

# National Community Water and Sanitation Training Institute



## Capacity Building for a Strategic Approach on Water Resource Development and Management

### COMPLETION REPORT

25<sup>th</sup> - 27<sup>th</sup> MARCH 2002

Unit 1 of 1

Prepared by:

N.C.W.S.T.I.

Prepared for:

SOUTH AFRICA

## COMPLETION REPORT

### **CAPACITY BUILDING FOR A STRATEGIC APPROACH IN WATER RESOURCES DEVELOPMENT AND MANAGEMENT.**

**DATE OF TRAINING:** 25<sup>th</sup> -27<sup>th</sup> March 2002

**VENUE:** Saint George Hotel, South Africa.

**FACILITATORS:** Dr A Shaker  
Peter Bury  
Ursula Moodie

#### **1. INTRODUCTION.**

Management of fresh water resources, and of services drawing upon water for functions central to human life, is of critical importance to healthy social, economic and political well being. Stresses exerted on the world's water by demand from growing populations, with changing consumption patterns, and by pollution and a lack of environmental controls, have pushed water concerns on the international agenda. The European Union subscribes to these concerns. Recognizing effective water resources development and management as a key component of environmentally sustainable development, the EU has thus pledged its willingness to support water resources development that will in particular contribute to the alleviation of poverty through the improvement of public health standards.

In the wake of this objective the EU in 1998 commissioned a study on improving the effectiveness and sustainability of water related programmes and projects. The study was conducted by the European Commission (EC) and resulted in the development of guidelines for water resources development. This project builds on the preparation of the European Commission's (EC) Guidelines for Water Resources Development Co-operation entitled "Towards Sustainable Water Resources Management-A strategic approach" (published 1998).

These guidelines are intended for use by decision makers in government, the private sector, civil society and international organizations of all kinds involved in the water resources management. On the basis of these guidelines, the EU aims to improve the effectiveness and sustainability of water related programmes and projects and aims to build capacity in the application and use of the strategic approach, primarily for the African, Caribbean and Pacific (ACP) countries. It is on the basis of these burning issues that the workshop on capacity

building for a strategic approach in water resource development and management was called in South Africa.

## 2. TARGET GROUP

The workshop drew participants from a cross section of organizations including Water Boards, DWAF, Local and District municipalities as well as NGOs in the water sector. The following categories have been identified and served as a criterion for the selection of participants:

- Category A: High level programme professionals.
- Category B: Senior project professionals (managers). *See appendix 1 attendance register*

The first half day of the workshop, 25<sup>th</sup> March was meant to be attended mainly by category A members who would leave at the end of day one, however due to the high level of interest, participants from this category attended for the whole duration of the workshop. In honour of the event, the European Commission Representative presented an opening address on the 25<sup>th</sup> of March. However as per request, the Department of Water Affairs was unable to delegate an official to present an opening address from the South African side.

### List of the participants

NAME	ORGANISATION	POSITION
1. Marna Delange	IWMI	South African Representative
2. Nicolas Faysse	IWMI	Researcher
3. Ms. T.f. Munyangane	DWAF	Community Development Officer
4. N.E. Mulaudzi	DWAF	Technician
5. Robin Husband	Kwazulu Natal Water and Sanitation Manager	General Manager
6. Mr. Frans Mouton	Department of Service Delivery Water and Sanitation division	Acting Manager: strategic planning
7. MJC Maake	Mopani District Municipality	Municipal Manager
8. V. Mostert	Amatola Water Board	Infrastructure Planning Manager
9. K.L Leshilo	Lepelle Nkumpi Local Municipality	Acting Superintendent, BWSS
10. M.K Lesufi	Lepelle-Nkumpi Local Municipality	Water Desk Councilor
11. J. Modjadji	Greater Letaba District Municipality	Head of Water and Sanitation
12. G. Ramoshaba	Greater Letaba District	Water Desk Manager

	Municipality	
13. Mr. Mhlongo	Bushbuckridge District Municipality	Development Officer
14. Mr. Mashego	Bushbuckridge District Municipality	Water desk Councilor
15. Norman Mtsweni	Ikangala Water Board	CEO
16. Mr. M.W. Mailula	Sekhukhune District Municipality	Water Issues Official
17. Mrs. Q.E. Mokhabela	Sekhukhune District Municipality	Water Desk councilor
18. B.J. Mashiane	Ikangala Water Board	District Manager
19. Lucky Motsepe	Metsico	Project Manager
20. Thuso Ramaema	Water and Sanitation Services South Africa	Executive Director
21. Derek Hazelton	TSE Water services cc	Manager/ founder member
22. Washington Tunha	DWAF	Deputy Director
23. Mushwana G.M	Mopani District Municipality	Water Desk Chairperson
24. Mr. Masakona	Vhembe district Municipality	Assistant Technical Manager
25. Paul Smith	PSU	Director
26. Mr. Thabang Motla	Ekurhuleni Metropolitan Municipality	Interim Director: water and water waste
27. Mr. Molaudi Seleka	Kungwini Local Municipality	Engineer
28. Comrie W.P	DWAF	Chief Engineer
29. Hucl P	DWAF	Chief Industrial technician
30. R. Hendrickse	West Rand District Municipality	Town Planner

**2. OBJECTIVES, OUTCOMES AND METHODOLOGY** (See appendix 2 for the workshop schedule)

Workshop Objectives	Workshop Outcomes	Workshop Methodology
<ul style="list-style-type: none"> <li>• A common understanding on the added value of applying a strategic approach;</li> <li>• Enable participants to identify the potential for using the EC Guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Participants understand what a strategic approach is about;</li> <li>• Participants become familiar with the EC Guidelines;</li> <li>• Demand for training identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Building on participants experiences;</li> <li>• Using a participatory learning approach (e.g. Q&amp;A, discussions, working groups, metaplan and visualization, case studies from host country);</li> <li>• Learning from participants to improve future similar workshops;</li> <li>• Documenting workshop outcomes and sharing</li> </ul>

		with participants.
--	--	--------------------

#### 4. FEEDBACK ON USE OF CHECKLISTS FOR CASE STUDIES.

Two different case studies (MAAP Eastern Cape and Basic Free Water Policy) were used for the purposes of this workshop. The participants were divided into four groups with each group presenting its report from which feedback would be drawn at the end of the session. (See attached copies of case studies used as appendix 3)

##### Positive Feedback

- Checklists used contain a good set of useful questions;
- It is a good workshop, should have been organized much earlier;
- The size of the group is very good, in most workshops in South Africa the number of participants is far too high and the learning therefore limited;
- Organize workshops for manageable groups;
- There is need to make politicians aware for the need of this kind of learning workshops for smaller groups;
- Policies are often very top down, they should be developed using the EC Guidelines recommendations on involving stakeholders in a participatory way;
- This workshop and the EC Guidelines are an 'eyeopener', 'no consultants will cheat on us anymore!'

##### Aspects requiring improvement

- We need a user friendly interface to use the EC Guidelines more effectively;
- There is need for a roadmap and graphic diagrams or flowcharts to use the EC Guidelines in an easier way;
- We need more time to study the case study proposed (handout the previous night);
- Use simpler case studies;
- Share the case study documents with all participants;
- Case studies on existing implementation projects would have been more useful as learning material;
- Are the EC Guidelines now a norm? Some of the recommendations are too ambitious for small projects (answer by Charles Reeve: no, the guidelines are not a norm, common sense needs to be used on whether the questions in the guidelines are relevant or not in a particular case);

#### 5. EVALUATION OF WORKSHOP BY PARTICIPANTS (see attached evaluation forms as appendix 4)

At the end of the proceedings the participants were asked to conduct a verbal and written evaluation of the workshop. The organizers prepared a structured questionnaire for the purposes of this workshop. The participants gave the following comments:

- Workshop was too short
- The EC-Guidelines could be more user friendly

- Workshop was good, a good introduction to an integrated approach to water resources management
- The wide spectrum of participants allowed for a good exchange of ideas
- More senior DWAF staff should have attended the workshop
- The invitation should have been clearer on what type of people should have attended the workshop (in some organizations only engineers were nominated, more 'software' people should have been nominated)
- The workshop was very open and relevant
- The facilitators have a good knowledge of the topics discussed
- The invitations for the workshop came at very short notice
- It was a good experience, the workshop was well run, good time keeping
- Good participation by all
- The purpose and nature of the workshop should have been explained better at the beginning
- What is missing is a good roadmap for the use of the EC Guidelines
- The participants should have been drawn from a wider number of provinces. There was an over representation from Limpopo and Mpumalanga Provinces
- A field trip was announced but not offered during the workshop
- A more social get together should have been organized on the first evening
- What was good was that participants started thinking out of their compartments / box / silo's / sectors. Such inter-sectoral thinking about water resources management will contribute to higher levels of sustainability
- One of the participants thanked the organizers for running this very useful workshop

## **6. POST EVALUATION BY THE FACILITATORS**

### Content/session

- Everything went well
- Strategic approach needs an easier way to be presented
- Case studies should be shorter

### Invitation

- It is important to make it clear who should attend
- The recommendation is that people using project management cycle be given preference

### Follow up

- It is recommended that a three to six month follow-up be done. Questionnaires must be developed to collect data

### Package

- A package needs to be produced for each participant; it should contain a list of participants with all details and conference proceedings. The package should be posted/e-mailed to all participants.

## **FUTURE WORKSHOP RECOMMENDATIONS**

### Road Map

It is recommended that the team write a proposal for the production of the road map. The team needs to look at Patrick Moriarty's data base and see if it can be utilized.

### Future Workshops

It is recommended that the workshops should be split in to the following:

- A half-day workshop for high-powered officials for advocacy purposes. It is proposed that Charles Reeve organizes for presentation with DWAF, EXCO and MANCO.
- The other part should be two-day awareness workshop for middle management that will commence with a high-powered welcome to delegates.

### Target groups for training

- Planning division of District Managers
- Trainers from planning of District Municipalities
- Consultants working for District Municipalities
- Catchment Management Agencies

## **7. CONCLUSION**

The overall development goal of this initiative is to enable people to lead healthier and more productive lives through improved management of water resources and increased sustainable access to water services. NCWSTI subscribes to these aspirations and therefore feels comfortable in working together with HR Wallingford, IRC and the European Union Commission towards achieving this goal.

**APPENDIX 1**

**ATTENDANCE REGISTER AND REGISTRATION FORMS**



# ATTENDANCE REGISTER



## CAPACITY BUILDING ON WATER RESOURCE DEVELOPMENT AND MANAGEMENT

25<sup>th</sup> -27<sup>th</sup> MARCH 2002

	NAMES	ORGANISATION	25, Monday	26, Tuesday	27, Wednesday
1	KAMOSHABANG	Municipality	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
2	Lucky A. Motsepe	Bigen Africa/Metsicol	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
3	BJ MATSHIANE	KEANGA'S WATER	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
4	MOKHABELA G.E	Sekhukhune District	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
5	M Lingo P.P	Butha Buthe Municipality	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
6	Motsoeng B. S	Butha Buthe Municipality	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
7	MULAUDZI N.E	DWA F	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
8	LESUFI M.K.	Lepelle -NKUMI Municipality	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
9	Leshilo K.L	Lepelle -NKUMI	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
10	Mushwana G.M	Yopani DM	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
11	HUS				
12					
13					
14					
15					
16					
17					
18					
19					
20					

# ATTENDANCE REGISTER

## CAPACITY BUILDING ON WATER RESOURCE DEVELOPMENT AND MANAGEMENT



25<sup>th</sup> -27<sup>th</sup> MARCH 2002

	NAMES	ORGANISATION	25, Monday	26, Tuesday	27, Wednesday
1	MESIKENI N.T.	Ikangak Water	<i>[Signature]</i>		
2	Masikona T.E.	Vhembe DM	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
3	Munyanga T	DWAF	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
4	CORRIE W.P.	DWAF - Mpum	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
5	SELEKA MRG	KUNGWINI LOCAL MGO	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
6	TUNHA W.	DWAF	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
7	DEREK HAZELTON	TSE Water Services	<i>[Signature]</i>		
8	FAYSSÉ N	(WMI)	<i>[Signature]</i>		
9	TRABANA MOTLA	EILUKHULONI METRO	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
10	MOSTER V.	AMATOLA WATER	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
11	HUSBAND R	<del>W</del> KWASA	<i>[Signature]</i>	<i>[Signature]</i>	
12	DE LANCE	<del>W</del> (WMI)	<i>[Signature]</i>		
13	MOSADJI M.J.	GREATER LETABA	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
14	P. HUEL	DWAF, Nelspruit	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
15	FE MOITON	TSHWANE	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
16	E.S. HENDRIKIE	WRDM	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
17	MAAKE MJC	MOPANI D. Municipal	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
18	Thuso Ramona	WASA/95	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
19	P. SMITH	PSU	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
20	Marale M. W	Sedibone DM	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	Henzinkse				
First Name(s)	R. S. Robert Stephen				
Nationality	RSA				
Gender	<input checked="" type="checkbox"/> Male	<input type="checkbox"/> Female			
Organisation (pls. mark appropriate box)	<input checked="" type="checkbox"/> NGO	<input type="checkbox"/> Government	<input checked="" type="checkbox"/> District/Local Municipality	<input type="checkbox"/> Private Consultancy	<input type="checkbox"/> Other
Name of organisation	West Rand District Municipality				
Work Address	c/o 6th & Park Street, Randfontein				
City/Town and Postal code	Randfontein				
Province	Gauteng	Code: 1750			
Country	RSA				
Telephone office	(011) 411-5163				
Telephone direct	(011) 411-5000				
Fax					
Mobile/cell number	053 9986633				
Email office	wgsc@netcom.co.za				
Email direct	N.A.				
Website					
Position in organisation	Town Planner				
Areas of professional expertise	<input checked="" type="checkbox"/> Water resource assessment and planning	<input type="checkbox"/> Basic water supply and sanitation services	<input checked="" type="checkbox"/> Municipal water and wastewater services	<input type="checkbox"/> Agricultural water use and management	<input type="checkbox"/> Other
If other, specify	N.A.				

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes		<input checked="" type="checkbox"/> No
Dates of attendance	25 March 2002	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences	N.A.		

Signature..... *R.S.H.*  
 Date..... 25/03/02

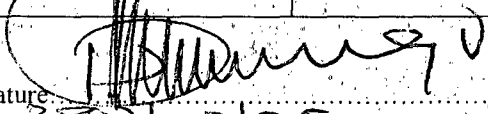
# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MHLONGO				
First Name(s)	PETER PETA				
Nationality	SOUTH AFRICAN				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality <input checked="" type="checkbox"/>	Private Consultancy	Other
Name of organisation	DUSTHBUCKRIDGE municipality				
Work Address	P/Bax 3011 Mkhulu 1246				
City/Town and Postal code	Mkhulu				
Province	LIMPOPO			Code: 1246	
Country	RSA				
Telephone office	0137086018				
Telephone direct	0137086990				
Fax	0137086031				
Mobile/cell number	0722635541				
Email office					
Email direct					
Website					
Position in organisation	Development Officer				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services <input checked="" type="checkbox"/>	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>		
Dinner on the 25th	Yes <input checked="" type="checkbox"/>	No <input checked="" type="checkbox"/>
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/> 27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002 <input checked="" type="checkbox"/> 27 March 2002 <input checked="" type="checkbox"/>
Food Preferences		

Signature: 

Date: 2002/03/25

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	Mabunda				
First Name(s)	Hlela Innocent				
Nationality	S. African				
Gender	Male	Female <input checked="" type="checkbox"/>			
Organisation (pls. mark appropriate box)	NGO <input checked="" type="checkbox"/>	Government	District/Local Municipality	Private Consultancy	Other
Name of organisation	MCWSTI				
Work Address	Box 3301 Sovengo 0700				
City/Town and Postal code	Pietersburg				
Province	Limpopo	Code:			
Country	South Africa				
Telephone office	015 268 3330				
Telephone direct	<del>015 268 3330</del> -				
Fax	015 268 3263				
Mobile/cell number	082 394 0693				
Email office	rm.takalo@mcwsti.co.za				
Email direct	-				
Website	-				
Position in organisation	Organiser				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences			

Signature: .....

Date: 25/03/2002 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	REEVE				
First Name(s)	CHARLES				
Nationality	BRITISH				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality	Private Consultancy	Other <input checked="" type="checkbox"/>
Name of organisation	EUROPEAN COMMISSION				
Work Address					
City/Town and Postal code					
Province				Code:	
Country					
Telephone office	012 4604319 x163				
Telephone direct					
Fax	012 460 9923				
Mobile/cell number	082 974 4055				
Email office					
Email direct	Charles.Reeve@cec.eu.int				
Website					
Position in organisation	Project officer, Water & Sanitation				
Areas of professional expertise	Water resource assessment and planning <input checked="" type="checkbox"/>	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services <input type="checkbox"/>	Agricultural water use and management <input checked="" type="checkbox"/>	Other <input type="checkbox"/>
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes		No <input checked="" type="checkbox"/>
Dates of attendance	25 March 2002	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences	None		

Signature..... *CE Reeve*

Date..... 25/3/02

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	SHAKER				
First Name(s)	ABBAS				
Nationality	S.A.				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO <input checked="" type="checkbox"/>	Government	District/Local Municipality	Private Consultancy	Other
Name of organisation	NCWSTI				
Work Address	P/Bg x1106, Sovereign 0727				
City/Town and Postal code	0727				
Province	Limbopo	Code:			
Country	S.A.				
Telephone office	015-2683266				
Telephone direct	083-3031915				
Fax					
Mobile/cell number					
Email office					
Email direct					
Website					
Position in organisation					
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other Training
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes	<input checked="" type="checkbox"/>	No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002
Date of departure	25 March 2002	26 March 2002	<input checked="" type="checkbox"/> 27 March 2002
Food Preferences			

Signature.....  .....

Date..... 25/3/2002 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MOODIE					
First Name(s)	UKSULA					
Nationality	S.A.					
Gender	Male	<input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	<input type="checkbox"/>	Government	District/Local Municipality	Private Consultancy	Other <input checked="" type="checkbox"/>
Name of organisation	NCWSTI					
Work Address	P.O. Box 3101 Sovereign					
City/Town and Postal code	Sovereign					
Province	Limpopo				Code: 0727	
Country	S.A.					
Telephone office	015 268 3270					
Telephone direct	015 268 3228					
Fax	015 268 3263					
Mobile/cell number	082 8088969					
Email office	u.moodie@ncwsti.co.za					
Email direct						
Website						
Position in organisation	Training Manager					
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services <input checked="" type="checkbox"/>	Agricultural water use and management	Other	
If other, specify						

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences			

Signature..... *u. moodie*  
Date..... 25/3/2002



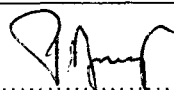
# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	BURY,				
First Name(s)	PETER J.				
Nationality	DUTCH				
Gender	<input checked="" type="radio"/> Male	<input type="radio"/> Female			
Organisation (pls. mark appropriate box)	<input type="checkbox"/> NGO	<input type="checkbox"/> Government	<input type="checkbox"/> District/Local Municipality	<input type="checkbox"/> Private Consultancy	<input checked="" type="checkbox"/> Other
Name of organisation	IRC International Water and Sanitation Centre				
Work Address	P.O. Box 2869 2601 CW Delft Netherlands				
City/Town and Postal code	Delft 2601 CW				
Province	-			Code:	-
Country	Netherlands				
Telephone office	+31 (0)15 2192964				
Telephone direct	-				
Fax	+31 (0)15 2190955				
Mobile/cell number	-				
Email office	-				
Email direct	bury@irc.nl				
Website	www.irc.nl				
Position in organisation	training coordinator				
Areas of professional expertise	<input type="checkbox"/> Water resource assessment and planning	<input checked="" type="checkbox"/> Basic water supply and sanitation services	<input type="checkbox"/> Municipal water and wastewater services	<input type="checkbox"/> Agricultural water use and management	<input type="checkbox"/> Other
If other, specify					

LOGISTICAL ARRANGEMENTS.			
Dinner on the 25th	Yes		No
Dates of attendance	<input checked="" type="checkbox"/> 25 March 2002	<input checked="" type="checkbox"/> 26 March 2002	<input checked="" type="checkbox"/> 27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences			

Signature.....  .....

Date..... 25/3/02 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MOTSEPE.				
First Name(s)	LUCKY ABEL				
Nationality	SOUTH AFRICAN				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality	Private Consultancy <input checked="" type="checkbox"/>	Other
Name of organisation	BIGEN AFRICA / METSICO				
Work Address	SUITE No. 1. 106 Hans van Rensburg, Pietersburg				
City/Town and Postal code	Pietersburg 0700				
Province.	Limpopo	Code: 0700			
Country	South Africa.				
Telephone office	015 - 297 4055				
Telephone direct	082 508 2318				
Fax	015 - 297 4288				
Mobile/cell number	082 508 2318				
Email office	pietersburg @ bigen africa . com .				
Email direct					
Website					
Position in organisation	Project Manager				
Areas of professional expertise	Water resource assessment and planning <input checked="" type="checkbox"/>	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services <input checked="" type="checkbox"/>	Agricultural water use and management <input checked="" type="checkbox"/>	Other
If other, specify	ISD Project Management.				

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002	27 March 2002
Date of departure	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002	27 March 2002
Food Preferences	N/A.		

Signature:   
Date: 25/3/2002

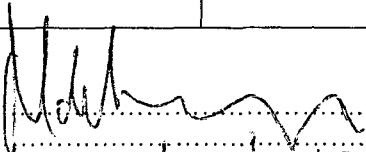
# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	DE LANGE				
First Name(s)	MARNA				
Nationality	SA				
Gender	Male	Female			
Organisation (pls. mark appropriate box )	NGO	Government	District/Local Municipality	Private Consultancy	Other <input checked="" type="checkbox"/>
Name of organisation	IWAU				
Work Address	P/box 1213				
City/Town and Postal code	SILVERTON				
Province	CAPE PROVINCE	Code: 0127			
Country	RSA				
Telephone office	012 8459116				
Telephone direct					
Fax	012 845 9110				
Mobile/cell number	082 807 6523				
Email office	marna@global.co.za				
Email direct					
Website	www/iwau.org				
Position in organisation	DA Representative				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes		No <input checked="" type="checkbox"/>
Dates of attendance	25 March 2002	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences			

Signature.....  .....

Date..... 2002/03/25 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	HAZELTON				
First Name(s)	DEREK <del>HAZELTON</del> GEORGE				
Nationality	SOUTH AFRICAN				
Gender	Male	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality	Private Consultancy <input checked="" type="checkbox"/>	Other
Name of organisation	TSE WATER SERVICES				
Work Address	57 TWELFTH STREET				
City/Town and Postal code	ORANGE GROVE				
Province				Code:	2192
Country	SOUTH AFRICA				
Telephone office (w)	011-640-6543				
Telephone direct (H)	011-640-1050				
Fax	011-640-6543				
Mobile/cell number	N/A				
Email office	tsewater@icon.co.za				
Email direct	N/A				
Website	N/A				
Position in organisation	MANAGER				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services <input checked="" type="checkbox"/>	Agricultural water use and management	Other
If other, specify	TRANSFORMATION				

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences	NONE		

Signature.....

*J. Hazell*

Date.....

25/03/02

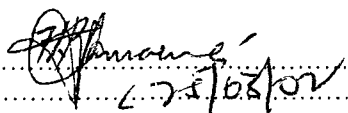
# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname		RAMAEMA				
First Name(s)		THUSO				
Nationality		SA				
Gender		<input checked="" type="checkbox"/> Male	<input type="checkbox"/> Female			
Organisation (pls. mark appropriate box )		<input type="checkbox"/> NGO	<input type="checkbox"/> Government	<input type="checkbox"/> District/Local Municipality	<input checked="" type="checkbox"/> Private Consultancy	<input type="checkbox"/> Other
Name of organisation		WSSA/GS				
Work Address		Box 330, RIVONIA				
City/Town and Postal code		JOHANNESBURG				
Province		Gauteng		Code: 2128		
Country		SA				
Telephone office		011 209 9200				
Telephone direct		011 209 9223				
Fax		011 804 5844				
Mobile/cell number		082 466 8836				
Email office		tramaema@g5.co.za				
Email direct		ditto				
Website		<a href="http://www.g5.co.za">http://www.g5.co.za</a>				
Position in organisation		DIRECTOR - EXECUTIVE				
Areas of professional expertise		<input checked="" type="checkbox"/> Water resource assessment and planning	<input checked="" type="checkbox"/> Basic water supply and sanitation services	<input checked="" type="checkbox"/> Municipal water and wastewater services	<input type="checkbox"/> Agricultural water use and management	<input checked="" type="checkbox"/> Other Environmental Management - Public Health
If other, specify		ENVIRONMENT / ENV HEALTH				

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes		<input checked="" type="checkbox"/> No
Dates of attendance	25 March 2002	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences			

Signature.....  .....

Date..... 25/03/02 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	SMITH				
First Name(s)	PAUL ERIC				
Nationality	SA				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality	Private <input checked="" type="checkbox"/> Consultancy	Other
Name of organisation	PSU INTERNATIONAL				
Work Address	PO Box 130078 BETHANSON				
City/Town and Postal code	JOHANNESBURG				
Province	Gauteng			Code:	2074
Country	SA				
Telephone office	011 706 7072				
Telephone direct					
Fax	011				
Mobile/cell number	083 454 6480				
Email office	psmith@psu.co.za				
Email direct	N/A				
Website	psu.co.za				
Position in organisation	DIRECTOR				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services <input checked="" type="checkbox"/>	Agricultural water use and management	Other UTILITY. REVENUE SERVICES
If other, specify	Development of Sustainable self-repair water/electrical services with LG/utility/private organisation				

LOGISTICAL ARRANGEMENTS.			
Dinner on the 25th	Yes		No <input checked="" type="checkbox"/>
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences	N/A		

Signature.....

Date.....

*[Handwritten Signature]*

26/03/2002

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname		MASHESU				
First Name(s)		BENEDICT S				
Nationality		SOUTH AFRICAN				
Gender		<input checked="" type="checkbox"/> Male	<input type="checkbox"/> Female			
Organisation (pls. mark appropriate box )		<input type="checkbox"/> NGO	<input type="checkbox"/> Government	<input type="checkbox"/> District/Local Municipality	<input type="checkbox"/> Private Consultancy	<input type="checkbox"/> Other
Name of organisation		BUSHBUCKRINGE MUNICIPALITY				
Work Address		P/BAG 3016 MICHAEL 1246				
City/Town and Postal code		280				
Province		LIMPOPO			Code:	
Country		S.A				
Telephone office		013 7086018				
Telephone direct						
Fax		013 7730342				
Mobile/cell number		082 6697706				
Email office						
Email direct						
Website						
Position in organisation		COUNCILLOR				
Areas of professional expertise		<input type="checkbox"/> Water resource assessment and planning	<input checked="" type="checkbox"/> Basic water supply and sanitation services	<input type="checkbox"/> Municipal water and wastewater services	<input type="checkbox"/> Agricultural water use and management	<input type="checkbox"/> Other
If other, specify						

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No <input type="checkbox"/>
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences			

Signature: *M. Masheso*  
 Date: 25-03-2002

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MAALE				
First Name(s)	MAPONYA JUVENIUS CHRISTOPHER				
Nationality	SOUTH AFRICAN				
Gender	<input checked="" type="checkbox"/> Male	<input type="checkbox"/> Female			
Organisation (pls. mark appropriate box)	<input type="checkbox"/> NGO	<input type="checkbox"/> Government	<input checked="" type="checkbox"/> District/Local Municipality	<input type="checkbox"/> Private Consultancy	<input type="checkbox"/> Other
Name of organisation	MOPANI DISTRICT MUNICIPALITY				
Work Address	MOPANI DISTRICT MUNICIPALITY PRIVATE BAG X9687 GIYANI 0826				
City/Town and Postal code	GIYANI				
Province	LIMPOPO			Code: 0826	
Country	RSA				
Telephone office	015 812 3435				
Telephone direct	015 812 4302				
Fax	015 812 4301				
Mobile/cell number	083 442 2920				
Email office					
Email direct					
Website					
Position in organisation	MUNICIPAL MANAGER				
Areas of professional expertise	<input type="checkbox"/> Water resource assessment and planning	<input type="checkbox"/> Basic water supply and sanitation services	<input type="checkbox"/> Municipal water and wastewater services	<input type="checkbox"/> Agricultural water use and management	<input checked="" type="checkbox"/> Other
If other, specify	Deal with all aspects related to water				

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes /		No
Dates of attendance	25 March 2002	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences	I don't take red meat + Pork.		

Signature.....

Date.....

*[Signature]*

05/03/2002



# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MOSTERT				
First Name(s)	VIVIAN				
Nationality	SA				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	Government <input checked="" type="checkbox"/>	District/Local Municipality	Private Consultancy	Other
Name of organisation	AMATOLA WATER				
Work Address	Rt 1 Bag x5, Tecoma 5214				
City/Town and Postal code					
Province	EASTERN CAPE		Code:	5214	
Country	SA				
Telephone office	043 721 0814				
Telephone direct	"				
Fax	043 721 0813				
Mobile/cell number	083 230 6259				
Email office	vmostert@amatolawater.co.za				
Email direct	"				
Website	-				
Position in organisation	MANAGER: INFRASTRUCTURE PLANNING				
Areas of professional expertise	Water resource assessment and planning <input checked="" type="checkbox"/>	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences	early morning		

Signature.....  
Date.....

*VMostert*  
25/3/02

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MODJADJI				
First Name(s)	MPHATLANE JONES				
Nationality	SOUTH AFRICAN				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality	Private Consultancy	Other
Name of organisation	GREATER LETABA				
Work Address	Box 36				
City/Town and Postal code	DUNELSKLOOF				
Province	LIMPOMP	Code: 0838			
Country	SOUTH AFRICA				
Telephone office	015 309 9246				
Telephone direct					
Fax	015 309 9419				
Mobile/cell number	083 527 8780				
Email office					
Email direct					
Website					
Position in organisation	HEAD OF WATER & SANITATION				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services <input checked="" type="checkbox"/>	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th <input checked="" type="checkbox"/>	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	<input checked="" type="checkbox"/> 25 March 2002	<input checked="" type="checkbox"/> 26 March 2002	<input checked="" type="checkbox"/> 27 March 2002
Date of departure	25 March 2002	26 March 2002	<input checked="" type="checkbox"/> 27 March 2002
Food Preferences	NO PORK		

Signature: *[Handwritten Signature]*  
Date: 25-03-2002

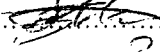
# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	SELEKA				
First Name(s)	MOLAUDI RENANAO GOVERNOIR				
Nationality	SA				
Gender	<input checked="" type="checkbox"/> Male	<input type="checkbox"/> Female			
Organisation (pls. mark appropriate box)	<input type="checkbox"/> NGO	<input type="checkbox"/> Government	<input checked="" type="checkbox"/> District/Local Municipality	<input type="checkbox"/> Private Consultancy	<input type="checkbox"/> Other
Name of organisation	KUNGWINI LOCAL MUNICIPALITY				
Work Address	P.O. BOX 40				
City/Town and Postal code	BRONKHORSTSPRUIT				
Province	GAUTENG			Code: 1020	
Country	SOUTH AFRICA				
Telephone office	(013) 932 6333				
Telephone direct					
Fax	(013) 935 1311				
Mobile/cell number	082 451 4158				
Email office					
Email direct	MOLAUDI@MWEB.CO.ZA				
Website					
Position in organisation	ENGINEER				
Areas of professional expertise	<input type="checkbox"/> Water resource assessment and planning	<input type="checkbox"/> Basic water supply and sanitation services	<input checked="" type="checkbox"/> Municipal water and wastewater services	<input type="checkbox"/> Agricultural water use and management	<input type="checkbox"/> Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	<input type="checkbox"/> Yes		<input checked="" type="checkbox"/> No
Dates of attendance	<del>25 March 2002</del>	<del>26 March 2002</del>	<del>27 March 2002</del>
Date of departure	25 March 2002	26 March 2002	<del>27 March 2002</del>
Food Preferences	FISH & CHICKEN BREASTS, NO FAT GREENS/VEG - BOILED EGGS - PASTA, CRACKER BREAD		

Signature.....  .....

Date..... 25/03/2002 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	KHINOSHABA			
First Name(s)	NUNWAKA GERON			
Nationality				
Gender	Male <input checked="" type="checkbox"/>	Female <input type="checkbox"/>		
Organisation (pls. mark appropriate box)	NGO <input type="checkbox"/>	Government <input type="checkbox"/>	District/Local Municipality <input checked="" type="checkbox"/>	Private Consultancy <input type="checkbox"/>
Name of organisation	COUNSELLOR (ready to take course)			
Work Address	BOX 4059 GA - KGAJANE			
City/Town and Postal code				
Province	LIMPOPO	Code: 0930		
Country	RSA			
Telephone office	N/A			
Telephone direct	015 309 9246			
Fax				
Mobile/cell number	073 209 5806			
Email office				
Email direct				
Website				
Position in organisation	COUNSELLOR			
Areas of professional expertise	Water resource assessment and planning <input type="checkbox"/>	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services <input checked="" type="checkbox"/>	Agricultural water use and management <input type="checkbox"/>
If other, specify				

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No <input type="checkbox"/>
Dates of attendance	<input checked="" type="checkbox"/> 25 March 2002	<input type="checkbox"/> 26 March 2002	<input type="checkbox"/> 27 March 2002
Date of departure	<input type="checkbox"/> 25 March 2002	<input type="checkbox"/> 26 March 2002	<input checked="" type="checkbox"/> 27 March 2002
Food Preferences			

Signature: *[Handwritten Signature]*  
 Date: 25/03/2002


# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	HUSBAND				
First Name(s)	ROBIN CYRIL				
Nationality	S.A				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO <input checked="" type="checkbox"/>	Government	District/Local Municipality	Private Consultancy	Other
Name of organisation	KWASA. of NGOs (THUTHUKA CED)				
Work Address	P.O. Box 159 (43 MIMOSIA DR)				
City/Town and Postal code	MTUNGINI				
Province	KZN	Code: 3867			
Country	S.A				
Telephone office	035 3401216				
Telephone direct					
Fax	035 3401227				
Mobile/cell number	092 801 3080				
Email office	cced@iAFRICA.COM				
Email direct					
Website					
Position in organisation	(GENERAL MANAGER) CHAIR PERSON.				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>					
Dinner on the 25th	Yes <input checked="" type="checkbox"/>			No	
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>		
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>		
Food Preferences					

Signature.....  .....

Date..... 25/3/02 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	FAYSECA				
First Name(s)	N. P. X. NICOLA S				
Nationality	FRENCH				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality	Private Consultancy	Other <input checked="" type="checkbox"/>
Name of organisation	International Water Management Institute				
Work Address	191 Oronwell Street				
City/Town and Postal code	Siivenkon, Pretoria				
Province	Gauteng		Code:	0127	
Country	SA				
Telephone office	012 845 9100				
Telephone direct	012				
Fax	012 845 9110				
Mobile/cell number					
Email office	N.FAYSECA@GIAR.ORG				
Email direct					
Website	iwmi.org				
Position in organisation	Post-boc				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management <input checked="" type="checkbox"/>	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS:</b>			
Dinner on the 25th	Yes		No
Dates of attendance	25 March 2002	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences	non lunch		lunch

Signature.....  
Date.....

25/03/02  
*N. P. X. Nicola S*

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname		MULAUZI				
First Name(s)		NTHAMBELEZI ERIC				
Nationality		SOUTH AFRICAN				
Gender		Male <input checked="" type="checkbox"/>		Female		
Organisation (pls. mark appropriate box)		NGO	Government <input checked="" type="checkbox"/>	District/Local Municipality	Private Consultancy	Other
Name of organisation		DEPARTMENT OF WATER AFFAIRS & FORESTRY				
Work Address		PRIVATE BAG 2503 SIBASA 0970				
City/Town and Postal code		TROMPSBURG 0950				
Province		LIMPOPO	Code: 0950			
Country		SOUTH AFRICA				
Telephone office		0159625491				
Telephone direct		0724178982				
Fax		0154624481				
Mobile/cell number		0724178982				
Email office						
Email direct						
Website						
Position in organisation		TECHNICIAN				
Areas of professional expertise		Water resource assessment and planning <input checked="" type="checkbox"/>	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify						

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences			

Signature..... *ES* .....

Date..... 25/03/2002 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MUNYANGANE				
First Name(s)	TAKALANI FAITH				
Nationality	SOUTH AFRICAN				
Gender	Male	Female	FEMALE		
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality	Private Consultancy	Other
Name of organisation	DWA F				
Work Address	P/BAG 2503, SIBASA 0970				
City/Town and Postal code	THOHOMANDEU 0950				
Province	LIMPOPO	Code: 0950			
Country	SOUTH AFRICA				
Telephone office	0159625491				
Telephone direct	0825014318				
Fax	0159624481				
Mobile/cell number	0825014318				
Email office					
Email direct					
Website					
Position in organisation	Community DEVELOPMENT OFFICER				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes ✓		No
Dates of attendance	25 March 2002 ✓	26 March 2002	27 March 2002
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences			

Signature: Munyange T.F.  
Date: 25/03/2002



# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MOTLA				
First Name(s)	THABANG JOHANNES				
Nationality	AFRICAN				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality <input checked="" type="checkbox"/>	Private Consultancy	Other
Name of organisation	EKURHULENI METRO				
Work Address	Box 215 B				
City/Town and Postal code	BOKSBURG				
Province	GAUTENG	Code: 1460			
Country	SOUTH AFRICA				
Telephone office	(011) 899-4351				
Telephone direct	899-4351				
Fax	(011) 917-1318				
Mobile/cell number	083 288 3670				
Email office	Imillard@boksburgcouncil.co.za				
Email direct	-				
Website	-				
Position in organisation	INTERIM DIRECTOR WATER & WASTE WATER				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March <del>2002</del>	26 March 2002	27 March 2002
Date of departure	25 March <del>2002</del>	26 March 2002	27 March 2002
Food Preferences			

Signature..... .....

Date..... 25/3/02 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname		LESHILO				
First Name(s)		KOTSE LIPSON				
Nationality		N. SOTHO				
Gender		Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)		NGO	Government	District/Local Municipality	Private Consultancy	Other
Name of organisation		Lepelle-ekumpi Municipality				
Work Address		P/bag 207 Chuenesport				
City/Town and Postal code						
Province		LIMPOPO	Code:		0745	
Country		S.A.				
Telephone office		015 6324160/62/66				
Telephone direct						
Fax						
Mobile/cell number		083 2448606				
Email office						
Email direct						
Website						
Position in organisation		Acting Supt				
Areas of professional expertise		Water resource assessment and planning	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify						

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences			

Signature: Leshilo  
Date: 26/3/2002

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname		MUSHWANA				
First Name(s)		GEZANI M				
Nationality						
Gender		Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)		NGO	Government	District/Local Municipality <input checked="" type="checkbox"/>	Private Consultancy	Other
Name of organisation		MOPANI DISTRICT MUNICIPALITY				
Work Address		PRIVATE BAG X 9687. GIYANI 0826.				
City/Town and Postal code		GIYANI				
Province		LIMPOPO	Code: 0826.			
Country		SA.				
Telephone office		015 812 3435				
Telephone direct		082 785 5219				
Fax		015 812 4301				
Mobile/cell number		0				
Email office		CBPWP @ LAMC.Nett.				
Email direct		" " "				
Website		N/A.				
Position in organisation		Chair Water Desk				
Areas of professional expertise		Water resource assessment and planning	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify						

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences			

Signature..... M. Mushwana .....

Date..... 2002 03 25 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname		MOUTON				
First Name(s)		FRANS				
Nationality		RSA				
Gender		Male <input checked="" type="checkbox"/>	Female <input type="checkbox"/>			
Organisation (pls. mark appropriate box)		NGO	Government	District/Local Municipality <input checked="" type="checkbox"/>	Private Consultancy	Other
Name of organisation		CITY OF TSHWANE METROPOLITAN MUNICIPALITY				
Work Address		MUNICIPALIA, PRETORIA, / BOX 1022				
City/Town and Postal code		PRETORIA				
Province		Gauteng		Code: 0001		
Country		RSA				
Telephone office		} 012 308 8022				
Telephone direct						
Fax		012 3088033				
Mobile/cell number		083 254 1001				
Email office		} mouton.frans@tshwane.gov.za				
Email direct						
Website						
Position in organisation						
Areas of professional expertise		Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services <input checked="" type="checkbox"/>	Agricultural water use and management	Other
If other, specify						

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002
Food Preferences			

Signature..... *[Handwritten Signature]* .....

Date..... 25/3/2002 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	TUNHA				
First Name(s)	WASHINGTON				
Nationality	ZIMBABWEAN				
Gender	<input checked="" type="checkbox"/> Male	<input type="checkbox"/> Female			
Organisation (pls. mark appropriate box)	<input type="checkbox"/> NGO	<input checked="" type="checkbox"/> Government	<input type="checkbox"/> District/Local Municipality	<input type="checkbox"/> Private Consultancy	<input type="checkbox"/> Other
Name of organisation	DEPARTMENT OF WATER AFFAIRS & FORESTRY				
Work Address	P. BAG X9506, PIETERSBURG				
City/Town and Postal code	POLOKWANE				
Province	LIMPOPO	Code: 0700			
Country	SA				
Telephone office	(015) 290 1288				
Telephone direct	//				
Fax	(015) 295 3249				
Mobile/cell number	082 801 4561				
Email office	Tunha4@dwaf.gov.za				
Email direct	//				
Website	---				
Position in organisation	DEPUTY DIRECTOR				
Areas of professional expertise	<input checked="" type="checkbox"/> Water resource assessment and planning	<input type="checkbox"/> Basic water supply and sanitation services	<input type="checkbox"/> Municipal water and wastewater services	<input checked="" type="checkbox"/> Agricultural water use and management	<input type="checkbox"/> Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences	---		

Signature..... *[Handwritten Signature]* .....

Date..... 25/03/02 .....

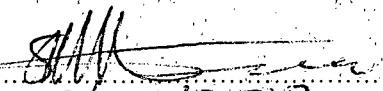
# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	P. MASIKOMA				
First Name(s)	TSHIFHIWA ERIC				
Nationality					
Gender	Male	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality <input checked="" type="checkbox"/>	Private Consultancy	Other
Name of organisation	VHEMBE DISTRICT MUNICIPALITY				
Work Address	P/Bay 25066, THOHoyIMDOU, 0950				
City/Town and Postal code	THOHoyIMDOU				
Province	LIMPOPO			Code: 0950	
Country	SOUTH AFRICA				
Telephone office	015 962 1839/40				
Telephone direct	083 733 4043				
Fax	015 962 1017				
Mobile/cell number	083 733 4043				
Email office	—				
Email direct	—				
Website	—				
Position in organisation	ASSISTANT TECHNICAL MANAGER				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No <input type="checkbox"/>
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences	NO PORK, NO BEEF ONLY CHICKEN & VEG		

Signature:   
Date: 25/03/2002

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE

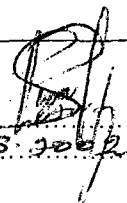


①

## REGISTRATION FORM

Surname		LESUFI			
First Name(s)		MAFORI KHAAS			
Nationality		R.S.A			
Gender		Male <input checked="" type="checkbox"/>	Female		
Organisation (pls. mark appropriate box)		NGO	Government	District/Local Municipality <input checked="" type="checkbox"/>	Private Consultancy
Name of organisation		LEPELLE-NKUMPI MUNICIPALITY			
Work Address		P/BAG 207 CAHETTESPOORT			
City/Town and Postal code					
Province		LIMPOPO	Code: 0745		
Country		R.S.A			
Telephone office		015 6335287/9			
Telephone direct					
Fax		015 6336896			
Mobile/cell number		082 7954485			
Email office					
Email direct					
Website					
Position in organisation		S.A.C			
Areas of professional expertise		Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management
If other, specify		FINANCE.			

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences			

Signature..... 

Date... 26.03.2002 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MTSWENI				
First Name(s)	NORMAN THEMBA				
Nationality	RSA				
Gender	Male <input checked="" type="checkbox"/>	Female <input type="checkbox"/>			
Organisation (pls. mark appropriate box)	NGO <input type="checkbox"/>	Government <input type="checkbox"/>	District/Local Municipality <input type="checkbox"/>	Private Consultancy <input type="checkbox"/>	Other <input checked="" type="checkbox"/> WATER BOARD
Name of organisation	IKANGALA WATER				
Work Address	268 IRIDIUM STE. FRANKSTADT BRONKHORSTSPRUIT				
City/Town and Postal code	BRONKHORSTSPRUIT 1020				
Province	MPUMALANGA		Code: 1020		
Country	SOUTH AFRICA				
Telephone office	013-677132 9333 770				
Telephone direct	-				
Fax	013-9333 763				
Mobile/cell number	082 664 9314				
Email office	nmtsweni@ikangalawater.co.za				
Email direct					
Website					
Position in organisation	CEO				
Areas of professional expertise	Water resource assessment and planning <input type="checkbox"/>	Basic water supply and sanitation services <input type="checkbox"/>	Municipal water and wastewater services <input type="checkbox"/>	Agricultural water use and management <input type="checkbox"/>	Other <input checked="" type="checkbox"/>
If other, specify	General water + sanitation services.				

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No <input type="checkbox"/>
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input type="checkbox"/>	27 March 2002 <input type="checkbox"/>
Date of departure	25 March 2002 <input type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input type="checkbox"/>
Food Preferences	N/A		

Signature.....

Date: 25.03.2002



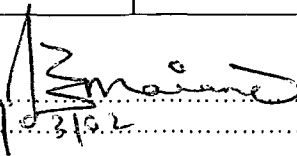
# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MATSHIANE				
First Name(s)	BOY JOHANNES				
Nationality	SOUTH AFRICAN				
Gender	Male	Female	MALE		
Organisation (pls. mark appropriate box )	NGO	Government	District/Local Municipality	Private Consultancy	Other
Name of organisation	IKANEMELA WATER BOARD				
Work Address	PLOT X 4013 KWAMHLANZA 1022				
City/Town and Postal code	BRONKHORSTSPRUIT				
Province	MPUMALANGA	Code: 1020			
Country	SOUTH AFRICA				
Telephone office	013 9333 220				
Telephone direct					
Fax	013 942 2559				
Mobile/cell number	083 629 1806				
Email office	Matshio@gov.za				
Email direct					
Website					
Position in organisation	District Manager				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences			

Signature.....  .....

Date..... 25/03/02 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	HUCEL				
First Name(s)	PAUL (PAVEL)				
Nationality	SOUTH AFRICAN				
Gender	Male <input checked="" type="checkbox"/>	Female			
Organisation (pls. mark appropriate box)	NGO	Government DWAFF	District/Local Municipality	Private Consultancy	Other
Name of organisation	DWAFF, / Operation + maintenance / Molepoint				
Work Address	Dept. of Water Affairs + Forestry				
City/Town and Postal code	NELS DRUIT - Potbag X 111259				
Province	MPUMALANGA	Code: 200			
Country	SOUTH AFRICA				
Telephone office	J 013 / 7597300 7597334				
Telephone direct	J 013 / 7597300 Switland				
Fax	013 - 7592146 (CLINIC) SR.HUCEL				
Mobile/cell number	083 628 7623				
Email office	J HUCEL at				
Email direct	J HUCEL at				
Website					
Position in organisation	Chief Industrial Technician				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify	Operation + maintenance subdirectorates of DWAFF, monitoring of Quality of water				

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>	No	
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences	no problem		

Signature..... *P. Hucel*

Date..... 25/3/2002

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	COMRIE				
First Name(s)	WERNER P.				
Nationality	RSA				
Gender	Male	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality	Private Consultancy	Other
		X			
Name of organisation	DEPARTMENT OF WATER AFFAIRS & FORESTRY				
Work Address	PRIVATE BAG X 11259				
City/Town and Postal code	NELSPRUIT				
Province	MPUMALANGA	Code:		1203	
Country	RSA				
Telephone office	013 7597300				
Telephone direct	013 7597313				
Fax	013 7525056				
Mobile/cell number	0828080435				
Email office	COMRIE				
Email direct	COMRIE@DWA.MPU.GOV.ZA				
Website					
Position in organisation	CHIEF ENGINEER - WATER RESOURCE MGR				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other
	<del>X</del>	<del>X</del>			
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes		<del>No</del>
Dates of attendance	25 March 2002 ✓	26 March 2002 ✓	27 March 2002 ✓
Date of departure	25 March 2002	26 March 2002	27 March 2002 ✓
Food Preferences			

Signature..... *Werner P. Comrie* .....

Date..... 2002-03-25 .....

# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname	MOKHABELA				
First Name(s)	QUEEN EMMA				
Nationality	SOUTH AFRICAN				
Gender	Male	Female			
Organisation (pls. mark appropriate box)	NGO	Government	District/Local Municipality	Private Consultancy	Other
Name of organisation	SERUKHANE DISTRICT MUNICIPALITY				
Work Address	PIBAG X 8611 CROBLERSDAL 0470				
City/Town and Postal code	CROBLERSDAL				
Province	(NORTHERN) LIMPOPO / mpw / Code: 0470				
Country	SOUTH AFRICA				
Telephone office	(013) 262 2743				
Telephone direct	(013) 262 2524				
Fax	(013) 262 2351				
Mobile/cell number	082 740 2298				
Email office	SERUKH@mail.ncdnet.co.za				
Email direct	Tito@mail.ncdnet.co.za				
Website	-				
Position in organisation	Water Councillor				
Areas of professional expertise	Water resource assessment and planning	Basic water supply and sanitation services	Municipal water and wastewater services	Agricultural water use and management	Other
If other, specify					

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>		No
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002	26 March 2002	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences			

Signature: S. E. Mokhabela  
Date: 25/03/02

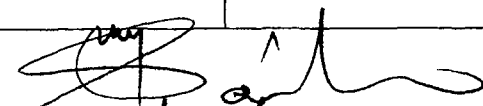
# NATIONAL COMMUNITY WATER AND SANITATION TRAINING INSTITUTE



## REGISTRATION FORM

Surname		Mahlula				
First Name(s)		Moredi William				
Nationality		South African				
Gender		Male <input checked="" type="checkbox"/>	Female <input type="checkbox"/>			
Organisation (pls. mark appropriate box )		NGO <input type="checkbox"/>	Government <input type="checkbox"/>	District/Local Municipality <input checked="" type="checkbox"/>	Private Consultancy <input type="checkbox"/>	Other <input type="checkbox"/>
Name of organisation		Selhukhane District Municipality				
Work Address		P/Bag x 8611 SROBLERSDAL 0470				
City/Town and Postal code		SROBLERSDAL 0470				
Province		MPUMALANGA (NORTHERN) Code: 0470				
Country		SOUTH AFRICA				
Telephone office		013-262 2743				
Telephone direct		013-262 2524				
Fax		013-262 2351				
Mobile/cell number		082 702 2756				
Email office		SEKHUKU@mail.ncwsi.net.co.za				
Email direct		Tito@mail.ncwsi.net.co.za				
Website		-				
Position in organisation		OFFICIAL: WATER ISSUES				
Areas of professional expertise		Water resource assessment and planning <input type="checkbox"/>	Basic water supply and sanitation services <input checked="" type="checkbox"/>	Municipal water and wastewater services <input type="checkbox"/>	Agricultural water use and management <input type="checkbox"/>	Other <input type="checkbox"/>
If other, specify						

<b>LOGISTICAL ARRANGEMENTS.</b>			
Dinner on the 25th	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
Dates of attendance	25 March 2002 <input checked="" type="checkbox"/>	26 March 2002 <input checked="" type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Date of departure	25 March 2002 <input type="checkbox"/>	26 March 2002 <input type="checkbox"/>	27 March 2002 <input checked="" type="checkbox"/>
Food Preferences			

Signature.....   
 Date..... 25/03/2002

**APPENDIX 2**

**WORKSHOP SCHEDULE**

**BUILDING CAPACITY ON WATER RESOURCE  
DEVELOPMENT AND MANAGEMENT.**

**25-27 MARCH 2002  
SAINT GEORGE HOTEL**

**Day 1**

<b>Day 1 Session 0</b> 13:00-13:30 30 min	Registration
<b>Day 1 Session 1</b> 13:30-13:45 15 min	Formal opening, welcome <ul style="list-style-type: none"> <li>• European Commission</li> </ul>
<b>Day 1 Session 2</b> 13:45 -14:15 min 30 min	Introduction (to workshop and project) Individual introductions Aims, objectives, and methodology
<b>Day 1 Session3</b> 14:15-15:00 45 min	Inventory of a structured list of issues and suggestions by participants.
<b>Day 1 Session 4</b> 15:00 -15:45 45 min	Identification of issues and problems.
<b>Day 1 Session 5</b> 15:45-16:15 30 min	<ul style="list-style-type: none"> <li>• What is a Strategic Approach?</li> <li>• Compatibility between EC Guidelines with what is being done in South Africa</li> </ul>
<b>Day 1 Session 6</b> 16:15-16:45 30 min	A hands-on get to know the EC Guidelines handbook, its structure and components/sections/chapters
<b>Day 1 Session7</b> 16:45-17:15 30 min	<ul style="list-style-type: none"> <li>• Evaluation of day 1.</li> <li>• Planning of day 2</li> </ul>
<b>Housekeeping Issues</b> 5 minutes	
<b>18:45</b>	Meet in foyer Dinner, Networking

<b>Day 2</b>	
<b>Day 2 Session 1</b> 08:30 – 09:00 30 min	Recap of previous day's activities Introduction of programme for the day
<b>Day 2 Session 2</b> 09:00 – 09:30 30 min	Reading session for Chapter 5
<b>Day 2 Session 3</b> 09:30-09:45 60 min	Application of a strategic approach
<b>Day 2 Session 4</b> 09:45 – 12:30	Application of strategic Approach (to case example) 1. Identify in what focus area a case fits. 2. Identify in what cycle stage a case fits. 3. Identify the guiding principles – use the check lists to see whether the doc. Addresses all six areas and 19 principles – identify additional issues. 4. If yes good, if no flag and identify remedial action (if any?) 5. Link to tools/previous step in PCM.
<b>LUNCH</b> 12:30-13:30 60 min	
<b>Day 2 Session 5</b> 13:30-14:30 60 min	Continue working on case study
<b>Day 2 Session 6</b> 14:30 – 15:00 30 min	Preparing presentations
<b>Day 2 Session 7</b> 15:00 – 17:00 120 min	<ul style="list-style-type: none"> <li>• Presentation by 4 groups.</li> <li>• Discussion on the case studies and outcomes of the group work</li> </ul>
<b>Ponder on day's events</b> 5 min	



<b>Day 3</b>	
<b>Day 3 Session 1</b> 08:30-08:45 15 min	Recapitulation of day 2.
<b>Day 3 Session 2</b> 08:45-09:30 45 min	Feedback by participants on what they think about the usefulness of the EC Guidelines Discussion and feedback on EC Guidelines being a useful tool for a strategic approach.
<b>Day 3 Session 3</b> 09:30-10:45 75 min	Assess training needs. <ul style="list-style-type: none"> <li>• Discussion on a need for training in use of EC guidelines.</li> <li>• Assess training capacity and training currently offered by regional agencies</li> <li>• Identify a need for networking, if yes, how?</li> </ul>
<b>Day 3 Session 4</b> 10:40 – 11:30 25 + 20 min	Presentation by participants
<b>Day 3 Session 5</b> 11:30 – 11:50	Evaluation
<b>Day 3 Session 6</b> 11:50 – 12:00 10 min	Official closure
<b>LUNCH</b> 12:00	Lunch and departure

**APPENDIX 3**  
**CASE STUDIES**

**Preparation of a Multi-Annual Action Plan for  
Water Services for the Eastern Cape**

## 1.0 SUMMARY

Although there is some debate about the numbers of people who do not have access to basic water services in the Eastern Cape, there is certainly consensus around the fact that substantial numbers of people living primarily in rural areas are not adequately serviced at the current time. Addressing this problem in a sustainable manner will have a profound positive impact on the health of rural communities and a host of other factors related to poverty alleviation. As a result, it is a fundamental objective of the Government in South Africa to address this issue in a meaningful manner, particularly bearing in mind the enormous inequities that currently exist in the country.

The development of the Multi-Annual Action Plan (MAAP) for water services for the Eastern Cape was sponsored by the European Union and developed in close cooperation with the Department of Water Affairs (DWA) and the Department of Local Government and Housing. It is in effect a master plan for the water services sector for the next three years and beyond. It outlines where resources will be allocated over the next three years and is driven by a strong strategic imperative. In addition, the process followed in developing this MAAP has placed a very strong emphasis on participation of all the key stakeholders in the Province with particular emphasis being placed on participation and involvement of local government institutions. In this regard, a new approach has been adopted which is starting to move towards defining a new paradigm for water services in the region. This is characterized by a co-operative and participative approach to developing water services strategy and determining where resources will be allocated in future. At the same time it is fostering a process whereby activities currently carried out by DWA will be transferred to local government institutions. This new approach has been very well received by all local stakeholders and good headway has been made in terms of setting up new structures and processes that can continue the good work already done.

This report sets out three scenarios for the Multi-Annual Action Plan which reflect different levels of donor funding. This was done because it was unclear of the precise levels of funding that would be made available to the Eastern Cape. All of these scenarios however reflect a strong emphasis on strategic interventions focusing on effectiveness with a particular emphasis on institutional development, operational sustainability, sustainable delivery and intersectoral co-operation. Bearing in mind the backlogs referred to above, the European Union program can make a significant contribution towards addressing these and the funding of the development of the MAAP has already made a significant contribution in this regard.

## BACKGROUND

### 2.1 Government/Sectoral Policy

#### 2.1.1 Broad National Policy

The broad national policy context for this project is to be found primarily in the National Constitution and the Reconstruction and Development Programme introduced in 1994. The constitution emphasizes the basic rights of individuals to access to water services and also emphasizes the critical role of local government in terms of the primary responsibility for the provision of these services. The RDP legislation is geared primarily towards delivery and strategies related thereto. Understandably, a major emphasis of this is towards addressing the inequities of the past and as a result has a major emphasis on people and communities living in peri-urban and rural areas.

Another significant relatively recent policy development at national level is the introduction of the medium term expenditure framework. This introduces a more transparent budgeting process at national and provincial level and also heralds the introduction of multi-year budgeting. The three-year rolling budget is thus now officially part of government policy and this creates the opportunity for the introduction of the MAAP approach.

### 2.1.2 Sectoral Policy

As is common with most sectors in the country, there has been a significant amount of the new legislation which has been produced since 1994. Key relevant documentation in the water sector has been the Water Supply Services White Paper of 1994, the White Paper on National Water Policy of 1997, the Water Services Act of 1997 and the National Water Act of 1998. All of these have influenced the development of the MAAP but the biggest influence has been the Water Services Act. Amongst other things, this spells out the roles of the various institutions in the future dispensation with respect to water services in the country. Of particular note is the emphasis on Local government as being the authority primarily responsible for the provision of services. Also of note in both Acts, is the move towards DWAF performing more of a strategic and regulatory role in future and becoming less involved in implementation.

### 2.1.3 Other Relevant Policies

As local government have such a key role in the provision of water services in future, there are a number of pieces of legislation in this sphere which are also relevant in the context of the MAAP. In particular, the Municipal Systems Bill of 1999 and the Municipal Structures Act of 1998. Also relevant is the current demarcation process which is underway which is reviewing and adjusting the boundaries of local government institutions. In some cases these will have a profound impact on the local government institutions involved.

In the provincial context also extremely important are the provincial strategy initiatives to guide development in the region for the next five to ten years. In this regard, the Eastern Cape provincial government Produced a strategic

planning document entitled "Growth and Development Strategy: A commitment to transformation" in 1999. Clearly, any significant development intervention such as the MAAP must be supportive of the overall provincial strategy. Also relevant in this regard is the development of the SDI's and in the case of the Eastern Cape, the Wild Coast has been identified as a particular focus area.

## 2.2 Features of the Sector

It is estimated that approximately 1 million people in the Eastern Cape have been provided with access to water services since the inception of the RDP program in 1994. The outstanding number still to be provided depends on the source and the definitions involved. The figure most often quoted is two and half million but other studies, which take into account significant sustainability problems with current schemes, have estimated the figure could be in excess of 5 million. The figure for sanitation is worse with up to 6,3 million people currently without a safe service. The people without services are concentrated in the rural areas and primarily in the Amatola, Kei and Wild Coast District Council areas. The Stormberg District Council also has a significant backlog.

Institutional capacity with respect to water services in the region varies greatly. At the regional level DWAF has shown significant capacity for implementing water services policy and projects in the past, even though it certainly has some shortfalls in certain key areas. With respect to District Councils, the greatest capacity is in those that have a substantial urban node, namely Amatola and Western. Drakensberg also have a limited capacity but their backlog is relatively small and as a result they have shown the ability to manage the situation. The greatest problems lie with the Kei, Wild Coast and Stormberg District Councils, which tragically have the biggest backlogs. This creates a vicious circle syndrome in terms of addressing the problems. It also creates some significant problems in terms of the transfer to local government of water services responsibilities from DWAF.

There is one significant Water Board in the province, namely Amatola Water which has only recently been established. It has however made a promising start and there are proposals to extend its area to cover some of those rural areas that are suffering with the biggest capacity problems at the moment. There has also been a proposal mooted some time ago for Umgeni Water, a Water Board based in KwaZulu Natal, to extend its area south to include part of the Eastern Cape but this initiative has been in the hiatus for some while and it remains to be seen whether it will progress in future.

## 2.3 Beneficiaries and Parties involved.

The primary beneficiaries of this programme would be rural people who currently do not have access to basic water services. As has been mentioned previously, this will not only have an impact on health but also make a

significant contribution towards poverty alleviation. These people are located throughout the province but the greatest numbers are in the Amatola, Kei and Wild Coast District Council areas.

At the national level, a number of significant stakeholders have been involved in this initiative via participation in the National Steering Committee including the national Department of Water Affairs, European Union, French Aid, DFID and other Aid Agencies also. The NGO and local government Associations are also represented on the National Steering Committee. The Department of Local Government and Housing have also been invited although unfortunately their attendance has been poor. At a regional level, a wide range of stakeholders have been involved in the development of the strategy for water services in the province and the MAAP. It is desirable that this level of involvement should continue in the future as the MAAP must become a living document via regular reviews and updates. The two strategy workshops that formed a crucial part of the process by which the MAAP was developed, were attended by all the District Councils, the Department of Local Government and Housing, the Department of Water Affairs, NGO's, the Eastern Cape Local Government Association, the Department of Health, the Department of Education and the Premier's Office. An attendance list for the two workshops is attached as Annexure H. Membership of the Working Group consisted of all six of the District Councils, the Provincial Department of Local government and Housing and DWAF.

Another significant beneficiary target group who are perhaps not fully addressed in the current programme, are those people who are currently supplied with water services that are not functioning effectively for various reasons.

#### 2.4 Problems to be addressed

The primary problem to be addressed in this programme is the reduction of backlogs in terms of water services provision in the rural areas. In addition, there is a need to develop an approach to the provision of water services in the province that is more integrated and co-operative than has been the case in the past. This needs to be strategically driven and needs to place a significant emphasis on the development of capacity at local government level. It should also, where possible, place more effort on integration with other sectors where relevant.

Provision of water services in the past has been dominated by DWAF with limited inputs from local government. This has created some animosity and uncertainty in the province, which has been compounded by somewhat uncertain patterns of funding. One of the symptoms of this climate in the province has been the fact that there are now several lists of priority projects for the different District Council areas. There is clearly a need to rationalize these in future, culminating in one list per District Council to which all stakeholders subscribe.

There are a number of important functions which DWAF is currently carrying out which need to be transferred to District Councils. This transfer is in many cases not a trivial matter as it involves significant functions, substantial resources and numbers of people. Processes and strategies have thus to be put in place in order to achieve what is a significant change management exercise.

Match of the strategy and integration objectives outlined above will be greatly advanced when the Integrated Development Plans and Water Services Development Plans for District Councils are completed. These processes are however in their infancy with the documents referred to being in the draft stage even for the most advanced District Council. Some have barely started. In the meantime, the provision of water services must clearly continue and thus there is a need to develop approaches which can guide the sector through the transitional phase of the next few years.

Another significant area of concern that has been highlighted recently, is the problems with sustainability specifically related to the operation and maintenance phase. This means that not only is the infrastructure put in place prior to 1994 in many cases not functioning effectively but even schemes implemented since 1994 are encountering significant problems. These sustainability problems relate to arrange of aspects including technical factors, cost recovery, political concerns, administration, management etc. etc. These not only result in an inferior service being provided to the customers but also result in a continuing drain on the operating budgets of the various spheres of Government.

The provision of sanitation services which has unfortunately made little or no headway since the inception of the RDP. This is in spite of the fact that the backlogs for sanitation are significantly larger than for water.

## 2.5 Other Interventions

The reduction of the backlog by one million people that has been achieved in the last six years has primarily been as the result of funding from DWAF with significant assistance provided by the European Union. Mvula Trust, also with support from the European Union, has also been providing water services in the province during this period.

A number of other funding initiatives not related directly to water services, are also relevant. The most significant of these is the Department of Local Government and Housing's CMIP programme which formerly focussed only on the urban areas but is now starting to make a significant impact on the provision of water services to rural areas. There are also a range of initiatives to provide institutional support to local government which include the following:



- MMP
- PIMSS
- ISWIP
- A USAID initiative

The SDI initiative has also resulted in separate budget allocations for the provision of relevant services required.

## 2.6 Documentation Available

There is a host of documentation, which is relevant to a broad strategic initiative such as the MAAP. This can be broadly categorized into legislation, strategic and technical/planning. The key legislation that has been mentioned previously is the Water Services Act, the National Water Act, the Municipal Systems Bill and the Municipal Structures Act. Key strategic documents include the provincial government strategy document and the regional and national DWAF strategic plans. At a technical/planning level, the most important documents are the Integrated Development Plans and Water Services Development Plans. A comprehensive list of documentation accessed during this project is listed under Annexure A.

It is interesting to note that despite the great wealth of reports and information available for the region, there still seems to be considerable debate about some of the basic statistics.

## 3.0 INTERVENTION

### 3.1 Overall Objective

The overall objective of the MAAP is the implementation of a significant programme of sustainable water services. The development of the three year MAAP for water services is a vehicle for achieving this objective, however, expenditure of the order of R700 to R950 million dictates that the whole initiative needs to be strategically driven. A coordinated and co-operative approach, with particular emphasis on local government, is also an important objective of the project. As is an emphasis on forming linkages where relevant with other sectors.

### 3.2 Project Purpose

The primary deliverable of the initial phase of the programme is a MAAP for water services projects and interventions for the years 2001/2002 to 2003/4. This needs to include, inter alia, both hardware and software projects. In particular, there should also be a significant emphasis on the critical issues of institutional development, provision of sanitation and sustainability in the operation and maintenance phase.

To guide the MAAP it was essential that a high level strategic plan was developed with the involvement of the key stakeholders in the province. This will provide the pointers for where investments should be made in future.

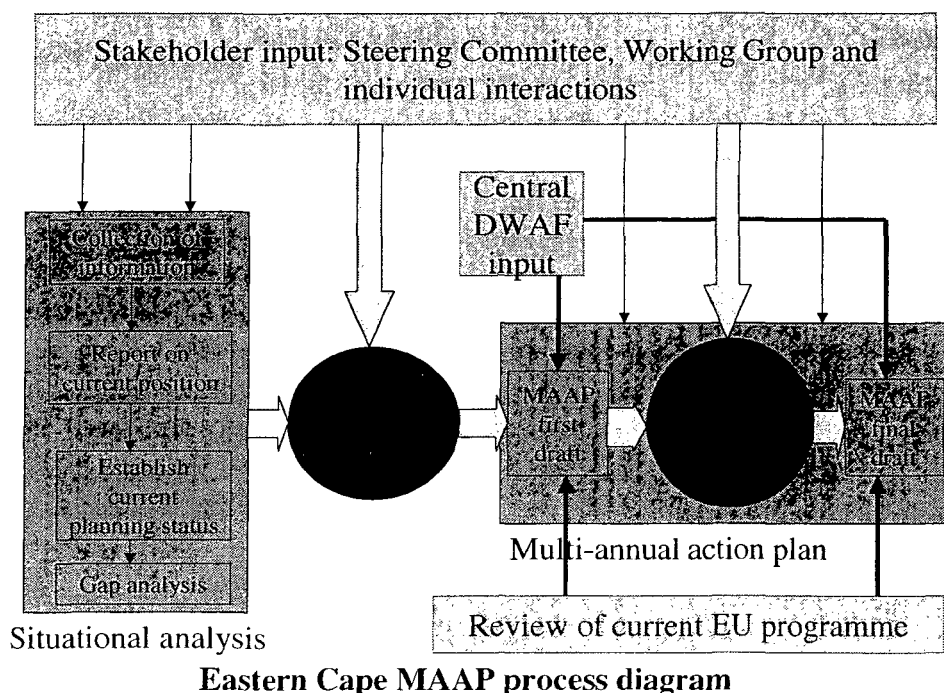
The MAAP also needs to include a scenario approach since it is not completely clear at this stage whether the EU and other donors will fund the programme and to what extent.

### 3.3 Results

#### 3.3.1 Process followed

From the outset, it was recognised that the process followed in developing the MAAP was extremely important. Firstly, because of the fact that any plan is out of date as soon as it is printed. This means that for it to be of ongoing value, it needs to be a living document. The process put in place in developing the first MAAP thus needs to continue on an ongoing basis for the foreseeable future. The second aspect that made the process approach very important was a necessity to involve all the stakeholders and the recognition that the relations between some of the key role players were somewhat strained.

The overall process in developing the MAAP is illustrated in Figure 1 below.

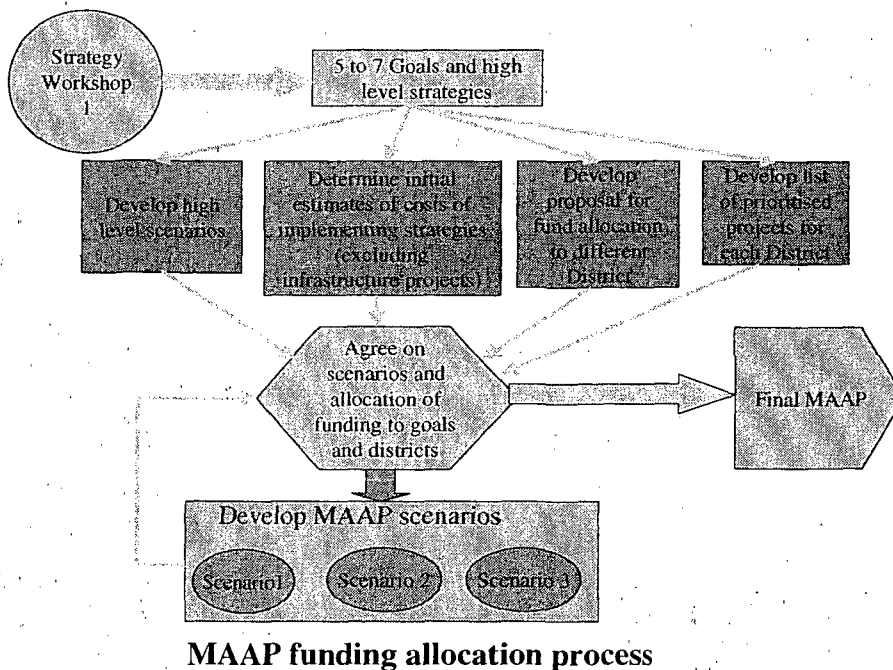


**Figure 1: MAAP process diagram**

Figure 1 illustrates that the initial focus was on carrying out a situational analysis, which provided an important input for in terms of scene setting for the two strategy workshops. The process followed allowed for input from all

the key stakeholders at local and national level by means of the various structures set up to guide the project. Some discussions were also held with the review team set up to evaluate the current European Union programme in the Eastern Cape although the fact that the two initiatives were running in parallel meant that the potential benefits of this could not really be optimized. The most important milestones in the process were undoubtedly the two strategy workshops which were well attended by a broad cross section of stakeholders. The first workshop focused on gaining consensus on the future vision and direction for water services in the region. The key outputs were in the form of high level goals and strategies. Given these outputs, the Working Group set up for this project developed the first draft of the MAAP which was then presented for comment and ratification at the second workshop.

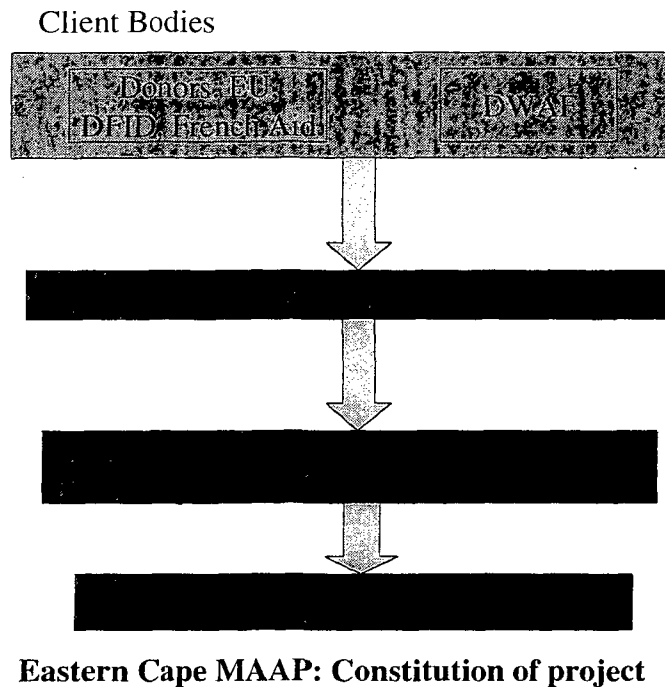
The process followed in development of the draft MAAP documents is illustrated in Figure 2 below.



**Figure 2: MAAP funding allocation process**

Figure 2 illustrates that, once the outputs of the first strategy workshop were known, a number of parallel activities were carried out before the first cut for funding allocation was agreed. This included firstly, the determination of scenarios, secondly, determination of high level costings for strategic interventions, thirdly, the development of an approach to division of resources to District Councils and lastly, determination of priority lists for each District Council area. These activities then provided key inputs into the broad-based allocation of funding in the MAAP. Once this basis was agreed upon in the Working Group, detailed work proceeded in identifying projects in more detail for inclusion in the first and second drafts.

The constitution of the project is illustrated in Figure 3 below.



**Figure 3: Constitution of MAAP project**

These structures allowed the project, in accordance with best practice, to be guided by policy makers at national and regional level and also facilitated the participation of key stakeholders. The role of the Steering Committee at the regional level was in effect played by the two strategy workshops, although a more formal structure may have to be set up in the next phase. The Working Group has proved to be a particularly effective structure and was very well attended by all six of the District Councils and the Department of Local Government and Housing.

### 3.3.2 The Eastern Cape Water Services Strategic Plan

Undoubtedly an extremely important output of this process has been the development of a high level strategic plan for water services for the Province. In this regard it is first useful to reflect on the Eastern Cape Province Growth and Development Strategy. In this document it is stated that:

***The fundamental goal; of this administration is to create sustainable economic and employment growth, to enable the provision of basic services for all the people of the Province.***

In addition, 8 strategic pillars have been identified as follows:

1. Job creation
2. Investment in people

- 3. Meeting basic needs**
- 4. Sustainable use of natural resources**
- 5. Rural development**
- 6. Redistribution of income**
- 7. Crime prevention**
- 8. Effective and efficient civil service**

An effective programme for provision of water services in the Province is thus directly aligned with the fundamental goal and strategic pillars 3 and 5. It will also make an indirect contribution to pillars numbers 1,2,4 and 6.

Six high level goals and supporting high level strategies were identified in the strategic plan and these are briefly discussed below. More detailed information on the strategic plan is given in Annexure B.

Goal1: Improve institutional capacity and support.

This was identified as probably the most crucial of the goals as it was recognized that institutional problems, particularly at the local government level, are having a profound impact on their ability to deliver sustainable water services. The capacity of the various District Councils differs substantially but two of them, namely Wild Coast and Kei have enormous problems at the moment in terms of suitable human resources to fulfill their remit as the local authority. Although not quite as crucial as the problems at local government level, it was also recognized that the Department of Water Affairs Regional Office also needs support in certain key areas.

An important part of the development of the District Councils capability is for them to obtain the so-called implementing agent status from DWAF which will allow them to access and disburse funds for water services projects. Three of the District Councils do not currently have this status and as a result this will be the focus area in the short term.

A number of strategic studies need to be carried out with respect to institutional aspects. Once again these will focus on improving the ability of the various institutions, the private sector and the NGO sector in fulfilling their remit in terms of delivering and operating water services.

It was also identified that there are a series of initiatives under way supported by various institutions and donors focusing on developing capacity at local government level. At the moment it would appear that these are not particularly well coordinated and as a result any synergy benefits are not realized. A strategy was therefore identified of attempting to rationalize and coordinate these in some manner.

Goal 2 – Reduce water supply backlog in a sustainable manner

The key strategic intervention that was identified here was the acceleration and completion of the planning process focusing particularly on Water Services Development Plans. It was recognized that, in effect, these are the strategic plans for water services in each District Council and a lack of progress in these is definitely inhibiting the provision of water services in the region. Once these are completed they will inform the ongoing MAAP directly in terms of where the resources should be allocated.

Another strategy that was identified emanates from the fact that there is much water infrastructure in the Eastern Cape at present which is under utilized. These have the potential to be extended at relatively low marginal cost compared to developing new projects from scratch.

### Goal 3 – Address problems with operation and management of schemes and overall sustainability

This goal recognises the fact that there are significant problems that are being experienced with the operation and management of infrastructure that has been installed in the past. This has the potential to undermine the overall sustainability of the programme because of the significant ongoing costs which are involved in subsidizing schemes which are not viable in the operational phase. In addition, many of the schemes are either not functioning effectively or have collapsed, meaning that the original recipients of the service are receiving an unsatisfactory service or none at all. It was therefore proposed that significant resources should be allocated to addressing and rehabilitating the schemes that are currently in the operation and management phase. This will need to focus on a holistic rehabilitation in recognition of the fact that many of the problems are broad ranging covering technical, managerial, financial, social, administrative and other problems. It was also identified that an in-depth understanding of the current situation is needed before proceeding to apply learnings to the ongoing programme in future. Work thus needs to be carried out on an audit of the current situation.

It was recognized that there is a need to develop operational skills in the Province. Suitable mechanisms thus need to be put in place to address this.

### Goal 4 – Reduce sanitation backlog

Under this goal it was recognized that the track record with respect to the provision of sanitation is significantly inferior to that for water. This means that a significant re-evaluation of the current strategies needs to be carried out and it is understood that this is occurring at a national level also. Proposed strategies in the Eastern Cape would focus in particular on creating awareness and influencing behavior through the development and implementation of social marketing interventions. In this regard it was recognized that there is an opportunity of working closely with the health sector and in particular the community based Environmental Health Officers.

Another set of strategies focused on allocating dedicated resources and structures to focus on sanitation in recognition of the fact that sanitation has not received the emphasis it deserves in the past.

Other strategies identified are to train and develop local sanitation community contractors and to make funds available for the sanitation subsidy scheme in line with the latest national thinking on this matter.

#### Goal 5 – Foster an integrated intersectoral approach

In this goal was identified in recognition of the fact that, although there are significant benefits in an integrated approach, the track record in the past of government institutions has been poor. It was considered that the particular strategies to achieve this would include setting up and fostering structures that facilitate an integrated approach and allocating specific budget items for integrated strategies. An obvious focus area would be existing integration initiatives such as SDI's and rural business centres. Unfortunately an integrated rural development strategy is not yet in place either nationally or regionally. There is no doubt that this will facilitate a more coordinated approach in future.

It was also recognized that information systems form a crucial supporting and facilitating mechanism for integration initiatives. This is relevant both within the water sector and across into partner sectors where currently a multitude of information systems and databases are being set up with very little coordination or synergy potential currently being realized.

#### Goal 6 – Secure finance for MAAP

Clearly the MAAP will be of little value if commitment to the funding cannot be achieved. This relates not only to potential donors but also to the National Government through DWAF. It was also recognized that a crucial element in this is the ongoing credibility of the MAAP documentation and process. This implies that structures and processes set up thus far in the development of the MAAP need to somehow be institutionalized within the region.

### 3.3.3 Eastern Cape Water Services MAAP

The outputs of the MAAP are discussed in more detail in sections 3.4, 5.4 and Annexure C. An overview description is thus given in this section.

Three scenarios were developed for the MAAP. These are outlined in Table 1 below:

	<i>Funder</i>	<i>Scenario 1</i>	<i>Scenario 2</i>	<i>Scenario3</i>
	DWAF	164	164	164
2001/2002	CMIP	50	50	50
	EU & others	0	15	25
	Total	214	229	239
	DWAF	178	178	178
2002/2003	CMIP	55	55	55
	EU & others	0	45	75
	Total	233	278	308
	DWAF	194	194	194
2003/2004	CMIP	60	60	60
	EU & others	0	90	150
	Total	254	344	404

**Table 1: Eastern Cape Water Services MAAP: Expenditure Scenarios**

In a nutshell, scenario 1 can be described as the base line scenario with no donor funding but with ongoing funding from both DWAF and the CMIP programme for water services. Scenarios two and three include R150 million and R250 million respectively of donor funding. In this regard it was recognized that funding could be available from a range of potential donors and even from other sources within central government such as for SDI projects and poverty alleviation. The cash flows shown above were regarded as indicative only in terms of preparing the first draft. In fact as the work progressed, although the overall figures remained very similar the cash flow pattern changed substantially (see later).

In development of all three scenarios, preference was given up front to those initiatives which were regarded as strategic interventions. This was done in recognition of the fact that these actions focus on effectiveness rather than efficiency and typically they would cover areas such as institutional support, information systems, intersectoral integration etc. etc. Once these initiatives were identified and costed out (and this includes the allocation to sanitation) then the balance of the funding was allocated to specific projects.

The proportions used for allocation of resources to District Councils is illustrated in Table 2 below:

	<i>Water %</i>	<i>Sanitation %</i>
Amatola	22	25
Drakensburg	5	5
Kei	25	26
Stormberg	11	11
Western	10	4
Wild Coast	27	29

**Table 2: Allocation of funding to District Councils**



These proportions are based on the work carried out by the Water Services Planning Directorate of DWAF in terms of the backlogs in the various District Council areas. This resulted in the allocations shown in Figure 3 below:

District Council	Scenario 1	Scenario 2	Scenario 3
Amatola	122	155	177
Drakensburg	28	35	40
Kei	138	176	201
Stormberg	61	77	88
Western	55	70	80
Wild Coast	149	190	217
Totals	553	703	803

**Table 3: Funding scenarios for District Councils**

The District Councils were then required to develop lists of suitable projects in terms of the various scenarios. In discussion within the Working Group it was agreed that the briefing to the District Councils prior to developing these lists should include the following:

- A significant emphasis on projects designed to rehabilitate existing problem schemes.
- An "S curve" approach to expenditure particularly for those District Councils that are currently suffering severe capacity constraints, namely, Kei, Wild Coast and Stormberg.
- Development of a single list which will synthesize and integrate the current District Council lists with those of DWAF.

The development of one list of projects per District Council, with local government taking the lead, is seen as a significant step forward in terms of the water services delivery process in the region. It nevertheless needs to be recognized that due to time constraints the lists that have been developed in Annexures D, E and F should be regarded as having very much provisional status at this stage. This is the case because firstly, there has not been an opportunity to obtain political approval for the lists and secondly there has not been an opportunity to discuss the lists with the relevant stakeholders, including DWAF. This needs to occur in the next phase for each District Council area.

In line with the strategic plan outlined above, the key focus areas of expenditure are in the following areas:

- Institutional support: 6% in scenario 1, reducing to 4% in scenario 3.
- Reducing the water supply backlog: 37% in scenario 1, increasing to 59% in scenario 3.
- Operation and maintenance sustainability: 19% in scenario 1, increasing to 20% in scenario 3.
- Sanitation: 10% in scenarios 1 to 3.
- Intersectoral integration: 8% in scenarios 1 – 3.

### 3.4 Activities

Particular activities and projects that have been identified are briefly discussed below. These are listed under each goal as the allocation of resources are all driven by the strategic imperative as described above.

#### Goal 1 – Improving Institutional Capacity and Support

##### Technical support to District Councils

Each District Council has been assessed in terms of the technical support required to enable them to fulfill their water services functions. This requirement varies significantly from one District Council to the next and thus some require a team of six and others only one. The range of skills that have been identified as being necessary are water institutional, water technical, sanitation, inteseccretoral, ISD, financial and administrative / management. In total 19 technical support staff have been identified. The total cost of this is approximately R27 million.

##### Support to DWAF Regional Office

A team of seven has been identified to assist in supporting the Regional Office focusing on technical water skills, sanitation, GIS and inteseccretoral functions. A total of R10 million will be required for this.

##### Institutional Studies

Three institutional studies have been earmarked which would need to take place in the first year as they will inform activities that need to occur thereafter. These studies will address the following:

1. How to obtain the best usage and leverage from the private sector in terms of the overall water services programme. More effective use of the private sector is considered to be essential if the massive challenges facing the Province are to be meaningfully addressed. In particular it is considered that assistance in the operation and maintenance phase would be a significant step forward since this is where most of the problems are occurring at present.
2. An overall institutional assessment is considered to be warranted in terms of the most effective way of managing water services throughout the Province looking at all the existing institutions in terms of DWAF, Water Boards and Local Authorities and trying to arrive at an optimum dispensation. The role of communities also needs to be addressed and even the possibility of some new institutions such as Catchment Management Agencies or other. The study needs to have a regional perspective whilst at the same time looking at the particular requirements of each District Council.

3. The last study needs to look more specifically at the transfer of functions from DWAF to local government. In many cases responsibilities and resources involved are substantial and the transfer is not a trivial matter. This has been recognized by a number of local authorities who are reluctant to take on responsibilities which they consider to be currently problematic. A large part of this exercise is the design of the change management process to determine how to manage the transition over the next few years.

## Goal 2 – Reduce Water Supply Backlog

### Water Services Development Plans

An amount of R2 million has been allocated for funding of Water Services Development Plans. A number of these are already being funded either by DWAF, by District Councils or by some other source but some of them still require a funding source. As has been mentioned previously, this should be a focus area for District Councils in the short term.

### Water Supply Projects

As would be expected, the single largest item is that for new water supply projects with an amount of R492 million being allocated in scenario 1 increasing to R680 million in scenario 3. This includes some ..... projects in scenario 1 and ..... in scenario 3, serving a population of ..... and ..... respectively.

## Goal 3 – Address operation and management problems

### Water Sector Training Centre

An amount of R1,2 million has been allocated for the establishment of a water sector training center by Amatola Water. This includes hardware costs and the establishment of training material.

### Audit and Evaluation of Schemes

An amount of R1,7 million has been identified in year 1 to carry out studies to determine the status quo of schemes in the Province and thereafter to come up with proposals in terms of addressing them for the programme as a whole.

### Rehabilitation of Schemes

Some R63 million has been allocated in scenario 1, increasing to R86 million in scenario 3. This would address ..... people in scenario 1, increasing to ..... people in scenario 3.

## Goal 4 – Reduce Sanitation Backlog

### Development of promotional material and campaign

An amount of R3 million has been allocated over three years to address this issue. This will focus on the development of suitable material and the various media required to promote the message. The intention is to foster a change in attitude with respect to the importance of sanitation from a health and hygiene point of view which ultimately will be manifested in more of a demand driven approach to the sanitation initiative.

### Joint Initiative with Health Department

An amount of R2 million has been allocated in year 1 to assist with funding of the joint initiative with the Health Department. This would focus on the use of community based Environmental Health Officers. At the moment the Health Department has the human resources on the ground but they are severely handicapped by a lack of equipment and facilities.

### Sanitation Subsidy Scheme

An amount of R61 million has been allocated for various sanitation projects in scenario 1, increasing to R78 million in scenario 3. This should be regarded as a provisional amount at this stage as the subsidy scheme is currently under review at a national level.

## Goal 5 – Integrated Intersectoral Approach

### Integrated Information System

An amount of R2,3 million has been allocated for the facilitation and development of more integrated information systems in the region. This will require an analysis and design phase and thereafter implementation.

### Irrigation Projects

An amount of R21 million has been allocated for irrigation projects in scenario 1 and R36 million in scenarios 2 and 3. This would be a joint initiative with the Department of Agriculture on a co-funding basis. It will address the rehabilitation and utilization of existing infrastructure in the rural areas, which is severely under utilized at present. This is regarded as a very important initiative in the Province because of the benefits in terms of employment and income generation. A number of these schemes also have the potential for domestic water supply components as well which the EU may be interested in funding.

### Supply to Clinics

Currently many clinics do not have safe water and sanitation in the rural areas and a provisional amount of R6 million in all scenarios has been allocated over the three years.

#### Supply to Schools

A provisional amount of R18 million has been allocated for supply of water services to schools in all 3 scenarios. There are currently many hundreds of schools that do not have basic water services. It has been agreed with the Education Department that any programme undertaken on water services to schools will be co-ordinated with their programme to upgrade schools.

### 4.0 ASSUMPTIONS

#### 4.1 Assumptions at Different Levels

Assumptions made in preparing this MAAP include the following:

- That there would continue to be political support for the initiative.
- That ongoing or committed funding will be made available from the central government and also from CMIP.
- A crucial assumption made in the programme is that the capacity at District Councils will be significantly enhanced by the interventions outlined. This will result in an acceleration of expenditure in later years once a sound base of planning and management systems has been established.

#### 4.2 Risks and Flexibility

The introduction of the three-year rolling programme for water services expenditure immediately introduces a more flexible approach to the programme than was the case with annual budgeting. This ultimately results in better management and planning. Other risks that have been identified are as follows:

- Political problems or lack of support for the initiative.
- Lack of ongoing support from local government if the participative approach adopted thus far does not continue.
- The Technical Support initiative identified is considered to be a crucial component, which if not implemented satisfactorily could jeopardize the whole programme. Also of concern is the risk that the institutions which are being supported will experience major problems at the end of the three year period. This will have to be addressed during the design of the intervention.
- The list of projects identified by the District Councils at this stage should be regarded very much as provisional as they have not yet been discussed with key stakeholders or with the political representatives. This could be a

sensitive matter and needs to be treated with caution at this stage. Ultimately arriving at a final list for each District Council is likely to require some negotiation.

- There is a significant risk also with regard to the sanitation initiative in that there is a fair degree of uncertainty with respect to the way forward, even at a national level. Expenditure of funds on the sanitation subsidy scheme in particular should be regarded as somewhat uncertain at this stage.
- There is a risk that the disbursement of funds through DWAF could run into problems in terms of the speed of dealing with the necessary administration. This will be exacerbated if a significantly larger programme is implemented.

### 4.3 Preconditions

The main precondition for this programme to be a success is the ownership and participation of the key local government players. This has been achieved thus far and must clearly be continued in future. In addition, it is important for the District Councils to demonstrate over the next two years that they have the ability and capacity to take up their key role in water services provision. The ongoing payment for service by communities is also regarded as a precondition for the ongoing success of the programme.

## 5.0 IMPLEMENTATION

### 5.1 Physical and Non-Physical Means

The inputs in terms of funding for the project are as follows:

- R536 million over three years from the Department.
- R119 million from the CMIP programme.
- An amount of R150 million in scenario two from a range of donors.
- An amount of R250 million in scenario three from donors.

### 5.2 Organization and Implementation Procedures

The funds allocated for the MAAP will be disbursed through DWAF following its normal procedures. An exception to this would be the CMIP funding which would be disbursed through the Department of Local Government and Housing. Those District Councils that qualify as Implementing Agents can be utilized for disbursing funds with respect to specific projects in their areas. As other District Councils qualify as Implementing Agents the same can apply. Each of the strategies will require project teams to be set up, detailed terms of reference developed, programmes, more detailed budgets etc., in line with best programme and project management practice. Extensive use of the private sector is envisaged throughout the full range of projects and initiatives. The disbursements of the funding would also be subject to the requirements of the various donors involved.

### 5.3 Time Table

The broad timetable is outlined in the MAAP, which, by virtue of the cash flows, gives a broad indication of progress. When this initiative proceeds into the next phase, a more detailed plan needs to be prepared which analyses the goals and strategies in more detail; focusing on targets, milestones, resource requirements etc.

### 5.3 Cost Estimate and Financing Plan

The breakdown of the costing requirements by goal is outlined in Tables 4,5 and 6 below.

Goal	2002/2002	2002/2003	2003/2004	Totals
1. Institutional support	15,9	11,5	11,5	38,9
2. Reduce WS Backlog	84,9	154,6	252,2	491,7
3. Operational problems	21,1	23,1	18,9	63,1
4. Sanitation	7,5	17,8	35,3	65,6
5. Integrated projects	12,7	16,6	18,0	47,3
Totals	142,1	223,6	335,9	701,6

Table 4 : Summary of Scenario 1

Goal	2002/2002	2002/2003	2003/2004	Totals
1. Institutional support	15,9	11,5	11,5	38,9
2. Reduce WS Backlog	90,1	187,3	321,5	598,9
3. Operational problems	26,1	24,5	28,0	78,6
4. Sanitation	9,8	32,2	36,4	78,4
5. Integrated projects	17,7	21,6	23,0	62,3
Totals	159,6	277,1	420,4	857,1

Table 5: Summary of Scenario 2

Goal	2002/2002	2002/2003	2003/2004	Totals
1. Institutional support	15,9	11,5	11,5	38,9
2. Reduce WS Backlog	96,7	204,0	379,3	680,0
3. Operational problems	33,2	28,4	24,1	85,7
4. Sanitation	9	33,1	40,9	83,0
5. Integrated projects	17,7	21,6	23,0	62,3
Totals	172,5	298,6	478,8	949,5

Table 6: Summary of Scenario 3

## 5.5 Special Conditions

The main condition that applies in this initiative is that any funding from the EU must be at least matched by DWAF. This assurance has already been given.

## 6.0 FACTORS ENSURING SUSTAINABILITY

### 6.1 Policy Support

DWAF has had a key role in guiding this project at a national, provincial and Working Group level so as to ensure that the correct policy approach has been adopted. As has been indicated in the foregoing chapters, this initiative is very much in line with the current legislative framework and the strategies of national and regional Government. The institutionalization of the MAAP processes and structures will ensure the ongoing commitment and involvement of the Department which will thereby continue to provide guidance on policy issues.

### 6.2 Appropriate Technology

Appropriate technology was not identified specifically in the strategic plan, primarily because it is an approach which will be adopted at the project level. It is also foreseen as being a cross-cutting strategy that would apply to a number of the other goals (see also Annexure B).

### 6.3 Environmental Protection

The use of water resources and the protection thereof is covered specifically in the water services development plans. In any case, the water requirements for basic rural water supply are so low that these will have an insignificant impact on the overall water resources position. With respect to sanitation, a successful programme to promote this will undoubtedly have a positive impact. The reason for this being that it will result in a reduction in fecal pollution in the various watercourses. Suitable environmental protection measures and environmental management practices will of course require to be applied for each infrastructure development project (see also Annexure B).

### 6.4 Socio-Cultural Aspects and Women in Development

This is once again not mentioned specifically as a strategy because it is seen as a cross-cutting theme, which would apply to all of the goals and a range of strategies supporting the goals. In spite of this, there was some discussion around this theme at the second workshop and some tentative strategies were developed (see Annexure B).



### 6.5 Institutional and Management Capacity

The whole question of institutional capacity has been a significant focus in the strategic plan and the MAAP and this will continue into the implementation phase with a particular emphasis on local government and too a lesser extent with DWAF. It is also seen that the local institutional capacity of the public sector can be significantly enhanced and leveraged by a range of public/private partnership strategies and approaches. A particular study to investigate this has been included as part of the MAAP. The use of non-government organizations is also seen as a means of increasing the capacity for delivery and management of water services. This was also identified as a cross cutting strategy and is referred to briefly in Annexure B.

### 6.6 Economic and Financial Sustainability

The majority of the funding for this MAAP will continue to be provided by the South African Government thus ensuring its ongoing future. It is nevertheless true that the ongoing operation and management problems with the current schemes if not addressed can result in a significant drain on the fiscus with the ultimate result being that no funding will be available for the development of new projects or capital maintenance projects. The adoption of a long term goal focussing on operation and maintenance sustainability is thus very important in the overall strategic plan and the MAAP. This is designed precisely to address the current high expenditure on subsidies and problems with schemes in the operational phase.

## 7.0 MONITORING AND EVALUATION

### 7.1 Monitoring Indicators

No detailed indicators have been identified in this phase of the MAAP primarily because it was focused at a very high level. It is foreseen that specific indicators will be developed during the next phase which will focus on the particular goals and strategies that have been developed. Typical examples would be as follows:

- Numbers of people served with water and sanitation
- Numbers of people being served with schemes which have proved to be fully sustainable in the operating phase
- Water Services Development Plans completed
- Information systems established
- Intersectoral projects completed successfully

### 7.2 Reviews/Evaluations

It is foreseen that once detailed programme and project plans are developed in the next phase this will provide an ongoing tool for those involved in the water services sector in the Eastern Cape to carry out their own monitoring and evaluation of the programme as it proceeds. It is foreseen that

information systems will be designed so as to meet the ongoing reporting requirements of substantial donors in the usual manner. As always, the opportunity for external review teams to be appointed by donors or the national department, to evaluate the programme as it proceeds would be welcome.

## CONCLUSIONS AND PROPOSALS

The introduction of the concept of the MAAP for water services in the Eastern Cape has undoubtedly been a major step forward for the region and has been warmly welcomed by all the relevant stakeholders. It has put in place a more co-operative and strategic approach than was the case in the past and has begun to establish certain structures and processes which can certainly be fostered and encouraged as the programme proceeds.

The MAAP preparation sponsored by the European Union has thus made a significant contribution to the water services efforts in the Region. A plan such as this is something that is required regardless of any donor funding. It is nevertheless true, and clearly illustrated by scenarios two and three in the plan, that the participation of donors can make an enormous contribution in terms of addressing the water services backlogs in the region in a sustainable manner. In light of its strategic nature and broad-based support, the MAAP does also provide a powerful vehicle to present to funders as a means of encouraging their support.

Lastly, it is also relevant to mention that although this process of developing a MAAP has been completed in May, the decision of whether funding will be provided by the European Union will only be known in November and the funding becomes available in April 2001. This potentially means a hiatus of nine months during which the momentum developed during the current initiative would be potentially stalled. In addition, many of the initiatives and strategies proposed in the MAAP require preparation, planning and development of terms of reference prior to April 2001, otherwise this will result in significant delays. It is therefore proposed that some mechanism should be found whereby at least the planning work for a number of the most critical strategies identified in the MAAP should be continued in the months ahead.

---

**DEPARTMENT OF WATER AFFAIRS AND FORESTRY**

**CHIEF DIRECTORATE : WATER SERVICES**

**'FREE BASIC WATER'**

**Implementation Strategy Document**

**Version 1**

**MAY 2001**

Prepared by  
PALMER DEVELOPMENT GROUP

For the

**DIRECTORATE : INTERVENTIONS AND OPERATIONS SUPPORT**



**CONTENTS**

<b>1. INTRODUCTION AND PURPOSE</b> .....	<b>4</b>
<b>2. PROBLEM STATEMENT</b> .....	<b>5</b>
<b>3. POLICY OBJECTIVES AND CLARIFICATION</b> .....	<b>5</b>
3.1 CONTINUED EXTENSION OF WATER SERVICES REMAINS THE PRIORITY .....	5
3.2 WHO ARE THE INTENDED RECIPIENTS OF FREE BASIC WATER? .....	6
3.3 VOLUME OF WATER – WHAT IS A BASIC AMOUNT .....	6
3.4 SANITATION LINKAGES .....	6
3.5 LEGAL FRAMEWORK .....	7
3.6 TIMING .....	7
<b>4. LESSONS FROM INTERNATIONAL EXPERIENCE</b> .....	<b>8</b>
4.1 WATER SECTOR SUBSIDY APPROACHES .....	9
4.2 EXPERIENCE WITH TARGETING APPROACHES .....	9
<i>Errors of Inclusion and Exclusion</i> .....	10
<i>Eligibility Criteria</i> .....	10
<i>Estimating administrative costs</i> .....	10
<i>The “no targeting” option</i> .....	11
4.3 SOURCES OF REVENUE.....	11
<i>National subsidies versus local cross subsidisation</i> .....	11
<b>5. CURRENT BASIC WATER SUBSIDY ARRANGEMENTS IN SOUTH AFRICA</b> .....	<b>12</b>
5.1 NATIONAL SUBSIDY ARRANGEMENTS .....	12
5.2 DWAF OPERATING SUBSIDIES .....	14
5.3 LOCAL LEVEL SUBSIDY APPROACHES.....	14
<i>Subsidy methods currently used</i> .....	15
<b>6. THE INSTITUTIONAL LANDSCAPE</b> .....	<b>16</b>
6.1 WATER SUPPLY AUTHORITY - WATER SUPPLY PROVIDER RELATIONSHIPS .....	16
<i>Key features of a WSP</i> .....	17
6.2 RELATIONSHIPS BETWEEN WSA AND WSPs.....	17
6.3 MUNICIPALITIES AS SERVICES PROVIDERS.....	18
<i>Metro Areas</i> .....	18
<i>Districts and Local municipality categorisation (B1-B4)</i> .....	18
6.4 DWAF WATER SUPPLY SCHEMES .....	19
6.5 WATER BOARDS AS SERVICE PROVIDERS .....	19
6.6 COMMUNITY BASED WATER SERVICES PROVIDERS .....	20
6.7 PRIVATE SECTOR WATER SERVICES PROVIDERS .....	20
<b>7. TECHNICAL OPTIONS</b> .....	<b>21</b>
7.1 SERVICE LEVEL POLICY .....	21
<b>8. THREE POSSIBLE FREE BASIC WATER APPROACHES</b> .....	<b>23</b>
<b>9. FINANCING THE POLICY</b> .....	<b>24</b>
9.1 REDUCING COSTS .....	25
9.2 FINANCING FREE BASIC WATER .....	25
<i>Internal cross subsidies</i> .....	25
<i>Tariff structures – residential</i> .....	27
<i>Tariffs for non-residential consumers</i> .....	27
<i>Allocation of the equitable share</i> .....	27
9.3 TARGETING POOR HOUSEHOLDS .....	28

	<i>Definition of the poor</i> .....	28
	<i>Targeting</i> .....	29
9.4	ENSURING FINANCIAL VIABILITY OF WATER SERVICE PROVIDERS.....	29
	<i>Subsidising WSPs or consumers: basic principles</i> .....	31
<b>10.</b>	<b>IMPLEMENTATION STRATEGY</b> .....	<b>31</b>
10.1	PHASED APPROACH.....	32
	<i>Interim arrangements</i> .....	32
10.2	NATIONAL GUIDELINES BUT LOCAL FLEXIBILITY.....	33
10.3	MANAGEMENT AND INSTITUTIONAL SUPPORT TO MUNICIPALITIES.....	33
	<b>REFERENCES</b> .....	<b>34</b>

## 1. Introduction and Purpose

As part of the Government's strategy to alleviate poverty in South Africa a policy for the provision of a free basic level of services has been established. In the words of President Mbeki, "the provision of free basic amounts of electricity and water to our people will alleviate the plight of the poorest among us" (Mbeki, 2001). A number of policy statements at the local level have reinforced this commitment.

The purpose of this document is to set out an implementation strategy for this policy with respect to the provision of free basic water. Much of the ultimate responsibility for delivering free basic water will rest on local government. However, they will have to operate in a context which enables them to provide subsidised services effectively. This includes appropriate national subsidy arrangements and guidance and support from other spheres of government. This document therefore focuses mainly on how government can provide the context for the detailed implementation strategies of local government.

The strategic approaches provided in this document are supported by a *Free Basic Water Initiative: Guideline for Local Authorities*. The guideline document outlines the specific steps that can be taken at a local level to implement the free basic water policy.

## 2. Problem Statement

Implementing a free basic water policy successfully is a complex task which requires a wide range of issues to be addressed both nationally and locally. The process of implementation will also differ across municipalities. Given the very different income and service level profiles of municipalities some will find it relatively easy to implement the policy while others will face severe constraints. In general the constraints that an implementation strategy has to overcome are:

- a) *financial*: how to finance and target the supply of free basic services in a sustainable and efficient manner;
- b) *socio-political*: how to establish successful communication and co-operation between consumers, councillors, local government officials and different spheres of government;
- c) *institutional*: how to develop the required organisational capacity and working relationships between different institutions
- d) *technical*: how to choose the appropriate technical and service level options to facilitate free basic water.

Strategic approaches to overcome these constraints are provided, with reference to international experience; technical and service level issues; and the respective roles of different actors in the water supply system.

## 3. Policy Objectives and Clarification

The Minister of Water Affairs and Forestry announced in February 2001 that government had decided to ensure that poor households are given a basic supply of water free of charge. He said that Cabinet has approved a policy to provide 6 000 litres of safe water per household per month (Kasrils, 2001). There are well recognised public health and well-being; equity and welfare; and gender reasons for ensuring that households have access to a basic level of water supply that is affordable to even the poorest households.

The supply of free basic water is based upon a policy decision that can only be implemented within the well developed legal framework for water services. The legal parameters in which the policy operates is discussed later in this document and specifically in section 3.5.

### 3.1 Continued extension of water services remains the priority

A significant number of South Africans still lack *any* access to an adequate level of water supply. Clearly if a household does not have access to a basic supply of water the provision of a *free* basic supply cannot occur. Therefore the continued extension of adequate water supplies to unserved households must remain at the core of any provision of free basic water. In fact the government has committed itself to an acceleration in the delivery of water and sanitation.

This document focuses on the provision of a free basic level of water supply to those households already having at least a basic water supply and does not deal with the continued roll-out of water services. However, it is vital that the implementation of this policy does not slow or prevent the continued extension of services to other households. The implementation of the free basic water policy should not be allowed to lead to unsustainable water service institutions at the local level because this will prevent currently unserved poor households from getting adequate formal water supplies in the future. Close monitoring of the impacts of the free water policy is required to ensure that the policy does not lead to a slowdown in the extension of basic water services.

### 3.2 Who are the intended recipients of free basic water?

The primary intended recipients of free basic water are poor households. Although there is a broader policy commitment to the extension of free basic services to *all* households the primary target of the policy is poor households for whom free basic services represent a significant poverty alleviation measure.

There is no commonly accepted definition of poverty in South Africa. A straightforward approach to defining poor households is one based on income. Households below a certain level of monthly income can be classified as 'poor'. There are certain problems with this approach, however, as well as with the actual identification of such households. These are discussed in section 10.3 below. At present the Equitable Share of national revenue transferred to local government is based largely on income level as an indicator of poverty (currently R800 a month but likely to increase in the near future). This definition will be the default definition of poor households unless otherwise specified.

The national policy does not define 'poor' and local governments will have an important role to play in defining local poverty indicators and identifying which households fall within the local definition. Local and international experience indicates that it is appropriate that local authorities continue to have primary responsibility for defining poverty thresholds and identifying such households. It is likely that due to cost differences across the country and due to other local issues (such as seasonal unemployment in some areas) that specific local poverty indicators will be more appropriate than national indicators. National government can provide support in selection of appropriate indicators and the Department of Provincial and Local Government has already begun to do so (see *Targeting Poor Households in the Provision of Basic Municipal Services: A Guideline for Municipalities*, DCD, 1999).

### 3.3 Volume of water – what is a basic amount

South African standards relating to a 'basic' level of water supply, that is, a level sufficient to promote healthy living, come from the World Health Organisation standard of 25 litres per person per day. This amounts to about 6000 litres per household per month for a household of 8 people. This volume of 6000 litres per month has therefore been set as the target as a 'basic' level for all households in South Africa. This quantity will also be regulated as part of the national strategy in terms of Sections 9 and 10 of the *Water Services Act of 1997* (RSA, 1997).

Again it needs to be recognised that local authorities should still have some discretion over this amount. In some areas they may choose to provide a greater amount, while in other areas only a smaller amount may be possible. For example, in some remote areas with scattered settlements, high water costs, and water stressed areas it is often not feasible to provide 6000 litres of water. In such cases a 'basic' level could be related to the technology which is suited to serving the area (handpumps or boreholes for example). In some areas where poor households have waterborne sanitation the total amount of water seen as a 'basic' supply may need to be adjusted upwards (if financially feasible) to take into account water used for flushing. Some local authorities (for example, Volksrust), where affordable, have already defined free basic water as 9000 litres per month to take into account waterborne sanitation.

### 3.4 Sanitation linkages

There is a broad policy decision to supply free basic sanitation, but neither a definition of 'free basic sanitation' nor a detailed policy framework is yet in place. In certain situations there may be difficulties in reconciling current sanitation policies with a free basic water



strategy. For example, if poor households have waterborne sanitation some proportion of their free water allocation will be used for flushing as discussed above.

Often water and sanitation are dealt with by the same departments at the local level and financial viability of one service may affect the other. The free basic water policy therefore may have negative impacts on the provision of sanitation and local authorities will have to consider the implications at the local level. This issue of integration of a free basic water policy with a possible free sanitation policy is being given urgent attention by DWAF.

### 3.5 Legal Framework

The legal framework for implementation of Free Basic Water is essentially that of tariff setting which is guided by the Constitution of the Republic of South Africa (Act No 108 of 1996), the Local Government: Municipal Systems Act (Act no. 32 of 2000) and the Water Services Act (Act No. 108 of 1997). The relevant clauses of these acts will be briefly outlined below:

- The Constitution says in section 152 that one of the objectives of local government is "to ensure the provision of services in a sustainable manner"
- The Municipal Systems Act in section 74 says that : "A municipal council must adopt and implement a tariff policy on the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements, and which complies with....any other applicable legislation"
- The Municipal Systems Act in section 75 says that : "A municipal council must adopt by-laws to give effect to the implementation and enforcement of its tariff policy"
- The Water Services Act determines in section 10(1) that: "The Minister may, with the concurrence of the Minister of Finance, from time to time prescribe norms and standards in respect of tariffs for water services" and following that in section 10(4) stipulates that: "No Water Services Institution may use a tariff which is substantially different from any prescribed norms and standards"  
Such norms and standards for tariffs will be promulgated by the Minister of Water Affairs and Forestry before the 1<sup>st</sup> of July 2001 in the Government Gazette.

In summary:

The setting of tariffs is a local government responsibility but these tariffs are to be determined within a clear framework of norms as provided for in both the Municipal Systems Act and the Water Services Act as well as the tariff regulations which are soon to be published. It means on the one hand that tariffs must cater for poor households by means of special tariffs or a zero tariff but on the other hand financial sustainability of the service must be ensured. This is the challenge that municipal councils will face, taking into consideration its unique local circumstances.

A further fundamental and guiding legal argument for Free Basic Water is found in the Water Services Act in section 4 (3) (c) which provides sets out a provision for the poor who cannot afford basic water services : "procedures for the limitation or discontinuation of water services must not result in a person being denied access to basic water services for non-payment, where that person proves, to the satisfaction of the relevant water services authority, that he or she is unable to pay for basic services."

### 3.6 Timing

The Minister of Water Affairs and Forestry has indicated that the date set for implementing the free basic water policy by local government structures is 1 July 2001. Implementation by this date will, in most areas, require appropriate adjustments to tariff regulations and to municipal budgets by the start of the 2001/2002 financial year. It is possible that some local

authorities will not yet be in a position by 1 July 2001 to be fully providing free basic water throughout their municipal area.

Implementation of the policy nevertheless should be able to begin by 1 July. By this date all local authorities should have carried out significant preparation. They should be encouraged to have collected the required information; evaluated the financial viability of possible scenarios; and established the required tariff policy, targeting approaches and other procedures discussed below and in the guidelines. This forms part of the "first order policy" in the implementation phasing recommended below.

A number of local authorities have already begun to provide free basic water. This experience is being captured in a number of case studies which will be made widely available.

#### 4. Lessons from International Experience

Most countries have some form of social assistance or welfare programmes to provide relief to the poor. In higher income developed countries these programmes are generally within the framework of a comprehensive social security system encompassing income support, unemployment support, pensions and often access to subsidised services. The general approach is that social security is provided by central government while public service delivery assistance lies with provincial or local governments.

Most systems have some mechanism for central government to fund the local level to assist them in meeting their statutory duties, particularly where minimum standards of provision are obligatory. A common approach is the use of some form of equalisation grant which recognises that local authorities have differing capacities to raise revenue and differing expenditure needs and that there is not always a match between these. Equalisation grants operate on the principle that central government should direct assistance to where the mismatch between needs and resources is greatest (Parnell *et al*, 1998).

In middle and low income developing countries there is seldom as comprehensive a social security net as in the developed world. Therefore in these countries local level approaches to poverty alleviation, including subsidised services, are often more important than in the developed world because of the absence of broad income support measures. A wide range of such measures have been used (see Wegelin and Borgman, 1995). The experience from these countries has shown that "targeted local scale (urban or rural) interventions are most likely to succeed in eradicating poverty" (Parnell *et al*, 1998).

A number of key lessons have been identified by Parnell *et al* in the design of targeted poverty alleviation programmes:

- Targeted local scale interventions are most likely to succeed in tackling poverty;
- The careful design and delivery of a targeting mechanism is as important as the level of expenditure committed to it;
- When poverty is widespread and administrative capacity is low, broad targeting rather than narrow targeting is desirable;
- It is critical to ensure that targeting mechanisms should not be 'captured' by the recipient lobby groups;
- Administrative costs should be kept as low as possible;
- Self-targeting and geographical indicators should be used as filters to reduce the need for individual assessments of who is poor;
- Since poor local authorities are less able to mobilise additional local revenue to support services well designed intergovernmental transfers are particularly important;

- Monitoring is always required so that the subsidies do not benefit the affluent at the expense of the poor.

#### 4.1 Water Sector Subsidy Approaches

Because of the public health and individual welfare benefits of universal access to water and sanitation services many governments have historically kept water companies within the public sector and kept tariffs artificially low through a range of subsidy measures. These subsidies have often been provided to the water companies rather than to consumers themselves (Foster *et al*, 2000). The results of these approaches have often been unsatisfactory. The main reasons for this have been the experience that under-pricing of water supplies has tended to benefit consumers with existing water connections, to the detriment of those households without services, and that general subsidies have led to highly inefficient water utilities. The large implicit subsidies that have been evident in the supply systems have tended to create unsustainable water supply systems, unable to extend their networks to the poor.

In response to these concerns there have been strong moves in the water supply sector internationally towards full costing of water services and away from generally subsidised water supplies. One result of these reforms has been an increase in household bills and the unwinding of cross subsidies. Improved credit control has also led to reduced levels of non-payment. All these effects have tended to increase the financial burden on poorer households (Gómez-Lobo and Contreras, 2000).

The growing burden on poor households in turn has led to recent moves towards more targeted subsidies that provide better guarantees of access by the poorest households. A number of countries have introduced targeted subsidies which are directed at poor consumers who cannot pay their bills rather than at water providers broadly.

The main advantage of subsidies directed at consumers are that they are transparent and explicit and that they minimise distortions in the behaviour of water providers and consumers (Foster *et al*, 2000). They are also targeted thus minimising subsidisation of wealthier households and serve well recognised public health and equity objectives. The main drawbacks are potentially high administrative costs, difficulties of designing suitable systems for targeting, and the need to raise finance somewhere else in the water or general fiscal system to cover the costs of the subsidy.

#### 4.2 Experience with Targeting Approaches

Direct subsidies (i.e. subsidies to the household level) are an increasingly popular means of making infrastructure services more affordable to the poor. A central element of pro-poor subsidies is that they rely on the targeting of subsidies, in one form or another, towards those households deemed to be poor. International experience of direct subsidies provides useful lessons for South Africa's implementation of free basic water to the poor. The two differently designed water sector subsidy schemes in Chile and Colombia give particularly useful insights (see Box 1).

##### Box 1. Water service subsidies in Chile and Colombia

Chile and Colombia are amongst the few countries that have attempted to establish national scale water subsidies for poverty alleviation. The schemes in the two countries are quite different and offer useful lessons.

Chile has established an individual means tested subsidy in which households are screened using a socioeconomic classification system based on an interview in the dwelling. Although fairly costly to administer this targeting instrument is also used to administer a number of other welfare benefits. Eligible households are awarded a subsidy which covers between 25% and 85% of

water and sewerage bills for a period of up to three years. The revenue for the scheme comes from general taxation funds raised by the national government.

Colombia has a different approach. The subsidy is based on a geographical classification of households. Based on guidelines developed by central government all dwellings in the country are classified into six socioeconomic groups based largely on neighbourhood characteristics. Households in the lowest three groups receive a subsidy for water, gas and electricity services (groups 1 and 2 get a subsidy equivalent to between 40% and 50% of the average service cost) while households in the upper three groups pay a surcharge. This local cross subsidisation is supported by regional and national transfers as required.

A comparison of the targeting properties of these schemes shows that large errors of inclusion occur in both cases (i.e. consumers receiving a subsidy who are not really eligible). As regards errors of exclusion the Colombian system has much lower levels of erroneously excluded households. Overall therefore it seems that the Colombian system has better targeting in terms of the objectives of the subsidy schemes.

### **Errors of Inclusion and Exclusion**

Targeting is never completely accurate and the general balance that has to be found is between errors of inclusion and exclusion. Inclusion errors refer to the inclusion of non-eligible households in the subsidy scheme, while exclusion errors refer to the exclusion of those households who should be receiving a subsidy. These errors are often large in practice. In both the Chilean and Colombian schemes up to 60% of beneficiaries of the scheme were not really eligible (a large inclusion error). Possibly more serious are that exclusion errors tend to be high too. In the Chilean scheme more than 80% of deserving households do not receive a subsidy. A comparison of the experience of these and other countries tends to show that there is a trade-off between errors of inclusion and exclusion. The more targeted one tries to make a scheme the more likely that deserving households will be excluded from receiving benefits.

### **Eligibility Criteria**

To find an appropriate balance between exclusion and inclusion appropriate eligibility criteria need to be established. The criteria chosen also affect the administrative costs of the subsidy system. Income is often used as a single indicator. However it is often difficult to measure household income levels directly. Other indicators can be used which are proxies for income. These can include such variables as housing quality, level of education of head of household and others. However it has been found that it is difficult to find a suitable single variable that correlates well with income level.

Income and proxy variables for income are indicators based on individual household characteristics. An alternative approach is the use of geographical criteria which target all households in a particular area based on the areas characteristics. The main advantage is that location is easy to observe and a cheap indicator to administer. The important issue, however, is how well location correlates with underlying poverty measures. Although in some countries, such as Panama, it has been found that geographical criteria can lead to very high errors of exclusion (Foster *et al*, 2000) in other cases (such as Chile and Colombia) it has been found that there is no strong evidence to suggest that an individual means tested water subsidy is preferable to a formal geographically based subsidy scheme (Gomez-Lobo and Contreras, 2000).

### **Estimating administrative costs**

A targeted subsidy scheme can be very expensive. Estimates from Chile and Colombia suggest that the administrative costs of a subsidy scheme can range from 2% to 18% of the total value of the subsidies. Estimates for Panama however suggest that a subsidy scheme

using targeting which relies on household interviews can absorb as much as 40% of the total value of the subsidy. This is because the administrative costs are high while the monthly subsidies are relatively low. It must be noted that in all the cases it has been found very difficult to get good statistics on the true costs of the subsidy programme.

In general, administrative costs must be managed and have the potential to use a significant proportion of the subsidies that should go to the poor. International experience and simulations show that low value subsidies are hard to justify in administrative terms unless the selection procedures can be shared across a number of subsidy schemes (Foster et al, 2000).

### **The “no targeting” option**

It is of course possible to avoid the targeting issue by providing a free basic service to *all* households. The advantages of this are that the administrative costs of targeting are avoided and that there is equal treatment of all consumers. The disadvantage is that a significant proportion of the subsidies will be going to wealthy households (this can be mitigated to some extent in some cases by a rising block tariff structure, discussed in section 9). Because middle and upper income households in many cities have the majority of private, metered connections they often receive the majority of water sold at the subsidised price (Boland and Whittington, 2000). A deeper concern with not targeting subsidies is that this may simply not be financially viable in areas with limited ability by consumers to cross subsidise.

### **4.3 Sources of Revenue**

There is a broad agreement in the international literature that the economic cost of raising revenue tends to be lowest at the national level. Use of the national tax base reduces high levels of incidence on any individual region or consumer group. The use of income and value added taxes also tend to have lower distortionary effects in the economy. There are therefore strong arguments for revenue raising for a countrywide subsidy to occur through the national tax system.

At the same time there continues to be a strong reliance in the water sector internationally on local level revenue raising through cross subsidisation between consumers of a single service provider (Boland and Whittington, 2000). The reasons for this appear to be administrative ease rather than economic efficiency. Those countries with more sophisticated nationally determined subsidy schemes tend, however, to place greater reliance on transfers from national government and not solely on local level cross subsidies. The Chilean and Colombian experiences are instructive as to different subsidy design options as they rely on different levels of cross subsidisation or revenue raising.

### **National subsidies versus local cross subsidisation**

In Chile the subsidy is financed from the national fiscus. The National Planning and Cooperation Ministry is responsible for determining the number, amount and regional distribution of subsidies, as well as the detailed parameters determining the benefits accruing to households. These parameters must also be approved by the Ministry of Finance. Once the total number of subsidies are determined they are made available to regional governors who distribute the total regional amount to the different municipalities according to national guidelines. The municipalities are responsible for all the administration related to providing the subsidies at the local level.

There is a complex financial control mechanism. The water services provider invoice the municipality for all charges discounted from eligible customers bills. The municipality then passes this to the regional governor who consolidates all invoices into a regional invoice.

This is passed to the Regional Development Department of national government which verifies the invoices and generates a national invoice that is presented to the Ministry of Finance. The transfer of funds then flows in the opposite direction.

In Colombia the six national household income categories form the basis of the revenue raising approach. Firstly, a surcharge can be applied to the upper two categories and to industrial and commercial groups (institutions such as hospitals and schools are exempt from paying surcharge or receiving subsidies). The surcharges are capped at a maximum of 20% of the water and sewerage bill. If a water services provider, after applying the surcharges and subsidies, obtains a net surplus the funds must be deposited in a 'solidarity and income distribution fund' of the relevant regional entity (such as a Municipality, District or Department). These resources are then used to fund subsidies for other providers of the same service in the same regional area (i.e. those providers that show a deficit). If, after this last transfer, there is still a surplus of funds, these can be transferred to adjacent localities, according to national criteria set by the relevant regulatory commission. Finally, if the local surcharges are insufficient to fund the required subsidies the difference can be funded by transfers from the National or Provincial budgets. These national and provincial funds may come from general tax revenues or from 10% of the land tax revenues. These funds are also deposited in the 'solidarity and income distribution fund' of the relevant municipality which must in turn pay the service provider within 30 days from the date that the service provider submits an invoice to the municipality.

There is no easy way to assess which of these approaches is more efficient. The presumption is that the Chilean approach should impose less efficiency losses on the economy because the revenue is solely raised through general taxation. Because both schemes are based on the presentation of an invoice by the water services provider to the municipality, backed by national level 'guarantees', they both provide strong protection against the service provider suffering financial loss as a result of the subsidy.

## **5. Current Basic Water Subsidy Arrangements in South Africa**

At present in South Africa there are a number of subsidy mechanisms intended to support the operating costs of basic water services. These include national grants and local and district level cross subsidies.

### **5.1 National subsidy arrangements**

The primary source of financing for local government remains local taxes and other revenues levied and collected by municipalities themselves, including property taxes, levies and user charges. The equitable share and other transfers that go to local government supplement these revenues and are targeted at the poorest municipalities that have a limited local tax base and who have the highest numbers of poor households.

The Minister of Finance, in his budget speech of 21 February 2001, announced significant additional allocations to local government over the next three years. Local government's total share of nationally raised revenue will rise by 11% a year, a faster increase than the allocation to other spheres of government (this increase is in real terms, i.e. it will take into account inflation). The increase in the equitable share allocation is the most direct contribution to the free basic services challenge although no specific adjustment has been made to the grant to take into account the provision of free basic services.

The equitable share at present is composed of two parts. The grant component is meant to ensure that every eligible municipality has sufficient funds to maintain a functioning administration. The Sgrant is the largest part of the equitable share and its purpose is to

ensure that low-income households in all municipalities receive access to basic municipal services (DPLG, 2000).

The allocation of the equitable share has risen rapidly, from R1 867 million in 2000/01 to R2 618 million in 2001/02, and is projected to increase to R3 551 million in 2003/04. The S-grant component of the formula for the horizontal distribution of the equitable is based on the number of households with an income below R800 a month and favours areas with the highest levels of poor households. Therefore the increased allocations will benefit those municipalities that have the most limited potential to cross-subsidise.

Local government will also receive additional conditional grant funding, most notably through the introduction of a transition grant, to assist municipalities with the costs of amalgamation following boundary demarcations. Total transfers to local government, including the equitable share, rise from R6,5 billion in 2001/02 to R7,8 billion in 2003/04. These funds include R2,2 billion in allocations for the extension of basic municipal infrastructure to poor households.

Additional allocations to the equitable share may also become possible over time as existing transfer programmes are consolidated and streamlined. Existing transfer programmes are shown in Table 1 below.

**Table 1. National transfers to local government (Source; National Treasury, 2001)**  
(subsidies directly related to free basic water shaded)

R millions	2000/01	2001/02	2002/03	2003/04
Equitable share	1 867	2 618	3 002	3 551
R293 personnel <sup>1</sup>	463	--	--	--
Transition grant	100	250	200	--
Water & sanitation operating	746	692	644	662
<b>Subtotal equitable share &amp; related</b>	<b>3 176</b>	<b>3 560</b>	<b>3 846</b>	<b>4 213</b>
Restructuring grant	300	350	450	465
Local government support grant	150	160	220	230
Financial management grant	50	60	120	125
Urban transport fund <sup>2</sup>	22	81	40	42
Land development objectives <sup>3</sup>	44	--	--	--
Municipal systems improvement prog.		30	30	30
<b>Subtotal capacity building &amp; restructuring</b>	<b>566</b>	<b>681</b>	<b>860</b>	<b>892</b>
CMP	883	994	1 159	1 407
Water Service projects	609	822	818	835
Community based public works	374	374	374	374
Local economic development <sup>4</sup>	104	76	99	127
<b>Subtotal capital</b>	<b>1 970</b>	<b>2 266</b>	<b>2 450</b>	<b>2 743</b>
<b>Total transfers to local government</b>	<b>5 712</b>	<b>6 507</b>	<b>7 156</b>	<b>7 849</b>

1. R293 municipal portion (R358 m) incorporated into equitable share from 2001/02.

2. 2001/02 allocation is R38 m plus rollovers from previous years.

3. Incorporated into equitable share and municipal systems improvement programme

4. Includes allocation for Social Plan Measures.

The implications for local authorities of the increases in the equitable share will be a general raising of the average grant per poor household. It is very difficult to determine at this stage

what this actual value will be for an individual local municipality. The changes associated with the demarcation process has meant that the equitable share calculations have had to be adjusted to take into account the relative proportion of rural and urban areas in each municipality. This proportion, as well as the population figures for the new boundaries, will determine the final share received. It is probable that the average national value of the S grant component of the equitable share received per poor household will be at approximately the original R86 per household per month level.

## 5.2 DWAF operating subsidies

At present substantial subsidies to the water sector are occurring through the support by national government of the operating costs of DWAF water supply schemes (see item *Water and Sanitation Operating* in Table 1). These schemes are in the process of being transferred to local government and the intention is that the current subsidies directed towards these schemes will be transferred into the equitable share grant.

In general terms a re-allocation of the current operating subsidies should support a free basic water policy. At present these subsidies are not well targeted. There are low levels of cost recovery in many of the schemes. In addition there are indications (such as from the Nkomazi case study) that cost recovery has declined since the free basic water announcement. There also appear to be high levels of illegal connections to large schemes. The implication of these factors is that many households are receiving subsidised (or free) water regardless of income level and possibly at volumes greater than 6 000 litres per month.

At the same time there are certain concerns related to the transfer of DWAF water supply schemes which should be addressed within the transfer process. It is imperative that municipalities taking over such schemes have appropriate management arrangements in place, including tariff policies to ensure financial sustainability, credit control measures and adequate technical resources.

The second concern is that due to the structure of the equitable share there is no guarantee at the local level that the increase in equitable share received due to the transfer of the DWAF operating subsidies into the equitable share grant will match the additional costs associated with a particular scheme. The transferred operating subsidy funds will contribute to the overall equitable share allocation and will therefore be spread nationally leading to a relatively small overall rise in the per household grant. An appropriate mechanism of balancing the loss in transfers to some local authorities may be required if particular transferred schemes are not independently viable.

## 5.3 Local level subsidy approaches

The most important means of financing services at the local level remains locally raised revenue. In 1998/99 revenues raised from water trading accounted for 14% of overall local government revenue (excluding Metropolitan areas) compared to the 2% contributed by intergovernmental grants (IGGs). In rural municipalities the proportion of IGGs was much higher, but still a minor proportion, at 21% of revenue.

Cross subsidies at the municipal level have historically been managed either through transfers from the District Council levies; from transfers between general rates accounts and other accounts; or through transfers within trading accounts.

District level cross subsidies have generally been aimed at capital expenditure. In the water sector there have generally not been any district-wide cross subsidies for operating expenditure across either municipalities or consumers. In other words cross subsidisation has typically occurred between consumers within a local authority area. There have been



some suggestions that the new local government demarcation, with its combined rural and urban district municipalities, allows for a greater degree of cross subsidies at the district level.

However, in many districts there is a relatively small urban area (in terms of population numbers) who would bear the subsidy costs of a large rural hinterland. Assuming that this relatively better off economic base can bear the costs of service provision in the entire district raises the risk of imposing cross subsidies at a level which damages the local economy. No financial analysis has yet been done which shows that cross subsidisation at the district level is more or less appropriate than local level subsidies.

At the same time the Municipal Structures Act (RSA, 1998) does impose a requirement on the district municipality to promote the distribution of resources within its area. Section 83(3) outlines those powers specific to district municipalities as:

- a) ensuring integrated development planning for the district as a whole;
- b) promoting bulk infrastructure development and services for the district as a whole;
- c) building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- d) *promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.*

Given this legal obligation and the uncertainty regarding the relative merits of district versus local level cross subsidies it is suggested that additional financial analysis is undertaken to provide guidance to district municipalities with regards to their role in assisting the provision of free basic water.

At the local level tariff policies (combined with the use of the equitable share) have been used to provide cross subsidies from wealthier consumers (higher income households and non-residential consumers) to poorer households. However with the new demarcations the ratio between wealthier and poorer consumers has changed significantly in most local municipalities. It is not clear that a cross subsidy approach remains viable at this level either. For example, the case study research indicates that while the former TLCs in the Nkomazi municipality are able to provide free basic water through cross subsidies alone within the former TLC boundaries they will not be able to provide free basic water throughout the new local municipality (which has a rural population of approximately 232 000 people) with internal subsidies alone.

### **Subsidy methods currently used**

The case study research suggests that at the moment a combination of rising block tariffs, often with a low rate for the first block, and targeted rebates to poor households are being used to provide pro-poor subsidies. Although the approaches used may be appropriate for local conditions one drawback is that due to the mixed structure adopted in many authorities they are very opaque in terms of the source of revenue for subsidies and the level of local cross subsidisation which occurs.

In some areas, such as Durban, service level options are explicitly used as a subsidy approach. In other areas it is likely that there is also a *de facto* situation of using service levels (such as standpipes with no associated payment expected) to deliver subsidised basic water.

The range of approaches from the case studies is shown in Table 2 below.

**Table 2. Subsidy approaches in free water case studies**

Municipality	Tariff Structure	Subsidy Approach & Income Source
Durban (Metro)	Rising block tariff, zero block 1 (6kl) to all	Internal cross subsidies and service level options
Tshwane (Metro)	Rising block tariff	Targeted internal cross subsidies through indigents policy (in old Pretoria area)
East London/ KWT (B1)	Rising block tariff in East London and a flat charge/kl in King Williams Town	Targeted subsidies through indigents policy
Hermanus (B2)	Rising block tariff, very low block 1	Targeted internal subsidies through indigents policy
Polokwane (B2)	Urban areas rising block tariff, low block 1	Targeted cross subsidies through indigents policy and equitable share
George (B2)	Flat rate and declining basic availability charge with service level	Targeted cross subsidies via indigents policy and equitable share
Volkstrust (B3)	Fixed monthly charge	Targeted rebate to the poor (9kl free) funded from equitable share
Lichtenburg (B3)	Rising block tariff, zero block 1 to all (5kl)	Internal cross subsidies (equitable share used for bad debts)
Douglas (B3)	Two block regressive tariff	Targeted rebates to the poor (10kl free) through indigents policy from equitable share
Nkomazi (B4)	Fixed charge	No free water at present, cross subsidies to areas in old TLC boundaries with low payment rates
Ngqushwa (B4)	Flat charge/kl or fixed monthly charge	No targeted subsidies at present but high non-payment rate, equitable share used for general expenses

## 6. The institutional landscape

### 6.1 Water Supply Authority - Water Supply Provider relationships

The water services authority is the body that has the constitutional obligation to ensure that people get water and sanitation services. The Water Services Act (RSA, 1997) and the Municipal Structures Act allocate this obligation to local government for the area, either at district level or local (B) level. This arrangement allows the obligations to consumers in the area to be strengthened by the fact that the service authority is governed by councillors elected by these consumers.

The water services authority has the following functions which are separate from water services provision functions:

- Governance:** to understand the interests of its constituents and ensure that these are translated into actions which will lead to services being provided.
- Planning:** to prepare a water services development plan which should link to the integrated development plan and the associated tariff policy. Also to ensure that water resources are available.
- Finance:** to arrange finance for the capital and operating elements of water services provision. Should either the implementation of projects or of the ongoing services provision activities be delegated to others then the WSA responsibility becomes one of allocating financial resources it has under its control, channeling grants from central and provincial government to consumers or service providers and agreeing the tariffs charged to consumers.
- Contracts:** to ensure that a contract is drawn up with water services providers and other out-sourced activities, using the water services development plan as the basis.
- Regulation:** to take the necessary actions to ensure that water services providers comply with the contract (and thus the water services development plan). Regulation includes the requirement for *monitoring* to ensure that the service provider performs in terms of the contract.

## Key features of a WSP

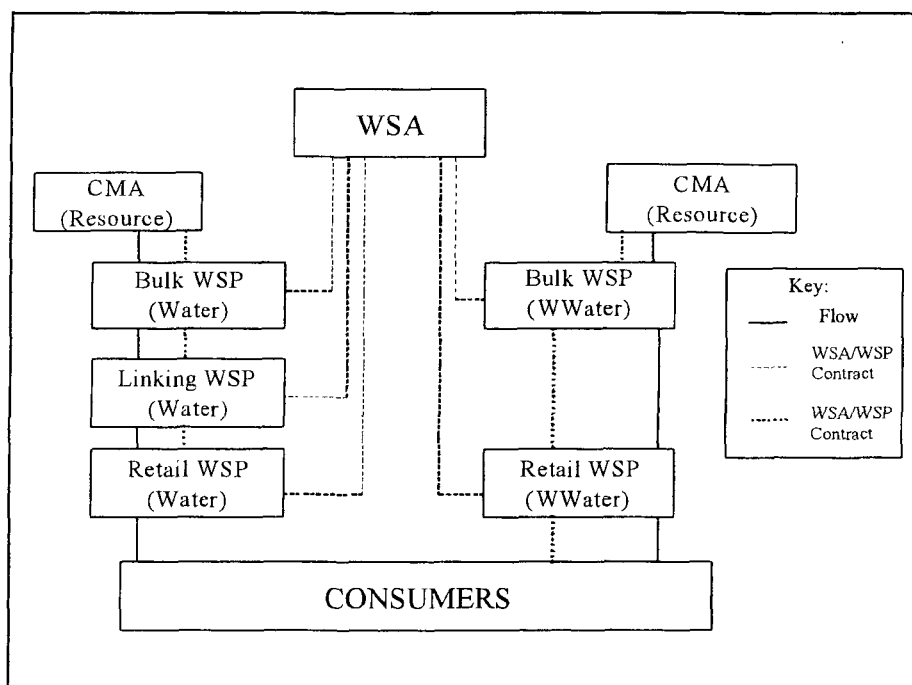
The Water Services Act defines water services providers as 'any person who provides water services to consumers or to another water services institution, but does not include a water services intermediary'. Thus the definition is directly linked to the definition of water services.

The responsibilities of WSPs can be grouped as follows:

- Governance
- Administration
- Finance
- Planning
- Projects
- Consumer relations (liaison)
- Operations

## 6.2 Relationships between WSA and WSPs

The diagram below shows the relationship between potential components of the WSA-WSP 'chain', linked by contractual agreements. The diagram illustrates the importance of a chain of contracts between WSPs that follows the water cycle from resource (controlled by a catchment management agency (CMA)) to consumer and back to resource via the wastewater infrastructure. Further the diagram illustrates the need for the WSA to 'orchestrate' these relationships through its own contract with each WSP.



It will seldom be the case that each part of the supply and return water chain is contracted out separately. Often water supply and wastewater services are provided by a single WSP (horizontal integration), or the water supply and/or wastewater chain, from resource to consumer, is contracted out to a single WSP (vertical integration).

## 6.3 Municipalities as services providers

### Metro Areas

The metropolitan areas are in broad terms economically strong urban areas with adequate capacity to cross subsidise poor consumers. They also have relatively strong single administrations for water supply. Although there may be a 'rural periphery' within the new metro municipal boundary the capacity of the authority will typically be sufficient to cope with this. The metro's generally manage the complete water system, except for bulk supply where there is a water board.

### Districts and Local municipality categorisation (B1-B4)

The institutional option of new municipalities as WSPs is set against the capacity of Local (B) vs. District Council (Category C) municipalities. With regard to the local (B) municipalities, there is a wide variety of circumstances in local authorities in South Africa which will mean that the free basic water policy has to be applied differently in different places.

#### *Large town or city as core (B1)*

In the situation where a Category 'B' municipality has a medium or large town as its core it is likely to be feasible for the municipality to take over the full WSP function for the whole area of the new municipal area. Although there may be a 'rural periphery' within the new 'B' municipal boundary the capacity of the authority will typically be sufficient to cope with this.

The larger former TLCs have traditionally managed the complete system, including bulk supply arrangements where there is no water board. All staff, bar operating staff at a remote treatment works, would be located within the town and the scale of the operation allows for formal employment contracts to be used. Management is within easy range of staff they have to manage.

#### *Medium town as core (B2)*

In the situation with a Category 'B' municipality having a medium sized town as core there is not an obvious way to proceed. Much will depend on the relative capacity of the former TLC water services department in relation to the extent of un- or under-served people in newly incorporated surrounding rural areas. Where capacity is low in relation to the demand for services it will typically be wise for the municipality to look at contracting other WSPs. This can be done in several ways, including:

- Contracting a private sector or parastatal WSP for the whole of the municipal area.
- Retaining WSP responsibilities for the urban core but contract other WSPs for the periphery. Here a community based organisation type of model may be suitable if there are relatively well established communities in the periphery.
- Possibly involving the Category 'C' (district) municipality to undertake at least bulk WSP responsibilities.

#### *Small town as core (B3)*

In this case the viability of the core is less certain. Existing capacity to manage water services, particularly bulk services, is probably reduced to operating activity only. A number of options need to be considered:

- No WSP role for the Category B (local) municipality, leaving the arrangement to the Category 'C' or those it contracts.
- Split responsibility between municipalities, perhaps with a district municipality providing a bulk service and support function. The retail WSP function can then be shared between Category B municipality and other service providers.

- Full WSP functions for the local municipality in some areas with other WSPs contracted by the local municipality in other areas. (This is an unlikely option as the local municipality will probably not be the WSA).

*No town/ no viable core (B4)*

In this case there is unlikely to be any role for the 'B' municipality other than one of representation. There is probably a strong role to be played by settlement based organizations (CBOs). But they need support with high level activities and the district municipality is probably best placed to do this with some assistance from support agents.

Capacity also needs to be considered from the point of view of category C municipalities. It is unlikely that any of the new Category 'C' municipalities will currently have the capacity to undertake retail WSP responsibilities over their entire areas of jurisdiction. However, they may be well placed to act as a bulk WSP, particularly if there is no water board established in the area. This leads to what can be called a 'split responsibility' arrangement. This is provided as the basic option in the municipal structures act but, in fact, it can not be universally applied. Much depends on the scale of bulk services required. The smaller the scale the more feasible it becomes to manage the infrastructure at local level. The 'split responsibility' institutional model is most applicable where there is a Category B with a weak core.

*How split responsibility can work (small town and 'no town' options)*

Category B municipality (for urban settlements) and settlement based organization (for rural settlements) manage distribution (including retail relationship with consumers) and local bulk systems:

- Operating (including minor maintenance) staff
- Meter reading and pay points
- Managing local account

Bulk system (schemes) and support services provided by category C municipalities:

Support services include:

- Management (including planning and mentoring)
- Major maintenance staff
- Schemes for bulk water supply (excluding local sources)

## **6.4 DWAF water supply schemes**

DWAF is the *de facto* WSP on many projects around the country, primarily in former homeland areas. The Department has a clear policy to withdraw from this role and hand over responsibility to WSAs who have the statutory obligation to undertake this function (DWAF, 2000b). Where the WSA does not have the capacity to undertake the water services provider function, in addition to being the WSA, it is necessary for a newly contracted WSP to take over this responsibility from DWAF.

The financial arrangements during transfer are critically important. This requires a transition from a situation where DWAF is fully subsidizing the operating cost of the services to one where there is a mix of cost recovery from the users of the service (or 'downstream' WSPs) and funds from WSA resources such as the equitable share.

## **6.5 Water boards as service providers**

Water boards are currently well established as bulk water supply services providers for South Africa's urban areas. Certain of them also engage with bulk water supply to rural areas and some provide bulk sanitation services. As a whole they are increasing their 'other than

primary' activities and are extending into retail water services, support services and various commercial ventures.

Water boards are facing transition and there is currently considerable debate on how to maximize the development impact of water boards on the one hand and how to improve their efficiency on the other. Over the late 1990s there has been a strong drive from DWAF for water boards to expand to rural areas. This has been feasible with high capacity water boards but it has probably stretched some with lower capacity too far. (Palmer, 2000). Water boards have an important role to play in the future but the way forward needs careful consideration with the objective being to expand their service coverage while maintaining their ability to function effectively and promoting efficiency.

## **6.6 Community based water services providers**

This option of using CBOs as service providers offers benefits for smaller settlements or groups of settlements (typically less than 5 000 people), notably:

- Arrangements can be informal and costs can be kept low.
- CBOs are close to their consumers.

Due to the findings from research, together with practical experience in South Africa, this type of arrangement has been strongly promoted by DWAF over the last three years. It has been recognized that a key criteria for success is for a support services arrangement to be in place. CBOs need to be legally constituted as a voluntary association, trust or section 21 company. As the voluntary association is the easiest arrangement to establish this is likely to be the most widely used. Another model which has not yet been tried in South Africa is a co-operative, essentially a company with all of the individuals who are served as shareholders. A particular issue which needs attention is the statutory water committee option provided for in the Water Services Act. In the case of CBO WSPs the type of contract would typically be a lease as the WSP will not be expected to raise capital.

## **6.7 Private sector water services providers**

The feasibility of using private sector WSPs in urban areas, and the methodology for doing this, is becoming well understood in South Africa, particularly through the experience with Queenstown, Nelspruit and Dolphin Coast. Many new ones are being conceived. In rural areas there has not yet been significant involvement of the private sector in water supply but if the constraints can be overcome private-public partnerships may become important in these areas as well.

A free basic water policy will impact directly on private WSPs, and WSAs will have to work closely with private providers in implementing the free basic water policy. In areas where private WSPs are already providing water some re-negotiation of contracts may need to occur. This will have to occur within the framework of the regulations (still in draft form) governing contracts with WSPs under section 19(5) of the Water Service Act (DWAF, 2001). In areas where WSP contracts with private providers are still to be instituted, it is evident that the following basic requirements must be in place:

- Clear local institutional arrangements.
- Capital and operating subsidy rules with sufficient operating subsidy to make the service affordable.
- Planning taken to stage where water resources are identified and feasibility of operations can be demonstrated.
- Agreed service levels and service quality.

The structuring of viable WSP areas will be crucial to success. It is probable that these will cover larger settlements with larger schemes, at least for the medium term. For smaller

settlements private sector WSP options will be less viable and CBO options with support arrangements are more appropriate.

## 7. Technical options

### 7.1 Service Level Policy

The requirement to supply a free basic level of water implies a need to either measure or control the amount of water supplied free. Certain service level options address this by their nature (such as standpipes and flow limiting options where consumers are unlikely to consume more than 6 000 litres per month). Other service levels allow unrestricted consumption and these must be metered and managed

The mix of service levels will be an important tool available to local authorities in implementing the policy. DWAF has recently produced a *Water Supply Service Levels Guide* (DWAF, 2000). The range of service levels discussed in the Guide are listed in Table 3 below, together with comments on their applicability to a free basic water implementation strategy.

**Table 3. Water supply service levels and their applicability to free basic water**

Description of service	Application	Suitability for 'free basic water'
<i>Rudimentary systems:</i> Hand pumps on boreholes, spring protection etc	There will always be rural areas which can not feasibly be provided with reticulated systems; rudimentary systems are inexpensive	With low capital and operating cost and inherent limitations on the amount which people can use this is well suited to a 'free basic water' policy. However, for the service to be 'free' this implies that a WSP will carry out maintenance at no cost to consumers. It is questionable whether the capacity exists to do this.
<i>Communal street tap:</i> Tap shared by a number of consumers.	While communal taps have been used in urban areas their widest application has been in rural areas where this has been the most common service level provided under water supply programmes over the last decade.	Communal taps are a low cost option well suited to providing water to poorer consumers. It is seldom that consumers would use more than 6 kl with such a service and therefore this service level is well suited to a service level targeting approach. However, for success those communal taps must be mixed with higher service levels.
<i>Prepaid communal street tap:</i> Communal tap with a prepaid meter	This option has been introduced recently in a number of areas with mixed results. Depends on community acceptance.	If up to 6 kl is to be provided free than the need for a pre-paid meter falls away as no payment is to be made.
<i>Low pressure trickle feed yard tank:</i> Tank, typically 250 litres, located in yard with flow control device in tank. Permanently connected to network.	Yard tanks have a major benefit in that they provide a restricted supply at a fixed monthly charge. They also allow for a cost effective reticulation design. This version (trickle feed) offers the benefit that bailiffs do not need to open manifolds on a daily basis. However, the tank can be easily bypassed.	In the context of a 'free basic water' policy yard tanks are an important service level as they provide a relatively high restricted flow service level (less than 6 kl/ month). Typically the tariff for the tank would be set at zero. This fits well with any of the poverty relief options (rising block tariffs, targeted credits and service level targeting).
<i>Low pressure manually operated yard tank:</i> A tank which is filled from a manifold on a daily basis.	Has the same benefits as the trickle feed tank with the following exception: the daily manifold opening is labour intensive. However, the tank can not be bypassed.	As for the trickle feed tank, there is wide application for this type of service in a 'free basic water' context.
<i>Low pressure regulated yard tank:</i> A tank with a regulator	Similar to a yard tank but does not require daily opening of a manifold.	As for other yard tank options, this is well suited to a 'free basic water' initiative.

Description of service	Application	Suitability for 'free basic water'
(equity valve) at a node point on the reticulation.  <i>Medium pressure manually operated roof tank:</i> Unregulated flow to a tank on the roof directly from reticulation, with metering.	By-passing of the tank brings no benefit to the consumer and therefore is not a problem.  Has limited application as a service between normal metered supply and yard tanks. Main benefits relate to saving on reticulation costs. May be a good upgrading option.	No particular benefits: needs metering, billing and credit control systems.
<i>Medium pressure regulated roof tank:</i> A roof tank version of the low pressure regulated yard tank.	This option is also based on having a regulator at node on the reticulation. Therefore it allows for restriction of flow without the risk of by-passing.	This is well suited to a 'free basic water initiative'. It allows a relatively high service level with limited flow volume.
<i>Full pressure conventional house connection:</i> the standard system with a direct full pressure connection to the reticulation, metering and billing.	While named a 'house connection' system, the 'yard tap' is also included under this category. This is the highest level of service but it requires an effective metering and billing system to function properly.	This service level generally has to be integrated with a 'free basic water' initiative. If it is used with service level targeting then it would be assumed that those which have it can pay cost reflective tariffs. For situations where the poor have access to this service level they a rising block tariff or credit system needs to be in place.
<i>Full pressure prepaid house connection:</i> Conventional connection but with prepaid metering.	The inclusion of pre-paid metering avoids the necessity of reading meters and billing. Non-payment is not an issue but tampering with meters can be a problem.	Most prepaid meter systems provide for rising block tariffs and the option of having a zero first block. In this case they are suited to a 'free basic water' initiative.

From the analysis above some principles relating to service levels can be outlined:

- **Importance of mixed service levels:** In all but the wealthiest municipalities it is important to have a range of service levels to offer to consumers. This allows appropriate service levels to be matched to the ability of consumers to pay. This becomes even more important under a 'free basic water' policy, as noted in the table. A so-called 'low level' trap should be avoided i.e. one in which the water supply system is never improved because consumers are only willing to pay small amounts for their current service level. Given the option often many consumers would opt for a higher level of service and be willing to pay more for this service.
- **Importance of flow restriction:** The availability of options which restrict the flow to consumers is an important attribute of a good local 'free basic water' policy. It allows people who cannot afford to pay more to only get a basic supply (poverty relief consumption level). In cases where there is an existing system with direct connections from the reticulation to the yard, flow limiting becomes difficult. However, Durban has facilitated the development of an electronic flow restricter which allows only a fixed amount to be supplied each day.
- **Metering:** Under a free basic water policy it is essential that all unrestricted supplies are metered. The installation of meters must at all times be properly communicated to users or else resistance and even vandalism may be experienced that will destroy all such good intentions.
- **Appropriate design standards:** A key component of a local 'free basic water' policy is the provision of water at the lowest cost possible while still maintaining a good quality of service to consumers. In order to keep costs down this implies that appropriate design standards must be applied.



## 8. Three Possible Free Basic Water Approaches

A free basic level of water supply can be supplied to consumers in three ways and these three basic approaches are suggested as the core of the free basic water implementation strategy. The approaches are:

- A rising block tariff (with a free basic amount to all who consume within the first block)
- Targeted credits or subsidies
- Service level targeting

It is recommended that flexibility remains at the local level in the use of these options. It is also likely that a mix of these options may need to be applied in any one municipality.

The choice of approach remains a local decision but one largely dictated by local circumstances. Rising block tariffs will only be viable where there is a sufficiently large number of middle and high income water users to generate the needed cross subsidies. A targeting approach will be most needed in those areas where there are many poor people and high proportions of people just above the 'poverty line' of the equitable share. For financial viability some targeting method will need to be used to exclude (or partly exclude) these consumers from a full subsidy (i.e. free water).

Those municipalities with very low capacity and a high proportion of poor consumers may have to rely in part or full on a service level targeting approach where limited service levels are used which by their nature only supply a basic amount of water. However, even in these areas it may be necessary to recover some costs from those consumers who can afford basic services.

**Table 4. Three options for free basic water supply**

	<b>Option 1 Rising block tariffs</b>	<b>Option 2 Targeted credits</b>	<b>Option 3 Service level targeting</b>
<b>Description</b>	Rising block tariff is applied to all residential consumers, with the first block typically set from 0 to 6 kl with a zero tariff. No fixed monthly charge applicable to those using below poverty relief consumption limit.	Each consumer who is selected for poverty relief gets a credit on their water account which would typically be sufficient to cover the charge for the poverty relief amount (often 6kl per month) free.	Those service levels which provide a restricted flow, (below the poverty relief consumption level) are provided at no charge. Those with higher service levels pay the normal tariffs, except for poor consumers who historically have high service levels.
<b>Targeting method</b>	No targeting (first 6kl free to all). However, targeted fixed monthly charge may be necessary for holiday areas.	Requires a system for identifying those who require poverty relief. Typically this is based on a benchmark household income level of R800 per month.	Targeting takes place through selection of service level by the consumer (or authority in some cases).
<b>Applicability</b>	Mainly A, B1, B2 municipalities. Not suited to situations where there is a high proportion of holiday homes unless it is supplemented with a targeted fixed monthly charge.	Can be used in A municipalities but more typical for B1 to B3 municipalities. Requires a billing system to be in place for all consumers.	Best suited to B4 municipalities, particularly for first order strategy.

**Table 5. Method of selection**

	Option 1 Rising block tariffs	Option 2 Targeted credits	Option 3 Service level targeting
Advantages	Consistent with current approach to use rising block tariffs. Does not require targeting. The 'free basic water to all' message can be applied but is misleading larger consumers typically pay more.	Suited to situations where there are fewer larger consumers. Relatively simple to apply from an accounting point of view. Easy to integrate with other services where a 'free basic service' policy is being applied.	Suited to municipalities with lower capacity and large proportion of poorer consumers. Typically does not require a metering and billing system for restricted flow service levels.
Disadvantages	Only applicable where there is a relatively high proportion of larger consumers. Requires an effective metering, billing and credit control system.	Requires a system to select those who are to benefit from poverty relief measures. Requires an effective metering, billing and credit control system.	Targeting may be poor if there are a large proportion of households using restricted flow services. Will only work if metering, billing and credit control system for unrestricted flow service levels is effective.
Residential frequency distribution requirements	Typically requires 30% of residential consumers purchasing more than 20kl/month	Only dependent on frequency distribution if poverty relief is to be partly or wholly funded from water account.	Non relevant unless poverty relief is to be funded from income raised from consumers with metered connections (which is seldom possible).
Impact of non-residential consumption	Typically requires more than 20% of water sales to be to non-residential consumers	Only relevant if poverty relief is to be funded from non-residential consumers.	Generally there is only a small proportion of non-residential consumers and it is not possible to fund poverty relief from income raised from them

## 9. Financing the policy

The three options presented above provide a delivery framework for implementation of the free basic water policy. They do not however completely address the question of where the financial resources for the implementation strategy will come from.

It is evident that a number of local authorities will be unable to finance free basic water to all consumers (especially alongside other free basic services) solely from internal cross subsidies. Although there is not yet a clear picture of income distribution at the local level for the newly demarcated authorities it is apparent that some of them have a very small revenue base. Nearly 48% of the total population of the country live in municipalities with average 1999 per capita incomes of less than R720 per month<sup>1</sup> (DPLG, 2000). The central challenge of the free basic water policy is therefore addressing the financial constraints.

Addressing the financial constraints require three issues to be addressed:

- *Reducing costs:* the lower the costs the easier to subsidise services;
- *Ensuring sufficient resources are available:* assessing the costs of the subsidy programme and ensuring that sources of revenue internal and external to the local authority are adequate;
- *Delivery of the subsidy to poor households:* making sure that resources devoted to the subsidy are targeted to eligible recipients.

<sup>1</sup> This is based on pre-demarcation municipal boundaries

## 9.1 Reducing costs

The costs of supply of water services greatly affect the ability of municipalities to provide free services. Local authorities should be encouraged, through such measures as appropriate infrastructure standards and management of water losses, to reduce costs.

Bulk water is a major cost driver in water services. In those areas where bulk water is cheap it becomes relatively easy to implement a free basic water policy. See Box 2 below where the Lichtenburg case study demonstrates the importance of bulk water costs in the financial viability of free basic water provision. Case study research from Durban indicates the cost of bulk water is high as a proportion of retail prices in international terms. Although this information is case-study based and not representative it does point to the need to keep bulk water prices as low as possible (with due regard to water conservation imperatives).

### Box 2. Bulk water costs – Lichtenburg case study

The Lichtenburg case study shows that if bulk water can be provided at a sufficiently low cost then a free basic water policy becomes easily implementable. The municipality sources its own bulk water from groundwater and managed to supply water to consumers at a price in 1997/1998 of R0.34 per kl. The municipality feels that it is possible to provide a free basic water supply to consumers in 2001/2002 in the areas of the municipality where they source their own bulk. In the areas of the municipality where they have to buy bulk water from a water board the greater costs of the water will probably prevent them from providing a free level of service. In these areas the municipality pays R1.10 for bulk as opposed to their own costs of R0.40. They are currently negotiating to take over the bulk supply.

## 9.2 Financing free basic water

The required revenue for providing free basic water (as either a targeted or universal subsidy) can come from internal or external sources. Establishing the costs of provision (in simple terms the average costs of supply multiplied by the amount of water provided for free) is the first step required of the local authority. More detailed cost analysis needs to occur which can be supported by a number of financial modeling tools available.

The next step is ensuring that adequate revenue is available to cover these costs. To do so a municipality will need to determine what resources are jointly available from cross subsidisation and the equitable share.

### Internal cross subsidies

The extent of cross subsidies will be determined by the particular tariff structure adopted by a local authority. The level of such subsidies that can be sustainably incorporated into a water tariff structure will depend on a number of local factors (Eberhard, 1999):

- capital subsidies to, and capital requirements of, the local water system;
- total equitable share subsidy made available to the WSA;
- regional and local cost factors which influence the costs of supply;
- total wealth of the supply area;
- proportion of water consumed by the non-residential compared to the residential sector;
- income distribution within the supply area;
- consumption distribution within the supply area; and
- local political feasibility of introducing cross subsidies.

In particular the ratio between wealthy and poor consumers; the distribution of consumption in the supply area (i.e. the ratio of large to small consumers); and the ratio between industrial and residential consumers are likely to be central to the viability of local level cross subsidies. Local authorities should ensure that they gather adequate information on these factors to

enable proper local financial planning. These factors have been incorporated into a simple financial model that will be made available to local authorities to assess the financial impacts of the free basic water policy in their areas. More complex financial models are also readily available which allow for detailed tariff setting and long term planning.

Some suggestions as to the applicability of different tariff approaches to the provision of free basic water are given in Box 3 below.

The approaches required to develop a sustainable tariff policy are not in conflict with the current draft DWAF tariff policy guidelines. There are, however, some constraints on the raising of revenue through cross subsidies including:

- the willingness and ability of higher income water users to pay costs above the average cost of supply;
- the distribution of consumption of water in the area;
- the impacts that price changes will have on water use; and
- the need to minimise distortions to the local economy.

At present there are no legislated caps on the degree of local cross subsidisation that can occur through a local tariff structure. DWAF is currently finalising norms and standards for water services tariffs that will be published before the 1<sup>st</sup> of July 2001 as compulsory regulations. The introduction of a free basic water services policy should fit within the framework established by the tariff regulations, as well as the relevant sections of the Municipal Systems Act (section 74 and 75 in particular) dealing with a municipal tariff policy (RSA, 2000).

Local authorities should bear in mind the concerns about too high a degree of cross subsidies through water tariffs alone. As discussed above, local level revenue raising mechanisms tend to be far more distortionary than national taxation. With respect to non-residential consumers there is a national policy commitment to keeping input costs of industrial consumers as cost reflective as possible to encourage efficiency and competitiveness. For these reasons those national revenue sources available, primarily the equitable share, should as far as possible be used to support the free basic water revenue requirements to minimise the need for excessive local revenue raising.

Tariff policy has typically been established at the local municipality level. As discussed district municipalities may have some role to play in distribution of resources across the district. However it does not seem appropriate at this stage that any such distribution should occur through the development of district-wide tariff structures.

The option also exists for the use of cross subsidies at the regional level through bulk services providers. This issue is under investigation by some bulk providers and their local authority customers. The advantage of this approach would be a broader consumer base over which to cross subsidise, and also that some non-municipal consumers (such as large industries and mines) would contribute to cross subsidies. However, there are also concerns about this approach, such as the mechanism of subsidy payments that would be used, and further investigation on the pros and cons of this approach in specific areas still needs to occur.

### Box 3. The applicability of different tariff approaches to the provision of free basic water

#### Tariff structures – residential

- *Applicability of fixed monthly charges (also called basic charges or availability charges):* Fixed monthly charges alone are not encouraged for unrestricted supplies as they do not promote equity, conservation or efficient management. However, they may be applicable for restricted supplies in some cases. While fixed monthly charges are not recommended as the only tariff they may be necessary where:
  - A rising block is selected but there is insufficient funding to cross subsidise through only using a rising block tariff.
  - The municipality has a large number of holiday homes.In both cases the fixed monthly charge may need to be levied in addition to a consumption charge. However, the fixed monthly charge needs to be excluded for those targeted for poverty relief. If a rising block tariff is being used this can be done by levying the fixed charge only on those consumers using above the poverty relief consumption level (See Durban case study). Where a credit system is being used the credit will have to be sufficient to cover the fixed monthly charge.
- *Fixed monthly charges varied for different groups:* The option of the fixed monthly charge being one amount for all except those targeted for poverty relief has been raised above. It is also possible to vary the charge for different socio-economic groups, making it zero for the poor for a free basic water policy. This creates a transitional arrangement (See Hermanus case study).
- *Rising block tariffs:* This is the required tariff for use with the poverty relief option based on rising blocks. For the tariff to be 'pro-poor' it can not be associated with a fixed monthly charge to all consumers, as stated above.
- *Flat rate tariffs (the same amount for each kl consumed irrespective of the amount used):* If the poverty relief option is based on targeted credits or service level targeting, then either rising block or flat rate tariffs can be used for the consumption related charge. However, flat rate tariffs are simpler and often more suited to B3 and B4 municipalities.

#### Tariffs for non-residential consumers

- *Cross subsidise from businesses?* A key decision facing municipalities is whether to cross subsidise from commercial and industrial enterprises to poor residential consumers. The argument for this is that business has a responsibility at the local level to assist the poor. The argument against is that if local economic development is to be promoted then the input costs to business should be kept low. This is a local choice but the current view of national government is that municipalities should keep tariffs to commercial and industrial consumers as cost reflective as possible, ensuring that these consumers do pay the full costs of water supply.
- *Tariff structures for non-residential consumers:* The use of rising block tariffs for non-residential consumers is not recommended unless it is used with the concept of residential unit equivalents (RUEs). This is because larger users end up paying for most of their consumption in the top block which may be highly inequitable.

### Allocation of the equitable share

If the local revenue base is inadequate to meet the costs of implementation local authorities have recourse to the equitable share. Although the equitable share is an unconditional grant there are strong political requirements to direct the grant towards the provision of basic services. The Constitutional intention of the grant is clearly to support the provision of basic municipal services. As discussed above there are also economic efficiency reasons for utilising this grant in support of free basic water provision.

Because the equitable share is granted on the basis of poor households in a municipality it will generally be insufficient to cover the costs of a free basic water supply to *all* households

in an area. If the approach is one of universal provision of free basic water then the equitable share will have to be mixed with locally raised revenue. If the approach is to use the available equitable share to fund free water to poor households such households have to be identified and targeted (this is discussed in the following section).

An important element in ensuring that the equitable share is used to subsidise its intended beneficiaries is the passing on by municipalities of an appropriate proportion of the grant to local water service providers (see below) who are supplying poor households.

Although the equitable share is an unconditional grant the intention of the grant is clear and appropriate use of the equitable share would be supported by improved monitoring of its use from national level. At present national government has insufficient information on the local use of the equitable share. DPLG is intending to improve reporting by local government on the use of the grant and this information should be incorporated into a medium term evaluation of the free basic water implementation programme. Some concerns have been raised that the equitable share amount is insufficient to cover the costs of all basic services at the local level. This may be a particular concern where the costs of water supply are particularly high. Improved monitoring and evaluation of the use of this grant should provide better information as to the validity of this concern.

Notwithstanding the need for improved monitoring of the equitable share, overall it seems that a mix of revenue sources is appropriate at this stage and that local authorities should have discretion over the financing composition of the free water policy as long as it falls within current guidelines.

### 9.3 Targeting poor households

If financial constraints dictate that free basic water is provided solely to poor households these households must be defined and identified.

#### Definition of the poor

At present the default definition of the poor are those households with an average monthly income below R800. The DPLG and National Treasury have recognised that this measure is inadequate for a number of reasons:

- *It is out of date:* the same figure has been used since the inception of the equitable share grant. It has not been adjusted for inflation nor has it taken into account changes in the underlying demographics of the country, such as rural to urban migration.
- *It is income based:* there are strong arguments that expenditure is a better indicator of household standard of living than income. Income is hard to measure and income figures tend to be underestimated. Income is also a measure of a means to an end not an end in itself i.e. standard of living.
- *It does not take into account local conditions:* the cost of basic services and other items differs by locality and a defined income level therefore buys a different amount in different areas;
- *It does not take household size into account.*

The DPLG and National Treasury are addressing these concerns. They are considering increasing the income threshold to R1100 (which will allow a household with two state old age pensions to still qualify for subsidies), and DPLG and StatsSA are looking at modifying the approaches used to determine poverty in the next Census. The limitations of the current income measure mean that more nuanced approaches to who is poor will need to be taken at the local level (see Box 4). In many instances it is likely that only a local authority will be in a position to determine satisfactorily who is poor. It therefore seems appropriate that the

definition and identification of poor households is undertaken at the local level with national guidance but local flexibility.

#### **Box 4. Local level poverty assessments and targeting - Douglas, Northern Cape**

In Douglas in the Northern Cape, there is a high level of seasonal unemployment. For this reason the municipality assesses the poverty status of households every three months using a local committee. The municipality's current water subsidy is therefore targeted at those households that are poor at any particular point in time. Although the administrative costs of this approach are relatively high it does ensure that the relevant welfare subsidies are directed at those households that are actually facing income constraints. Leakage to currently 'wealthier' households is minimised which helps to keep the entire system sustainable.

#### **Targeting**

Following from the definition of poor households indicators and approaches for the identification of such households can occur. Guidelines for local authorities have been developed by the DPLG in this regard. A wide range of municipalities have already established 'indigent' or pro-poor policies which include some approach for the identification and registration of poor households. If such systems are not already in place municipalities should incorporate the costs of a targeting system into the costs of the free basic service provision.

It is important to know the administrative costs of targeting. In some municipalities the practical problems and costs associated with targeting may absorb an unacceptably high proportion of the available subsidy funds. In such cases an approach (such as a rising block or service level approach) may be preferable.

Methods of reducing administrative costs should be explored at the local level. International experience with the use of geographical (zonal) criteria have been positive. Targeting households on a zonal basis is substantially cheaper than individual assessments. It is likely that in South Africa, due to the apartheid history, that location correlates at least as closely with income as in other countries and therefore zonal criteria may be a useful approach.

International and local experience point to the high administrative costs of managing an effective subsidy scheme. This is particularly important in South Africa where both free water and electricity are being provided, as well as a range of other welfare measures targeted at the poor. Serious consideration should be given at the national and local level as to how administrative costs can be shared across subsidy and welfare schemes.

#### **9.4 Ensuring financial viability of water service providers**

Municipalities are not required to pass on the equitable share or other operating subsidies to WSPs in their area. At present there are a large number of consumers whose water is provided by a non-municipal WSP (such as DWAF, Mvula Trust schemes, Community Schemes, and the private sector). Unless cross subsidisation within the area served by the WSP is possible (probably the minority of such areas) some mechanism should be found to ensure that the relevant operating subsidy is transferred to the service provider

There are a number of ways to do this:

- *Mandatory requirements*: national government would use legislation to require local authorities to transfer the appropriate operating subsidy to the WSP contracted to provide water services in the municipality.
- *National benchmarks and guidelines*: national government would provide guidance to local authorities on the appropriate way to transfer operating subsidies to WSPs. This guidance would be based on appropriate benchmarks.

- *Case by case negotiations between service providers and authorities:* In this case the WSP and WSA would negotiate an approach to the provision of free basic water (and other subsidised water supplies) when establishing the WSA-WSP contract. The contract would include details of the subsidy approach including:
  - subsidy amounts per consumer served;
  - relevant conditions and incentives;
  - payment methods; and
  - auditing and monitoring procedures.

In some respects, the contractual option is preferable because it allows for maximum local flexibility. However there are some concerns with simply using an *ad hoc* contract based approach. The Water Services Provider Regulations will regulate matters to be included between a WSA-WSP contract and provisions which must be included in such a contract (DWAf, 2001). The payment for services delivered by a WSP is one of these essential elements of such a contract. Some WSPs may have bargaining power with the WSA and will be able to negotiate suitable contracts (for example private sector providers are unlikely to agree to a contract under which they will have to supply a free basic level of water without some method of compensation for this supply). However small community based schemes have limited scope to ensure that they receive a subsidy adequate to cover the costs of free basic water provision.

There is therefore no legislated national requirement for local authorities to pass subsidies 'down' at this stage. Even without introducing such legislation there is a role for the development of benchmarks and guidelines for local authorities on the passing down subsidies to WSPs. In essence these guidelines should aim to ensure that all WSPs that are providing water to poor households should receive an appropriate proportion of the equitable share grant directed at basic services provision as well as a proportion of any local cross subsidies generated. The guidelines should include a mechanism for this transfer. Elements of the mechanism will include:

- financial controls and audits, and
- methods of assessment of scale of transfer based on costs and numbers of poor households served.

Some principles that may underlie these guidelines are listed in Box 5 below.



## Box 5. Principles of providing subsidies to water service providers

### Subsidising WSPs or consumers: basic principles

- *Primary principle:* Where a WSA is reliant on WSPs to provide services on their behalf, it is essential for funds to be transferred to the WSP or credited to consumers. If this is not done a 'free basic water' policy will not work, as WSPs will not have sufficient funds to run the system effectively.
- *Exception to the primary principle:* If the WSP is serving an area with a high proportion of larger users it may be possible for viability to be maintained without a transfer of funds from the WSA.
- *Transfer to WSP or subsidise consumers direct?:* Much depends on the poverty relief option selected.
- *Payments to bulk WSPs:* In general the payment of subsidies to bulk WSPs should be avoided. It is better to pay the subsidies to the retailer or direct to consumers and they can use this money to pay bulk WSPs for their service. This promotes efficiency within bulk WSPs. However, in situations where the retail WSP is a community based organisation the municipality may choose to pay bulk WSPs direct. However, this should be done based on an agreement with the retail WSP on the amount to be paid on their behalf per consumer.
- *Payment of support services agents (SSAs):* Where community based or SSME type WSPs are being used it is often appropriate for the WSA to appoint a SSA. Ideally this SSA should be paid by the retail WSP. However, the municipality may choose to pay the SSA an agreed amount on behalf of the WSP.
- *Source of funds for WSPs (and SSAs):* Typically the source of funds will be from the 'equitable share'. However, local authorities may use other funds if these are available.
- *Assessing the amount:* The amount of funds transferred must be calculated on a per consumer basis based on an understanding of the costs.
- *Relate payment to policy order:* Where the local policy is at the first or second order, the payment amounts will have to be preliminary. However, a figure must be set for 1<sup>st</sup> and 2<sup>nd</sup> order policies, with the intention of keeping it on the low side. Rules need to be set with the WSP for reviewing the amount.
- *Setting incentives:* WSPs can only be subsidised based on a clear set of conditions set into a proper contract which include incentives for them to perform. These incentives should include:
  - Maintaining or improving the quality of service to consumers according to an agreed measure.
  - Improving coverage (which will mean increased subsidy).
- *Setting controls:* Regardless of whether the WSP is being subsidised the WSA is obligated to regulate the performance of the WSA. However, if a subsidy is being applied the obligations of the WSA to monitor become more stringent. (see WSP regulation for it to be included in a WSA/WSP contract)

## 10. Implementation Strategy

The process to implement a local 'free basic water' policy will depend on local conditions and, particularly, on the capacities of local authorities. For this reason an implementation strategy should rest on three elements:

- *A phased approach:* a phased implementation period to allow low capacity and lower income municipalities time to 'phase' in full implementation;
- *National guidelines with local choice:* the provision of national guidance, guidelines and benchmarks but with the scope for municipalities to be able to choose the most appropriate local options; and
- *Management and institutional support:* the establishment of adequate management support for municipalities.

Although outside the direct ambit of this policy the implementation of the strategy should be co-ordinated as far as possible with implementation approaches for the provision of other free basic services.

### 10.1 Phased approach

All municipalities are expected to start implementing the free basic water policy from July 2001. However, it is recognized that some municipalities may not have the capacity to implement the policy to a full extent immediately. Therefore, it is recommended that policy implementation be approached by developing *orders of strategy*:

- *First order strategy* – for those municipalities which lack information but, nevertheless, need to make a start. They would use the rough base data available and then develop a programme for implementation.
- *Second order* – improvement after one or two years with better information. Or a first plan for higher capacity municipalities.
- *Final strategy* – linked to the WSDP - 5 year plan

It is proposed that phasing be set up as follows: (see section 0 for an explanation of categories of municipalities used):

Type of Municipality	A;B1	B2;B3	B4
Develop 1 <sup>st</sup> order strategy to kick-start the preliminary phase of implementation.			June '01
Develop 2 <sup>nd</sup> order strategy to start or adjust/refine implementation.	June '01	June '01	June '03
Develop final order strategy for final implementation or adjust implementation.	June '02	June '03	June '05

### Interim arrangements

In addition to the phased approach interim arrangements may be needed in some municipalities. The free basic water message has already had an impact in many areas on payment levels for water services. Some consumers have understood the message to mean that they no longer need to pay for water at all, or that they no longer need to pay for basic water with immediate effect. This stoppage of payment poses a serious threat to the financial viability of many water services providers.

Local authorities need to make it clear to consumers that they must continue to pay for services until free basic water arrangements are in place and have been communicated to consumers. They should also make it clear that the free basic water policy does not prevent households from being disconnected if they do not pay for water used above the basic amount. It is important that credit control arrangements remain in place. National government should support local authorities by the provision of clear messages to consumers which support the above arrangements.

## 10.2 National guidelines but local flexibility

Different strategies will be appropriate in different municipalities. Based on the institutional, technical and financial issues outlined in this document a suite of options should be provided to local government. These guidelines should aim to assist local authorities in implementing the free basic water policy in a way which:

- is in accordance with current national policy in the water sector;
- supports continued financial viability of local government; and
- guards against a slowdown in the extension of basic services to those households with inadequate access to water.

At the same time the guidelines should allow for maximum local flexibility in the choice of options for implementation of the policy. The guidelines developed in parallel to this strategy document establish these options.

## 10.3 Management and institutional support to municipalities

The planning and implementation requirements on municipalities of a free basic water policy are substantial. These are elaborated on in detail in the accompanying guideline. It is incumbent on national government to establish the required support for local authorities in taking on this new task of providing free basic water and other services.

Six areas of support to local authorities have been identified (these are to be elaborated on following discussion at the national task team and workshop), these are:

1. *Policy and implementation strategy framework*: the establishment of a strategic framework in which municipalities can develop local implementation strategies. This document is the first step in this regard;
2. *Developing implementation guidelines*: providing a more detailed set of guidelines which municipalities can use to establish local strategies. This is being developed in parallel to the implementation strategy;
3. *Lead municipalities*: the use of pilot municipalities to test implementation approaches;
4. *Providing ongoing guidance and support*: ongoing support will be provided through existing mechanisms and the Provincial support units that are being established
5. *Information and planning tools*: providing access to financial models, international experience and best practice local examples through a CD-ROM, web-site and other mechanisms.
6. *Monitoring progress of the policy*: national government through the Water Services Development Plans and current and proposed DPLG and National Treasury financial monitoring should monitor progress of the policy and assess any impacts on financial viability of local authorities or negative impacts on infrastructure extension.

It is important that water services authorities provide regular feed back on the implementation of free basic water to the Department of Water Affairs and Forestry. This information will be submitted to Cabinet regularly and will be used to monitor and evaluate the implementation process, which will provide a means to assess the situation at the local level.

Such information must be forwarded to :

**Director : Water Services - Interventions and Operations Support**  
**Department of Water Affairs and Forestry**  
**Free Basic Water – Monitoring Programme**  
**Private Bag X313**  
**PRETORIA**  
**0001**  
e-mail : [muruvans@dwaf.gov.za](mailto:muruvans@dwaf.gov.za) or fax : 012- 323 3877

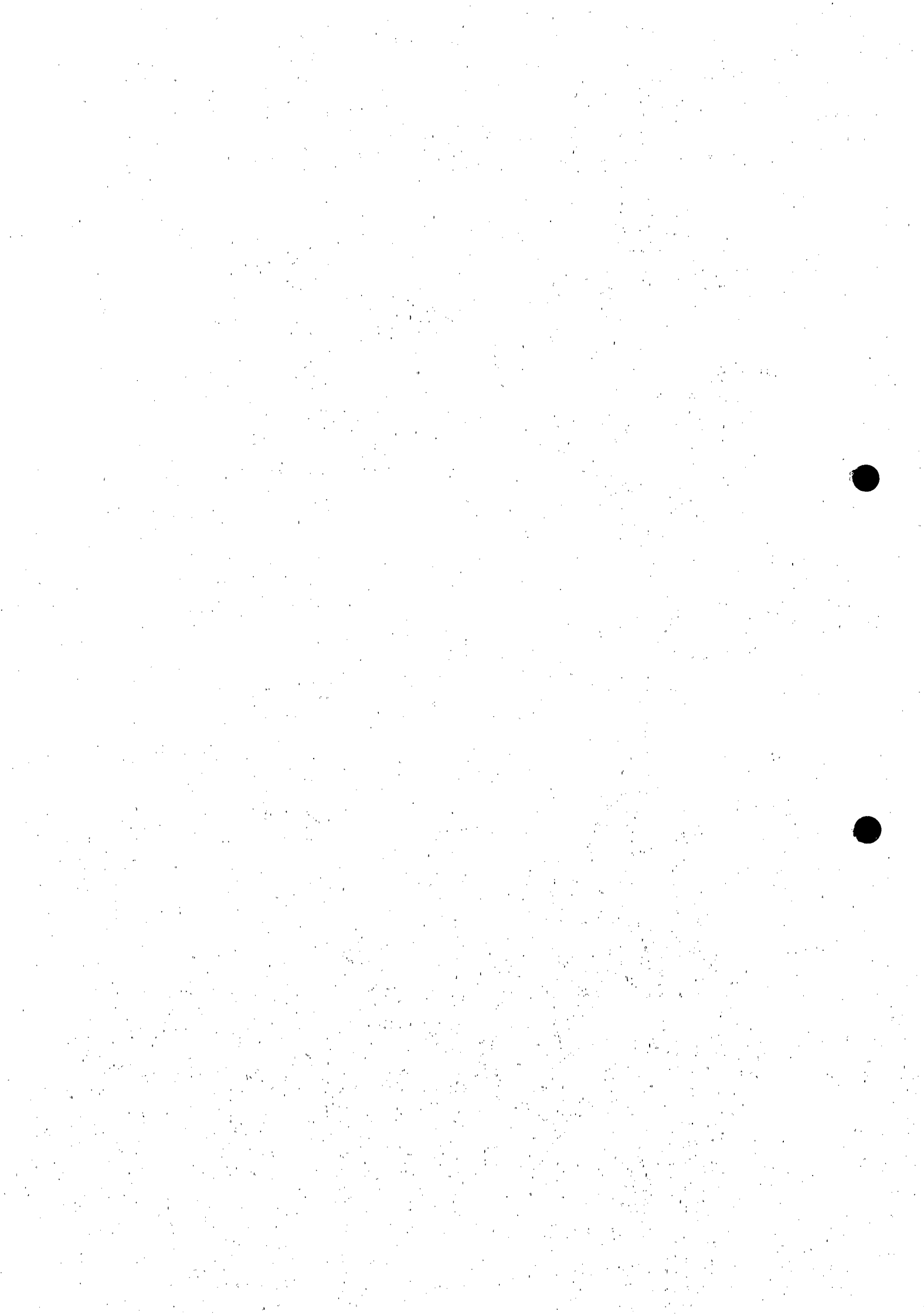
## References

- Boland, J., and Whittington, D., 2000: *The Political Economy of Water Tariff Design in Developing Countries: Increasing Block Tariffs versus Uniform Price with Rebate*, in A. Dinar, *The Political Economy of Water Pricing Reforms*, Oxford University Press, 215-237.
- Department of Constitutional Development, 1999: *Targeting Poor Households in the Provision of Basic Municipal Services: A Guideline for Municipalities*, DCD, 1999.
- Department of Provincial and Local Government, 2000: *Annual Report on the Equitable Share for Local Government for the 1999/2000 Financial Year*, DPLG, Pretoria.
- Department of Water Affairs and Forestry, 1999: *Draft Tariff Regulations for Water Services Tariffs: A Guideline for Local Government*, DWAF, Pretoria.
- Department of Water Affairs and Forestry, 2000: *Water Supply Service Levels: A Guide for Local Authorities*, DWAF, Pretoria.
- Department of Water Affairs and Forestry, 2001: *Regulations on matters which must be regulated by a contract between a water services authority and a water services provider and compulsory provisions to be included in such a contract*, draft Government Notice, DWAF, Pretoria.
- Eberhard, R., 1999: *Supply Pricing of Water in South Africa*, Palmer Development Group, WRC Report No 678/1/99, Pretoria.
- Foster, V., Gomez-Lobo, A., and Halpern, J., 2000: *Designing Direct Subsidies for Water and Sanitation Services: Lessons from Panama*, Policy Research Working Paper, World Bank, Washington D.C.
- Gomez-Lobo, A., Foster, V., and Halpern, J., 2000: *Information and Modeling Issues in Designing Water and Sanitation Subsidy Schemes*, Policy Research Working Paper, World Bank, Washington D.C.
- Kasrils, R., 2001: Minister of Water Affairs and Forestry, Debate on the President's State of the Nation Address, 14 February 2001, Parliament, Cape Town.
- Mbeki, T., 2001: President's Speech in Tshwane, 10 February 2001.
- Pamell, S., Midwinter, A., and Zollner, E., 1998: *Providing Affordable Basic Services: Tariff Modeling and Targeting Subsidies – Towards an Indigence Policy for Local Government*, report in Phase 1: Issues and Options, DCD and DFID, Pretoria.
- Rajah, N., and Smith, S., 1993: *Distributional Aspects of Household Water Charges*, Fiscal Studies, 14(3), 86-108.
- Republic of South Africa, 1997: *Water Services Act*, No. 108 of 1997, Cape Town.
- Republic of South Africa, 1998: *Local Government: Municipal Structures Act*, Act No 117 of 1998, Cape Town.
- Republic of South Africa, 2000: *Local Government: Municipal Systems Act*, Act No 32 of 2000, Cape Town.

Serra, P., 2000: *Subsidies in Chilean Public Utilities*, draft report, World Bank Institute, Washington, D.C.

Walker, I., Ordonez, F., Serrano, P., and Halpern, J., 2000: *Pricing, Subsidies and the Poor: Demand for Improved Water Services in Central America*, Policy Research Working Paper, World Bank, Washington, D.C.

Wegelin, E., and Borgman, K., 1995: Options for Municipal Interventions in Poverty Alleviation, *Environment and Urbanisation*, 7, 131-149.



**APPENDIX 4**

**COMPLETED EVALUATION FORMS**

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--



Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
1.	What is your main role related to water resources management? <i>Project Management</i>	<i>cost recovery / maintenance</i>				
2.	In which focus area do you mainly work?	WRAP	BWS <i>S</i>	MWW <i>S</i>	AWUM	
3.	How useful are the EC Guidelines for your work?	High 5 <i>X</i>	4	3	2	Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	4	3	2	Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.  <i>Nearly everything is new</i>					
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <i>✓</i>	No			
7.	If Yes which sections are you most likely to look at or use:					
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is.					
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>Programme</i> 2. <i>Social</i> 3. <i>Financing</i>					
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <i>WPA</i> 2. 3.					
11.	In your organization who would benefit most from training on the EC Guidelines? <i>Municipal Manager</i> <i>Chairperson on Portfolio for water</i>					
12.	If training on the EC Guidelines would be provided, what should training mainly focus on?					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question?					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?				YES	NO
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes			No	
17.	How do you rate the content of the workshop?	High 5	4	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	4	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	4	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	4	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?					
23.	What did you like most about this workshop?					
24.	Any other recommendations you wish to make to help us improve such workshops					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
1.	What is your main role related to water resources management? <b>INSTITUTIONAL AND SOCIAL DEVELOPMENT OFFICER</b>					
2.	In which focus area do you mainly work? <b>WATER SUPPLY AND SANITATION</b>	WRAP	BWS S	MWW S	AWUM	
3.	How useful are the EC Guidelines for your work? <b>IMPORTANT A PCM</b>	High <input checked="" type="checkbox"/> 5	4	3	2	Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High <input checked="" type="checkbox"/> 5	4	3	2	Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are. <b>THE PCM WAS I BRIEF.</b>					
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>	No			
7.	If Yes which sections are you most likely to look at or use: <b>PCM</b>					
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <b>Project cycle</b>					
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <b>STAKEHOLDERS INVOLVEMENT</b> 2. 3.					
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <b>FINANCING.</b> 2. 3.					
11.	In your organization who would benefit most from training on the EC Guidelines? <b>ISD &amp; PLANNING SECTION</b>					
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <b>IMPLEMENTATION</b>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

26 March 2002

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <p align="center">3 DAYS</p>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES	NO			
	<del>☒</del>		☒			
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details. <p align="center">NO</p>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes		No		
17.	How do you rate the content of the workshop?	High 5	4	3	2	Low 1
		☒				
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	4	3	2	Low 1
		☒				
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	4	3	2	Low 1
		☒				
20.	How do you rate the organizational aspects of the workshop?	High 5	4	3	2	Low 1
		☒				
21.	How do you rate the accommodation and conference facilities	High 5	4	3	2	Low 1
		☒				
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions? <p align="center">Project Management</p>					
23.	What did you like most about this workshop? <p align="center">Good participation</p>					
24.	Any other recommendations you wish to make to help us improve such workshops <p align="center">To contact people in time</p>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DFID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--



**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management?  WATER SERVICE DEVELOPMENT OFFICER				
2.	In which focus area do you mainly work?	WRAP	BWS <input checked="" type="checkbox"/>	MWW S	AWUM
3.	How useful are the EC Guidelines for your work?	High 5	<input checked="" type="checkbox"/>	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	<input checked="" type="checkbox"/>	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.  IT IS THE PROJECT CYCLE COMPONENTS WHICH WAS NOT CLEARLY TO ME AT FIRST HOWEVER IT HAS BEEN EXPLICITLY OUTLINED BY THE WORKSHOP				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>	No		
7.	If Yes which sections are you most likely to look at or use?  CHAPTER 5 MOST.				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is.  YES - PROCEDURES & PROCESS TO BE APPLIED WHEN PROJECT IS PROPOSED OR NEED TO BE FINANCED.				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. Formulation processes 2. Programing processes 3. Feasibility studies process				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. Alignment of EC Guidelines with WSA 2. Guidelines in term of WATER SERVICE MANAGEMENT 3.				
11.	In your organization who would benefit most from training on the EC Guidelines?  THE TECHNICAL DIVISION DEALT WITH WATER ISSUES				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on?  TECHNICAL DRAWING OF PROJECT FROM BEGINNING TO THE END - SOURCES OF FINANCING - SUSTAINABILITY OF THE PROJECT.				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>1 TO 3 weeks or yearly accreditation course</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>			
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details. <i>N/O</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	<del>Yes</del> <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
17.	How do you rate the content of the workshop?	<del>High 5</del> <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
18.	How do you rate the facilitation by the workshop trainers / facilitators?	<del>High 5</del> <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
20.	How do you rate the organizational aspects of the workshop?	<del>High 5</del> <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
21.	How do you rate the accommodation and conference facilities	<del>High 5</del> <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions? <i>= water losses = water pollution</i>					
23.	What did you like most about this workshop? <i>Sharing information with experts on different fields of knowledge</i>					
24.	Any other recommendations you wish to make to help us improve such workshops <i>AS per recommended various grouping</i>					

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	<p>Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'</p> <p>As per Recommendation by Group</p>	

26 March 2002

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

**EC Guidelines Awareness Workshop – SOUTH AFRICA**  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
1.	What is your main role related to water resources management? <i>OPERATION + MAINTENANCE DWAF</i>					
2.	In which focus area do you mainly work?	WRAP	BWS <input checked="" type="checkbox"/>	MWW S	AWUM	
3.	How useful are the EC Guidelines for your work?	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5 <input checked="" type="checkbox"/>	4 <input checked="" type="checkbox"/>	3	2	Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are. <i>I did appreciate a concise and very valuable booklet of water management</i>					
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>	No			
7.	If Yes which sections are you most likely to look at or use: <i>BWSS and Part III, which is very well done</i>					
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>Comprehensive steps how to evaluate project from other than technical point of view</i>					
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. 2. 3.	<i>/</i>				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <i>not enough covered (because of space)</i> 2. <i>were quality of water management</i> 3. <i>e.g.</i>					
11.	In your organization who would benefit most from training on the EC Guidelines? <i>From District management / persons who is dealing with public upwards to the Top management of DWAF</i>					
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>getting across the relevant case studies (rather less complicated) + have a time to follow the discussion up to the end of that case. . . .</i>					

26 March 2002

**Building Capacity or a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>for lower level (District Manager) approx 1 week rather x2/year</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?		YES <input checked="" type="checkbox"/>		NO <input type="checkbox"/>	
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.  <i>" DWAF might be "helping" with organising it "</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes <input checked="" type="checkbox"/>		No <input type="checkbox"/>		
17.	How do you rate the content of the workshop?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?  <i>A promised "field" trip will be real "cherry on the top" for all of us</i>					
23.	What did you like most about this workshop?  <i>Open discussion was handled very diplomatically and a very efficient use of a "time"</i>					
24.	Any other recommendations you wish to make to help us improve such workshops  <i>Keep it up and repeat it as soon as practically possible</i>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	



**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-1 I/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management? <i>TO MAINTAIN WATER SUPPLY AS FAR AS LEAKAGES ARE CONCERN IN THE MUNICIPALITY.</i>				
2.	In which focus area do you mainly work? <i>LEFELLE-MKUMPI TOWNSHIPS</i>	WRAP	BWS S	MWW S	AWUM
3.	How useful are the EC Guidelines for your work?	High 5	<input checked="" type="checkbox"/>	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	<input checked="" type="checkbox"/>	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes	<input checked="" type="checkbox"/>	No	
7.	If Yes which sections are you most likely to look at or use: <i>CHAPTER 6 &amp; 7.</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>The way in which projects are supposed to be managed and evaluated.</i>				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>SECTION 6.</i> 2. <i>" 7.</i> 3. <i>" 3.</i>				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. 2. <i>NO.</i> 3.				
11.	In your organization who would benefit most from training on the EC Guidelines? <i>All people dealing with projects management (officials)</i>				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>Funding of projects</i>				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>4 Days</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES	NO			
			<i>X</i>			
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.  <i>NO</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes			No	
					<i>X</i>	
17.	How do you rate the content of the workshop?	High 5 <i>X</i>	4	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5 <i>X</i>	4	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5 <i>X</i>	4	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4 <i>X</i>	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5 <i>X</i>	4	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?					
23.	What did you like most about this workshop? <i>THE FACILITARS.</i>					
24.	Any other recommendations you wish to make to help us improve such workshops					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

**Building Capacity or a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
1.	What is your main role related to water resources management?  FOR FREE BASIC WATER					
2.	In which focus area do you mainly work?	WRAP ✓	BWS S	MWW S	AWUM	
3.	How useful are the EC Guidelines for your work?	High 5	4	3	2	Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	4	3	2	Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.  NO					
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes ✓	No			
7.	If Yes which sections are you most likely to look at or use:  PROJECT CYCLE					
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is.  PROJECT CYCLE CAPACITY BUILDING					
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. PROGRAMING 2. PROJECT MANAGEMENT 3. AGRICULTURAL					
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. FINANCING 2. SOCIAL PRINCIPLES 3.					
11.	In your organization who would benefit most from training on the EC Guidelines?  THE EMPLOYER THE EMPLOYEE					
12.	If training on the EC Guidelines would be provided, what should training mainly focus on?  PROJECT CYCLE					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

26 March 2002

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <p align="center">5 DAYS</p>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES			NO	
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details. <p align="center">EU</p>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes			No	
17.	How do you rate the content of the workshop?	High 5	4	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	4	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	4	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	4	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions? <p align="center">YES</p>					
23.	What did you like most about this workshop? <p align="center">PROJECT MANAGEMENT</p>					
24.	Any other recommendations you wish to make to help us improve such workshops <p align="center">MORE TIME</p>					

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

26 March 2002

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

CAPACITY BUILDING



**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-1/DEV/ENV)

#	Question	Score (please tick appropriate box)
1.	What is your main role related to water resources management? <b>WATER SUPPLY - PLANNING &amp; IMPLEMENTATION</b>	
2.	In which focus area do you mainly work?	WRAP <input type="checkbox"/> <del>RWS</del> <input checked="" type="checkbox"/> <del>MWW</del> <input checked="" type="checkbox"/> AWUM <input type="checkbox"/>
3.	How useful are the EC Guidelines for your work?	High 5 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> Low 1 <input type="checkbox"/>
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> Low 1 <input type="checkbox"/>
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are. <b>GUIDELINES - QUESTION &amp; POSSIBLE ANSWERS TO BE ABLE TO ADDRESS ISSUES (PCM-PHASES)</b>	
6.	Realistically, will you make time to refer to the guidelines again after the workshop	<del>Yes</del> <input type="checkbox"/> No <input type="checkbox"/>
7.	If Yes which sections are you most likely to look at or use: <b>PLANNING &amp; IMPLEMENTATION OF PHYSICAL INFRASTRUCTURE (PCM in Article)</b>	
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <b>ABLE TO MONITOR PROJECTS AS WELL AS CONSULTANTS &amp; CONTRACTORS BY REFERRING TO THE CHECKLIST OF PCM and ALSO TO INVOLVE OTHER DEPT IN ORG</b>	
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <b>PCM</b> 2. <b>FOCUS AREAS</b> 3. <b>CHECKLIST</b>	
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <b>THE GO TO STATEMENT IS NECESSARY</b> 2. 3.	
11.	In your organization who would benefit most from training on the EC Guidelines? 1) <b>ECONOMIC REGENERATION &amp; STRATEGIC MANAGEMENT DEPT</b> 2) <b>TECHNICAL SERVICES DEPT</b> 3) <b>RELEVANT COMMITTEES DEALING WITH SPECIFIC ISSUES</b>	
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <b>APPLICATION OF ECG ON DIFFERENT TYPES OF CASE STUDIES</b>	

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>2 WEEKS - SPLIT IN 4 MONTHS PERIODS</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	<input checked="" type="checkbox"/> YES			<input type="checkbox"/> NO	
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.  <i>N/A</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	<input checked="" type="checkbox"/> Yes			<input type="checkbox"/> No	
17.	How do you rate the content of the workshop?	<input checked="" type="checkbox"/> High 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	<input checked="" type="checkbox"/> High 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	<input checked="" type="checkbox"/> High 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> Low 1
20.	How do you rate the organizational aspects of the workshop?	<input checked="" type="checkbox"/> High 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> Low 1
21.	How do you rate the accommodation and conference facilities	<input checked="" type="checkbox"/> High 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?  <i>NO</i>					
23.	What did you like most about this workshop?  <i>WELL ORGANISED AS SHOWN ABOVE (17-21)</i>					
24.	Any other recommendations you wish to make to help us improve such workshops  <i>/</i>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
 (EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management? <i>Policy development on water and Sanitation</i>				
2.	In which focus area do you mainly work?	WRAP	<input checked="" type="checkbox"/> RWS	<input checked="" type="checkbox"/> MWV	AWUM
3.	How useful are the EC Guidelines for your work?	High 5	<input checked="" type="checkbox"/>	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	<input checked="" type="checkbox"/>	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.  <i>Project development Stages / Phases</i>				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	<input checked="" type="checkbox"/> Yes		<input type="checkbox"/> No	
7.	If Yes which sections are you most likely to look at or use: <i>Programming</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is.  <i>yes Project development</i>				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>8</i> 2. <i>9</i> 3. <i>10</i>				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <i>7</i> 2. <i>8</i> 3. <i>10</i>				
11.	In your organization who would benefit most from training on the EC Guidelines? <i>All <del>of</del> The Organisation</i>				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>Water Resource development and Management</i>				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question?  <i>3 days</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>			
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.  <i>NCWSTI</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes <input checked="" type="checkbox"/>		No <input type="checkbox"/>		
17.	How do you rate the content of the workshop?	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
20.	How do you rate the organizational aspects of the workshop?	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
21.	How do you rate the accommodation and conference facilities	High 5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?  <i>No</i>					
23.	What did you like most about this workshop?  <i>Information Sharing session in groups</i>					
24.	Any other recommendations you wish to make to help us improve such workshops					

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

Such workshops should provide  
Certificates of attendance



**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*  
*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management? <i>TO MANAGER FOR WATER &amp; SANITATION</i>				
2.	In which focus area do you mainly work?	WRAP	BWS S	MWW <input checked="" type="checkbox"/>	AWUM
3.	How useful are the EC Guidelines for your work?	High 5	<input checked="" type="checkbox"/> 4	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	<input checked="" type="checkbox"/> 4	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.  <i>THE PRINCIPLES ON CHECKLISTS AND THE STAGES ON PROJECT CYCLE</i>				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>		No	
7.	If Yes which sections are you most likely to look at or use: <i>PROJECT CYCLE MANAGEMENT</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is.				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>FORMULATIONS</i> 2. <i>FINANCING</i> 3. <i>IDENTIFICATION</i>				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <i>GENDE EQUITY</i> 2. 3.				
11.	In your organization who would benefit most from training on the EC Guidelines? <i>OFFICIALS DEALING WITH PROJECTS</i>				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>PROJECT MANAGEMENT</i>				

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>TWO WEEK BUT BREAKING IN BEFUCITY</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training? <i>I THINK HALF OF IT.</i>				YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details. <i>NO</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes <input checked="" type="checkbox"/>			No <input type="checkbox"/>	
17.	How do you rate the content of the workshop?	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
20.	How do you rate the organizational aspects of the workshop?	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
21.	How do you rate the accommodation and conference facilities	High 5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	Low 1 <input type="checkbox"/>
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?					
23.	What did you like most about this workshop? <i>PEM</i>					
24.	Any other recommendations you wish to make to help us improve such workshops <i>INVITATIONS TO BE PROVIDE IN TIME AND BE CLEAR ON WHO TO ATTEND. TIME FOR KNOWING SHOULD BE 16H00 NOT 17H00</i>					

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

26 March 2002

#	Question	Score (please tick appropriate box)
25.	<p>Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'</p> <p>DURING WORKSHOP OUTDOOR PROJECT VISIT SHOULD BE UNDERTAKEN.</p>	

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
1.	What is your main role related to water resources management?	yes-				
2.	In which focus area do you mainly work?	WRAP	BWS S	MWW S	AWUM	
3.	How useful are the EC Guidelines for your work?	High 5	4	3	2	Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	4	3	2	Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.	Chapter 12, 13 & 14				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes	<input checked="" type="checkbox"/>	No		
7.	If Yes which sections are you most likely to look at or use:	PCM. (Principles)				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is.	No				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines:	1. Project Cycle Management 2. Glossary of key concepts 3.				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered:	1. Social 2. Environmental 3.				
11.	In your organization who would benefit most from training on the EC Guidelines?	yes				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on?	Project Management & Sustainability				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question?  1 Week					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?  Not sure				YES	NO
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.  N/A					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes		No		
17.	How do you rate the content of the workshop?	High 5	4 ✓	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	4 ✓	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	4 ✓	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4 ✓	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	4 ✓	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?  N/A					
23.	What did you like most about this workshop?  active participation by all.					
24.	Any other recommendations you wish to make to help us improve such workshops  No					

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	NO



**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*  
*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management?				
2.	In which focus area do you mainly work?	WRAP	BWS S	MWW X	AWUM
3.	How useful are the EC Guidelines for your work?	High 5	X	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	X	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.  P C M				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes X	No		
7.	If Yes which sections are you most likely to look at or use:  P C M				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is.  The guideline <sup>hand</sup> book.				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. Programming 2. Identification 3.				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. Social 2. gender 3.				
11.	In your organization who would benefit most from training on the EC Guidelines?  H.O.D & Technical department.				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on?  Project Management.				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)					
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <b>3 wks</b>						
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES	NO				
			<input checked="" type="checkbox"/>				
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details. <b>NCWSTI</b>						
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes		No			
		<input checked="" type="checkbox"/>					
17.	How do you rate the content of the workshop?	High 5	<input checked="" type="checkbox"/>	3	2	Low 1	
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	<input checked="" type="checkbox"/>	3	2	Low 1	
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	<input checked="" type="checkbox"/>	3	2	Low 1	
20.	How do you rate the organizational aspects of the workshop?	High 5	<input checked="" type="checkbox"/>	4	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	4	<input checked="" type="checkbox"/>	2	Low 1	
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?						
23.	What did you like most about this workshop? <b>PCM</b>						
24.	Any other recommendations you wish to make to help us improve such workshops						

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management? <i>Community Water Supply and Sanitation</i>				
2.	In which focus area do you mainly work? <i>BWSS &amp; MWS</i>	WRAP	BWS S	MWW S	AWUM
3.	How useful are the EC Guidelines for your work?	High 5	<i>4</i> ✓	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	<i>4</i> ✓	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are. <i>Project Cycle Management and check lists</i>				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes ✓	No		
7.	If Yes which sections are you most likely to look at or use: <i>Sections dealing with PM</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is.				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: <i>1. PM 2. check lists 3. Definitions</i>				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. 2. 3.				
11.	In your organization who would benefit most from training on the EC Guidelines? <i>Operational Manager and Sectional managers</i>				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>Project Cycle management</i>				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>One week (to be opened &amp; detailed)</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES	NO <input checked="" type="checkbox"/>			
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.  <i>Not</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes <input checked="" type="checkbox"/>			No	
17.	How do you rate the content of the workshop?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?					
23.	What did you like most about this workshop?  <i>The duration of the workshop</i>					
24.	Any other recommendations you wish to make to help us improve such workshops					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
 (EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'.  <i>Inclusion of ALL AFFECTED STAKEHOLDERS</i>	



**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

26 March 2002

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management? <i>Role to water service management. Interim Director Water and Wastewater Eklurhukani Mem</i>				
2.	In which focus area do you mainly work?	WRAP	BWS S	MWW X	AWUM
3.	How useful are the EC Guidelines for your work?	High 5	X	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	X	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are. <i>Guidelines principles</i>				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes X	No		
7.	If Yes which sections are you most likely to look at or use: <i>Guidelines principles</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>PEM.</i>				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>Section Section 8, 9 &amp; 10</i> 2. 3.				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <i>Not necessary</i> 2. 3.				
11.	In your organization who would benefit most from training on the EC Guidelines? <i>from Managers up</i>				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>Into Part II Applications</i>				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>2 days</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES <input checked="" type="checkbox"/>			NO <input type="checkbox"/>	
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes <input checked="" type="checkbox"/>			No <input type="checkbox"/>	
17.	How do you rate the content of the workshop?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?  <i>No</i>					
23.	What did you like most about this workshop?  <i>Spirit of discussion</i>					
24.	Any other recommendations you wish to make to help us improve such workshops  <i>The book to have guiding maps</i>					

#	Question	Score (please tick appropriate box)
25.	<p>Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'</p> <p><i>Make the book more user friendly</i></p>	

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*  
*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

#	Question	Score (please tick appropriate box)				
1.	What is your main role related to water resources management? <i>Policy making &amp; incorporation of provincial within IDP documentation. Assist council in making decision in relation to water management.</i>					
2.	In which focus area do you mainly work?	WRAP <input checked="" type="checkbox"/>	BWS S	MWW <input checked="" type="checkbox"/>	AWUM	
3.	How useful are the EC Guidelines for your work?	High <input checked="" type="checkbox"/>	4	3	2	Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High <input checked="" type="checkbox"/>	4	3	2	Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.					
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>		No		
7.	If Yes which sections are you most likely to look at or use: <i>Part 3 (depends type of project)</i>					
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>PCW cycle, structure &amp; Part III &amp; section 12</i>					
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: <i>1. Part 11 2. Chapter 12 3. Part in part 1</i>					
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: <i>1. Structuring of project department part 11 2. 3.</i>					
11.	In your organization who would benefit most from training on the EC Guidelines? <i>Top management Implementers Participants</i>					
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>see above</i>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>F 4 days</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES	NO			
		<input checked="" type="checkbox"/>				
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes	No			
		<input checked="" type="checkbox"/>				
17.	How do you rate the content of the workshop?	High 5	4	3	2	Low 1
		<input checked="" type="checkbox"/>				
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	4	3	2	Low 1
		<input checked="" type="checkbox"/>				
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	4	3	2	Low 1
				<input checked="" type="checkbox"/>		
20.	How do you rate the organizational aspects of the workshop?	High 5	4	3	2	Low 1
		<input checked="" type="checkbox"/>				
21.	How do you rate the accommodation and conference facilities	High 5	4	3	2	Low 1
		<input checked="" type="checkbox"/>				
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?					
23.	What did you like most about this workshop? <i>In lecture &amp; simulation combined with the participatory presented to learn from experienced curricula!</i>					
24.	Any other recommendations you wish to make to help us improve such workshops <i>Add more to several committees provided during discussion periods.</i>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

*Handwritten scribble*



**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.  
Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management? <i>responsible for implementation of the National Water Act at regional level and operating and maintaining dams and river basins.</i>				
2.	In which focus area do you mainly work?	WRAP <input checked="" type="checkbox"/>	BWS S	MWW S	AWUM <input checked="" type="checkbox"/>
3.	How useful are the EC Guidelines for your work?	High <input checked="" type="checkbox"/>	4	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High <input checked="" type="checkbox"/>	4	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are. <i>What is new is the way normally fragmented issues are combined to make a comprehensive and fairly complete guidance tool. I have never seen this before.</i>				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>		No	
7.	If Yes which sections are you most likely to look at or use: <i>All</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>In my opinion most activities can be seen as projects and various parts of the guidelines can be used for specific issues.</i>				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>Checklists</i> 2. <i>Phases of PCAD and their relevance</i> 3. <i>At Part III</i>				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. 2. 3.				
11.	In your organization who would benefit most from training on the EC Guidelines? <i>Line function and Project/Programme managers</i>				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>Seeing that all important issues of a project are questioned and handled properly where appropriate</i>				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-1 I/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>1 Week Formal 1-2 Weeks In service</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training? <i>Government training funds are limited</i>	YES	NO			
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	<input checked="" type="checkbox"/> Yes			No	
17.	How do you rate the content of the workshop?	High <input checked="" type="checkbox"/> 5	4	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High <input checked="" type="checkbox"/> 5	4	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High <input checked="" type="checkbox"/> 5	4	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4	<input checked="" type="checkbox"/> 3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	4	<input checked="" type="checkbox"/> 3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions? <i>The important integration between the Resource (River, Boxhole, Dam etc.) and the Water Service to users</i>					
23.	What did you like most about this workshop? <i>Openness and integration with and interaction with experiences from colleagues from other organisations</i>					
24.	Any other recommendations you wish to make to help us improve such workshops <i>Target the invitations better.</i>					

26 March 2002

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

26 March 2002

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*  
*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

#	Question	Score (please tick appropriate box)			
		WRAP	BWS	MWW	AWUM
1.	What is your main role related to water resources management? <i>Water &amp; Sewer Planning, Proposals &amp; Implementation (Tech &amp; Social)</i>				
2.	In which focus area do you mainly work?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	How useful are the EC Guidelines for your work? <i>Could be</i>	High 5	4 <i>was</i>	2	Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	<input checked="" type="checkbox"/> 4	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are. <i>THE HOLISTIC VIEW</i>				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>		No	
7.	If Yes which sections are you most likely to look at or use: <i>BWS</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>BRINGS BACK THE NEED TO USE THE PCM ON AN ONGOING BASIS</i>				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>FOCAS AREA</i> 2. <i>PCM</i> 3. <i>GLOSSARY OF KEY CONCEPTS</i>				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. 2. 3.				
11.	In your organization who would benefit most from training on the EC Guidelines? <i>SENIOR MANAGEMENT PROGRAMME MANAGEMENT</i>				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>THE WHOLE/BIG PICTURE OF THE EC CLARITY ON THE PROCESS MAP THROUGH THE SYSTEM</i>				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>1 WEEK WITH FOLLOW UP.</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training? <i>NOT SURE</i>	YES <i>?</i>			NO	
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details. <i>THEY WOULD NEED TO BE TRAINED FULLY ON THE GUIDELINES</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes <i>✓</i>			No	
17.	How do you rate the content of the workshop?	High 5	4 <i>✓</i>	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	4 <i>✓</i>	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	4 <i>✓</i>	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4 <i>✓</i>	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5 <i>✓</i>	4	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?					
23.	What did you like most about this workshop? <i>OPEN, GOOD SHARING, PEOPLE COMMITTED 99%.</i>					
24.	Any other recommendations you wish to make to help us improve such workshops					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	



**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.  
Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

26 March 2002

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management? <i>Catchment Water Management</i>				
2.	In which focus area do you mainly work?	WRAP	BWS S	<del>MWW</del>	AWUM
3.	How useful are the EC Guidelines for your work?	<del>High</del>	4	3	2
4.	How useful is it to have the EC Guidelines on a CD Rom?	<del>High</del>	4	3	2
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>		No	
7.	If Yes which sections are you most likely to look at or use: <i>Formulation of key concepts</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>Continuous monitoring &amp; evaluating of activities.</i>				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>Identification</i> 2. <i>Financing</i> 3. <i>Implementation</i>				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <i>Social issues</i> 2. 3.				
11.	In your organization who would benefit most from training on the EC Guidelines? 1. <i>Managers (Senior &amp; Junior)</i> 2.				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>Financial management Implementation</i>				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>One week each</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training? <i>Source funding</i>				YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details. <i>NCWSTI</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes <input checked="" type="checkbox"/>			No <input type="checkbox"/>	
17.	How do you rate the content of the workshop?	High 5	<input checked="" type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5 <input checked="" type="checkbox"/>	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	<input checked="" type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	<input checked="" type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	<input type="checkbox"/> 4	<input checked="" type="checkbox"/> 3	<input type="checkbox"/> 2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?					
23.	What did you like most about this workshop?					
24.	Any other recommendations you wish to make to help us improve such workshops					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.  
Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
1.	What is your main rôle related to water resources management? <i>ADVISING ON WATER AVAILABILITY</i>					
2.	In which focus area do you mainly work?	<input checked="" type="checkbox"/> WRAP	<input type="checkbox"/> BWS	<input type="checkbox"/> MWW	<input type="checkbox"/> AWUM	
3.	How useful are the EC Guidelines for your work?	High 5	<input checked="" type="checkbox"/>	3	2	Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High <input checked="" type="checkbox"/>	4	3	2	Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.  <i>—</i>					
6.	Realistically, will you make time to refer to the guidelines again after the workshop	<input checked="" type="checkbox"/> Yes		<input type="checkbox"/> No		
7.	If Yes which sections are you most likely to look at or use: <i>WRAP</i>					
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>BEYONDING TOR</i>					
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>PRINCIPLES OF SUSTAINABLE DEVELOPMENT</i> 2. <i>CHALLENGES</i> 3. <i>EXPLANATION OF TECHNICAL TERMS</i>					
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <i>—</i> 2. 3.					
11.	In your organization who would benefit most from training on the EC Guidelines? <i>CHIEF DIRECTORS UPWARDS ENGINEERS</i>					
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>PRACTICAL PROJECTS</i>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question?  <i>1 WEEK</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	<input checked="" type="checkbox"/> YES			<input type="checkbox"/> NO	
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.  <i>—</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	<input checked="" type="checkbox"/> Yes			<input type="checkbox"/> No	
17.	How do you rate the content of the workshop?	High 5	<input checked="" type="checkbox"/> 4	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	<input checked="" type="checkbox"/> 4	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	<input checked="" type="checkbox"/> 4	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	<input checked="" type="checkbox"/> 4	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	<input checked="" type="checkbox"/> 4	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?  <i>—</i>					
23.	What did you like most about this workshop?  <i>LEARNING ABOUT THE PROCESSES INVOLVED IN COMING UP WITH A PROJECT PROPOSAL</i>					
24.	Any other recommendations you wish to make to help us improve such workshops  <i>GIVE THE DOCUMENTATION TO PEOPLE BEFORE THE WORKSHOP.</i>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	



26 March 2002

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

26 March 2002

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management? <i>PLANNING</i>				
2.	In which focus area do you mainly work?	WRAP <input checked="" type="checkbox"/>	BWS <input checked="" type="checkbox"/>	MWW <input checked="" type="checkbox"/>	AWUM
3.	How useful are the EC Guidelines for your work?	High <input checked="" type="checkbox"/> 5	4	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	4	<input checked="" type="checkbox"/> 3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are.  <i><del>COMBINATION OF</del> PRINCIPLES COMBINED INTO ONE DOCUMENT</i>				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>	No		
7.	If Yes which sections are you most likely to look at or use: <i>PART II &amp; III</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is.  <i>PART III : FORMATS (CHAPTER 15)</i>				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>CHAPTERS 6-11</i> 2. <i>CHAPTER 12</i> 3. <i>CHAPTER 13</i>				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. 2. 3.				
11.	In your organization who would benefit most from training on the EC Guidelines?  <i>PROJECT ENGINEERS PLANNING ENGINEERS</i>				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on?  <i>SEE 11.</i>				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question?  <i>2 FULL DAYS</i>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?  <i>PROVIDE VENUE</i>	YES	NO			
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details.  <i>IMEISA SAICE</i>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes			<input checked="" type="checkbox"/> No	
17.	How do you rate the content of the workshop?	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	4 <input checked="" type="checkbox"/>	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	4	3 <input checked="" type="checkbox"/>	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	4	3 <input checked="" type="checkbox"/>	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions?					
23.	What did you like most about this workshop?  <i>INFORMAL STYLE</i>					
24.	Any other recommendations you wish to make to help us improve such workshops					

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

26 March 2002

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

SECTORIAL TRAINING :-  
LOCAL GOVERNMENT, DWAF,  
CONSULTANTS.

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*  
*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)			
1.	What is your main role related to water resources management? <i>Council</i>				
2.	In which focus area do you mainly work?	WRAP	<del>BWS</del>	MWW S	AWUM
3.	How useful are the EC Guidelines for your work?	High 5	4	3	2 Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High 5	<del>X</del>	3	2 Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are. <i>IT WAS SOMETHING NEW TO ME BUT HELPFUL</i>				
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <del>X</del>	No		
7.	If Yes which sections are you most likely to look at or use: <i>IDENTIFICATION/EVALUATION?</i>				
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>IT HELPS A LOT ESPECIALLY WITH THE PROJECTS.</i>				
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: 1. <i>MAAD</i> 2. <i>BASIC FRESH WATER</i> 3.				
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: 1. <i>TECHNOLOGY</i> 2. <i>FUNDAMENTAL</i> 3.				
11.	In your organization who would benefit most from training on the EC Guidelines? <i>MATHUKU (A.P.A) LOIS</i>				
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>PROJECTS</i>				

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)					
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>ONE WEEK</i>						
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details. <i>NO</i>						
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17.	How do you rate the content of the workshop?	High 5	<input checked="" type="checkbox"/>	3	2	Low 1	
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5	<input checked="" type="checkbox"/>	4	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5	<input checked="" type="checkbox"/>	4	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5	<input checked="" type="checkbox"/>	4	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5	<input checked="" type="checkbox"/>	4	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions? <i>FUNDING OF PROJECTS.</i>						
23.	What did you like most about this workshop? <i>CO-OPERATION AMONG THE PEOPLE</i>						
24.	Any other recommendations you wish to make to help us improve such workshops <i>LESS NUMBER OF ATTENDANCE -</i>						

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	

THE PROJECT TO REACH THE PROVINCES.



**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.  
Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)
---	----------	--

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

26 March 2002

#	Question	Score (please tick appropriate box)				
1.	What is your main role related to water resources management? <i>Service delivery and monitoring</i>					
2.	In which focus area do you mainly work?	WRAP	BWS S	MWW <input checked="" type="checkbox"/>	AWUM	
3.	How useful are the EC Guidelines for your work?	High <input checked="" type="checkbox"/>	4	3	2	Low 1
4.	How useful is it to have the EC Guidelines on a CD Rom?	High <input checked="" type="checkbox"/>	4	3	2	Low 1
5.	In your brief introduction to the EC Guidelines are there any ideas or principles presented in the guidelines, which are new to you? If so please indicate what they are. <i>Yes, Checklist, Formulation</i>					
6.	Realistically, will you make time to refer to the guidelines again after the workshop	Yes <input checked="" type="checkbox"/>	No			
7.	If Yes which sections are you most likely to look at or use: <i>Chapter 10, 8, 9, and all</i>					
8.	Have you found material in the guidelines that will have a direct bearing on your work in any aspect of project management? If so, please say what it is. <i>Identification financing - Evaluation Checklist</i>					
9.	When doing the case study which were the 3 most useful sections or tools provided in the EC Guidelines: <i>1. Sustainability 2. Focus AREA 3. Financial</i>					
10.	When using the EC Guidelines for the case study were there any topics that you felt were not (well) covered: <i>1. NO 2. 3.</i>					
11.	In your organization who would benefit most from training on the EC Guidelines? <i>Yes, I wish I got it from the Beginning</i>					
12.	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>PROJECT cycle</i>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-1 I/DEV/ENV)

#	Question	Score (please tick appropriate box)				
13.	What would be an appropriate duration for a training covering the topics you listed in the previous question? <p align="center">Two weeks</p>					
14.	Would your organization / yourself be willing and able to pay or source funding for such training?	YES		NO		
		<input checked="" type="checkbox"/>		<input type="checkbox"/>		
15.	Do you know any organization in your area/province that could provide training on the EC Guidelines? Please supply details. <p align="center">NCWST</p>					
16.	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers' event?	Yes		No		
		<input checked="" type="checkbox"/>		<input type="checkbox"/>		
17.	How do you rate the content of the workshop?	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
18.	How do you rate the facilitation by the workshop trainers / facilitators?	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
19.	How do you rate the materials / handouts provided throughout the workshop?	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
20.	How do you rate the organizational aspects of the workshop?	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
21.	How do you rate the accommodation and conference facilities	High 5 <input checked="" type="checkbox"/>	4	3	2	Low 1
22.	Are there any topics related to water resource management that have not been discussed during this workshop that you feel should be added to the training sessions? <p align="center">FREE BASIC WATER</p>					
23.	What did you like most about this workshop? <p align="center">The way the facilitators handle the cost THE ECG.</p>					
24.	Any other recommendations you wish to make to help us improve such workshops <p align="center">I was satisfied about the procedures</p>					

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

#	Question	Score (please tick appropriate box)
25.	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'	
	<p>To be supplied with the idea of what were are going to discuss before hand.</p>	

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

**EC Guidelines Awareness Workshop – SOUTH AFRICA**  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
1	What is your main role related to water resources management? <i>Environmental Management &amp; Environmental Health</i>					
2	In which focus area do you mainly work?	WRAP	BWSS <input checked="" type="checkbox"/>	MWWS <input checked="" type="checkbox"/>		AWUM
3	How useful are the EC Guidelines for your work?		<input checked="" type="checkbox"/>			
4	How useful is it to have the EC Guidelines on a CD Rom?	<input checked="" type="checkbox"/>				
5	What do you feel is the most important message in EC Guidelines? <i>Proper Planning</i>					
6	Do you plan to use the EC Guidelines in your work?		Yes <input checked="" type="checkbox"/>		No	
7	Please list 3 most useful sections or tools provided in the EC Guidelines: 1. <i>Standard Definitions</i> 2. <i>Tools</i> 3. <i>Financing</i>					
8	Please list up to 3 topics that are not (well) covered in the EC Guidelines: 1. 2. 3.					
9	In your organization who would benefit most from training on the EC Guidelines? <i>Regional Managers &amp; Programme Directors</i>					
10	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>All elements of P.C.M. in detail</i>					
11	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>5 days</i>					
12	Would your organization / yourself be willing and able to pay or source funding for such training? <i>YES</i>					
13	Which organizations in your country or region would be best placed to provide such training? <i>NCS &amp; Tertiary institutions</i>					
14	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers event?		Yes <input checked="" type="checkbox"/>		No	

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

	Your feedback on this awareness raising workshop	Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
15	How do you rate the content of the workshop?		✓			
16	How do you rate the organizational aspects of the workshop?		✓			
17	How do you rate the facilitation by the workshop trainers / facilitators?		✓			
18	How do you rate the materials / handouts provided throughout the workshop?		✓			
19	What topics have you missed most during this workshop?					
20	What did you like most about this workshop?  <i>Day one. Presentation style is good ie. cards.</i>					
21	Any other recommendations you wish to make to help us improve such workshops					
22	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DFID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'					

→ 2<sup>nd</sup> day  
→ 1<sup>st</sup> day  
→ 1<sup>st</sup> day

Building Capacity for a Strategic Approach to Water Resources Development and Management  
(EC Contract B7-6200/00-11/DEV/ENV)

EC Guidelines Awareness Workshop – SOUTH AFRICA

Written evaluation

*answered those which I  
can after third day*

We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.

Please be very frank in your answers and thank you for writing clearly.

#	Question	Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
	<i>Note: day one only</i>					
1	What is your main role related to water resources management? <i>Policy, institutional transformation, sustainability</i>					
2	In which focus area do you mainly work? <i>WATER</i>	WRAP	BWSS <input checked="" type="checkbox"/>	MWWS	AWUM	
3	How useful are the EC Guidelines for your work?					
4	How useful is it to have the EC Guidelines on a CD Rom?					
5	What do you feel is the most important message in EC Guidelines? <i>Ask the right questions (something engineers are very bad at)</i>					
6	Do you plan to use the EC Guidelines in your work?	Yes <input checked="" type="checkbox"/>	No			
7	Please list 3 most useful sections or tools provided in the EC Guidelines: 1. 2. 3.					
8	Please list up to 3 topics that are not (well) covered in the EC Guidelines: 1. 2. 3.					
9	In your organization who would benefit most from training on the EC Guidelines? <i>myself</i>					
10	If training on the EC Guidelines would be provided, what should training mainly focus on?					
11	What would be an appropriate duration for a training covering the topics you listed in the previous question?					
12	Would your organization / yourself be willing and able to pay or source funding for such training? <i>Doubtful</i>					
13	Which organizations in your country or region would be best placed to provide such training? <i>Northern part of country incl Gauteng: NCWSTI</i>					
14	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers event? <i>N/A</i>	Yes	No			

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-1 I/DEV/ENV)

	Your feedback on this awareness raising workshop	Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
15	How do you rate the content of the workshop?					
16	How do you rate the organizational aspects of the workshop?					
17	How do you rate the facilitation by the workshop trainers / facilitators?					
18	How do you rate the materials / handouts provided throughout the workshop?					
19	What topics have you missed most during this workshop?					
20	What did you like most about this workshop?	<i>Interactive parts</i>				
21	Any other recommendations you wish to make to help us improve such workshops					
22	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'					

*Really would have liked to stay for the 3 day but it is just impossible*



EC Guidelines Awareness Workshop – SOUTH AFRICA  
Written evaluation

We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.

Please be very frank in your answers and thank you for writing clearly.

#	Question	Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
1	What is your main role related to water resources management? <i>Capacity building training &amp; project Management</i>					
2	In which focus area do you mainly work?	WRAP	BWSS	MWWS	AWUM	
3	How useful are the EC Guidelines for your work?	<input checked="" type="checkbox"/>				
4	How useful is it to have the EC Guidelines on a CD Rom?	<input checked="" type="checkbox"/>				
5	What do you feel is the most important message in EC Guidelines? <i>Approach &amp; tools to guide project implementors.</i>					
6	Do you plan to use the EC Guidelines in your work?	Yes	<input checked="" type="checkbox"/>	No		
7	Please list 3 most useful sections or tools provided in the EC Guidelines: 1. <i>Part II - Application.</i> 2. <i>Part III - Aids.</i> 3.					
8	Please list up to 3 topics that are not (well) covered in the EC Guidelines: 1. 2. 3. <i>Not yet ready for answering (NYR).</i>					
9	In your organization who would benefit most from training on the EC Guidelines? <i>Project Managers and businessplan compilers.</i>					
10	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>"Putting it into practice"</i>					
11	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>2 days</i>					
12	Would your organization / yourself be <u>willing</u> and able to pay or source funding for such training? <i>Yes.</i>					
13	Which organizations in your country or region would be best placed to provide such training? <i>NCWSTI</i>					
14	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers event?	Yes	<input checked="" type="checkbox"/>	No		

Your feedback on this awareness raising workshop		Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
15	How do you rate the content of the workshop?	<input checked="" type="checkbox"/>				
16	How do you rate the organizational aspects of the workshop?	<input checked="" type="checkbox"/>				
17	How do you rate the facilitation by the workshop trainers / facilitators?	<input checked="" type="checkbox"/>				
18	How do you rate the materials / handouts provided throughout the workshop?		<input checked="" type="checkbox"/>			
19	What topics have you missed most during this workshop? <i>for today: None.</i>					
20	What did you like most about this workshop? <i>Looks to be very organized.</i>					
21	Any other recommendations you wish to make to help us improve such workshops <i>Use recent and most up-to-date materials.</i>					
22	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management' <i>Keep on improving. thanks</i>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

**EC Guidelines Awareness Workshop – SOUTH AFRICA**  
Written evaluation

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
1	What is your main role related to water resources management?			✓		
2	In which focus area do you mainly work?	WRAP	BWSS	MWWS	AWUM	
3	How useful are the EC Guidelines for your work?		✓			
4	How useful is it to have the EC Guidelines on a CD Rom?		✓			
5	What do you feel is the most important message in EC Guidelines?  <i>Think strategically - check checklist</i>					
6	Do you plan to use the EC Guidelines in your work?	Yes	✓	No		
7	Please list 3 most useful sections or tools provided in the EC Guidelines:  1. <i>Checklists</i> 2. <i>3D approach</i> 3. <i>Brief headings &amp; bullets.</i>					
8	Please list up to 3 topics that are not (well) covered in the EC Guidelines:  1. <i>\</i> 2. <i>All seem to be covered.</i> 3. <i>\</i>					
9	In your organization who would benefit most from training on the EC Guidelines?  <i>Planners</i>					
10	If training on the EC Guidelines would be provided, what should training mainly focus on?  <i>Planning</i> <i>Monitoring</i> <i>Evaluation</i>					
11	What would be an appropriate duration for a training covering the topics you listed in the previous question?  <i>2 days</i>					
12	Would your organization / yourself be willing and able to pay or source funding for such training?  <i>Yes</i>					
13	Which organizations in your country or region would be best placed to provide such training?  <i>NCWSTI</i>					
14	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers event?	Yes	✓	No		

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

Your feedback on this awareness raising workshop		Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
15	How do you rate the content of the workshop?		✓			
16	How do you rate the organizational aspects of the workshop?	✓				
17	How do you rate the facilitation by the workshop trainers / facilitators?		✓			
18	How do you rate the materials / handouts provided throughout the workshop?		✓			
19	What topics have you missed most during this workshop?  <i>None</i>					
20	What did you like most about this workshop?  <i>The interactive nature / format</i>					
21	Any other recommendations you wish to make to help us improve such workshops  <i>Keep up the good work</i>					
22	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DfID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'  <i>Advertise at high level to get buy-in eg at SAAWU</i>					

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

**EC Guidelines Awareness Workshop – SOUTH AFRICA**  
**Written evaluation**

*We would very much appreciate your feedback, which will help us improve on raising awareness and building capacity for a strategic approach to water resources management.*

*Please be very frank in your answers and thank you for writing clearly.*

#	Question	Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
1	What is your main role related to water resources management? <i>CE of a Water Board</i>					
2	In which focus area do you mainly work?	<input checked="" type="checkbox"/> WRAP	<input type="checkbox"/> BWSS	<input type="checkbox"/> MWWS	<input type="checkbox"/> AWUM	
3	How useful are the EC Guidelines for your work?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	How useful is it to have the EC Guidelines on a CD Rom?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	What do you feel is the most important message in EC Guidelines? <i>Integrated planning and scientific approach</i>					
6	Do you plan to use the EC Guidelines in your work?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> No
7	Please list 3 most useful sections or tools provided in the EC Guidelines: 1. <i>Project Planning.</i> 2. 3.					
8	Please list up to 3 topics that are not (well) covered in the EC Guidelines: 1. <i>N/A</i> 2. 3.					
9	In your organization who would benefit most from training on the EC Guidelines? <i>The whole org.</i>					
10	If training on the EC Guidelines would be provided, what should training mainly focus on? <i>Integrating / Inter-link with other sectors.</i>					
11	What would be an appropriate duration for a training covering the topics you listed in the previous question? <i>One week.</i>					
12	Would your organization / yourself be willing and able to pay or source funding for such training? <i>Not at the moment.</i>					
13	Which organizations in your country or region would be best placed to provide such training? <i>NPI</i>					
14	(For organizations with in-house trainers only) Would you be interested to send your trainers to a training of trainers event?	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> No

**Building Capacity for a Strategic Approach to Water Resources Development and Management**  
(EC Contract B7-6200/00-11/DEV/ENV)

25 March 2002

	Your feedback on this awareness raising workshop	Score (please tick appropriate box)				
		High 5	4	3	2	Low 1
15	How do you rate the content of the workshop?	✓				
16	How do you rate the organizational aspects of the workshop?	✓				
17	How do you rate the facilitation by the workshop trainers / facilitators?	✓				
18	How do you rate the materials / handouts provided throughout the workshop?	✓				
19	What topics have you missed most during this workshop?					
20	What did you like most about this workshop?  <i>Sharing the experiences of others.</i>					
21	Any other recommendations you wish to make to help us improve such workshops  <i>None</i>					
22	Any other recommendations you wish to make to help us achieve better the objectives of the 'EC-DFID Capacity Building Programme for a Strategic Approach to Water Resources Development and Management'  <i>None</i>					