

Capacity building programme CMA Board South Africa

Report Seminar series for the Governing Boards of Inkomati CMA and Breede-Overberg CMA

Goal of the project

Goal of the project is to develop and offer a series of seminars for the CMA governing board. Furthermore, one of the goals of the capacity building is to obtain a sustainable training organisation in South Africa. The outline of these seminars is prepared during a fact finding mission in October 2006. General aim from the proposal is:

Participants will talk after the course about 'my' CMA. The seminar gives tools to all members of the Board to improve their performance and to contribute to the code of conduct. The seminar contributes to more knowledge, the right attitude and governing skills. The seminar will be developed by SWO in cooperation with the project. Part of the seminar is lectured by South Africans, partly by the 2 Dutch Waterschappen involved in the project.)



Context

South Africa is changing towards sustainable water resource management for the benefit of all persons. Goal is to improve the socio-economic situation by a more equitable allocation, use of water and access to water.

The National Water Act (Act 36 of 1998) is the framework for future water resource management. One of the elements of the act is the restructuring of the water resource management institutions:

- Decentralisation from central to regional government → establish 19 Catchment Management Agencies (CMA's)
- Establishing Catchment Management Strategies for each CMA
- Installation of Water user associations and advisory committees

The CMA Inkomati is established in 2006 and the CMA Breede-Overberg last October (2007). The Dutch waterschappen Groot-Salland and Fryslan and the UvW cooperate in the LOGO South project LOGO.WT81.5 project, in order to exchange the Dutch

experience and to strengthen the South African CMA's. One of the intentions is to join efforts on capacity building, to strengthen the new CMA's. SWO has organised a seminar series for the two Governing boards. This report gives the result of this training activities.

Methods

The seminar is developed according the standards and way of working of the Dutch Training Centre for Water management SWO. For and by professionals and tailor made for the target group.

The seminar is divided into 4 sessions. Each session has a theme and consists of diverse teaching methods, like lecture, role play, group discussion, presentation, excursion, assignment etc. The seminar programme in brief:

- Session 1: The CMA and the board members (2 days)
- Session 2: The board members and their stakeholders (2 days)
- Session 3: Integrated Water Resource Management in practice (2 days)
- Session 4: The planning and control cycle (2 days)

The outline of the programme is general and the largest part will be uniform for each CMA. Due to the different experience of the two governing boards and the regional differences (stakeholders, local water management problems) different versions of the seminar were offered to Inkomati (ICMA) and to Breede-Overberg (BOCMA). In future the seminar can easily be adapted for other CMA's.



Development of the seminars

The seminars were developed in South Africa, just before the seminar was delivered. In order to realise a tailor made, appropriate programme, a lot of information had to be exchanged between the professionals from South Africa and the Dutch professionals. Changes in the programme were made until the day of the offering. As a lot of the programme consisted of skills and training components, just a small amount of hand outs was produced.

Delivery of the seminars

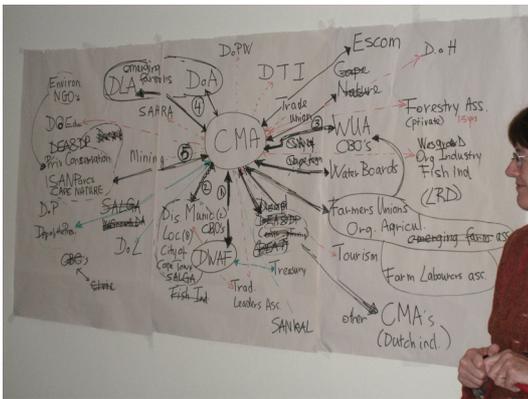
The seminars for ICMA were offered in July and November 2007 and January and March 2008; For BOCMA the seminars were offered in November 2007, January and March 2008. The BOCMA seminar contained more aspects of the introduction for the new board. Trainers were as well Dutch professionals and South African professionals. A short GB meeting was integrated in each of the BOCMA seminars. Also the results of the seminar (f.i. focus on stakeholders, identity of the board) were integrated in the business plan.

Results

Participants

The board members of ICMA and BOCMA were all very satisfied with the seminar series. During the first seminar they had to get familiar with the methods and the interaction. After

the seminar series was finished they all well understood and appreciated the programme and the methods used. The board members showed a positive intention to cooperate to each other and they mentioned the discussions and interaction as valuable. Also the exchange of Dutch –and Inkomati- experience was felt as very good. The board worked well together and a lot of understanding was built. The governors listened to the arguments and ideas of their colleagues and were willing to support the weaker ones. They felt proud on the board as a whole and on the members. They suggested that there would be a follow up with exchange of information from the Dutch waterschappen and the South African CMA's. And a kind of seminar for the staff was also recommended.



Programme

The draft programme from the proposal was developed just before each seminar. The draft programmes were e-mailed to the South African counterparts and discussed one or two days before the seminar would start. The programme of each seminar had a clear topic; the schedule was designed to create enough changes in teaching methods. Sometimes the lectures were too long and contained too much information. The participants appreciated most the different practices, interactions and discussions. The participants needed time to internalise the information –new items, best practical means and own ideas-. Sometimes the programme was too dense for the internalisation step. The sequence in the 4 seminars is good; a period of approx. 6 weeks between the different seminars is a good period.

Trainers

The seminar chair, being an experienced trainer and board member of Waterschap Groot Salland, was a very good and stable factor in the seminar series. The participants really appreciated the familiar faces in the series. Due to the changing programmes, a lot of flexibility was asked from the two SWO-trainers. The presence of an independent party to organise and deliver the seminar was one of the factors of success. Furthermore a number of Dutch and South African professionals were scheduled and gave presentations. Special attention is needed for the professionals as trainers. The professionals often give an overload of information and the presentation must be held from the point of view of the governors (not of the managing part).

Venue

In total 7 seminars were offered, 4 in Inkomati and 3 in Breede-Overberg. All of them in other venues. The venues were of different quality. Most times the “class room” was dark; sometimes noisy. The organisation felt the lack of facilitation (copy facilities, copier, white board, puncher, etc).



Organisation in South Africa

In the proposal the appointment of 2 South African counterparts for SWO was foreseen. An associate course manager and a course assistant would organise the seminars in South Africa, supervised by SWO. The associate course manager is involved in the overall organisation, preparation of the reader and the contact with the professionals to hold a presentation. The course assistant is involved in logistics, copies and communication.

The course assistance is carried out by DWAF Pretoria. The communication between SWO and DWAF was done by e-mail and the understanding of needs improved during the seminar series. All logistic arrangements were made by DWAF. Especially in Inkomati the arrangements were booked on the very last minute. SWO couldn't rely that everything –including the people who were asked for presentations- was arranged.

The associate course manager was unfortunately not filled in. Especially the care before and after the seminar was poor. For instance the feed back letter to the stakeholders was not send.

During the seminars some DWAF employees were exposed to the programme. There would have been possibilities to really involve them in the programme and let them learn by doing. Generally it is not advisable to have too much people just watching a training. Especially when skills are practised this will bother the participants.

The train the trainer aspect and the coordination between the different presenters is just poorly realised. Due to the missing of an associate course manager, just a few steps could be made to build a South African Water Academy

Recommendations

- A 2-day workshop is advisable to discuss this report and to make some further steps to institutionalise a “South African Water Academy”.
- The seminar would preferable offered during the introduction of the new board. Some of the results of discussion during the seminar can be integrated in the business plan
- The Breede-Overberg schedule is a good example of an introduction seminar. The programme must be well balanced between lecture, group work, discussion
- The duration of each seminar (2 days) is good; more days is too challenging
- All the board members are present during the seminar series.
- The programme and the schedule must we well discussed with the chair person, before the series start. The chair person plays a very important role in motivating the governing board.
- The organisation –trainers, presenters and logistics- must be perfect.
- A seminar chair is recommended to be the stable factor during the seminars. Independent trainers –not involved in the South African restructuring of the Water institutions- will improve the training of the board and the process of cooperation between the board members.

- Exchange of experience –for professionals by professionals- is felt as very valuable for the board; as well South African experience and Dutch experience. In future seminars some board members from an other cma or waterschap could be involved as well as a CEO.
- In order to create consistency in the programme the different presenters should exchange their presentation and message.
- A come back seminar is recommended to refresh and update the lessons learned. We propose a frequency of one seminar every year.



Appendices

- 1 Results of the written evaluation after the seminars series, for the Inkomati CMA and the Breede-Overberg CMA
- 2 Lessons learned for ICMA
- 3 Lessons learned for BOCMA
- 4 Seminar file with schedule and all presentations (available with the constituent and the members involved in the project group LOGO South project LOGO.WT81.5 project)

SWO/Agnes Maenhout/29-4-2008