



**DEPARTMENT OF WATER AND SANITATION
DIRECTORATE: WATER RESOURCE PLANNING SYSTEMS
SUB DIRECTORATE: WATER QUALITY PLANNING**

DEVELOPMENT OF AN INTEGRATED WATER QUALITY MANAGEMENT PLAN FOR THE OLIFANTS RIVER SYSTEM

Terms of Reference for Governance Structures

**Project Administration Committee(PAC), Project Management Committee (PMC)
And Project Steering Committee (PSC)**

1. BACKGROUND INFORMATION

The Olifants River system is a highly utilised and regulated catchment and like many other Water Management Areas in South Africa, its water resources are becoming more stressed (both from a water quantity and water quality point of view) due to an accelerated rate of development and the scarcity of water resources.

There is an urgency to ensure that water resources in the Olifants River system are able to sustain their level of uses and be maintained at their desired states or improved in certain cases.

The development of Integrated Water Quality Management Plan for the Olifants River system

The project 'Development of an Integrated Water Quality Management Plan for the Olifants River System' (hereafter referred to as the Olifants IWQMP project) was recently commissioned by the Directorate: Water Resource Planning Systems (D: WRPS). The main objective of the study is to develop management measures to maintain and improve the water quality in the Olifants River System in an integrated manner to ensure sustainable provision of water to local and international users. The management measures will be of an overarching nature and will deal with the broader Olifants River System while taking the strategies and plans developed at the sub-catchment level into account.

The plan will detail feasible management options for implementation in the short term (next 5 years), medium term (10 years), and long term. A further important deliverable from the study will be a set of integrated Water Quality Planning Limits (WQPLs) for the Olifants River System and the individual sub-catchments areas that will be aligned to Resource Quality Objectives (RQO) that have been set. The plan is aimed at alleviating water quality problems in the catchment and ensuring the sustainable use of the water resources.

The study area includes the Olifants Water Management Area (WMA 2, as per the WMA description in the National Water Resource Strategy 2) which incorporates drainage regions B1 to B7 (Olifants River catchment), B8 (Letaba River catchment) and B9 (Shingwedzi River catchment).

2. PROJECT GOVERNANCE STRUCTURE

For the purpose of project management, technical review and input and administrative and institutional assistance a Project Administrative Committee (PAC), a Project Management Committee (PMC) as well as a Project Steering Committee (PSC) are to be established.

2.1 Project Administrative Committee

The PAC will comprise of the DWS Project Leader, Project Manager and a supporting member for the Olifants IWQMP Study and the Project Leader, Project manager and Coordinator from the Professional Service Provider. The PAC will be chaired by DWS... The PAC will meet once a month during the project period.

2.2 Project Management Committee

The PMC would comprise of technical representatives from the National and Provincial Department of Water and Sanitation Offices and the Proto CMA. The PMC will meet at key milestones to ensure the goals of the project are achieved and will guide the development of the project deliverables. In addition, the PMC will address issues and challenges presented to the project process and progress and ensure matters are discussed, decisions taken and approval is obtained as required.

The PMC reports to the Project Steering Committee (SSC) and may be called upon for their technical inputs by any of the following fora:

- **The Project Steering Committee:** This group consists of representatives from directly involved sectors and stakeholders in the study area – national, provincial and local government, organised business and agriculture, industry, NGOs, civil society, environment and conservation. This group will meet to strategically advise and guide the development of the IWQMP.
- **Focus Group Meetings:** This group(s) will meet as and when there is a need to address a specific issue or aspect that has come to the fore through the development process or the study meetings. Representation on these groups would relate to the issue that has to be addressed.
- **Broad stakeholder consultation meetings:**

This group consists of the broader body of stakeholders. The purpose of the meeting will be to present stakeholders with information, share knowledge, and build capacity regarding the project.

- **Forum Meetings:** Feedback to existing catchment forums in the area will be undertaken in the form of presentations. This will be aligned to the forum meetings and as required.

2.3 Project Steering Committee

The Project Steering Committee (PSC) is comprised of senior representatives from all sectors, organisations and role players important to the study area or that have a stake in its outcome. The primary purpose of the Project Steering Committee (PSC) for the Olifants IWQMP Study is to provide overall guidance and direction for the project. As such, PSCs can be of great help by providing tangible evidence of management support, as well as much needed guidance through problems and sensitive technical and political issues.

PSC members act individually and collectively as vocal and visible project champions from their representative organisations. Depending on how the project is organised, the PSC can act as liaison between the project management team and the broader body of stakeholders in the project area and beyond.

The following arrangements will apply to the PSC:

- The DWS will act as the chair for the PSC meetings;
- The study team will serve as the secretariat for the PSC meetings;
- The DWS will schedule PSC meeting dates to coincide with the deliverables; and
- The PSC is a project committee and will cease to exist on completion of the study.

3. FUNCTIONS OF THE COMMITTEES

3.1 Functions of the PAC

The functions of the PAC will be the day to day administration of the project to assess monthly progress, invoicing and budget related aspects.

3.2 Function of the PMC

The functions of the PMC are to:

- Administer study progress, review and manage the study tasks;
- Assume co-responsibility in providing direction to the study;
- Ensure that the objectives of the study are achieved in line with the original study TOR and
- Ensure that the deliverables meet the agreed upon specifications;
- Endorse deliverables for presentation to the DWS
- Discuss any technical aspects relating to the development of the IWQMP;
- Provide technical advice and information as needed;
- Provide guidance, direction and support from the perspective of component/function being represented;
- Ensure all related and relevant departmental initiatives and undertakings are aligned to the study;
- Guide on communication matters and associated material and process, and
- Manage, monitor and assess performance of the study.

Representation from other components may be required on an *ad hoc* basis to give input on issues pertaining to technical aspects identified through the process.

3.2 Function of the PSC

The functions of the PSC are to:

- Provide executive support, guidance and commitment to the direction and outcomes of a project;
- Share resources, information and data or facilitate sharing where possible;
- Provide inputs on behalf of the organisation they represent in accordance with the study terms of reference (TOR);
- Assist DWS in ensuring that the objectives of the study are achieved;
- Facilitate strategic linkages with other projects and stakeholders;
- Receive and review study outputs and give comments on them, within a reasonable timeframe;
- Communicate with constituencies to provide feedback on the outputs arising from the studies;
- Provide strategic advice to ensure that national perspectives on water management are maintained in the course of the project;
- Act as advocates for issues and recommendations that may arise from the study

The functioning of the PSC is dependent on:

- Ensuring that the PSC has enough information to provide valuable input;
- Ensuring that there is adequate time for the discussion of identified issues;
- Commitment needed in area of attendance, which includes having an alternate available to attend in the place of the member; and
- Decisions will not be revisited due to the absence of a PSC member.

4. REPORTING

The PAC, PMC and PSC will ultimately report to the Director: Water Resource Planning Systems. Relevant reports and information will be submitted to members prior to a meeting to provide input or comments, to track progress and propose future activities.

5. FREQUENCY OF MEETINGS

5.1 PAC Meeting

The PAC meetings will take place monthly. Should there be a PMC or PSC meeting in the same month the PAC will precede either of those meetings.

5.2 PMC meetings

It is envisaged that PMC meetings will be held at key milestones and as agreed by the PMC.

5.3 PSC meetings

PSC meetings are to be scheduled during the life of the project. The scheduling of the PSC meetings will be linked to milestones achieved in the study.

6. REPRESENTATION

The representatives for the PAC, PMC and PSC are included separately as Appendices A, B and C. the list of representation will be updated as and when required.

7. THIS TERMS OF REFERENCE

The Terms of Reference is a living document and will be amended if and when required by the relevant committees.

Signature for approval



Pieter Viljoen
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