



Capacity building programme CMA South Africa (2009)

Report

Course governmental sensitivity for the staff of Inkomati CMA and Breede-Overberg CMA



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Strategic thinking and Governmental sensitivity: The Interaction between the staff and the board (3 days)

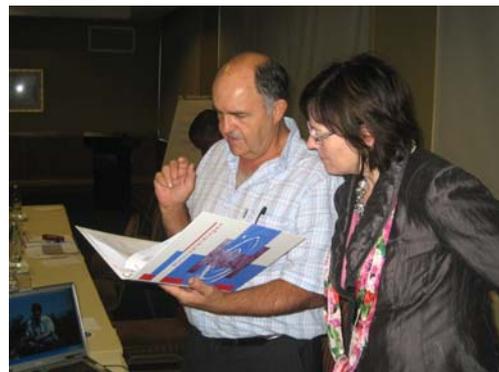
Goal of the course

Goal of the course is to strengthen the staff of the CMA's. Special focus was put on the cooperation between the staff and the governing board. The outline of the course is prepared during the seminar series for the governing board of ICMA and BOCMA in 2008. Furthermore, one of the targets of the capacity building is to obtain a sustainable training institution in South Africa.

General aim for the course is:

The participants of the course can afterwards:

- *Explain the role of the Governing Board*
- *Explain the role of the CEO, management and staff*
- *Convert technical and financial information to the governing board to enable the Board to make decisions easily. Including risk involvement (interface);*
- *Write proposals to approve for the board*
- *Understand the links/ relations between the different water sector institutions (water services, integrated water resource management, etc)*
- *Use communication skills to deal with internal and external stakeholders*
- *Attribute to shared values for their agency.*



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 → establishment of 19 (9?) 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 knowledge and experiences 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 series of courses for the two Governing boards in 2007 and 2008.

Programme and teaching methods

The course is developed according to the standards and way of working of SWO/ Wateropleidingen, the Dutch Training Institute for Water Management. For and by professionals and tailor made for the target group. Several training methods are used in the course, like lectures, group work and individual activities. The methods combine the didactical approach: see, hear, write and do. Skills are trained in combination with exchange of knowledge and know-how. Participants are invited to practice skills. The use of localised case studies will be part of the course.

The outline of the programme is general and the largest part will be uniform for each CMA. In future the course can easily be adapted for other CMA's.



Development and delivery of the course

The final course programme was settled in South Africa, just before the course was delivered. In order to realise a tailored, 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.

The course was offered in February 18-20 of 2009 for a combined group of ICMA and BOCMA. Trainers were Dutch and South African professionals.

Results

Participants

Fourteen participants attended the course, being the chair person and 3 board members of BOCMA

- The CEO and 4 staff members from BOCMA
- The CEO and 5 staff members from ICMA
- A staff member from the regional DWAF office

Three of the participants attended 1 day.

The staff members of ICMA and BOCMA were all satisfied with the course. The board members felt sometimes "a repetition" of the board seminars. Some parallel components were special designed for the board members. In fact the target group of the course was the staff of the CMA. The board members and the CEO's gave input to their staff

members to understand the role and responsibilities of the governing board. The staff members showed a positive intention to cooperate to each other and they mentioned the discussions and interactions with the board as valuable. Also the exchange of Dutch, Inkomati and BOCMA experiences was highly appreciated. At the end of the course the participants used a written evaluation form to assess the course. The overall score was good (see also appendix)

| Results evaluation by the participants | | | | Wateropleidingen |
|---|------------------|----------------------|-----------------|--------------------------|
| Average score on different aspects | | | | average judgement |
| aspects | # partic. | average score | verdict | 2008 |
| Opinion course as a whole (q 19) | 14 | 4,00 | good | 3,83 |
| Contents (q 1) | 14 | 4,00 | good | 3,91 |
| Depth and details (q 3) | 14 | 3,40 | could be better | 3,80 |
| Applicability (q 7) | 14 | 4,00 | good | 3,80 |
| Trainers | | | | 4,07 |
| Mrs. Godelieve Wijffels | 14 | 4,50 | good | |
| Mr. Hein van Stokkom | 14 | 4,50 | good | |
| Mr. Willie Enright | 14 | 4,25 | good | |

Programme

The draft programme for the 3 days course was adjusted just before the start of the course. The draft programme was e-mailed to the South African counterparts months in advance and discussed one or two days before the course would start. The final programme of the course was presented to the participants at the start.



Trainers

The course chair, being an experienced trainer and board member of Waterschap Groot Salland, was a very good and stable factor in the course. She was familiar with the CMA organisation and the Governing board. She had been course chair in the Board seminars too. The presentations were given by a Dutch CEO and the South African CEO's and personal assistant of the CEO.

Venue

The venue, The Lord Charles in Somerset West was excellent. It was very important to have the staff members outside the office.

Organisation in South Africa

The course assistance was carried out by DWAF Pretoria. The communication between SWO and DWAF was done by e-mail. All logistic arrangements and communication with the CMA's were made by DWAF and the CEO's.



Recommendations

- A 2-day workshop is advisable to discuss this report together with the reports of the Governing Board seminars and the Ilso report to make some further steps to institutionalise a "South African Water Academy".
- The duration of the course (3 days) was good;
- More staff members could attend; the number of participants is preferable 12-16.
- The programme and the schedule should be well discussed with the CEO, before the course starts. The CEO plays an important role in the goals of the course and motivating the staff.
- The venue should be out of the office
- The organisation –trainers, presenters and logistics- must be perfect.
- A course chair is recommended to be the stable factor during the course. Independent trainers –not involved in the South African restructuring of the Water institutions- will improve the training
- Exchange of experience –for professionals by professionals- is felt as very valuable for the board and staff; as well South African experience and Dutch experience.
- The presence of the chair person and some board members of the CMA gave as well valuable input as stress to the participants. Next course, the role of chair/person and board members can be limited to a part (1 day) of the course.
- A come back course on governmental sensitivity is recommended to refresh and update the lessons learned and to share with new colleagues. We propose a frequency of one course every year.

Appendices

Results of the written evaluation after the course

SWO/Agnes Maenhout/6-4-2009