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**IWRM in the Cuvelai-Etосha Basin**

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**Training Module**

**on**

**Assessing Technical, Management and Financial Assistance**

**for**

**Basin Support Officers and Basin Management Committee members**

**July 2013**

**Developed by**

Desert Research Foundation of Namibia (DRFN) and Heyns International Water Consultancy (HIWAC), October 2012, on behalf of the "IWRM in the Cuvelai-Etосha Basin" - Project

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## Learning objectives

At the end of this module it is expected that a Basin Support Officer (BSO), Basin Management Committee (BMC) members and other participants will be empowered to:

- Understand the process and procedures to access technical, management and financial assistance for basin management activities and are able to apply/use it and to even guide BMC and forum members on its application.

### Materials needed:

- Flip chart stand and paper
- Brown sheets
- Pens
- Cards
- Notebooks

## Chapter 1: Introduction

A training needs assessment was undertaken in the Cuvelai-Etosha Basin to strengthen the capacity of the members of Basin Management Committees (BMC's), Basin Management Forums (BMF's) and Basin Support Officers (BSO's) regarding their knowledge, skills and ability to perform their duties as prescribed in terms of the Water Resources Management Act 2004, (Act No 24 of 2004). The results revealed that the BMC and BMF members have low to medium capacity, whereas the BSO's have moderate to good capacity in Integrated Water Resources Management (IWRM) and the basin management approach (BMA).

In order to address the identified gaps in capacity, dedicated training modules, tailored to meet the specific capacity needs of the three groups of people mentioned above, have been recommended for implementation and facilitated training events will be conducted to take place in three phases: short, medium and long term.

Some of the challenges in developing the training modules are:

- BMC and BFM members have low to medium capacity, whereas the BSO's have moderate to good capacity in IWRM and BMA.
- The Water Resources Management Act of 2004 did not enter into force and the revised Water Resources Management Bill (of 2010) is in the process of being enacted. The already established BMCs are not yet able to fully carry out their mandates.
- As a result, the roles, responsibilities and functions of BMC members are uncertain. It is not clear whether BMCs are responsible for the implementation of activities to promote IWRM in their respective basins or if they are only supposed to play an advisory role to the Minister of the Ministry of Agriculture Water and Forestry (MAWF) or both.
- BSO's have been recruited to render secretarial and technical assistance to the BMC's and their duties will also be dictated by the responsibilities of the BMC's.
- Thus, there is a need to develop operational plans that are in line with the functions outlined in the regulatory framework e.g. Water Resources Management Act of 2004, the draft BMA Guidebook for 2010 and the draft Water Resources Management Bill of 2010.

Based on the identified gaps in capacity, one of the priority training modules essential for immediate implementation, especially if the BSO's are to provide administrative, financial and technical support to the BMC's is: **“Accessing technical, management and financial assistance”**. This module will develop the skills of the BSO's to fulfill their support function to the BMC and BMF members. The implementation of this module is therefore essential as early as possible in the process of BSO training.

To ensure sustainability and continual capacity development, the training programmes for BMC and BMF members and BSO's should be a continuous process incorporated in the work plans for the BMC's and not a once-off activity.

## Chapter 2: The Framework for Accessing Assistance

### 2.1. Context

The functions of a BMC dictate the activities of the BSO with regard to extent accessing technical, management and funding his skills would be required to enable the BMC/BMF to execute its responsibilities. A brief overview of the functions of a BMC and the responsibilities of a BSO will therefore be elaborated.

### 2.2. Functions of a Basin Management Committee

- **Function 1:**  
To advise the Minister on matters concerning the protection, development, conservation, management and control of water resources and water resource quality in its water management area
- **Function 2:**  
To promote community participation in the protection, use, development, conservation, management and control of water resources in its water management area
- **Function 3:**  
To prepare or cause to an integrated water resources management plan for its water management area for submission to the Minister for consideration in developing an Integrated Water Resources Management Plan under section 66a of the Act
- **Function 4:**  
To make recommendations to the Minister in relation to applications for licenses in respect of its water management area or the amendment, cancellation, or suspension of any such license
- **Function 5:**  
To promote community self-reliance, including arrangements for the recovery of costs for the operation and maintenance of any water work.
- **Function 6:**  
To monitor and report on the effectiveness of policies and measures in achieving sustainable management of water resources and resource quality in its water management area

- **Function 7:** To collect, manage and share data required for the proper management of its water management area in coordination with the Minister
- **Function 8:** To report to the Minister the occurrence or threat of serious water or pollution problems within its management area
- **Function 9:** To compile and submit an annual report on its activities to the Minister and to assist the Minister in the co-ordination of such activities in Namibia
- **Function 10:** To perform such functions as are delegated or assigned to it by the Minister
- **Function 11:** Representing of stakeholder interests and concerns

In view of the limited human, technical and financial resources of a BMC, the allocation the responsibility for the implementation of functions 3, 5 and 7 is very ambitious and it has been suggested that those functions should be executed by the Department of Water Affairs and Forestry (DWAF), and the BMC should only have an advisory role.

### **2.3. Responsibilities of a Basin Support Officer**

- **Responsibility 1:**  
Raise awareness on IWRM and BMA
- **Responsibility 2:**  
Identify water resource management challenges and opportunities
- **Responsibility 3:**  
Prioritise the challenges and opportunities to be addressed
- **Responsibility 4:**  
Report issues that may arise in the basin to BMC
- **Responsibility 5:**  
Represent the interests and concerns of the basin stakeholders
- **Responsibility 6:**  
Render secretarial and technical assistance to the BMC

## **Chapter 3: Issues that may require Assistance**

### **3.1 General**

The key responsibilities and functions of a BSO are to act as the secretary for the BMC and to support the BMC in the execution of its functions. Thus, a BSO must have or acquire skills that will allow them to facilitate the implementation of a range of technical, management and financial activities related to the basin. Some of the identified skills are similar to those required by BMC members, although the level of detail differs in some instances; while some of the skills identified are only relevant for a BSO as they are linked to their function of water resources management. In any event, a BSO and a BMC may benefit by accessing assistance to guide and direct their activities

### **3.2 Technical Issues**

The technical issues that a BSO will deal with and may have to access assistance are the following:

- To understand and interpret technical information provided by DWAF and other stakeholders for further communicating to BMC and BMF members in the basin. This element requires the BSOs to understand and translate/ interpret information for others.
- To identify or recognise a need for assistance and to access the assistance needed to enable them to support the BMC in obtaining technical and other information relevant for operations of the BMC.
- To understand the legal framework e.g. policies, legislation, regulations, strategies, guidelines for IWRM, in which a BMC operates and based on that information, be in a position to advise the BMC and the DWAF about the application and enforcement of the law
- To recognise transgressions in policies, legislation, regulations and to take the initiative to report such transgressions to MAWF following the correct reporting procedures. The reporting procedures include how to report and who to report to.
- To interpret technical data and information in order to design or develop maps, charts, graphs, tables and images to visualize the information in such a way that the basin communities can understand the information, especially with regard to raising awareness and promoting community participation in IWRM.

### **3.3 Management Issues**

The management issues that a BSO will deal with and may have to access assistance are the following:



- To act as a liaison between the BMC, DWAF and other line Ministries. Therefore, they require good communication skills in order to fulfill this function.
- To enhance stakeholder participation (both the BMC and BMF), they would require enhancement of skills and advice in this area/topic. Such skills are also crucial for raising awareness in the basin.
- To develop critical and innovative thinking abilities are some of the most important skills required for a BSO to be able to fulfill their responsibilities and functions.
- To recognise water resource management issues, challenges and needs in the basin. This will allow them to support the BMC in obtaining technical and other information relevant for the BMC to execute their functions.
- To plan, prioritise and organize their activities to ensure that they are effective in doing their work and that everything is in order as far as execution is concerned.

### **3.4 Financial Issues**

The financial issues that a BSO will deal with and may have to access assistance, are the following:

- To interpret and understand the economics of water. This requires a basic understanding of the economics of water use, supply and demand.
- To have financial skills and should be able to detect misuse of funds and address them accordingly. This would include skills in financial procedures, banking, budgeting, invoicing, preparing quotations, financial documenting and reporting.
- To support the BMC in developing work plans, including the identification of activities, prioritization and what is required to implements activities with regard to the timeframe and budgeting.
- To facilitate and participate in water resource assessment, including water quantity and quality assessments relevant to the basin. This may require the enhancement of skills, to facilitate and/or conduct such assessments.
- To determine progress in implementation/promotion of IWRM in the basin, there is a need for monitoring and evaluation of the implementation of work plans and other IWRM activities in the basin. A BSO may require assistance to develop monitoring and evaluation skills how to conduct monitoring and evaluation, including how to use the results to make adjustments to ensure the plans are executed within the time frame and budget

## **Chapter 4: Institutions to Approach for Assistance**

### **4.1 General**

When a BSO is confronted with a situation where assistance is required, the type of issue will determine the most appropriate institution to the entity to approach. An overview of the most relevant institutions will be given as a guideline for a BSO.

The institutions can be divided into Government institutions, parastatals, the private sector, the commercial sector and the donor community. The main reasons for making this distinction is that there may be costs involved to obtain assistance. In view of the financial constraints that a BMC may have to face, it may be more advisable to approach Government entities, but a BMC should in any case budget for its expenditure. The funding of the budget may be appropriated from the State or donor grant funding.

The institutions listed are not all, but just to give an indication, and will be placed in their category and their responsibilities given to indicate how they could possibly be of assistance when approached.

### **4.2 Government Institutions**

#### **4.2.1. The Ministry of Agriculture Water and Forestry**

The Department of Water and Forestry is the custodian of the Water Resources Management Act that institutes a BMC, the process of IWRM and the BMA. The department has staff that can provide technical support in the areas of hydrology, geohydrology, water resources planning, trans-boundary water management, water environmental issues, water quality, pollution control, the administration of water legislation, as far as permit allocation and licensing is concerned, and the Directorate of Water Supply and Sanitation coordination can also assist with issues regarding rural water supply and sanitation. The Directorate of General Services can also provide guidance on financial management, budgeting for the activities of a BMC, budget control, accounting and financial procedures as prescribed in the State Finance Act and the Treasury Instructions. These services can basically be provided free of charge to a BMC.

#### **4.2.2. Regional and Local Authorities**

These authorities are normally operating locally in a basin and remain important Government entities who are important stakeholders in a basin. They could be approached for technical and management support regarding local and regional authority issues. Local authorities have the added responsibility to reticulate water to the consumers in a town and they are also responsible for waste water disposal according to permits issued by the DWAF. Much can be gleaned from their activities with regard to water supply cost recovery, water

demand management and water loss control. Their advice about technical and management issues can be of vital importance in the development of the expertise of a BSO.

#### **4.2.3 The Ministry of Environment and Tourism**

This Ministry can provide technical assistance regarding environmental issues in the basin, especially when it comes to developments that may be a cause for concern regarding pollution which may affect groundwater and surface water sources.

### **4.3 Parastatals**

#### **4.3.1. The Namibia Water Corporation (NamWater)**

NamWater is responsible for bulk water supply and has an important role to play in providing water services to basin communities in towns and rural areas served by Namwater. NamWater is a parastatal (a Government company) and could be approached for advice and assistance to a BMC through support for a BSO on technical and management issues related to bulk water supply.

#### **4.3.2 NamPower**

NamPower is responsible for the supply of electricity in Namibia and due to the fact that water has to be pumped to abstract water from boreholes and to transport water over long distances, a large quantity of electricity is consumed. NamPower also generates hydropower and uses water in thermal power stations to generate electricity. NamPower employs people who can assist a BMC that is seeking technical and management assistance.

### **4.5 Other Institutions**

#### **4.5.1 The Donor Community**

A number of countries supported water management activities in Namibia in the past and any one of them can be approached with a properly motivated project for funding. Each country provides support for specific issues and they could be consulted before the time to understand their particular fields of interest which may include the possibility of funding that could be accessed by a BMC for a specific project

#### **4.5.1 The Commercial Sector**

There are several commercial companies that provide technical water services such as laboratories for water analyses, drilling services, water purification and water reclamation services, water supply equipment, pipes, pumps etc and can be approached to give technical advice about their services and to what extent and at what cost they will be able to assist a BMC. Such contacts could be useful for making cost estimates during a budgeting cycle.

#### **4.5.2 Consultants**

There are a large number of consulting companies and individual consultants in Namibia that could be approached to provide tailor-made services to improve management skills and to provide consulting services. These consultants have skills in civil engineering (water), mechanical and electrical engineering, hydrogeology, project planning and management, education and training etc.

#### **4.5.3 Stakeholders**

The ability of stakeholders like commercial or communal farmers, lodge owners, mining companies etc on the ground in a basin can all be approached to get their views and advice on technical and management issues related to the implementation of IWRM plans. The value of these entities in the learning and support curve should not be neglected.

## Chapter 5: How to make an Approach for Assistance

### 5.1 Introduction

The purpose of this section is to provide an overview of the methods to approach an institution or entity to provide technical, management or financial assistance. In this regard it would be useful if the BMC can take a decision about the need to solicit assistance and to give a mandate to the BSO to take the required steps to obtain the desired assistance. It is preferable that such a mandate should be given in writing to enable the BSO to officially approach an institution or entity with a request for support.

### 5.2 Methods

#### 1. Informal approach

It is good practice to build relationships with key decision making staff in institutions that may have the potential to support some of the activities of a BMC. This can be achieved through telephone communication or a personal visit to explain the activities of the BMC and the need to provide assistance or budget support. During the discussion it would be possible to learn to what extent they will be able to help, especially when private sector entities are willing to assist and in exchange they get media exposure or advertising opportunities in return for their support. It would be useful if the BSO has prepared well by making short notes and thinking the whole approach through thoroughly.

#### 2. Formal approach

This approach calls for a written motivation or proposal and a formal submission for consideration by the potential provider of support. The content of such a document can be structured as follows:

- **Abstract**

This is a brief summary of what is required and should mention that the support or contribution is needed as a valuable input to strengthening the BMC and to enable the community to carry out their desired and planned activities. The provision of resources is a desired and honourable task and supporting institutions should be acknowledged and praised. Soliciting support is a job to which all should contribute, and for which all should be responsible.

- **Introduction**

The introduction provides a short description of the type of technical, management or funding support that is required. Such an application must always be made in an ethical manner and every BSO must first and foremost be completely convinced of the value, integrity and benefits of the BMC, and the activities for which the raised support will be

used. These guidelines must be modified and adapted to the different requests for assistance.

- **Detail description**

This is a full description of the project, the type of assistance that is required and a full motivation should be given to explain the benefits that will result due to the support that is provided to make the project possible. It would also be useful to give an implementation programme, a cost estimate and a budget

- **Conclusion**

This is a brief overview of what had been described and should highlight the main benefits of the requested support.

- **Recommendation**

It is always useful to provide a recommendation which will enable the supporting entity to approve the motivation. For example, the recommendation may read: "It is recommended that the proposed project is supported and N\$5 000 is appropriated to fund the project"

### **Exercise 1: Accessing technical, management and financial support for a project**

Work in pairs: In your capacity as a BSO what would you do if the BMC want to organise a World Water Day event to sensitize the community to IWRM practice and the advantages of community participation.

What steps would you take to design the event and to access technical, management and financial resources to make a success of the envisaged activities.

Report back in plenary for discussion.

## References

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5. MAWF, 1998. Revised Water Supply and Sanitation Sector Policy, Ministry of Agriculture, Water and Forestry, 21 pp.



## **Annexures**

### **Annex 1: Presentation on Accessing Technical, Management and Financial Assistance**

See separate document for presentation.