


A SUSTAINABLE OPERATIONAL GOVERNANCE FRAMEWORK AS AN EFFECTIVE WATER SERVICE DELIVERY APPROACH FOR WATER BOARDS IN SOUTH AFRICA

T.P. Ntuli^{1*}, V. Mmbengwa²; and J. A Groenewald²

^{1*}Department of Water Affairs and Development Studies, Nelson Mandela Metropolitan University, Port Elizabeth, Eastern Cape, RSA.

²Department of Development Studies, Nelson Mandela Metropolitan University, Port Elizabeth, Eastern Cape, RSA.
International Conference on FRESH WATER GOVERNANCE FOR SUSTAINABLE DEVELOPMENT: 6th November, 2012.
Champagne Sports Resort, Central Drakensburg, South Africa


TABLE OF CONTENTS

- ▶ Purpose of the presentation
 - ▶ Rationale of the presentation
 - ▶ Operational areas of Water Boards (study area)
 - ▶ Context of the presentation
 - ▶ Methodology
 - ▶ Findings
 - ▶ Conclusion and recommendations
- 

PURPOSE OF THE PRESENTATION

- ▶ To share outcomes of the research study (2010 – 12) on sustainable governance for water boards in South Africa in improving water service delivery by strengthening stakeholder development and institutional management within their operations;


AIM OF STUDY

- ▶ To understand the relationship of factors that have an effect on the sustainable governance of water boards in South Africa:
 - ▶ GOVERNANCE QUALITY
 - ▶ GOVERNANCE EFFECTIVENESS
 - ▶ MANAGEMENT EFFECTIVENESS
- 

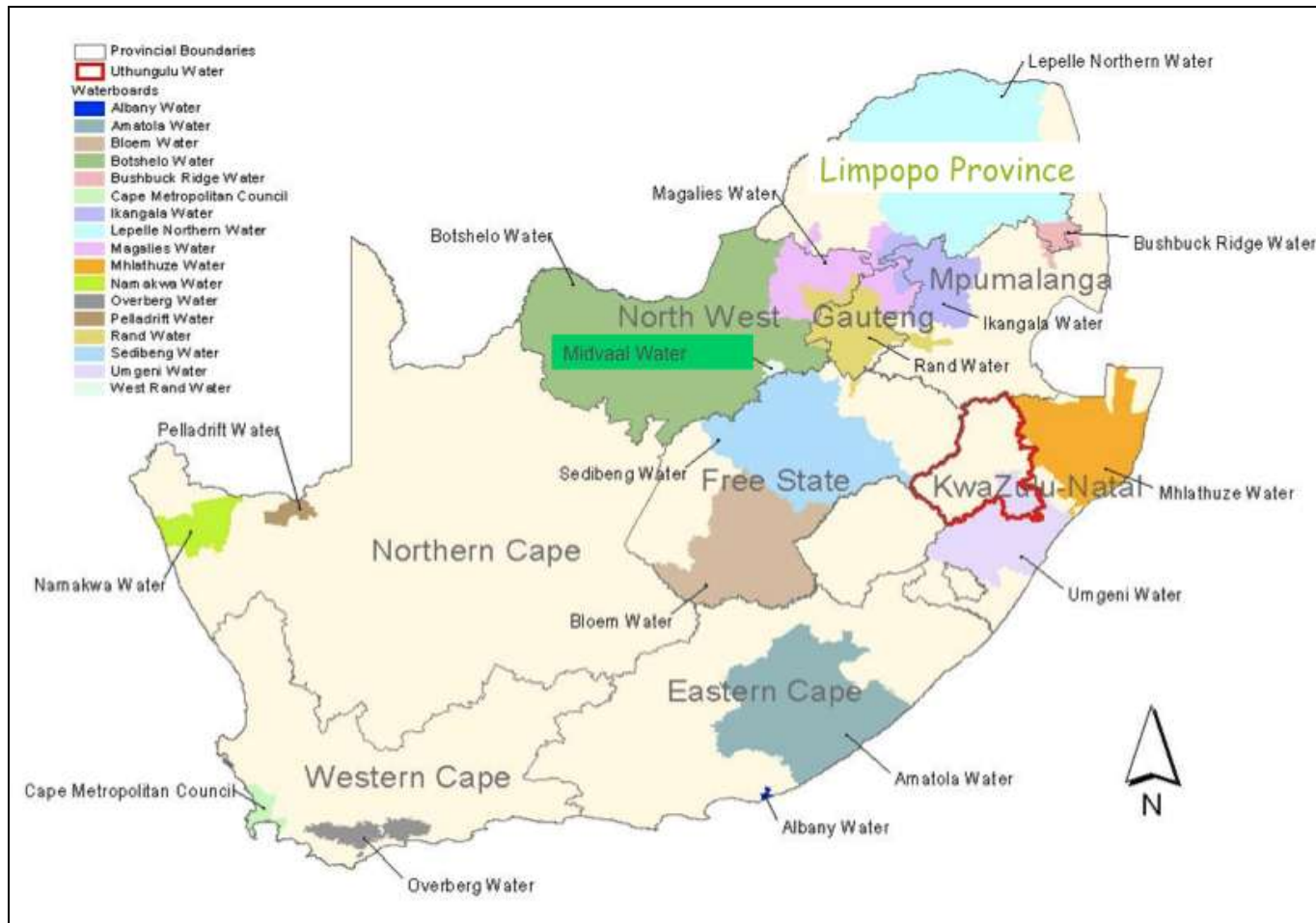
RATIONALE OF THE PRESENTATION

- ▶ Problems relating to water around the world are described as a consequence of lack of sustainable water governance:
 - Second World Water Forum (2000)
 - United Nations Secretary General High level Panel (2002)
 - Achievement of 2015 MDGs
 - Reduction of poverty and improvement of peoples' livelihoods
 - **Access and rights of water services**


DEVELOPMENTAL ASPECT

- ▶ The United Nations' Millennium Development Goals (MDGs) set targets that have to be met by the year 2015,
 - ▶ 1990 as the baseline year, and which requires that the world halve the proportion of people without sustainable access to safe drinking water and basic sanitation.
- 


OPERATIONAL AREAS FOR WATER BOARDS




LEGISLATIVE AND POLICY MANDATE FOR WATER BOARDS

- ▶ Water Boards (WBs) derive their mandate from the Water Services Act, Act 108 of 1997
 - ▶ WBs are listed in PFMA, 1999, as **Schedule 3(B): National Government Business Enterprises**
 - ▶ Policy mandate in the Strategic Framework for Water Services, 2003
 - ▶ Minister of Water and Environmental Affairs is the only shareholder of WBs
- 


CONTEXT OF THE PRESENTATION

- ▶ Understanding water governance
 - ▶ Status of water service delivery in South Africa
 - ▶ Status of water service delivery protest in South Africa
- 


UNDERSTANDING WATER GOVERNANCE

- ▶ Definition
 - ▶ Theory
 - ▶ Practices
 - ▶ Types
- 

DEFINITION OF WATER GOVERNANCE

- ▶ The Global Water Partnership: the range of political, social, economic and administrative systems that are in place to develop and manage water resources, and delivery of water services, at different levels of society
- 

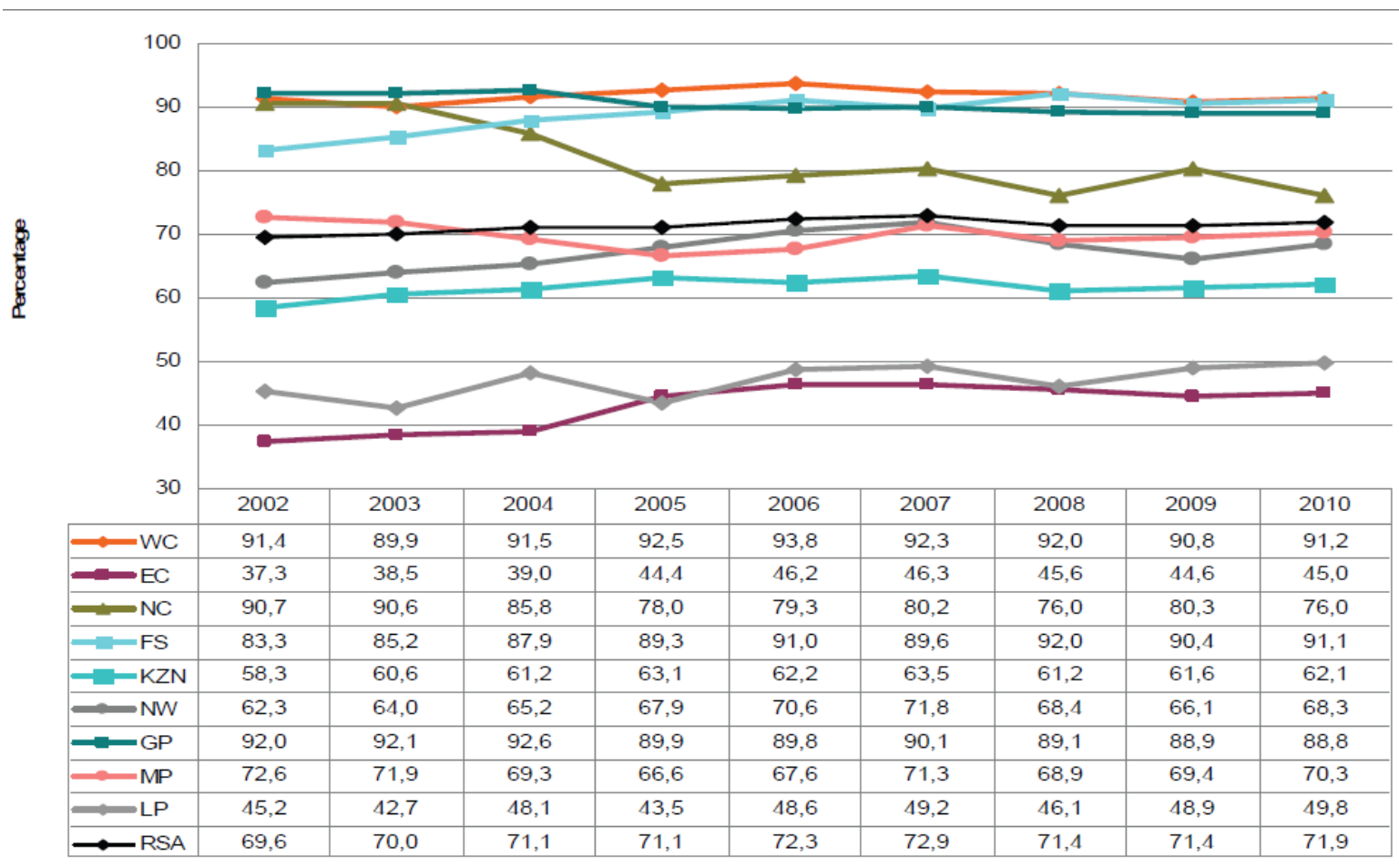
DEFINITION OF WATER GOVERNANCE

- ▶ Nations Development Programme (UNDP 1997): an exercise of economic, political and administrative authority to manage a country's affairs at all levels.
 - ▶ It comprises processes and institutions through which citizens and groups articulate their interests, exercise rights, meet their obligations and mediate their differences.
- 

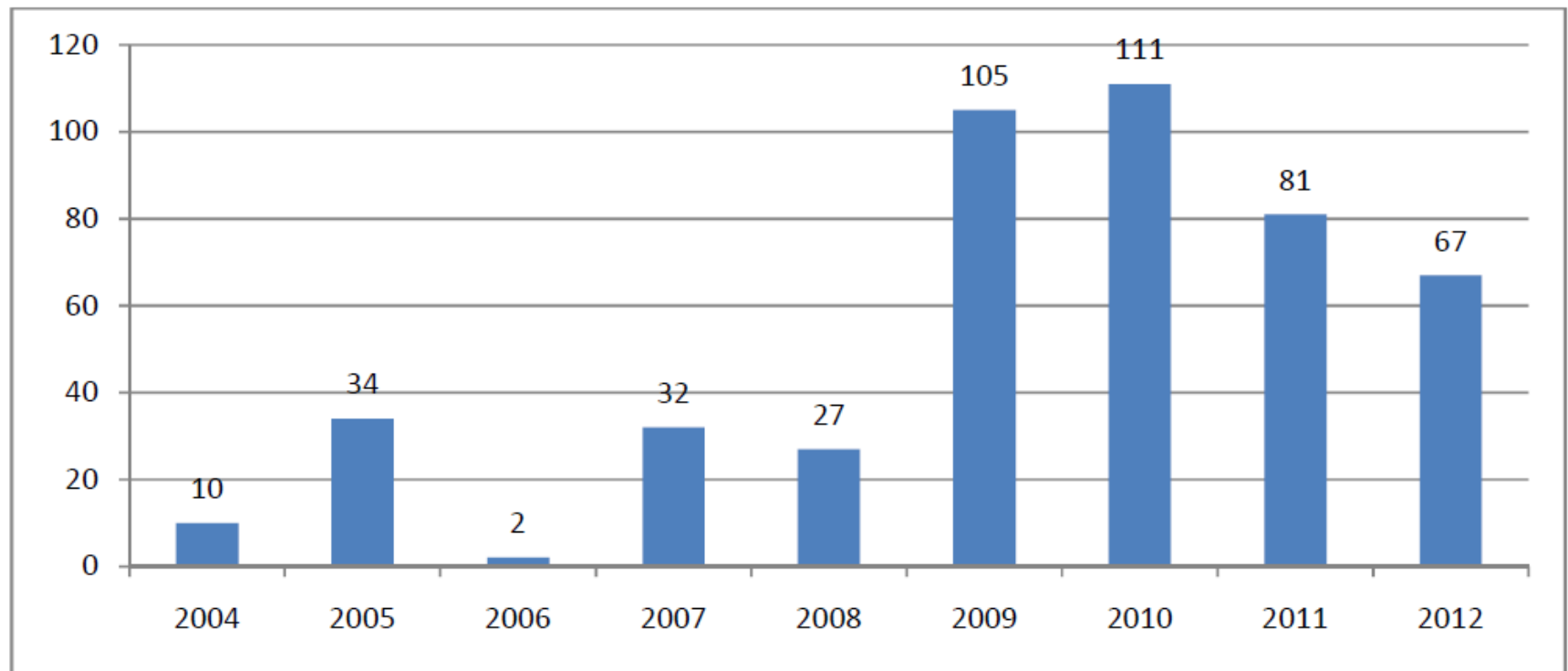
PROVINCIAL POPULATION (RSA) : 1996–2011 (millions)

Province	1996	2011	Increase (%)
Gauteng	7.6	12.2	60.5
Western Cape	3.9	5.8	48.7
Mpumalanga	3.1	4	29
North West	2.9	3.5	20.7
Kwazulu–Natal	8.5	10.2	20
Limpopo	4.5	5.4	20
Northern Cape	1	1.1	10
Eastern Cape	6.1	6.5	6.6
Free State	2.6	2.7	3.8


WATER SERVICES DELIVERY: 2002-10




MAJOR SERVICE DELIVERY PROTEST: 2004– May 2012



PROPOSITION FOR GOVERNANCE THEORY

- ▶ Governance refers to a set of institutions and actors that are drawn from but also beyond government
 - ▶ Governance identifies the blurring of boundaries and responsibilities for tackling social, economic and environment issues
 - ▶ Governance is about autonomous self-governing networks of actors
- 


PROPOSITION FOR GOVERNANCE THEORY

- ▶ Governance identifies the power dependence involved in the relationships between institutions involved in collective action
 - ▶ Governance recognizes the capacity to get things done which does not rest on the power of government to command or use its authority. It sees government as able to use new tools and techniques to steer and guide.
 - ▶ (Stocker, G. 1998)
- 


GOVERNANCE TYPES

- ▶ **Hierarchical governance system:** state-controlled approach. State directs, controls and cares for its citizens and the markets
- ▶ **Market-led governance system:** came at the end of the Cold War Era. Markets are proposed as the primary mechanisms for allocating resources
- ▶ **Distributed governance system :** through informal and voluntary sharing of authority and responsibility. Public-private alliances (Hall, A.W.2007; Castro, J.E. 2007)


METHODOLOGY

- ▶ **Sample:** officials appointed by water board responsible in managerial and technical capacities; board of directors appointed by Minister for Water and Environmental Affairs; officials appointed by municipality in managerial and technical capacity responsible for water services; public representatives in municipality responsible for water infrastructure and officials in local government and water affairs responsible for water services.
 - ▶ **n=409**
- 


METHODOLOGY

- ▶ **Limitation:** only water boards established by water services act were considered. Customers were not consulted.
 - ▶ **Time of study:** July 2010 – August 2012
 - ▶ **Data collection:** Qualitative approach was used through the aid of closed questionnaire. Face to face interview was considered.
 - ▶ **Questionnaire design:** measurement scales were used
- 


METHODOLOGY

- ▶ **Data analysis:** Multiple Regression analysis: ANOVA F-test; coefficient and R-square
 - ▶ **Dependent variable:** Sustainable governance
 - ▶ **Independent variables:** critical areas, characteristics, principles, information sharing and strategic development.
- 

FINDINGS

- ▶ Positive relationships on dependent and independent variable:
 - ▶ Governance quality
 - ▶ Governance effectiveness
 - ▶ Management effectiveness
- 

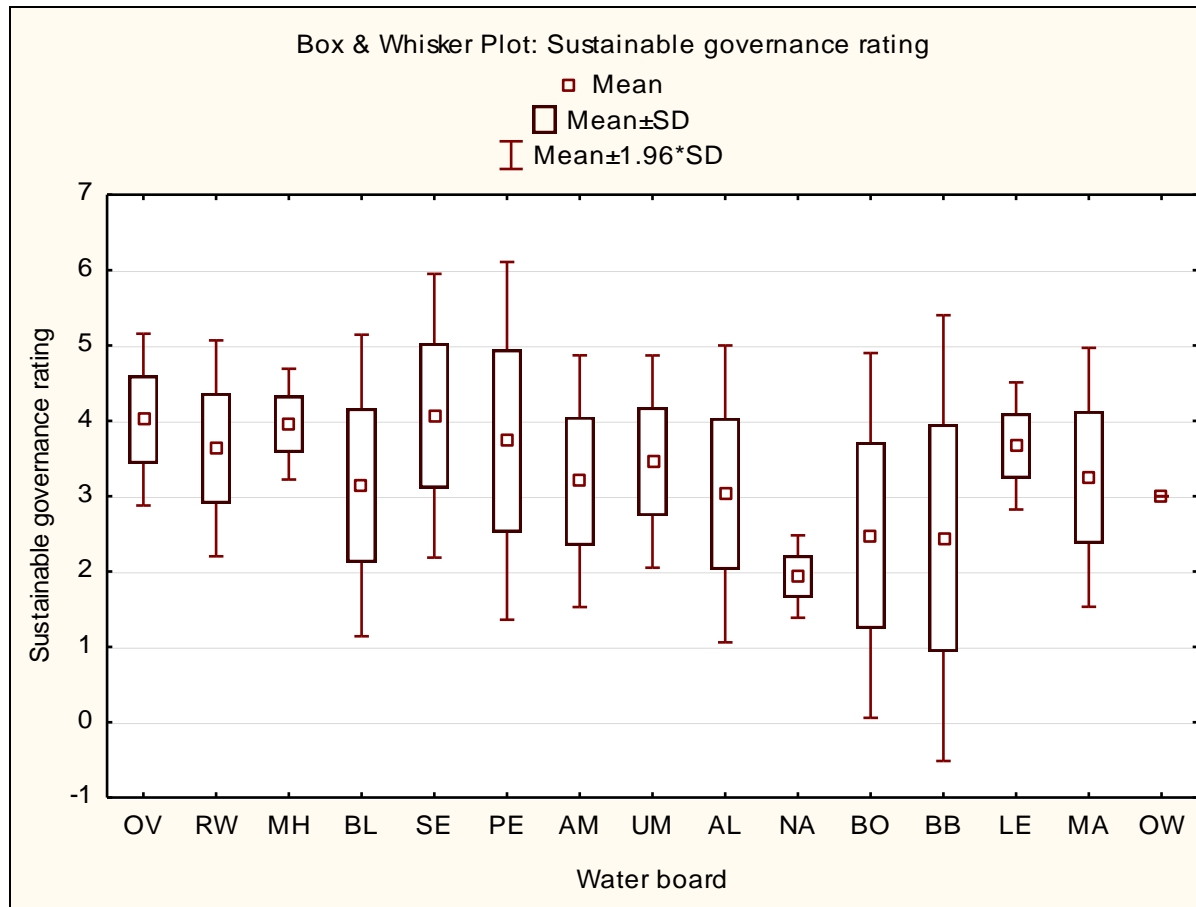
FINDINGS

- ▶ Governance Quality: ethics, good governance principles
 - ▶ Governance effectiveness: context, planning, inputs, processes, outputs, outcomes
 - ▶ Management effectiveness: mandate
- 

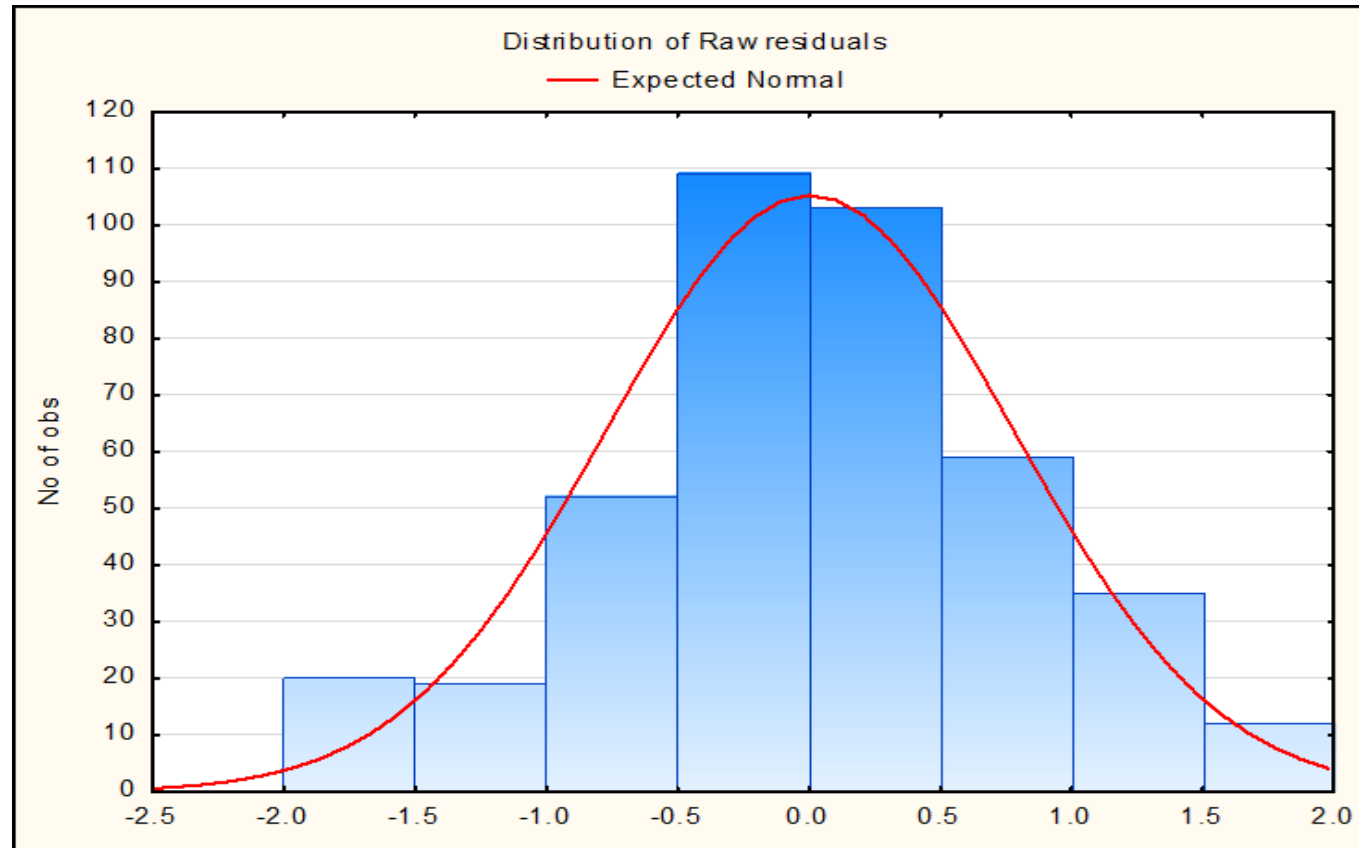
DEMOGRAPHICS



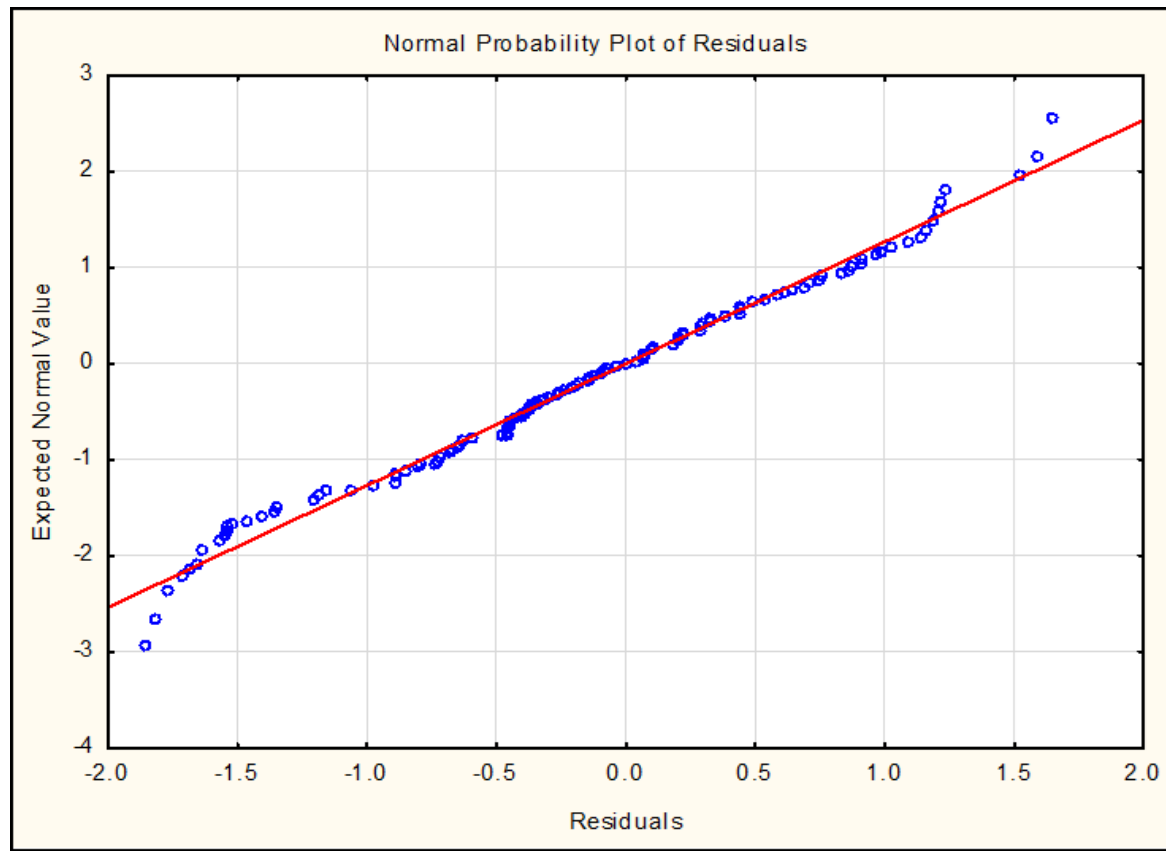
WATER BOARDS




HISTOGRAM OF NORMAL DISTRIBUTED RESIDUAL



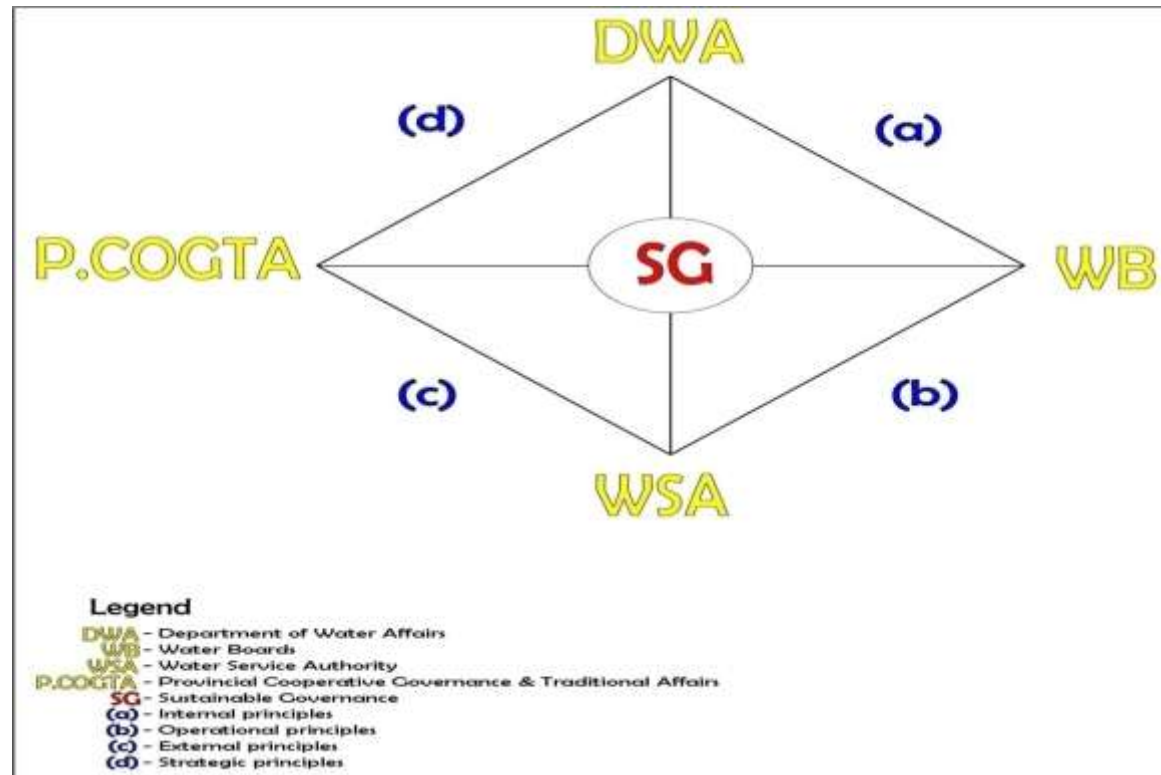
NORMAL PROBABILITY OF RESIDUAL AND PREDICTED REGRESSION LINE



RECOMMENDATION AND CONCLUSION

- ▶ Governance quality needs to be strengthened through applying fully norms and standards of institutional governance.
 - ▶ Governance effectiveness needs to have inclusivity of all stake-holders at all levels
- 

DIAMOND MODEL FOR STAKEHOLDER SUSTAINABLE GOVERNANCE



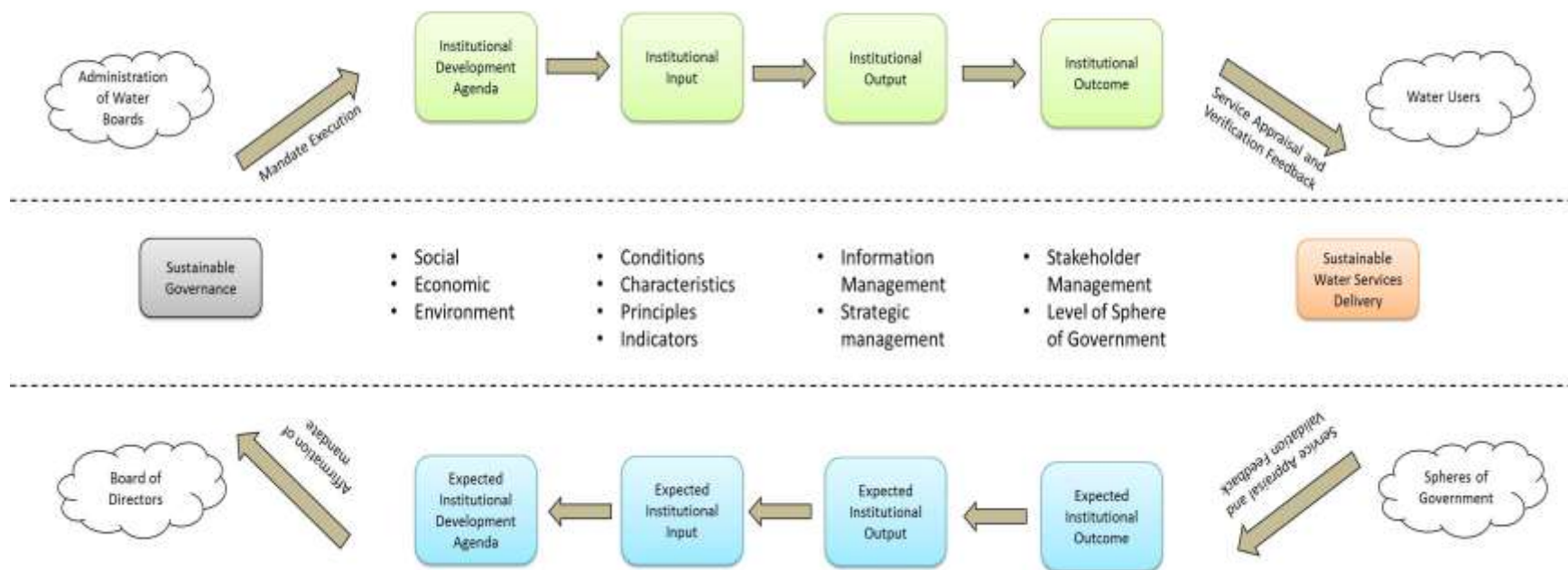
RECOMMENDATION

- ▶ Management effectiveness needs to be integrated all times in order to achieve expected mandate.
- ▶ **Integration:** linking all government spheres with powers and function for integrated water business in meeting social, economic and environmental needs. Water users being included in decision-making process.



SUSTAINABLE OPERATIONAL WATER GOVERNANCE FRAMEWORK

An Applied Sustainable Governance Management System for Water Boards



CONCLUSION

- ▶ Choice of sustainable water governance solutions is a matter of social justice, economic efficiency, and protection of the environment where multi-level engagement in all direction can be attained.