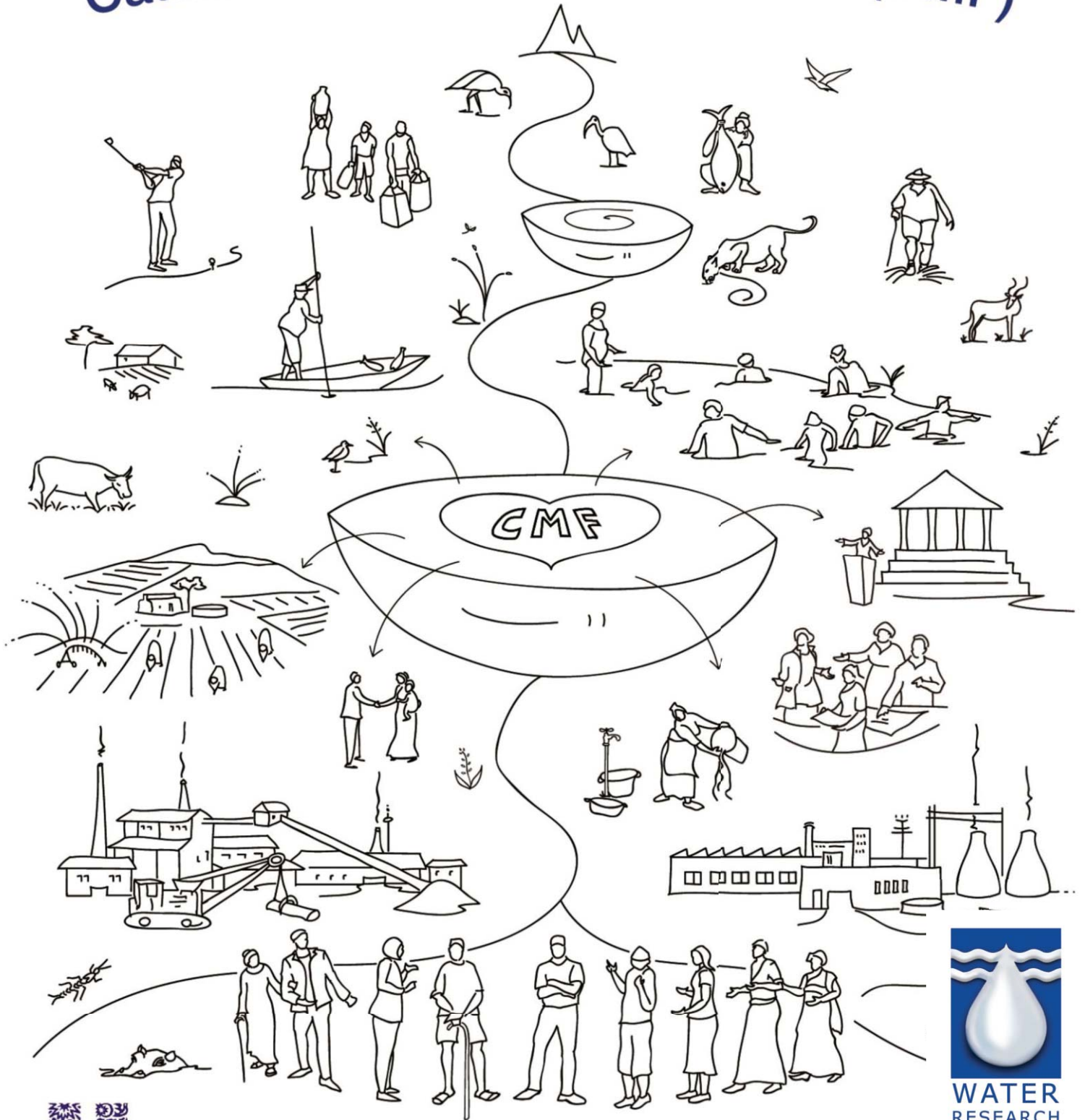




HOW TO... establish and run a Catchment Management Forum (CMF)



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WHO ARE THESE HANDBOOKS FOR?

The user-friendly series of “How to...” handbooks are aimed at staff and stakeholders in catchment management forums (CMFs), catchment management agencies (CMAs) and municipalities. The handbooks are not all written at exactly the same level of “user-friendliness”, it depends on the topic, and target users.

The list below shows which groups are likely to find the handbooks most useful:

TITLE	#	CMF	CMA	MUNICIPALITIES
How to think and act in ways that make Adaptive IWRM practically possible	1		√	√
How to think about water for people and people for water: Some, for all, forever	2	√	√	√
How to establish and run a Catchment Management Forum	3	√	√	
How to manage Water Quality and Water Quantity together	4		√	√
How to engage with the challenges facing Water and Sanitation Services (WSS) in small municipalities	5			√
How to run a Green Drop campaign in a Catchment Management Forum	6	√	√	√
How to engage with coal mines through a Catchment Management Forum	7	√	√	√
How to use Strategic Adaptive Management (SAM) and the Adaptive Planning Process (APP) to build a shared catchment future	8	√	√	√
How to understand Environmental Water Quality in Water Resources Management	9	√	√	√

NOTE: Words marked with an * in these handbooks appear in the glossary at the end of each handbook.

Definition: **Adaptive IWRM:**

Using adaptive, systemic, processes and an understanding of complex social-ecological systems to coordinate conservation, manage and develop water, land and related resources across sectors within a given river basin, in order to maximise the economic and social benefits derived from water resources in an equitable manner while preserving and, where necessary, restoring freshwater ecosystems.

A definition based on the Global Water Partnership 2000 definition of IWRM (Agarwal et al., 2000), with specific Adaptive IWRM additions (italics).



Who is this handbook for?

It's for anyone involved in catchment management. That means EVERYONE: from people living in the catchment who are concerned about the water in their area, to the staff in the office of the Director General of Water and Sanitation (DWS).

It's for catchment management agencies (CMAs), water consultants and advisors, members of non-governmental organisations (NGOs), citizen-based organisations (CBOs), local authorities responsible for water and sanitation, Chambers of Business, women's groups, youth groups ... ANYONE concerned about water in their catchment area. We all need water to live and we all have a responsibility to use water wisely (Pegram, Schoeman and Hart, 2001).

What does "Catchment Management Forum" mean?

Firstly: Catchment

A catchment is sometimes also called a basin. It is the land that 'catches' all the rainwater that then flows into streams and rivers. Rivers are part of a system that connects soil, water, wetlands, forests, crops, people, villages, industries, towns. A catchment can be called a social-ecological system* or SES. A social-ecological system combines natural parts (like the rivers and wetlands, called ecosystems) and human parts (like people in villages and towns). In each SES all the parts are connected to each other, so what happens in one part of the system affects the rest of the system – and other systems. For example, what happens on the land around the river affects the quality and quantity of the water in the river: if the land is overgrazed, the rain washes valuable topsoil into the river, the water becomes muddy, and the animals, trees and people that depend on it suffer (Pollard et al., April 1999).

Catchments are separated from each other by high ground such as hills and mountains. Water can sometimes be transferred from one catchment to another, but this is expensive and complicated (Pollard et al., April 1999), so we must use the water we have in our catchment area carefully and wisely.

More about catchments on page 5

Secondly: Management

Managing means caring for and controlling something. If you want to manage anything you must know about it and understand it.

Everything needs water: plants, animals, people – and the river itself. Water is the basis of all life; nothing can survive without it (Palmer et al., 2002). A healthy catchment SES depends on water. We are part of this catchment SES: keep it healthy so we can be healthy!

We cannot manufacture water! Make sure that is not wasted, that we share it, that we use it thoughtfully and carefully so that there is some for everyone, forever. Caring and sharing needs management.

More about management on page 16

Forums

A forum is a group of people who care about and are interested in a particular topic or problem. They meet to share ideas, knowledge and skills in order to solve problems. Forums are informal, and they try to keep their structure as simple as possible. People volunteer* their services, and do not usually expect to be paid.

More about forums on page 16

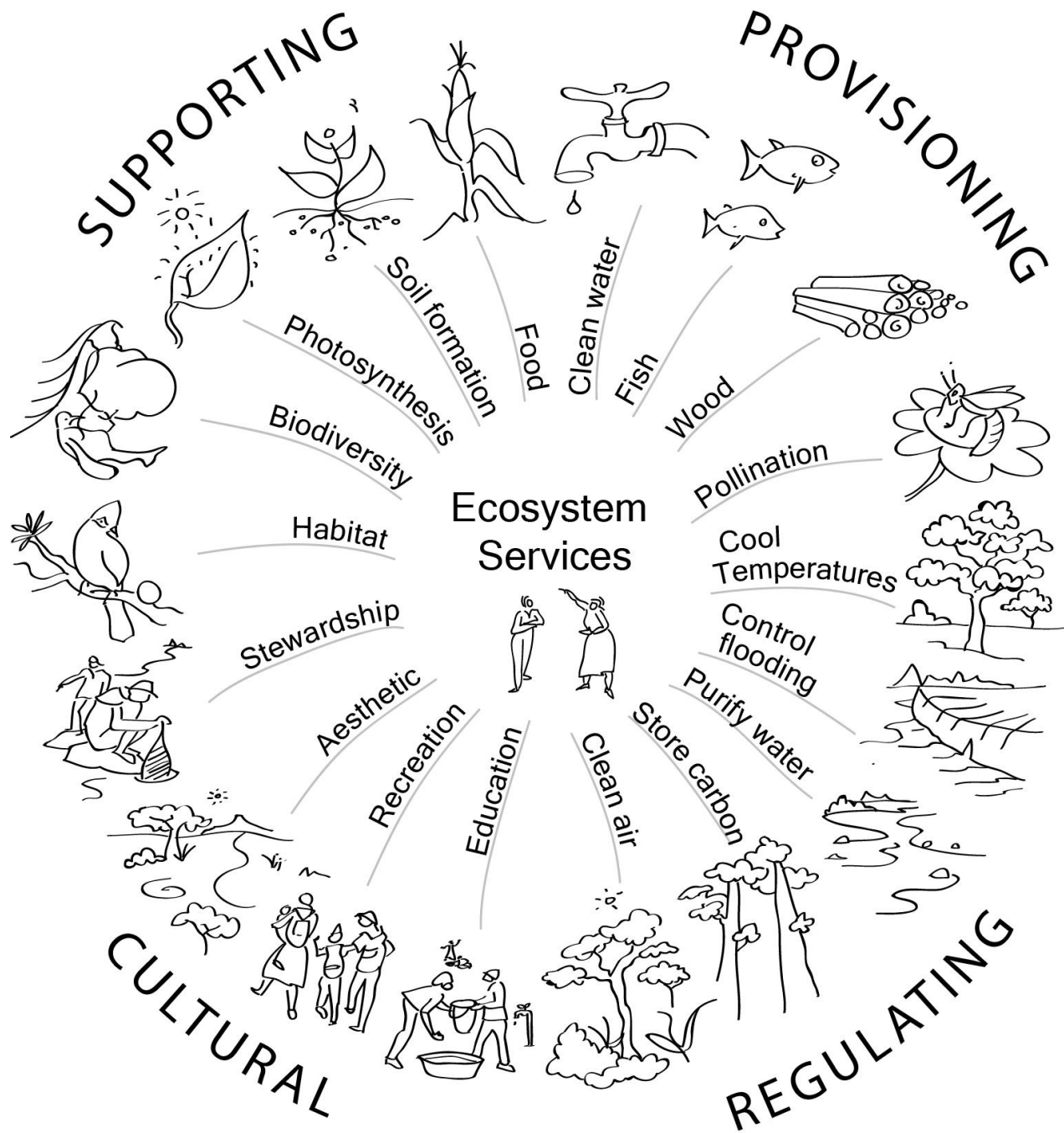
These new words will help you understand catchments more thoroughly.

Social-ecological systems* and Ecological Infrastructure*

We all know that we depend on clean water and clean air to be healthy, to grow food, to feed animals. We need to take care of the places where we live so that we can be healthy and happy.

When we take care of the places where we live, they take care of us!

Our environment includes different ecosystems*: like rivers, wetlands and grasslands. Look at what our environment gives us when we care for it:



Our Ecosystem and what it gives us

How to understand this diagram:

Start with the words on the outside of the circle

Supporting: This means that the ecosystem supports these activities:

- a. Habitat – the kind of environment in which plants, animals and people normally live.
- b. Biodiversity – when you have many different plants and animals living in an habitat. Biodiversity is important because it keeps the environment healthy.
- c. Photosynthesis – this is the process plants use to absorb sunlight and turn it into food.
- d. Soil formation – everything comes from the soil, and when soil is healthy, our crops, animals – and us! – are healthy.

Provisioning: We rely on a healthy ecosystem to provide these things:

- a. Food – good crops come from healthy ecosystems.
- b. Clean water – we all need clean water in order to survive.
- c. Fish – fish are a good source of the protein we need.
- d. Wood – we use wood for many things. How many can you think of?
- e. Pollination – insects help plants to reproduce, so fruits and seeds develop.

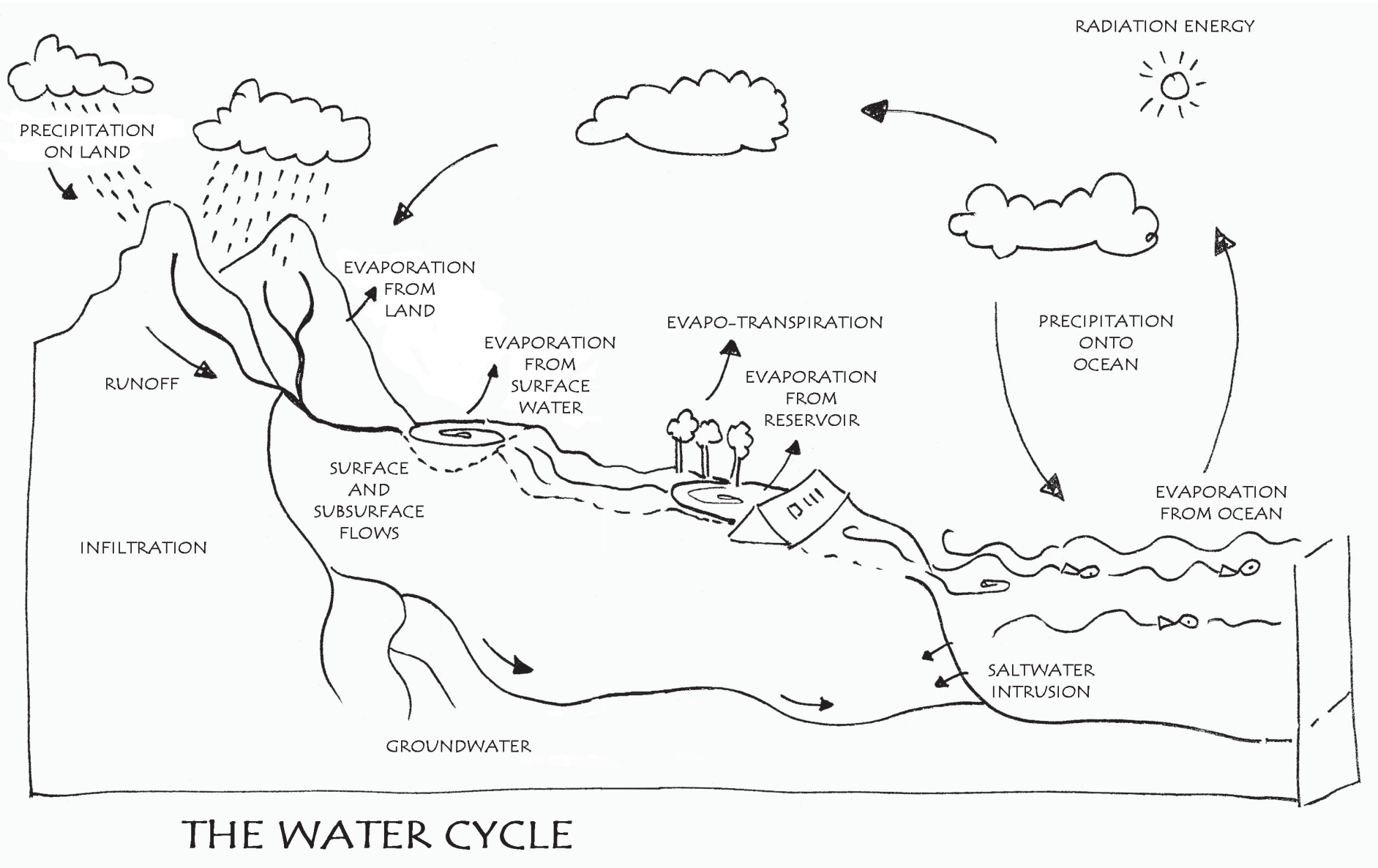
Regulating: A healthy ecosystem keeps our environment a pleasant place to live in by ...

- a. Keeping temperatures cool
- b. Controlling floods
- c. Purifying water
- d. Cleaning the air
- e. Absorbing and storing carbon

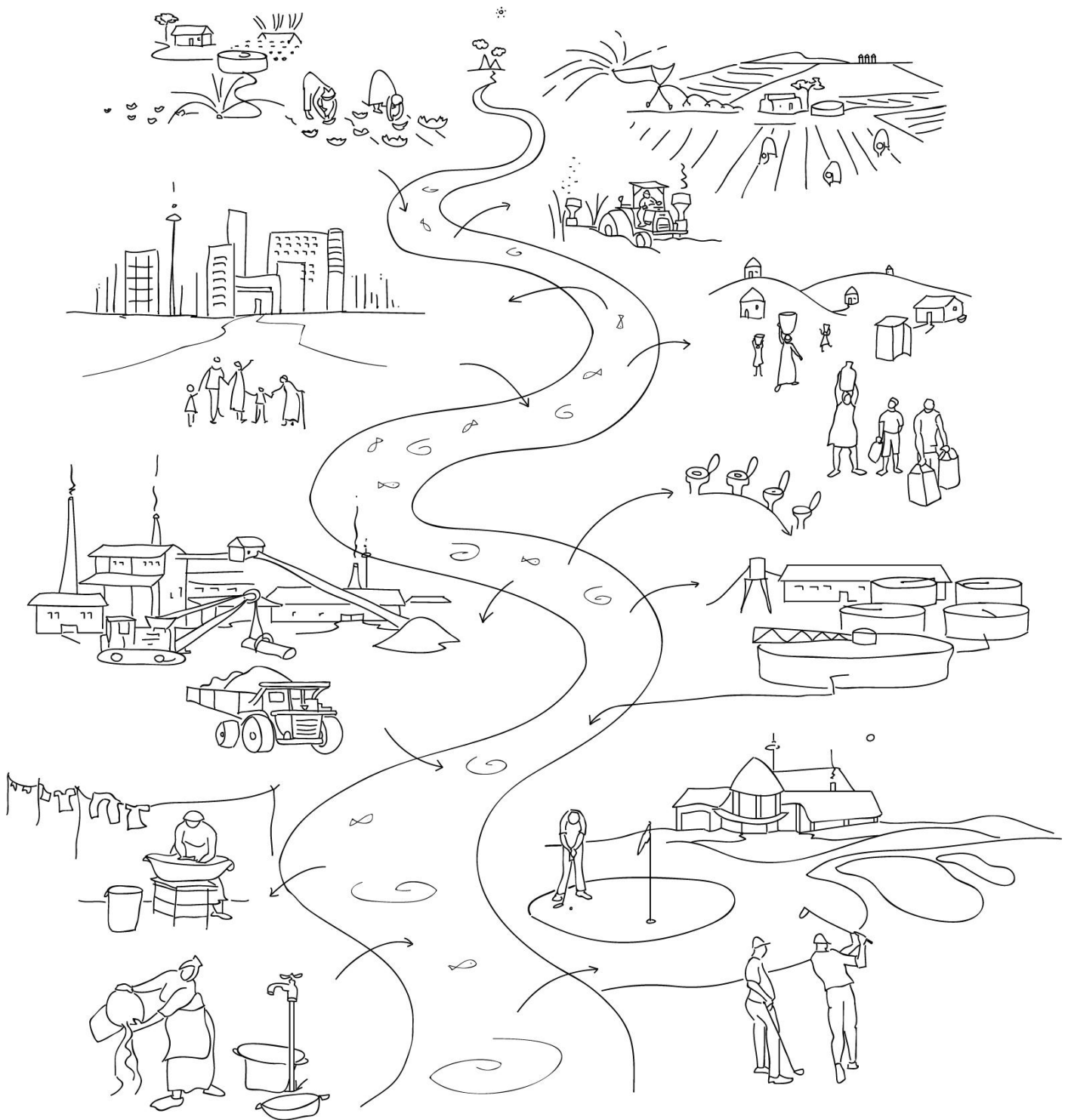
Cultural: A ecosystem also provides us with

- a. Opportunities to learn about and understand our world (education, research)
- b. Places to relax and enjoy ourselves (recreation)
- c. Beautiful places that feed our souls (aesthetic)
- d. Opportunities to learn to care for our environment and each other (stewardship)
- e. Places for spiritual experiences and activities

MORE ABOUTCATCHMENTS

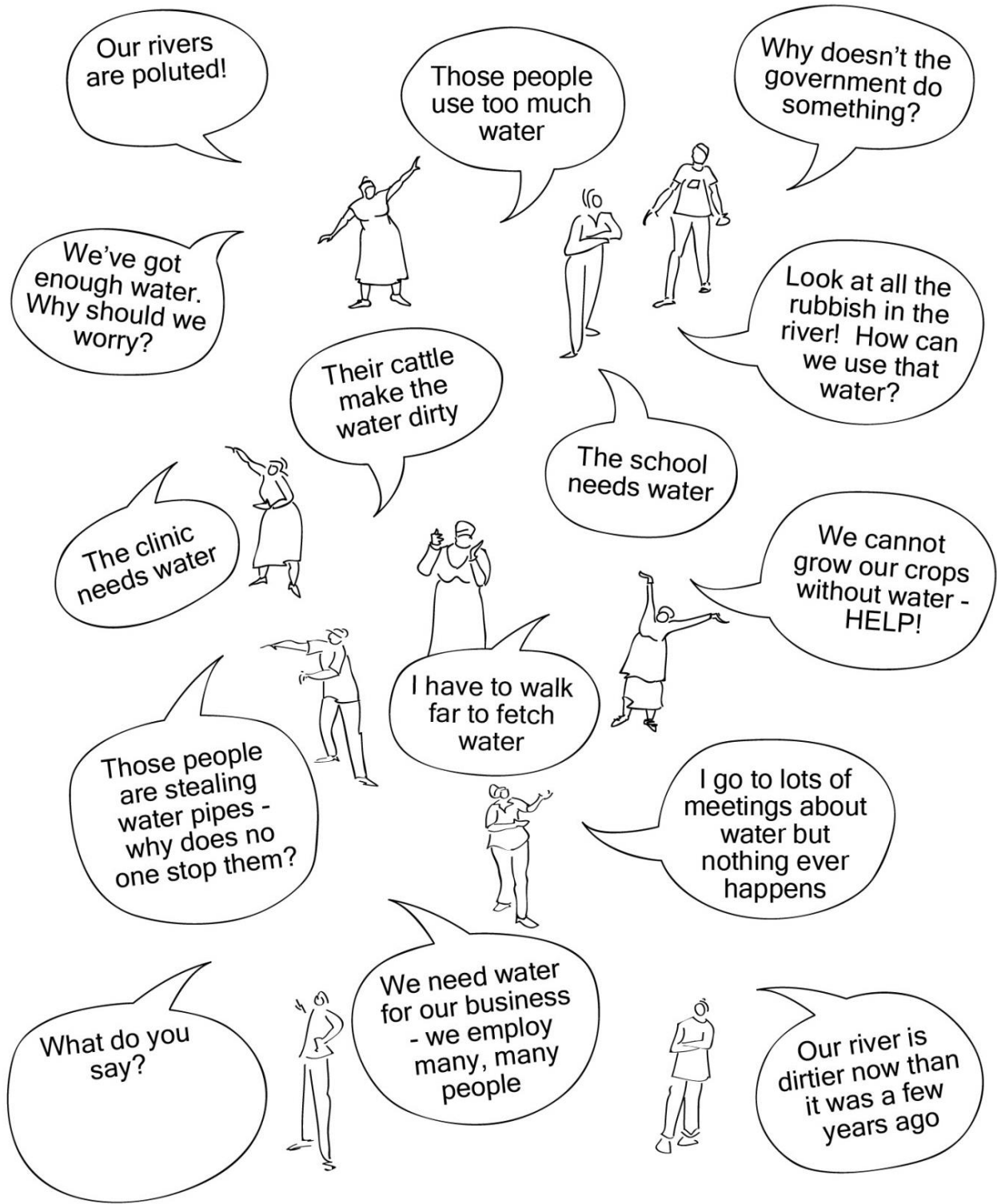


WHAT HAPPENS TO THE WATER?



EVERYONE LIVES IN A CATCHMENT!

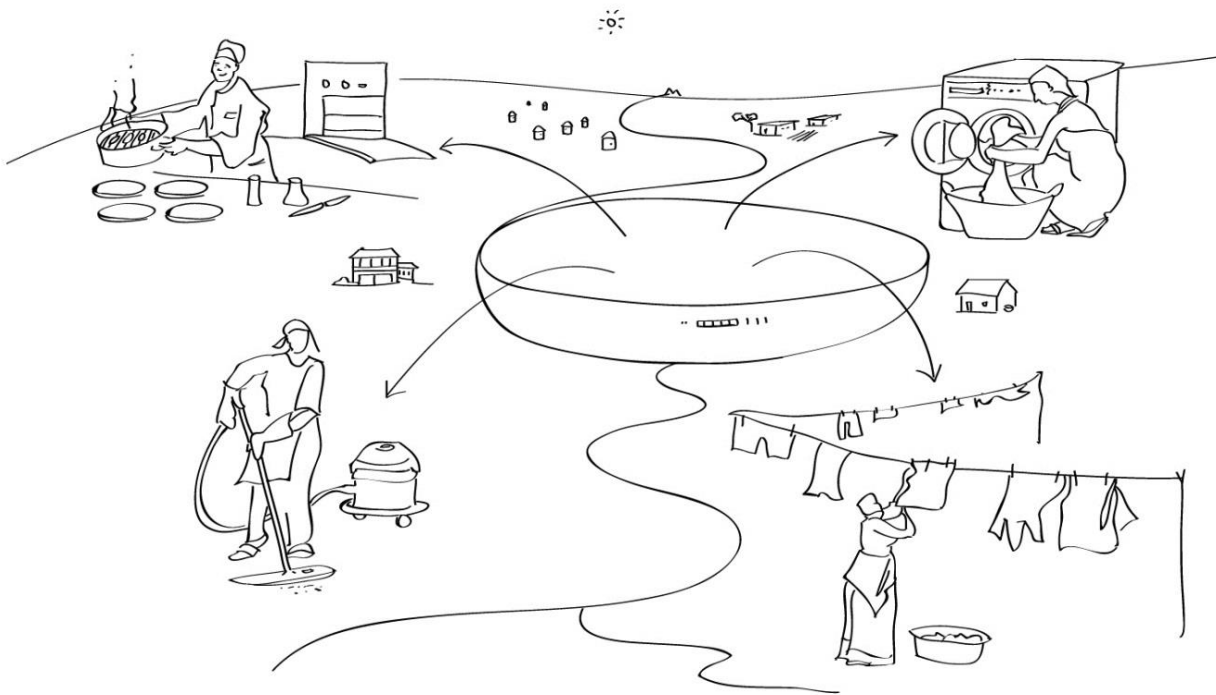
OUR WATER, OUR FUTURE



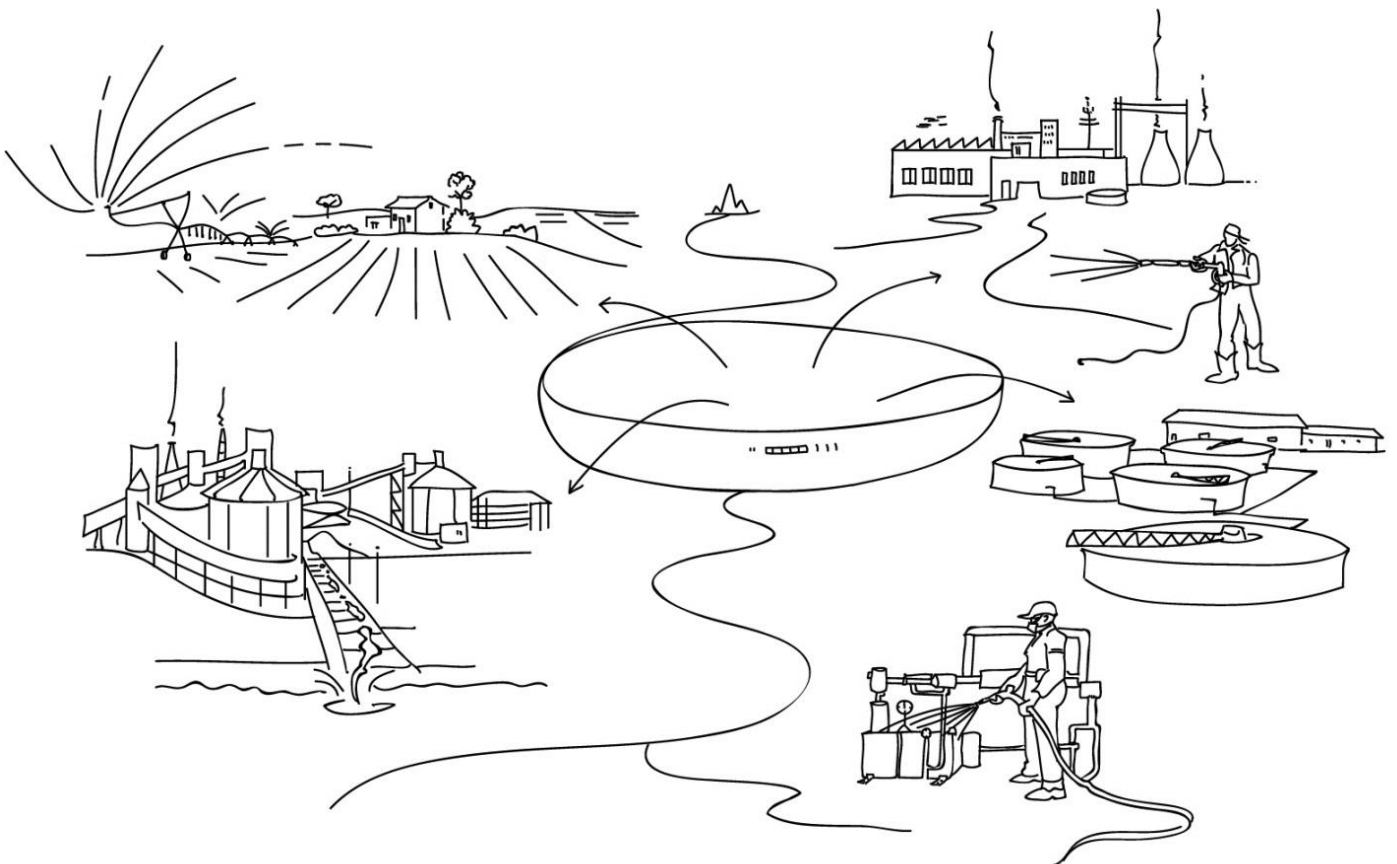
The voices of the people

BENEFITS OF WATER

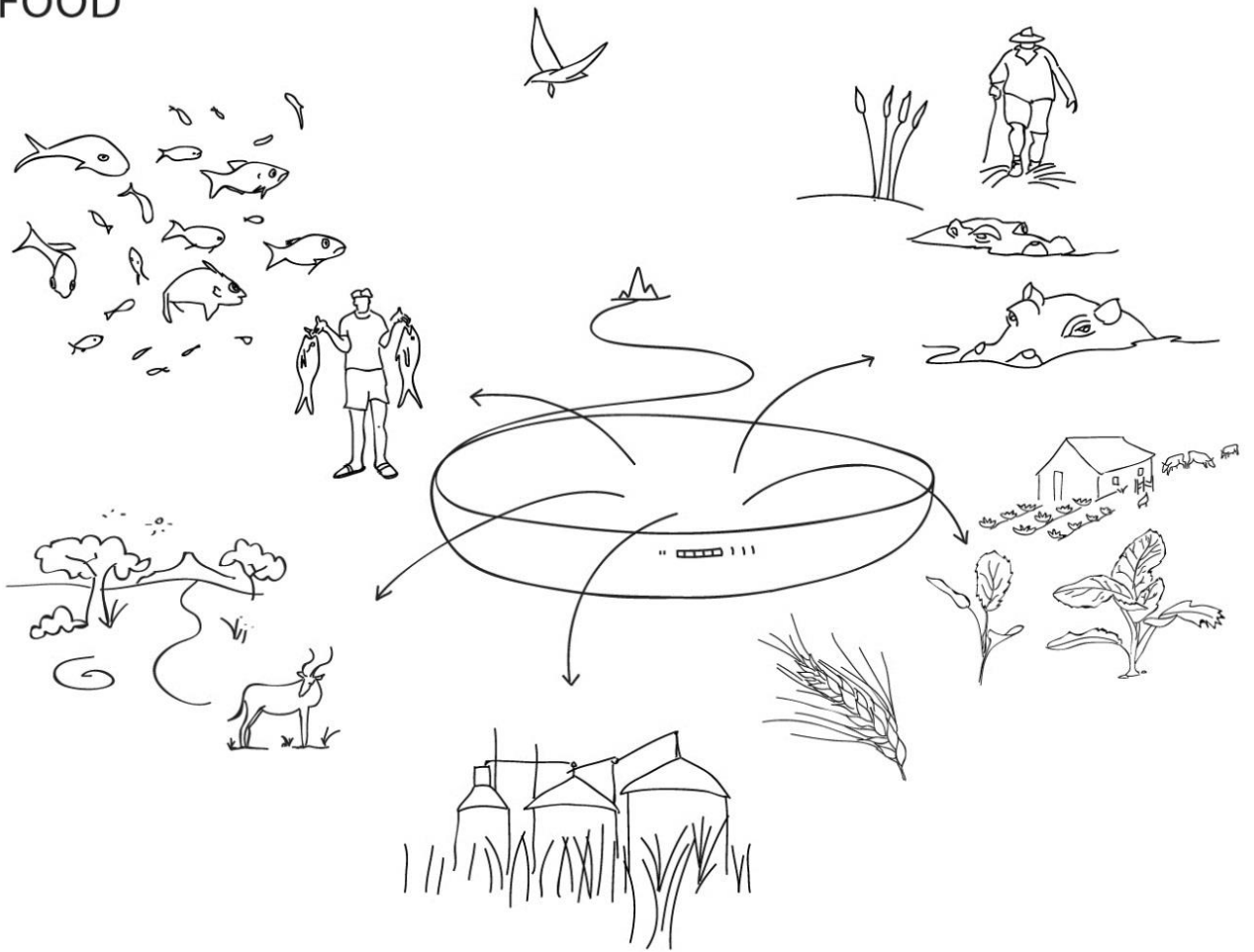
FOR HOMES



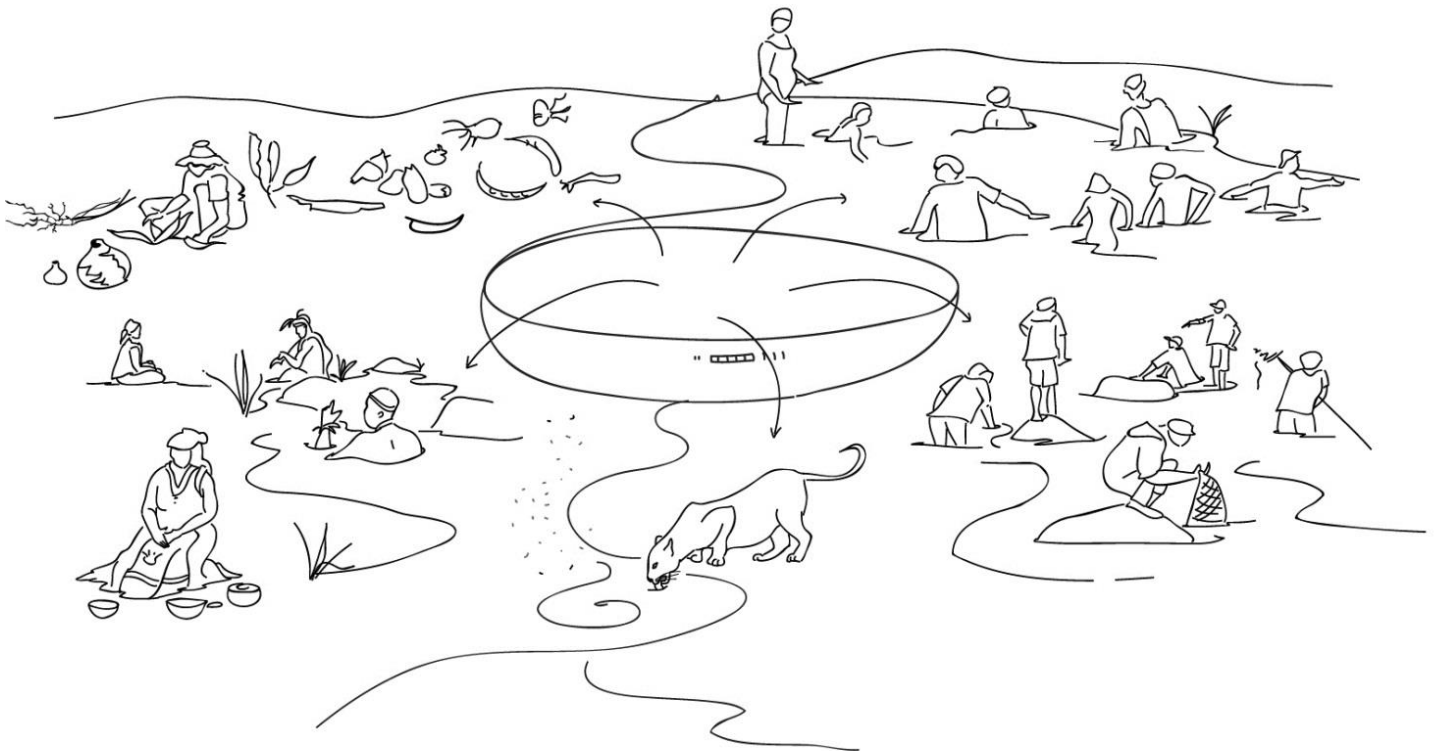
FOR BUSINESSES



FOR FOOD



FOR CULTURE



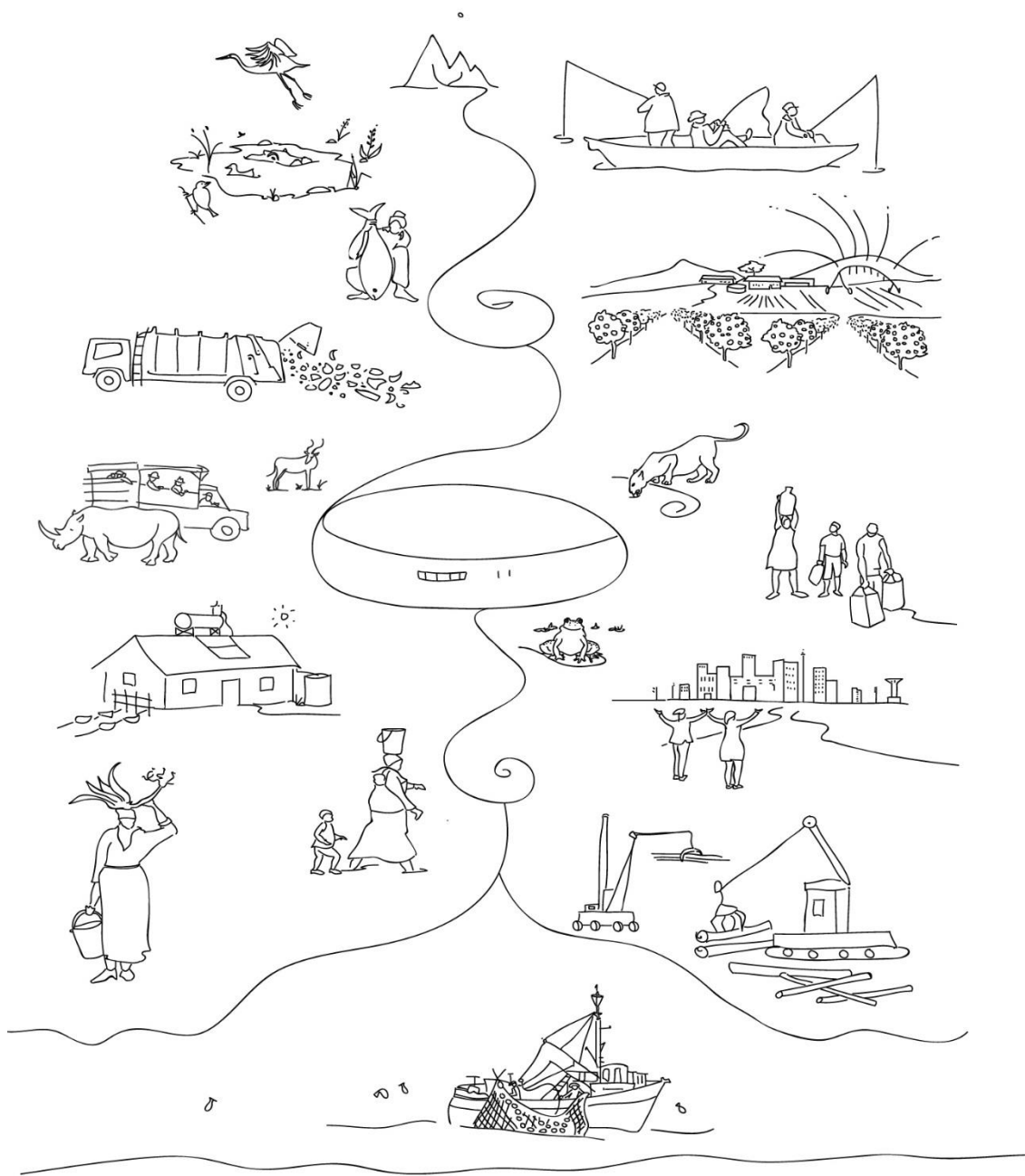
Other benefits – what can you add?

What can we do?



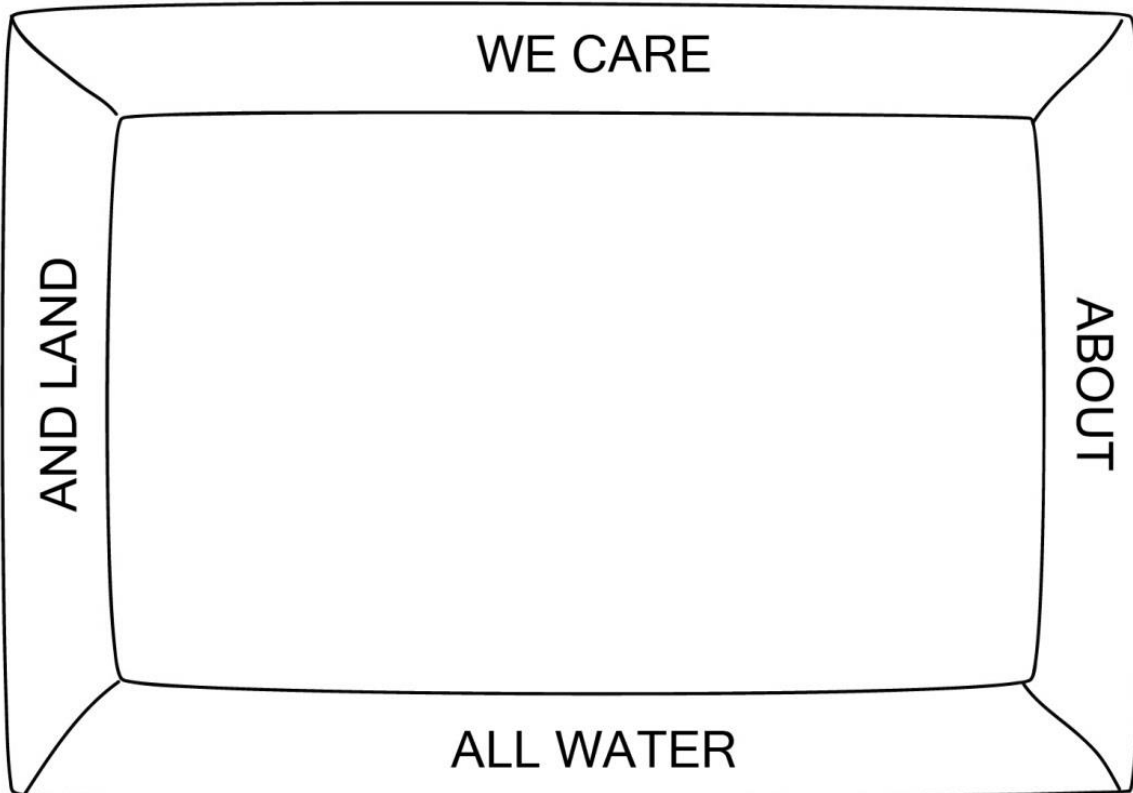
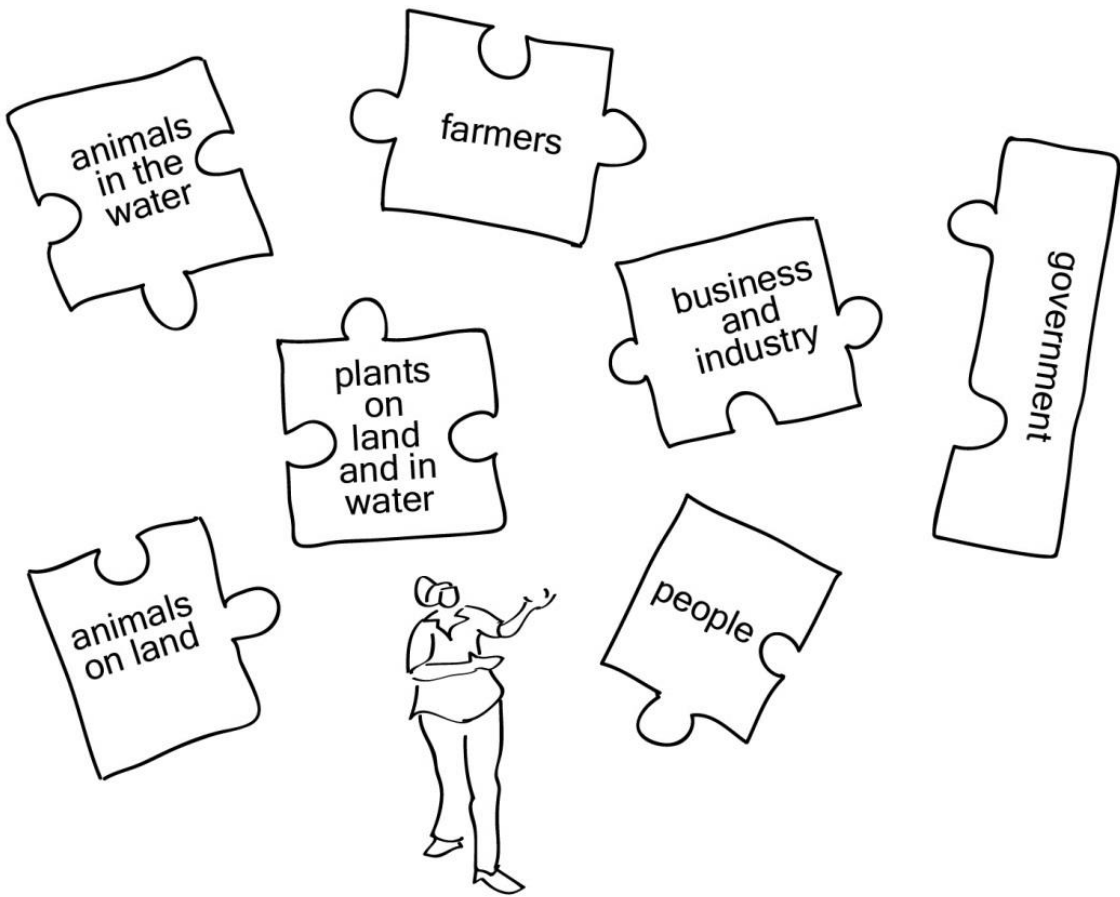
Let's work together

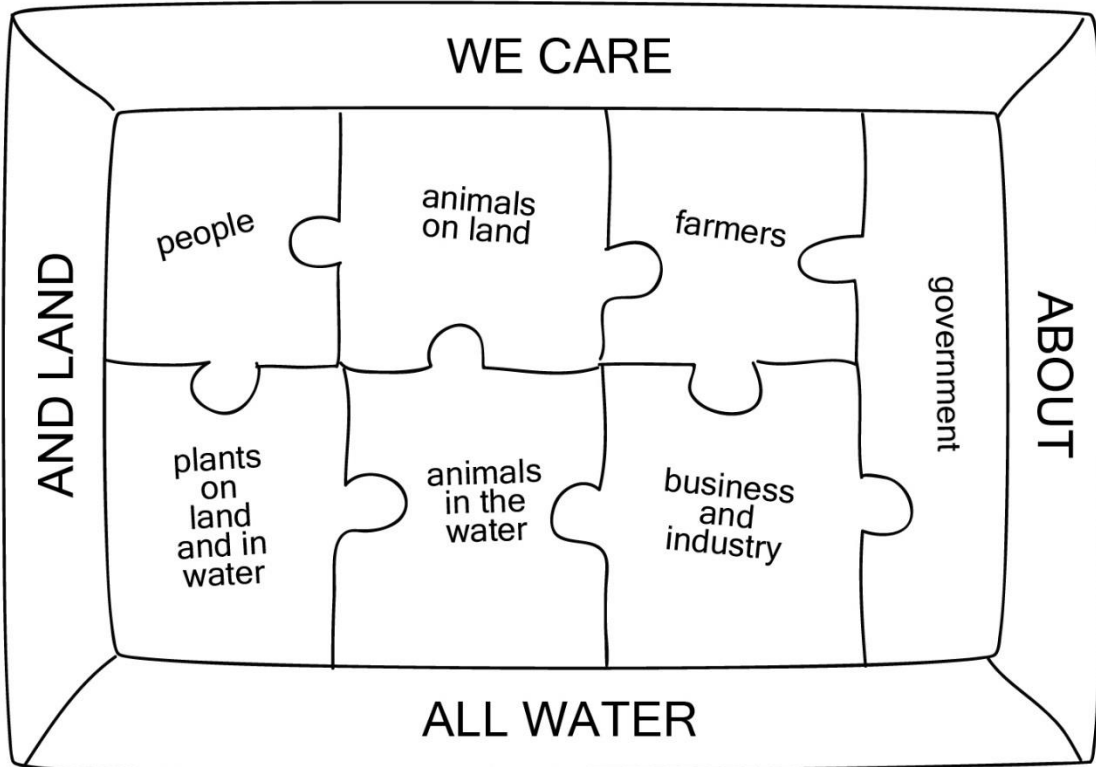
WHO MUST WORK TOGETHER?



Everyone who uses water!

INTEGRATED WATER RESOURCE MANAGEMENT





If any piece is missing or damaged, the water system will be in danger!

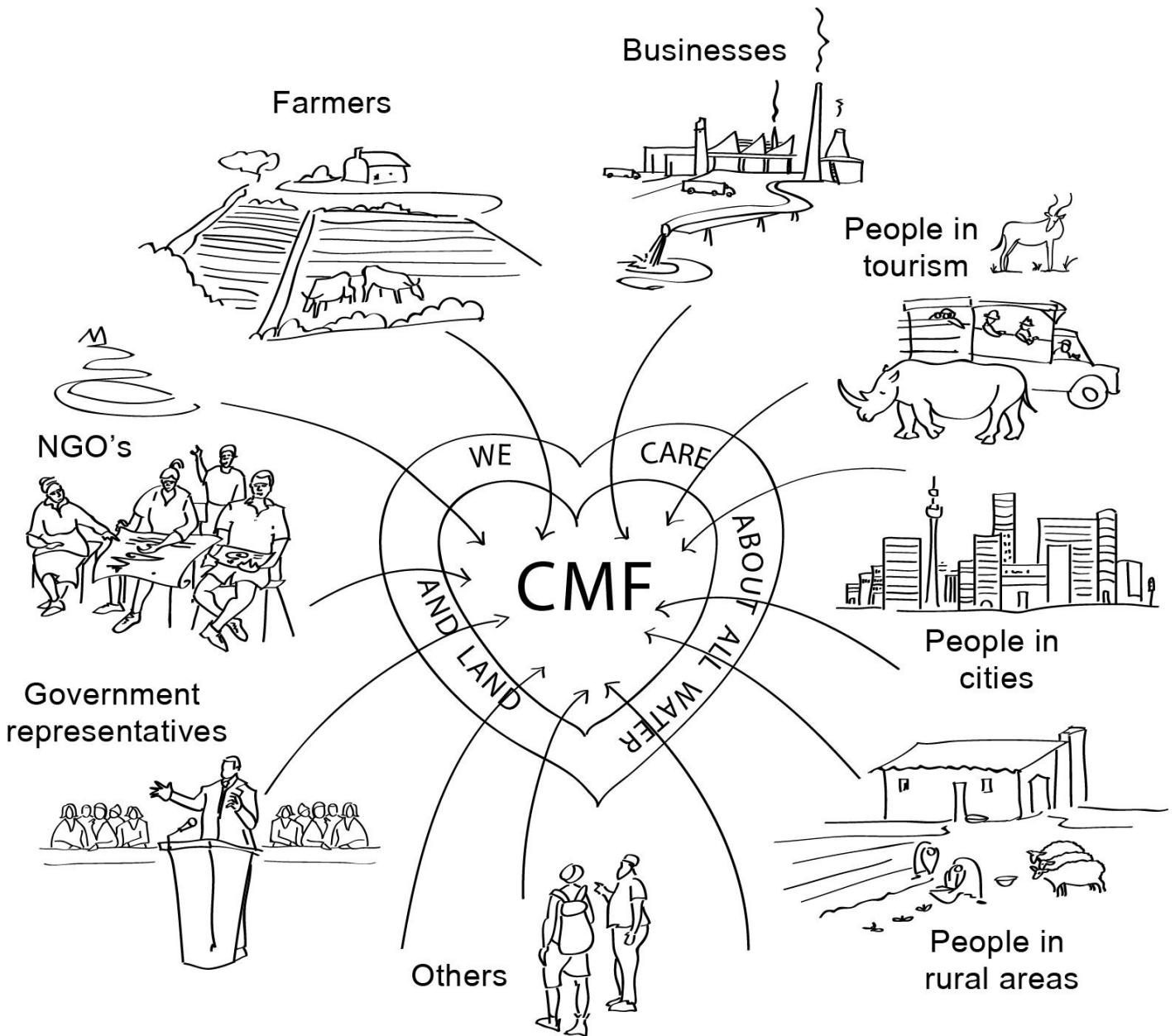


CONFLICT ABOUT WATER



What could cause conflict in this situation?

HOW CAN WE WORK TOGETHER?



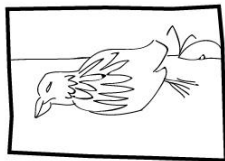
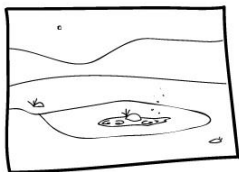
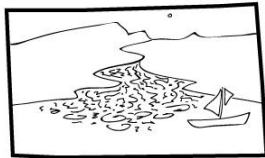
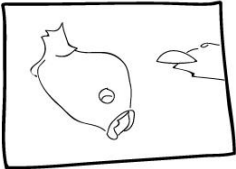
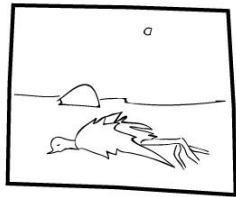
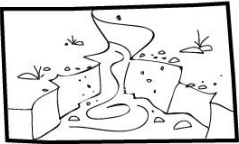
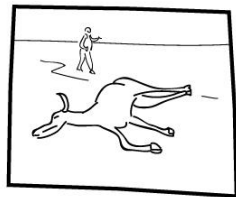
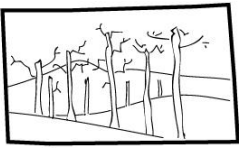
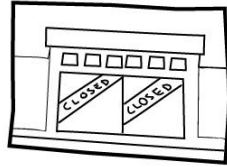
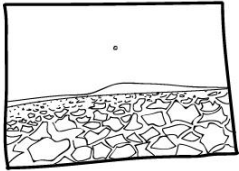
BENEFITS OF BELONGING TO A CMF

- Sharing knowledge
- Making recommendations about water
- Learning about other problems
- Finding solutions
- Protecting the land and rivers
- _____
- _____
- _____

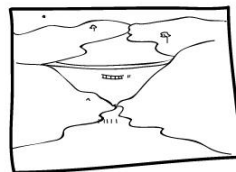
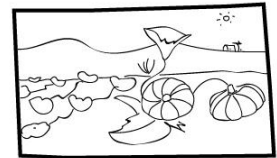
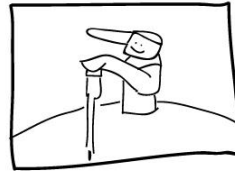
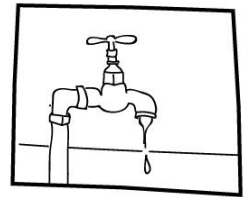
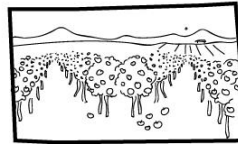
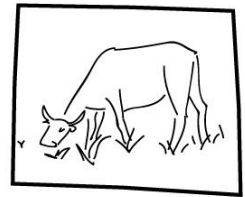
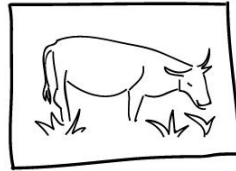


LOOKING TO THE FUTURE

Not Working Together



Working Together



The future starts NOW with your ACTION, but the RESULTS will take time. Build a world for your children and their children.





Why should we care about catchments? Why do they need to be managed?

Everything needs water: the plants and animals of the ecosystems, whole ecosystems like rivers and wetlands, AND the connected people in villages, farms and towns. Water is the basis of all life; nothing can survive without it (Palmer et al., 2002). A healthy SES depends on water. We are part of the SES and we must keep it healthy if we are going to be healthy.



When we take water from the river for washing, irrigating crops, to use in industries, or to use for diluting and transporting wastes, we change the quality of the water, and sometimes make it impossible for other people further downstream to use it. Polluted water damages rivers, wetlands, lakes and other watery places (Palmer et al., 2002). It makes people sick if they drink it or use it for cooking and washing. The water needs to be cleaned before it is returned to the river, and that must be managed and monitored.



What area should a CMF cover?

This is a difficult question to answer, because the people involved in water problems do not always live in the same catchment and a CMF should include interested people who live outside the area.

In general, rural CMFs may cover between 100 km² and 500 km². Urban (city) CMFs usually cover smaller areas (less than 100 km²) because the population is higher and water resource problems are more local.

MANAGEMENT

South Africa has seven goals for water management:

1. Make sure there is enough water for our basic human needs.
2. Make sure that the natural environment is protected. There must be enough good quality water so that rivers, wetlands, groundwater, etc. can support nature and all the benefits it provides.
3. Make sure everyone has equitable (fair) access to water.
4. Make sure that water is not wasted but is used efficiently.
5. Make sure there is enough water for the future, for a healthy economy and a prosperous society.
6. Make sure that everyone pays their fair share for the cost of water that they use.
7. Honour our agreements with neighbouring countries: Lesotho, Swaziland, Mozambique, Zimbabwe, Botswana and Namibia. (Pollard et al., April 1999)

CMFs can make a valuable contribution to these goals.

FORUMS

One of the functions of a CMF is to tell the Catchment Management Agency (CMA) what water users need. The CMA decides how to manage water resources, so all relevant stakeholders* must be included in a CMF. Each CMF must think about the different kinds of water problems and opportunities in the area.

IMPORTANT!

CMFs build capacity* and manage water functions. Members learn many skills when they participate in CMFs.



How are CMFs different from other organisations involved in water management?

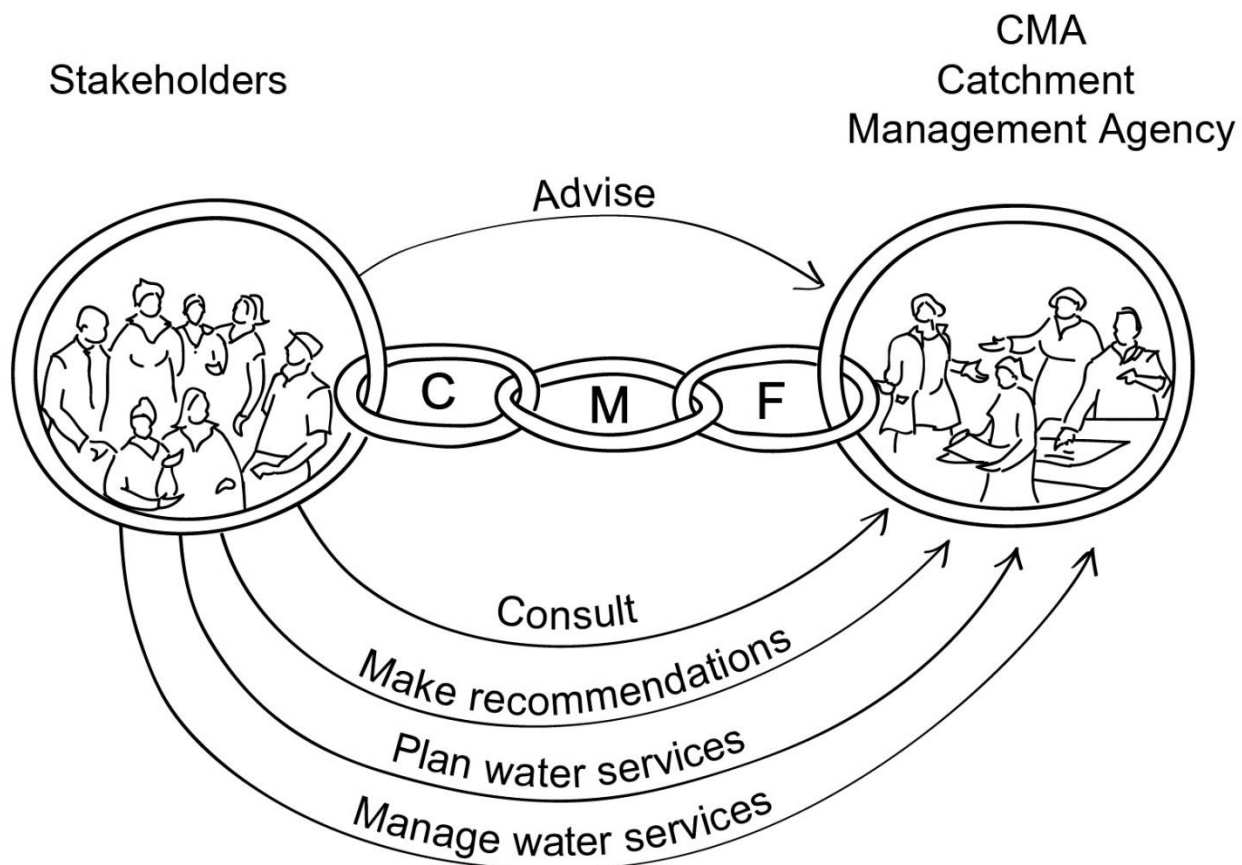
The National Water Act (NWA) and the Water Services Act (No. 108 of 1997) established many institutions to care for South Africa's water. These are all formal, legally-established institutions. This means that they have a constitution, a formal organisation structure, and specific tasks to perform. They are:

1. CMAs – responsible for planning and implementing catchment management strategies, for a water management area (WMA) Figure 1.
2. Catchment management committee (CMC) – may be established by a CMA to carry out specific functions in a specific area.
3. Water user association (WUA) – a **cooperative group** of water users who operate locally to benefit the group.
4. WSA (Water service authority) – responsible for legal oversight of water delivery in an area of the local government like a municipality.
5. WSPs (Water service providers, including water boards) – responsible for delivering water and reticulation (networks of pipes to deliver water) services to people.
6. Advisory committee (AC) – advises the Minister of Water Affairs and Forestry.



BUT ... CMFs are different: They are local, flexible, informal organisations; members join because they are interested and concerned about water resource issues. In some catchments CMFs have become powerful and strongly influence the CMA. CMFs influence CMAs, and CMAs influence WMAs.

How does a CMF help the CMA?



Who can join a CMF?

Anyone. If you use water and are interested in protecting our water and water resources, you can become a member of a CMF. These are examples:

- People who live in a catchment area and care about it;
- People who are concerned about our water resources;
- People who want water resources managed responsibly;
- People who want conserved so there will be water for the future;
- All relevant stakeholders, even members of local and national government.

We encourage you to join a CMF so you can contribute your ideas and efforts.

BUT ... a CMF should never be a political organisation, or loses its strength as a grassroots organisation.



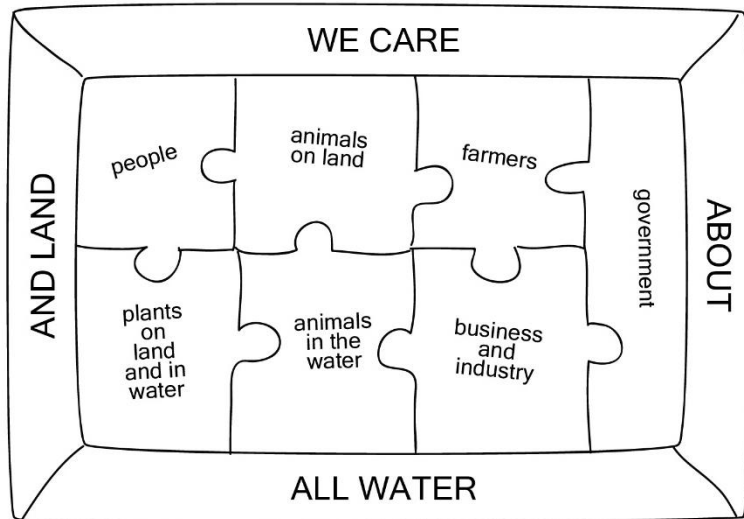
How does a CMF start?

Often a CMF starts because there is a specific crisis about water and/or wastewater management. The CMF grows as other stakeholders from other groups join. A CMF becomes strong because of the stakeholders and groups that it represents, not because of any powers that government give it. It encourages cooperation and integrated management between the CMA, local government and other interested stakeholders. However, this only works if members of the CMF are committed to the CMF, and implement the CMF's recommendations.



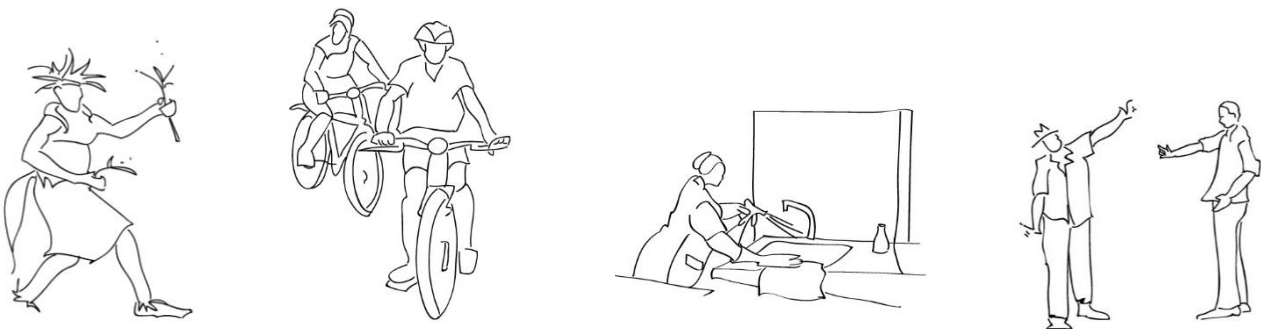
Why are CMFs necessary?

The new way of caring for water is 'Adaptive Integrated Water Resources Management' (AIWRM), which means making sure that everyone and everything that needs and uses water is cared for.



Government needs to know what **ALL** people want before they make decisions about water.

REMEMBER! The key purpose of a CMF is to give the people a voice in sharing and managing water resources. It is a 'bottom-up' process (See original CMF ideas (DWAF, 2001)).



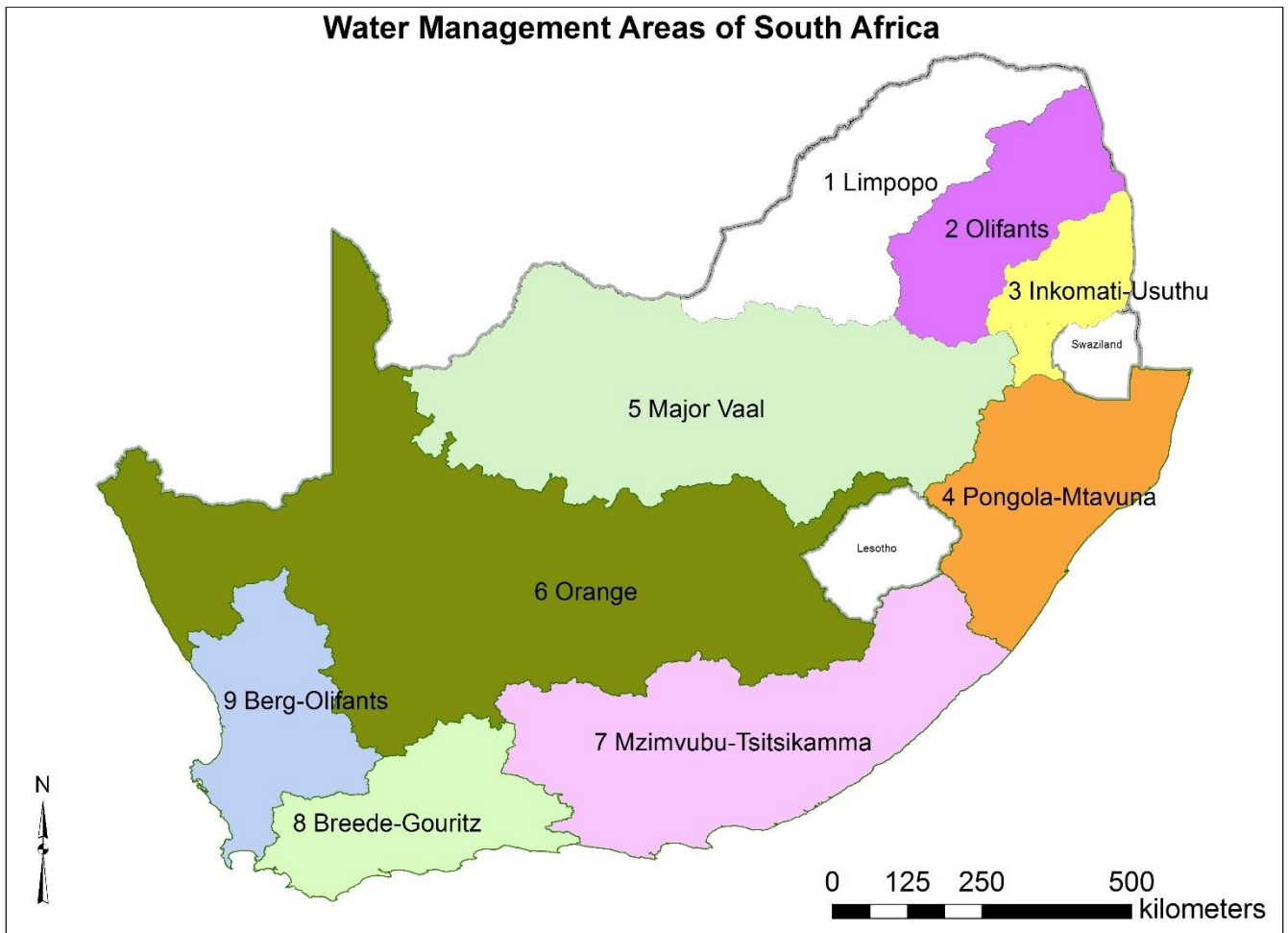
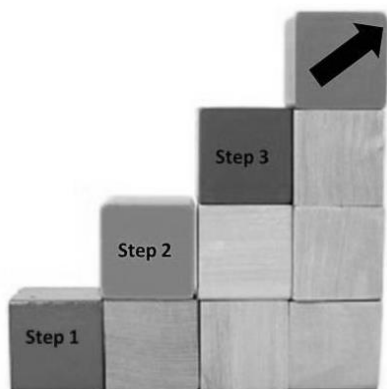


Figure 1: Nine water management areas of South Africa (modified from Bailey and Pitman, 2016)

HOW TO ESTABLISH A CMF



There are **three** steps. Each step has several stages.

Step 1. Getting started	Why is a CMF necessary and what is its role?
	Understand water resource management problems
	Identify WRM stakeholders
	Hold stakeholder meetings, encourage participation
	Communicate with your CMA
Step 2. Establishing the CMF	Develop a vision for the CMF
	Formulate a strategy and an action plan
	Establish the organisation of the CMF
	Build capacity
	Make decisions about other issues
Step 3. Keeping it up and running (Functioning)	Keep the CMF operating
	Deal with conflict
	Encourage and extend stakeholder participation
	Deal with change – reviewing the CMF’s role

STEP 1: Getting started



Why is a CMF necessary and what is its role?

The National Water Act (NWA) (Act No. 36 of 1998) changed the way water resources in South Africa are managed in two important ways:

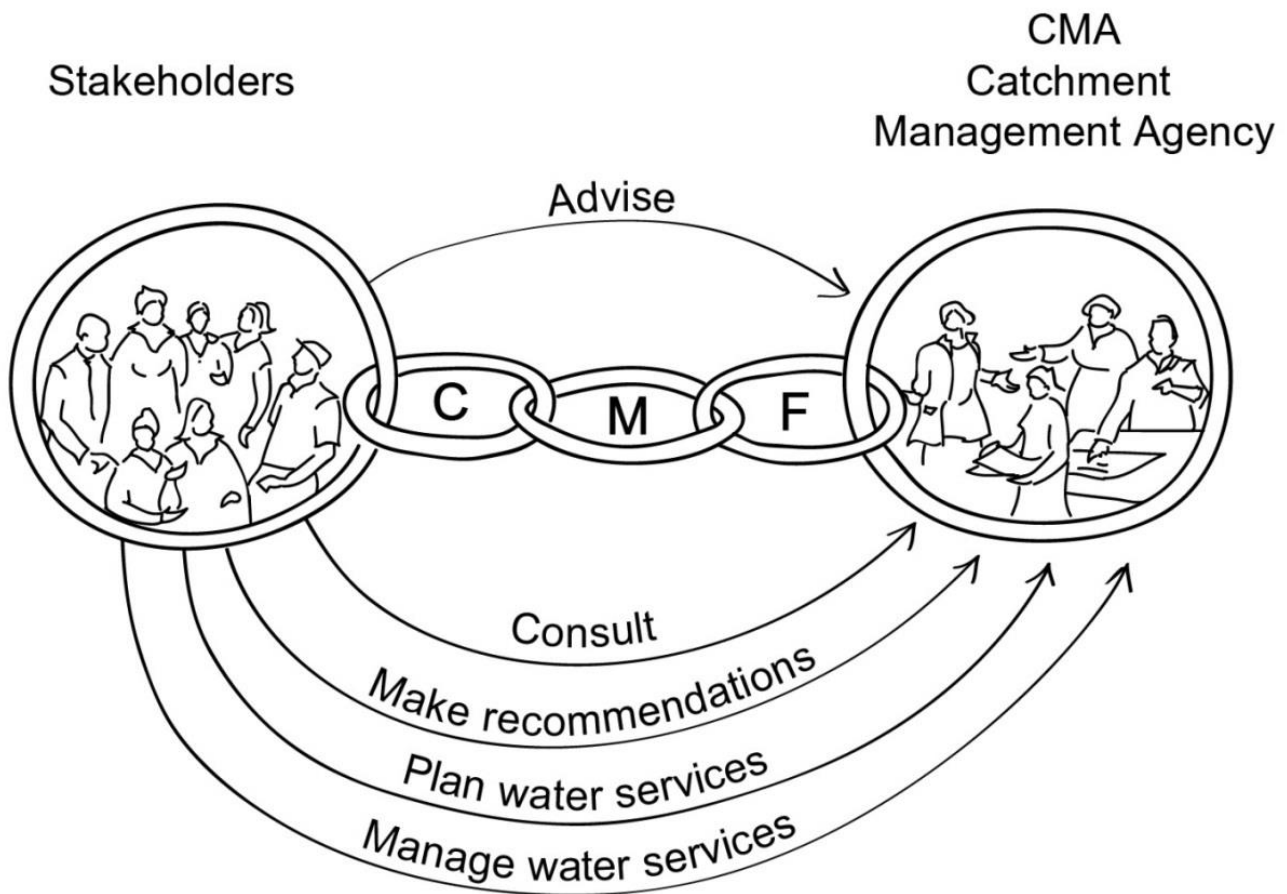
1. Water resources must be protected, developed and used in ways that are equitable (fair), sustainable (will continue in the future), and the best for everyone and everything (people, plants and animals) in the catchment. The slogan we often hear is: "Some, for all, forever" which means: some water (often not as much as we want) for everyone (rich and poor, wherever they live – in towns, villages, or rural areas), now and in the future.
2. Decisions about managing water resources cannot be made by central government only. All stakeholders must participate in making decisions.

CMFs are powerful because ...

The CMF involves many different stakeholders who act together, so they are in a strong position to...

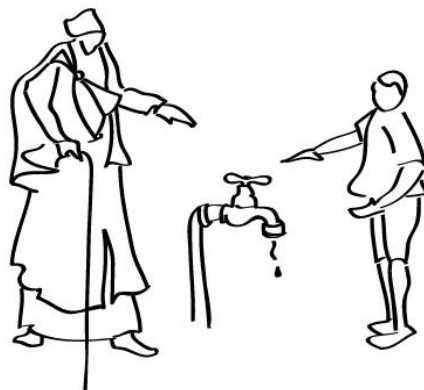
1. Give everyone with an interest in the catchment an opportunity to express their needs and views to the CMA.
2. Participate in establishing a catchment management strategy with the CMA.
3. Support the CMA by helping them implement their plans and projects.
4. Encourage a wide range of stakeholders to participate in the CMF.
5. Make people in their own communities aware of water issues.
6. Gather information about water issues and share it.
7. Manage problems.
8. Develop the ability, knowledge and skills to deal with water management issues.
9. Make recommendations about how water should be used.
10. Monitor water resources and water use.
11. Share technical knowledge and information.
12. Encourage government departments and other stakeholders to cooperate to look after our water.

The CMF is the main link between stakeholders and the Catchment Management Agency (CMA).



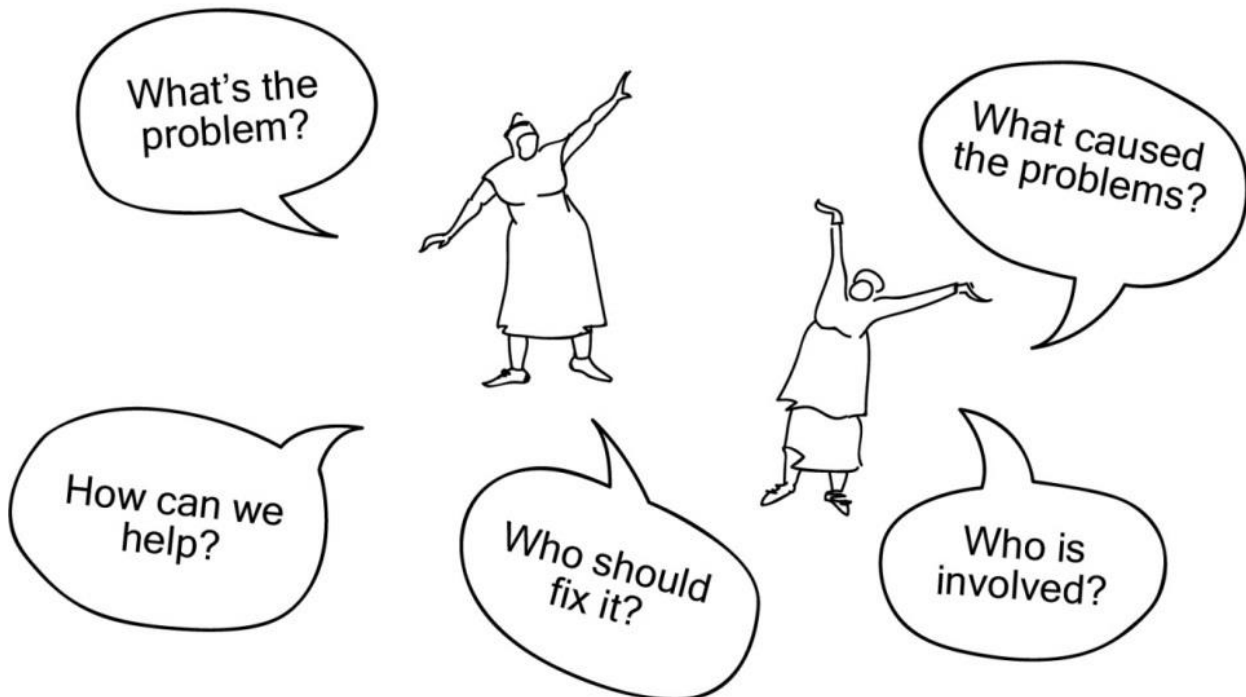
The CMF can:

- consult with and advise the CMA. It should be involved with the CMA in developing the catchment management strategy (CMS).
- play an important part in planning and managing water services because CMFs represent stakeholders with different backgrounds and interests. For example, they may co-ordinate water services, waste management and environmental issues; or they may co-ordinate water management between local authorities (such as municipalities) and water sector institutions (such as DWS).
- make recommendations about authorising water use, implementing local water resource management projects and mobilising people and resources to manage water.



Understand integrated water resource management (IWRM) problems

Water resource issues often begin with a crisis (a water shortage, or outage) or an incident (toxic chemicals pumped into a river, a wastewater treatment plant stops working). When this happens, local people and local organisations can become involved in managing water resources. When this happens, we need to find answers to these questions:



The kind of problem will determine the nature, size and role of the CMF.

Here is an example:

Problem: Water quality is always poor.

Find information: Concerned people collect information about:

- how much of the catchment and the river is affected by the water quality,
- some of the suspected sources of the pollution,
- evidence of the levels of pollution.

Action: CMF members find communities and organisations that are affected by the situation and communicate with the CMA and DWS. CMF brings in local officials, water quality technicians and scientists, etc.

Find WRM key stakeholders to begin the process

Find people who feel strongly about water and water issues, people who want to share their experience, knowledge, needs and goals. Do not limit your search to existing WUAs and user groups. Previously disadvantaged groups are important in making sure that water is used and managed fairly.

Experience shows it is useful to find an initial “anchor member” – someone who is able to host the CMF meetings for the first year or more, someone who has the space and infrastructure support.

Approach people like these as stakeholders:

- Representatives of local CBOs, including women and youth groups.
- Local CBOs involved in water, food security and development.
- Representatives from relevant NGOs, such as environmental groups.

- Representatives from education at all levels, from pre-primary to tertiary.
- Chambers of commerce and business.
- Water-user groups such as industry, agriculture (formal and informal), mining, tourism, etc.
- Providers of water and sanitation services for the area.
- Local and/or district government, and relevant sections of provincial government.
- Representatives from government departments responsible for the specific issues the CMF identifies.

Hold stakeholder meetings to encourage participation

Organise meetings for stakeholders. Sometimes it is best to hold different stakeholder meetings where each group has the same interest, e.g. the environment. This is because stakeholders will have different interests and abilities, and these separate meetings enable them to talk about their interests and problems before meeting other groups of stakeholders. Use every meeting to build capacity by sharing skills and information with the members. Single-interest meetings should be followed by a meeting where all members of the CMF are present.

Running effective meetings needs planning. Here are some guidelines for making your CMF meetings effective and productive:

- Prepare a complete list of stakeholders with their contact details and information about why they are interested in water issues.
- Network with stakeholders to identify other possible stakeholders.
- Invite stakeholders to meetings formally by SMS, WhatsApp, email or individual telephone calls. Do not just ask someone to pass on the invitation by word of mouth.
- Make sure that all stakeholders receive the minutes of the previous meeting.
- Share locally published material such as newspaper articles, poster, newsletters, brochures.
- Organise presentations on water-related issues.



WARNING: Don't let political party issues become part of the CMF. Political issues make members forget that their task is to care for and share water resources.



Step 2: Establishing a CMF

Develop a vision for the CMF

Develop a vision by asking: What do we want to become in the near future? What do we want to do? A vision should be challenging. It should show the way to change and grow. It must be described clearly and simply. The vision explains the **purpose**, **values** and **objectives** of the CMF. It describes the role of the CMF, how it will relate to other organisations, and why it exists. The vision is the core of the CMF’s Terms of Reference (see Appendix 1), or Statement of Intent.

e.g. Vision of the Inkomati-Usuthu Catchment Management Agency:
Water for all in Inkomati

The **purpose** must be clearly stated so everyone knows why they are involved in the CMF. It may be a short-term purpose, e.g. to petition the municipality to mend and maintain the water pipes that bring water to households. Or, it may have a long-term purpose, such as cleaning and monitoring a river.

The **values** define how the CMF wants to operate. They make it clear how much the CMF values openness; how formally or informally it will operate, and how to find a balance between consulting and making decisions.



The **objectives** state what the CMF wants to achieve in order to fulfil its vision. They must be clear and be both the long-term and the short-term. Here are some examples of objectives:

- We want the CMF to provide opportunities for stakeholders to consult each other on water resource issues and on whether the CMAs, WSAs and WSPs are functioning effectively.
- We want to help build capacity in order to establish and maintain an effective CMA in the area.
- We want to encourage co-operation between the various stakeholders in a catchment area when planning and managing resources.
- We want to support the CMA, and possibly to carry out some of the responsibilities of water resource management.

The objectives need to be reviewed regularly to check whether they are being met.

Formulate a strategy and an action plan for the CMF

A **strategy** describes how the objectives will be met. For example, if the objective is to stop soil erosion in the catchment area, ask questions like these and find answers for them:

- How many different ways are there to stop soil erosion?
- Which is the best way for our situation?
- Should we use more than one way?

The answers to these questions are the strategy. Next, to develop an **action plan**, which answers these questions:

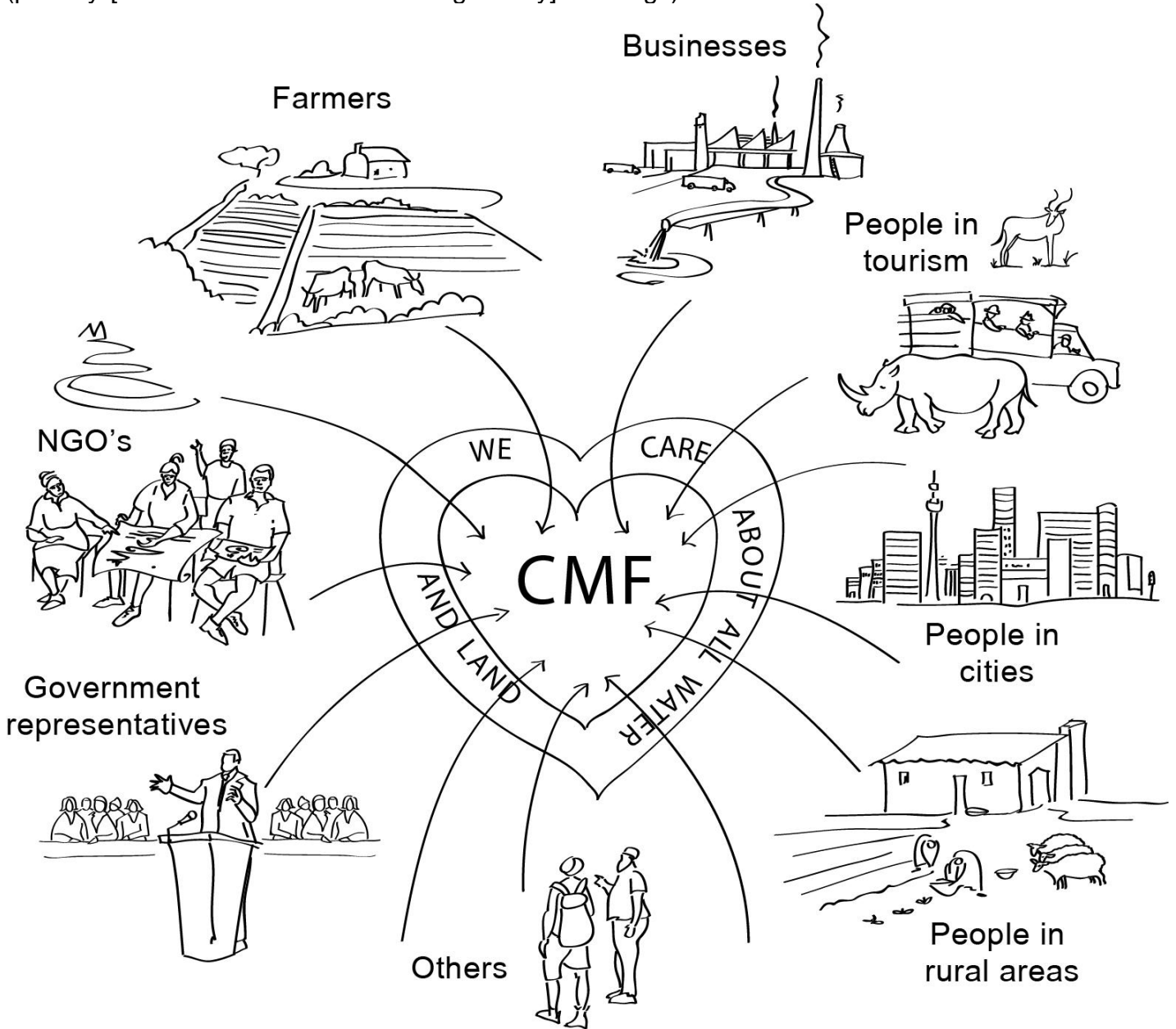
- What resources do we need?
- How much will it cost? (A word of warning here: Funders (government, industry, or a group from a specific sector such as tourism) often want to control the CMF or put pressure on it because they are contributing to the costs of the CMF. Do NOT let this happen because their goals may not fit in with the slogan: “Some, for all, forever”.)
- Who will do it?
- When must it be finished? How long will it take? When must it be done?



An action plan is how to carry out the strategy. Without action, all planning and strategy is a waste of time.

Establish the organisation of the CMF

CMFs are inclusive. They are therefore different from other organisations connected with water resource management because they are inclusive. Remember – ANYONE who is interested in water resources may become a member of a CMF! Meetings that include all interested people (plenary*[this * indicates a word in the glossary] meetings) are the foundation of a CMF.

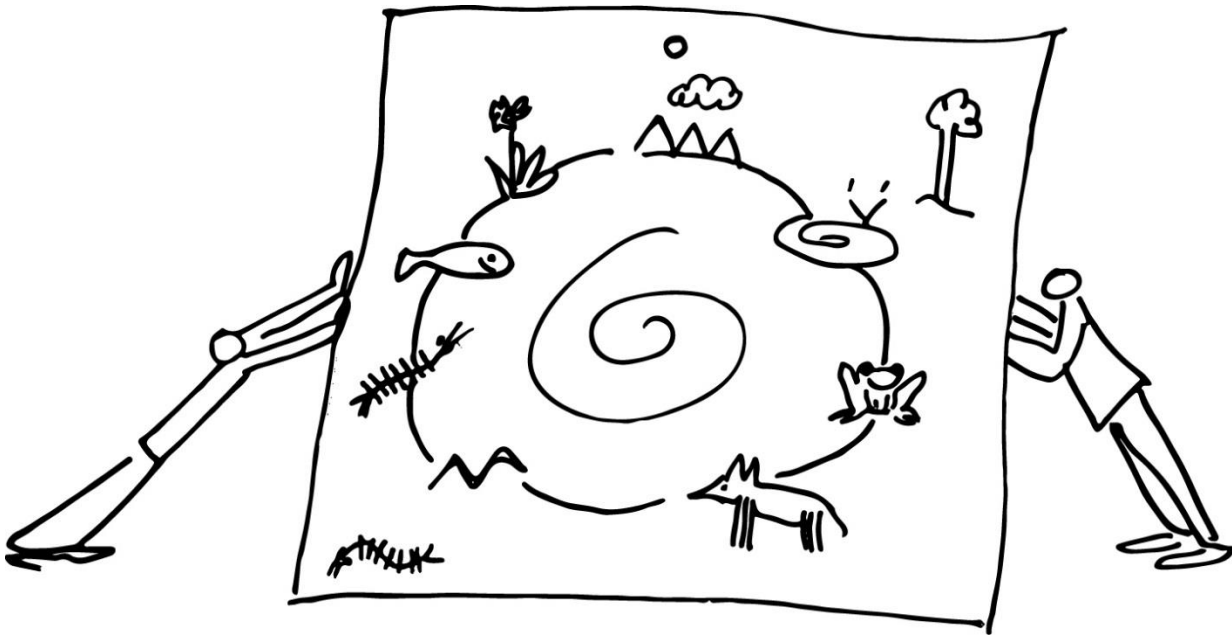


The organisation of the CMF is inclusive and flexible. Figure 2 (page 30) shows one possible way of organising roles:

- Everyone belongs to the plenary group and contributes their skills and knowledge.
- The plenary chooses the most appropriate people to become the management team. The CMA can act as the management team, and/or support the management team.
- People are chosen from the management team to run the finances, to carry out the secretarial duties, to provide information that the group needs to make informed decisions. These teams report to the management team, and the management team reports back to the plenary.
- Action teams are chosen from the plenary to carry out the specific tasks of the CMF. These tasks could be things like:
 - monitoring water quality in their area,
 - advising local government on water management issues,
 - consulting with NGOs and CBOs about water issues,

- teaching school children about the importance of caring for water,
- cooperating with environmental groups to maintain the catchment area.

The action teams inform the management team about their activities and the management team informs the plenary.



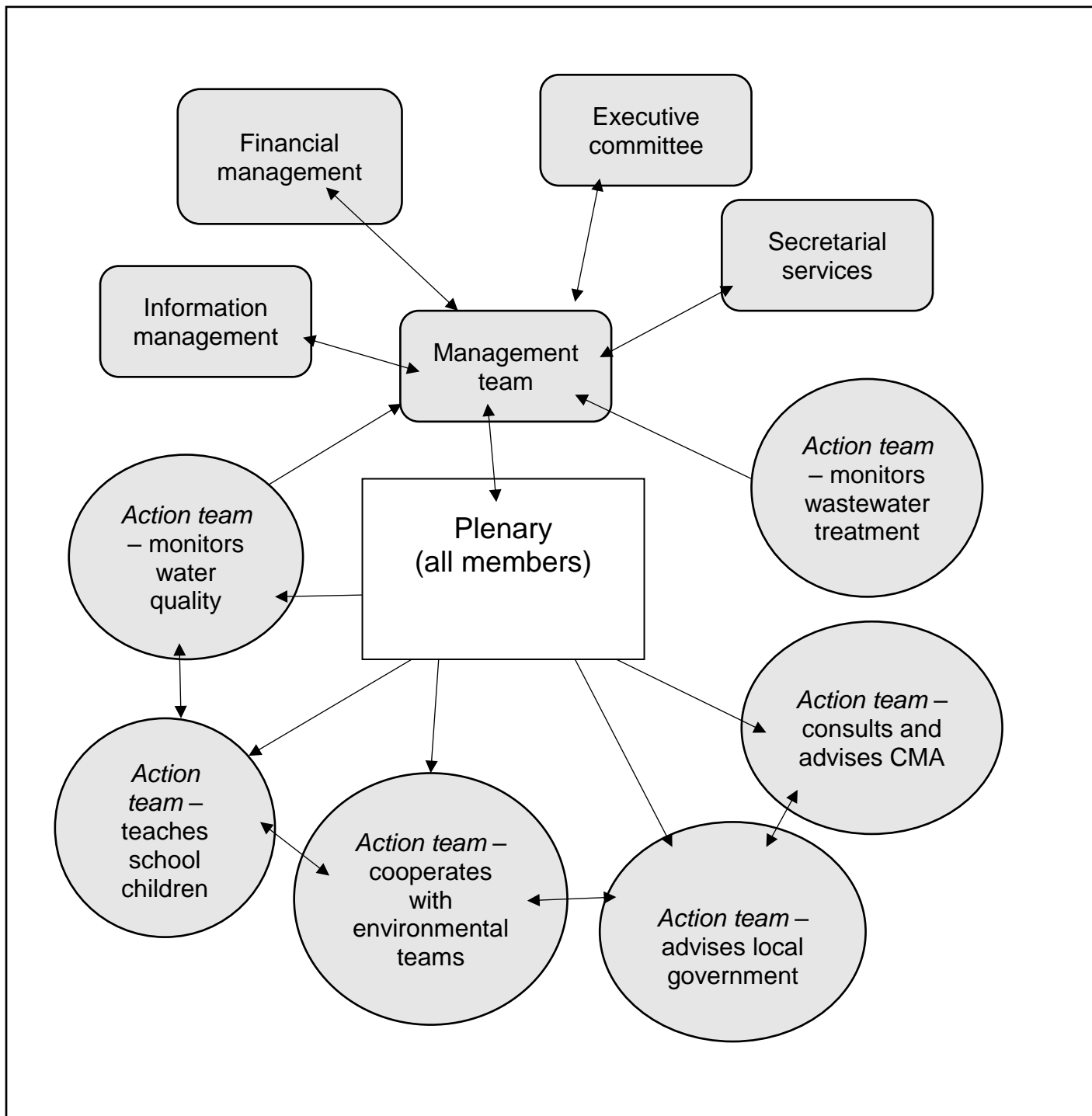


Figure 2: How a CMF could be organised [Adapted from Pegram GC, Schoeman G. and Hart T, 2001]



Attending courses does not really help us learn. We learn when we are involved, when we listen, think and do. The CMF provides opportunities for its members to learn a wide variety of skills as they carry out the activities of the CMF: how to run meetings, how to plan ahead, how to negotiate, how to make decisions, how to network, how to work as a team.

Members of a CMF come from many different backgrounds, so there is much they can learn from and teach each other. Capacity building is a continuous process – it never ends. Capacity building finds the skills each person has and develops them to make the team stronger. Different stakeholders need different levels of capacity building. In the CMF, members develop a deep understanding of issues about water resources together and learn how to cooperate with other stakeholders in managing those issues. They also develop the skills to carry out the activities of the CMF.

Example of capacity building: cleaning up and monitoring a river involves a number of people with a variety of skills and experiences. As they work together, they learn from each other.

Other issues the CMF must make decisions about (See Appendix 1 for a sample of Terms of Reference)

Members of the CMF need to agree on a number of points that are then recorded as a written document which can be referred to whenever necessary. Appendix 1 shows the kinds of issues that need to be considered.

Name and identity: All forums need an identity. State this clearly on the founding document.

Area of the catchment the forum is concerned with.

The guiding principles of the forum: Forums include a wide variety of people from different backgrounds and with different expectations, so it is essential to have some ground rules about expected behaviour.

The purpose of the forum: Although the purpose(s) of the forum are in writing, the purpose(s) can be changed and enlarged as time goes by, provided that the CMF agrees to the changes.

Who will be included in the forum.

How meetings will be conducted: How often will meetings be held? Are there issues the CMF must deal with on a regular basis?

How decisions will be made.

Accountability: What are the members' responsibilities to the people they represent, and to the forum?

Administration tasks.

Electing office bearers*: Management positions must be filled in a way that is democratic, transparent and straightforward because CMFs represent many people that they must report to, and they also act as consultants to the CMAs.

- First, nominate people who have the knowledge and skills to carry out the role. They must be willing to stand for election. The forum must decide who can be nominated, and who can nominate them. One way is to decide that all members are eligible for all roles. However, special rules can be applied for certain positions, e.g. the person nominated as treasurer or finance officer must have a background in managing money. The forum must decide on the requirements for such positions.
- Everyone in the plenary must agree on what kind of voting process to use. The voting rules must make it clear who can vote, how many votes each voter has, how voting will be done, what will happen if there is a tie, and who will count the votes. If conflict is possible, or if the membership of the CMF is large and complex, the best method of voting is by secret ballot.



Step 3: Keeping the CMF up and running (functioning)

Keep the CMF operating

Membership and voting: Although membership seems straightforward (that is, anyone who is interested in water issues may belong to a CMF), this is not always possible. For example, if a CMF consisted of 30 farm owners, two farm labourers and one town council official, that would not be a good balance. When the CMF first starts, it is a good idea to keep membership as open as possible to encourage wide representation of stakeholders.

It must be clear who is a member and has the right to vote, and who is not a member and may not vote. The CMF must decide what it means to be a member and what a member's responsibilities and rights are.

The secretarial services team must keep a register of membership to establish the continuity of the CMF. They should also keep a file of all the minutes of each meeting. This also helps with continuity and can be referred to if there are questions about decisions made at previous meetings.

Financing: All activities and organisations need money to keep them operating; just how much money depends on the size of the CMF, where it is, and what it plans to do. A CMF with a lot of rural stakeholders may need money to pay for transport for them; a large CMF that plans to stop soil erosion in the catchment area will need money for equipment, skills, materials, people to do the work.

Basic items that need money are:

- Management costs: financial manager, secretarial services, office costs (telephones, stationery, internet, etc.).
- Communication and marketing: information sessions, workshops, communication materials (flyers, brochures, leaflets).
- Information management: setting up a database, computer, software packages, reports and materials.
- Plenary support: meeting costs (venue, catering), travel, site visits and excursions, outside presenters, meeting materials (stationery).
- Outside support: research and advice, travel, costs of meetings.

Sources of funding:

- CMFs support the activities of DWS and CMAs, and should be able to ask them for funding. If a CMF is carrying out a specific task for a CMA or WUA, it should be paid for its work. If it is not possible to be paid in cash, there may be other ways those organisations can help the CMF – with secretarial services, or meeting space, or transport, etc.
- Local government can be asked to help CMFs.
- Companies that have an impact on the catchment can be asked to assist in cash or kind.
- Members can pay a fee towards the cost of running the CMF.
- The private sector may be willing to contribute funds for developing capacity of the members of the CMF.
- Parastatals such as ESKOM may help with venues for meetings.

Payment: Should members be paid? Should the management team be paid? What about the action teams? These are difficult questions for any CMF because funds are often in short supply. Every CMF should make its own rules about payment, but here are some suggestions that may be useful:

- People who come to make presentations, give advice, or to provide services now and then may need to be paid. Before inviting guest speakers or service providers, the plenary should agree on what they can afford to pay, and how the payment will be made.
- When people have to travel long distances, or cannot afford the transport costs, the CMF may have to find the funds to help. The plenary should agree beforehand how much the CMF will pay for transport, and should only pay if proof of the cost of the journey is provided. Usually, however, CMFs do not support the costs of members.
- Should the office bearers (treasurer, secretary, chairperson) be paid? It is best if work is done voluntarily (without payment), but if the CMF needs specialist skills (like a bookkeeper or secretary), it may have to pay.
- First try to find volunteers.

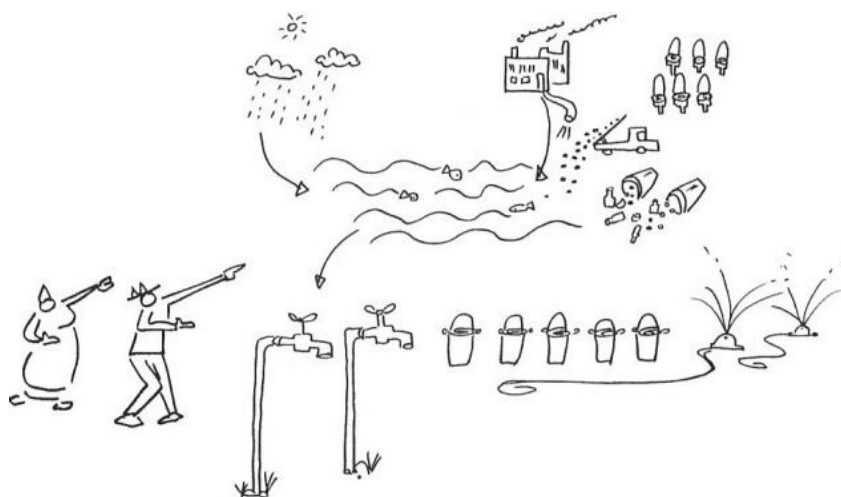
Sustainability and continuity: Because CMFs are flexible structures that might develop because of a specific problem, they might only last for however long it takes to solve that particular problem. After that, the forum must think carefully whether to focus on long-term activities. People usually participate in forums because they believe deeply in the value of what they are doing, but they may lose interest once the goal has been reached, or if the process takes too long.

In the past, CMFs have provided useful advice and consultation, but have not established efficient water management teams except where dedicated individuals have been involved.

Because members of the CMF have many different objectives, it may be impossible to achieve everything that the CMF wants to achieve, and people become disheartened. Sustainability and continuity then depend on having both short-term goals that can be achieved relatively quickly, as well as longer-term goals that require more persistence.

Deal with conflict

There will be conflict! The stakeholders in a catchment area all have different needs and priorities: the housewife wants clean water for cooking and drinking; the farmer wants water for his crops and animals; the hotel wants water for its guests, the swimming pool and the golf course; the factory wants water for its manufacturing processes; the municipality wants people to pay for their water so they can deliver a better service.



Conflict is not always bad; it can produce fresh new thoughts and solutions. However, the people involved in conflict need to respect each other, even though they may disagree with each other's ideas.

Here are some of the situations that **cause** conflict; knowing what they are may help you avoid them:

- *Unclear boundaries*: people come to the CMF with the wrong idea about what they are going to get out of it, e.g. a job. It is better to join a CMF because you have something to give: ideas about what your area of the catchment needs; a desire to help the people in the catchment care for and share the water more thoughtfully.

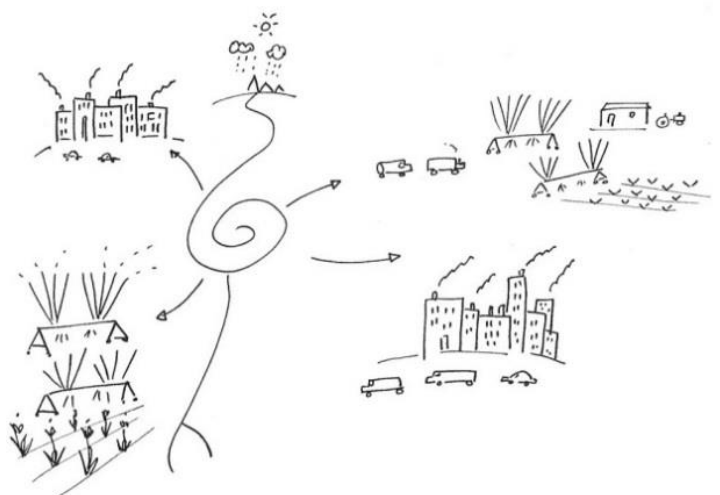
- *Clashing interests*: the stakeholders who join the CMF will have very different ideas about what needs to be done and it will be impossible to do all these things at once. Members may then feel that their interests are not important to other members.
- *Need for consensus*: conflict often arises when consensus is necessary to carry out an action plan and the group cannot reach consensus.
- *Misunderstandings*: these are often the result of poor communication. Misunderstandings cause a lack of trust which makes it very difficult to work together.
- *Conflicts from the past that have not been solved*: it is possible that one or more groups have had arguments in the past, and they try to 'forget and forgive'. This will not work if the problem has not been solved, and the old conflict will come to the surface again when other things cause tension in the group. It is important to solve those differences so that they do not affect the workings of the CMF. For the same reason, it is a good idea to keep political parties out of the CMF – the focus of the CMF should be on solving water issues, not on political debate.

Here are some suggestions of ways to avoid or reduce conflict:

- Members of the CMF should keep reminding each other that they have a shared future in the catchment. Therefore, everyone gains if conflict can be resolved.
- Respect each other. Listen carefully to other points of view. We can all learn from the experience of others.
- Agree on rules of conduct for meetings and discussions, e.g. do not interrupt, everyone must have an equal chance to speak, do not insult each other.
- Avoid conflict by sticking to facts and issues. Members of a CMF share an understanding of the value and importance of water, and many conflicts can be avoided or defused by keeping that shared value in mind. Focus on the problem, not the personalities.
- Look at the conflict as a problem to be solved and work together to find a solution to the problem.
- Use imaginative problem-solving techniques to reach a win-win situation.
- Be aware that there are interests that may clash in the CMF; be prepared to deal with them constructively. Acknowledge that other interests are also important, even if they conflict with yours.
- Make conflict 'healthy' by being non-abusive, but by seriously trying to find a solution to the problem under discussion, by upholding fair play and honest debate.
- Leadership must be honest and open. This means that all members can talk about their needs and the needs of the CMF and the decisions made within the CMF.
- If political issues cannot be avoided, everyone should be aware that conflict is possible. In this case, it is helpful to identify the realities, concerns and beliefs underneath the political issues.

Encourage and extend stakeholder participation

People become involved in an activity because they can see how they benefit from it, and because they understand how important the activity is. Different stakeholders will have different reasons for becoming members of a CMF. This is both a strength and a weakness: a strength because the wide range of experience and skills make the CMF stronger; a weakness because the differences can cause arguments and disagreements.



When people realise how important water is in their lives, they may become more interested in joining a CMF. Members can teach each other and their communities about the importance of water.

Some groups (such as Community-Based Organisations) who are interested may not have the resources (people, money, or information) to participate in a forum, and it may be necessary to find funding that will enable those people who are interested to become members.

Information about water issues keeps people interested and wanting to participate, but the information must be user-friendly and easily accessible by everyone involved. WhatsApp groups, Twitter, Google Groups and Facebook are possible ways of reaching groups of stakeholders.

Deal with change – review the CMF's role

Things change. We can change things, but even if we do nothing, change happens.

A CMF is a partnership between the stakeholders and the government bodies. It's like a marriage, and like a marriage, it will change over time. Marriages – and partnerships – go through three stages: forming, storming and normalising. In the 'forming' stage, people feel optimistic and excited, but also a bit anxious and doubtful about the success of the partnership.

The 'storming' stage is the most difficult because disagreements begin about internal issues, such as the vision, the objectives, resources, capacity and membership. People often feel jealous of each other, and angry for a number of reasons. This is the stage when conflict management is very necessary. If conflicts are not managed and solved, the partnership will fail.

In the third, normalising, stage, people begin to accept each other and understand more clearly the way the CMF works. They stop competing with each other and start working together; they realise that they can achieve more together than each person can achieve on their own. As they begin to trust each other, the changes become easier to manage.

In addition to the changes in the members of the CMF, there are external changes, for example:

- The DWS or the local government expects the CMF to carry out tasks that are not really part of their vision. It may be a short-term task like developing a database of stakeholders, or doing research into local water use. If the CMF accepts this task, it may have to find additional resources and capacity.
- Regional and local stakeholders want the forum to do more than just consult and give advice, and feel that it needs more 'power'. This may mean changing the structure of the CMF.
- Funding stops. This means that the CMF will have to decide whether to look for more funding, to close down, to re-structure the organisation, to charge a membership fee, or a combination of all of those.

Reflection

Every organisation needs to look at itself from time to time and find answers to these questions:

- Have we achieved what we wanted to do?
- If not, why not? If we have, was it worth it?
- Did we get the result we wanted?
- What is our next step?

This process of reflection keeps the organisation alive and active, and should be done regularly at least once a year.



Glossary

Consensus – agreement among all the people involved

Ecosystem – all the living things (plants, animals, people, things too small to see) that share an environment. Everything in the ecosystem either helps the system work better or damages it.

Ecological infrastructure – ‘infrastructure’ means the foundation of a system that keeps it working, e.g. the infrastructure of a city would be the roads, water and sewage system, electricity, etc. that make it possible for the city to operate. ‘Ecological’ refers to the way everything depends on everything else in order to survive

Office bearers – the people who hold positions of responsibility and authority in an organisation

Plenary – a meeting that includes everyone in the group

Social-ecological system – a system that connects soil, water, wetlands, forests, crops, people, villages, industries, towns

Stakeholders – people who have an interest in the success of a plan, or organisation

To build capacity – to increase the skills, knowledge and ability of people

Volunteer – someone who works without being forced to; someone who works without payment

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APPENDIX 1

Sample: Terms of Reference for a CMF

uMsunduzi Catchment Management Forum

TERMS OF REFERENCE

1. GUIDING PRINCIPLES OF THE FORUM

- 1.1. Participants undertake to treat each other with respect.
- 1.2. No participant shall call into question the bona fides, impair the dignity or malign any other participant. However, this must not be seen as a constraint on robust but respectful debate.
- 1.3. Participants undertake to:
 - 1.3.1. Request only such information that could reasonably be regarded as pertinent;
 - 1.3.2. Observe timeframes agreed upon on a case-by-case basis; and
 - 1.3.3. Respond as quickly as possible to requests for information or comment.

2. PURPOSE OF THE FORUM

The purpose of the Forum shall be to:

- 2.1. Actively participate in promoting the aims of the National Water Act (36 of 1988) and the National Environment Management Act (107 of 1998) as amended;
- 2.2. Monitor environmental impacts in the catchment;
- 2.3. Provide a platform for discussion and resolution of catchment issues;
- 2.4. Facilitate information sharing and feedback to the community and stakeholders;
- 2.5. Promote sustainability, equity and efficient water use in the catchment;
- 2.6. Promote a common approach to the resolution of catchment issues;
- 2.7. Promote a common programme of action to address catchment issues; and
- 2.8. Promote cooperate governance among all role players.

3. COMPOSITION OF FORUM

The forum shall include representatives from:

- 3.1. All interested and affected communities;
- 3.2. Interested organisations (including NGOs, CBOs, FBOs and other citizen organisations);
- 3.3. Umgeni Water and any other water supply institutions;
- 3.4. Department of Water and Sanitation, KwaZulu-Natal;
- 3.5. Department of Economic Development, Tourism and Environment Affairs;
- 3.6. Relevant departments of all municipalities (local, district and metro) in the catchment, including local councillors; and
- 3.7. Local commerce and industry as represented by the Pietermaritzburg Chamber of Business.

4. CONDUCT OF MEETINGS

- 4.1. All proceedings of the forum will be minuted and be made accessible to the public.
- 4.2. Minority opinions will be recorded.
- 4.3. All participants will have access to information relating to the work of the forum to facilitate decision-making.
- 4.4. All members of the forum will be given equal opportunity to speak on any matter.
- 4.5. Observer status will be given to anyone wishing to attend any meeting on condition that the Chairperson/Secretariat is informed in advance.
- 4.6. If any of the forum members cannot attend a meeting, prior notification within a reasonable period must be provided to the Chairperson/Secretariat.

5. DECISION-MAKING PROCEDURES

- 5.1. Where possible, issues shall be debated until consensus* is reached.
- 5.2. Where consensus cannot be reached, the issues of disagreement will be recorded in writing and referred to the respective authorities who have jurisdiction.

6. POWERS AND FUNCTIONS

- 6.1. The Forum has no enforcement powers, but can request all members to support agreed positions that promote the PURPOSE (paragraph 2 above).
- 6.2. Any statements in the name of the Forum must be made by the Chairperson only.

7. MEETINGS

- 7.1. The forum shall meet at regular intervals as a majority of the members may agree, but not less than four (4) times per annum, unless unavoidable.
- 7.2. In the event of an unusual incident, any member of the forum may request an emergency meeting of the forum to deal with the incident.
- 7.3. The forum shall deal with the following matters at its regular meetings:
 - 7.3.1. The condition of the uMsunduzi River and its catchment;
 - 7.3.2. Programmes to effect improvements in the condition of the river and its catchment;
 - 7.3.3. Reports or complaints received from members of the public with respect to catchment related issues; and
 - 7.3.4. Such other matters as are relevant to carrying out the purpose of the forum.

8. CHAIRPERSON

- 8.1. The forum will elect a Chairperson who shall hold office for a period of two years.
- 8.2. It is the duty of the Chairperson to:
 - 8.2.1. Assist in compiling the agenda for each meeting;
 - 8.2.2. Ensure orderly conduct of meetings; and
 - 8.2.3. Facilitate the execution of decisions of the forum, e.g. writing letters, attending meetings, making submissions on behalf of the forum.
- 8.3. The forum will elect a Vice-Chairperson who shall hold office for a period of two years and will deputise for the Chairperson in his or her absence.

9. ACCOUNTABILITY

- 9.1. Members of the forum are accountable to their constituencies, and are responsible for keeping their members informed of the forum's proceedings.
- 9.2. The forum may make recommendations to regulatory bodies on water related matters.
- 9.3. The forum shall be represented on the relevant Catchment Management Agency as and when it is established.

10. ADMINISTRATION

- 10.1. A representative from the Department of Water and Sanitation shall act as the secretary of the forum and shall be responsible for convening meetings, taking minutes and disseminating information.
- 10.2. The secretary must ensure that all members of the forum are notified of the dates and venues of the meetings, and that all relevant information is sent to forum members.
- 10.3. The secretary shall endeavour to circulate the minutes of the previous meeting to all registered members no less than one (1) month before the subsequent meeting.

11. AREA

- 11.1. The Msunduzi Catchment Forum's area of interest includes the catchment along the entire length of the Msunduzi River and includes those neighbouring catchment areas not covered by existing Catchment Management Forums (A map of the area can be included).
- 11.2. The Forum has a stake in the issues affecting the Umgeni River catchment and other catchment areas that interact with those of the Msunduzi River.

12. AMENDMENT

12.1. These Terms of Reference may be amended by a majority of the members at a meeting for which no less than 21 days' notice has been given.

13. ADOPTION

13.1. These Terms of Reference have been adopted by the members present a meeting of the forum held on

Date

Chairperson



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