| **Overall Objective** |  | **Intervention** | **Objective verifiable indicators** | **Sources of verification** | **Assumptions** |
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| Improved economic development and integrated water resource management in South Africa | * Inclusive economic development * Satisfaction of businesses/citizens is improved * Evidence of improved integrated water resource management * Satisfaction of water users is improved | * South Africa GDP Growth Rate (Trading economics) * The World Bank GINI Index * The World Bank Shared Prosperity Indicator[[1]](#endnote-1) * Ease of doing business indicator |  |
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| **Specific Objective** | **1** | 12 Local Governments are undertaking action to deliver on LED services | 1. Relevant national frameworks for LED translated to local needs of LGs and included in relevant planning documents 2. 3 LGs developed LED strategy, approved by council 3. LED principles integrated in the planning and implementation of urban renewal/ housing projects 4. Increased level of implementation with regards to defined LED priorities (in thematic areas of housing, logistics, mining). 5. Good practices identified and applied within the LG to facilitate a conducive business environment. 6. Regular consultations and alignment with CMAs and other relevant stakeholders 7. Stronger partner when engaging with private companies e.g. in mining or logistics sector. 8. Improved understanding and collaboration between various departments, councillors and officials on LED related issues | 1. Annual plans, Integrated Development Plans include aspects of SPLUMA, Back to Basics, National framework for LED etc. 2. LED strategy, council minutes 3. Project plans (e.g. inclusion of transport hubs, socio- economic principles) 4. Activity reports, minutes of progress meetings/ platforms, field visits. pictures, videos, IDP/action plan 5. Benchmark report, reports on red tape reduction strategies, progress reports 6. Minutes of meetings with CMAs and other relevant stakeholders 7. Activity reports 8. Activity reports, anti- silo award cases | * Commitment of the South African Government to stimulate economic development and integrated water resource management * Stable (international) economic environment * National Frameworks are in place and relevant to the needs of LGs * CMAs, private sector and other relevant stakeholder are willing to engage with the LG |
| **2** | 3 CMAs are undertaking action to deliver on their water regulating role at catchment level | 1. CMS drafted for the one (proto) CMA and approved by board once the CMA is established 2. Three CMAs increase their level of implementation of the CMS 3. Two CMA’s advice new (proto) CMA’s on organisational development 4. Structural CMA learning platform is functioning 5. Regular consultations and alignment with LGs and other relevant stakeholders to inform planning 6. CMAs have improved understanding of the division of intergovernmental roles and responsibilities in relation to integrated water resource management | 1. Draft CMS 2. Activity/ field visit reports, minutes on progress meetings/ platforms, trainings 3. Starters pack, reports on advisory sessions, roundtable reports, presentations 4. Reports of platform meetings/ roundtables 5. Cooperation Framework between CMAs & LG, workshop/ activity reports, Catchment Management Fora reports, attendance registers 6. Workshop reports, organogram, presentation on the various actors active within IWRM, attendance registers | * Local governments are willing to engage with and to allow CMAs to participate in their planning cycle * Surrounding countries continue to support transboundary water management |

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|  | **Results** | | | |
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| **1** | Increased capacity of 12 local governments to enhance, organise and institutionalise LED services | 1. IDPs, annual plans and LED Strategies are in place and describe the priorities of the local government (1.4) 2. LGs are enabled to carry out operational plans and to achieve results (2.4) 3. Relevant stakeholders have been identified in the LED strategy and its operational plans of the local government (4.1) 4. Political leadership of the local governments are capable of maintaining coherence between ambition, vision, strategy and operations (5.1) | * 5C assessment reports of the 12 LG's involved * Reports by VNG experts and Dutch LG experts * Annual plans and reports by VNG management, monthly reports by RPM * Reports of training sessions, on the job coaching, exchange visits, benchmark   cycles | * Continued support by CoGTA and SALGA |
| **2** | Increased capacity of three CMAs to deliver on their water regulating role at catchment level | 1. Catchment Management Strategy and its respective operational plans are in place and describe the priorities of the CMA (1.4) 2. CMAs are enabled to carry out operational plans and to achieve results (2.4) 3. Learning from within the organisation and from other organisations has taken place (3.5) 4. Relevant stakeholders have been identified in the CMS and operational plans of the CMA (4.1) | * 5C assessment reports of the 3 CMAs involved * Reports by VNG experts, Dutch RWA experts and SA CMA experts * Annual plans and reports by VNG management, monthly reports by RPM * Reports of training sessions, activity reports, exchange visits |  |

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|  | **Result 1: Increased capacity of 12 LGs to enhance, organise and institutionalise LED services** | | | |
|  | **Activities** | | | |
| **1.1** | Conducting a baseline study to assess the capacity gaps in the field of LED for fine tuning interventions |  |  | * Continued support by five LG's from the Netherlands * Availability of relevant LG colleagues (e.g. in terms of level, relevant departments) for LGCP activities * Willingness of LGs to be open, share and collaborate with colleagues * Willingness of LGs to move from planning to implementation and to take risks where necessary. * Basic awareness that collaboration with colleagues is necessary to achieve the set objectives * The elections in South Africa and the Netherlands do not significantly delay programme implementation * Willingness to cooperate with stakeholders and relevant governmental bodies, like line ministries and provinces |
| **1.2** | Training and sensitization of local governments on existing national policies and regulations related to LED, relevant for local level implementation, like Back to Basics, SPLUMA, and National Framework for LED |  |  |
| **1.3** | Technical assistance and coaching of local governments with regards to the process of drafting a new or reviewing existing LED strategies |  |  |
| **1.4** | Supporting and coaching of the local governments in the implementation of the prioritised areas as identified in the LED strategy in relation to a.o.;   * Logistics- harbour, airport development * Mining * Housing * Tourism |  |  |
| **1.5** | Development and implementation of red tape reduction Benchmark cycle |  |  |
| **1.6** | Facilitation of peer-to-peer sessions to strengthen the effectiveness of local governments to engage with key stakeholders (like Transnet, IDZ and Mining houses).  Peers are clustered on the basis of thematic areas |  |  |
| **1.7** | Facilitation of the exchange between local governments and CMAs, as to ensure participation in each other’s planning cycle |  |  |
| **1.8** | Sensitizing local governments on LED as a cross cutting issue, as to ensure the inclusion of LED principles in planning and implementation of local governments’ Integrated Development Plans |  |  |
| **1.9** | Sensitising local governments on the need for and the stimulation of inter departmental collaboration through the facilitation of workshops, the anti silo movement and by awarding the best practices |  |  |
| **1.10** | Training of councillors and officials on LED, as to sensitise them on LED as a cross cutting issue, roles and responsibilities and to create a common understanding within the organization |  |  |
| **1.11** | Facilitation of colleague to colleague exchange within South Africa and the Netherlands and between the countries |  |  |
| **1.12** | Conduct annual 5 C assessments and logframe measurements |  |  |
|  | **Result 2:** Increased capacity of three (proto) CMAs to deliver on their water regulating role on catchment level | | | |
|  | **Activities** | | | |
| **2.1** | Conducting a baseline study to assess the capacity needs of (proto) CMAs in the field of IWRM for fine-tuning interventions |  |  | * Continued support by the three (proto) CMA to the programme * Continued support of national and regional Departments of Water and Sanitation for the programme * Partners within both countries do the necessary to facilitate an equal partnership * Strategic partnership agreement continues to facilitate the cooperation between South Africa and the Netherlands * No changes in MoU between The Netherlands and South Africa * Both countries will establish a strong core group to facilitate cooperation * Capability of involved partners handling challenges arising from intercultural communication * Continued support by four RWA from the Netherlands * Availability of CMA colleagues for LGCP activities * Willingness of DWS/CMAs to be open, share and collaborate with colleagues * The CMA establishment process does not delay programme implementation * The elections in South Africa and the Netherlands do not significantly delay programme implementation * Willingness to provide support by relevant actors to draft and finalize the documents for the starterspack |
| **2.2** | Establishing a programme support structure (e.g. project and core team, steering committee), and developing induction, communication and guiding materials to facilitate proper programme implementation |  |  |
| **2.3** | Continuous liaising with the relevant actors in the SA National Department of Water and Sanitation to place the programme on national agenda |  |  |
| **2.4** | Facilitation of initial working relationships between NL and SA water authorities to exchange knowledge on IWRM |  |  |
| **2.5** | Organizing a workshop focusing on the review of the DWS guidelines with regards to CMS development |  |  |
| **2.6** | Providing advice to CMAs with regards to the process of drafting a new or reviewing an existing CMS |  |  |
| **2.7** | Supporting the implementation of prioritised water management areas;  - Water quality  - Trans- boundary water management  - Water use charges and billing  - Compliance  - Stakeholder engagement  - Management information system |  |  |
| **2.8** | Development and rollout of starters pack (chapters on governance, structure and operations of CMA, the CMS and institutional planning, monitoring and performance) to guide (proto) CMAs in their establishment process |  |  |
| **2.9** | Facilitate the advisory role of the existing CMAs towards the (proto) CMAs |  |  |
| **2.10** | Facilitation of (CEO) roundtables/ project team meetings to facilitate knowledge sharing within South Africa and the Netherlands and between the countries |  |  |
| **2.11** | Organization of programme exposure during networking events, like WISA, IWA and WWF |  |  |
| **2.12** | Drafting a cooperation framework, to facilitate exchange between CMA and local government to participate in each other’s planning cycles |  |  |
| **2.13** | Facilitation of workshop to discuss institutional arrangements within IWRM in South Africa |  |  |
| **2.14** | Promotion of intercultural awareness between (proto) CMAs and Dutch Water Authorities |  |  |
| **2.15** | Organisation of workshop to discuss the roles and responsibilities of CMAs, National and regional DWS in the CMA establishment process |  |  |
| **2.16** | Conduct annual 5 C assessments and log frame measurements |  |  |

1. Annualized growth rate in per capita real survey mean consumption or income of the bottom 40%. However, if this data is not available we can use The World Bank’s share of income held by the lowest 40% [↑](#endnote-ref-1)