



water & sanitation

Department:
Water and Sanitation
REPUBLIC OF SOUTH AFRICA

STRATEGIC PARTNERSHIP FRAMEWORK FOR DEPARTMENT OF WATER AND SANITATION

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List of Acronyms

Table 1: List of Acronyms

ACRONYMS	DESCRIPTION
AGRI -SA	Agricultural South Africa
BLSA	Business Leadership South Africa
BUSA	Business Unity South Africa
CBO	Community Based Organisation
CMA	Catchment Management Agencies
CSIR	Council for Scientific and Industrial Research
CSI	Corporate Social Investment
DG	Director General
DWS	Department of Water and Sanitation
EU	European Union
FES	Federation for Environmental Sustainability
GDP	Growth Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GWPSA	Global Water Partnership South Africa
IGR & SC	Inter-Governmental Relations & Sector Collaboration
IWMI	International Water Management Institute
JAP	Joint Action Plan
KZN	KwaZulu Natal
LoI	Letter of Intent
O&M	Operation and Maintenance
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAFU	National African Farmers Union
NBI	National Business Initiative
NGO	Non Governmental Organisation
NWA	National Water Act
NWRS	National Water Resource Strategy
PPP	Public Private Partnership
SA	South Africa
SAPPMA	Southern African Plastic Pipe Manufacturers Association
SAFCOL	South African Forestry Companies Limited
SAGCCI	Southern African German Chamber of Commerce and Industry
SALGA	South African Local Government Association
SIWI	Stockholm International Water Institute
SWPN	Strategic Water Partnership Network
WC/DM	Water Conservation and Demand Management
WRC	Water Research Commission
WWF-SA	World Wide Fund for Nature- South Africa
UNICEF	The United Nations Children's Fund
AWiA	African Women in Agriculture
KlipWAS	Klipriviersberg Water Sustainability Association
WSEC	Walter Sisulu Environmental Centre

1. INTRODUCTION AND BACKGROUND

South Africa is a water-stressed country and is facing a number of water and sanitation challenges and concerns. The lack of basic services such as water supply and sanitation is a key symptom of poverty and under development. In this context the provision of water supply and sanitation services cannot be separated from the effective management of water resources.

The Department of Water and Sanitation (DWS) as sector leader seeks to manage the critical balance between sustainability of the resource, equitable allocation & economic growth. The National Water Act 36 of 1998 mandates the DWS to ensure efficient protection, use, development, conservation, management and control of water resources to support the country's water security needs. Such considerations include mainstreaming water resource management to support national development goals, reduce poverty, and protect the environment.

The Department of Water and Sanitation has over time established a wide variety of water and sanitation partnerships. These vary in size and type of partners as well as in the scope of their objective and realms of cooperation. They include partnerships for promotion and awareness of civic responsibilities in local water management, policy development and planning, water use efficiency improvement, local government support, sector capacity development, and research and innovation.

The basis for water and sanitation partnerships is the recognition that water and sanitation challenges negatively impact economic development in the country. The country's economic development path is affected by the lack of water resources, water supply and sanitation can be a limiting constraint to sustainable progress, which is the ultimate goal for widespread poverty reduction. Future challenges will depend on current responses.

Sustainable solutions require a systematic approach of integrated solutions rather than addressing issues in isolation. Most of these opportunities take advantage of the synergies between and amongst government, private sector and civil society. This is with the understanding that decisions made for water use, protection, conservation, management, supply and for sanitation delivery can have significant, multifaceted, and broad-reaching impacts on different water use sectors – often with a mix of both positive and negative repercussions.

1.1 Legislative and Policy Imperatives

The legislative and policy documents below provide a set of procedures, rules and allocation mechanisms for sanitation in South Africa. **The Constitution of the Republic of South Africa, 108 of 1996** Section 24 provides for the right of all people in South Africa to an environment that is not harmful to their health and wellbeing.

- **Water Services Act, 108 of 1997**

Section 3 (1) provides for a right of access to basic water supply and basic sanitation to everyone.

- **The National Water Act 36 of 1998**
- **Strategic Framework for Water Services 2003**
- **National Sanitation Policy 2016**
- **National Water Security Framework – in the context of Water and National Development Plan**
- **National Climate Change Adaptation Strategy, Water and Sanitation Sector Policy or the Nationally Determined Contribution – in the context of Water and Climate Change**

1.2 Water Security concerns

The United Nations-Water defines water security as “the capacity of a population to safeguard sustainable access to adequate quantities of and acceptable quality water for sustaining livelihoods, human well-being, and socio-economic development, for ensuring protection against water-borne pollution and water-related disasters, and for preserving ecosystems in a climate of peace and political stability.” It is in this context that the Department views the security of water supply and sanitation service as threatened through environmental degradation and resource pollution. The rehabilitation costs of freshwater courses are serious concerns for the DWS. The growing water gap which is estimated to be approximately 17% is of concern to the Department as well. Water security also emerges as the number one global risk in terms of development impact. UNICEF predicts that the world will not be able to meet the development challenges of the 21st century.

1.3 Sanitation Issues

Sanitation is more than just toilets, it is about health and hygiene – while sanitation is an intensely private social sphere of the water value chain, it is also a public good with environmental and health protection benefits accruing well beyond the household boundary. Addressing backlogs in access to sanitation is thus through public interventions and school sanitation initiatives.

South Africa has made a major policy shift through the development of National Sanitation Policy 2016. It encourages new thinking around sanitation management, innovation, more appropriate ways of treating human excreta, wastewater, and view sanitation as a resource. It recognises the economic value of sanitation and provides policy positions. However, more work needs to be done regarding sanitation in South Africa.

1.4. Key interventions proposed by DWS through the Water and Sanitation Master Plan

The National Water and Sanitation Master Plan emphasizes that government cannot accomplish targets of services delivery and integrated water resource management, without the involvement

of other stakeholders, especially the private sector. There have been a number of cases where such involvement has been achieved with good results. The National Water and Sanitation Master Plan calls for the development of an implementation plan to address key priority areas and create economic and transformative opportunities towards water security and dignified sanitation for South Africa. As such the Water and Sanitation Master Plan provides a platform for improved partnerships, especially as it relates to the implementation of the plan.

The Master Plan outlines a series of urgent steps to be taken and implemented by all stakeholders in the water sector in order to address systemic and infrastructural challenges to secure continuous and uninterrupted supply of water for both community and business use.

The plan is a “Call to Action” which rallies stakeholders in South Africa to work together to address the challenges confronting the Water and Sanitation Sector. Calls for the development of an implementation plan to address key priority areas and create economic and transformative opportunities towards water security and dignified sanitation for South Africa.

There is a strong move towards improving integration within and across different sectors and between government and non-government structures. The development of strong partnerships within government and private sector, underlined by a strong sense of one government, forms a basis for improving integrated planning and cooperative governance. There needs to be a collective and a coordinated national drive to reduce poverty, promote job creation, fast track economic growth and the management of natural resources for improved sustainability

Water is a catalyst for both economic development and job creation. The President and all envoys have continued to lobby investors to come and invest in South Africa. As the Water and Sanitation sector, our responsibility is to guarantee not only for the short term but also for the very long term the availability of water to assure investors that South Africa is open for business. We also have to provide the same guarantee for our local businesses big and small, and our farmers.

- Key aspects covered are:-

Prioritizing and unblocking the implementation of projects that are necessary for, amongst other aspects, ensuring water security in South Africa;

Developing the capacity and mobilizing resources to deliver reliable access to water and sanitation services; and

Ensuring that all efforts are in accordance with the current priorities of Government especially contributing to SA's economic revival.

2. STRATEGIC FRAMEWORK FOR PARTNERSHIPS

A partnership is an arrangement where parties, known as partners, agree to cooperate. Strategic partnership constitutes an arrangement between two entities or organizations to help each other or work together, to make it easier for each of them to achieve the things they want to achieve.

Too many strategic partnerships never come close to achieving a common objective because partners never dedicate the resources, ongoing commitment, and ownership needed to drive meaningful impact. Investing time and resources early in the relationship to establish a mutually beneficial partnership will greatly increase the odds of creating a successful, long-term relationship. The most successful strategic partnerships have structure, accountability, and encourage collaboration. This information is a bit misplaced here on it's own perhaps would be better placed later on in the documents with arguments related to why the need for a partnership framework. I would suggest you rephrase and say achieve a common objective

2.1 PURPOSE

The purpose this partnership strategic framework is to:

- Define a **department-wide approach** towards identifying and building partnerships with public, private, civil society and international development partners.
- Articulate and share an understanding of the **priorities** of Department in establishing/building and managing partnerships. Priorities include programmes, projects, policy and strategy development and implementation activities aligned to the Master Plan/DWS.
- Produce an **actionable path** that positions the DWS to improve coherence and set standards, recognise accountabilities and establish areas for collective action
- **Guide** the format of new partnerships and review of existing partnership
- To acknowledge and recognise the contributions of various multi stakeholder partnerships in monitoring and reporting against key water and sanitation targets.

2.2 KEY OBJECTIVES OF THE STRATEGIC PARTNERSHIP FRAMEWORK

The key objective of this DWS partnership strategic framework is to achieve the following:

- ☑ To stream line and coordinate existing sector partnerships internally within DWS;
- ☑ Identify opportunities to expedite service delivery and strengthen sustainability of water and sanitation programmes;

- ☑ Promote innovation in the water and sanitation sector to address challenges and seek potential solutions;
- ☑ To identify and map water and sanitation sector partners, and determine appropriate relationship management options for partnership engagements;
- ☑ The framework seeks to ensure the DWS and sector partners share knowledge and expertise;
- ☑ Identify and address the sector partner concerns around security of supply and sanitation services, maintenance and operation of infrastructure and the complex regulatory regime.
- ☑ Use identified relationship management options for sector partnership engagements to ensure a common understanding of priorities;
- ☑ Promote ownership of key DWS programmes in order to strengthen water and sanitation governance by sector partners in South Africa;
- ☑ Ensure that the sector partners are consulted on the development and implementation of key DWS legislation and policy development and reviews.
- ☑ Improve and strengthen proactive sector involvement by raising awareness and enhancing the level of understanding on water and sanitation issues;
- ☑ To address skills shortage by leveraging resources from partners to enhance capacity within the Department and Local government to support sector programmes.
- ☑ To put in place mechanisms to monitor and evaluate partnerships against the agreed activities.

2.3 THE IMPETUS FOR A STRATEGIC PARTNERSHIP FRAMEWORK

The Department of Water and Sanitation commissioned a rapid audit and assessment of existing bilateral and multilateral water and sanitation partnerships in the 2017/18 financial year. There are key issues that various partners highlighted as constituting some constraints to strong and productive partnership arrangements and they have been categorised into strategic, governance, communication and co-ordination challenges in the section below.

a) Strategic challenges

- Lack of clarity from some participants as to why a partnership was initiated coupled with inadequate assessment of strategic options
- Lack information and strategic guidance on key challenges & priorities and programmes and key performance Indicators s not specified with sufficient clarity
- Lack of support from the Department in the advancement of partners' strategic objectives and expediting regulatory processes to ensure compliance.
- Lack of continuity on the Departments strategic focus from one administration to another

- Lack of proper orientation of key principals on the partnership progress and proper handover of strategic relationships.

b) Governance challenges

- Loose arrangements and lack of formalisation of the partnership agreements and a clear definition of roles and responsibilities.
- Decision points and authority levels unclear. Poorly defined decision-making roles and processes, for example, low level management making strategic level decisions as they have not fully understood the consequences of certain operational decisions.
- Lack of formal agreements to govern strategic partnerships.
- Good platforms exist but there is poor visibility of the Department in terms of executive leadership to guide the discourse and strategic agenda on water and sanitation programmes.
- Lack of control and accountability - no monitoring controls in place of the partnership and the organisations involved.

c) Maintenance/ Communication challenges

- Poor maintenance of partnerships - delayed and tardy response from the Department and lack of prioritisation and support of key programmes and interventions agreed with partners.
- Lack of trust – often as a result of multiple misunderstandings and frustrations and lack of delivery or support on key undertakings
- Tardy or no responses to important meetings.

d) Implementation challenges

- Lack of synergy and co-ordination of efforts (integrated planning) between the partners and the department
- Fragmentation and compartmentalisation within the Department which create a huge burden in terms of communication, implementation, monitoring and oversight.
- Inefficiency – duplication of structures and governance arrangements
- Lack of acknowledgment of key initiatives and innovation from the private sector and civil society organisations.
- Delivery challenges – lack of implementation of the decisions made and thus performance not meeting set objectives
- Limited funding for key interventions

The Department has made significant progress towards addressing some of the challenges.

3. UNDERSTANDING STRATEGIC PARTNERSHIP IMPERATIVES IN THE WATER AND SANITATION SECTOR: *WATER IS EVERYONE'S BUSINESS*

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

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

- **Sustainable Development Goals (SDG6)**

The 17 SDGs were endorsed by all heads of state, including South Africa, on 25 September 2015. The SDGs are a collection of 17 global goals set by the UN General Assembly in 2015. The UN resolution is widely known as “The 2030 Agenda on Sustainable Development” and is a plan of action for people, planet and prosperity. The goals are broad and interdependent, yet each has a separate list of targets to achieve. Achieving all 169 targets would signal accomplishing all 17 goals. The SDGs cover social and economic development issues including poverty, hunger, health, education, global warming, gender equality, water, sanitation, energy, urbanisation, environment and social justice.

DWS is spearheading the effort in the South African water and sanitation sector to deliver on the SDGs, in particular ***SDG6: Ensure availability and sustainable management of water and sanitation for all.*** It is also widely acknowledged that achieving SDG 6 is essential for progress on all other 16 SDGs and vice versa. Sustainable management of water and sanitation underpins wider efforts to end poverty, advance sustainable development and sustain peace and stability.

Partnerships are key to the success of SDG6 reaching its 2030 objectives. The DWS has encouraged Partnerships by mobilizing SDG 6 Sector Involvement - integration and participation of the different components (Government, Private sector, Utilities, Civil Society, Research, Mining, Agriculture etc.), which is critical in working together we can go far and achieve our objectives. The

SDG6 Programme has also created a Cross Cutting named the Water and Sanitation Sector Leadership Group (WSSLG) SDG6 Task Team, initiated to provide the platform to mobilise the Sector and for members to be a productive part of the process. The Task Team is designed to inform the sector on progress and allow them to give their inputs and recommendations to each of the Targets in terms of existing Gaps and propose interventions from themselves. The Department cannot achieve SDG 6 if it work's in silos – the Department must work together with stakeholders in a number of appropriate partnerships to reach our common goals.

3.1 Applying Integrated water resources management principles

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

3.2 Integrated planning

There is a strong move towards improving integration within sectors, across different sectors and between government and non-government structures. The National Development Plan advocates for the strengthening of government mechanics and systems to ensure coherence and cohesion in the implementation of government programmes at different levels. The development of strong partnerships with various institutions within sectors underlined by a strong sense of collective responsibility for resources forms a basis for integrated planning and improved sustainability of our resources.

3.3 Addressing missing conversations

The effectiveness of dialogues and engagements on the value and governance of water is directly affected by the nature of conversations that take place between different water use stakeholders. It is important to find ways of stimulating these conversations as a means of finding effective collaborative ways of managing water and sanitation, this includes the private sector. These conversations are often missing because of the absence of key stakeholders from discussion platforms. The water sector partnerships have been historically driven by the need to institutionalize intergovernmental relations, especially focusing on the new local government structures. This focus has neglected participation of key water use stakeholders

outside of government. The following key stakeholders need to be brought on board to achieve productive engagements and balanced water allocations:

- **Private sector** – the private sector, in its broad sense, has a role to play in investing in the development, protection and conservation of water. It is a crucial sector to tap into for resources and also to regulate as a means of ensuring a balanced valuation of social and economic water uses.
- **Civil society** – whilst focus has been on organized civil society structures, it is gradually being noticed that direct platforms for direct engagement with the general public are missing and that these voices are not being heard. These conversations cut across all water use activities – consumptive, productive, aesthetic, recreational, spiritual, and ecological.

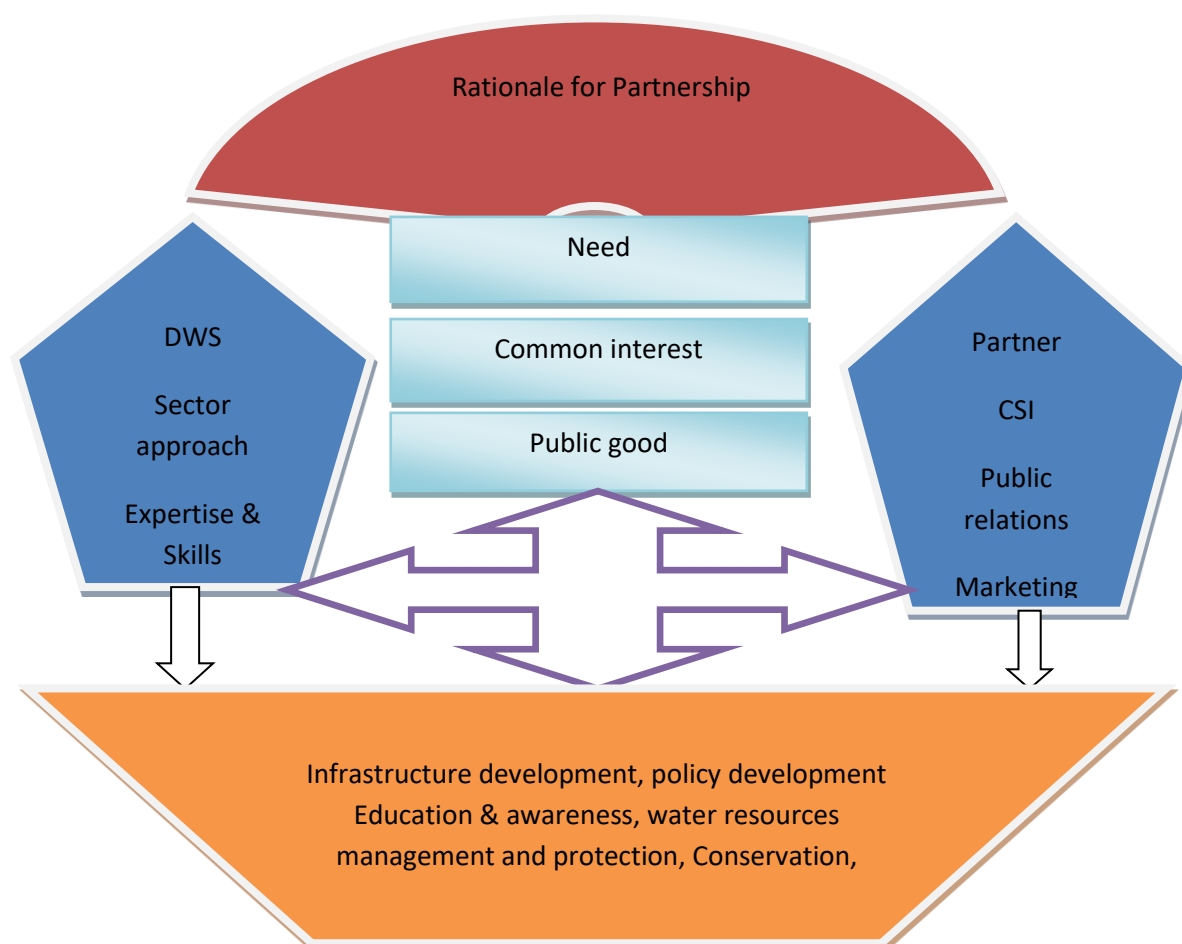
4. RATIONALE AND SCOPE FOR PARTNERSHIPS

From the perspective of government partnerships are required to improve water and sanitation access, efficiency and sustainability, at different levels, and between private and public stakeholders, businesses, users and regulators, social and private actor, science and policy, etc. These are the main reasons why partnerships are required:

- The water and sanitation challenges are too great for government to tackle on its own. Partnership with various organisations remains crucial in tackling all the challenges and achieving the developmental goals of the country as a whole.
- There is the need to work with an array of partners to design policies and for planning and investments that will ensure continuous improvement. The buy-in sought from policy developmental through to planning and implementation phases promotes better understanding, synergy and support for government initiatives and also unlocks resources from the private sector.
- Fostering collaboration amongst different water use sectors is essential to providing a platform for information sharing, knowledge exchange and innovation necessary to develop and improve implementation & management frameworks.
- There is greater recognition of the contribution of community structures, organised formations and non-profit organisations in the development and implementation of policies and programmes. Key issues at this level include sustainability of natural resources; affordability of services; and public participation in the policy discourse and project implementation. The involvement of civil society is therefore crucial.
- The constitution of the Republic enjoins all spheres of government, and indeed all organs of state, to work together towards a common government programme. There is an

appreciation that, although functions are often separated and implemented at different level by different organs of state, there is a lot of inter-dependence which requires stronger coordination, integration and collaboration.

Diagram 1: Demonstration of rationale for partnership



4.1 Potential Benefits of a partnership

The engagement of partners within of water and sanitation has practical benefits that would benefit the implementation of projects within the water sector. There are systems, governance arrangements and procedures that DWS and the water and sanitation sector would stand much to benefit through involvement of other partners in the water sector and sanitation programme as a whole.

There are many reasons why the private sector, individual companies and civil society would engage in partnership with the Department. The benefits can be long term in terms of the image and profile of the company within the public space especially to their own clients and consumers. The benefits include:

- ☒ Contribution to the greater social and environmental good in terms of contributing to the sustainability of the water resources. The partnership with DWS as the sector leader on water and sanitation is a unique opportunity and may provide a platform to drive a national water and sanitation programmes that will provide benefit to the nation not only for now for the future generations.
- ☒ The positive public perception and media coverage is an important marketing concern and aligning with an environmental and social good provides a base for broader acceptance and affinity to the products and the company itself. Involvement on a major environmental cause. It provides credibility for own initiatives and present the efforts for acknowledgement and overall improved awareness to the public. The spin offs from the publicity and association with such a positive initiative can be taken into other advertising campaigns and promotion of brands.
- ☒ The DWS partnership provides a platform for meaningful investment into social programmes for the continued availability of important natural resource water, which is an important input to the organization's operations but which have high benefit and usage to the community and the country as whole. The leverage and mileage can be exposed not only in SA but within SADC and in International fora where DWS plays a part and makes a contribution.
- ☒ The elevation of performance standards. The engagements with strategic partners will direct the plans and the performance of both the Department and its partners based on the commitments made. Properly constructed governance arrangements will provide systems, protocols, control measures to ensure that targets are met.
- ☒ Fast tracking of implementation based on easier to implement procurement protocols. The usage of private sector resource in terms financing creating programmes will help in the fast tracking of implementation due to the flexible and quick process management when it comes to procurement and provision of resources after approval within the budgeting committees or any structure responsible for the allocation of resources.
- ☒ Skills development and transfer. Strategic partnerships stand to benefit the Department in terms of skills transfer and capacity building. In an environment where critical skills within the sector are scarce, strategic partnerships would help in leveraging the existing and expertise from other partner's skills especially in the private sector to support the implementation of key programmes of the Department.
- ☒ Injection of support, funding and increased control measures. The access to funding will be enhanced through strategic partnerships but will also ensure that quality of initiatives through thorough due diligence and rigorous monitoring and control mechanisms throughout the project.

- ☑ The private sector has to maintain the same standard of service delivery for the duration of the contract to demonstrate value for money for the resources expended to the project. This will in turn improve the quality of service provided and expedite the attainment of certain government delivery goals.
- ☑ Strengthening DWS strategic partnerships and multistakeholder platforms (through DWS existing and new partners, as well as other government sectors and spheres) might benefit integration, coordination and integrated planning and implementation between sectors and levels – which ultimately improves delivery.

4.2 Impacts of strategic partnerships

Water and sanitation partnerships need to be seen in a developmental sense and as a means to a variety of social, environmental and economic development goals. In general terms, effective partnerships for improving water and sanitation access, efficiency and sustainability create suitable platforms and collective capability to respond to the water and sanitation challenges and take advantage of the synergies state and non-state actors in the water and sanitation supply value chain. In particular, sector partnerships might contribute to the following relevant objectives:

- Integrating policies, broadening the scope and enhancing the effectiveness of both water and sanitation planning, within and across the sector
- Improving governance by helping to provide better regulation and enabling stronger institutional frameworks.
- Learning from each other's success and failure among the water and sanitation communities.
- Identifying opportunities to improve water and sanitation access, efficiency and sustainability
- Promoting and stimulating coordination within and across domains to reduce waste and inefficiency.
- Developing a common and better understanding of the connections and effects of water and sanitation on other sectors and uses

4.3 Criteria for Partnership Relationship

- Must result in a significant and needed contribution to the Department's and sector's vision and goals
- Must incorporate and align with both parties' policies, strategy, and mandate.
- Enable a win-win situation for the DWS and partnering organisation(s)

- Must receive explicit support from executive leadership of participating institutions
- Must be defined through a partnership instrument outlining objectives, expectations, roles and responsibilities and other rules of engagement.
- Have a high probability of success within a reasonable timeframe
- Have measurable outcomes and impact on the department and the water sector as a whole.
- Must fall within each stakeholder's capabilities (e.g. resources, authorities, drivers)

5. METHODOLOGY

5.1 Key considerations and proposed approach to private sector partnership

The effective partnerships with private sector will need to be supported by a principled approach to establishing relationships. DWS has been involved with various stakeholders at different levels and lessons from these engagements have informed the consideration outlined here below on the approach to be adopted and principles to uphold. Effective sector collaboration has a number of dimensions that need to be addressed simultaneously.

5.1.1 Getting to know each other

Stakeholders need to get to know each other; understand and interpret concepts in the same manner, and establish a common 'language' in the partnership. The need to do a research and to understand the vision, strategy, plans and the key programmes of the relevant private sector institution is important. It allows opportunity to explore areas of alignment. This also helps in creating a link between existing objectives and programmes between DWS and the relevant ensure synergy. There is always a need to avoid duplication and to maximize the use of resources and the getting to know each other helps with the synchronization of intent and improves application effort and resources.

5.1.2 Levelling the playing field

The process to unblock barriers in terms of partnership arrangement is when stakeholders disclose their intentions and focus on the relationship. This helps in promoting transparency in terms of intentions and expectations from the various stakeholders. The unbundling of concepts and jargon that might confuse people who may be unfamiliar with the culture, process and protocols of each partner is required to level the playing field. The partners should come to the same level of awareness in terms critical information and knowledge that could influence their decision. Sufficient

space must be given to all stakeholders to participate and influence the agenda and outcomes of dialogues. Stakeholders must feel that all issues of concern are given attention without undue focus on one partner's issues or concerns.

5.1.3 Develop a set of common goals

The basis of any relationship and partnership are goals and objectives that are common to both and that they seek to commit to. These goals will be informed and derived from the vision and corporate strategy. The goals might be big and aspirational but these can be further interpreted into specific outputs and aligned to certain programmes for objective implementation. There needs to be a clear understanding of what are the shared concerns regarding the management of water in the country and the key focus by the proposed partnership. The goals will lead to the development of clear implementation programme that will seek to ensure the achievement of such stated goals.

5.1.4. Governance arrangements

Specific Departmental branches would need to identify and establish partnerships relevant to their scope of work, manage the implementation and ensure progress is reported and monitored on a quarterly basis. This information will be merged into a consolidated database which will be updated bi-annually. This might require that a champion be agreed to and that an administrative function be allocated to ensure smooth running of affairs pertaining to the partnership. There must be commitment towards ensuring that matters raised in sector debates are attended to and that resolutions of the formal meetings are given attention, otherwise there will not be value in raising proposals. Representation should be both relevant (responsibility, seniority, etc) and consistent. It is critical that representation is consistent to promote a good flow of meeting discussions based on previous deliberations and resolutions.

5.1.5 Formalisation of the partnership arrangement through Partnership Instruments

The formalisation of a partnership arrangement gives credibility and stronger status to the relationship. The Department seeks to formalise the governance arrangements through establishing a partnership instrument or agreement to guide all parties to key aspects of the agreements. The partnership instrument can include a Memorandum of Understanding (MoU), Memorandum of Agreement (MoA), a Letter of Intent (LoI) or an Action Plan. The partnership agreement should therefore capture the intention, scope of engagement, role and responsibility and also governance arrangements regarding the partnership. These documents would serve to represent the formal content of the partnership and be used to manage and provide a basis for contractual and legal matters of the partnership. This would include aspect relating to official

representation of parties to the public and the media, the obligations of each party in relation to the partnership, other protocols and provisions relating to protection of information and confidentiality, extent of liability arising from any claim, variation of partnership agreement provisions etc.

It should be noted that not all partnerships might require to be formalised. It is only those where there is a high level of commitment to a strategic objective and allocation of resources to achieve specific and defined goals which contributes greatly to the vision and strategic plans of all parties involved. A process to identify and categorise partnerships will help give a proper perspective on the type of relationship and formalisation arrangements. In some cases, a letter of consent, or some agreement on mutual acknowledgement and endorsement of activity or intervention, or even agreement on project by project support might be adequate. The type, category, level of partnerships is outlined as a guide as, there is often a blend of types and levels which may feature in the strategic partnership agreement or arrangement.

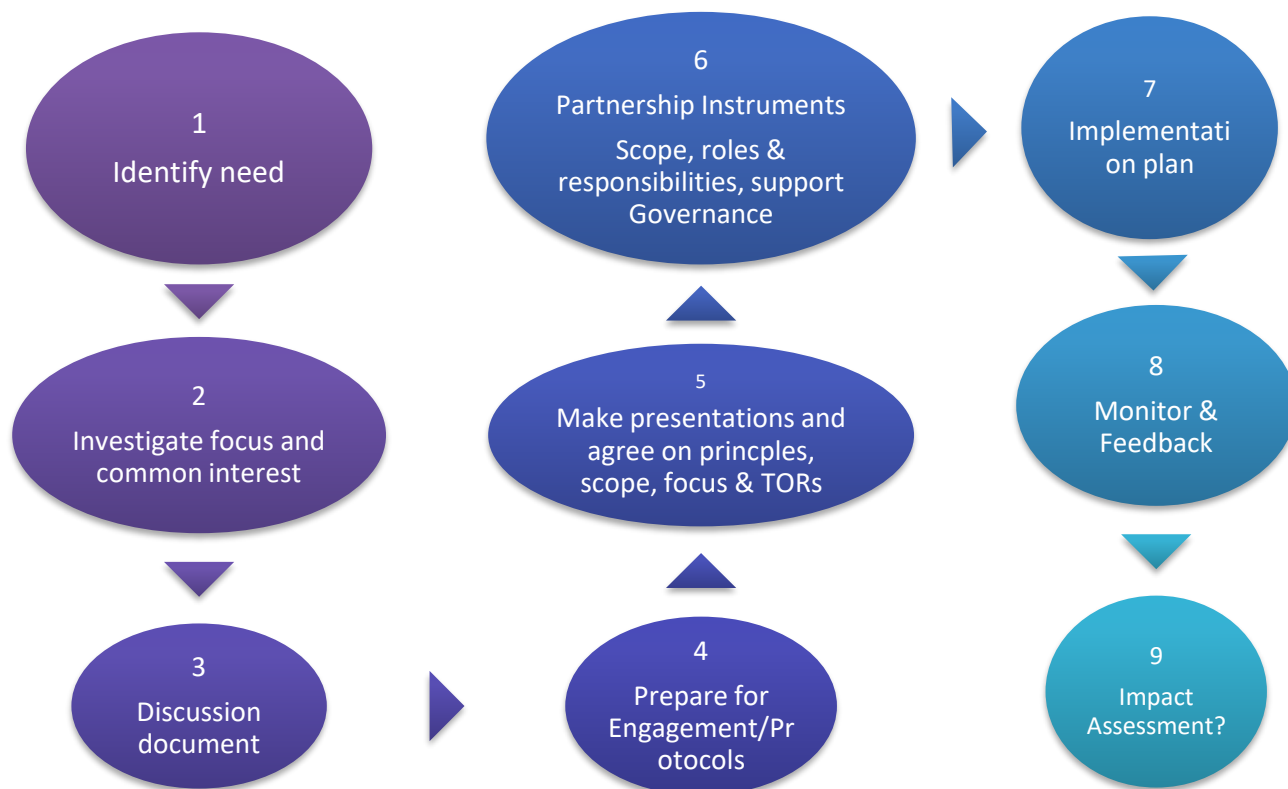
5.1.6 Guiding Principles for Potential Partnerships

While the Department is keen to collaborate with sector stakeholders, reasonable measures should be implemented to mitigate the risk of the DWS exposure to disrepute. Potential partners will need to undergo a screening process to ensure that the institution is reputable and credible.

6. PARTNERSHIP IMPLEMENTATION MODEL

6.1. Illustrative Process to develop partnerships

Diagram 2: Illustrative Process to develop partnerships



6.2 Partnership Structure and Design

Each water and sanitation partnership must be designed to be flexible enough to accommodate existing and future needs of the DWS and its partner(s). DWS must avoid a one-size-fits-all approach that has hindered some sector engagement. Some sectors are quite diverse, have a limited history of working with government, or have a weak value proposition.

a) Categories

- Bilateral
- Multilateral
- Sectoral
- Multi-sectoral

b) Types

There are broadly three types of partnerships – strategic, operational or transactional

- Strategic partnerships need a broad, flexible agreement focusing on long-term objectives and do not require funding
- Operational partnerships focus on enhancing operational efficiencies of the DWS and focus on specific defined projects and may involve funding

- Transactional partnerships, primarily with entities require lesser interactions e.g. the Rand Water Plumber Training
- Knowledge and Information sharing - partnership exist for the purpose of sharing information and raising awareness about key issues, developments that might have an impact on the work, life or operational space of another.
- There is potential for a blend of technical and process knowledge partnerships, with partners who play a combination of roles with various partners.

6.3 Levels of partnerships

Table 2: levels of partnerships

Partnership	Networking	Sharing info	Tool management of	Structure
Strategic	Collaborate	Co-funding/ Joint resources Common implementation modalities Memo of Agreement (Implementation Protocol – Govt)	Partnership agreements	Establish Governance structure
	Cooperate	Joint mission Shared responsibilities Memo of Cooperation	MoU	Multilateral Sector Multi-sectoral
Operational	Coordination	Addressing overlapping responsibilities	IGR Framework	Bilateral Sector Multi-sectoral
Transactional	Support	Involved in own programmes that have a direct impact of water and sanitation strategy	Mutual agreement of support	Bilateral Sector
Knowledge and Information Sharing	Acknowledge	Involved in own Water and sanitation activities Contribute to IWRM	Letter of acknowledgement	All categories

6.4 Key Partners Proposed matrix and governance

6.4.1 Partnerships Matrix

Table 3: partnership matrix

Strategic				
Name	Issues & Programmes	Collaboration Level	Tool	Mechanism
Operational				
Name	Issues & Programmes	Collaboration Level	Tool	Mechanism
Transactional				
Name	Issues & Programmes	Collaboration Level	Tool	Mechanism
Information sharing				
Name	Issues & Programmes	Collaboration Level	Tool	Mechanism

6.4.2 Action Plan

Table 4: Action Plan

Strategic Output	Interventions	KPI	Timeframe	Partners	Resources

6.5 Key Interventions

- a. Consult, solicit input, finalise and adopt the strategic framework for partnership
- b. Identify champions within each branch to foster partnerships
- c. Establish and strengthen sector engagement platforms
 - Summits
 - Sector events – WISA, sector workshops, etc
 - WSSLG
 - DG-CEO Round-tables (Business, Civil Society, State Entities, etc)
 - Public relations and marketing
- e. Identify, develop and cost programmes requiring partnerships
- f. Mobilise support

7. ROLES AND RESPONSIBILITIES OF WATER AND SANITATION SECTORS

Table 4: Roles and Responsibilities of water and sanitation sector

7.1 Define roles and responsibilities-The roles and the responsibilities of each stakeholder will need to be clearly defined to ensure that confusion or misinterpretation of expectations is minimized. The clarity in terms of roles and responsibility will facilitate implementation and allocation of accountability to guard the credibility of the partnership in terms of its delivery outcomes

No.	Responsible Component	Roles and Responsibilities
1.	DWS Top Management	<input checked="" type="checkbox"/> To provide strategic guidance and approval of the strategy. <input checked="" type="checkbox"/> Support on partnership engagements
2.	DWS Branches	<input checked="" type="checkbox"/> To coordinate and align partnership existing initiatives. <input checked="" type="checkbox"/> To provide guidance on the partnership strategy development and implementation. <input checked="" type="checkbox"/> To identify partnership opportunities
3.	DWS Regions	<input checked="" type="checkbox"/> To facilitate partnerships locally <input checked="" type="checkbox"/> To manage the implementation and monitoring of the partnership outcomes
4.	DWS Legal Services	<input checked="" type="checkbox"/> To provide legal opinion in the event of an MoU and contractual matters.
5.	DWS IGR and Strategic Partnership	<input checked="" type="checkbox"/> To identify and facilitate partnerships <input checked="" type="checkbox"/> To provide guidance and support to regions <input checked="" type="checkbox"/> To monitor and implement partnership objectives. <input checked="" type="checkbox"/> To provide oversight and intervention
6.	Business	<input checked="" type="checkbox"/> To provide technical expertise and support. <input checked="" type="checkbox"/> To augment government funding, strengthen innovation, skills transfer. technical expertise and expedite service delivery. <input checked="" type="checkbox"/> Knowledge transfer and lesson sharing

7.	Donor Agencies:	<input checked="" type="checkbox"/> To augment government funding and provide technical and financial expertise for government led initiatives <input checked="" type="checkbox"/> Knowledge transfer and lesson sharing
8.	Civil Society	<input checked="" type="checkbox"/> To advocate for improved service delivery through partnerships.

8. DURATION OF THE STRATEGY

The Department recognises that sustainable water supply with private sector should be on a long-term focus with strong coordination and collaboration. The framework is expected to be implemented within a 5 year period (2022-2027) and is to be reviewed bi-annually. The DWS - IGR and Strategic Partnerships Directorate will monitor the implementation of the strategy and partnerships progress on an ongoing basis.

9. CONCLUSION

The framework seeks to recognise the strengths and opportunities that can be realised through the diversity of stakeholders through careful and appropriate participation and engagement. There is a need to understand the value of open and honest participation to ensure collaboration and partnerships are built with stakeholders.

The framework intends to strengthen partnerships within the Department through learning between public and private sector practitioners, sharing of expertise and resources, ensuring sustainability and expediting water and sanitation service delivery. It is imperative that public and private sectors work together and move towards a greater shared vision of the role that the sector can collectively play in delivering water services in South Africa.

REFERENCES

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2. Water Services Act, 108 of 1997
3. The National Water Act 36 of 1998
4. Department of Water and Sanitation National Sanitation Policy. October 1998
5. Strategic Framework for Water Services 2003
6. Department of Water and Sanitation National Water Resource Strategy. 2nd Edition
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7. National Sanitation Policy 2016
8. The National Water and Sanitation Master Plan 2019
9. Department of Water and Sanitation Strategic Plan 2020-21

ANNEXURE A**STAKEHOLDER MAPPING OF EXISTING STRATEGIC PARTNERSHIPS***Table 1: Stakeholder mapping :categorising partnership*

No	Category	Partner	Objective/ Areas of Collaboration
1.	Business and Industrial water users	<ul style="list-style-type: none"> ○ Business Leadership of SA (BLSA); ○ Business Unity of SA (BUSA) ○ Strategic Water Partnership Network (SWPN) ○ National Business Initiative (NBI) ○ Shoprite ○ Sasol ○ Sanlam ○ Santam ○ Coca Cola Beverage SA ○ Cobra/Lixil ○ AgriSA ○ Southern African Plastic Pipe Manufacturers Association(SAPPMA) ○ Unilever ○ Tripple Eight ○ Mines ○ Construction Industry ○ Independent Power Producers ○ Mineral Council ○ Southern African German Chamber of Commerce and Industry ○ Nelson Mandela Chamber of Business ○ Plastics SA ○ Siyanda Bakgatla Platinum Mines ○ Vodacom ○ South African Association of Water Users Association (SAAFWUA) 	<ul style="list-style-type: none"> ○ Funding for awareness creation and technical interventions ○ Sharing of expertise on governance, planning, performance management, Project management etc ○ Health and Hygiene ○ Educational Programmes
2.	Civil Society	<ul style="list-style-type: none"> ○ Non Governmental Organisations and Community Based Organisations ○ Faith Based Organisations ○ Lobby groups ○ World Wide Fund for Nature – South Africa (WWF-SA) ○ African Women In Agriculture ○ The Mvula Trust 	<ul style="list-style-type: none"> ○ Communications and Advocacy ○ Input on legislation and policy development and reviews. ○ Health and Hygiene

		<ul style="list-style-type: none"> ○ Federation for Environmental Sustainability (FES) ○ Friends of Liebeeks ○ Enviroworks ○ Life4U Foundation ○ African Women in Agriculture ○ Food & Trees for Africa ○ Siyazisiza Trust ○ Public Service Association ○ Harties Foundation ○ Fresh NGO ○ Hennops Revival ○ Emaplatini Heritage ○ Walter Sisulu Environmental Centre ○ Save the Vaal ○ PikItUp ○ KlipWas ○ Global Water Partnership SA ○ Wildlife Environmental Society of South Africa (WESSA) ○ Living Lands ○ South African National Biodiversity Institute (SANBI) ○ Gift of the Givers ○ Operation SA ○ Dihwayi tsa Phomolong Agricultural Project ○ Southern African German Chamber of Commerce and Industry 	
3.	Donor Agencies	<ul style="list-style-type: none"> ○ GIZ ○ SIWI ○ Resilient Waters ○ European Union (EU) ○ USAID ○ Australian Aid ○ Oxfam ○ UNEP ○ UNICEF ○ International Water Management Institution (IWMI) 	<ul style="list-style-type: none"> ○ Funding opportunities ○ Skills and Capacity Building ○ Global and Regional Lesson sharing on international best practices addressing sustainable water management. ○ Research Development and Innovation ○ WC/WDM
4.	Research and Academic Institutions	<ul style="list-style-type: none"> ○ Water Research Commission ○ Council for Scientific and Industrial Research (CSIR) ○ Universities 	<ul style="list-style-type: none"> ○ Collaboration on research & Innovation ○ Knowledge and information

			management & advancement ○ Educational Programmes
5.	State Owned Entities (SOEs)	○ Water Entities ○ Eskom, Transnet, Safcol, South African National Road Agency (SANRAL) ○ South African Bureau of Standards (SABS) ○ Eskom Expo for Young Scientists	○ Training ○ Job creation ○ Women and Youth Empowerment ○ Sustainable water management
6.	Other	○ SALGA, Nedlac, BrandSA WISA, etc	○ Skills transfer and capacity building ○ Better profiling of DWS work and contribution public good ○ Promote Departmental key strategies ○ Engage with consumers

ANNEXURE B Definitions

Term	Definition
1. Water Stewardship	<p>Water stewardship as the use of water that is socially and culturally equitable, environmentally sustainable and economically beneficial, achieved through a stakeholder-inclusive process that involves site- and catchment-based actions</p> <p>Good water stewards understand their own water use, catchment context and shared concerns in terms of water governance; water balance; water quality; Important Water-Related Areas (IWRAs); Water, Sanitation and Hygiene (WASH), and then engage in meaningful individual and collective actions that benefit people, the economy and nature.</p> <p>(Alliance for Water Stewardship, 2019).</p>
2. Sponsorship	<p>Contribution of money or generally in support of the departmental activities</p> <p>(Gifts, Donations Policy: DWS)</p>
3. Memorandum of Understanding (MoU)	<p>A memorandum of understanding (MOU) is a legal document describing a bilateral agreement between parties.</p>
4. Memorandum of Agreement (MoA)	<p>A memorandum of agreement (MOA) or cooperative agreement is a document written between parties to cooperatively work together on an agreed upon project or meet an agreed upon objective.</p>
5. Service Level Agreement (SLA)	<p>The SLA is an agreement between a service provider and a customer that identifies the services required and the expected level of services. The agreement varies between vendors, services and industries</p>
6. Public Private Partnerships (PPP)	<p>A PPP is defined as a contract between a public-sector institution and a private party, where the private party performs a function that is usually provided by the public-sector and/or uses state property in terms of the PPP agreement. Most of the project risk (technical, financial and operational) is</p>

	<p>transferred to the private party. The public sector pays for a full set of services, including new infrastructure, maintenance and facilities management, through monthly or annual payments. In a traditional government project, the public sector pays for the capital and operating costs, and carries the risks of cost overruns and late delivery.</p>
7.Partnership	<p>Partnerships is a form of management in which the government teams up with a stakeholders to either deliver public goods and services, to expedite service delivery, to collaborate on key programmes, amongst others. The partnerships may be in terms of shared responsibility, outsourced, joint-venture, or even shared contributions as either jointly agreed. These can be formalised through agreements or informal engagements.</p> <p>Partnerships are a process not an outcome. It is a professional working relationship in which all participants are actively engaged in and stand to gain from the process of learning and working together. Underpinning values of partnerships involve: authenticity, inclusivity, reciprocity, empowerment, trust, challenge, community, and responsibility. It is characterised by collaboration, joint decision-making, and ownership of process and outcomes.</p>
8.. Collaboration	<p>The nature of sector-wide collaboration is such that it is not possible to say when it begins or ends. It is an ongoing and evolving process, as much shaped by changes in the environment as it itself shapes that environment.</p> <p>Collaboration is first and foremost about process, which may or may not facilitate positive outcomes. Firstly, addresses concerns, issues or subjects where collaboration does and does not occur and how and why this may vary. A second concerns the structures that guide collaboration and how these relate to the subjects. A third pertains to the stakeholders themselves, how they are structured and how they relate to the subjects and structures of collaboration.(Review of Sector Collaboration)</p>

9.Intergovernmental Relations	Intergovernmental Relations [IGR] are conventionally defined 'as important interactions between governmental units of all types and levels (IGR Framework)
10.Gifts	Something that is bestowed voluntarily and without compensation (Gifts, Donations Policy: DWS)
11.Donation	The provision by contribution, gift or bequest without expectation and benefit in return (Gifts, Donations Policy: DWS)