

**Local Authority Support – Implementing Namibia’s IWRM Plan**  
 Report to UNESCO, Windhoek, Namibia  
 Report from Desert Research Foundation of Namibia  
**31 May 2011**

**Background:**

In 2008, the Desert Research Foundation of Namibia (DRFN) was part of a Consortium that reviewed the Water Supply and Sanitation Policy (WSASP) for the Ministry of Agriculture, Water and Forestry (MAWF). One result was the formation of the Directorate of Water Supply and Sanitation Coordination (DWSSC). During 2009 and 2010, the DRFN was involved in a Joint Venture that led to the compilation of an Integrated Water Resources Management Plan (IWRMP) for MAWF. In a parallel exercise, the DWSSC drew up the National Sanitation Strategy (NSS) 2010 to 2015. Based on these experiences and developments, the importance of currently limited capacity in the water supply and sanitation services sector has been highlighted. One component of the IWRMP was a chapter entitled Integrated Framework for Institutional Development and Human Resources Capacity Building. One element of this chapter was elaboration of a concept termed the Performance Support Team (PST). This involves the formation of public-private partnerships to provide targeted professional support and ongoing mentoring to the water supply and sanitation component of local authorities throughout Namibia.

This process report provides an overview of the direct, site-specific, hands-on mentoring volunteer support applied in conjunction with one Local Authority, Kalkrand Village Council, Hardap Region, one of 20 Local Authorities that have signed ‘Statements of Interest’ to participate in such a programme. Selection criteria for the site included: eagerness to participate, backlog of NamWater payment, water and sanitation requirements, potential for saving water and distance from Windhoek. As indicated in this report, this approach as first applied in Kalkrand has directly contributed experience towards improving water governance and management of water resources and sanitation systems. It provides first lessons learnt in the establishment and implementation of PSTs while supporting sustainable development and management and maintenance of water supply and wastewater infrastructure in Kalkrand.

**Progress and evaluation according to programme implementation chain:**

<b>Inputs</b>	<ul style="list-style-type: none"> <li>- Knowledge and skills of PST &amp; Local Authority</li> <li>- Tools and equipment of PST and Local Authority</li> <li>- Manpower of local residents</li> <li>- Funding as per estimation below</li> </ul>	<ul style="list-style-type: none"> <li>- 4 members of PST, 1 LA team</li> <li>- Plumbing and other tools of two team members</li> <li>- Residents, if needed</li> <li>- \$ 6,000-</li> </ul>
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The PST was comprised of four senior technical and programme advisors, two junior professionals and two interns. This group worked with the CEO of Kalkrand, his staff, elected councilors and residents. Team members, supplemented by the village council, provided the tools and equipment used while residents were involved in discussions and information provision but not in physical manpower. Seed funding from UNESCO was supplemented by ECAP project funding (Finnish Embassy).

*Performance:* The PST and CEO of Kalkrand worked well together and valuable experience was gained that has already been shared with the Regional Council, Directorate of Water Supply and Sanitation Coordination, Department of Water Affairs and Forestry and Ministry of Regional and Local Government, Housing and Rural Development.

The only negative development has been the suspension of the CEO (*The Namibian, Thursday 19 May*) for not providing a vehicle for one of the elected councilors. Currently DRFN is in contact with the Regional Council (Governor, CEO and Planner) and Kalkrand councilors to identify appropriate partners amongst the Kalkrand Village Council staff.

<b>Activities</b>	<ul style="list-style-type: none"> <li>- Undertake one-week hands-on diagnostic analysis (LA with PST) of tariffs, managerial effectiveness and infrastructure fitness related to water supply, wastewater management and the sanitation situation</li> <li>- Use ongoing, agreed-upon mentoring approach to support infrastructure improvements (e.g. meter &amp; pipe replacement) and install managerial effectiveness as well as community mobilisation falling within the scope of this project</li> </ul>	<ul style="list-style-type: none"> <li>- Diagnostic analysis report; results based action plan for two year period addressing identified financial, technical and managerial challenges; M&amp;E plan</li> <li>- Report on infrastructure improvements and records of operation and managerial effectiveness; report on community mobilisation activities (e.g. formation of a WDM and tariff committee)</li> </ul>
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A three-day, hands-on diagnostic analysis (LA with PST) was undertaken 4-6 April 2011 following on a preliminary one-day meeting with the CEO where initiation information was gathered. The diagnostic analysis involved Kalkrand Village Council staff throughout and discussions with community members.

The preliminary data collected included:

- Copy of all tariffs (water, sanitation and refuse removal)
- Information on water sales and bulk supply from NamWater for at least 12 months;
- Number of water meters (conventional) and number of pre-paid communal and standpipe.
- Detailed monthly water sales to each customer for past 12 months.
- Number of pipe bursts.
- Map of vacuum system, if available (elucidated by PST itself).

After the preliminary meeting and data collection, the team held meetings with the local authority's CEO, administrative and technical staff and the village councillors, at different times throughout their stay, to share information and discuss their challenges and plan the way forward regarding sanitation, water and waste water management. The assessment was supported by ongoing discussions with the CEO, administrative and technical staff and councilors as well as residents in formal and informal parts of town.

The team also performed site inspections with some of the local authority technical staff to hear and observe the challenges facing the village council and residents at large. During the site inspection, the water supply systems, sanitation and waste water systems were visited. The team used a questionnaire to do an assessment of the water supply and metering systems. A community survey was carried out by the team in the informal settlement of Kalkrand to gain the perception of the residents regarding water supply and sanitation issues.

*Performance:* A diagnostic analysis report was completed and is currently being circulated to partners and stakeholders for comment. A meeting of the ECAP Project Steering Committee took place for the team to give feedback on the project activities and progress and gain recommendations for enhancing outputs.

An operational plan was developed by the PST working with the CEO, staff and councilors of Kalkrand. A M&E plan was formulated and is being used by the CEO and his staff to evaluate progress according to the operational plan. Ongoing contact with the CEO has supported implementation of identified activities. Community mobilisation has not been initiated although it has been discussed by the council CEO, staff and councilors.

<b>Outputs</b>	<ul style="list-style-type: none"> <li>- Enhanced knowledge and skills of LA staff</li> <li>- Transparent, appropriate billing linked to quality customer care</li> <li>- Improved technical maintenance and management; identification of points of water loss</li> </ul>	<ul style="list-style-type: none"> <li>- Relevant LA staff implementing designed actions</li> <li>- Format of invoices understood by consumers and no complaints with respect to customer care</li> <li>- Unaccounted-for water approaches PI target (within limits of small-scale infrastructure changes)</li> </ul>
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Kalkrand council staff have enhanced knowledge and skills based on their interactions with the PST. A transparent billing system was discussed but not yet implemented. Points of water loss were identified

and improved maintenance and management actions discussed and being put into place in some instances.

*Performance:* According to discussions with the CEO based on the M&E programme, relevant staff are beginning to implement designed actions. Format of invoices has not changed although this redesign is being planned. Unaccounted-for water is now recognised and repairs and maintenance receiving attention. The village council continues to feel constrained by technical directives from MRLGHRD which have not been tested and appear to be inappropriate.

<b>Outcomes</b>	<ul style="list-style-type: none"> <li>- Performance Indicators being used by LAs</li> <li>- More consumers pay monthly accounts to LA</li> <li>- LA pays monthly accounts to NamWater</li> </ul>	<ul style="list-style-type: none"> <li>- Monthly evaluation of status of PIs by LA</li> <li>- Payment records from consumers meet PI target</li> <li>- Payment records of NamWater meet PI target</li> </ul>
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Kalkrand village council is now aware of Performance Indicators and planning to incorporate them into their ongoing programme. No change in consumer payment has occurred. Meanwhile, shortly after the PST visit to Kalkrand, the CEO paid NamWater the entire backlog accounts. Ongoing payments are part of the operational plan.

*Performance:* Monthly evaluation of the operational plan has been disrupted by the suspension of the CEO (*The Namibian, 19 May 2011*). PI targets have not been addressed or reached.

<b>Impacts</b>	<ul style="list-style-type: none"> <li>- Water supply and waste water management increasingly meeting people's needs and the MDGs</li> </ul>	<ul style="list-style-type: none"> <li>- High level of payment of monthly accounts &amp; cooperation in WDM</li> </ul>
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Impacts are not yet identified or recorded and await implementation of the operational plan, the M&E programme and necessary support from MRLGHRD and the RC as well as continuing PST support for the short to medium term.

**Conclusions:**

While working on the Kalkrand baseline report, contacts with the Village Secretary of Gibeon and the village council staff were established. The Regional Planner of Hardap Region and the DWSSC are promoting this next diagnostic assessment that will be implemented under the auspices of ECAP based on this first application of the PST approach funded by UNESCO.