

**AWARD:
10 years on**

**Reflections on Ten Years of
Transformation:
1993 - 2003**

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AWARD

List of Acronyms

AWARD	Association for Water and Rural Development
BDC	Bohlabela District Council
BBR	Bushbuckridge
DWAF	Department of Water Affairs & Forestry
IDP	Integrated Development Plan (Local Government)
IDT	Independent Development Trust
NWA	National Water Act (1998)
NWRS	National Water Resources Strategy
PACAM	Public Awareness Campaign of the Save the Sand Programme
PHAST	Participatory Health & Sanitation Training
SSP	Save the Sand Programme
TLC	Transitional Local Council
WIP	Water Information Programme
WRF	Wits Rural Facility
WSA	Water Services Act (1997)
WSDP	Water Services Development Plan (Local Government)

Acknowledgements

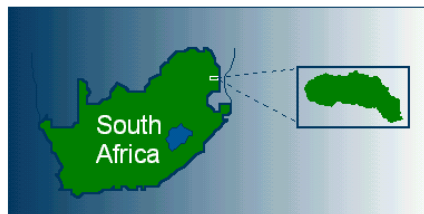
We would like to thank Brian Yule of the CHLF for his inspiration and support in capturing this history of AWARD. It has been an important process that has forced us (willingly, despite time constraints!) to think about and analyse our past as a benchmark for moving forward. So often we mean to do this but then push it aside as other priorities arise. Fortunately, Brian saw this as an immediate priority. Likewise, we would like to thank the CHLF on behalf of all staff for all its support over the past ten years. We hope this document captures how meaningful that support has been.



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Sand River Catchment



Introduction

The past ten years has seen the emergence and development of what is now the Association for Water and Rural Development (AWARD). This has taken place during a particularly significant time in South Africa's history, for 1993 to 2003 has been a time of immense political change that marked South Africa's transition to democracy. This period has been characterised by a major upheaval in all of the governing frameworks – from the constitution to the various policies that underscored the country's commitment to a new, free and fair country.

These changes have moulded the AWARD we see today. In taking up the new challenges, the organisation has interacted with this context and influenced the evolving landscape (see Table 1). It is this interaction we explore in the following narrative – how South Africa's transforming socio-political landscape influenced the evolution of AWARD and how AWARD in turn contributed and responded to these changes. This document does not attempt to be a detailed history or evaluation. Rather we reflect on some key areas to give a broad but meaningful analysis of the rather unique partnership between the Claude Harris Leon Foundation and AWARD.

AWARD's genesis and the AWARD of today

A combination of interests led to the genesis of AWARD¹. Born from a vision of a multi-disciplinary rural facility for Wits University, Wits Rural Facility (WRF) was established in 1989. It sought to offer research and education that would be more complete and relevant to responding to the problems of rural development. Given the changing context in South Africa, the CHLF explored new directions for its support in 1992. It sought inputs from experts, including those at WRF, commissioned a number of papers and held numerous discussions. This led finally to the support of WRF's Water Information Project (WIP). In mid-1993 a series of village water projects, managed by Bruce Corbett were also approved. From that point on, AWARD has been shaped by a suite of intriguing factors: the vision of CHLF, the context in which it evolved, the severe drought of 1992, the complement of staff who brought different ideas to the table that required integration – from engineering through to social and environmental issues – and undeniably, the transition to democracy. By 1996, a programme that integrated the village projects with the WIP efforts at WRF was launched, and in 1998 an independent Section 21 Company was established as AWARD.

¹ For simplicity we shall refer to AWARD throughout this piece although, as indicated, it has been through various name changes.

Table 2. AWARD at a glance

Key national events		PHASE FOR AWARD	INTERNAL GROWTH	EXTERNAL FACTORS	CONTRIBUTIONS OF AWARD
Move to democracy		1992 – 1994 <i>Start-up and set-up: Taking shape and forming an identity</i>	<ul style="list-style-type: none"> WRF and CHLF collaborate and ideas become projects. Connection sought between two separate initiatives: Water Information Project and Village Water Projects 	<ul style="list-style-type: none"> Very bad drought – leading to joint discussions and action across political divides for the first time. New ways of working being developed – ideas of local control of funds and projects, and empowerment. 	<ul style="list-style-type: none"> ✓ Recognising importance & inaccessibility of information on water. ✓ Need for information for local empowerment & action. ✓ Need to undertake both village water supply projects while also working at the level of information and understanding.
1 st democratic elections. GNU, RDP policies & legislative overhaul	Transitional local government	1994 -1996 <i>Integrating internally and defining boundaries</i>	<ul style="list-style-type: none"> 1996 - one programme established. Programme Manager appointed with strong CHLF involvement. Start working in focus area, and around catchment processes. 	<ul style="list-style-type: none"> New democratic government. – high levels of activity on new policy creation. Water is regarded as a national asset and can no longer be privately owned. 	<ul style="list-style-type: none"> ✓ Highlighting importance of facilitating community participation & organisation building for operation, maintenance and development. ✓ Development of clear facilitated approach to water supply projects ✓ Catchment focus important as water resource base
Legislation finalised		1997 – 1998 <i>Shift in identity: Separation and autonomy</i>	<ul style="list-style-type: none"> 1998 – AWARD established as a Section 21. Adopts NGO ethic rather than academic. 3 units: environmental, community, institutional. The challenge is the integration between the units. Takes on SSP feasibility study and PHAST 	<ul style="list-style-type: none"> Water Services Act 1997. Municipal Structures Act 1998. National Water Act 1998. "Some for all forever." Catchment approach to water. Institutional transition & ambiguity. Local gvt transitional but recognised as critical for future water provision. 1997- border dispute resolved 	<ul style="list-style-type: none"> ✓ Save the Sand feasibility study pilots Integrated Water Resource Management. ✓ Demonstrating and promoting participatory approaches in the water sector. ✓ Retail Water Project focuses attention on capacitating local government.
2 nd elections – ANC led government		Local government	1999 – 2002 <i>Consolidating identity and role in a time of institutional change</i>	<ul style="list-style-type: none"> Strong component development: Save the Sand, Retail Water, Village water projects & PHAST. Internal integration remains a challenge, as does the leadership. Diverse external pressures, changing external institutional environment. Warning of core funding ending. 	<ul style="list-style-type: none"> Getting to grips with implementing the Water Act. 2000 – TLC replaced by district & local government Local govt more confident to assert their role, though still lacking capacity Decentralisation, devolution. Free basic water.
		2003 <i>Getting on with it – research based implementation</i>	<ul style="list-style-type: none"> Internal coherence - piloting through doing, reflecting, partnering and disseminating. Project based funding – moving towards programme based funding. 	<ul style="list-style-type: none"> Institutional arrangements coming into place for water. Unemployment, poverty and HIV/AIDs on the increase. Institutions for land management not developing but diminishing. 	<ul style="list-style-type: none"> ✓ Putting into practice meaningful awareness raising ✓ Piloting a livelihoods approach to water ✓ Piloting multi-disciplinary approach to wetlands rehabilitation

Today AWARD is recognised as a multi-disciplinary NGO that is values driven. In essence, AWARD has been inherently driven by the concept of *giving a voice to the voiceless* - both to the previously disenfranchised and to the environment. The organisation works with a rich mix: implementing water resource conservation and village projects; awareness raising and capacity building of village, local government and government actors; and research and policy development. This is done within the framework of Integrated Catchment Management and new water laws and policies, and in the specific context of the Sand River Catchment. Moreover, AWARD is based in the area where it works, which gives it credibility as a local stakeholder in the catchment. Its work is widely recognised locally and in the water and environmental management sectors in South Africa and internationally.

Challenges that have shaped AWARD

Bushbuckridge as a complex environment

The Sand River Catchment includes Bushbuckridge (BBR), where the majority of the people of the catchment live. It is an area notoriously “difficult” in terms of developmental work for a range of reasons. The large population is made up of many dislocated communities, often moved two or three times under Apartheid’s grand plan. There are dense settlements as people were crowded together into densities that far exceed the simple definition of a ‘rural’ landscape. Two ‘homelands’, Lebowa and Gazankulu, which were defined along ethnic lines, constituted BBR. The boundaries between them were arbitrary and hard to acknowledge. Uneven development in Gazankulu and Lebowa fuelled enmity and at times conflict between the populations. After 1994, BBR became a disputed area in terms of the demarcation of provincial boundaries, and the acrimony continued.

The catchment is not only impoverished and degraded socially, environmentally and economically, with the exception of the wealthy landowners of the Sabi-Sand Wildtuin, but it is also institutionally and politically fractured. This calls for an emphasis on rehabilitation rather than on new initiatives alone. The very difficulty of the area highlights the need to work with cognisance of the ‘soft’ issues and social complexity, along with the ‘hard’ technical challenges.

Institutional change and changing frameworks

A crucial decision of the new government was to create three tiers of government: national, provincial and local. Competencies were allocated to different levels, eventually

with significant devolution to the local level. This impacted on the entire fabric of government institutions. During the initial five years, Transitional Local Councils allowed for the incremental development of the final “wall-to wall” local government model. Thus, in contrast to the previous dispensation, rural areas also fell under the jurisdiction of local government. For AWARD this was initially a time of learning and re-orientation – getting to grips with the new structures, what would be required, what resources and capacities were available and what gaps existed when it came to water and the emerging institutional arrangements. AWARD sought to understand and to contribute to the thinking and capacity building through its Institutional Unit, which helped to do the groundwork for the Retail Water Project that supports local government in BBR. Over time the relationship with local government shifted from one of good will, to having to take local government more and more seriously, as their authoritative stature grew.

The transition continues, but some key decisions have been taken. In terms of **water supply**, the Bohlabela District Council (BDC) is now the Water Service Authority, and DWAF is in the process of handing over assets and responsibilities. The BDC contracts in the BBR Water Board as a bulk water service provider. They supply the BBR Local Council, which is gearing up to be the Water Service Provider. Additionally, in rural settings, village water committees may take on some functions of the water service provider. The options for water services provision are currently under debate and AWARD is working with the District Council to assess these options and their implications. In terms of **water resources management**, the Inkomati Catchment Management Agency (CMA), of which the Sand is a sub-catchment, is some way down the road to being established, and it will be one of the first CMAs in South Africa. Catchment Management Strategies are still to be formulated. Thus after a long period of uncertainty and transition things are starting to stabilise, and there is also still the space to engage with the details of policy implementation.

Nonetheless, an analysis of institutional issues that affect the work of AWARD reveals critical gaps. For instance, the **lack of integration** between the National Water Act, which deals with water conservation and water allocation at a catchment scale, and the Water Services Act, which deals with water supply at the district level, is of particular concern. Despite the fact that neither the water development plans nor the catchment management plans can be successful without integration between Catchment and District, planning continues to be uncoordinated.

The current state of transition means that there are also **incoherent policies** – so DWAF pays for electricity for borehole pumps but not for diesel, which leaves communities without electricity resentful of having to bear the costs of diesel. When a pump breaks and takes months to repair, or water in the bulk system to Acornhoek B no longer arrives, exactly who to go to for recourse is unclear and unacceptable delays are common.

Additionally, apartheid removals undermined and weakened local institutions for **natural resource and land management**. Under apartheid, traditional authorities assumed responsibility for land administration and rangers administered fines for transgressions of illegal resource harvesting, fishing and poaching. However, the legitimacy of these authorities was increasingly challenged by democratic structures and

after 1994 this system collapsed. Today, traditional authorities are fearful to take over any such functions, and new local government structures do not see this as their mandate either. This has led to neglect of natural resource management and a distressing stripping of these resources. In seeking to undertake rehabilitation of degraded areas, where local control and management is necessary for sustainability, this institutional vacuum poses problems. AWARD works with local structures, but the work is frustrated by these problems.

Importantly, local government councillors are political appointees with enormous demands on them and **limited skills and experience**. In recognising that local government is a key stakeholder, AWARD has needed to define their informational needs and appropriate areas of support within the water sector.

There is the much-touted concept of *cooperative governance*, and the policies and planning frameworks make reference to this, but do not provide mechanisms to make such governance operational. Instead government budgeting and structures and systems work against this. AWARD seeks to facilitate cooperation in its projects, and faces the need for and lack of operational mechanisms in very practical ways.

What distinguishes South Africa, and this has become clear to us thorough our international partnerships, is the opportunity afforded for **participation in policy development**. This makes this a unique and exciting place to work. The challenge for AWARD is to use this opportunity to bring our learnings to bear and to assess what we have and need to map out our way forward

Expectations of change

The advent of democracy led to high expectations of radical change for black people in this country, but unsurprisingly given the backlog, this is far from being met for the majority of poor people. By nature, political agendas and public statements are based on expediency rather than on an honest reflection of the realities of time, cost, capacity and incremental learning. For example, the recent evaluations of village water supply projects indicate that despite considerable social and technical investments, the sustainability of projects is often fragile and influenced by a complex array of external factors. Many of these, such as poor or unscrupulous planning of infrastructural developments are legacies of the previous regime and remain to be addressed coherently.

Skills availability

Leadership and management skills are a major constraint for all institutions, particularly in rural areas. Not surprisingly, NGOs lost many of their leadership to the new government. The new order has also quite rightly placed increasing pressure on institutions to employ local and black staff at all levels. WRF is a remote place to work, and while it has a number of attractions, AWARD has had difficulty in finding and

keeping the calibre of staff it needs. Engineers have come as volunteers through VSO, which provided a medium term solution. The senior management position has been particularly difficult to fill, and there have been significant periods of managing without those skills or with skills that were less than adequate. At times there has been a high turnover of staff who were employed locally, trained during their time in AWARD, and then moved on to organisations which offered better salaries and opportunities for advancement. Viewed in a positive light AWARD has, therefore, played a significant role in staff development in the sector.

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Areas of Significant Contribution

Understanding water as a resource and not as a 'service'

The massive technological and industrial changes that so characterised the 20th century were also accompanied by a period in which the development of water infrastructure expanded rapidly. It was only toward the later part of the century, from the late seventies onwards, that the potential consequences of unmitigated development started to be questioned. Maybe water was a non-renewable resource in many senses? Maybe negative environmental consequences threatened the ability of the resource to continue providing for increasing demands?

South Africa was no exception to these trends and governmental policy viewed any water that reached the sea as 'wasted' water – all major rivers were dammed and many subjected to inter-basin transfers. Despite the developments, many people were without water and the environmental costs grew. Nonetheless, the thinking was still such that solutions to water needs and water supply problems were seen to lie in infrastructural development – that is, as a service issue- rather than from a broader, water conservation and demand management perspective. How much water was there and how wisely was it being used? Why did some sectors have plenty when neighbours had none? Why were river systems degrading or collapsing?

These emerging questions represented a significant departure from traditional approaches and a move to a more holistic perspective of water resources and their use, not just in South Africa but also in the international arena. In South Africa, calls for change came mainly from two sectors. On the one hand environmentalists and academics were documenting increasing environmental problems and calling for the establishment of environmental flows. On the other hand, the non-government developmental sector together with civil society (albeit beleaguered) was demanding

basic rights of access for the majority of South Africans. Although these ideas remained to be integrated, both cases were essentially concerned with the business of refining, or redefining the notion of sustainability – either from a resource-based approach or from a supply perspective.

However, it was really only with the transition to democracy that these calls were given real effect. The political changes were accompanied by policy changes that demonstrated the receptiveness to new thinking, and readily embraced the notion of sustainability, equity and efficiency.

Undeniably, a major factor that moulded the profile of AWARD was the fact that its inception took place during the 1992 drought, the worst in recorded history. The drought acted to raise the plight of the rural poor and of the environment. The drought sharpened the focus and essentially acted as a catalyst for change - no longer could water be developed uncontrollably without due consideration to broader issues: how much water was there? Who was using this, how and for what purposes? What inequities existed? How sustainable were these practices especially in terms of the resource itself? Could current use be rationalised from multiple perspectives – social, environmental and economic? Moreover, if one were looking carefully, it also pointed to the need to integrate water supply and use with water resource.

In this regard, AWARD has been, and still is, distinctive from other NGO's in the water sector. Despite starting as an institution concerned primarily with water services for the rural poor, AWARD has steadily paralleled policy changes by adopting a more holistic approach to water resources and their development. The seminal ideas for this were rooted in questions around the quantity and quality of available resources and the setting of environmental flows for the Sabie-Sand Rivers in 1997. This orientation was followed by a natural progression towards the idea of **Integrated Catchment Management**. In many parts of the world the concept of managing water in accordance with natural rather than political boundaries was being considered but this often meant little more than a means to secure water for the most economically powerful sectors. In South Africa the concept was grounded in key defining frameworks that conferred the approach with a more holistic profile and distinguished South Africa from other countries in many aspects. The cornerstones of catchment management, and indeed the new National Water Act of 1998, included equity, sustainability and efficiency – ideas that were branded under the banner "**some for all forever**". However, the NWA actually only spoke of Integrated Water Resources Management which is somewhat different from ICM in that it relies heavily on the notion of co-operative governance, an additional key ingredient in the approach. If landuse practices are impacting on water quality for instance, discussion and co-management with other stakeholders is necessary.

Box 1

Challenges of matching catchment and political boundaries

Figure 1 gives an overview of the proposed governance structures for water resource management and supply in the Sand River Catchment. Although still in the early stages of implementation, water supply governance is more advanced than water resources management. The diagram illustrates the need for institutional links between the provisions of the National Water Act and the Water Services Act. The development of these links is a critical challenge for the future of water management in South Africa. The Sand River Catchment forms part of the Inkomati water management area which will be governed by a CMA although this is not yet operative. Sub-catchments are likely to be represented by catchment management fora, comprising representatives of stakeholder fora or water user associations. These fora will, in effect, make representations to the CMA for sectoral water allocations, including water demands for rural communities. The district municipalities represent the water services authority which function to 'allocate' water to the local municipalities, which acts as the water service provider. The ward councilors will, in effect, make representations to the local municipalities regarding water demands for their villages of jurisdiction and water supply constraints. They rely heavily therefore, on inputs from the village water committees. Municipalities articulate these needs through the water services development plans (WSDPs). The Sand River Catchment falls under the remit of the Bohlabela district municipality and the Bushbuckridge local municipality. The key points where local people's interests are represented are at the village and ward levels and the development of the capacities of the elected representatives at these two levels is critical for ensuring the needs of the poor are reflected in water investments and allocations.

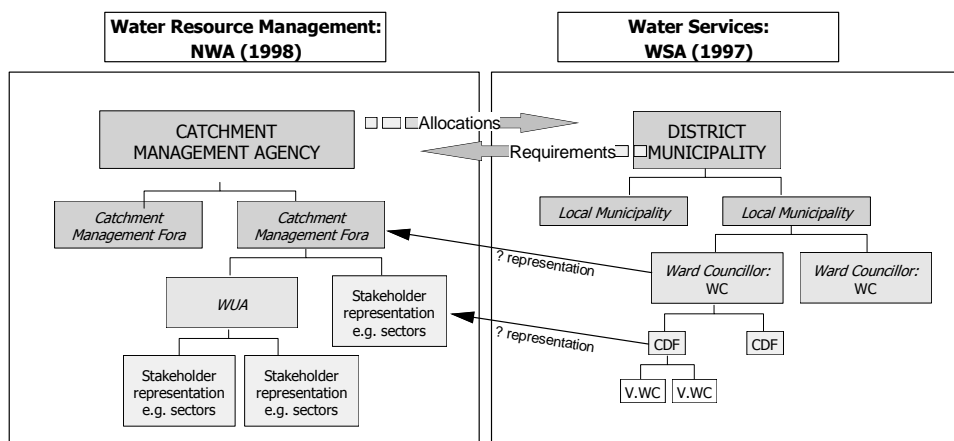


Figure 1 Schematic of the proposed institutional arrangements for water resource management and supply. The details of these institutional arrangements may vary in different regions of South Africa. This figure indicates that water supply issues should relate to wider catchment management issues in terms of water allocations and through representation. Abbreviations: VWC = village water committee; CDF = community development forum representing multiple village-based committees; WC = ward committee comprising CDFs from a number of villages; WUA = Water User Associations.

It was during this period that AWARD effectively **redefined its boundaries** of operation so that considerations of water services could be embedded in the wider context of water resource management. The boundaries moved from political or district

to that of the Sand River Catchment which included Bushbuckridge north and part of the midlands (this poses challenges: Box 1). Although at times difficult even for some staff to understand, it has now become a hallmark of the organisation. As a defining turn of events in this regard AWARD was approached, somewhat serendipitously, to co-ordinate a feasibility study for ICM for the Sand River catchment. This offered the opportunity to work with a wide multi-disciplinary team and to collate the information that had been gathered in the preceding years into a coherent account of the *status quo* of the catchment together with recommendations for future scenarios. Importantly, this study was commissioned by government (DWAF and DA) and received their endorsement.

In 1999, the **Save the Sand** or SSP was launched and AWARD was asked to facilitate the implementation of priority projects. These included a range of integrated initiatives from policy development and critiques, to rehabilitation, developmental projects and importantly, public participation (Figure 2). In effect the SSP has represented a fairly grand scale action-research initiative where the policies of government from the constitution through to the NWA and NWRS are tested and lessons fed back to stakeholders.

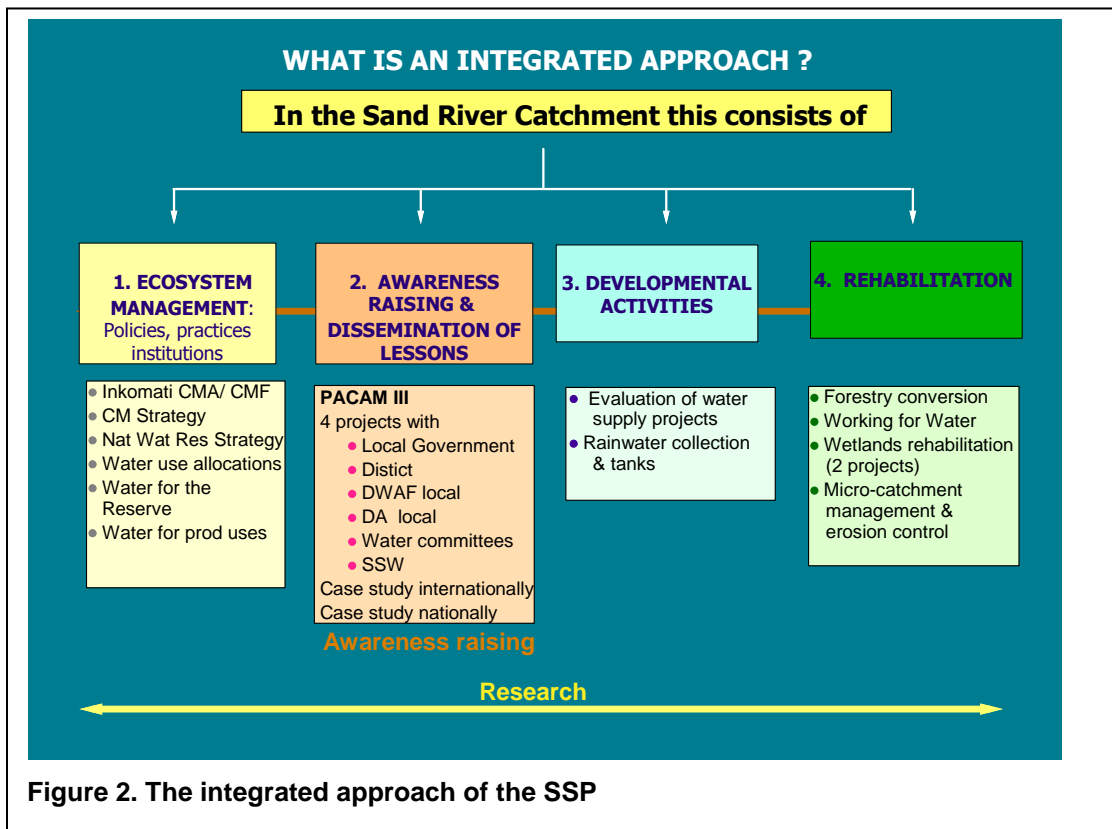


Figure 2. The integrated approach of the SSP

In keeping with the principle of “giving a voice to the voiceless” staff of AWARD started thinking about power relations in the water sector. Large, and at times inefficient or inappropriate uses of water were previously justified on the basis of economic grounds. Thus for example, large-scale commercial agriculture was seen to have greater inherent rights to access than other small-scale users. However, by adopting a catchment

approach together with a rights-based focus, we started to explore water use in different ways. In 1996 Anton Simanowitz and Sharon Pollard started to question what the economic benefits that small-scale uses of water conferred to the livelihoods of rural communities, and in particular the poor. The hypothesis was that, in addition to an ethical argument, there was an economic basis for water provision to rural communities for productive purposes i.e. water over and above that to secure basic domestic needs. Moreover, the rationale was that if this were true, this should be considered in catchment water accounting. In particular, poor rural communities found it difficult to 'justify' their needs against the voices of the more powerful sectors. They decided to set up a research project to examine exactly these issues in the villages of the Sand River catchment and in 1998 two researchers joined AWARD, Juan Carlos and Tame Mabelane.

AWARD showed very clearly that an extra 30 – 40 litres of water per capita per day moved people into a "window of opportunity" for small-scale water-based businesses. However, nationally there was little recognition for this need, and small-scale multiple uses of water in rural areas simply did not fit into any sectoral demand. In February 2000, during the worst floods in South Africa in 70 years, we took the results on a roadshow at national, regional and local level and later gave a formal presentation to DWAF. This aroused interest and support from the department, and indeed provoked widescale recognition nationally of the issue. The next challenge was to consider how allocations are to be made to this sector. In this regard AWARD started its own work, funded through the Whirl project.

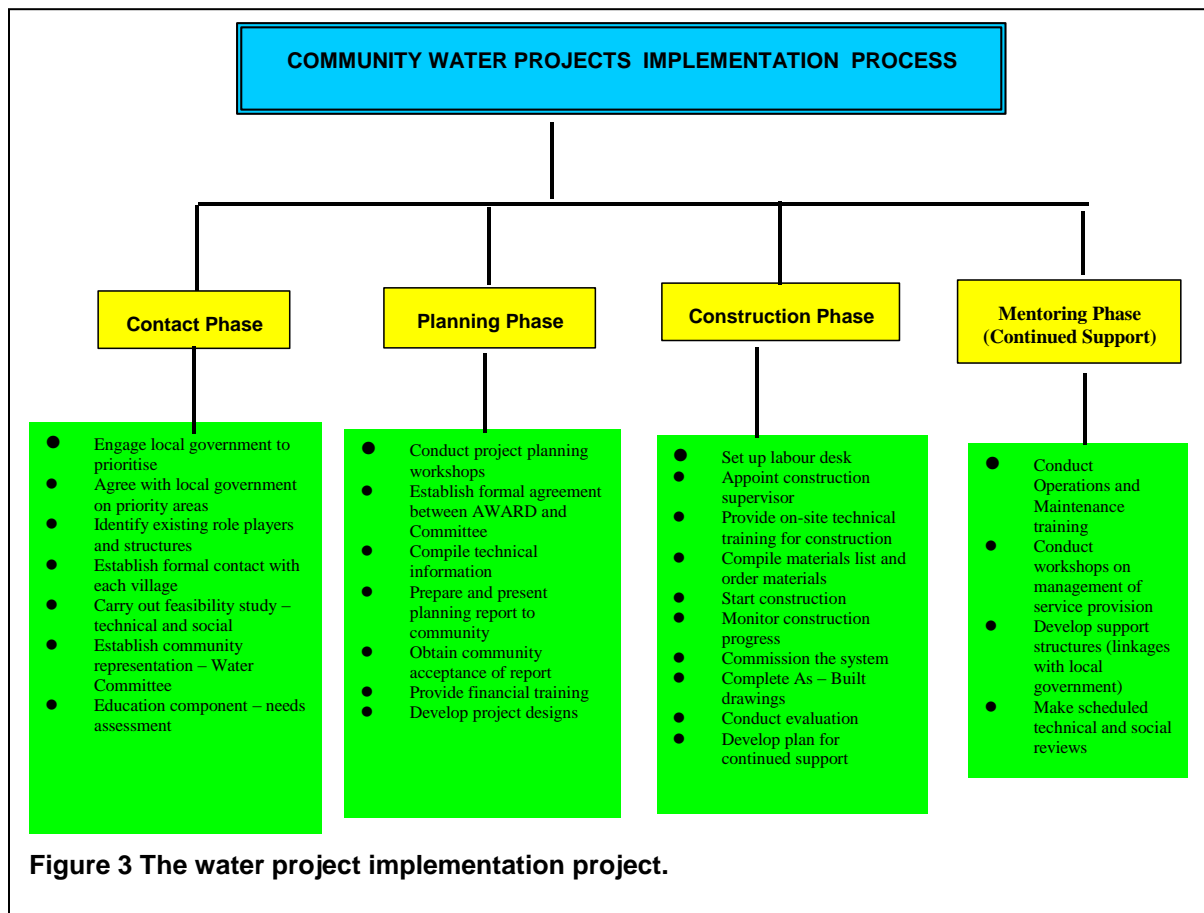
Integrating social and institutional development with the technical aspects of a project

Water projects usually have a strong technical component, and globally have had to go through the hard learning of failing projects to acknowledge that long-term sustainability requires 'software' inputs along with the 'hardware' of engineering. There was a dawning recognition of this in South Africa in the late eighties, which began to influence project design. Political change also led to an emphasis on 'empowerment'. The 1992 drought hit the country at a time of approaching reconciliation, and old political enemies worked together in the drought forum. The Independent Development Trust (IDT) projects for drought relief and village water supply built 'empowerment' into their process by establishing committees to run the project construction and maintenance. With this went some basic training in bookkeeping, managing construction and maintenance.

The WIP believed that information is an important aspect of empowerment, and should inform decision-making at all levels, including the very local. The project sought to collate and translate into usable information the many studies that had been done over the years in the area. The CHLF Village Projects were being run on the same broad basis as the drought relief projects as described above, although it depended on who the "agent" was just how aspect was done. Reflection on the early progress of these two

initiatives led to the creation of one programme. The emphasis was on the importance of facilitating more thorough social processes leading to institutional development at village level, and that this required the integration of the technical aspects into these processes.

The new programme developed a well-defined Community Water Project Implementation Process over the next three years (Figure 3), in which it allocated generous time to the processes of community level information exchange and consultation, and to the development and support of village water committees. These processes were described in Information Sheets produced by the programme. While staff could draw on international practice with regard to methodology, the particular political and social context demanded adaptation. Within South Africa this was unexplored terrain, especially in the water sector, so that the work done in this programme was pioneering. Indeed, the approach articulated by AWARD was taken up by Mvula Trust at a meeting in Kempton in 1995. The approach was also actively taken into the National Community Water and Sanitation Training Institute.



The combination of the business of implementation, changes in staff, and losing some capacity to write up the methodology, documentation and dissemination required a

more strategic and coherent approach. Thus while AWARD did important work on methodology development in practice, and became recognised for its competence in this area, it could be argued that its impact was more limited than it could have been.

AWARD did take the principle of integration into the Save the Sand. This adopts the orientation that technical solutions to the catchment's rehabilitation and management have to be embedded within an understanding of the socio-cultural, ecological and institutional environment, and an active interaction with it. This aspect of AWARD's work is now being documented for active dissemination and advocacy, locally, nationally and internationally. PACAM is producing resource books that are attracting interest nationally, case studies are being written under the Both Ends project for international dissemination, and a methodology for village planning for water for domestic and productive use is being developed with national and international partners.

Giving depth to meaning of participation

'Participation' and 'institutional development' became buzzwords and mainstream development concepts in the nineties. Whilst this was welcomed on the one hand, the concepts quickly started to lose their real meaning. Powerful vested professional, economic and political interests adopted these terms without changing their practices. This posed a new challenge to those committed to the values of participatory development and empowerment of disadvantaged and poor people.

AWARD has used participatory approaches consistently in its projects, and thoughtfully pushed its own boundaries in understanding of what this means in programming and projects. The initial work was on thorough consultation and the setting up and support to Village Water Committees. In 1998 The PHAST methodology was adapted and developed for South Africa. PHAST (Participatory Hygiene and Sanitation Transformation) makes use of visual materials to enable community members to reflect and learn together, and hence to undertake planning and implementation of sanitation projects. A programme was established to train facilitators across the country. AWARD readily adopted the approach and methods, and Peter Segkobela became a PHAST trainer for the region.

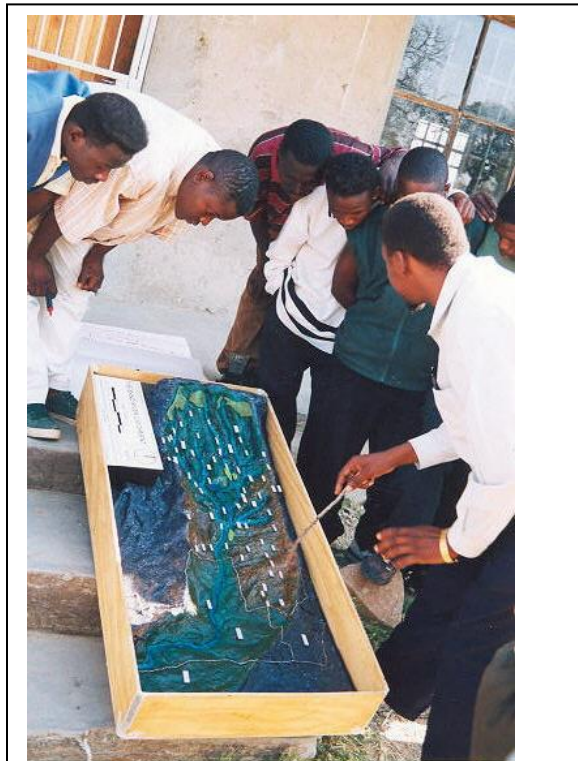
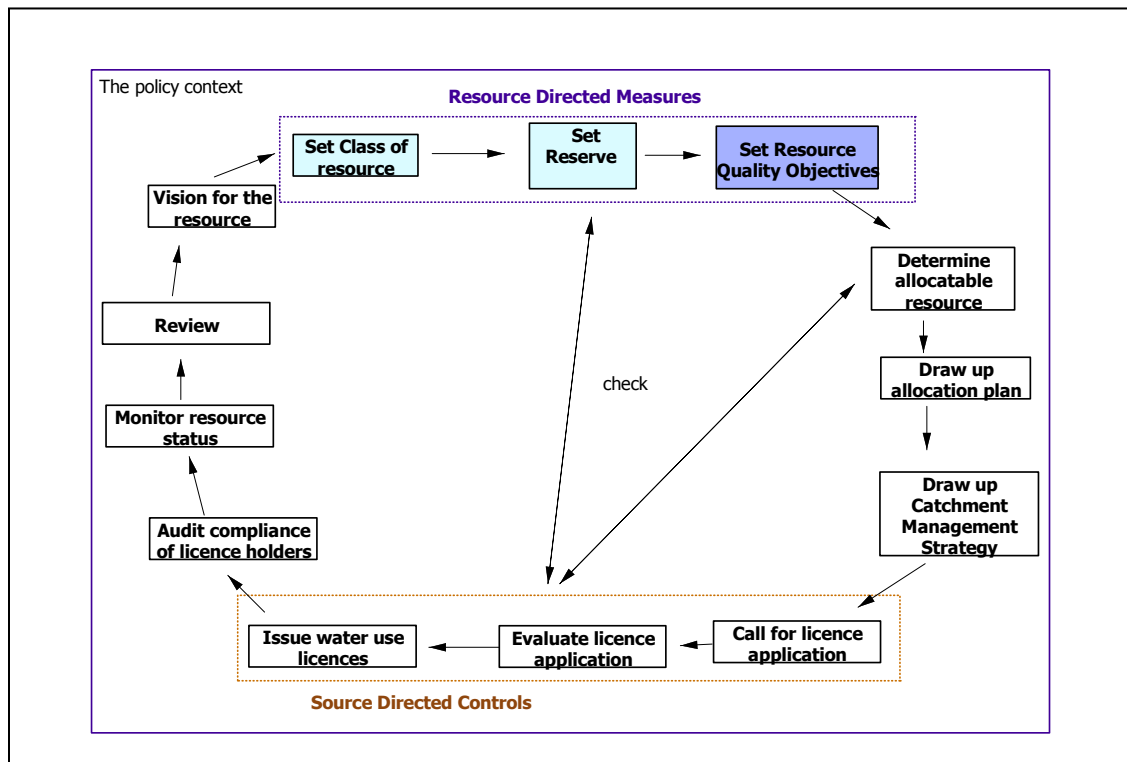


Photo x 1 Local government councillors examine a model of the catchment during a PACAM workshop

For the SSP, the cooperation and participation of a variety of disparate stakeholders is required, and innovative methodologies have been developed to facilitate this. The Public Awareness Campaign (PACAM) is one such innovation. Under the guidance of Derick du Toit together with Dennis Mtsweni and Sharon, materials and mediated programmes, including action projects, have been developed with key focus groups. There is a wide interest in this – not only from local participants but also from those across the country working on catchment management, and from international actors in



river basin management.

Participatory methods are an integral part of AWARD's work. Be it research on the economic values and uses of water, on village level work on water and livelihoods, on the utilisation and rehabilitation of wetlands, on rainwater harvesting as a supplementary source of water, AWARD uses action research approaches that seek to incorporate participants' learning and taking action on the basis of the research carried out. For example, the Mahashe Rainwater Harvesting project won the Green Trust award on the basis of innovative ideas from the school together with a structured involvement of learners and teachers in curriculum development. Moreover, the SSP team have devoted considerable effort to deepening an understanding of when and where participation is appropriate in water resources management. Instead of branding every step in the process (Figure 4) with the necessity for participation, we have asked where it is really meaningful.

It continues to be necessary to argue for sufficient time and resources to be dedicated to participatory social processes. Calls for speedy delivery of services, quantitative product orientation to measuring progress, the dominance apartheid era consultants have retained the sector, the profit-oriented values base of emerging consultants and

the support to the private sector as the engine of development, all work against processes that spend time on engaging poor people. There is however a constitutional, legal and policy framework that calls for meaningful participation. Within the tension that arises between these forces AWARD's capacity to articulate and demonstrate what this entails and achieves remains an important contribution that is valued by those with a shared agenda.

Deepening participatory planning through the WaLPP

Building on the pioneering work AWARD did on the multiple uses of water for poor people and on our experience in participatory approaches, we are developing a methodology called the Water and Livelihoods Planning Process (WaLLP). Siphso Mlambo and Jethro Monareng implement this project in AWARD. Working with Care-SA Lesotho, AWARD is coordinating a team that includes local departments of water and agriculture, local government and the Water Board, to undertake participatory research and planning at village level. The research and planning with villagers explores the various ways water does and could impact on their livelihoods. Our own expectations have been exceeded at the positive response and the commitment shown to the process by these various bodies. As a village leader said at the end of a recent 5 day planning workshop where government official, villagers and AWARD analysed the research outcomes and planned together "We were sceptical when AWARD told us what they were planning, and I have been surprised to see the commitment of government staff all the way through. This gives us hope". Participants suggested that AWARD develop this as a ward-level planning process, that can build the capacity of officials and villagers to develop high quality Integrated Development Plans.



Piloting and testing components of new policies

AWARD now devotes energy to the implementation of new policies by piloting projects and adopting an action-research focus. For example, the NWA requires a participatory process to setting desired future states for rivers. However this assumes a significant knowledge base - for people need to understand the implications of different decisions. The SSP is currently undertaking a pilot action-research project in one ward to explore this process and the conceptual capital required for people to meaningfully participate. Likewise, the SSP is exploring the notion of *integration* through action-research on the wetlands of the Sand River catchment. These wetlands are thought to play an important biophysical role in terms of water security and equally, in peoples livelihoods who farm them. They have, however, been degraded and we believe that there are lessons to be

learnt for integration through close examination and integration of both these biophysical and social aspects.

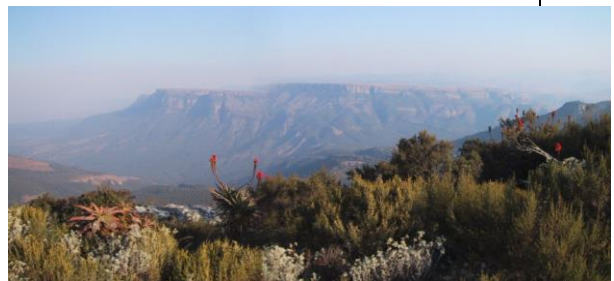
As the institutions for delivering water services are being put in place there is a growing interest in incorporating local Community Based Organisations (CBOs) in the institutional arrangements of the Water Service Provider. Siphso Mlambo negotiated with the Bohlabela District Municipality who then contracted AWARD to undertake a capacity assessment of the 67 CBOs (mostly these are Water Committees) in the district identified in an earlier study. The assessment is being completed now and we will be considering what our recommendations are regarding the training and support and appropriate positioning of these CBOs. There is a real opportunity here to shape and contribute to the proper situating and capacity building of these local structures, currently so isolated and often undermined by confusing and under-resourced policies and institutions.

Securing the upper catchment: the proclamation of the Sand-Blyde National Park

Since the SSP feasibility study, the problems associated with poor management of commercial forestry have been identified, particularly given that it is a significant area in terms of water production. These plantations were inherited by DWAF from the 'homeland' governments. The department quickly adopted a policy of the sale of these state forests through tenders, mainly for the continuation of commercial forestry. However, the SSP stakeholders considered this proposition to be intractable in the case of the three farms comprising the upper-Sand catchment. Through continued lobbying and some 11th hour negotiations these farms, together with two others, were withdrawn from the tender packages.

Despite being badly degraded in parts, these areas have a high potential for tourism development (see photo). In light of this, cabinet has recently approved a decision to transfer these farms to the Department of Environmental Affairs together with the Blyde Provincial Park and proclaim a national park later this year. The park will fall under the management of SANParks (South African national Parks).

This transformation represents a very real step forward in securing the upper catchment complex and would undoubtedly have been impossible without the support of CHLF and the Sabi-Sand Wildtuin.



Beautiful view and vegetation from the top of the catchment

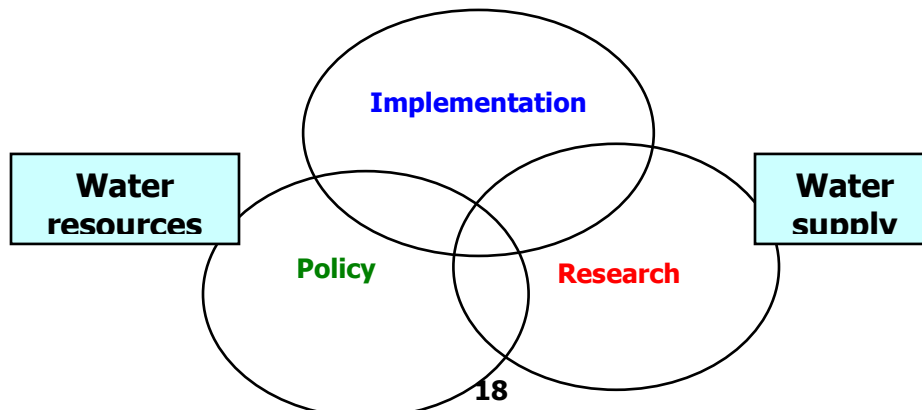
Partnerships

AWARD has developed a number of fruitful partnerships and indeed, much of the work would not have been possible without these. Additionally, without the support of CHLF, this additional support could never have been leveraged. A few to mention are Working for Water, which has invested in the order of R 30 M in the clearing of invasive alien plants in the catchment, undertake the rehabilitation of wetlands and recently contributed funding to the research project on wetlands. The Universities of Cape Town and Pietermaritzburg contributed expertise, at no cost, to the SSP feasibility study. The Natural Resources Institute of the University of Greenwich, and now increasingly Care SA-Lesotho, are enabling AWARD to take forward its early work on water for productive use. A grant from the Open Society Foundation allowed us to initiate the very important awareness campaign for the SSP. Collaboration with other Limpopo Province based NGOs Tsogang and Thlavama made it possible for AWARD to in implement the CBO Assessment Project, and to consider taking on the next step in implementing the recommendations. The Both Ends project exposes staff to the perspectives of other countries' realities and also showcases the SSP work internationally. We have been fortunate in having some committed champions that have provided moral and practical support, including Brian Yule, Janet Love and Guy Preston.

CHLF

The nature of the support from the CHLF provided a foundation for the organisation we see today. At a time when many NGOs were forced into closure or to essentially become consultants, AWARD was given the security and latitude to develop an NGO characteristic. Space was provided for innovation, the ability to complement "hardware" with "software", reflection and communication as well as to engage proactively. AWARD has had its fair share (and maybe more than that) of internal and management problems, weaknesses and inefficiencies; but the support and challenge from the CHLF allowed it to survive these times and to grow through and past them. Moreover the core support catalysed additional partnerships and leveraged more funding.

AWARD is the only NGO in South Africa working in an integrated way in terms of water resources and water supply. It is one of the few NGOs in the water sector that works in the rich intersection of implementation, research and policy. AWARD sees this as the appropriate role in the South Africa of today.



The Future

If we ask two hard questions, we can enquire; is there more water in the villages than there was before; and is the Reserve being met in the Sand River?

To these questions we have to say, “mostly there is not.” A recent evaluation of five village projects highlights that despite AWARD’s interventions and the confidence and good understanding of the water committees, in the majority of cases the systems are bedevilled by pumps breaking down and delays in repair by government, or by a bulk supplier diverting water elsewhere, or by reluctance from villagers to pay for diesel when DWAF pays for electricity in a neighbouring village. These problems are to do with the institutional transition and lack of capacity referred to early on. We can say that we see people in the catchment starting to negotiate from a platform of greater equity and understanding, that village committees are better informed and are making some strategic decisions, that there are signs of co-operation and a willingness to integrate activities from government’s side. It must be recognised that there is a long way to go before tangible improvements in peoples’ lives and the environment will be widely visible: this is not a short-term undertaking.

AWARD is now preparing three years strategic plans for its two areas of programming, water resource management and community water supply, in order to strengthen engagement with the challenges that face the organisation meeting its vision. AWARD plans to strengthen institutional linkages at all levels, from local to national. AWARD will continue with the work of deepening participation and facilitating integration and cooperation in the catchment as we undertake projects with the people who live and work here. We will also improve on the documentation and dissemination of our work. We are strengthening and widening our partnerships to increase our capacity to implement the ambitious work we undertake.

As stated previously, whilst promising water to people quickly may well be achievable in the shortterm, political expediency does not prepare people for longterm sustainability. As a development NGO AWARD seeks the longterm benefits, for our vision is that:

The Sabie-Sand will stand as a model of sustainable social, environmental and economic development.

As a catchment based NGO we can work on a “bite-sized scale”; large enough for meaningful planning and action, small enough to be human-scale, focusing on meeting immediate needs in ways that build in sustainability. Nonetheless, how long-term plans are embraced in the political agenda is, in reality, a challenge that faces many countries, not ours alone. What AWARD can do is pilot and test approaches that facilitate this – especially at a time when the world’s focus is on South Africa.



Important champions of the SSP and AWARD: The deputy minister for Environmental Affairs & Tourism, J. Mabhudafhase, Minister Kasrils (DWAF), MEC for Agriculture Limpopo, Aaron Motsoaledi, and Janet Love, then advisor to Minister Kasrils. AWARD staff include Sharon Pollard, Calvin Phiri and Juan Carlos Peres de Mendiguen.

Appendix One: Summary of projects undertaken by award

VILLAGE WATER SUPPLY PROJECTS	Implemented	Brief description of project <i>Note: facilitation and capacity building always included in intervention</i>	Source of funds
Acornhoek	1994-96 2001	Small reticulation and 5 communal taps for Acornhoek "C". Constructed ferro cement tank and upgraded the only communal tap for Acornhoek "B" Connected to the bulk supply. Installed a complete reticulation system with communal taps in Acornhoek "B"	CHLF SSP(DWAF\DA) /CHLF
Athol	1999 -2001	Install rising main from existing borehole to reservoir. Extensions to reticulation system	SSP(DWAF\DA) /CHLF
Belfast	1994-95	Install reticulation system and communal taps	IDT CHLF
Brooklyn Boelang Moloro	1996 - 97	No construction, capacity building only	CHLF
Clare A	1999 –2001 2002-03	Install rising main from existing borehole to reservoir. Extend reticulation system Connect pump to borehole for supplementary water supply. Install community garden irrigation system.	SS(DWAF\DA)P / CHLF GAA
Craigieburn	1995	Extended some sections of the reticulation and installed a few communal taps	CHLF
Dixie	1996-98	Construct reticulation system and communal taps Connect of borehole to bulk reservoir for Utah and Dixie	CHLF
Enable	1996-97	Reticulation system and communal taps	CHLF British Embassy
Mamelodi	1994-98	Drilled and equipped one borehole. Extended reticulation system and install communal taps	CHLF
Madeira	1994-97	Developed new water system from mountain stream. Upgraded weir and gully crossings in 97	CHLF
Makguang	1994-97	Developed new water system from mountain stream. Upgraded weir and gully crossings in 97	CHLF
Phelindaba	1994-98	Extended reticulation system and install communal taps	CHLF
Seville A	1996-98	Construct reticulation system and communal taps	CHLF
Seville C	1996-98	Construct reticulation system and communal taps, with elevated storage tank	CHLF
Seokodibeng	1997-98	Construct reservoir, pipeline, irrigation system for community garden	CHLF
Timbavati	1995-96	Han pump, elevated tank and communal taps	US Embassy
Thlavekisa	1999-2001	Install rising main form existing boreholes to existing bulk reservoir. Extensions to reticulation system	SSP(DWAF\DA) / CHLF
Utah	1995-98	Construct reticulation system and communal taps Connect of borehole to bulk reservoir for Utah and Dixie	CHLF

Worcester	1995-96	Construct reservoir and reticulation system and communal taps	CHLF
Wolverdiend	1996-97 1999-2001	Soakaways at communal taps. Financial training Install rising main from existing boreholes to existing bulk reservoir. Extensions to reticulation system	CHLF SSP(DWAF\DA) /CHLF
RAIN WATER HARVESTING AT PUBLIC BUILDINGS			
Acornhoek: Kgwaditiba Primary School	2001	RWH tanks, and awareness raising	SSP(DWAF\DA) /CHLF
Clare A: Selani Primary School, Kurrhula crèche, 2x churches	2002 2003	Tanks and with awareness raising	GAA
Hluvakani: Mdluli High School	2001	Borehole equipped and RWH tank done for school	Miami Fire Fighters/CHLF
Makwetse Primary School	2003	RWH tank done for school	SSP(DWAF\DA) /CHLF
Mahashe Secondary School	2001	RWH tank done for school (This project won the Green Trust Award)	SSP(DWAF\DA) /CHLF
Thlavecisa: Muchuchi Primary School	2001	RWH tank and awareness raising	SSP(DWAF\DA) /CHLF
SANITATION, H&H AWARENESS			
Newline sanitation	2001-2002	Building latrines, health and hygiene awareness	Mvula Trust
PHAST	1999-2001	Introduce PHAST methodology in addressing sanitation-related issues, and for health and hygiene promotion. Training practitioners.	EU via Mvula Trust
REHAB			
Mamelodi erosion control	1999	Implemented land rehabilitation of 3 locations where pipelines were threatened by erosion	SSP(DWAF\DA) /CHLF
Zoeknog rehabilitation	1999-2001	Rehabilitated 5 hectares of total of 30 ha of degraded land around the breached Zoeknog Dam – using earthworks, contour gabions, re-vegetation, thorn protection of site.	SSP (DWAF\DA)
Forestry Roads		Rehabilitating 6 badly eroded forestry roads in the Welgevonden and Hebron State forests.	SSP (DWAF\DA)
RESEARCH			
IFR Sabie-Sand, including social assessment	1997	Assessing the Instream Flow Requirements of the rivers	DWAF
Economics research in nine villages	1998 – 2000	Dingleydale, Utah, Dixie, Shortline, Tsakane, VioletBank, Kildare, rooiboklaagte, MadrasA	CHLF
Save the Sand feasibility study • analysis	1998	<ul style="list-style-type: none"> • Landuse • Sectoral wateruse • Agricultural practice • Demographics 	SSP (DWAF\DA)

		<ul style="list-style-type: none"> • Natural resource use patterns • Hydrological 	
Status of the upper tributaries of the Sand River (SSP)	1998	Assessment of the 4 rivers to their confluence, along with a proposal for their rehabilitation and future plans to ensure long-term sustainability.	SSP (DWAF\DA)
Situation analysis of Zoeknog farmers scheme	1998	Part of an attempt to assess the re-structuring of agricultural schemes in the catchment, as major water-users, with potential for important livelihoods impacts	SSP (DWAF\DA)
Valuation of livestock	1998	A report on the value of cattle to households in the catchment – to enable management of livestock	SSP (DWAF\DA)
Institutional Development Programme	1998-99	Investigate the local government aspect of water service provision, including a “best practices guide” for establishing water institutions in rural areas.	WRC
Natural Resource Harvesting	1998	Establishment the groundwork to plan for joint natural resource harvesting programme in the Sabi-Sand Wildtuin (SSW)	SSP (DWAF\DA)
Rainwater Harvesting	1999	- A feasibility study	CHLF/ SSP
Forestry in the Upper Reserve	2001	Motivation for the removal of forestry in the upper reaches of the SRC	SSW
Water for productive purposes	2001 – 2002	Research undertaken in 3 villages to deepen the original work done under the Economics research	DFID (whirl)
Water & livelihoods planning process	2003 - 2004	Developing a methodology for planning for water security at village level – in a holistic and integrated way	DFID (whirl) / Care- SA
Wetlands research	2003 - 2004	Integrated rehabilitation and management plan for SRC wetlands	Warfsa/ Working for Wetlands
Bottom-up approaches to Integrated catchment Management	2002 - 2004	The documentation of the SSP, as part of a series of international case studies, that demonstrate this approach to catchment, or river basin, management.	Both Ends/ Gomukh
PUBLIC AWARENESS			
WIP information sheets	1994 - 96		CHLF
BBR radio	1998	Local radio programmes on water and sanitation issues, turned into plays	EU/ Mvula Trust
PACAM I	1999	Theatre and workshops	SSP(DWAF\DA)
PACAM II & III	2001 - present	Learning Support Materials development, along with ongoing professional development of Water Committees, Local government councillors, DWAF and Dept of Agric staff.	SSP(DWAF\DA) / Open Society Foundation/ DFID (whirl)

Appendix Two: Publications and Reports

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Lubisi, A. 1997. 'A gender analysis of community water supply in Bushbuckridge'. WEDC International Conference, Durban.

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Walker, Phillip. 1999 'Catching the Pie in the Sky: National Policies and Local Realities'. Paper presented at the Appropriate Practices Conference, organized by Mvula Trust and DWAF, East London, March 14 - 17 1999.

Perez de Mendiguren, J.C. and M. Mabelane. 2001. 'Economics Of Productive Uses For Domestic Water In Rural Areas: A Case Study From Bushbuckridge, South Africa'. AWARD Internal Research Report. <http://www.nri.org/WSS-IWRM>.

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'Water project completion report - Acornhoek B'

'Water project completion report – Athol'

'Water project completion report – ClareA'

'Water project completion report – Tlhavekisa'

'Water project completion report – Welverdiend'

'Erosion control project completion report – Mamelodi'

'Rain Water Harvesting project completion report - Mahashe School'

Molapo, T. 2001. 'Building relations between local government and traditional leaders in the Eastern District Municipality'. AWARD Internal Report.

Mokgope K, Pollard S, Butterworth J. 2001. 'Water resources and water supply for rural communities in the Sand River Catchment, South Africa'. Paper prepared for the 27th WEDC conference Lusaka, Zambia August 2001.

Publications, reports and lectures by Sharon Pollard

- Shackleton, S.E., Stadler, J.J., Jeenes, K.A., S.R. Pollard and Gear, J.S.S. 1995. 'Adaptive strategies of the poor in arid and semi-arid lands: in search of sustainable livelihoods. A case study of the Bushbuckridge district, Eastern Transvaal, South Africa'. WRF, Int. Publ. Pp. 178.
- Pollard, S.R. 1996. 'Social Assessment as Input into the Instream Flow Assessment for the Sabie River'. DWAF. Pp. 52.
- Pollard, S.R. 1996. 'Environmental Framework and Guidelines for the Social Assessment, As Input to the Instream Flow Assessment for the Umvoti River, Natal'. Pp. 22.
- Pollard, S.R., Perez de Mendiguren, J.C., Joubert, A., Shackleton, C.M., Walker, P., Poulter, T. and White, M. 1998. 'Save the Sand: Phase I. Feasibility Study: The development of a proposal for a catchment plan for the Sand River Catchment'. DWAF & DA&LA. Pp. 280.
- Pollard, S.R. 1998. 'Social Assessment as Input into the Instream Flow Assessment for the Sand River'. DWAF.
- Pollard, S.R. 2000. 'Defining flows to protect instream biota in the Marie River, South Africa'. Ph.D. thesis. University of Cape Town. 301 pp.
- Pollard, S.R. 2001. 'Turning policy into practice: Lessons from the Save the Sand Project - an Integrated Catchment Management initiative'. Paper presented at the SASAQs conference, July, 2001.
- Pollard, S.R. 2001. 'Introductory course on water resources management in South Africa: The Sand River catchment as a test case'. Lectures presented to NCWST, Polokwane.
- Pollard, S.R. 2001. 'Operationalising the new Water Act: Contributions from the Save the Sand Project - an Integrated Catchment Management initiative'. Paper prepared for 2nd WARFSA/ WaterNet Symposium: Integrated Water Resources Management: Theory, Practice, Cases; Cape Town, 30-31 October 2001
- Soussan, J., Pollard, S.R., Perez de Mendiguren, J.C. and Butterworth, J. 2002. 'Allocating water for home-based productive activities in Bushbuckridge, South Africa'. Paper presented at the WSSD: Water and poverty session, September, 2002.
- Pollard, S. R. 2002. 'Guidelines for participation in Integrated Water Resource Management: Experiences from the Save the Sand Project'. In: N. Motteux, K. Rowntree and J. Fargher. Guidelines for public participation. Water Research commission Report. 2002.
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- Pollard, S.R. 2002. 'Giving people a voice: Providing an environmental framework for the social assessment of riverine resource use in the Sabie River, South Africa'. Paper presented at Environmental Flows Conference Cape Town. February 2002.

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Mackenzie, T. 1999. 'A joint natural resource harvesting plan between local game reserves and neighbouring communities as part of an Integrated Plan for community-based natural Resource Harvesting and Management in the Sand River Catchment'. Commissioned by SSP. AWARD/ SSP Internal Report.

Marshall, H. and Monareng, J. 1999. 'Feasibility study for rainwater harvesting in villages of the Sand River catchment'. Commissioned by SSP. AWARD/ SSP Internal Report.

Peel, M. 1999. 'Cattle grazing in the northern forestry area of the Sand River Catchment (DWAF): Stocking density guidelines. ARC-ILI report'. Commissioned by SSP. AWARD/ SSP

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Cousins, T. 2000. 'Institutional Status Report: Institutions working in the Sand River Catchment'. Commissioned by SSP. AWARD/ SSP Internal Report.

Day, E. and Bredenkamp, G. 2000. 'An ecological assessment of the upper catchment of the Sand River, Mpumalanga, with particular reference to recommendations for rehabilitation'. Commissioned by SSP. AWARD/ SSP Internal Report.

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Save the Sand Professional Portfolio Units:

Unit 1: Working Together for Water

Unit 2: Catchment Capital

Unit 3: People of the Catchment

Unit 4: Using Land and Water in the Sand River Catchment

2003, (Under production)

Unit 7: How Much is Enough NOW: Some, For All, For Ever: Allocation Issues (under production)

Unit 8: Water Legislation

Note: Units 5 and 6 are on hold until funding is procured

Du Toit D and Sguazzin T, with input from the Rainwater Harvesting Club at Mahashe School, 2002. Learning support package for environmental learning in schools: Harvesting Rainwater: Background Information for Teachers
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Fawcett, Ben. 1994. 'Northern and Eastern Transvaal Water Programme: Consultancy Report'.

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Appendix Three: People: Staff, Board, Advisors

NAME	WITH AWARD	WHERE NOW
Chris Dolan	1993- 94	London
Sharon Pollard	1993 -	AWARD
Peter Lazarus	1993- 96	Consultant, Johannesburg
Joe Venter	1993 - 95	
Ken Vinson	1994 – 96	Mvula Trust, Nelspruit
Anton Simanowitz	1994 – 97	Institute of Development Studies, University of Sussex, UK
Dzunani Nyathi	1994-96	Mvula Trust, Nelspruit
Ken Jeenes	1994- 95	Consultant, Cape Town
Pontsho Kgweedi	1994 – 2000	
Malcolm White	1996 – 2000	East Timor
Sipho Mlambo	1996-	AWARD
Castro Mhlanga	1996 – 2000	The Rural Action Committee,Nelspruit District Councillor.
Audrey Lubisi	1996 – 1997	Witbank
Grant Parkinson	1998- 2000	Water engineer, Canada
Lephai Mauntlala	1996-97	Mvula Trust, Polokwane
Peter Sekgobela	1996 – 2001	Thlavama (NGO, Polokwane)
Gift Khoza	1996-98	Kruger National Park
Detlef Schwager	1997 – 98	
Limpho Klu	1998 – 99	Mvula Trust, Polokwane
Modjaji Letsoala	1998-2001	Working for Water, Nelspruit
Calvin Phiri	1998 – 2000	Consultancy, Nelspruit
Glandryk Ngwenya	1999 – 2001	Ermelo
Simon Ndaka	1999 – 2001	BBR
Phillip Walker	1997 – 2000	Regional Coordinator Pacific, Red Cross
Juan Carlos Pérez de Mendiguren	1998-2000	University lecturer, Spain
Tame Mabelane	1998	Johannesburg
Sinton Mashego	1998-2002	Set up his own ministry in BBR
Wissie Chilaone	1998 -	AWARD
Corlette Molefe	1999 – 2001	Thlavama (NGO, Polokwane)
Kgopotso Mokgope	2000 – 01	Working on HIV/AIDS, Johannesburg
Lorenzo Bertolo	2000-02	Oxfam, Angola
Mohammed Mohammed	2000	Mozambique
James Rhoda	2000 – 01	Cape Town Municipality
Derick Maesela	2000 – 02	Working for Water, Nelspruit
Toka Molapo	2001 – 02	Consultant, BBR
Julian Solomon	2001- 02	
Derick du Toit	2001 -	AWARD
Ludo Jacobs	2001 -	AWARD
Dennis Msweni	2002 -	AWARD
Jethro Monareng	2002 -	AWARD
Themba Khoza	2002	Teaching, BBR
Ramin Pejan	2003 Volunteered for a month	New York, USA

Programme Advisory Committee/ BOARD		
Tessa Cousins	PAC/ Board member 1996 -	Consultant, Pietermaritzburg
Shirley Ngwenya	PAC/ Board member 1996 -	Nelson Mandela Children Fund
Peter Smith	PAC 1996-99	Was DfID with DWAF, Pretoria, now left SA
Horst Kleinschmidt	PAC/ Board member 1996-2000	Deputy Director General, Department Environmental Affairs and Tourism
Masingita Zwane	PAC/ Board member 1996 - 2002	IDT
Barry Jackson	PAC 1996-8	DBSA
Mike Muller	Advisor 1993-95	Director General, DWAF
Bruce Corbett	Associate 1993-97	Consultant, White River
Brian Yule	PAC 1996-98	CHLF
Tumelo Mashego	PAC/ Board member 1998-2001	Local Councillor, BBR
Patience Nyakane	Board member 1999-	Speaker, Bohlabela District Council. Chair, BBR Water Board. Teacher, BBR.
Elleck Nchabaleng	Board member 1999 -	IDT
Gloria Mbokota	Board member 2000 -	Tsimeni Consulting, Johannesburg
Alana Potter	Board member 2000 -	Mvula Trust, Johannesburg
Matthew Prior	Board member 2000 -	Financial manager, Netcare, Johannesburg
Lephai Mauntlala	Board member 2000 -	Mvula Trust, Polokwane
Desia Colgon	Board member 2002 -	Law Department, Wits University
Janet Love	SSP Steering Committee 1998-	Reserve Bank, Pretoria
Guy Preston	SSP Steering Committee 1998-	Working for Water, DWAF