



Department : Water Affairs
and Forestry

Integrated Water Resources Management



Guideline on Capacity Building
Executive Summary



DEPARTMENT OF WATER AFFAIRS AND FORESTRY

INTEGRATED WATER RESOURCES MANAGEMENT

**GUIDELINE FOR CAPACITY BUILDING
OVERVIEW ASSESSMENT**

EXECUTIVE SUMMARY

INTEGRATED WATER RESOURCE MANAGEMENT
STRATEGIES, GUIDELINES AND PILOT IMPLEMENTATION
IN THREE WATER MANAGEMENT AREAS, SOUTH AFRICA

DANIDA
FUNDING AGENCY

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TITLE: GUIDELINE FOR CAPACITY BUILDING:
OVERVIEW ASSESSMENT: EXECUTIVE SUMMARY

FUNDING AGENCY: DANIDA

CATEGORY: Guideline

PURPOSE: Identify the capacity building requirements of role-players within the context of IWRM and to identify a few general guiding principles to which capacity-building programmes should adhere. To propose a framework for Capacity Building with IWRM, formulate a procedure to give effect to this at water management area level and identify the awareness and training material needs with respect to this procedure.

TARGET GROUP: DWAF, IWRM Project Consultants and Implementers in three Water Management Areas.

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ENQUIRIES: Department of Water Affairs and Forestry
Private Bag X 313
Pretoria
0001
Republic of South Africa

Tel: (012) 336 7500 / +27 12 336 7500

Fax: (012) 323 0321 / +27 12 323 0321

Email: qma@dwaf.pwv.gov.za

Website: www.dwaf.gov.za

INTRODUCTION

In 1998, the South African Parliament passed the National Water Act (Act 36 of 1998). This Act is designed to give effect to *Integrated Water Resources Management (IWRM)* – a philosophy, process and implementation strategy intended to ensure that:

- All citizens enjoy *equitable access* to water resources
- Water is used in an optimal manner to stimulate *economic growth*
- *Ecological sustainability* is taken into account during all water-related decisions.

In order to promote the IWRM agenda, the Act foresees the establishment, amongst others, of the following institutions in each of South Africa's nineteen Water Management Areas:

- A *Catchment Management Agency* – a statutory body that will be responsible for overseeing the utilisation and conservation of the area's water resources; for coordinating the activities of water users and Water Management Institutions; and for promoting stakeholder participation and buy-in through consultation and information dissemination. The agency will take over many catchment-level functions currently performed by the Department of Water Affairs and Forestry (DWAF).
- A *Catchment Management Forum* – a voluntary and non-statutory participatory organisation that will offer representation to comprehensive groups of stakeholders. The Forum will serve as a "link" between the Catchment Management Agency and local communities as well as other stakeholders with an interest in water resources management. It will enable their active participation in IWRM at a local level, thereby ensuring the presentation of multiple viewpoints regarding water-related issues.

The aim and scope of this report

The Report comprises two Volumes. The purpose of Volume One of the Report is to identify the *capacity building requirements* of role-players within the context of IWRM, and to identify a few general *guiding principles* to which capacity-building programmes should adhere. Volume Two provides an inventory of primary tasks that will need to be fulfilled by DWAF and/or the CMA, the six main functional areas that resort under the tasks and the associated broad-based competencies in respect thereof.

The project's goals have been formulated in recognition of the fact that:

- The implementation of IWRM will require that many individuals and organisations fulfil roles markedly different from those they have played in the past;
- IWRM objectives will be met only if these individuals and organisations have the competencies to fulfil their new roles effectively;
- Arming role-players with such competencies will entail not only *training* (the development of task-specific skills), but also *capacity building* (the cultivation of more general attitudes, values, knowledge and abilities to lay the necessary groundwork for training).

Capacity building requirements

Meeting the requirements of the regulatory framework comprised of, amongst others, the Constitution and the National Water Act, as well as key principles and requirements for sustainable IWRM implementation will require changes in the approach to water resources management. These areas of change are listed in the table below and include a description of some of the most important *capacity building initiatives* that will be required to ensure its success.

Type of change	Capacity building initiatives needed to support the change
The adoption of a <i>holistic approach</i> to water resources management	<p>All role-players should be made familiar with the <i>ecological and socio-economic principles</i> that underlie IWRM</p> <p>They should also be equipped with the ability to <i>integrate development initiatives</i> within IWRM with those of other sectors (such as tourism) and to ensure that key sustainability outcomes are met</p>
The <i>devolution</i> of water management functions to the lowest appropriate level	<p>Governance institutions (such as DWAF and Catchment Management Agencies) should be equipped with the necessary skills to <i>support, interact with and foster the continuing participation</i> of stakeholders</p> <p>A willingness to <i>share and delegate authority</i> within a decentralised participatory model should also be cultivated in these institutions</p>
Increased involvement of <i>small-scale water users</i> in decision-making processes	<p>A culture of participation and <i>responsibility for cooperative decision-making</i> should be cultivated among small-scale users</p> <p>Community members elected to represent local interests in Catchment Management Forums should be equipped with necessary <i>administrative and management skills</i> to participate in IWRM projects</p>
Improved opportunities for <i>dialogue</i> among stakeholders (especially large-scale and small-scale users)	<p>All role-players should be equipped with communication, negotiation, mediation, facilitation and <i>conflict management</i> skills</p> <p>Dedicated conflict management teams should be established within DWAF and/or Catchment Management Agencies, and these should be armed with office-based and participatory <i>conflict analysis</i> skills</p>
Increased involvement of <i>women</i> in water resources management	<p>Members of traditional communities should be encouraged to revise <i>repressive gender stereotypes</i></p> <p>Women should be equipped with the necessary <i>skills and self-confidence</i> to participate in community decision-making and IWRM activities</p> <p>All role-players should be sensitised to the need for <i>mainstreaming a gender perspective</i> (i.e. assessing every planned action in terms of its differential implications for women and men)</p>

Guiding principles for capacity-building programmes

Capacity building initiatives aimed at achieving the aforementioned outcomes should be designed according to the following general principles:

- Capacity building initiatives should *promote equity and redress*. Initiatives should promote formal learning progression aimed at addressing the current skills shortage, lack of theoretical knowledge and absence of recognition for skills that have been acquired informally in the Water Sector.

Initiatives should *promote* the aims and objectives of the national, sectoral as well as DWAF *Skills Strategies and Plans*, including the potential DWAF need to retrain and redeploy personnel.

They should build on *existing materials and experience* wherever possible. This will prevent the unnecessary duplication of efforts.

They should be *outcomes-based* – in other words, they should promote the active involvement of learners, and the assessment of learning should be centred on demonstrable competencies that are measured against agreed criteria.

They should be *contextually grounded*, modifying the level, focus and even the approach towards capacity building so as to accommodate the wide educational, economic and cultural diversity of stakeholders.

Wherever possible, they should be designed in such a way as to allow for their official recognition within the *National Qualifications Framework* – a set of standards designed to integrate the currently disjointed education system into single coherent framework.

The way forward

This report covered a number of initial steps towards equipping role-players with competencies essential for the success of IWRM. However, several goals still need to be accomplished before programmes designed to instil those competencies can be implemented in practice. These goals include:

- Identifying the training that is required to arm role-players with the *task-specific skills* to discharge their various responsibilities
- The development of a detailed plan (including curricula, schedules, projected costs, etc.) for the *delivery* of capacity building and training programmes
- Putting mechanisms in place for *assessing the effectiveness* of capacity building and training programmes
- The design of *feedback mechanisms* by which capacity builders and trainers could learn from one another's mistakes, and by which a national model of "best practice" could be compiled.

VOLUME TWO: TASK-SPECIFIC COMPETENCY REQUIREMENTS OF DWAF AND CMAS

The following inventory of tasks and associated competencies is based on an analysis of the regulatory, policy and guideline requirements for institutional functioning. Volume 2 of the Assessment sets out the Primary Tasks in respect of six Functional Areas that coincide with the development phases of the CMA (as set out in the Table below) as well as the specific areas of competence.

PRIMARY TASKS
Functional Area 1: Policy And Strategy Development
1.1 Develop legislation, internal policy & policy about international water resources obligations
1.2 Develop the national water resources strategy (NWRS)
1.3 Develop catchment management strategies (CMSs)
1.4 Develop and maintain guidelines, methodologies and procedures for strategic functions
1.5 Develop and maintain a Pricing Strategy [s56; 57]
1.6 Formulate the water resource components of the Medium-Term Expenditure Framework (MTEF) on the basis of DWAF's Strategic Business Plans
1.7 Plan for DWAF's and other WMLs' public safety responsibilities in terms of water resources
1.8 Develop or support other statutes, strategies, plans and WRM-related bodies
Functional Area 2: Water Use Regulation
2.1 Registration of water users
2.2 Authorise water use
2.3 Collect water use charges
2.4 Enforce compliance with water use authorisation conditions
2.5 Regulate dam safety
Functional Area 3: Physical Implementation / Make Water Available
3.1 Water resource infrastructure development
3.2 Water resource system operation and maintenance
3.3 Water conservation (WC) and demand management (DM)
3.4 Flood and drought management activities
3.5 Emergency response interventions
3.6 Rehabilitation of water resources
Functional Area 4: Institutional Support
4.1 Establish statutory Water Management Institutions
4.2 Delegate or assign powers, duties and functions to Water Management Institutions
4.3 Facilitate establishment of non-statutory participatory bodies
4.4 Build WRM-related capacity in both statutory and non-statutory Water Management Institutions
4.5 Coordinate activities of Water Management Institutions
4.6 Intervene to support and re-direct WMLs

PRIMARY TASKS
Functional Area 5: Information Management
5.1 Information system design
5.2 Data acquisition
5.3 Data and information storage and management
5.4 Information generation and dissemination
5.5 Support for complex knowledge products
5.6 Information Management Research
Functional Area 6: Auditing Water Resources Management
6.1 Audit strategies and their outcomes
6.2 Audit water use regulation
6.3 Audit Water Management Institutions
6.4 Audit physical WRM-related interventions