 to 2006/7.

The diagram below illustrates the process followed.



The Free State Sector Forum



5 FREE STATE WATER SERVICES SECTOR STRATEGY

The Free State Water Services Strategy is part of the integrated planning process that seeks to identify priorities, objectives, key performance indicators and targets for water supply- and sanitation services within the province. The overall objective of the Free State Water Services Sector strategy is to ensure access by all to at least a basic level of water supply and sanitation services that is sustainable.

5.1 VISION

All people living in the Free State have access to adequate, safe, appropriate and affordable water and sanitation services and these are provided by effective, efficient and sustainable institutions.

5.2 STRATEGIC GOALS

- Improving access to efficient and reliable water services to all communities;
- Building effective institutions and developing skills and knowledge for effective and efficient management of services;
- Identify WS interventions and target support to weak municipalities as identified within Project Consolidate
- Improving governance of sector institutions for longer term sustainability;
- Mobilizing funds from all sources to address the pressing needs of municipalities and increasing investments on WS ;
- Promote participation and involvement of CSO organization in WS programmes
- Promote and advocate for Gender mainstreaming in all WS programmes and within the sector as a whole.
- Strengthen sector collaboration, co-ordination and communication among sector stakeholders.

5.3 STRATEGIC OBJECTIVES AND INTERVENTIONS

5.3.1 Ensure that municipalities meet their service target as indicated in the SFWS with regard to water and sanitation

- Verify backlog figure taking into account available information and estimate investment needed to eradicate the backlog

- Ensure that water and sanitation programmes are managed implemented properly so that progressively, backlog is eradicated within stated time frames.
- Ensure that communities have access to free basic water / free basic sanitation by developing relevant policy and implementing it.
- Determine capacity to monitor water quality and ensure the necessary that good quality water is supplied by municipalities.
- Ensure community participation and that health and hygiene awareness is built into all water service programmes.

5.3.2 To built adequate capacity within Local Government to implement the WS programmes in a sustainable way

- Conduct assessment of existing capacity within WSA
- Develop and implement a Business Plan to address all the capacity gaps in all areas of Water services delivery
- Develop an intervention strategy to support Project Consolidate on all WS issues.
- Ensure that required system of reporting is given to municipalities and they report on progress regularly.
- Develop a monitoring and evaluation system that will indicate where there are problems and challenges to be addressed
- Develop a best practice programme for municipalities to share and learn from each other.

5.3.3 Develop and sustain an efficient information management and communication in the sector.

- Establish reporting mechanisms for all sector initiatives
- Develop a communication strategy amongst stakeholders in the sector
- Secure an efficient professional service provider for the secretariat of the Free State Stakeholders Forum
- Establish a management committee of the Free State Stakeholders Forum to check and maintain progress on all sector initiatives
- Link up custodian of data within municipalities with information or website within the premiers office

5.3.4 Ensure long term operational sustainability of WS provision and compliance with legislation and targets set for all processes

- Ensure successful completion of sec 78 process and implementation of the chosen options by municipalities.
- Facilitate the process of securing funding for municipalities Section 78 process and institutional reform
- Support the process of Transfers of schemes and ensure the successful transfer of water schemes from DWAF to municipalities.
- Support the institutional reform process in the province
- Provide or secure support for municipalities to develop WSPD's in alignment with IDP's
- Conduct workshops on powers and functions as well as obligation or municipalities

5.3.5 Ensure and promote sectoral participation and integration in all relevant spheres of WS service delivery

- Promote maximum participation in all sector initiatives by facilitating intervention by government through the MEC for DPLGH
- Strengthen and promote Free State Stakeholders Forum and lobby for correct representation from all stakeholders
- Develop adequate capacity within Civil Society Organization's to engage meaningfully within Water Services
- Ensure that gender mainstreaming is prioritized in WS programmes

6 WAYFORWARD

It is quite clear that there are big and serious challenges that the water sector is still faced with moving forward. The need to address these challenges collectively is urgent and serious. In order to achieve the objectives that government has set, all means and resources have to be channeled towards the same goals and objectives. The areas in which requires improvement and re alignment from the sector includes the following,

6.1 Reporting

The resources that are channeled towards development programmes and WS projects come are derived from national government through the treasury and other donor organizations. The importance of reporting against the intended milestones and targets needs to be emphasized to all stakeholders especially municipalities. This may require structured and a credible format and process. The Free State Sector Forum presents a platform in which co ordination management of information and reports from all stakeholders. This aspect within the forum

needs strengthening and a strong commitment from all stakeholders will have to be received and sustained for greater success.

6.2 Working Groups

The working groups within the Forum structure will need to be active and effective for the goals of the sector to be realized. The representation in the different working groups has been carefully selected to ensure that all the critical skills and knowledge is available to deal with specific challenges in a certain focus area. The commitment and meaningful engagement on all issues is essential from all members of the each specific working group so that progress can be made on all the identified tasks and a strong sector is built. The coordination from the steering committee together with the secretariat is pivotal in ensuring that all working groups have the tools and resources needed to fulfill their tasks and this is well coordinated.

6.3 Involvement of other Departments

There still remains a need to increase involvement from certain departments e.g. DoE, DoH other municipalities, so that the sector forum and the provincial sector plan and its goals are met with speed and broader consensus. Efforts should still be made that the representation from all stakeholders is relevant and at the appropriate level. Roles and responsibilities within the Forum and WS in general will have to be clearly defined so that agreement on what needs to be done and who is accountable for what among the stakeholders

6.4 Project Consolidate

The project consolidate initiative is good and needs to be supported by the whole sector. A clearly defined strategy to tackle WS challenges that have been identified needs to be developed so that support from all stakeholders can be targeted. The intervention strategy for Project Consolidate needs to link to the overall Provincial WS plan and other national and provincial strategies e.g. MTSF and PGDS.

6.5 MIG

The challenge to ensure that MIG is properly implemented and managed is a sector responsibility. The sector within the FS will have to support existing structures created to facilitate the implementation and development of policy around MIG to achieve better sustainability. The link with Sector Forum will have to be maintained at all times so that all initiatives are properly coordinated and directed towards common goals.

6.6 CROSS CUTTING ISSUES

There has been a lack of initiatives to highlight and address issues that are cross cutting in the sector in general. It is essential that these issues are now addressed and proper acknowledgement is given to their importance. There needs to be support programmes and interventions developed geared at raising the profile in these programmes going into the future. The cross cutting issues include,

- **Civil Society Organization** - capacity building for CSO and their meaningful participation in Water services is critical. Long term sustainability of projects can be improved and enhanced through the employment of approaches that involve communities. Most CSO have developed practical and good competencies in this aspect and may help in advocating for sound policies and proper standards of delivery. The sectors as a whole needs to progressively understand the role of CSO's and strengthen initiatives to support and utilize CSO's effectively.
- **Gender Mainstreaming** – The consciousness and focused attention needs to be given to the achievement of equity between sexes as a matter of priority. This is one of the serious objectives that the government and the President of the Country have put high on the list of priorities. The sector needs to move with speed to ensure that gender mainstreaming is implemented and is a reality within all institutions and programmes.
- **Appropriate technology** – There are many challenges that are faced by the Province with regards to appropriate technology especially around sanitation. This issue cannot be left unattended for too long. Efforts needs to be made to make sure that the sector address these technology challenges and that all option that are employed in the delivery of Water Services are suitable and sustainable.
- **HIV and AIDS** – This is an epidemic that has ravaged communities in South Africa and the FS GDS and the government as a whole has placed a high priority on dealing with HIV and AIDS. The water services sector should device means and ways to address this challenge in the manner that contributes to the stabilization or improvement of the condition of the sufferers.

6.7 IGR implications

The implications of the IGR will need to be closely investigated, so that the Province can take decisions with regards to the Water Sector Forum structure. The Intergovernmental Relations Framework Act gives Premier of the Province the authority to establish intergovernmental forums to promote good relations between provincial and local government. The objective of the Act is to facilitate the concept co-operative governance, co ordination and effective provision of services. The rationale and the objectives of the Free State sector forum and the objectives specified in the IGR for intergovernmental structures are the same. The Premier could be made aware of the water sector and its activities so that she can be in a position to decide whether the Water Sector Forum structure should not serve the purpose intended in the IGR as one of the Premier's intergovernmental forums.

The benefit for this proposal include,

- Buy-in from the highest office in the province on WS issues and prioritisation of water and sanitation issues in the province by all.
- The structure will statutory established and have a proper legal status
- All reports will have to be given to the President's Council and this means WS in province will receive high profile and much better accountability will be inculcated to all who are in the business of delivering services.
- Close links will be established with the Provincial government and the goals of the FSGDS and the targets set in the Strategic Framework for Water Services will be aligned and achieved.
- The problem of attendance of critical stakeholder's meetings and senior level representation can be addressed through the intervention of the Premier.
- New avenues for funding for PSP and all strategic interventions will be opened through the Premier's involvement
- Close monitoring and effective and timely intervention on all matters dealing with water and sanitation in the province will be achieved.

7. WORKPLAN 2005-2007

| <i>Intervention</i> | <i>Activities</i> | <i>Responsibility</i> | <i>Key Performance Indicators</i> | <i>Time-frame</i> | <i>Resources & Links</i> |
|--|---|-----------------------|---|-------------------|---|
| Verify backlog figure taking into account available information | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Engage the IDP's/WSDPs of WSA's by going physically to municipalities to get info & get copies of IDP's from DWAF database <input checked="" type="checkbox"/> Consolidate the data into one reliable database in conjunction with the Office of the Premier <input checked="" type="checkbox"/> Confirm/share the backlog info with the Office of the MEC for LG&H | DWAF & DLGH | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Consolidated backlog estimates record within the province <input checked="" type="checkbox"/> Inclusion of WS data within the premier's website | March 2005 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> MIG funding allocation report <input checked="" type="checkbox"/> Information and report from the reference group |
| Ensure that communities have access to free basic water / basic sanitation | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Engage WSA's to pledge/commit themselves to full implementation of programmes to address all backlog <input checked="" type="checkbox"/> Calculate the amount of investment needed to eradicate backlog in the province <input checked="" type="checkbox"/> Draw a detailed analysis per municipality on the capital cost and O/M cost implications of delivering service within specified targets. <input checked="" type="checkbox"/> Determine bottlenecks and device intervention mechanism to address these | DWAF, SALGA & DPLHG | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Detailed report on investment needed for O/M and eradication of backlog within WS in the province. <input checked="" type="checkbox"/> Intervention plan for bottlenecks. <input checked="" type="checkbox"/> 90% of municipalities provide FBW <input checked="" type="checkbox"/> 80% of water backlog is eradicated <input checked="" type="checkbox"/> 50% of sanitation backlog is eradicated <input checked="" type="checkbox"/> DWAF Policy Roll Out programme and Report | March 2006 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Population statistics and investment model <input checked="" type="checkbox"/> Availability of updated policy material <input checked="" type="checkbox"/> Financial resource and MIG allocations |

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| | <ul style="list-style-type: none"> using a sector wide approach. <input checked="" type="checkbox"/> Solicit buy in from the Premier and the MEC for local government in addressing key political issues and galvanizing support and prioritization of WS especially sanitation delivery in the province. <input checked="" type="checkbox"/> Conduct workshops on different service level and technological options and the cost and O/M implications for all WSA's <input checked="" type="checkbox"/> Roll-out policies including the SFWS and FBS policies to municipalities <input checked="" type="checkbox"/> Inform communities through existing structures, e.g. Ward committees, CDWS, etc, about FBS policies. <input checked="" type="checkbox"/> Develop the FBS strategy after the approval of the FBS policy | | | | |
| <p>Determine capacity to monitor water quality and ensure the necessary capacity is built</p> | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensure that WSA's adhere to legislation with regard to Water Quality Control by capacitating Was relevant officials <input checked="" type="checkbox"/> Conduct a survey to determine which municipalities have water quality problems <input checked="" type="checkbox"/> Provide/report water quality status to the forum on a quarterly basis <input checked="" type="checkbox"/> Support the provincial Water | <p>DPLGH & DWAF</p> | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Water quality monitoring tool developed and rolled out to all municipalities. <input checked="" type="checkbox"/> Quarterly reports from municipality on the quality of water and what steps are being taken to improve the water quality in cases where the quality is | <p>March 2007</p> | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Existing water quality committee <input checked="" type="checkbox"/> CSIR initiative. |

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| | <p>quality committee with resources necessary to perform this task efficiently.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Develop a programme to raise awareness to municipality on the importance of water quality management so as to encourage them to build the necessary capacity to do water quality management on their own. | | <p>not satisfactory from 60% of municipalities.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Conduct Awareness raising campaign conducted per district and report and other interventions identified. | | |
| <p>Ensure that health & hygiene awareness is built into all water and sanitation services provisions</p> | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Provide H&H policies, regulations & strategy etc. to WSA's <input checked="" type="checkbox"/> Encourage that the WSA's develop their H/H strategies and that they should be part of their WSDPs. <input checked="" type="checkbox"/> Ensure municipalities understand the importance of H/H in the sanitation programme and implement and support sanitation programmes, which include H/H. <input checked="" type="checkbox"/> Ensure community participation in the implementation of H&H by using participatory methodologies e.g. (PHAST), in sanitation and water projects <input checked="" type="checkbox"/> Ensure co ordination and mutual support between DWAF, Dept of Education, Dept of health and the EHO's | <p>Dept. of Health, DWAF.</p> | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> 90% of sanitation programmes and projects have H/H awareness <input checked="" type="checkbox"/> 80% of WSDPs have a strong H/H component <input checked="" type="checkbox"/> DoH attends and contributes to the H/H strategy of the province. <input checked="" type="checkbox"/> H/H strategy developed and approved by all stakeholders. | <p>March 2006</p> | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> National H/H strategy <input checked="" type="checkbox"/> PSTT |

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| | and also the EHP's within the municipalities in the by strengthening the PSTT in the region to also achieve better integration. | | | | |
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| <i>Intervention</i> | <i>Activities</i> | <i>Responsibility</i> | <i>Key Performance Indicators</i> | <i>Time-frame</i> | <i>Resources & Links</i> |
|---|---|-----------------------|---|-------------------|--|
| Assess the existing capacity within WSA | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Conduct the assessment of WSA's with regard to existing capacity within WSA's to perform WS function adequately and identify gaps. <input checked="" type="checkbox"/> Develop WSA capacity building BP's to fast track capacity building within WSA's <input checked="" type="checkbox"/> Support the initiative to develop quality WSDPs within all WSA's in the province. <input checked="" type="checkbox"/> Foster integration and support with all other capacity building initiatives for co-ordination purposes e.g. DBSA initiatives. <input checked="" type="checkbox"/> Develop a specific strategy of support to project consolidate on all WS issues | DWAF & DPLGH. | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> 100% WSA capacity assessment done <input checked="" type="checkbox"/> 100% of Capacity building BP's completed and at implementation stage <input checked="" type="checkbox"/> Linkages with other capacity programmes in the province clearly developed. <input checked="" type="checkbox"/> 80% WSDPs completed and of the right quality by municipalities. <input checked="" type="checkbox"/> Project Consolidate intervention strategy on WS in the province | March 2006 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> WSA capacity building BP & contract <input checked="" type="checkbox"/> DBSA capacity building contract <input checked="" type="checkbox"/> CBG <input checked="" type="checkbox"/> Project Consolidate |
| Develop a monitoring and evaluation system that will indicate where there | <input checked="" type="checkbox"/> Incorporate capacity monitoring within the M/E system | DPLGH & DWAF | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Capacity monitoring tool <input checked="" type="checkbox"/> 60% of | March 2006 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> MIG M/E system <input checked="" type="checkbox"/> Masibambane |

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| are problems and challenges to be addressed | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Monitor the implementation of the capacity building BP <input checked="" type="checkbox"/> Encourage DPLGH through their PMU's to include institutional capacity issues into the MIG M/E system <input checked="" type="checkbox"/> Report quarterly to relevant structures like Sector Forum on M&E issues | | <p>municipalities understand and perform WSA function according to policy</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> M/E system developed <input checked="" type="checkbox"/> Quarterly Reports by Institutional Development Task Team on capacity gaps. | | report to MCC |
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| <i>Intervention</i> | <i>Activities</i> | <i>Responsibility</i> | <i>Key Performance Indicators</i> | <i>Time-frame</i> | <i>Resources & Links</i> |
|---|--|-----------------------------|---|-------------------|--|
| Co ordinate reporting for all sector initiatives and disseminate to relevant stakeholders | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Contract a PSP to perform the secretarial function for the sector forum and its structures. <input checked="" type="checkbox"/> Monthly, quarterly reports to the Sector Forum via the secretariat for all sector initiatives | Sector Forum & Sector Forum | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> PSP for secretarial support contract in place. <input checked="" type="checkbox"/> Reports and invitation circulated on time reporting from Task teams and sector forum. | June 2005 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> ToR's and contract for secretariat |

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| | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Consolidate the reports for presentation to the forum from all task teams and check progress. <input checked="" type="checkbox"/> Circulate the reports to key departments and structures <input checked="" type="checkbox"/> Decide on appropriate measure on lack of reporting and/or progress | | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> 70% of sector stakeholders attend the forum meeting <input checked="" type="checkbox"/> | | |
| Establish a management committee of the Free State Stakeholder Forum to check and maintain progress and supervision of contracts on all sector initiatives | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Establish Management Committee comprising/representative of all stakeholders <input checked="" type="checkbox"/> Develop ToR's for the management committee | <input checked="" type="checkbox"/> Sector Forum | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> List of members of committee <input checked="" type="checkbox"/> ToR's for management committee | March 2005 | <input checked="" type="checkbox"/> |
| Link up custodian of data within municipalities with information or website within the Premier's office | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Report forum issues to the PCC and the PLC. <input checked="" type="checkbox"/> Develop a link at PMU level whereby the information on water service could be obtained <input checked="" type="checkbox"/> Establish support for updating information that will also be sent to established website of the Premier. | Municipalities, DPLGH & DWAF | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Minutes of PLC and PCC | June 2005 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> MIG reporting <input checked="" type="checkbox"/> Premier's website |

| Intervention | Activities | Responsibility | Key Performance Indicators | Time-frame | Resources & Links |
|---|---|--|--|------------|--|
| Ensure that WSA's adhere to legal requirement with regards to Section 78 and other legal provisions | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Support the provincial JRT to assist WSA's with regard to Section 78 in terms of ToR's for PSP's, and access to funding, etc. <input checked="" type="checkbox"/> Organize District Workshops to capacitate WSA's with regard to Section 78 process. <input checked="" type="checkbox"/> Arrange and advocate for lessons sharing on sec 78 among municipalities <input checked="" type="checkbox"/> Explore funding sources from both DWAF and DPLGH to facilitate and support WSA's in the conduction of sec 78 process. | DPLGH, SALGA, DWAF and Municipalities. | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> ToR's for PSP developed and sent to all WSA's <input checked="" type="checkbox"/> At least 70% of municipalities have finished the 1st phase of the sec 78 process. <input checked="" type="checkbox"/> Provincial JRT action and support plan developed. <input checked="" type="checkbox"/> Lesson sharing workshop programme, | June 2006 | <input checked="" type="checkbox"/> National JRTT & JRF |
| Provide or secure support for municipalities to develop WSDPs in alignment with IDP's | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Provide support (WSDPs) by providing ToR's for appointing PSP's <input checked="" type="checkbox"/> Monitor progress on the completion of WSDPs and allocation of MIG funds. <input checked="" type="checkbox"/> Ensure that WSDPs adequately address all the relevant issues, with emphasis on sanitation <input checked="" type="checkbox"/> Ensure the alignment with the SFWS & IDP | DWAF & DPLGH | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> ToR's for PSP <input checked="" type="checkbox"/> 100% WSDP have been completed to the basic level with all the relevant information. | June 2005 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> IDP's <input checked="" type="checkbox"/> Report on provincial WSDP programme support from DWAF |
| Develop lesson learning programme within municipalities | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Document WSA's experiences in terms of their excellent performance in various water services | DWAF, DPLGH | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Pamphlet and reports in the media recording best practice | March 2006 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Premier's website <input checked="" type="checkbox"/> MIG reports |

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| | <ul style="list-style-type: none"> programmes <input checked="" type="checkbox"/> Establish best practice award with regard to water services & sanitation <input checked="" type="checkbox"/> Conduct lesson learning workshops <input checked="" type="checkbox"/> Encourage and support best performing WSA's to compile information brochures/documents on successful implementation of projects/programmes <input checked="" type="checkbox"/> Develop knowledge management systems | | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Workshop programme, report and attendance register. | | |
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| <i>Intervention</i> | <i>Activities</i> | <i>Responsibility</i> | <i>Key Performance Indicators</i> | <i>Time-frame</i> | <i>Resources & Links</i> |
|---|---|-----------------------|--|-------------------|--|
| Strengthen Free State Stakeholders Forum representation from all stakeholders especially MEC for LG | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facilitate buy in from the MEC, LG&H on all sector forum issues <input checked="" type="checkbox"/> Hold the Water Services Summit once a year (to be championed by MEC) <input checked="" type="checkbox"/> Engage SALGA to facilitate the process of engaging councilors in the sector forum initiative <input checked="" type="checkbox"/> Strengthen the representation and attendance by rotating forum meeting to all the DM's in the province | Sector forum, DWAF | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Water Services summit, report and attendance by MEC <input checked="" type="checkbox"/> 80% attendance from all WSA <input checked="" type="checkbox"/> 50% improvement on the attendance by councilors. | March 2006 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> PLC, PCC |
| Develop adequate capacity within Civil Society Organizations to engage meaningfully within Water | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Develop database of CSO's within the province <input checked="" type="checkbox"/> Organize an orientation workshop for CSO for | CSO & DWAF | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Data base for CSO <input checked="" type="checkbox"/> CSO Business Plan completed and implemented. | March 2006 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CSO's steering committee |

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| Services | integration into WS sector. <input checked="" type="checkbox"/> Appraise/Approve CSO business plan <input checked="" type="checkbox"/> Implement the Business Plan | | <input checked="" type="checkbox"/> Capacity Building and training programme report. <input checked="" type="checkbox"/> At least 10% of registered CSO's find work within the sector departments including municipalities | | <input checked="" type="checkbox"/> CSO Support At DWAF HO |
| Ensure that Gender Mainstreaming is prioritized | <input checked="" type="checkbox"/> Promote Gender Mainstreaming in all WS programme <input checked="" type="checkbox"/> Link with National Gender Mainstreaming initiatives <input checked="" type="checkbox"/> Conduct GM workshops | ALL stakeholders | <input checked="" type="checkbox"/> PSP and contract for gender mainstreaming in place by June 2005. <input checked="" type="checkbox"/> Workshop programme and report <input checked="" type="checkbox"/> WS programme implemented in the province have about 40% women involvement in all community project committees. <input checked="" type="checkbox"/> At least 40% of the women involved in WS projects are in key decision-making positions. | March 2006 | |

Contact Details for Other Departments

Premier's Offices

| PROVINCE | ADDRESS | CONTACT DETAILS |
|---------------|-------------------------------------|---|
| Eastern Cape | Private Bag X0047, Bisho, 5605 | Tel: (040) 609-6381 Fax: (040) 635-1419 E-mail: nosipho.mangena@otp.ecprov.gov.za |
| Free State | P.O. Box 20538, Bloemfontein, 9300 | Tel: (051) 405-5801 Fax: (051) 405-5671 Email: fsdgsec@premier.fs.gov.za |
| Gauteng | Private Bag X61, Marshalltown, 2107 | Tel: (011) 355-6201 Fax: (011) 836-9334 E-mail: Mbhazimas@gpg.gov.za |
| Kwazulu-Natal | P.O Box 412, Pietermeritzburg, 3200 | Tel: (031) 360-6550 Fax: (031) 368-6414 E-mail: ntselen@dq.kzntl.gov.za |
| Limpopo | Private Bag X9483, Polokwane, 0700 | Tel: (015) 287-6017 Fax: (015) 291-4462 E-mail: monama@premier.norprov.gov.za |
| Mpumalanga | Private Bag X11291, Nelspruit, 1200 | Tel: (013) 766-2140 Fax: (013) 766-2500 E-mail: nmhlanga@nel.mpu.gov.za |
| North West | Private Bag X129, Mmabatho, 2735 | Tel: (018) 387-3040 Fax: (018) 387-3293 E-mail: manana@nwpg.org.za |
| Northern Cape | Private Bag X5016, Kimberly, 8300 | Tel: (053) 830-9600 Fax: (053) 831-4474 Email: astrachan@leg.ncape.gov.za |
| Western Cape | P.O Box 659, Cape Town, 8000 | Tel: (021) 483-6036 Fax: (021) 483-3300 E-mail: dq@pgwc.gov.za |

Provincial Departments of Local Government

| PROVINCE | ADDRESS | CONTACT DETAILS |
|-----------------|-------------------------------------|---|
| Eastern Cape | Private Bag X0047, Bisho, 5605 | Tel: (040) 609-5710 Fax: (040) 635-0137 E-mail: bazam@dhlq1.ecape.gov.za |
| Free State | P.O. Box 20538, Bloemfontein, 9300 | Tel: (051) 405-5519 Fax: (051) 403-3406 Email: secpol@lgh.fs.gov.za |
| Gauteng | Private Bag X61, Marshaltown, 2107 | Tel: (011) 355-5020 Fax: (011) 355-5019 E-mail: jennys2@gpg.gov.za |
| Kwazulu-Natal | P.O Box 412, Pietermeritzburg, 3200 | Tel: (033) 395-2831 Fax: (033) 345-6432 E-mail: shawn@tlga.kzntl.gov.za |
| Limpopo | Private Bag X9483, Polokwane, 0700 | Tel: (015) 295-6851 Fax: (015) 295-4190 E-mail: ramagomapw@locptb.norprov.gov.za |
| Mpumalanga | Private Bag X11291, Nelspruit, 1200 | Tel: (013) 766-6233 Fax: (013) 766-8430 E-mail: apohl@net.mpu.gov.za |
| North West | Private Bag X129, Mmabatho, 2735 | Tel: (018) 387-3747 Fax: (018) 387-3745 E-mail: mkgotsiemang@nwpg.gov.za |
| Northern Cape | Private Bag X5016, Kimberly, 8300 | Tel: (053) 830-9422 Fax: (053) 387-3745 Email: jpetersen@sjp.ncape.gov.za |
| Western Cape | P.O Box 659, Cape Town, 8000 | Tel: (021) 483-9422 Fax: (021) 483-8789 E-mail: shmajiet@pgwc.gov.za |

MUNICIPALITIES

| PROVINCE | FORMER NAME | NEW MUNICIPAL NAME | CONTACT DETAILS |
|------------|---|---|-----------------------|
| Free State | --- | Northern Free State District Municipality | Tel: (016) 976-0765 |
| | Allanridge, Boshof, Bothaville, Bultfontein, Dealsville, Goldfield, Hertzogville, Greater Brandfort, Hennenman, Hoopstad, Moddervaal, Odendaalsrus, Sandrivier, Soutpan, Theunissen, Verkeerdevlei, Virginia, Vetvaal, Ventersburg, Welkom, Wesselbron, Winburg | Lejweleputswa District Municipality | Tel: (057) 353-3094 |
| | Bethlehem | Dihlabeng Local Municipality | Tel: (058) 303-5732 |
| | Bleom Area DC | Motheo District Municipality | Tel: (051) 409-4600 |
| | Bloem Area DC; Central Southern DC; South East DC | Xhariep District Municipality | Tel: (051) 713-9300 |
| | Bloemfontein | Mangaung Local Municipality | Tel: (051) 40-8101 |
| | Bothaville | Nala Local Municipality | Tel: (056) 514-9200 |
| | Dealsville | Tokologo Local Municipality | Tel: (053) 541-0014 |
| | Dewetsdorp | Naledi Local Municipality | Tel: (053) 928-2200 |
| | Eastern Free State DC | Thabo Mofutsanyane District Municipality | Tel: (058) 713-4485/6 |
| | Frankfort | Mafube Local Municipality | Tel: (058) 813-1051 |
| | Hoopstad | Tswelopele Local Municipality | Tel: (051) 853-1111 |
| | Koffifontein | Lestemeng Local Municipality | Tel: (053) 205-9200 |
| | Kroonstad | Maqhaka Local Municipality | Tel: (056) 216-9911 |
| | Ladybrand | Mantsopa Local Municipality | Tel: (051) 927-0654 |
| | Parys | Ngwathe Local Municipality | Tel: (056) 811-2131 |
| | Qwa-Qwa | Maluti a Phofung Local Municipality | Tel: (058) 718-3700 |
| | Reitz | Nketoana Local Municipality | Tel: (058) 863-2811 |
| | Sasolburg | Metsimaolo Local Municipality | Tel: (016) 976-0029 |
| | Senekal | Setsose Local Municipality | Tel: (051) 933-9302 |
| | Theunissen | Masilonyana Local Municipality | Tel: (057) 733-0106 |
| | Trompsburg | Kopanong Local Municipality | Tel: (051) 713-9200 |
| | Vrede | Phumelela Local Municipality | Tel: (058) 913-1222 |
| | Welkom | Matjhabeng Local Municipality | Tel: (057) 391-3237 |
| | Zastron | Mohokare Local Municipality | Tel: (051) 673-1018 |