

WATER QUALITY MANAGEMENT POLICIES AND STRATEGIES FOR SOUTH AFRICA

NEWSLETTER

EDITION 4



WATER QUALITY MANAGEMENT POLICIES AND STRATEGIES FOR SOUTH AFRICA

PURPOSE OF NEWSLETTER (No. 4 of 4, June 2017)

The purpose of this newsletter is to:

- i. update you on the development of the Implementation Plan and Monitoring and Evaluation Framework;
- ii. inform you about the way forward;
- iii. invite you to register as a stakeholder; and
- iv. solicit your comments.

Project technical information:

DWS Project Manager
Mr Pieter Viljoen

DWS Scientist Manager: Water Quality Planning
Private Bag X313
Pretoria, 0001
Tel: +27 (0)12 336-7514
Cell: +27 (0)82 808 0497
Email: ViljoenP2@dws.gov.za

To comment on the project or register as a stakeholder:

Project Team Leader
Derek Weston

Pegasys Strategy and Development
PO Box 14362, Hatfield, Pretoria, 0028
Tel: +27 (0)12 342 0815
Cell: +27 (0)82 964 9461
Email: iwqms@pegasys.co.za

Project Team Manager
Traci Reddy

Pegasys Strategy and Development
PO Box 14362, Hatfield, Pretoria, 0028
Tel: +27 (0)12 342 0815
Cell: +27 (0)82 557 2878
Email: iwqms@pegasys.co.za

For more information on the project, including to obtain copies of the reports, please refer to the dedicated project website on the Department's website:

www.dws.gov.za/projects/iwqms

INTRODUCTION

Water quality management is a multifaceted and complex issue, affecting all South Africans, and as such, needs to be pursued in a participatory manner, taking into account the varying and differing perspectives of stakeholders (government, private sector and civil society). Although there has been substantial work conducted as part of the project to identify the issues around water quality and its management in the country, the true strength of the Integrated Water Quality Management (IWQM) Strategy and its Implementation lies in the extent to which implementers and stakeholders have been able to conceptualise the issues and adopt the strategic actions put forth. The IWQM Strategy will be implemented in a phased approach, with some short-term activities required to ensure longer-term intent. As such, there are parts of the strategy that need to be initiated rapidly, with the understanding that the action will quickly generate results. Other actions will be initiated in the short-term with the desired outcomes only becoming evident in the longer-term, for example where improved monitoring of

emerging pollutants over the next few years will lead to improved management strategies in the future.

Therefore, in the development of the Plan, three parallel processes will take place that will inform and be informed by each other (Figure 1):

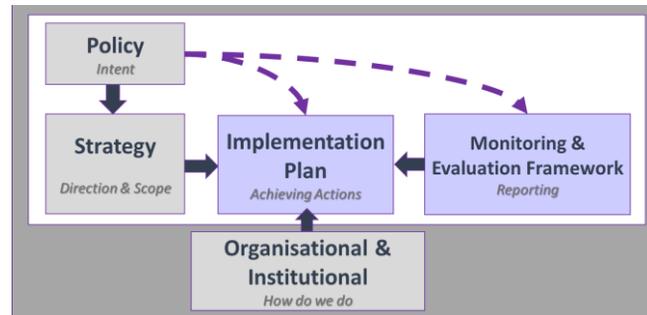


Figure 1: Relationship between Policy, Strategy and Implementation

- i. **Development of an Implementation Plan.** The aim of the Implementation Plan is to articulate in a structured way, how the strategy can be pragmatically implemented. The Implementation Plan itself will consist of two drafting stages: one to develop the Plan (i.e. Edition 1) based on current available knowledge and the outcomes of the assessment phase of the project (see Newsletter 1) and two to test and finalise the Plan (i.e. Edition 2) through targeted engagement with stakeholders, identified implementers, drivers and champions for water quality management.
- ii. **Development of the Monitoring and Evaluation (M&E) Framework.** The M&E Framework will determine the key indicators and targets that should be monitored, evaluated and reported on in order to determine the progress, success and outcomes of Implementation.
- iii. **Review of the existing Organisational Structure.** This will assist in enabling implementation by ensuring the correct line functions within the Department and its Institutions are identified as implementers or champions of aspects of the Plan.

The Implementation Plan is the critical catalyst to shift approaches towards achievement and careful consideration needs to be given to its nature and development so that it creates a true opportunity to achieve, and demonstrate success.



water & sanitation

Department:
Water and Sanitation
REPUBLIC OF SOUTH AFRICA



VISION

Government, in partnership with private sector and civil society, secure water that is fit for use for all forever



IWQM POLICY FOCUS AREAS

- Taking an inclusive approach to WQM
- Applying Integrated, adaptive WQM
- Financing IWQM
- Building the knowledge and capacity base for WQM



IWQM STRATEGIC GOALS

- Goal 1:** Aligned Policy, Strategy and Legislation
- Goal 2:** Improved Governance
- Goal 3:** Improved, Efficient and Effective WQM Practice
- Goal 4:** Innovative Finance
- Goal 5:** Improved Knowledge & Information Management

IWQM STRATEGIC ISSUES

Strategic Issue 1:
Harmonise Policies and Strategies to Enable Improved WQM

Strategic Issue 5:
Improve Coordination in Integrated Planning

Strategic Issue 9:
Develop Pricing and Incentive Mechanisms that Support IWQM

Strategic Issue 2:
Legislative Review and Amendments

Strategic Issue 6:
Strengthen IWQM Regulation, Compliance and Enforcement

Strategic Issue 10:
Strengthen Monitoring Networks and Information Management

Strategic Issue 3:
Improve WQM Institutional Structuring

Strategic Issue 7:
Apply Adaptive Management Approaches

Strategic Issue 11: Build Water Quality and WQM Capacity through Education, Training and Communications

Strategic Issue 4:
Formalise Governance Framework to Support Non-Governmental Engagements

Strategic Issue 8:
Improve and Sustain Fiscal Support for IWQM

Figure 2: Relationship between the Vision for IWQM, the strategic issues and the Activities that will form part of the Implementation Plan



Implementation Activities

These are the priority activities that must be undertaken in the short-term in order to address the Strategic Issues. Part of this process includes identifying the Indicators that will be monitored in order to determine if the desired outcomes have been achieved.

TOWARDS IMPLEMENTATION

Strategies fail due to significant pressure to develop and implement various solutions, without fully understanding the challenges at hand. This results in avoiding addressing real issues such as creating improved, efficient, and effective action, aligning and integrating approaches, and active learning environments that enable staff and stakeholders to jointly learn and develop adaptive responses. Therefore, there is a need for a change in approach in order to ensure that the trajectory of declining water resource quality is checked, where we start to create the right capacity to strengthen our management of water resources whilst working towards a longer-term vision of on-going IWQM that is supported and enabled through adaptive management approaches. The Government planning process shows how National development targets, which incorporate international goals such as the Sustainable Development Goals (SDGs), are given effect to through the Medium Term Strategic Framework (MTSF). The MTSF then feeds into the Annual Performance Plans for implementation by the various Departments and Sectors (Figure 3). The IWQM Strategy provided a significant suite of 11 Strategic Issues (Figure 2), which translate into 21 Objectives and 60 Actions. The IWQM Policy, Strategy and Implementation Plan recognises the need for integration and a greater sectoral approach to WQM and aims to inform the below process with regards to the water quality management priority actions that will need to take place.

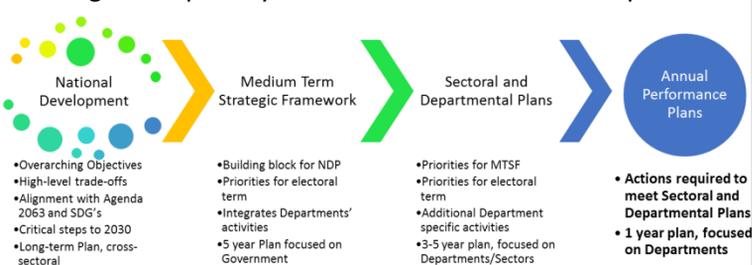


Figure 3: Government Planning Process

TOWARDS PRIORITISATION

It is recognised that the sector faces a complex challenge within a context of resource constraints. The development of the implementation plan does therefore need to be both pragmatic and practical.

The core considerations for the formulation of the implementation plan include:

- **Focus on short to medium term timeframes, while building a platform for future strategies** in line with the policy and visions for water quality management.
- **Prioritising critical concerns**, while ensuring that other issues are addressed through on-going management or monitoring for future prioritisation and action.
- **Relevance at national, catchment and local scales**, while ensuring horizontal alignment across sectors and institutions at each scale.
- **Provide a framework for actions towards a strategic intent** via a series of implementation plans.
- **Enables adaptive response** to changing circumstances and achievements based on effective on-going monitoring and evaluation.

ADDRESSING THE CRITICAL ELEMENTS

The IWQM Strategy articulates the need to show success and so it is important to be able to demonstrate that our efforts can improve the status of water quality in identified catchments and not be seen as theoretical or academic exercises. Focus on the business of water quality management (Figure 4) in this first period of implementation should be towards:

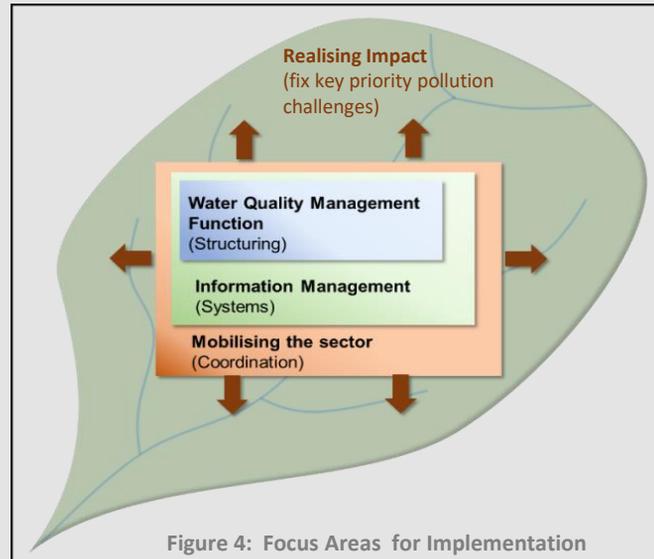
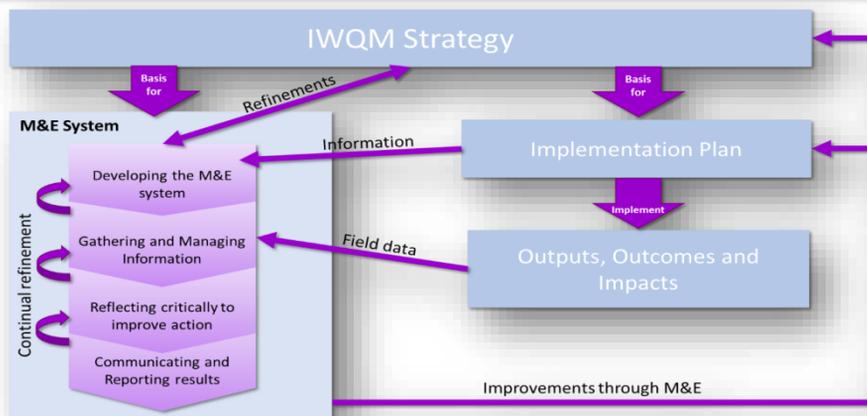


Figure 4: Focus Areas for Implementation

- **Strengthening the water quality management function:** The identification of a **cohort of champions** within Government, and primarily DWS, to lead the water quality management function is priority. This will be supported by a drive to communicate the IWQM Strategy to the broader sector.
- **Improving our information management:** At the core of **information management is good, sound, current and scientifically defensible data** to support the implementation of the actions and track progress. It is critical that the data systems are integrated and updated, to ensure that a baseline for water quality can be established, for reporting and tracking purposes.
- **Mobilising the sector:** A sector-wide approach underpins the philosophy of IWQM. Therefore, establishing the **“Community of Practice”** across the sector is a significant priority in initiating and maintaining sector wide engagement.
- **Realising impact:** Nothing breeds success, like success. The **sector must demonstrate its ability to fix key challenges** in prioritised catchments or systems. Priority catchments must be identified and processes initiated to address the core issues of eutrophication, salinisation, urban pollution, sedimentation, and acidity/alkalinisation. The development of IWQM plans will be a priority in supporting this drive.

Figure 5: IWQMS and the Placing of M&E

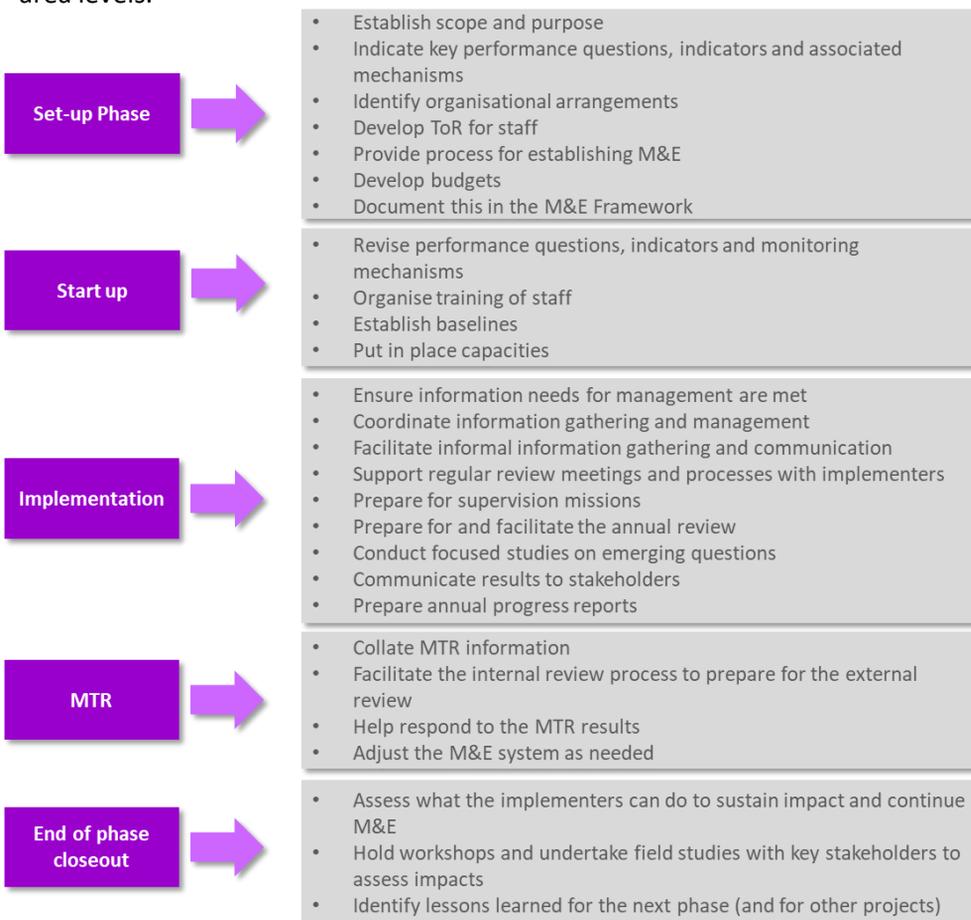


The implementation of the IWQM Policy and Strategy will be outlined in an implementation plan that will detail how outputs, outcomes and impacts will be attained. This does require the support of an operational M&E system that enables the gathering of data and information, supported by routine reporting. It must be understood that a process of refinement and improvement in the M&E system will be required, as will our adaptive response to Water Resource Management be a necessity (Figure 5).

The aim of the M&E Framework (see “set-up phase” below) would be to provide guidance and tools that could be used to develop specific evaluation plans. Ongoing implementation of the evaluation plans would meet several objectives. It would enable the DWS to meet their evaluation obligations, including legislative responsibilities, at both national and water management area levels.

Importantly, it would also enable adaptive management to:

- **improve and strengthen the design** of new or revised implementation activities using lessons learnt from evaluation;
- **improve implementation** to enhance the efficiency and effectiveness of new or revised implementation activities, again from the lessons learnt;
- **report change resulting from implementation** and so demonstrate returns for natural resource management investment;
- **help empower primary stakeholders** by creating opportunities for critical reflection on the policy direction; and
- **demonstrate the benefits of sustainable resource management**, thereby promoting best practice.



A good M&E system manages to integrate the formal data orientated M&E approaches together with the more informal monitoring and communication.

Applying the M&E framework entails a step-wise process from the start-up phase through implementation, up to the close-out phase (Figure 6). As with any other “project” the development of the approach to M&E needs to be managed thoroughly, and is not just some form of administrative add-on. This then requires a series of progressive project management steps that need to be managed and overseen.

Figure 6: Applying the M&E Framework

Consultation and communication with stakeholders forms an essential part of the project. In addition to the provincial roadshows held in 2016 (see Newsletter 3) stakeholder engagement has taken place through the hosting of a National Inter-Departmental Workshop and a National WQM Symposium. The **National Inter-Departmental Workshop** was hosted in February 2017 and saw ten of the National Departments attend (Table 1). The Workshop introduced and created awareness around the main outcomes and implications of the IWQM Policy and Strategy and discussed platforms for Inter-Departmental collaboration. The IWQM Policy and Strategy was well received and the National Departments highlighted their enthusiasm to be further involved in future processes.

Table 1: Government Departments that attended the National Inter-Departmental Workshop

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> ▪ Agriculture, Fisheries and Forestry: Water Use and Irrigation Development ▪ Cooperative Governance and Traditional Affairs: Municipal Settlements Planning ▪ Department of Treasury: Policy Planning and Development ▪ Health: Environmental Health, Climate change adaptation, Gauteng Provincial Office | <ul style="list-style-type: none"> ▪ Higher Education and Training: Skills Units ▪ Human Settlements: Programme and Project Planning ▪ Planning, Monitoring and Evaluation: Policy and Research, Planning ▪ Public Enterprises: Economic Impact & Policy Alignment, Environmental Policy Alignment | <ul style="list-style-type: none"> ▪ Science and Technology: Sector Innovations and Green Economy ▪ Water and Sanitation: Planning and Information and Policy and Strategy. |
|--|--|---|



The **IWQM Symposium** was held in May 2017. The purpose of the Symposium was to share innovative experiences that can support IWQM and to enable discussions about aspects that require coordination towards strengthening approaches to IWQM.

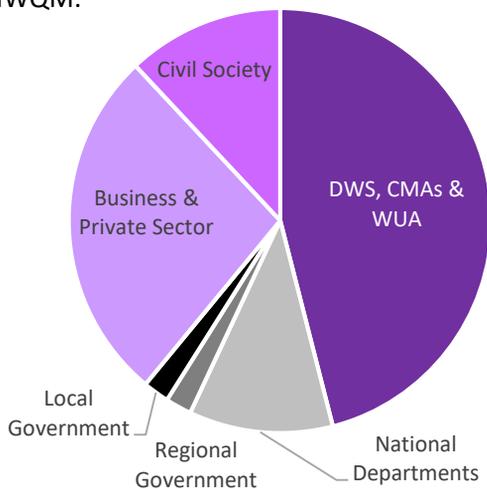


Figure 6: Attendance at IWQM Symposium

The take-home messages from the Symposium were:

- **The Policy and Strategy were well received**
- **Draw on lessons** from global experiences, but **ensure SA context**
- **ACT!** Draw a line in the sand and implement
- Effective implementation requires **good governance by appropriate institutions and strategic adaptive management**
- **Understanding** source of finance and funding
- **Match** sources of finance to water management interventions
- **Embed** project development into an Investment Framework
- **Build on existing partnerships** in SA: SWPN, WSLG, MWCB, CIWSP
- **Ensure good governance** and societal engagement
- **Knowledge management** across the sector will be key for the effective implementation the IWQM Strategy
- **Information must be effectively utilised** to improve water quality
- Make it easier to determine violations
- Make punishment (and deterrence) easier

In the next two months the Implementation Phase will be finalised by:

Engaging with relevant stakeholders in a targeted manner to finalise Edition 2 of the Implementation Plan:

- The project governance committees, provincial workshops, national inter-Departmental workshop and other targeted engagements have created the platform for additional constructive engagements around the development and finalisation of Edition 2 of the Implementation Plan.
- Through further engagement, clarity will be achieved about achievable actions in each year of implementation.

Co-developing the Monitoring and Evaluation Framework:

- The development of the Monitoring and Evaluation framework will be co-developed during this time with Edition 2 of the Implementation Plan.
- The framework will articulate the indicators to be monitored to effectively determine the progress of the actions to be implemented and provide the foundation required to manage water quality adaptively. The framework will also outline the reporting structures and processes to be followed.

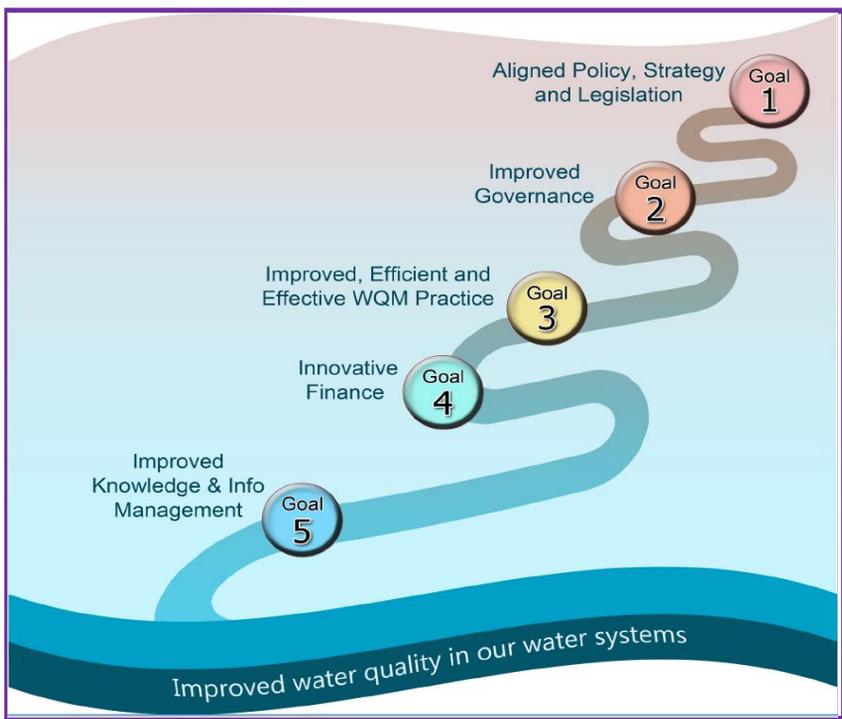
Co-developing the IWQM Organisational Design:

- The function of water quality management needs to be interrogated to ensure alignment with the IWQM Policy which talks to an integrated and inclusive approach.
- A high-level institutional analysis required to understand the broader governance environment and the principles used to understand and streamline the way IWQM management functions, looking both vertically within DWS and horizontally, across sectors, including private sector and civil society.

The **IWQM Policy and Strategy translates to a significant amount of work to be conducted over the next 20 years** to ensure that South Africa’s water resources are appropriately managed to meet the socio-economic and environmental development needs of the people. The **Implementation Plan outlines what needs to be achieved in the next 3 years** to work towards achieving the Vision for IWQM.

The **central challenge** to the implementation process will be to **ensure buy-in to the vision for WQM throughout the country** and to **ensure that there is ownership of the Plan** both within Government and in the sector to improve the quality of water in our precious water resources. The question then, to each and everyone in South Africa, is **what could you do to keep our rivers, wetlands, estuaries and aquifers clean.**

Everyone has a role to play!



To ensure that you are kept informed of progress with the project and the opportunity to participate, please register on the project’s stakeholder database by either

- emailing the project team (iwqms@pegasys.co.za); or
- registering on the IWQMS DWS website (www.dwa.gov.za/projects/iwqms).