

**Water supply and sanitation service delivery problems as Praktiseer,
Limpopo Province**

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ABSTRACT

Municipalities are faced with the major task of providing water services to their local residents. Dissatisfaction regarding water services in South Africa has been manifested in protests staged by communities. However, service delivery is still reflecting a backlog.

This study aims to describe the current situation and challenges facing Greater Tubatse Local Municipality and the roles of the major players regarding water services. The study indicated that the residents of Praktiseer have no sustainable potable water. The critical part of this inquiry is to establish whether the local municipality has strategies in place to deal with the identified problems.

Access to clean water and sanitation is essential to health. The Constitution of the Republic of South Africa mandates the local governments to ensure the provision of water services to their communities in a sustainable manner. This study also defined the roles of the local municipality within the context of the existing legislative framework.

KEYWORDS

Water supply, service delivery, legal framework, integrated development plan, community participation, consumer education, potential strategies, challenges to the water supply, water pollution, and institutional capacity building.

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CHAPTER 1

INTRODUCTION

1.1 Orientation and Problem Statement

Water is the source of life. People depend on it for drinking, producing food and maintaining basic standards of hygiene. Lapses and even the non-delivery of certain services related to water supply and sanitation can have disastrous consequences. They could have a direct impact on the everyday livelihoods of communities (Kingsbury et al, 2004:277). In fact, they could pose an environmental health risk of substantial proportions.

The effective provision of drinking water and sanitation services are two of the major challenges confronting South Africa's public service sector since the country entered into a phase of multiracial democratic governance in 1994 (Kido, 2008:64). In recent years many communities, in all parts of the country, have resorted to protest activities to express their discontent with the state of municipal service delivery. Protest actions have progressively increased in intensity since 2004. Damage to private and public property and threats to human safety have been part and parcel of the protest actions. One leading cause of the discontent, in respect of the water sector, has been the government's unfulfilled promise of a sustainable supply of proper drinking water and sanitation to all communities.

The Constitution of South Africa Act, 108 of 1996, and specifically its Bill of Rights enshrines the basic right of access to sufficient water, as well as a safe and healthy environment (RSA, 1996). Furthermore, the constitution obliges water service providers to meet their constitutional responsibility of providing sufficient water services to the community. If ever this right of access to sufficient water services is compromised it will mean that the rights of the people are being undermined. The Water Services Act, 108 of 1997, outlines the responsibility of the government departments even more. The Act provides an outlined regulatory framework within which water-related services should be provided. It provides the basic guidelines for the management of the country's water resources (RSA, 1997). The third major piece of current legislation is the National Water Act, 36 of 1998, that delineates how the water resources need to be protected, used, developed, conserved, managed and controlled. This has to be primarily within the guiding

principles of sustainable development and for the benefit of everyone in South Africa (RSA, 1998).

Despite the formalized legislative measures and comprehensive policy strategies not much has come of the promise of proper water services for all. This is true especially in the rural areas of the poorer provinces of South Africa, such as Limpopo, the Eastern Cape and parts of KwaZulu-Natal, where there are clear discrepancies (Nzimakwe, 2009:62).

In view of the above it appears as if there is a serious problem in implementing plans for an effective framework to ensure that the country's water resources, as Thompson suggests, are protected, used, developed, managed and controlled in a sustainable and equitable manner in the long term for the benefit of all people in South Africa (Thompson, 2006:13). This presents a problem that seems to be endemic at the level of local government structures.

For the purpose of this study the local township of Praktiseer, under the jurisdiction of the Greater Tubatse Local Municipality, one of the five local municipalities in the Sekhukhune District of Limpopo Province, was identified as a case study. The current state of water supply services at Praktiseer has a negative impact on the health of the local residents. As a result of the inferior potable water supply service, local residents have no other choice but to drink contaminated water from the nearby Tubatse River. This, in recent times, has had the consequences of serious diseases such as cholera, diarrhoea and typhoid having eroded the health of local residents. For example, at the end of 2008, the residents from the nearby villages of Praktiseer experienced the disastrous consequences of a cholera outbreak that started in Zimbabwe and soon reached many parts of Limpopo Province (Hisch, 2009:41). The villages affected were Mampuru, Motodi, Matokomane, Taung, Mareseleng, Diphale, Moroke and Mooihoek. The Greater Tubatse Local Municipality was the hardest hit of all with 45 reported mortality cases by the time the outbreak had been brought under control (Greater Tubatse Municipality Cholera Outbreak Report. November 2008 to January 2009).

In this study the problematic question is asked: is the municipality playing its part as far as the improvement of the local water infrastructure is concerned? The high death rate, at the time of the recent cholera epidemic (2008-2009), can potentially be directly related to the poor condition of its water supply and sanitation service delivery. The Tubatse River does, it

appears, have enough water, but residents are concerned that the water does not effectively reach them in a potable form for domestic consumption purposes. The consequences of an apparent lack of proper water storage facilities, transport, and operational purification and reticulation systems, have been identified as the major factor contributing to the negative impact of the recent cholera epidemic at the nearby villages (MPA,2010 Mathye).

There is a need for urgent attention to mitigate the potentially adverse consequences of water-based diseases and especially the apparent inability of the local municipality to secure sufficient water supplies for local residents. For example, some residents buy drinking water for as much as R10 per container (20ℓ) in an effort to secure what they consider to be clean drinking water. Those who cannot afford to pay travel 3km by foot to fetch dirty water from the Tubatse River. It is especially in the case of the last mentioned water users that the red lights begin to flash. Collecting water from the Tubatse River increases the likelihood of water-based viral infections such as cholera, typhoid and diarrhoea.

The fact that local residents do not have a proper supply of water, illustrates that the municipality has never succeeded in meeting the basic need of water supply and sanitation. The findings indicated that people are concerned about access to water. That is why they find themselves either buying water or collecting dirty water from the river.

1.2 Research Area

The focus of this research is Praktiseer, situated about 15 km south of Burgersfort in Limpopo Province. Praktiseer is in the area of jurisdiction of the Greater Tubatse Local Municipality in the Sekhukhune district of Limpopo Province. It was a semi-rural area governed, before 1994, by the Lebowa Homeland Administration. Data compiled by Statistics South Africa in 2001 suggested that the local population stood at 11163 people (SSA, 2001). Indications are that there has been a significant growth in the local population. Ntsoane recently estimated the local population to be about 50 000 people (MPA, 2010 Ntsoane). The local municipality's water supply relies on only one pumping station. The Greater Tubatse Local Municipality frequently appoints service providers for tankering, but

the problem of persistent water shortage has never been addressed properly. Consequently, life at Praktiseer is characterized by poor living conditions (MPA, 2010 Manaso).

Limpopo has a strong rural base. Its growth strategy centres on addressing infrastructure backlogs, the alleviation of poverty and social development. Therefore development for this community means the improvement of their current standard of living. They should also be in a position where they have sufficient competency to face the challenges of everyday life. A reliable water supply forms part of a sustainable social development framework (SA Year Book, 2006/7: 22). Moreover, the integrated development programme (IDP) of the Greater Tubatse Local Municipality should provide clear guidelines in this respect.

Bekink (2006:71) is of the opinion that poor co-ordination, poor management and poor planning could severely undermine development. Typically then, an important method of ensuring better co-ordination and commitment would be to take note of the process in the local authority's Integrated Development Programme (IDP). In order to set things right. A good start would be for the Greater Tubatse Municipality to:

- (i) Introduce by-laws which guide the provisioning of water services in terms of the Water Services Act, 108 of 1997, and the relevant local government legislation such as the Municipal Systems Act, 32 of 2000, aimed at ensuring sustainable environmental health in the process of water service delivery.
- (ii) Give comprehensive attention to the development and maintenance of a proper potable water supply and sanitation infrastructure in Praktiseer in an effort to prevent potential future environmental health disasters.

The Department of Water and Environmental Affairs' (DWEA) Drinking Water Quality Framework provides the basic requirements for clean drinking water (RSA, 1997a). Safe drinking water that complies with minimum drinking water specifications is crucial for the maintenance of human health over a life time of consumption. In particular, it should typically be of such a quality that the fluid is sensitive to the human body's responses that may occur at different life stages (RSA, 1997a).

In the case of Praktiseer, this requirement is of vital importance. If the residents are provided with clean drinking water, it will undoubtedly improve local livelihoods and safeguard the community from exposure to water diseases such as cholera.

1.3 Research Questions

For the purpose of carrying out this study, the following research questions must be asked:

- (i) What are the legally prescribed functions of local municipalities in South Africa concerning water supply and sanitation service delivery?
- (ii) To what extent has the Greater Tubatse Local Municipality been able to provide water-related service delivery at Praktiseer within the framework of its IDP planning?
- (iii) Are current local management practices and planning strategies constructively contributing towards enhancing water services delivery and sanitation at Praktiseer?
- (iv) What can be done to address the issue of inferior service delivery in respect of water supply and sanitation at Praktiseer?

1.4 Research Objectives

The objectives of this study are to:

- (i) Provide an outline of the legal and policy framework pertaining to water supply and sanitation services by the local municipalities in South Africa.
- (ii) Analyse and describe what the Greater Tubatse Local Municipality has done thus far to secure a proper potable water supply and proper sanitation service delivery at Praktiseer in terms of its IDP.
- (iii) Determine the local management strategies that have been employed to secure a reliable infrastructure of water supply and sanitation at Praktiseer.
- (iv) Make some recommendations on what could be done to improve the local management and planning of water supply and sanitation services provided by the Greater Tubatse Local Municipality at Praktiseer.

1.5 Central Theoretical Statement

The Greater Tubatse Local Municipality at Praktiseer in Limpopo Province has the responsibility to provide a potable water supply and proper sanitation services. This has to be done in line with its Integrated Development Programme (IDP).

1.6 Methodological Approach

Data collection methods in this research included mainly focus groups and structured and semi-structured interviews. A series of interviews were conducted with local residents, community leaders, senior managers and other municipal officials. The participants were people who had experience of the situation. They were in a position to provide useful information to help the researcher understand the conditions at Praktiseer.

The importance of the interviews is that the participants described the conditions under which they actually live. The researcher could base the results on the opinions of the participants having personal experience. The intention of the structured questionnaires was to determine the nature and extent of the problem of the shortage of water at Praktiseer. The interviews with the participants were translated and transcribed.

1.7 Research Methodology

The method that was utilized to obtain information is primarily of a qualitative nature. A quantitative opinion poll database would only shed partial light on the nature of the local problems experienced with water supply and sanitation. Consequently, preference was given to conducting the research in qualitative contexts. A qualitative approach enables respondents to expand with additional details to questions asked by the researcher. Another reason for a qualitative research approach was the research work's essentially explorative character. Qualitative data should be able to shed light on a variety of perspectives and opinions expressed by respondents.

1.8 Methods of Investigation

The methods employed included a literature review and an empirical study.

1.8.1 Literature Study

It is an essential prerequisite to review the existing literature to find out what has been done in the field (Mouton, 2003: 86). Therefore it is also imperative to acknowledge the fact that the researcher cannot rely solely on his own intellectual capacity, but needs to consider other relevant sources to support the argument. The literature was reviewed and analysed with a view to drawing out key elements of work that has already been done in the field of research on water services. Data collection strategies included the interpretation of relevant secondary sources, such as books, periodicals, reports, articles in journals and primary sources, such as internal records of the local authority that have a bearing on the topic and ultimately could be incorporated in the study.

According to Collis and Hussey (2003: 84), the literature search should increase one's knowledge of the subject area and the application of different research methodologies as well as help one to focus on one's own research topics, develop and support them. The aim of a literature search is to identify as many items of secondary data as possible that are relevant to the research.

The challenge in relation to a literature review in this specific case was that there was little information available on the topic. This resulted in challenges such as limited data availability to conceptualize the issues of water supply and guide the approach towards this research. The few data obtained were integrated into the study.

1.8.2 Empirical Study

Semi-structured interviews were conducted with relevant role-players in the Greater Tubatse Local Municipality to extract relevant information with the use of an interview schedule.

Lancaster (2005:133) regards basic interviewing as one of the important techniques for collecting data. The method of asking questions and getting answers is acknowledged as being one of the most effective ways of collecting data in the social sciences.

The relevant role-players were identified as the senior managers, some junior officials, as well as local councillors and members of the community. The respondents helped the candidate to secure comparative information pertaining to water supply and sanitation at Praktiseer.

The secondary purpose of the interviews was to form an impression of public perceptions regarding the extent of municipal responsibility in the management of the local water infrastructure. That could be a viable integrated solution to the problematic factors leading to the inferior supply of water services.

In this regard, Terreblance and Darrheim (2002: 281) state that in-depth information can fruitfully be derived from semi-structured interviews and probing.

1.9 Layout of Chapters

This study consists of five chapters. They are:

Chapter 1: Introduction

Orientation and problem statement

Chapter 2: The legal framework of local Government in water service delivery

Explain the legal framework regulating water supply and sanitation services delivery at the level of the local municipality in South Africa.

Chapter 3: Water supply and sanitation service delivery at Praktiseer

Describe the current water supply situation at Praktiseer by means of quantification of the typical water service.

Chapter 4: Potential strategies for improving Praktiseer's water problems

Strategies that can be employed for improving Praktiseer's water problems are discussed.

Chapter 5: Summary and recommendations

This chapter provides a summary of the project as well as recommendations.

CHAPTER 2

THE LEGAL FRAMEWORK OF LOCAL GOVERNMENT AND WATER SERVICE DELIVERY

2.1 Introduction

In South Africa there are many pieces of legislation that have some bearing on the regulation of water services. The country's water laws were subject to change in order to address equitable access to water for all the country's people and to provide appropriate control over the available water resources. The legal framework in respect of water service delivery includes policies, strategies, laws and approaches, as well as mechanisms to deal with integrated water resource management.

It is therefore necessary to put in place an effective framework to ensure that the country's water resources are protected, used, developed, managed and controlled in a sustainable and equitable manner over the long term for the benefit of all. The framework should include the provision of the necessary services and economic benefits for people, plants and animals (Thompson, 2006:13).

Although the government has made great progress in providing water and sanitation in various parts of the country, the challenge to provide services to those communities that have not yet been reached remains enormous and urgent. Especially communities in the provinces of Limpopo, North West, Eastern Cape and Mpumalanga live under conditions in which water supply and sanitation backlogs persist (Nzimakwe, 2009:56).

The right of access to water by all South Africans has been highlighted throughout the water policy development process and has been entrenched in legislation. The backlog of people without access is being addressed by means of the provision of access to water, either direct to houses, or providing access within a reasonable distance of people's dwellings (Kido, 2008:84).

It is important for alignment to be achieved between policies, legislation and strategies within the water services sector, on the one hand, and policies, legislation and strategies in other sectors related to the water sector, on the other. That is the only way in which water service delivery will ultimately be improved.

The existing policies and legislation of government urge municipalities to implement water service programmes. The municipalities need to act in accordance with government policies and legislation to establish structures needed at the local level to support and implement sound strategy. In recognition of the water demand of communities in South Africa, a continual supply is entrusted to all local municipalities. If the municipalities are not acting pro-actively in implementing effective water resource strategies, they will almost certainly fail to respond effectively to the water demands and the community will certainly lose confidence in them.

The framework contains a description of the manner in which the municipalities will ensure that the policies, plans and programmes comply with the principles as well as any national norms and standards which have the objective to achieve the promotion and protection of the water resources. One of the major tasks of municipalities in South Africa is to implement the water strategies established in terms of the legislation to achieve maximum impact.

In terms of the Municipal Systems Act, No 32 of 2000, the municipality must give priority to the basic needs of the local community and ensure that all members of the local community have access to at least the minimum level of basic municipal services (RSA, 2000).

2.2 The Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa Act, 108 of 1996, and the Bill of Rights, in particular, enshrines the principles of access to sufficient and clean drinking water as a basic human right. It also operates as a framework within which South Africa's water legislation must operate, and for the division of legislative and administrative responsibilities between the different spheres of government. Section 27 of the Constitution stipulates that every person has a constitutional right to have access to sufficient water. The state must take reasonable legislative and other measures to achieve the progressive realization of this right.

This right is a component of promoting the principle of an adequate standard of living. It is then essential for the available water supply to be sufficient and of a sound quality.

The following goals are set for the water service sector.

- (i) All people living in South Africa should have access to an appropriate, acceptable, safe and affordable basic water supply and sanitation.
- (ii) All people in South Africa need to be educated in healthy living practices and the wise use of water.
- (iii) Water and sanitation services should be provided
 - equitably;
 - affordably;
 - effectively;
 - efficiently;
 - sustainably and
 - With a sensitivity for gender.
- (iv) All water service authorities are accountable to their citizens. They have to see to it that there is adequate capacity to make wise choices (related to water service providers) and be able to regulate water services provision effectively.
- (v) All water service providers should be accountable, cost effective, efficient, and viable, and be able to implement appropriate employment and gender equity policies.
- (vi) The prices of water and sanitation services need to reflect the fact that they are both socially and economically sound (that is, pricing should promote access to basic safe services, encourage the wise and sustainable use of resources and ensure financial sustainability).
- (vii) Water and sanitation services need to be effectively regulated with a view to ensuring the on-going achievement of these goals.

All communities should have access to at least a minimum level of services. This is not a goal but a constitutional obligation. The imbalances that still exist regarding equal access to water services should be addressed through the development of new infrastructure and the rehabilitation and upgrading of existing infrastructure (Bekink, 2006:283).

The government is committed to ensuring that everyone in South Africa has access to a functioning basic water supply service and that everyone has access to a functioning basic sanitation facility by 2010 (SA Yearbook 2007/08: 587). This objective has not yet been achieved in all respects.

Praktiseer's local authority still has a long way to go in bringing some of the services to residents up to a decent standard. Some of the intervention initiatives undertaken up to the present are not sufficient to provide all residents with potable water. Without innovative strategies that build political commitment, financial support and programmes that integrate water supply imperatives, all measures will not become effective.

In *Residents of Bon Vista Mansions v Southern Metropolitan Local Council*, 2002 (6) BCLR 625 (W) the council disconnected the water supply to the residents of a block of flats in Hillbrow because of the non-payment of arrears. The residents obtained an interim order against the municipality to restore their water supply. Budlender summarised the effect of the right of access to water, as entrenched in the Constitution and the Water Services Act, as follows:

If a local authority disconnects an existing water supply to consumers, this is prima facie a breach of its constitutional duty to respect the right of (existing) access to water, and requires constitutional justification.

The Water Services Act requires that the water service provider must set conditions which deal with the:

- Circumstances under which water services may be discontinued, and the procedures for discontinuing water services.
- Those conditions and procedures must meet the requirements of the residents.

- In particular, the procedures must be fair and equitable.

In the context of the case cited above, they must provide for reasonable notice of termination and for an opportunity to make representations. It 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 water services authority that he or she is unable to pay for basic services.

This judgement was handed down after the Grootboom judgement. Importantly, the Bon Vista judgement confirms the principle that disconnection is a prima facie breach of the constitutional right of access to water. The onus is on the state to justify the disconnection. Kidd (2004:136) submitted that the disconnection of an existing water supply is prima facie a limitation of a person's right to water, especially in the light of section 7(2) of the Constitution which requires the state to respect existing rights.

The courts have confirmed that they will not readily ratify a municipality's action if the fundamental rights of the people (such as the right to basic water services or housing) are infringed. The formulation by the court should be welcomed as a step forward towards the realization of the socio-economic rights of the individual and his/her interaction with a local authority.

In relation to the mentioned case, Wesson (2004:307) remarked that if the court were to exercise supervisory jurisdiction in cases of this nature by asking the state to report back to it at a later stage with an outline of the measures that it regards as appropriate, that would then be evaluated by the court – but would be able to ensure that judgments such as Grootboom are given their full effect. In this way, the initially vague prescriptions of such cases would become increasingly concrete. Certainly, this is a more realistic option than, in such cases, handing down orders that are more detailed and specific or expecting a new case to be brought if the state does not implement an order in good faith.

According to Johnson (2004:2), local government is bound by the Bill of Rights and thus has a duty to respect, protect, promote, and fulfill the rights set out in the Bill of Rights. Fulfilling these constitutional duties could take on many forms, including refraining from doing

something such as evicting someone from their home without a court order. To having a positive duty to act such as supplying water and sanitation services is both a socio-economic right and an exclusive local government competence.

Ismail et al (1997:66) commented that local authorities should, therefore, strive to achieve, within their financial and administrative capacity, the following objectives:

- The promotion of democratic and accountable government for local communities;
- The provision of services to citizens in a sustainable manner;
- The promotion of social and economic development;
- The promotion of a safe and healthy environment; and
- The encouragement of citizen participation in local government matters.

2.3 Water Services Act, 108 of 1997

The Water Service Act, 108 of 1997, created a regulatory framework within which water services should be provided, which basically involves regulating the use of water resources and issues affecting the water resources.

Section 3 stipulates that

- 1) Everyone has a right of access to a basic water supply and basic sanitation.
- 2) Every water service institution must take reasonable measures to realize these rights.

The Act provides for the right of access to a basic water supply and the right to basic sanitation necessary to secure sufficient water and an environment not harmful to human health or wellbeing. The Act also places all water institutions under an obligation to give preference to the provision of a basic water supply and basic sanitation to the communities.

According to Bekink (2006:315), the provision of water and more specifically drinking water to the local residents, is generally considered to be one of the basic services that a municipality must render. Without water and basic sanitation infrastructure and services, it is

difficult to imagine how a settlement can be sustainable and survive. Accordingly water and sanitation services seem to tie in strongly with the development duties and objectives of municipalities that have been entrenched in the Constitution.

There is a clear role for the local municipality to address all challenges relating to water supply in the local community. This includes priorities outlined in their Integrated Development Planning (IDP). The local municipality is ideally positioned to provide citizens with a full range of municipal services and enable them to exercise their basic civil, socio-economic and political rights.

It is critical that the wellness of every citizen is given recognition so that growth and development become a reality. In fact, service delivery practices and a focused commitment by municipal officials can influence growth and sustainable development. A state of ignorance regarding the role of supplying water will cause the local population to experience a sense of social shock such as poverty and poor state of health. The entire community would not be able to respond effectively to developmental changes.

Section 21(1) of the *Water Services Act*, 108 of 1997, and the *Local Government Municipal Systems Act*, 32 of 2000, stipulate that the water services authority must have by-laws that delineate guidelines for the provision of water services. These conditions include:

- Applications for water supply services;
- Consumer services agreements;
- Tariffs and charges;
- Special conditions or provisions relating to the supply of water;
- Cutting off of the water supply and related water services;
- The termination of consumer agreements;
- Disconnection of water supplies;
- Special restrictions;
- Strategies for dealing with failures to supply water;
- Sale of water by consumers;

- Special provisions governing the supply of water by portable meters;
- Water supplies for building purposes; and
- Alternative methods of supply.

As legislative bodies, municipal councils have the power to formulate and implement by-laws. These by-laws are typically the ordinances passed by municipal councils either to manage local government affairs, or to ensure that policies, resolutions and developmental frameworks for local development are implemented. The by-laws are also essential mechanisms in the hands of local government, leaders and managers responsible for the success of development projects and programmes (Scheepers & Monchusi, 2002:84).

2.4 The National Water Act, 36 of 1998

The purpose of the National Water Act, 36 of 1998, is to ensure that the nation's water resources are protected, used, developed, conserved, managed and controlled in ways which take into account the following:

- Meeting the basic human needs of present and future generations;
- Promoting equitable access to water;
- Redressing the results of past racial and gender discrimination;
- Promoting the efficient, sustainable and beneficial use of water in the public interest;
- Facilitating social and economic development;
- Providing for growing demand for water use;
- Protecting aquatic and associated ecosystems and their biological diversity;
- Reducing and preventing pollution and degradation of water resources;
- Meeting water management obligations;

- Promoting dam safety; and
- Managing floods and droughts.

The improvement of the quality of water supply at Praktiseer requires the improvement of the bulk water supply. This could be achieved by increasing water storage facilities or the expansion of the existing storage facility. Currently the construction of the De Hoop dam in the Greater Tubatse area forms part of the conservation of the available resources and will increase the capacity of the water supply at Nebo Plateau, Greater Tubatse, Mooihoek and Jane Furse area. However De Hoop dam may affect the quantity and quality of water in the river. The dam will stop the fish's movement and population.

2.5 National Environmental Management Act, 107 of 1998

The National Environmental Management Act, 107 of 1998, provides that everyone has the right to have the environment protected, for the benefit of present and future generations, through reasonable legislation and other measures that;

- Prevent pollution and ecological degradation;
- Promote conservation; and
- Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development (RSA, 1998).

Steyn (1999:2) described NEMA as the primary or parent environmental statute in that it guides decision-making or administration of all legislation in South Africa concerned with the environment. The general policy on environmental conservation states that measures should be employed to support economic growth and social welfare without affecting or irreversibly damaging the natural resources in the process. The environment is vital to our existence; the health of people is closely linked to the quality of the air, water, soil and biological resources.

Kingsbury et al (2004:289) are of the opinion that sustainability was intended in its contemporary usage to primarily mean environmental sustainability. In other words, there is no future without a natural environment within which to live, and use of the natural resources. The natural environment must be maintained in a way that can be sustained. That is, to ensure the future of species people can use resources only in ways that are renewable or which do not permanently deplete the earth's resources.

Fuggle (2000:2) proposed the following nine principles for building a sustainable society:

- respect and care for a community's life;
- improve the quality of human life;
- conserve the earth's carrying capacity;
- minimize the depletion of non-renewable resources;
- keep within the earth's carrying capacity;
- change personal attitudes and practices that enable communities to care for their own environments;
- provide a national framework for integrating development and conservation; and
- Create a global alliance.

Communities have a vital role to play in environment management and development. They need to be made sensitive to environmental sustainability and environmental protection. Environmental education needs to be extended to local people, to help them learn the most secure ways of protecting the environment. The problem of water pollution, atmospheric pollution and environmental degradation could cause major damage to the environmental life and economic loss.

2.6 The National Health Act, 61 of 2003

The National Health Act, 61 of 2003, indicates that municipal health services include:

- Water quality monitoring
- Food control
- Waste management
- Health surveillance of premises
- Surveillance and prevention of communicable diseases, excluding immunizations
- Vector control
- Environmental pollution control
- Disposal of the dead
- Chemical safety (RSA, 2003).

It is important to ensure that the municipality adopts sound health service practices to promote a safe and healthy environment. Prevention of diseases requires activities such as purification of water and reservoirs, inspections at dumping sites regularly. Some of the above functions cannot be carried out by the municipality alone, but through cooperative governance with departments such as the Department of Water and Environmental Affairs, Department of Health and Department of Rural Settlement. For example, the Department of Rural Settlement should consult with the Department of Water and Environmental Affairs before people are located in any area so that it can be established whether people will be placed in environmentally sensitive areas.

2.7 The South African Drinking Water Quality Framework

With a view to effecting improved general welfare and commitment to water supply, the supply of water by local municipalities is guided by the South African Drinking Water Quality Framework, which outlines set norms and standards. The Department of Water Affairs' drinking water quality framework stipulates that access to safe drinking water is essential to health. Safe drinking water that complies with drinking water specifications

should not pose a significant risk to health over a human being's life time of consumption (RSA, 1997a).

If the water that is provided is of poor quality, it will create an unhealthy and unsafe environment for the residents. The municipality has to take the necessary measures to ensure that the water passes through treatment works and is tested for quality before reaching the premises of any consumer.

2.8 Integrated Development Plan

In terms of section 23(1) of the Municipal Systems Act, 32 of 2000, a municipality must undertake developmentally oriented planning so as to ensure that it:

- Strives to achieve the objectives of local government set out in section 152 of the Constitution.
- Gives effect to its developmental responsibilities, as outlined in section 153 of the Constitution.
- Together with other organs of state, contributes to the progressive realization of the fundamental rights contained in sections 24, 25, 26, 27 and 29.

According to a communication by Mr A.M. Mathye (2009), integrated development planning is a process by which municipalities prepare five-year strategic plans that are reviewed annually in consultation with communities and stakeholders. Such a plan clarifies:

- Key development priorities of the municipality;
- Appropriate strategies;
- The vision, mission and values of the municipality;
- Appropriate organizational structures ; and
- The alignment of resources with relevant priorities.

The aim is to achieve service-delivery and development goals in municipal areas in an effective and sustainable way (SA yearbook 2007/08:304).

Since 1995, municipalities have been required to become the foremost development agencies within the governmental system. Each municipality has to define its own developmental vision and mission, and identify specific programmes and projects (Meiklejohn & Coetzee, 2003:36).

The weakness of the Greater Tubatse Local Municipality is that it uses its IDP as a document to receive a budget. Once the budget is accessed the allocation of funds is not effected within the prescribed guidelines.

2.9 Community Participation

In terms of section 16(1) of the Municipal Systems Act, 32 of 2000, a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose:

- a) Encourage and create conditions for the local community to participate in the affairs of the municipality, including:
 - The preparation, implementation and review of its integrated development plan in terms of chapter 5 of the Act.
 - The establishment, implementation and review of its performance management system in terms of chapter 6.
 - The monitoring and review of its performance, including the outcomes and impact of such performance.
 - The preparation of its budget, and strategic decisions relating to the provision of municipal services in terms of chapter 8;
- b) Contribute to building the capacity of:
 - The local community to enable it to participate in the affairs of the municipality,

- Councilors and staff to foster community participation, and
- Use its resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing paragraph (a) and (b) (RSA, 2000).

In order to create and facilitate mutual respect and support, municipalities must work hand in hand with their communities to fulfill their obligations. However, a relationship like this can be achieved only if local residents feel that they are consulted on important issues and they are included in the decision-making process. The enhancement of governmental accountability and strengthening of public participation in municipal processes and decisions are therefore constitutionally protected principles and must be provided for within a framework of certain minimum standards (Bekink 2006:13).

Mbomba et al (2008: 52) mentioned that community consultation, involvement and awareness can have a major impact on public confidence in the water supply and the organisation's reputation. A communication programme including both consultation and education should be designed to provide an active, two-way exchange of information to ensure that the consumer's needs and expectations are understood and are being satisfied.

Once again participatory communication is helpful in identifying solutions to conflict situations in villages and their capacity to address problems and to find their own solutions, rather than waiting for external assistance (Bassette, 2006:7).

To treat citizens as customers implies:

- Listening to their views and taking account of them in making decisions about what services should be provided;
- Treating them with consideration and respect;
- Making sure that the promised level and quality of service is always of the highest standard; and
- Responding swiftly and sympathetically when standards of service fall below the promised standard (Gildenhuys & Knipe, 2000:130).

The White Paper on Local Government (1998:45) describes a developmental local government as committed to working with citizens to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. Investing in the basics, by providing good quality cost-effective services and by making the local area a pleasant place to live and working, is the key starting point.

Municipalities are directly involved in the daily lives of the communities they serve. Therefore they have an obligation to develop a culture of participatory governance to encourage and empower local communities to participate in the affairs of their authorities (DPSA, 2003:19).

The typical municipality needs to renew pledges and build an enduring partnership with various organizations to correct, rehabilitate and reintegrate water services. There is a need to collaborate with other stakeholders because one organization cannot act alone in addressing all issues pertaining to water services. The linkages with key stakeholders are crucial. They have to develop collaboratively to work and learn from other approaches. Allowing local residents to participate in all processes would typically strengthen the possibilities of success. People will realize that development initiatives are genuine and that serious consideration is given to their participation. Community participation in local government is an indication that innovative intervention is necessary to encourage and enable inhabitants to participate in activities affecting their day-to-day lives.

2.10 Conclusion

Progress in the development of the legal framework is an attempt to bring together a set of regulations pertaining to the provisioning of water services. It binds municipalities to give attention to quality and professional services. The legislation also lays a foundation for comprehensive policies for local municipality to discharge meaningful service. It is thus essential for the Greater Tubatse Local Municipality to align its water resource strategies in accordance with the present legal framework and the circumstances under which the water services needed are rendered more effectively. By so doing the municipality would be able to deal with poor social conditions such as poverty and the poor health of the communities.

There is a need to monitor these actions to ensure that all the municipalities comply with the current legislation to guarantee the provisioning of a quality and safe water supply.

The legal framework is aimed at achieving effective control, protection, conservation, development and sustainable management of South Africa's water resources. It ensures that all people have sufficient access to water to meet their needs. The National Government and Provincial Government must support and strengthen the capacity of municipalities to be able to manage their own water resources and perform the functions effectively. There is a clear role that must be played by the local municipality to address all challenges relating to water supply in the area under their jurisdiction. It must also be a priority within the Integrated Development Plan (IDP).

It is clear that to make the provisioning of water more sustainable, the Greater Tubatse Local Municipality needs to implement its by-laws and control the usage of water. It is the constitutional right that every resident has access to the basic water supply and basic sanitation. This illustrates the need for the local municipality to look at service delivery in a more holistic manner and start working much more closely with communities to contain disease and prevent its spread.

CHAPTER 3

WATER SUPPLY AND SANITATION SERVICE DELIVERY AT PRAKTISEER

3.1 Introduction

The previous chapter gave a summary of the existing legal framework regulating the water supply in South Africa. The primary objective of the study is to evaluate water service delivery at Praktiseer and to suggest a proposed model that could address the shortcomings. The deficiencies in water services and sanitation to the local residents are one of the key problems in the local water supply system of Praktiseer. The fact that the municipality cannot deliver the required water services to local residents suggests that there are problems with the constitutionally entrenched mandate of local government.

To achieve sustainable water supply services in Praktiseer, attention must be given to the problems identified in Chapter 1. The inability of the local municipality to meet the requirements of a suitable basic water supply to local residents lies in the failed implementation of a comprehensive strategy and correct measures necessary for ensuring a safe and reliable water strategy.

3.2 The source of the current water supply

There are three main sources of water within the Greater Tubatse Municipality:

- Abstraction and ground water from surface sources within the area of jurisdiction (dams, springs, large rain water collectors such as natural rock surfaces or streams). There are three main rivers in the Greater Tubatse Municipality in which water is collected. They are the Spekboom, Steelpoort and Tubatse Rivers.
- Water sources within the area of jurisdiction (boreholes or wells).
- Water purchases from external sources (e.g. bottled water)



Map 1: an aerial view of the Praktiseer-Burgersfort area with the rivers Tubatse, Steelpoort and Spoekboom. Source: Google Earth (Accessed 2009.11.04)

Praktiseer depends mainly on surface water resources. Raw water is taken directly from the Tubatse River and it runs through a canal system into raw water facilities and to the treatment works for purification.

3.3 The situation of water services before 1994

Praktiseer was a district of the former Lebowa homeland administration prior to 1994. The provision of water services was the responsibility of the homeland's department of agriculture. The major local farming schemes were dedicated to producing cotton. The local urban centre of Burgersfort (in the southern part of map 1) was still relatively small at the time. The major reason for the influx of people at Praktiseer was the annual admission of students to the Dr CN Phatudi College of Education as well as the local Leolo High School. At that time there were water committees. These were later absorbed into ward committees. The majority of houses were not provided with water and flush toilets. Most houses had pit toilets. Water shortages were not, as a rule, experienced frequently. If the supply was not available, it was usually the result of a machine not working properly. Breakdowns were dealt with in an urgent manner. The local water supply system was capable of a capacity of 1Mℓ per day (MPA, 2010 Maphanga).

3.4 The current situation

Currently there are mining developments in the vicinity of Burgersfort. The mines in the Burgersfort area are Modikwa, Marula Platinum, Twickenham, Two Rivers, Thorn Cliff, Xstrata, Mototolo, ASA Metal Dilokong, Ferrochrome and Samancor. This has caused a large number of people to drift into the Burgersfort-Praktiseer region with the expectation of securing a job. The rapid population growth put the existing water supply system to the test. The growing demand for water and the inability of the water management system to respond effectively are notable features of the current situation.

The Greater Tubatse Local Municipality is responsible for the development and management of the local water supply and sanitation system. Currently the available infrastructure is not capable of dealing with the demand for water. Consequently, local water supplies are augmented by means of a water tanker service. In spite of all the efforts of tankering, the current situation can still be described as unsatisfactory. This situation dictates a requirement need for the development and the implementation of a sustainable water supply (MPA, 2010 Mathye).

Currently local capital infrastructure projects concentrate on the construction of dams, more reservoirs and additions to the sewage infrastructure. The major improvements to the local

water system in recent years have been a project to upgrade the water purification plant to a capacity of delivering 5 Mℓ per day. Part of the scheme includes the construction of a reservoir next to the Dr CN Phatudi College of Education. Water meters have been installed at various households, but are not yet connected. The local weir was raised in the Tubatse River to increase the capacity of supply (MPA, 2010 Maphanga).

3.5 Challenges to the water supply

Mining activities in the Burgersfort area have been responsible for significant changes in the local population. Some local residents have migrated to Burgersfort -Praktiseer from the outlying villages in the region. However, there is also another migration stream of people in the region. Many come from North-West Province, Swaziland, and some from as far as Lesotho. The internal (local region) migration is the product of people seeking an improved life-style and economic progress. The people come from Penge, Moroke, Ga-Malepe, Segorong, Maakubu, Ga-Makofane, Sekopung, Ga-Mokgotho, Kgautswana, Driekop, Sekhukhune, Malokela, Modubeng, Motloulela, Ga-Phasha, Sehunyane, Ga-podila, Ga-Moraba and Mabochoa. Praktiseer is the nearest township to Burgersfort intended exclusively (prior to 1994) for African residence. Apart from the rapid increase in the local demand for water, informal settlements have also been growing at a fast pace. It is difficult to make an estimate of population figures. This, in turn, has created significant problems for planning the future water infrastructure. The local mines have also become major water consumers. This is a real challenge in water management. The demand for more water resources has resulted in a situation of less water being available. It is also, as a rule, of poorer quality than before (MPA, 2010 Mashego).

3.5.1 Loss of water

In the domestic environment local residents use the available water supply for preparing food, personal hygiene, doing the laundry of the household and sometimes for watering small (vegetable or fruit) gardens adjacent to their houses. The majority of residents have piped water and toilets with running water. Some do not have ready access to taps. Over and above normal domestic water consumption, local residents also use water to wash their cars and for watering the dusty streets in front of their houses. On some premises taps are leaking and the

residents do not take responsibility for replacing washers. These actions cause a serious waste of water (MPA, 2010 Ntsoane).

Still et al (2008:151) mentioned the following key provisions regarding prevention of inefficient or wasteful water use by the municipality:

- Prohibition on wasteful discharge of water, leaking or defective components, persisting overflow or persisting wasteful use;
- Power of the municipality to cut off water supply to premises in order to prevent wastage;
- Power of the municipality's authorized representatives to enter premises to do necessary emergency work at the owner's expense;
- Prohibition on person from allowing water wastage to occur;
- Obligation upon owner to replace pipes or fittings which cause or are likely to cause wastage of water;
- Powers of municipality to take such steps at owner's cost, should owner fail to comply with a notice to do so;
- Prohibition on the use of inefficient water installation;
- Duty imposed on public to report water wastage;
- Requirement that consumer must ensure that any equipment or plant connected to a water installation uses water in an efficient manner;
- This must also be applicable to industrial plants.

3.5.2 Non-payment for municipal services

The provision of sustainable water requires funding. Financing is intended to come from cross-subsidization through user tariffs (Kido, 2008:86).

Communities receiving poor services are reluctant to pay for the services and this has a negative impact on the income of local government, which increases the intention to cut the budget. More often than not, water service communities also turn to vandalizing government property in an attempt to voice their dissatisfaction with poor or non-existent municipal

services. This, in turn, makes employees despondent with low motivation to serve the community (Hinsh, 2009:42).

The residents of Praktiseer are not paying for municipal services. The argument is that they are not happy with the services provided by the Greater Tubatse Local Municipality.

The key constraints on delivery are to be found in both inadequate capacity and in funding. In a number of sectors of delivery, but particularly in water and sanitation, number of problems have emerged as a result of a lack of funds to complete the task at hand (Hemson, 2004:19).

Thompson (2006: 209) states that different water users will have to pay for the cost to manage the water resources and to provide the necessary water services.

3.5.3 Vandalism and theft of water taps

The stealing of water taps is a major stumbling block. People are stealing the taps to sell them to the contractors or to scrap-yards as the quickest means to get cash. It derails effective water supply initiatives. It becomes expensive for the local municipality to constantly replace the taps that are simply stolen. To solve this problem workshops should be held. These should be used to inform the public about taking responsibility for protecting public property (MPA, 2010 Ntsoane).

3.5.4 Illegal connections

The rapid population growth and constant migration to Praktiseer in search of economic opportunities and security have had a great impact on the growth of local informal settlements. People living in the informal settlements connect their pipes illegally to the main water pipes. In a bid to stamp out illegal connections at Shushumela (one of the sections in Praktiseer), the municipal authorities decided to cut off the area's water supply until the problem has been solved. The illegal connections to pipelines cause water shortages due to water wastage from leakages. This is responsible for weak water pressure or no water at all for Praktiseer. It has been a long-term problem over a period of about four years (Lekalakala, 2009).

3.5.5 Old infrastructure

The current infrastructure is old. It is well beyond its lifespan. Consequently, it is not able to cope with the current demands of local residents. The municipality has to now direct its efforts towards basic service delivery and infrastructure planning.

3.5.6 Water pollution

According to a communication by Mr AM Mathye, water pollution is one of the great challenges facing the Greater Tubatse Local Municipality. People put all kinds of harmful and unpleasant substances in the water because it is considered to be an easy way of getting rid of refuse. It consequently takes a lot of effort and money to purify the water. Among other things, local mining activities contribute to the pollution problem. Mining waste, such as acid, heavy metals and other toxic material may flow into the river. It affects the aquatic ecosystems. It is alleged that pollution causes problems for water users. It kills water plants and animals and makes water unfit for human consumption. The extent of water pollution by the residents seems to indicate that the management systems followed by the local municipality do not provide for management of environmental impact as an integral part of their operations.

According to Glazewki (2005:458), one of the causes of the country's scarce water resources is mining activities. Mining activities disturb established drainage patterns, often causing water logging and erosion. Equally significant is surface and ground water contamination through runoff and drainage from mine residue deposits.

In contrast to biological pollution which can transmit serious diseases such as cholera, diarrhoea and typhoid that erode the health of communities, chemical pollution of industrial activities is toxic and therefore highly dangerous to human health. Eventually pollution is the result of inefficient water management practices.

The Department of Water Affairs` policy mission regarding water quality is to ensure the continuous fitness for use of all water sources throughout the country. To fulfill this mission, the department (DWEA, 1991: 28) applies the following principles when discharge of pollutants into the natural water environment are considered:

- Prevention of water pollution by reduction at source recycling; detoxification or neutralization of wastes;
- Setting of minimum standards for effluents;
- Setting of even more stringent standards if the fitness for use of receiving water sources is still not attained;
- Granting of exemption from compliance with minimum standard, only if the water resources have sufficient assimilative capacity and the relaxation can be justified on the grounds of technological, physical, economic and socio-political considerations.

Cloete (1997:100) mentions that when the number of residents grows in a settlement, a proper communal water supply scheme becomes essential. The goal should not be only to supply sufficient water, but attention has also to be given to the prevention of diseases. When a town expands, it has to find funds for either establishing or further developing reservoirs, purification works and waste treatment works.

The impact on the quality of the water should be carefully controlled through establishing and enforcing standards and management practices. Discharging of waste into the water resources, disposing of waste on land in a manner that could impact detrimentally on the water resources and using of waste on land should be well regulated to ensure that the water resources stay fit for use (Thompson, 2006: 209).

To address water pollution the municipality should promote compliance with legal requirements regarding environmental pollution and extend the awareness programmes to encourage residents to act responsibly.

3.6 Research Findings

Semi-structured interviews with 34 selected respondents were carried out through the use of a questionnaire (Annexure B and Annexure C). The purpose of this exercise was to outline the experience of the respondents about the situation applicable to their local municipality so that a type of model could be extracted, to address the shortcomings currently experienced in the local water services environment. The respondents included senior managers, other officials, councillors and local residents.

Out of 34 respondents, 23 were females, thus exceeding the number of males. This ratio of more females than males was expected as women are the customary people looking after their households and most of their daily activities require water for activities such as cooking, dish washing, cleaning and laundry. The average age of respondents was 27 years (ranging from 24 to 58 years). The interviews were carried out in Northern Sotho (Sepedi) the most dominant language in the area. There was no language barrier as the author speaks Northern Sotho (Sepedi).

In general it is apparent that the issue of water supply and sanitation is perceived as a major problem. A total of 83% of the respondents were of this opinion. The magnitude of the shortage of water services has a negative impact on health and local economic development. For example, no company would plan to build a complex at a place that has no water supply. A total of 27% of respondents indicated that they sometimes collect water from the river. It is evident that the lives of residents are still at risk.

It is important to note that 73% of respondents confirmed that the municipality did not have water service by-laws. In other cases it is evident that the respondents know about the water resource strategy (73%). It is clear that the provincial and national governments and the local municipality must build communication links for funding and support (82%).

A total of 64% of the respondents alluded to the issue of a lack of human resources capacity in dealing with water related issues. It is clear that the officials are of the opinion that there are not enough skilled workers to deal with water service needs. It may however also be that the workers are not managed properly. Effective water service delivery depends on the level of capacity that exists within the municipality. This means that if the municipality does not have capacity it will not be able to fulfil its constitutional duties and functions in terms of water supply and sanitation services. This state of affairs raised the need for the municipality to recruit people with the necessary skills or alternatively arrange courses for the individuals who are engaged with water services. Altogether 55% of the respondents agree that water committees exist. However, in most cases, the role of the water committee is not visible.

This leaves the municipality with the responsibility of providing water services. Some 91% of respondents believe that the municipality alone cannot deal with all the diverse issues pertaining to water services. The successful provision of water services will therefore depend on co-operation among all spheres of water users and other stakeholders. A total of 64% of respondents believed that water resource projects were not adequately budgeted for. 82% of

the respondents agree that water services are priorities in the IDP of the municipality. The mere fact that water projects are not prioritized in the budget means that water projects will receive insufficient attention. A majority of the respondents (64%) feel that the available water resource infrastructure is not capable of dealing with water demands. It was built in the 1970s and intended for a smaller population. It is clear that the municipality has a mammoth task ahead to upgrade the existing water infrastructure.

A majority of respondents (64%) agree that the municipality should play a leading role in the development of water resource strategy. Alignment is a problem. This calls for well-coordinated activities and an integrated approach. There is general consensus (64%) that political oversight is necessary in the water resources strategy. The politicians have to represent the interests of the local residents in this context. In order to ameliorate the current state of affairs political influence is also necessary. A majority of respondents (100%) also agree that community participation is important in the formulation of a water resources management strategy. The views of the community must be taken into consideration. It will help a lot to identify the needs and expectations of the community from the very start of planning and this will encourage the community to actively participate in all issues relating to water services, and ensure that they render a meaningful contribution. The majority of respondents (81%) do not report leakages or illegal connections to the municipality. This is an indication that the working relationship between the local residents and municipality is poor. A total of 45% of respondents agree that the water resource strategy must be realistic and always have a target (91%), and 68% of respondents believe that it must be reviewed annually to check whether the water objectives are being met so that adjustments can be made where necessary.

3.7 Conclusion

This chapter presented a description of the prevalent conditions in respect of the water supply and sanitation services delivery at Praktiseer. The aim of this chapter was thus to gain knowledge of practices and shortcomings for use in the creation of strategies towards effective management of water resources. Potential failure in water services was accentuated to address the existing deficiencies.

The integrated development planning of the municipality is the comprehensive tool to integrate and coordinate its implementation of strategic objectives. The water resource strategy which explains the water service objective needs to be clear and must be prioritized in the municipal IDP. Improved water infrastructure and a healthier environment must be a priority for the local municipality.

There is a lack of human resources capacity to deal with water services in the municipality. Extensive workshops and development programmes are crucial to deal with the lack of human resource capacity. Other spheres of government need to assist the municipality in this regard in a spirit of cooperative governance. The lack of an appropriate working relationship between the municipality and other strategic partners is one of the main governance shortcomings in Praktiseer.

The knowledge gained in this chapter will be applied in potential strategies for improving Praktiseer's water problems as discussed in Chapter 4, and a summary and recommendations will be provided in Chapter 5.

CHAPTER 4

POTENTIAL STRATEGIES FOR IMPROVING PRAKTISEER'S WATER PROBLEMS

4.1 Introduction

Since change has become the only constant for most organizations, many business leaders are searching for those organizational strategies that could have an influential role to play in the achievement of excellent organizational performance against the backdrop of an unpredictable operational landscape (Argyris, 1994:1).

In order to survive the massive challenges presented by water services at Praktiseer the municipality needs to reshape its vision and formulate realistic strategies which attempt to bring together various processes of achieving water service objectives. From the strategic management perspective strategy is the backbone for survival of each institution in promoting its efficiency and effectiveness.

For the organisation to survive in the long term, management has to focus on the future and choose strategies that will enable it to prosper in a constantly changing environment. In doing this, management has to formulate a vision and mission statement, scan the external environment for opportunities and threats, assess the organisation's capabilities, formulate long-term goals, and choose strategies that will lead to the attainment of the long-term goals (Smit et al, 2007:81).

Strategies commit the municipality to specific interventions and development programmes over a specific period of time.

4.2 Analysis of the impact of environment (SWOT Analysis)

When developing strategies, an analysis of the organization and its environment is important so that the necessary adjustments can be made to address shortcomings. The analysis has to execute strength and weakness of the organization at an internal level to effectively reduce the negative impact of the external environment on the organizational performance and assist in obtaining an overview of a department's strategic situation.

The aim of a strategic analysis is to form a view of the key influences on the present and future wellbeing of the organization and what opportunities are afforded by the environment and competencies of the organization (Baily et al, 2005:41).

4.2.1 Strengths

Strength refers to what the institution is good at doing or a characteristic that gives an important capability. The organization's strengths are important because they can be used as the cornerstones of strategy and basis on which to build a competitive advantage. A good strategy needs to aim at reduction of organization's vulnerability. In the municipality the strengths can relate to resources, skills, competence, capability, political stability, economic growth, sound revenue base, approved programmes and policies, good governance. The Greater Tubatse Municipality is a presidential node for an Integrated Sustainable Rural Development Programme (ISRDP).

4.2.2 Weakness

Weakness refers to something the organization lacks or does poorly, or conditions that put it at a disadvantage. Examples of the weakness in the municipality are:

- Outdated facilities;
- Outdated work methods and poor relations with certain segments of the community;
- The water infrastructure is not conducive to proper service delivery;
- Inadequate competencies(skills);
- Non-implementation of the Greater Municipality human resource (HR) and communication strategy;
- Insufficient funding;
- Insufficient by-laws;
- Inefficient project monitoring and evaluation; and
- Non-implementation of council resolutions.

The weaknesses are the problems that need to be addressed. If attention is not given to them, the normal functioning of the organization will be disturbed.

4.2.3 Opportunities

Opportunity reflects a possible change in the world outside an organization's immediate environment. Opportunities should typically improve its prospects to achieve specific goals. They need to be utilized because they are important avenues for growth and have a potential for securing competitive advantages.

Examples of opportunities that the municipality could take advantage of are:

- Wealth and local assets;
- Agricultural development;
- Partnerships with other stakeholders;
- Mining development; and
- Tourism potential of attractive areas and facilities.

The municipality needs to enhance these possibilities to ensure maximum participation in joint problem solving.

4.2.4 Threats

Threat relates to an unfavourable situation which threatens the ability of the organization to compete or to meet its needs. Good strategies are aimed at grasping the organization's best growth opportunities and creating a defence against threats to its competitive position. The future threats for the municipality are issues such as:

- Vandalism;
- Shortages of resources;
- Resignation of skilled officials for greener pastures or as a result political pressure;

- HIV/Aids infection;
- Increased demand for free basic services;
- Mushrooming of informal settlements;
- High rate of migration; and
- High rate of unemployment.

4.3 Potential strategies to overcome the identified water problems

It is clear that in order to improve the current state of affairs, various initiatives need to be taken in terms of implementing well-coordinated strategies and mechanisms that will bring about visible results. The strategies need to be communicated to the community and stakeholders. The IDP for the Greater Tubatse Municipality needs to be developed in accordance with legislative requirements for a credible IDP to provide a sound strategy that together with the performance management system as envisaged by legislation will bring about the outcome of a better quality of life for all the residents.

It becomes clear from the analysis that the Tubatse Local Municipality needs to develop strategies aimed at improving better access to water if it wishes to achieve its vision. If the Tubatse municipality does not respond effectively it will run into serious water supply problems. It should, however, be emphasized that the proposed strategy is merely a guideline in terms of the manner in which the water service provider could incorporate it into its daily activities, and the implementation and extent of the integration will largely be dictated by the municipality's own determination.

4.3.1 Internal and external communication

It was emphasized that all systems and processes relating to communication are lacking within the municipality. The Greater Tubatse Municipality's IDP (IDP,2009-2013:105) indicated that the municipality is faced with the following communication challenges:

- The unit is not well staffed and more staff members are needed as the unit is in charge of all publications and relations with the media(local, district, provincial and national);

- The budget allocation is too small as the unit is also responsible for marketing, advertising and branding which is a costly exercise. The budget should therefore be increased;
- The budget constraints affect the quantity of the production of newsletters, flyers and other promotional materials;
- The unit does not have enough office space for its operations;
- The lack of resources such as a fax line, colour printer, internet and other communication facilities.

The strategy of the municipality to improve communication includes the following:

- To enhance effective communication between the Greater Tubatse Municipality, communities and sector departments;
- To enhance and co-ordinate activities of national, provincial and parastatals in the local sphere of government;
- To project the positive image of the public locally, provincially, nationally and internationally;
- To inform and educate the public about the work of government;
- To forge links with the media;
- To develop and maintain correct public perceptions of government delivery;
- To ensure that a common message is communicated on priorities set by government and the whereabouts and appropriate means of alleviations in community problem areas can be universally accessed (Greater Tubatse Municipality IDP, 2009-2013:13).

According to Smit and Cronje (1997:335), effective communication can produce a competitive edge. Organizations, in which communication systems are effective, are likely to be more successful than those in which they are not. The question now arises of what differentiates an effective communication system from an ineffective one.

The Reconstruction Development Plan (RDP) is based on consensus and therefore depends on effective communication. Section 5.8.2 of the RDP stipulates that information should be

available unless there is a good reason to withhold it. It also stipulates in section 7.6.9 that the government must provide resources in an open and transparent manner. These sections of the RDP clearly illustrate the premium, which is placed on transparency and on the availability of information (Du Toit et al, 1998:152).

The lack of an effective communication system is one of the weaknesses in the municipality under scrutiny. Effective communication should be of such a nature that the residents are informed if and when there is any disruption of the services, when they will be restored; how people can use water wisely and how to safeguard their health if there are potential threats to the water quality.

4.3.2 Basic services infrastructure upgrade

The water resource capacity of Praktiseer is already under stress. It needs to be increased/or upgraded immediately to cater for the growth in demand for water services. Respondents, who were asked for their views in the research of this study, were of the opinion that the available water infrastructure is not capable of dealing with water demands. The following needs to be done:

- Ageing pipes must be replaced;
- The existing storage facilities must be expanded;
- The dams and treatment plant must be upgraded; and
- The maintenance programme must take care of leakages.

4.3.3 Formulation and enforcement of the municipal water supply services by-laws

The local municipality needs to have water services by-laws to ensure a healthy environment for the water supply and to impose penalties if any of the by-laws are contravened. It is clear that the residents do not pay for water services and the municipality does not have any water services by-laws. For the municipality to be financially viable it must ensure that its main income is derived from its own resources, in order to become less dependent on other sources and to achieve long- term sustainability.

Payment for water services presents a great challenge even if some of the residents are willing to pay for services. The crux of the matter is that the water services do not reach numerous residents. The threat of non-payment necessitates law enforcement. The residents who contravene the existing municipal by-laws must feel the full force of the law. This could be either by means of arrest or severe fines if they do not adhere to the by-laws. The unavailability of by-laws is a definite weakness.

The challenge in this regard is whether the municipality has a specific section effectively dealing with compliance and law enforcement.

According to Nel and Le Roux (2005:4), the functions of the municipalities in this regard include:

- To develop and implement by-laws (to ensure that relevant environmental aspects are governed within a legal framework);
- To ensure that they are enforceable;
- To maintain executive functions (including co-operative governance arrangements with other spheres of government); and
- To maintain the protection or conservation function.

Still et al (2008:150) recommended that the model water services by-laws should contain the following main provisions:

- Municipal consent for the installation of new pipes and fittings;
- Standards pertaining to the quality and installation of pipes;
- Powers of the municipal authority to prevent wasteful use of water or to impose restrictions on the use of water in the event of water shortages, drought or floods;
- Prohibitions on the waste of water by consumers;
- Requirement of regular water audit by water users who consume more than 3650 kilolitres per annum;
- Water demand management (water savings measures).

4.3.4 Consumer education

An intervention strategy that will significantly improve the usage of water resources management is required. The local authority should embark on programmes to raise local awareness about environmental pollution and associated health risks. The intention will be to increase the knowledge of people and improve community hygiene. Ultimately the people will change their tendencies regarding wasting water.

The programmes need to be extended to schools so that youth/learners are exposed to practical projects enabling them to understand the values affecting the role of water in their lives and what they can do to use water sparingly. It is important to put emphasis on awareness programmes that could improve the optimum use of water and safeguard a sustainable water supply.

4.3.5 Water integrated intervention strategy

The increased demand for water and its related problems at Praktiseer present a challenge. This necessitates a further effort to build up a working relationship with other stakeholders. The local authority must then share a common vision with them. The importance of cohesion and common purpose provides more chances of achieving the sustainable provision of water.

At the World Summit on Sustainable Development held in Johannesburg in 2002, integrated water resources management (IWRM) was one of the agenda points as an international policy framework. The goal was set for countries to establish the integrated water resources management (IWRM) policy goals by 2005 [World Health Organisation (WHO, 2006b: 3)] for regions in the world where water scarcity levels are highest (like South Africa), the use of water being an important component of IWRM.

A relevant partnership needs to be established. It must include all councillors, representatives from various structures of the community and all government departments and their relevant officials. The stakeholders should form committees that must make contributions towards addressing water issues and ensuring a healthy and stable water resource base.

Stakeholders must be inspired to feel and act within the spirit and vision of the municipality. The municipality's dream of a better life will not be realized without the participation of the

local community through the introduction of further support mechanisms for effective participation.

4.3.6 Institutional capacity building

It is not really possible to achieve a sustainable water supply without considering building capacity within the municipality. In order to ensure the effective management and a sustainable water supply, competency from the operators is imperative for water and sanitation treatment works operations and maintenance.

Human resources development through training, education and the provision of information are crucial for capacity building. Training is not, however, enough. If new skills or ideas are going to be employed, then institutions and individuals need incentives to change their practices and approaches. Such incentives will need to be consistent with the broader goals of the institution concerned. Improved human resources are a key factor in bringing about institutional capacity building. The ability of an institution to adapt to changing demands depends on how to adapt its human potential (the knowledge, perspective and skills of its staff) (Taigbenu, 2007:2-11).

The Greater Tubatse Local Municipality is faced with a challenge regarding its shortage of skills which are an important factor in ensuring that the water services objectives are achieved.

There is a need to develop the skills of the integrating water managers. Several organisations, such as the United Nations Educational, Scientific and Cultural Organisation's Institute for Hydrological Education (UNESCO-IHE) partnership, have started developing courses that are adapted to equipping new managers.

It is obvious that we still need new water managers to deal more wisely with, for example, the operational management of infrastructure. But, at the same time, a new curriculum is urgently needed for individuals looking at water from a more holistic point of view (Figures et al, 2003: 235).

The Greater Tubatse Local Municipality has relatively low-skilled labour available in comparison with the urban areas of Limpopo. In this regard the procurement policy on the municipal level should make provision for capacity building and the municipal level should make provision for capacity building than external companies be appointed due to there being

no or only limited skills available from within the municipality (Greater Tubatse Municipality, IDP 2009-2013:24).

In order to achieve the developmental goals, there has to be sufficient skills development to improve public sector delivery. This will address the poor leadership that resulted in under-expenditure on critical infrastructure projects, and the shortage of scarce and critical skills required to roll out infrastructure programmes (Makwetla, 2008:12).

Fitzgerald et al (1997:279) emphasized that some of the many ways in which human capacity growth will be needed in South Africa in the near future are for:

- The implementation of the principles of the RDP;
- Development of human capacity as;
- Developing world- class productivity to face world-wide competition which is another challenge facing South African workers and managers in both the private and the public sectors.

Under favourable circumstances, training has the important dual function of utilization and motivation. By improving employees' ability to perform the task required by the company, training allows better use to be made of the human resources available. By giving employees a feeling of mastery over their work, and of receiving recognition by management, their job satisfaction is increased (Graham & Bennett, 1998:283).

However, it is only since the 1990s and at the start of the twenty-first century that knowledge has received its rightful recognition as conducive to wealth creation, coupled with the growing realization that people are a source of organizational knowledge (Cunningham et al, 2004:vii).

Mbeki (2002:7) stated that it is important, therefore, that we work out sustainable programmes around the development of our human resources, sharing of skills, culture exchange and mutual assistance in the development and strengthening of our industries.

There is a growing consensus amongst researchers that the following five interrelated categories of organizational characteristics are supportive of more effective organizational learning practices and processes:

- **Structure** - the organizational structure is conducive to teamwork, networking across the organizational boundaries, both internally and externally, and is based on a flattened structure with few layers and strong lateral relations.
- **Information systems** - the organization's information systems provide an infrastructure supportive of organizational learning initiatives and cater for rapid information acquisition, processing, sharing and knowledge management that facilitate competitive advantage.
- **Human resource practices** - human resources processes such as training appraisals and rewards are designed to account for long-term performance and knowledge development that reinforces the acquisition and sharing of new skills.
- **Organization culture** – strong culture that promotes openness, creativity and experimentation amongst the organizational members and lays the foundation for successful learning practices;
- **Leadership** - organizational learning and knowledge management interventions rely on strong leadership throughout the organization that models the learning practices the organization is aspiring to and provides the required leadership
- **Support** - to ensure its effective implementation (Cummings & Worley, 2005:498 and Nevis et al, 1995:73-74).

Human resources development is viewed as an essential factor to build the potential of people for sustainable service delivery. Skilled participants have a direct impact on the successful implementation of municipal strategies. Capacity building must be viewed as an on-going process. The effectiveness of capacity building depends on the level of employee's commitment to improving job performance and organizational effectiveness in water service delivery. It needs to be encouraged by all tiers of government through legislation, national programmes and any other measures.

4.5. Conclusion

This chapter focused on potential strategies for improving water services at Praktiseer. The strategies were suggested by the challenges faced by the Praktiseer municipality, as ways to achieve the sustainable water supply the short and the long term. The appropriate strategies

could lead to the realization of water services objectives. As discussed above, to seek for better tools fit and able to meet the objectives of the municipality, it is imperative that the achievable strategies should be developed to respond specifically to the challenges and the needs of the municipalities concerned.

It is a real fact that some of the intervention initiatives are not sufficient to provide in all the needs. Financial constraint or circumstances beyond control, like insufficient resources, are just a few reasons advanced for landing in a situation that is not responding to water demands. The local mechanisms and institutions that govern the allocation utilization and aids resources are not effective and some are out-dated and dysfunctional.

Total dedication and commitment from all role players are essential in all initiatives aimed at improving water service delivery. Without innovative strategies that build working relations, political commitment, financial support and programmes that integrate water service imperatives, all measures will not become effective. The study concludes that a water strategy needs to be shared by all stakeholders. The next chapter will deal with a summary of the findings and recommendations arising from them.

CHAPTER 5

SUMMARY AND RECOMMENDATIONS

5.1 Introduction

In this final chapter, a summary and recommendations will be presented relating to the objectives of the study. This mini-dissertation seeks to find answers to the question as to the water supply and sanitation service delivery problems with specific reference to Praktiseer result in the failure to achieve sustainable water services in both the short and the long term. Initially the discussion will deal with the conclusions reached from inquiring into the legal framework of local government in water service delivery, water supply and sanitation service delivery and potential strategies for improving Praktiseer's water problems, then recommendations will be made for a proposed water service model that could address the shortcomings identified.

5.2 Summary and recommendations

The findings of this study may be outlined as follows:

5.2.1 Orientation and problem statement

In Chapter 1, the discussion concerned the fact that the local municipality is the relevant sphere of the government having the major task to provide water services to local residents. The impact of poor water services was also emphasized.

5.2.2 Legal framework

In Chapter 2, the concept of the legal framework was discussed. South Africa's water legislation was outlined and discussed in line with sustainable water supply services. In particular, the following Acts were discussed, namely: the Constitution of the Republic of South Africa, Act 108 of 1996, National Environmental Management Act, 107 of 1998, National Water Act, 36 of 1998, Water Services Act, 108 of 1997, Municipal Systems Act, 32 of 2000 and the National Health Act, 61 of 2003. It was also indicated that the legal framework could lead to improving the expertise of role-players and resources available to water resource management, and implementing and coordinating guidelines for all the role-

players within the integrated water resource administration at national, provincial and local level. The legislative imperatives and other policy considerations force the municipality to commit itself to ensuring that every resident has access to a functioning basic water supply and such constitutional rights must be respected. It can further be concluded that the Greater Tubatse Municipality performs poorly in terms of implementing by-laws and must greatly improve on their present efforts.

As a legislative body, the local municipality has the power to make and enforce the by-laws for water services. These by-laws are passed by municipal councils to manage the local government affairs and ensure that all policies, resolutions and strategies are implemented. The local municipality cannot operate in isolation, and it is thus essential that the activities of the municipality should be aligned with those in the national and provincial spheres of government.

5.2.3 Water supply and sanitation service delivery

Chapter 3 deals with water supply and sanitation service delivery at Praktiseer. The study basically looks at the processes which are currently employed also in comparison with prior to 1994 and after 1994. It also looks at the challenges facing the municipality in promoting effective water services. These challenges impede the municipality in fulfilling their constitutionally entrenched water service mandates. Loss of water, water pollution, old infrastructure, refusal to pay municipal services by the local residents, vandalism of water taps and illegal connections, are some of the difficulties facing the municipality in achieving effective water services. The study analyses the water services environment to extract an understanding of its implementation flaws and suggests a proposed set of strategies that could address those shortcomings. The recommended strategies are plans that could address those barriers that are discussed in Chapter 4.

5.2.4 Strategies

Chapter 4 deals with potential strategies for improving water problems at Praktiseer. The Greater Tubatse Municipality does not seem to have integrated water management strategies. It is clear that the water resource strategies of Praktiseer need to be reviewed with a view to alignment with the current challenges. A capacity constraint is, however, hampering the successful implementation of strategies. Attention must also be given to capacity building and also to making funds available for such purposes.

5.3 Recommendations

This mini-dissertation relies much on the view that the municipality at Praktiseer has to comply with the constitutional mandate and the existing pieces of legislation on the provision of water services to the community. A number of recommendations emanate from the findings of this study. The following recommendations may assist in improving the water supply by the Greater Tubatse Local Municipality:

5.3.1 Build effective and functioning infrastructure

One of the findings of the research is that respondents complained that the available infrastructure is not sufficient to deal with the current water demands. To seek a reliable supply that can be a better fit and able to meet the challenge, it is imperative that the infrastructure be upgraded. Upgrading the capacity of the water infrastructure is the first radical step that municipal managers have to undertake. The following are suggestions which can guide the municipality when upgrading is done:

- A needs analysis and feasibility study must be conducted before implementation is undertaken;
- Structure to be designed in such a way that is in line with the municipal Integrated Development Plan(IDP);
- The proposed changes should be communicated to all stakeholders for their views and comments.

5.3.2 Project prioritization

The project must be guided by the strategic objective of basic service delivery, municipal financial viability and proper management. In achieving water objectives, projects need to be identified by different stakeholders and will focus mainly on achieving measurable results. It is recommended that planning and conducting joint efforts such as research and networking be undertaken.

5.3.3 Capacity building

In the interviews conducted comments were made to the effect that there are no management programmes and management training does not take place. The activities of water resources management require specialized skills to achieve specific objectives, to improve service delivery, manage resources more effectively, and facilitate the problem solving and decision making processes. The ward councilors play a major role in all issues involving the community. The local municipality needs to give them more capacity to be able to deal with all crises pertaining to water services. It is recommended that the municipality must collaborate with other stakeholders in developmental programmes. Once the question of capacity has been addressed, the monitoring and evaluation of the strategies will be more effective.

5.3.4 Revival of water forums

In order to address the real problem, there is a need to collaborate with other stakeholders with a view to establish water forums in the local water catchment area. One organisation cannot effectively achieve all the water supply objectives. A multi-dimensional approach is very crucial when dealing with water issues. The water forums play a pivotal role because its inputs and contributions will impact on strategy implementation. The total dedication and commitment of the water forum will be achieved through training programmes and workshops to build and spread information, and facilitate effective participation which will result in role-players' ownership of the whole process.

5.3.5 Extended water research

Further research on the water service delivery in Praktiseer must be undertaken to obtain the necessary knowledge regarding water resource management while appropriate research may be necessary for specific aspects.

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ANNEXURE A: APPLICATION TO CONDUCT RESEARCH

Enquiry : Monashane SC

P.O Box 1648

Tell : 013 759 1443

BURGESFORT

Cell : 082 8626223

1150

2009-07-28

The Municipal Manager

Greater Tubatse Local Municipality

Burgesfort

1150

REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT PRAKTISEER. TOPIC: THE WATER SUPPLY AND SANITATION SERVICE DELIVERY PROBLEMS AT PRAKTISEER, LIMPOPO PROVINCE: MONASHANE SC

1. I hereby make a request for permission to conduct research at Praktiseer.
2. I am a masters' degree student with North-West University in the field of Development and Management specialized in water study. I was given a task to conduct a research project and my topic is the water supply and sanitation service delivery problems at Praktiseer, Limpopo Province.
3. The topic requires of me to conduct research project at Praktiseer municipality, and the research product will benefit Praktiseer by:
 - Analyzing and describing the causes of water related problems at Praktiseer;
 - Determining what needs to be done to get the local municipality to secure a reliable infrastructure of water supply and sanitation at Praktiseer;
 - Making recommendations that would improve the water supply and sanitation to the community at Praktiseer.
4. The research is done for study purposes, and no confidential information will be disclosed for other reasons or media purposes.

5. Hoping my request will be taken into consideration

.....

MONASHANE SC

ANNEXURE B: INTERVIEW WITH THE LOCAL RESIDENTS OF PRAKTISEER

Research is currently being conducted to evaluate the effectiveness of water services at Praktiseer. You as a local resident of Praktiseer are hereby kindly requested to complete the following questionnaire.

Your contribution to this study will assist in improving the water service delivery. If necessary, a personal interview regarding this questionnaire will be scheduled with you.

Any enquiry can be directed to Carling Monashane at

Tel : 013 759 1443

Cell : 0828626223

Fax : 013 759 1470

Email : Mp.smme@saps.org.za

SECTION 1: PERSONAL DETAILS

Full names.....

House Number.....

Date of completing this questionnaire.....

SECTION 2 : DEMOGRAPHIC DETAILS OF RESPONDENTS

2.1 Gender.....

2.2 Age.....

2.3 Race.....

2.4 Nationality.....

2.5 Income: Personal / Family member.....

2.6 Education level.....

SECTION 3: ACCESS TO AND SOURCES OF WATER

3.1 Water and sanitation reaches all the residents in Praktiseer.

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	3	13%
No	19	83%
Don't know	1	4%

3.1 Where do you get water from?

(a) Type of source.....

(b) Distance

3.2 How much water do you use?

- Budget / container per day.....

3.3 Would you like to use more water?

3.4 If yes, what prevents you from doing so?

SECTION 4: WATER USE

4.1 What do you use your water for: estimate in percentage

Drinking	
Cooking	
Personal / Hygiene	
Dish washing	
Laundry (clothes)	
Cleaning	
Tools	
House	

Vehicles	
Other (specify)	

4.2 Do you sometimes use other water sources such as river?

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	3	27%
No	5	45%
Sometimes	3	27%

4.3 If yes, where and how often do you do this?

4.4 Do you report any leaking taps or pipes to the municipality?

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	3	13%
No	20	87%
Sometimes	0	0%

4.5 If no, why not?

.....

ANNEXURE C: INTERVIEW SCHEDULE WITH OFFICIALS FROM GREATER TUBATSE LOCAL MUNICIPALITY

Research is currently being conducted to evaluate the effectiveness of water services at Praktiseer. You as the officially appointed representative for Department/ Division are hereby kindly requested to complete the following questionnaire.

Your contribution to this study will assist in improving the water service delivery. If necessary, a personal interview regarding this questionnaire will be scheduled with you.

Any enquiry can be directed to Carling Monashane at

Tel : 013 759 1443

Cell : 0828626223

Fax : 013 759 1470

Email : Mp.smme@saps.org.za

SECTION 1: PERSONAL DETAILS

Full names

Date of completing this questionnaire

Department

Division

Section / unit

Designation.....

Appointment date.....

SECTION 2: DEMOGRAPHIC DETAILS OF RESPONDENT

2.1 Gender.....

2.2 Race.....

2.3 Educational Level.....

SECTION 3: WATER RESOURCE MANAGEMENT STRATEGY

3.1 Does your municipality have a water resources management strategy?

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	8	73%
No	1	9%
Don't know	2	18%

3.2 Please rate the overall success of the water resource management strategies implemented in your Department/ Division/ Unit/ Section.

Not successful at all	Successful to some degree	Very successful

3.3 Does your municipality have a water committee?

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	6	55%
No	3	27%
Don't know	2	18%

3.4 Water resource strategies are realistic.

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	5	45%
No	4	36%

Don't know	2	18%
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3.5 Water services are the priority in the IDP.

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	9	82%
No	0	0%
Don't know	2	18%

3.6 Water resources management strategy must always have a clear target.

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	10	91%
No	0	0%
Don't know	1	9%

3.7 The water resources management strategy must have political oversight.

SCALED RESPONSES	NUMBER	PERCENTAGE
Strongly	1	9%
Agree	2	18%
Disagree	1	9%
Neither agree nor disagree	0	0%
Agree strongly	7	64%

3.8 Water resources management strategies must be reviewed annually.

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	9	82%
No	0	0%
Don't know	2	18%

3.9 The municipality should play a leading role in the formulation and implementation of the water resources strategy.

SCALED RESPONSES	NUMBER	PERCENTAGE
Strongly	1	9%
Agree	3	27%
Disagree	0	0%
Neither agree nor disagree	0	0%
Agree strongly	7	64%

3.10 Water resource strategy is not linked to IDP.

SCALED RESPONSES	NUMBER	PERCENTAGE
Strongly	1	9%
Agree	3	27%
Disagree	6	55%
Neither agree nor disagree	1	9%

Agree strongly	0	0%
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3.11 Does your municipality have water service by-laws?

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	2	18%
No	8	73%
Don't know	1	9%

3.12 What overall improvement, if any, would you suggest relating to the implementation and management approach in your section/unit

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SECTION 4: INTEGRATED APPROACH

4.1 Water resource management is the responsibility of the municipality alone.

SCALED RESPONSES	NUMBER	PERCENTAGE
Strongly	0	0
Agree	1	9%
Disagree	10	91%
Neither agree nor disagree	0	0
Agree strongly	0	0

4.2 Community participation is always necessary for formulating water resource strategies.

SCALED RESPONSES	NUMBER	PERCENTAGE
Strongly	0	0%
Agree	0	0%
Disagree	0	0%
Neither agree nor disagree	0	0%
Agree strongly	11	100%

4.3 All spheres of government must be involved in the water resource management process.

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	9	82%
No	0	0%
Don't know	2	18%

SECTION 5: HUMAN RESOURCES CAPACITY

5.1 There a lack of human resources capacity in the municipality to deal with water services.

SCALED RESPONSES	NUMBER	PERCENTAGE
Strongly	0	0%
Agree	3	27%
Disagree	1	9%
Neither agree nor disagree	0	0%
Agree strongly	7	64%

5.2 Please list the barriers/constraints that you face when working with water services and give your perceived reasons and possible solution for each.

Barriers	Reason	Solution

SECTION 6: WATER PROJECTS

6.1 Water resource projects are not adequately budgeted for.

SCALED RESPONSES	NUMBER	PERCENTAGE
Strongly	0	0%
Agree	3	27%
Disagree	1	9%
Neither agree nor disagree	0%	0%
Agree strongly	7	64%

SECTION 7: WATER INFRASTRUCTURE

7.1 The available water infrastructure is capable of dealing with water demands.

SCALED RESPONSES	NUMBER	PERCENTAGE
Yes	4	36%
No	7	64%
Don't know	0	0%

SECTION 8: COMMENT

Any other remarks and/or comments regarding the effectiveness of water services.

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