



Kingfisher

PROGRAMME

Significant Change Stories

Partnerships between South Africa and the Netherlands
on
Decentralised Water Management



water & sanitation

Department:
Water and Sanitation
REPUBLIC OF SOUTH AFRICA



International

 **DUTCH WATER
AUTHORITIES**

Preface

The Kingfisher bird is intelligent, always seeks the best prey, cares well for its offspring and can only prosper in clean, clear waters. The Kingfisher bird symbolises the cooperation between South Africa and the Netherlands, which focuses on priorities of mutual interest, with the aim of achieving healthy clean waters through sustainable water governance.



By the end of December 2016, the Kingfisher Programme will come to an end. Throughout the years, much has been achieved and notable change has been realised. This booklet captures some of the most significant change stories brought about by Kingfisher without using predetermined indicators or measures. Instead these are stories shared by colleagues. The focus of the booklet lies with the regional partnerships, which are established throughout the programme period, following the phased approach of the CMA establishment. This implies that some partnerships are further advanced than others. This booklet contains stories from the (Proto) CMAs of Berg- Olifants, Breede- Gouritz, Inkomati- Usuthu, Limpopo-North West, Mzimvubu-Tsitsikamma, Olifants, Orange, Pongola- Umzimkulu and Vaal. We would like to thank all Kingfisher colleagues for the contributions!

For a visual summary of the programme, please visit:

The Kingfisher Programme (South Africa)
www.youtube.com/watch?v=q7nWmh5mpVY

Table of contents

Preface		i
List of abbreviations		iii
Introduction		1
Change story 1	Increased engagement with stakeholders through the Mutual Gains Approach Berg- Olifants Proto CMA	3
Change story 2	Increased expertise on hydrology through tailor- made training Breede- Gouritz CMA	5
Change story 3	Enhanced capacity of staff through international exchange of expertise Inkomati- Usuthu CMA	8
Change story 4	Improved engagement with municipalities Limpopo-North West Proto CMA	10
Change story 5	Enhanced enforcement and regulation of water use through experience- sharing Mzimvubu- Tsitsikamma Proto CMA	12
Change story 6	Better engagement through stakeholder forums Olifants Proto CMA	14
Change story 7	A foundation for future change through international partnerships Orange Proto CMA	16
Change story 8	Better decisions through a comprehensive Catchment Management Strategy Pongola- Umzimkulu Proto CMA	18
Change story 9	Information sharing through a single dashboard Vaal Proto CMA	20
Closing remarks and words of gratitude		22

List of abbreviations

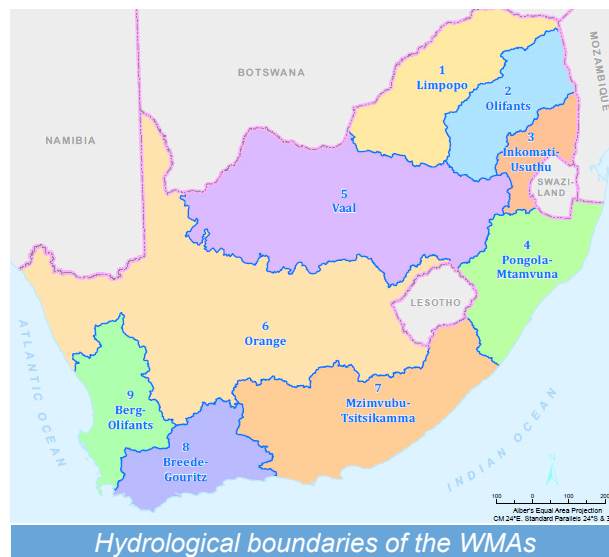
BGCMA	Breede- Gouritz Catchment Management Agency
BOCMA	Berg- Olifants Catchment Management Agency
CEO	Chief Executive Officer
CMA	Catchment Management Agency
CMS	Catchment Management Strategy
CMRA	Centre for Municipal Research and Advice
CPUT	Cape Peninsula University of Technology
DWA	Dutch Water Authorities
DWS	Department for Water and Sanitation
GIS	Geographic Information System
HDI	Historically Disadvantaged Individual
IUCMA	Inkomati- Usuthu Catchment Management Agency
IWP	Integrated Water Platform
IWRM	Integrated Water Resources Management
KISS	Keep It Short and Simple
LGCP	Local Government Capacity Programme
LNWCMA	Limpopo-North West Catchment Management Agency
MGA	Mutual Gains Approach
MIT	Massachusetts Institute of Technology
MTCMA	Mzimvubu- Tsitsikamma Catchment Management Agency
NL	The Netherlands
OECD	Organisation for Economic Cooperation and Development
PUCMA	Pongola- Umzimkulu Catchment Management Agency
REMCO	River and Environmental Management Cooperation
SA	South Africa
UWC	University of Western Cape
WISA	Water Institute of Southern Africa
WMA	Water Management Area

Introduction

South Africa has an average rainfall of almost 500 millimetres every year, whereas the rest of the world receives nearly twice as much; as such, it is deemed water-stressed.¹ This in combination with high evaporation, droughts and an ever increasing population makes water a scarce resource in South Africa.² As such, it is very important that water is managed and used in an equitable, sustainable, efficient and representative way.³ This would mean a shift to integrated water resource management, stakeholder involvement and cooperative governance. The National Water Act (Act 36 of 1998) outlines the need for decentralisation, which would result in the creation of catchment- based water management institutions which will take over the water management roles, responsibilities and functions from central government.

These institutions are known as Catchment Management Agencies (CMAs), and are based on hydrological rather than political boundaries. They are tasked with achieving integrated management of the catchments, facilitating stakeholder participation and taking up associated functions from the Department of Water and Sanitation (DWS). The National Water Resources Strategy (2004) envisaged 19 water management areas and 19 corresponding CMAs. Due to concerns about capacity, funding and governance requirements, the number was reduced to nine in 2012. Consequently, new boundaries for the water management areas were demarcated. Currently, there are two fully functional CMAs, whereas seven are in proto stage. The Proto CMAs are headed by acting Chief Executive Officers (CEOs).

In 2012, the deputy Minister of Water Affairs requested the Netherlands Association of Regional Water Authorities (DWA) and VNG International, the International Cooperation Agency of the Association of Netherlands Municipalities to support the establishment and capacity building of the new CMAs for the new water management areas. The Kingfisher Programme (2012- 2016) was a response to this request, wherein colleagues from



Establishment & Policy Development	<ul style="list-style-type: none"> • Improved (internal) functioning of CMAs • (Re) Defining of CMSs
Operationalisation	<ul style="list-style-type: none"> • Operationalisation of CMSs • Streamlining of procedures, licensing, compliance and contract management • Cross-boundary cooperation
Monitoring and Evaluation	<ul style="list-style-type: none"> • Development and operationalisation of a Monitoring & Evaluation system • Improved strategic adaptive management of CMAs • Increased self-learning ability of CMAs
External Stakeholders	<ul style="list-style-type: none"> • Improved capacity to involve external stakeholders in the field of IWRM and LED • Clarified roles and responsibilities of the various actors active in the water sector (special focus on relationship between CMAs and municipalities)

1 <http://www.waterwise.co.za/site/water/environment/situation.html>

2 <http://www.waterwise.co.za/site/water/environment/situation.html>

3 Chapter 1 of the National Water Act

CMAs, DWAs and municipalities work together, to strengthen the functioning of (proto) CMAs in their water management and regulatory role. In practice this entails supporting the CMAs' establishment & policy development, operationalisation, monitoring & evaluation and stakeholder engagement.

The programme is built around individual partnerships in the region, and is topped up and coordinated by a core programme team, consisting of the Department for Water and Sanitation, Dutch Water Authorities (the association) and VNG International. The operational liaison function within South Africa is being executed by the Centre for Municipal Research and Advice (CMRA). The Kingfisher Programme functions under the umbrella of a Memorandum of Understanding between South Africa and the Netherlands, which focuses on co-operation in the field of water resources. The Kingfisher Programme is mainly financed by the Local Government Capacity Programme (financed by the Ministry of Foreign Affairs and managed by VNG International) and co-financed by the water authorities with financial support of the Netherlands Water Bank (NWB) Fund.

The aim of the Kingfisher Programme (2012- 2016) is to have nine Catchment Management Agencies (CMAs) up and running by the end of 2016. Though a lot of progress has been made over this period, most CMAs still have the status of a proto CMA. Nonetheless, active partnerships between 9 (proto) CMAs and 13 Dutch Water Authorities have been established, under the co-chairmanship of Deputy Director General Mr. Singh (Department Water and Sanitation) and Mr. Van Haersma Buma (Chairman on behalf of Dutch Water Authorities). This booklet aims to provide an impression on the intensive collaboration between the South African and Dutch colleagues, that provided a solid basis for Kingfisher to succeed, and which it hopes to extend to a new phase.



Visit to DWA Delfland



At VNG International in the Netherlands (2015)

Paskaliah Kachieng'a

*Project Manager of the Kingfisher Programme
Centre for Municipal Research and Advice*

I think what stands out the most from the last five years of the Kingfisher programme is the manner in which the (Acting) CEOs of (Proto) CMAs have become a stronger unit. Looking at the (Acting) CEO forum where DWS is also invited, there seems to be increased and open communication between the CMAs themselves and DWS. There are also more efforts to include the CMAs in DWS planning and discussions. A good example of this is how DWS addresses and acts upon the action points stemming from the forum.



1 *Berg- Olifants Proto CMA*

The Berg- Olifants Proto CMA (BOCMA) is the result of the amalgamation of the former Berg Water Management Area (WMA) and the Olifants- Doorn WMA. It largely falls within the Western Cape Province, with the north- eastern section falling within the Northern Cape Province. It includes the catchment area of the Berg River and its major tributaries, as well as the Olifants River catchments. Through the Kingfisher Programme, BOCMA, in a recent partnership with the Dutch Water Authority of Delfland, has focused on engaging stakeholders and improving communication. The story below is based on an interview with Ms. Ashia Petersen, Acting CEO of BOCMA.



Increased engagement with stakeholders through the Mutual Gains Approach

One of the most significant changes for BOCMA, which can be attributed to the Kingfisher Programme relates to improved stakeholder engagement and communication. Each water management area has multiple stakeholders, including farmers, industries, local governments (which are responsible for providing households with water) and civil society groups (e.g. environmental groups), which are affected by the operations of the CMA, be it in terms of water allocation, pricing, regulation and/ or reform. Conversely, by using water, these stakeholders affect the CMA. One of the challenges for BOCMA is that some users exceed their water allocation, discharge untreated effluent and/ or do not adhere to water restrictions imposed. As a result, not all water users always get their full share of allocated water, which has a significant impact on the economy and water allocation reform.

This calls for stronger stakeholder engagement, which has been a considerable challenge for the Berg- Olifants Proto CMA, specifically to engage with HDIs and to empower them. The Mutual Gains Approach (MGA) training provided support to the Proto CMA on this. This approach is based on the premise that everyone benefits from participating in decision- making on how water resources are managed.

The MGA has been very effective in developing a plan that would ensure that subsistence farmers, urban, poor and rural communities are engaged in decision-making platforms, hence, influence the way water resources are managed to their benefit. For example, it will ensure that with the establishment of the CMA they will actively engage in the process of developing a Catchment Management Strategy in which all the needs and concerns are addressed. The main goal being to establish a common vision for this catchment management area and ensure accessibility to water that is sustainable for all.

A spin-off

As a spin-off from the Kingfisher collaboration between Berg- Olifants and Delfland, an Integrated Water Platform (IWP) will be developed to support stakeholder decision making for the water management of the Berg river. The IWP Berg river will combine existing tools, i.e. the HydroNET portal and the 3Di hydrological model. The IWP will be configured to the main water management issues brought up in a workshop with stakeholders from local and provincial government, industry, nature conservation and universities. This should be finalised before the end of 2016.

The approach is currently being introduced to other CMAs. Breede- Gouritz CMA, for example, is being trained on the implementation of the tool. Other CMAs are encouraged to adopt this stakeholder engagement and communication tool as well.

This tool was introduced to Berg- Olifants Proto CMA by the Dutch Water Authority of Delfland, as they recently introduced the tool themselves, and are now embracing it to collaboratively achieve goals with their stakeholders. Within Delfland, two staff members were trained by Harvard, and have now trained 150 staff members, in using this approach. As Delfland had been experimenting with this tool, it shortened the learning time for the CMA, as the trial-and- error phase is now circumvented by deploying this successful tested methodology.

Berg- Olifants did not expect the Kingfisher Programme to yield this much positive change in such a short space of time. It was surprising that the programme provided hands-on assistance on the establishment of the institution and addressed practical issues. Moreover, the stakeholder plan addresses how the Proto CMA can continue stakeholder engagement once the Kingfisher Programme is finalised. The plan is also flexible and can adapt to change.

Hanneke Gieske

Strategic Advisor

DWA Delfland

Liaison for Berg-Olifants Proto CMA

We had a great three-day Mutual Gains Approach workshop on strategic stakeholder management. We worked our way through theory and exercises based on practical cases presented by participants. We appreciate the trust and openness of everyone in sharing experiences and challenges. It allowed us to learn a lot and help each other effectively. We look forward to a long, fruitful, energizing and cordial collaboration in the new Kingfisher period!

The Mutual Gains Approach

The Mutual Gains Approach is a process model for negotiations developed by Harvard-MIT. By following its four steps of preparation, value creation, value distribution and follow through, better outcomes can be negotiated while safeguarding relationships and reputation. Based on hundreds of real- world cases, the approach enables multiple issues to be incorporated into an agreement, thereby taking into account the notion that parties often have more than one goal or concern in mind. It encourages an agreement to be 'created'. It focuses on careful analysis and good process management instead of emphasising a win-win mind set, being accommodating and finding common ground.



2 Breede- Gouritz CMA

Breede- Gouritz CMA (BGCMA) is the result of the amalgamation of the Breede WMA and the Gouritz WMA. The WMA is bordered by the Indian Ocean to the south, Berg- Olifants WMA to west, the Orange WMA to the north and the Mzimvubu- Tsitsikama WMA to the East. It largely falls within the Western Cape Province. Through the Kingfisher Programme, BGCMA, in close partnership with the Dutch Water Authority of Delfland and Waternet, has focused on amongst others, enhancing change and knowledge management as well as engaging stakeholders. The story below is based on an interview with Mr. Jan van Staden, Water Resource Manager at BGCMA.



Increased expertise on hydrology through tailor- made training

As with every CMA, the programme provided assistance based on a needs assessment. For BGCMA the need to provide training to staff on hydrology was highlighted.

The staff was specifically trained on ensuring water balance, monitoring water resources, processing water user license applications, protecting water resources, managing pollution and sampling. As a result, BGCMA is currently in a far better position to execute water use management functions. Although these functions were already attended to, prior to Kingfisher's intervention, the staff is now more confident to direct colleagues in the execution of hydrological matters.

The training is significant, as it prevents wrong decisions from being made that have a large impact on water users, the economy and the sustainability of the system. Stakeholders have also become more confident in the CMA in terms of hydrology, as better services are provided and questions are more easily and comprehensively answered. It truly improved and professionalised the image of the CMA. Fellow CMAs have also noted this.

Receiving this training was not foreseen by BGCMA, due to its unawareness that Kingfisher partners could address hydrology. When awareness was raised during the initial needs assessment, BGCMA embraced assistance on this issue. As it was noted that other CMAs were facing similar challenges, the training was extended to all other CMAs as well. Matters relating to hydrology have been changing for the better ever since.

DWA Delfland:

The original subject to be addressed in the BGCMA was quality monitoring and sampling. However, during the preparation it was found that there was a clear need for knowledge about the quantity aspects of the surface water. In collaboration with UNESCO-IHE a hydrological monitoring course was organized for employees of BGCMA. A total of eight employees participated here at BGCMA. The course was also open to participants from other (Proto) CMAs and students from Cape Peninsula University of Technology and the University of Western Cape. The course has led to additional knowledge about data management. A further exchange of knowledge on the management and use of data between GIS staff of Delfland and BGCMA was established.



Training provided to BGCMA on the Mutual Gains Approach

Eric Kuindersma

International Affairs Officer

DWA Rivierenland

Liaison for Pongola- Umzimkulu Proto CMA

The Kingfisher Programme is more important than for the development of the CMAs alone. During the WISA Conference 2016 in Durban all the key partners came together to showcase what Kingfisher has achieved and explore what potential the South African – Dutch cooperation yields for the future. I am proud of being part of this!

Marion Tusveld

Head Water Systems

DWA Rijnland

Liaison for BGCMA and Mzimvubu- Tsitsikamma Proto CMA

Rijnland recently joined the partnership between DWA Delfland and Breede-Gouritz CMA. Part of this visit included enlightening trips to an estuarine in Knysna with informal settlements on top of the mountains polluting the water, a waste water plant in George, a groundwater wellfield in Ladismith, an information meeting for emerging farmers in Barrydale as well as the first meeting of the Reference Group of stakeholders in Riversdale. I was impressed with the knowledge and spirit of the people working for BGCMA as well as the advanced stage in which BGCMA is currently in.

Otto Ferf-Jentink

Project Manager

DWA Amstel Gooi en Vecht/ Waternet

Liaison for Breede Gouritz CMA

Within the programme with BGCMA, the cooperation with municipalities on waste water treatment was a very successful one in reaching water quality goals on a provincial level. Water quality is a big issue and demands close cooperation between CMAs, municipalities and industries, supported by the national government.

Hanneke Gieske and Johan Loois noted some other successes besides the hydrology training

1. Improve water quality

Through the programme there is insight into how the remediation of (industrial) waste water is regulated within the European Union. This responds to BGCMA's request to examine the methods by which water can be purified. We introduced the use of so-called BREF (Best Available Techniques Reference), which are documents containing examples of best existing techniques for different types of wastewater.

As a result, a concrete case was developed based on a discharge from a specific food industry. Whilst doing so, the "poldermodel" was introduced, a collaborative working methodology whereby governments (municipal and CMA) in collaboration with industries seek to come to an acceptable solution regarding the overloading of sewage, caused by industrial discharge. The results are described in a paper which was presented at WISA 2016.

2. Stakeholder management

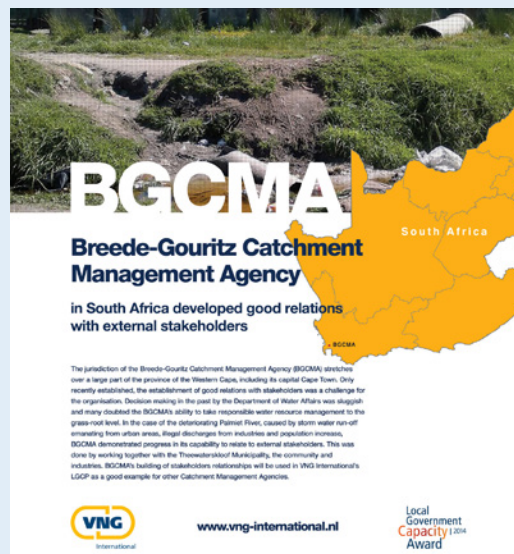
There was a training given on strategic stakeholder management based on the Mutual Gains Approach (Harvard-MIT). Various tools and skills were taught. The approximately 15 participants worked on the basis of their own cases and gained insight into their own style of interaction and negotiation. The course was highly appreciated by the participants.

3. Public awareness programs

For both South Africa and the Netherlands (OECD), public awareness is crucial for sustainable water management. As such, the cooperation emphasised experience sharing and reflection on each other's approaches and projects. The starting point for the public awareness programme of BGCMA was that awareness leads to behaviour change. The challenge is to create behavioural change in a manner that would spark improved water quality.

In a country, where for a large part of the population the focus is concentrated on the basic necessities of life, the relationship between their own actions and water quality is not of primary concern. BGCMA employees are still trying to establish this relationship and make stakeholders aware of their own influence on clean water. We focused on a programme in an illegal settlement in Theewaterskloof, concentrating on the way water was dealt with, inter alia, garbage, litter and sanitation led to pollution of the river.

In collaboration with various parties, BGCMA staff supported activities that made residents more aware of the relationship between healthy water and the use of it for daily practice, such as drinking water, irrigation water for their own gardening and seeing waste as a raw material (recycling). This case was presented at the Local Government Capacity Conference 2014 to illustrate a good practice of building stakeholder relationships.



3 *Inkomati-Usuthu CMA*

Inkomati- Usuthu CMA (IUCMA) is situated in the north- eastern part of South Africa and borders Mozambique and Swaziland. Its main rivers include the Sabie- Sand, the Crocodile (East), Komati and Usuthu Rivers. Under the Kingfisher Programme, IUCMA, in close partnership with the Dutch Water Authority of Drents Overijsselse Delta, has amongst others focused on sharing experiences on transboundary water management and governance. The story below is based on an interview with Dr. Thomas Gyedu Ababio, CEO of IUCMA.



Enhanced capacity of staff through international exchange of expertise

As IUCMA was already established, the Kingfisher Programme focused on more in-depth areas, including further capacity development of staff in relation to municipal engagement, governance and transboundary water management. As part of the REMCO initiative, the programme allowed IUCMA staff to visit multiple countries, including the Netherlands, Germany, Mozambique and Swaziland, thereby visiting water authorities, water boards, municipalities and other entities dealing with water. The insights, expertise and ideas gained during such visits were then brought back to South Africa and were translated into reports and actions. This was especially helpful for younger employees, who are relatively new to the water business. It inspired them to further integrate into and commit to the water industry. One colleague even went on a two-week training to VNG International in the Netherlands to increase personal capacity on multi- level water governance. It was noticeable that she learned a lot, including practical matters of water quality that were directly implementable.

The capacity of experienced staff in management positions and the governance board was also furthered, especially in terms of water governance issues. The combination of participating in the CEO Forum, a platform facilitated by the Kingfisher Programme where (acting) CEOs of (Proto) CMAs meet and discuss issues like governance, as well as the international exchange of experiences and expertise, helped considerably in this regard. A key aspect of this was to clarify and synthesise the roles of the governance board and management so that they knew where each other's mandate starts and ends. As a result, both no longer interfere in each other's business and now provide mutual support; if a stakeholder reports something to the governing board, the board will escalate it to the right person in management. This simple example illustrates how this change in capacity positively affects stakeholders in the catchment management area.

IUCMA expected the programme to be helpful in the way that it has been. It now feels it has the in-house capacity to fulfil its mandate of competently managing water in its WMA. With increased capacity, IUCMA is now able and willing to transfer its knowledge and skills to other CMAs, thereby enlarging the scope of change. An example of this is the usage of HydroNet, which was piloted in IUCMA and will be rolled out to all CMAs.

During a “cow safari” that was part of a study visit to the Netherlands we watched the cows grazing in the flood plains of the river Vecht in the Netherlands. This event has led to the name and logo of REMCO: River and Environmental Management Cooperation.

- Keimpe Sinnema

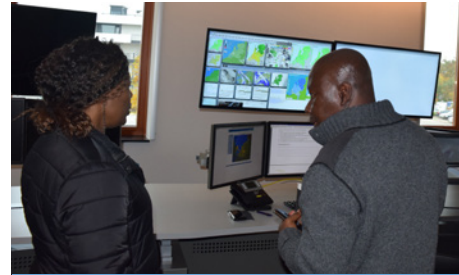




IUCMA Management Committee



IUCMA Board Committee



Dr. Gyedu-Ababio and Mrs. Maumela at a demonstration of HydroNET at DWA Rivierenland



Satellite disc on the roof of the IUCMA office to receive satellite images and information

River and Environmental Management Cooperation

REMCO is an example of working with cross-border stakeholders of water management institutions, in the three countries: South Africa, Mozambique and Swaziland. It includes institutions which operate at local level acknowledging the national interest and sovereignty of all the three countries. Waterschap Groot Salland also shares their river “de Vecht” with Germany. The cooperation between the Netherlands and Germany is constantly in search of innovative approaches to strengthen their cooperation. REMCO does not only learn from “de Vecht Initiative”, but also adds to discussion by means of sharing best practices and innovative approaches applied in the African continent. This makes the exchange between the Dutch and South African water institutions reciprocal in character.

Keimpe Sinnema

Manager International Affairs, Country coordinator South Africa for Dutch Water Authorities

DWA Drents Overijsselse Delta

Liaison for InKomati-Usuthu CMA

South African colleagues are very nice to work with, both on a friendly and professional level. They are conceptually very strong while the Dutch are a bit stronger in implementation. As such, we have learned a lot from each other during the Kingfisher Programme. We became colleagues and we became friends.



Mr. Sinnema and Mr. Reddy

4 Limpopo- North West Proto CMA

Limpopo- North West Proto CMA (LNWCMA) occupies the north- western part of the Northern Province. With the amalgamation of the former Limpopo and Crocodile West and Marico into one WMA, the Limpopo WMA includes the total catchment area of the Limpopo River, where the upper tributaries comprise of the Marico and Crocodile Rivers, and the downstream tributaries comprise Luvuvhu and Mutale Rivers. Under the Kingfisher Programme, LNWCMA, in close partnership with the Dutch Water Authority of Roer & Overmaas, has amongst others been focusing on the development of a Catchment Management Strategy, the engagement of stakeholders and sharing of experiences on transboundary water management. The story below is based on an interview with Mrs. Doris Maumela, Acting CEO of LNWCMA.



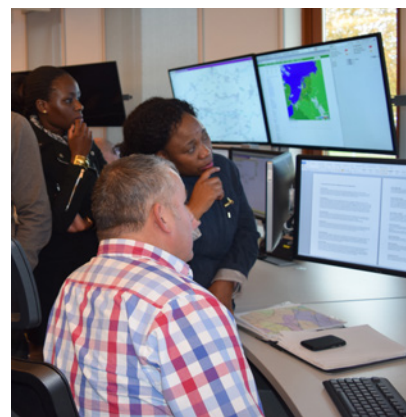
Improved engagement with municipalities

A significant change for LNWCMA was the increased engagement with municipalities in its area. Through various exchanges offered by the Kingfisher Programme, it elaborated on how to better engage and cooperate with municipalities. Inspired and capacitated by a workshop organized by this partnership, the Proto CMA further professionalised its already existing 16 Catchment Management Forums, platforms where stakeholders come together on a quarterly basis to discuss and explain issues related to water.

Municipalities are considered to be very important stakeholders in these forums, even so important that other stakeholders complain and indicate that it is useless to meet, when they are absent. It is key to have a good working relationship with municipalities, as municipalities are a key player in water governance, but often do not know what to do or where to go with issues related to water. For example, whilst municipalities have authorisation to abstract and release water, they sometimes do not comply. In addition to that, infrastructure for managing water is often inadequate. With closer engagement, CMA, DWS and municipalities can explore ways to facilitate better infrastructure and align standards.

Despite the relevance and the need to create a common understanding amongst the various stakeholders, not all municipalities attend these forums. Therefore, and because CMA-municipal relations needs to be extended further, LNWCMA is establishing a forum that is just for the CMA and municipalities. It is envisioned that the forum will gather on a quarterly basis to share information and strategize a joint approach to address challenges.

The improved level of understanding and cooperation has yielded several tangible results; when there is a sewage spillage LNWCMA knows who to liaise with from the municipalities. In addition, it can do on-site investigations and resolve the issue with the responsible persons from the municipality. Municipalities know the CMA and respond rapidly. Other stakeholders are also noticing the improved CMA- municipal



Mrs. Maumela asking questions about HydroNET

engagements; water users now receive more information and better water services. Moreover, issues related to water, for example sewage spillage, can be resolved more rapidly, like the example illustrated.

When Mrs. Maumela joined the Kingfisher Programme, she thought the programme would limit itself to the inner workings of the CMA. To her satisfaction, the programme extended its reach to establishing good relations with municipalities. Now that the programme is coming to an end, LNWCMCA will continue to build on the strong foundation of engagement laid during Kingfisher. Although there is more to learn, the programme gave them the confidence and capacity to do so.



Catchment Management Forum in Limpopo-North West

Harry Tolkamp

Manager International Affairs and Senior Strategic Policy Advisor

DWA Roer en Overmaas

Liaison for Limpopo North-West CMA

Catchment Management Forums involving all stakeholders

Stakeholder involvement through Catchment Management Forums and River forums, which are supported by CMAs but managed by the stakeholders themselves, is an eye opener for the Dutch. Involving stakeholders and getting their support in the earliest stages of plan development is essential to speed up the planning process. This is a lesson learned through the Kingfisher cooperation in South Africa.

Harry Tolkamp

Increasing cooperation between Limpopo North West Proto CMA and the (district) municipalities

CMAs' main task is to ensure enough quality water for their users. Municipalities, a major stakeholder, were hardly active in catchment forums. Kingfisher triggered the realisation that sanitation is key to improve water quality, which is a pivotal concern for municipalities. The programme underlined this in several workshops and managed to engage experts from municipalities.



Site visit to the Daspoort Sewage Treatment Plant (Pretoria)

5 Mzimvubu-Tsitsikamma Proto CMA

The Mzimvubu- Tsitsikamma Proto CMA (MTCMA) covers the majority of the Eastern Cape, and includes portions of KwaZulu- Natal, Western Cape and the Northern Cape. Through the Kingfisher Programme, MTCMA is in close partnership with the Dutch Water Authority of Rijnland. The partnership is fairly young but has mainly focus on the initial stages of the development of a Catchment Management Strategy and compliance of water users. The story below is based on an interview with Mr. Maxwell Sirenya, Acting CEO of MTCMA.



Enhanced enforcement and regulation of water use through experience- sharing

Although MTCMA is still in its incubation stage, a significant change has started to occur for its regulatory capacity. Prior to Kingfisher's intervention, the Proto CMA struggled with compliance of water (ab) users. How to effectively monitor compliance? How to react to noncompliance? How far can we go? All these questions were addressed by Kingfisher.

The programme exposed MTCMA to international best practices by means of letting people work in each other's institutions and providing workshops. For example, a workshop was held on how Dutch water authorities deal with compliance issues. The Proto CMA took home some lessons learned and is now examining how to adapt them to their own situation and implement them.

In addition, Kingfisher facilitated a learning and advisory platform where (Acting) CEOs meet and discuss various matters relating to water management, including compliance. Here they share and discuss approaches on monitoring water use and dealing with noncompliance, for example that of municipalities.

These programme elements have largely clarified questions concerning how far a Proto CMA can go when there is noncompliance. For example, can it fine a transgressor? Can it take a transgressor to court, or even to jail? Legislation is largely there but translating it into practice is ambiguous. MTCMA now has a better picture of its role and the abilities it entails, and as such can better monitor and enforce sustainable water use.

It is the users of water who benefit from enhanced regulation, especially in a water- scarce country like South Africa, since it encourages more efficient, equitable, affordable and sustainable water use and allocation. Besides taking reactive measures, MTCMA also takes preventive measures. This includes educating its users on the proper use of water through school programmes and campaigns, for example that of 'Adopt and Clean a River'. An extension officer was specifically appointed to fulfil this task.

Although there is still much to be developed and implemented further, Mr. Sirenya is confident that the Proto CMA is on its way to becoming a strong regulator due to its involvement in Kingfisher. Eventually he hopes to accomplish a self- regulating catchment area, where users comply themselves and report cases of noncompliance. Just like it was the case in the Netherlands, he expects this to be a long process.



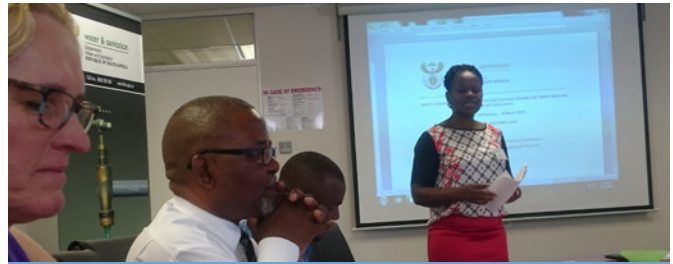
Mr. Sirenya engaging with stakeholders



Mzimvubu- Tsitsikamma Proto CMA staff with Dutch counterparts



GAMTOS Irrigation Board in discussion with Mr. Uijterlinde and Mrs. Kama



Ms. Tusveld and Mr. Sirenya captured by Ms. Mosupye (DWS) presentation

Marion Tusveld

Head Water Systems

DWA Rijnland

Liaison for Mzimvubu- Tsitsikamma Proto CMA

Rijnland just recently started to collaborate with Mzimvubu-Tsitsikamma Proto CMA. I was pleasantly surprised by the enthusiasm, knowledge and ambition of the CMA. A first visit in March 2016 highlighted the particulars, strengths and challenges of the catchment area and its management agency. The foundation for further collaboration is now established. I am really looking forward to the next visit!

Kees Bodegom

Team Leader

DWA Rijnland

Liaison for Mzimvubu – Tsitsikamma Proto CMA

The partnership of Mzimvubu-Tsitsikamma Proto CMA and DWA Rijnland is still in its initial phase, but I noticed that under the inspiring supervision of Acting CEO Maxwell Sirenya there is a huge commitment and dedication of the MTCMA staff to contribute to the CMA transformation process.

Andrew Kaliati

Project Officer for the Kingfisher Programme

Centre for Municipal Research and Advice

The Kingfisher provided me with further insight into the positive change that international cooperation can bring. I was privileged enough to witness and learn from exchanges between South Africa and the Netherlands. The Kingfisher Programme not only led to professional development but also helped forge valuable friendships.



6 *Olifants Proto CMA*

The Olifants Proto Catchment Management Agency is located on the north-eastern part of South Africa and includes portions of various provinces, including the eastern part of Gauteng, the northern part of Mpumalanga Province and the south-eastern part of the Limpopo Province. Through the Kingfisher Programme, Olifants, in close partnership with the Dutch Water Authorities of Vallei & Veluwe and Vechstromen, has focused on the development of a Catchment Management Strategy, the engagement with stakeholders and the strengthening of relations with local government. The story below is based on an interview with Ms. Wendy Ralekoa, Acting CEO of Olifants Proto CMA.



Better engagement through stakeholder forums

Olifants CMA's approach to stakeholder engagement has significantly improved since its involvement in Kingfisher. Stakeholder engagement is considered to be a difficult matter for Olifants, as it is for virtually every public entity. Although stakeholders are affected by the doings of the CMA, they do not always participate in decision-making processes, but complain when decisions are made to their dissatisfaction. Ms. Ralekoa underlined the importance of stakeholder involvement, as their support is vital in the implementation of programmes.

The Kingfisher Programme facilitated workshops where both South African and the Dutch water authorities presented how they manage stakeholder involvement. Both could learn a lot from each other. A subsequent discussion inspired the further professionalization of already existing Stakeholder Forums, a place where stakeholders of a catchment area come together to discuss and decide on the management of water resources. Thematic examples for discussion are pollution, mining and water allocation. These forums are held on a quarterly basis and attract about 80 participants representing various groups and organisations, including pharmacies, mining companies, NGOs and different communities. The forums are very popular, as they demonstrate that participants are heard and can actually influence decision-making. Last year, for example, stakeholders managed to lower the price of water through the participation in this forum.

The forums offer a place to publicly report and discuss cases of noncompliance. Talking about it openly has an encouraging effect and creates an environment of cooperative governance where the Proto CMA and water users work together to implement programmes and regulate the scarce resource of water. It also makes that stakeholders feel more engaged, the relationship between the CMA and stakeholders has improved significantly, the image of Olifants has improved on various levels, better decisions are made and programmes have received more support.

Ms. Ralekoa indicated that the Kingfisher Programme has facilitated a very positive impact in the catchment. Even though the first phase of Kingfisher will come to an end, Olifants will continue to further its role of engaging stakeholders.



Olifants CMA staff with Dutch counterparts

Rene Eisenga

Programme Manager

DWA Valleien en Veluwe

Liaison for Olifants CMA

The Dutch are famous for their struggle with water and the way we live in symbiosis with water. Due to climate change we experience what we call 'periods of drought'. The partnership with the Olifants Proto CMA showed us what drought really means, what influence it has on civil society and how to cope with it. This engagement helps us to prepare for the future. The cooperation gives us both a lot of energy and inspiration for future continuation of this peer-to-peer relationship.

Rob Uijterlinde

Project Manager of the Kingfisher Programme, on behalf of the Dutch Water Authorities

Pulling at grass doesn't make it grow faster

Designing and developing institutions is different from baking a pancake for breakfast. The invitation of the South African Minister of Water inspired the individual institutions of Dutch Water Authorities to join forces in an experiment called Kingfisher. Creating a team of professionals and exploring the match with our South African colleagues has been an adventure. It takes time and dedication to come from 'respect' via 'trust' to 'co-creation'. This reminds me of the saying that grass doesn't grow faster when pulling at it.

In executing a governance programme for emerging institutions one needs to be adaptive and flexible. This goes for both the Dutch and the South Africans. By sharing 'soft' water governance expertise and experiences we are paving the way for improved water management in South Africa, where the challenges are huge. In doing so we are shaping a team as Dutch Water Authorities and VNG International. Together with our South African colleagues, the CEO Forum, joint thematic workshops, projects and wider conferences (WISA) we stimulated cooperation and provided a better basis for water governance. Pulling at grass doesn't make it grow faster. Nourishing does!

Anne-Marie Tosserams

Project Manager of the Kingfisher Programme, on behalf of VNG International

The Kingfisher Programme has been a remarkable journey. Intrigued by the dynamics which involve such a large decentralisation process, and knowing that the CMA establishment has been in the cards for many years, I feel privileged to have witnessed some notable breakthroughs in this programme period. What really stood out for me is the remarkable passion and resilience shown by the South African colleagues to really bring about change and go an additional mile to ensure local participation in decision-making so that sustainable water resource management is warranted.



7 Orange Proto CMA

The Orange Proto CMA consists of the original Upper and Lower Orange WMAs and the Upper Molopo, which was a part of the Crocodile West and Marico WMA. The Orange River is one of the longest rivers on the continent and South Africa's major river. Through the Kingfisher Programme, Orange, in close partnership with the Dutch Water Authority of Hollands Noorderkwartier, is in the initial stage of exploring target areas. The story below is based on an interview with Mr. Moses Mahunonyane, Acting CEO of Orange Proto CMA.



A foundation for future change through international partnerships

Orange Proto CMA recently started its partnership with its twinning partner from the Netherlands. In the near future, this partnership will produce the CMA's Catchment Management Strategy, a document that sets out the framework for the management of water resources within its WMA and the principles for allocating water to existing and prospective water users for five-year periods. The fact that Kingfisher made this possible is highly appreciated.

Although much change is still in the making, the Kingfisher Programme has already assisted Orange Proto CMA in a number of ways. A notable impact has been the creation of the CEO Forum, a platform where (Acting) CEOs of all (Proto) CMAs come together and discuss issues regarding their establishment and operations. The programme also provided financial support, especially in instances where the supply chain process would not allow for the procurement of unplanned projects. Examples include the accommodation and venue of CEO Forum meetings as well as a visit from the Dutch counterpart of Hollands Noorderkwartier.

Mr. Mahunonyane commends the progress of the (Proto) CMAs and complements the excellent project management services within Kingfisher. He will strive for the continuation of this programme, as it has so much to offer. The fact that the Proto CMA has considerable room for development underlines this necessity.





Exchange of gifts between DWS Regional Head and Kingfisher partners



Orange CMA, Dutch counterparts and Boegoeberg Water User Association

Jan Bruin

DWA Hollands Noorderkwartier

It is remarkable how easily and fast solid partnerships can be formed between international water professionals!

Rob Uijterlinde

Project Manager on International Water Affairs

Dutch Water Authorities

We had an initial fact finding mission, in which we explored topics of cooperation. The given situation that the Orange CMA is still a Proto CMA (stage of incubation) makes it hard to mention significant changes in water governance. The mission resulted in:

- A closer understanding between the CMA and (Boegoeberg) water users association, including the realization that people make the difference (the head of the WUA) and that there is a shared responsibility.
- A deeper understanding of the Dutch with the water management issues of the Orange CMA, including its nature and size.
- A foundation of partnership and friendship to address water management issues by, making use of expertise of South African and Dutch colleagues.

Erik van der Huizen

Project Manager

VNG International

During the last two years I have been given the opportunity to be part of the Kingfisher management team. The highly challenging and difficult task given to the South African CMAs, as a result of one of the largest decentralisation processes ever in the country, might not directly be identified as one of the easiest décors for a colleague to colleague programme between two countries which both have a different, but as it turns out complementary, background in water governance. Still, the programme and partnerships already reached an interesting list of results where both countries managed to benefit from. The enthusiasm, commitment and willingness of all people involved in the programme has in my perspective a great added value and therefore I believe our Kingfisher mascot is well nourished to survive Christmas...



8 Pongola-Umzimkulu Proto CMA

The Pongola- Umzimkulu Proto CMA (PUCMA) is located in Kwa-Zulu Natal and is one of the larger WMAs, as it is the result of the amalgamation of the Thukela, Mvoti- Mzimkulul and Mhlatze- half of the Usutu. Through the Kingfisher Programme, PUCMA, is closely cooperating with the Dutch Water Authorities of Rivierenland and Hollandse Delta. This partnership has amongst others focused on the development of a Catchment Management Strategy, the sharing of experiences on water governance, and the engagement of stakeholders. The story below is based on an interview with Mr. Jayandran Reddy, Acting CEO of PUCMA.



Better decisions through a comprehensive Catchment Management Strategy

Key areas which brought about significant change within and outside the Pongola- Umzimkulu WMA are related to stakeholder participation, the HydroNET roll out and the development of a Catchment Management Strategy (CMS). The CMS sets out the framework for the management of water resources within a WMA, and the principles for allocating water to existing and prospective water users for five-year periods. It is basically used as a manual that guides the operations of the CMA, and as such warrants further change. It therefore needs to be crafted really carefully. Sound engagements with the Dutch have assisted in doing so, as they allowed for sharing ideas, methodologies and approaches that are both strategic and technical in nature. By adapting this input to the South African context, PUCMA has been able to draft a solid Terms of Reference for their CMS.

The exchanges, facilitated by Kingfisher, have enlightened many officials within the proto CMA. Furthermore, international exposure, for example during the Amsterdam Water Week and WISA, have highlighted global issues and ideas, such as water resilient cities which allowed for extensive deliberations on global concerns in water matters. During WISA 2016, local stakeholders from Catchment Management Fora's (CMFs), were capacitated to present mini presentations during the Kingfisher workshop, which was a major highlight. This also allowed for some networking and partnering to take place with other institutions.

The future utilisation of HydroNET, a dashboard that links information coming from multiple sources, will help the Proto CMA to make better decisions in respect to water resources management thereby revolutionising the WMA for the better. The system has brought some excitement, especially with young scientific and technical staff who are anticipating the installation and implementation of HydroNET. Staff have been offered the opportunity to be trained on working with this technology. It is aimed that these colleagues will then become key champion users.



Mr. Reddy expected the Kingfisher Programme to yield this volume of change, but believes that it could have been even more pronounced and effective, if red tape on the South African side was less evident. Mr. Reddy finds that the continuation of Kingfisher is crucial, looking at the investments made to date. However, for this strong commitment from South Africa is needed at multiple levels.



Organising committee for WISA



HydroNET presentation to PUCMA staff at WISA 2016



*Mr. Burger, Mr. Kuindersma,
Mr. Singh (DDG DWS)
and Mr. Reddy*



*Mr. Reddy receives an award
for Best Water Resource
Management Stand at WISA 2016*



*Former DG Margaret-Ann Dierdicks (DWS)
Henk Ovink (Special Envoy for Water for NL) and
Marisa Gerards (Dutch Ambassador to SA) at WISA*

Hans Waals

Strategic Policy Advisor

DWA Hollandse Delta

Liaison for Pongola Umzimkulu CMA

Together learning the importance of water management

Although Dutch Water Authorities have existed for centuries in the water-rich country of the Netherlands, discussing different aspects of water governance with our friends in Kwazulu-Natal gives us new and better ideas for our own job. The cooperation with South Africa, and Pongola-Umzimkulu Proto CMA in particular, inspired us to communicate differently with stakeholders, to cope with environmental changes and to cooperate with all kinds of institutions. We always get a lot of energy from this partnership.

9 Vaal Proto CMA

The Vaal Proto CMA occupies the Central North Eastern area of South Africa. It extends from Ermelo in KwaZulu- Natal, just west of Swaziland in the east across to Kuruman in the Northern Cape to the west. The Vaal Proto CMA is split into three management areas: The Upper Vaal, Middle Vaal and Lower Vaal. Through the Kingfisher Programme, Vaal Proto CMA closely partners with Dutch Water Authorities of Aa & Maas, Brabantse Delta and De Dommel. The partnership has, amongst others, focused on the development of action plans for the Catchment Management Strategy, information management, licensing and water use authorisation. The story below is based on an interview with Dr. Konanani Khorommbi, Acting CEO of Vaal Proto CMA.



Information sharing through a single dashboard

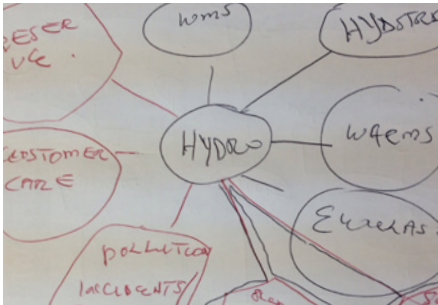
For the Vaal Proto CMA, a significant change is on the verge of happening. Vaal CMA, in conjunction with partners from the Netherlands, identified gaps and needs of the catchment management area. They agreed upon various areas to be targeted, including licenses, the catchment management strategy and information sharing management. The latter has been a key issue since information concerning water is highly fragmented in the country. Several entities are to be consulted to get information and it takes a lot of time to get it.

The Kingfisher Programme introduced the CMA to HydroNET, an online system that can link and combine information into a personal dashboard. This would allow Vaal to observe real-time situations, make predictions and thereby make better decisions for sustainable water resource management. The system was piloted by Inkomati- Usuthu CMA and Dutch counterparts recently introduced this system as well; it proved to be very beneficial.

Vaal Proto CMA is almost finished with exploring the applicability and possibilities of the system. It has identified several programmes to be linked to this system, concerning hydrology, water quality, user registration and licensing, among others. For issues that lack a programme linkable to HydroNET, new programmes will be developed.

Dr Khorommbi also envisages the system to provide information on water quantity and quality compliance as well; this would simplify the regulatory role and provide an overview of how much water a client has used and how much they need to pay it. An associated billing and invoice system will further simplify the process. In addition, it would automatically notify the CMA and water user when a license is about to expire and what needs to be submitted (online) to renew this license. In addition, because information about the water user, use and locality is complemented, the CMA can then easily review and renew it, if conditions are satisfactory.

Ideally CMAs, DWS, municipalities and other entities dealing with water issues will use common tools, technologies and approaches such as HydroNET. In addition, when secretariats of the parliament are linked as well, they no longer have to inquire information from the CMA; instead they can look it up themselves. Having such a system will furthermore allow questions of people without access to be answered by means of a phone call from their side and a few clicks on the CMAs side. Employees of Vaal Proto CMA are currently being trained on how to operate this system. At the same time, the stakeholders in the catchment management area also need to be trained. Therefore, an online manual will be made available. For users that struggle or do not have internet access, especially in rural areas, customer care centres will be established. Dr Khorommbi's ambition is to realise all of this within one year.



HydroNET envisioned by Dr. Khorommbi



Vaal CMA shows Breda Municipality their information system



Colleagues from Vaal CMA and DWAs of Brabantse Delta, de Dommel, Aa en Maas and Breda Municipality



Mr. July Buyisile, winner of the Holland Quiz



Site visit to a mine in Vaal WMA

Rob van Veen

Project Manager

DWA De Dommel

Liaison for Vaal CMA

It is fascinating to see that Vaal Proto CMA and Dutch water authorities can learn so much from each other despite significant differences in size and conditions; the CMA covers an area six times the size of the Netherlands. Working together on 10,000 kilometres requires teambuilding. Through team exercises, for example a quiz on how to survive the Dutch, a fruitful partnership was developed.



Eustathia Bofilatos

*Director on Institutional Governance
SA Department of Water and Sanitation*

Decentralisation of water resource management has profound implications for democratisation and nation building as well as increased accountability to users. The lessons learned from our Dutch partners are that in order to achieve decentralisation, the water sector requires good water governance which, in turn, will depend on a strong and accountable sector leadership, a robust regulatory framework and effective water management institutions with clear roles, responsibilities and capacity.



Alexander Verkerk

*Intern LGCP/ Kingfisher
Programme
Centre for Municipal
Research and Advice*

It has been a pleasure to talk with the staff of the (Proto) CMAs and to note their enthusiasm about the Kingfisher Programme.

This journey of questioning, listening and writing has elucidated the workings and benefits of international collaboration on water management. Just like everyone else involved in the programme, I learned a lot. It would be nice to redo this assignment in four years when changes of a follow-up programme are realised.



Closing remarks and words of gratitude

Governing and managing water is a skill. It is in the minds and hands of people. It is people who make a difference in governing water, and provide a basis for prosperity. It is an issue of dedication and leadership, at all levels, by all partners. This booklet has documented some stories of leaders.

The booklet illustrates that all (Proto) CMAs have undergone notable changes through their involvement in the Kingfisher Programme, be it in terms of stakeholder engagement, expertise in water management, regulation, information sharing and/or other. It is believed that the programme has touched upon in-depth and practical issues and as such, all (Proto) CMAs have achieved successes; whether large or small, expected or unexpected, each one of them being significant in their own way.

The wide variety of changes are in the first place attributable to the intensive cooperation between South Africa and the Netherlands. Secondly to partners and their willingness to share, learn and act. To the competence of the (Proto) CMA professionals, the Dutch water authorities and municipal staff, to the determination and patience of the Dutch Water Authorities (the association), VNG International and CMRA and the guidance of the Department of Water Affairs. Lastly to the Dutch Ministry of Foreign Affairs and the NWB Fund that made the Kingfisher Programme financially possible.

The Kingfisher programme has developed partnerships; provided for a solid foundation for further cooperation on water governance. The Kingfisher Programme shows that it is all about people, about dedication, leadership and partnership, pre-conditions for sustainable development.

Authors

Alexander Verkerk

Anne-Marie Tosserams

Paskaliah Kachieng'a

Acknowledgements

Ashia Petersen (Berg- Olifants Proto CMA)

Doris Maumela (Limpopo- North West Proto CMA)

Jan Van Staden (Breede- Gouritz CMA)

Jayandran Reddy (Pongola- Umzimkulu Proto CMA)

Konanani Khorommbi (Vaal River Proto CMA)

Moses Mahunonyane (Orange Proto CMA)

Maxwell Sirenya (Mzimvubu- Tsitsikamma Proto CMA)

Thomas Gyedu-Ababio (Inkomati- Usuthu CMA)

Wendy Ralekoa (Olifants Proto CMA)

And all partners for their input, reflections and pictures.

The 'Partnerships between South Africa and the Netherlands on Decentralised Water Management – Significant Change Stories' booklet is developed by CMRA (Centre for Municipal Research and Advice) and VNG International (International Cooperation Agency of the Association of Netherlands Municipalities) on behalf of the Kingfisher Programme.

November 2016

© Copyright VNG International/ CMRA, Pretoria, South Africa

Made possible by



Ministry of Foreign Affairs of the
Netherlands



