

GENERAL MANAGEMENT ASSISTANCE CONTRACT (GMAC)
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Report 1: Skills Profiles and Careers in the Sanitation Sector

Prepared by

Community Water Supply and Sanitation Unit
Peninsula Technikon

DATE

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This report was prepared under Mega-Tech, Inc.'s prime contract with USAID and addresses USAID/South Africa's Strategic Objective No. 6: Increased Access to Shelter and Environmentally Sound Municipal Services

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Executive Summary

As a baseline for developing a conceptual framework for sector training, this report is based on input from project teams in five provinces on current experience of sanitation delivery with the focus on:

- The current competency profiles of employees for the roles and responsibilities that are required in delivery mechanisms.
- Identifying opportunities for careers and career ladders.
- Removing the barriers that hinder career progression.
- Establishing a clear progression from entry-level vocational studies to advanced managerial sanitation sector.

Provincial Sanitation Task Teams (PSTT's) were engaged in identifying regional sites for profiling workshops. Sites were nominated by PSTT's in the Northern Cape, Gauteng, Kwazulu-Natal, Northwest Province, Eastern Cape and Western Cape.

The approach to profiling at workshops, which is an adaptation of procedures suggested for the development of Workplace Skills Plans, focused on project cycle roles and responsibilities, project training and skills development and the development of career paths.

Based on the input from workshops and a national training reference group, the report recommends the following roles, career paths and qualification levels as a basis for a conceptual framework for training in the sanitation sector.

Programme Management	Implementing Agent			Post graduate Diploma
	Project Manager	Community Liaison Officer	Financial Officer	
Project Management	Project Agent			Diploma
Supervisor /Trainer	Quality Assessor	Health worker	Bookkeeper	Level 4 Learnership (incl. SMME)
Operator	Builder		Storekeeper	Level 2 Learnership
Entry Level	Labourer	Health Promoter	Security	
	<i>Technical</i>	<i>Development</i>	<i>Administrative</i>	

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1. Introduction

The Community Water Supply and Sanitation Unit of Peninsula Technikon was commissioned to develop an Accreditation Framework for the Sanitation Sector Skills in three phases:

- Investigating Skills Profiles and Careers in the sector
- Developing a Conceptual Framework for Training
- Developing a Qualifications Matrix.

This report on the first phase of the project, “Skills Profiles and Careers in the Sanitation Sector”, provides data from six sites and makes recommendations that will form the basis of the development of conceptual framework for training and a qualifications matrix for the sector.

The recommendations in this report are based on:

- Profiling exercises conducted with project teams at the six sites identified by the respective Provincial Sanitation Task Teams (PSTTS) as sites of good practice.
- Input and guidance provided by the project steering committee and the national forum for sanitation training.

2. Background

A major challenge at policy level for the Sanitation Sector is the creation of a common vision that will entrench sanitation training in a manner that will harness the full benefit of Skills Development legislative arrangements for the career aspirations of the individual, as well as the capacity development requirements of the sector.

The key to meeting this challenge is the potential of career pathing and learnerships (training responding to real needs in the field) which fit into the national curriculum and accreditation framework set by the Local Government and Water-related Sector Education and Training Authority (LGWSETA).

Against this background, the project brief requires the development of a framework for a Sanitation Sector Skills Plan that:

- Supports the Framework for National Sanitation Strategy.
- Is aligned with LGWSETA skills strategy and the NQF.
- Can form the basis of a common vision that will entrench sanitation training.

2.1 Framework for National Sanitation Strategy:

Among the **constraining factors** identified in the sanitation strategy are the following:

- There is limited human capacity in the sanitation sector and limited funding to build capacity.
- Local government is often weak in the areas of highest need, i.e. rural areas.

- Sanitation is still seen as a programme aimed at providing infrastructure only. The health impact is therefore limited.
- There is inadequate understanding and acceptance of all the various technical options.
- There is limited programme management capacity for large scale community based implementation
- There is inadequate co-ordination and integration of planning on all levels.
- Grant funding programmes are fragmented with different criteria.

The Strategy **recommends:**

- Integrated Development Plans (IDP) must include sanitation and all sanitation projects must be a part of the IDP.
- Accept benefits of community based development approach and local economic development
- Programme and project management structures should be in place at all levels

The constraints and recommendations listed above provide reference points for the framework during the investigation.

2.2 LGWSETA Skills Strategy

The Water Sector Skills Development Strategies outlined in the sector skills plan and which can be applied to the sanitation sector are:

- Mobilise the sector for a common capacity building approach.
- Enhance the level of support, participation and utilization of the existing statutory capacity building infrastructure.
- Clarify the roles, responsibilities, and the competencies that are required for each institution in the Sanitation Sector.
- Develop career paths that will allow equal access to vertical career mobility.
- Provide training and development interventions that are in-line with the skills plans and culminate towards the career advancement of employees.
- Adopt a centralized approach to knowledge management.

To date the Water Chamber of the LGWSETA has registered Water SGB under the NSB 12 and has progressed to a stage where three pilot learnerships are being implemented. Although sanitation as outlined in policy has retained it's "Cinderella" status in this learnership development process, the opportunities to explore common ground in the qualification matrix and unit standards are evident.

2.3 Developing a common vision:

The project team will employ the following principles to guide to process of developing a common vision for sector training.

- i. The current competency profiles of employees at organisational levels need to be compared with the required competencies for the roles and responsibilities that are required in delivery mechanisms. The resulting gaps, and the plans for narrowing these gaps, must form part of the sector skills plan.
- ii. Identify opportunities for careers and career ladders. Competency development must directly contribute towards the vertical mobility of employees in organisations, particularly the blue-collar workers. Career paths must be developed in such a manner that will link individuals' aspirations with the sector's.
- iii. Broader long-term plans and efforts must be made to remove all the barriers that hinder career progression.
- iv. Link curriculum development and qualifications to the sector's medium to long term requirements. A clear progression has to be established from entry-level vocational studies to advanced managerial and research studies in the water sector.
- v. Partnerships and networking should be strengthened throughout the sector to capitalise on the existing strong areas and to supplement the weak areas of our institutions. Linkages between capacity building providers, beneficiaries, provincial and local governance implementation strategies and other role player must be identified and promoted.
- vi. All the sector's research based organisations, together with institutions of higher learning, must work together to create an environment conducive for research and development, and that is accessible to all South Africans. Barriers and obstacles for a research culture should be eradicated in order to afford Historically Disadvantaged Individuals (HDI's) and institutions the opportunity to positively contribute towards research programmes.
- vii. Research and development should be responsive to the needs of the sector and the sector should take a leading role in identifying priority areas for research and development initiatives.

Strengthening partnerships and networking, exchanging information, keeping databases of issues that are of sectorial importance and linking with provincial and local governance strategies will make it easier for the entire sector to utilise any knowledge whenever necessary.

3. Methodology:

Items (i) to (iv) listed under the “Developing a Common Vision” above were the focus in this phase of the project. Procedures suggested by the Workplace Skills Planning Guidelines document of the National Department of Labour were used to shape the methodology.

The activity schedule for this phase of the investigation is set out in Annexure (v). The key elements were:

- Identification of PSTT sites for profiling using questionnaire and scanning Business Plans for these sites for relevant project information.
- Profiling Workshops in six regions using interviews with project teams based on Workplace Skills Plan procedures.
- Presentations of the proposal and subsequently the recommendations to a national training forum for input and guidance.

3.1 Identification of PSTT sites

A questionnaire was designed by the project team to provide an opportunity for PSTT executive members to nominate a site of good practice in their respective regions {Annexure (i)}. In the process of filing in the questionnaire, the respondents identified elements of good practice and provided information on project team groupings and the training framework.

PSTT involvement in the site identification process facilitated their involvement in the logistics of setting up the profiling workshop in all cases. As PSTTs are pivotal in the development of regional sanitation strategies, their continued participation in this process of developing a common vision for training has been secured by this initial engagement.

3.2 Profiling Workshops

Workplace Skills Plan (WSP) procedures comprise of the following elements:

- Current skills profile - Record of training, qualifications at functional levels
- Mapping of Strategic Priorities - Integrated Strategy, Skills Development Priorities
- Mapping skills requirements- Skills gaps, Education and Training Targets
- Quality Assurance- Accreditation of Providers and certification of beneficiaries

In adapting the WSP formats the following process was deemed appropriate for profiling

(i) Project Cycle Roles and Responsibilities Data

A project overview focusing on competencies for roles and responsibilities in the project delivery mechanisms was facilitated at each project site. Data collected included:

- Project Cycle Elements
- Groupings Responsible

- Responsible Project Team member and designation
- Formal Qualifications and Functional skills

(ii) Project Team Training Data

Details of project training, assessment and certification for each role as well as the extent to which training contributed to developing the required competencies was collected. This information will provide the link between the profiling exercise and the development of a conceptual framework for training in the next phase.

Data collected included:

- Project Team members
- Training received Provider
- Duration, Accreditation
- Relevance
- Gaps

(iii) Sanitation Careers Data

Mapping opportunities for vertical career mobility within the project delivery framework during the profiling workshop provided the opportunity to link skills development to career opportunities in the sanitation sector. This career maps highlight the links between the individual's aspirations and sector requirements and provide the baseline for a qualifications matrix.

Data collected included:

- Mapping of current functional levels and roles in the project
- Mapping career paths taking into account roles and functional levels

3.3. Presentations

Presentations of the proposal were made to the steering committee, the national sanitation-training forum and the Regional manager (W. Cape) LGWSETA. The minutes of the national training forum meeting is presented in Annexure (v).

The key recommendations of this report were presented at the national forum on the 13 May 2002 for input and guidance. The minute of the meeting is not available as yet. The response to the recommendations by the forum, which included the manager of the Water Chamber, was extremely positive and the recommendations received unqualified support.

4. Report

4.1 Selected PSTT sites

(Annexure (i) provides details)

The logistics of setting up the workshops proved daunting given the short time frame for the exercise. The support of PSTT's in the arrangements is indicative the strength of this network and it augers well for the work tasks ahead and the development of a common vision.

The sites identified in order of the visits were:

<i>Site</i>	<i>Province</i>	<i>PSTT nomination rationale</i>	<i>Households</i>	<i>Date of visit</i>	<i>No of Participant</i>
Tweerivier	Northern Cape	<i>variety of toilets, , strong committee good financial management</i>	55	29/04/02	7
Winterveld	Gauteng	<i>large project, SMME development ,mixture of periurban & rural settlements</i>	20 662	03/05/02	28
Kwadodoza	KZN	<i>Strong committee, local initiative, accessible site</i>	6 000	06/05/02	10
Kgamayasha-Kabe	NW	<i>designed hand washing device, trainers for other projects, 25 % decrease in diarrhoea</i>	210	08/05/02	10
Mbaxa	EC	<i>good project management, pilot for EC</i>	1 264	09/05/02	9
Wolwerivier	WC	<i>builder and health worker integrated efforts during delivery, adaptation of latrine design to suit cost, limited choice</i>	26	Regular meeting contacts	7

4.2 Profiling Workshops

As the attendance registers in Annexure (i) indicate, project team participation (project agent and below) was very good at all sites. The level of interest in the notion of formalizing skills development in sector is high across the functional levels. All participants expressed keen support for the success of the project and warmed to the facilitation by participating actively in the collection of data contained in Annexures (ii) to (iv) on flipchart paper.

Given the tight schedules and logistical constraints, PSTT and DWAF coordinators were only present at the Workshop in North West. In Gauteng, a civic leader represented the local government on the project team and a number

of provincial department officials (education, health housing, environment) were present at the workshop as observers. The interest shown by the health department in the potential of health promoters in this project as extension workers was evident.

As set out in the project plan, the participation base in each region will be broadened during the development of the next phases of the project

4.2.1 Roles and Responsibilities

(Annexure (ii) provides details)

A common framework for project cycle elements became apparent during the workshops. This has been used to structure the project participants input from the respective workshops in the annexure.

Based on the input from project teams, project roles can be grouped into functional and qualifications levels as follows

Project Roles identified	Functional level	Qualification level
Coordinator, Project Agent, Project Manager, Programme Coordinator	<p style="text-align: center;">Management ↑ Supervisor/Trainer ↑ Operator ↑ Other</p>	Post Graduate Dipl.
Fieldworker, Community Liaison Manager, Project Leader, Financial Officer, Site Manager		Grade 12- Level 4
Bookkeeper, Quality Assessor, Health Worker, Quality Surveyor, Health Promoter		Grade 10 – Level 2
Builder, Storekeeper		Grade 6-8
Sanitation Promoter, Security		Community support

Table 1: Project Roles and levels

When the scale of the delivery is at an area-based level, consisting of a number of project zones, job titles to differentiate between programme management and project management staff emerge, as is evident in Winterveld. Community Relations Manager, Community Liaison Manager and Project Manager are roles at a programme level in Winterveld.

Operation and maintenance, while often not explicitly raised as an element in project cycle, appears to be implicit in the functions of the trainer/ supervisor staff. In most cases the roles of the health worker is seen as secondary to the technical and financial/administration roles in the project .

4.2.2 Training

(Annexure (iii) provides details)

Training of the project team members and committees fell into the following categories and varied in content, duration, assessment and certification. Participants were of the opinion that general workshops of one day or less in duration on should not be listed in this training schedule.

Training	Training Duration					
Project Management	2	7	5	3	15	5
Financial Training	14	14	5	3	-	-
Technical training	2	-	-	3	-	2
PHAST Training	10	14	5	3	-	4
Committee Training	4				15	3
Builder Training	2	25	14	12	30	5
SMME Training		14				

Table 2: Project Training and Duration

The training was considered relevant and the consensus amongst the participants was that it contributed to the development of competencies required for specific roles. Generally, training content and assessment procedures were determined by the project agent. In all but one case, these aspects were not linked to formal training structures for certification. Clearly this is a major deficiency in current training approaches and needs to be addressed in developing a training framework for the sanitation sector.

Participants were unanimous in recommending that the competence for the project roles up to project agent should be assessed on the basis of competent project performance. There was also consensus that a framework for sector training will create an environment in which the skills developed will have value after the project has been completed.

4.2.3 Sanitation Careers

(Annexure (iv) provides details)

The notion of progressing from storekeeper to project agent provided a backdrop for exploring career paths within the structure of project teams. The task of linking roles, competence levels, training, qualifications and careers was tackled with enthusiasm. In this context, participants quickly developed an appreciation of potential of a skills development framework to link participants career aspirations to sector capacity building requirements and social development imperatives. Evidence of this appreciation is implicit in the insight of participants during the re-mapping of project roles with career paths as shown in Annexure (iv).

The following table provides a composite layout of the roles, career paths and suggested qualification levels.

Programme Management	Implementing Agent			Post graduate Diploma
	Project Manager	Community Liaison Officer	Financial Officer	Diploma
Project Management	Project Agent			Diploma
Supervisor /Trainer	Quality Assessor	Health worker	Bookkeeper	Level 4 Learnership (incl. SMME)
Operator	Builder		Storekeeper	Level 2 Learnership
Entry Level	Labourer	Health Promoter	Security	
	<i>Technical</i>	<i>Development</i>	<i>Administrative</i>	

Table 3: Roles, Career paths & qualification levels

The learnerships suggested in the table require workplace skills development in each stream. This has implications for project design and workplace opportunities for “multi-skilling” staff in projects.

The formal route to a programme management level is a tertiary education via one of the three education streams augmented by sector experience and a sanitation post-graduate diploma. The alternative route is via learnerships topped up with a tertiary education.

5. Recommendations

Based on the information provided by project teams during the profiling workshops, the following opportunities are evident for the developing a skills framework:

- ◆ A range of employment opportunities (requiring specific skills) is available on sanitation projects (Table 1). Common titles of the employment opportunities at the levels identified in the table should be adopted across the sector.
- ◆ Learnerships and a tertiary qualification in sanitation can be developed from specific skill requirements. (Tables 2 & 3).
- ◆ Learnerships can lead to employment beyond the project and contribute to the capacity building and career mobility in the sector. For this to be realized, multi-skilling and associated project-based skills development opportunities should form part of programme design.
- ◆ Harnessing funding for training more efficiently through providing workplace skills development opportunities (Table 3) in sanitation projects.

In developing the conceptual framework for training, progression from entry level skills to advanced management can be covered by multi-skilling through learnerships at levels 2 and 4 followed by tertiary education in the development, administration or technical fields for management. SMME development electives should be incorporated into the learnerships.

For professionals and managers in the field a post graduate diploma in sanitary engineering is suggested.

Modules of the learnerships and the post graduate diploma can be offered as short courses to officials and sector participants requiring sector training in specific areas. This will address the ad-hoc design and delivery of training prevalent in the sector currently and link in to the principles of the national qualifications framework.

The following issues require attention in developing the conceptual framework for training.

- The variety of approaches (methodology, duration, assessment) used to develop the skills within sanitation projects.
- Lack of Assessment and Accreditation for certification of ad-hoc Courses and project related training
- Lack of English Language Proficiency, this is a barrier to advancement.
- Computer Training for Senior Administrative Staff
- Training Manuals in English only, an obstacle in entry-level courses.
- The integration of theoretical training and skills developed at the workplace.
- Skills developed to effectively enhance prospects for employment after completion of the project.
- Post diploma qualification for sanitation specialists.
- Career paths in Sanitation projects- A route for a storekeeper to become a Sanitation Project Agent
- Skills development, project team functions and career and employment opportunities to be linked in sanitation projects.
- A Network of Training Providers for learning resource development, quality assurance and accreditation.

The next phase of this project will address the above issues in the process of gathering additional information on sector training and providers, generating a framework for detailing the competency requirements identified and combining the two elements into a draft conceptual framework for training.

PSST engagement will be strengthened in this phase. Developing synergy between a framework and the regional sanitation strategies that will be completed by June 2002 can provide the context for the engagement and a path for developing the national vision for training. The huge scale of investment and the pace of delivery of the National Sanitation programme will require this level of integration if delivery capacity and social development requirements are to be met.

References:

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Bogopa, L., Mosobela, M., *The case for the Kgamayasha – Kabe Sanitation Project*. Northwest Province – Central District municipality, (July 2001).

Francke, E., *Sanitation Area Business Plans*, Department of Water Affairs and Forestry, Northern Cape, (May 2000).

In Touch Community Development & Project Managers cc, *Sanitation Programme*, Winterveld Sanitation Area Business (Version 3), North West Province, November 2001.

Manus, A. *Monthly Progress Report*, Northern Cape Water Services Programme, Department of Water Affairs and Forestry, Northern Cape, (February 2002).

South African Qualifications Authority Bulletin, Volume 2 Number, Directorate of Framework Development, August 1998-January 1999.

Department of Labour, *Sector Skills Guide*, Final Draft, Pretoria.

Annexure (i)

- . Questionnaires for selected sites**
- . Project Summaries**
- . Workshop Attendance Lists**

PRELIMINARY SCOPING FOR PROJECT SKILLS PROFILE

PROVINCE

NORTHERN CAPE

PSTT CONTACT PERSONS:

Elna Frank
Nino Manus
Riana Terreblanche

BEST PRACTICE SANITATION PROJECT SITE IN YOUR AREA

PROJECT NAME	TWEERIVIER SANITATION PROJECT
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WHY IS THIS SITE SELECTED AS BEST? (NAME 3 CRITERIA)

VARIETY OF DIFFERENT TOILETS
GOOD FINANCIAL MANAGEMENT
STRONG WOMEN COMMITTEE

LOCATION OF PROJECT (distance from nearest Center/Town)

35KM NORTH OF GARIES

PLEASE ATTACH A MAP FROM YOUR BUSINESS PLAN IF AVAILABLE

THE PROJECT BUSINESS PLAN WILL PROVIDE DETAILS OF TRAINING / CAPACITY BUILDING PLANS AND HOW THESE ARE INTEGRATED WITH THE PROJECT CYCLE

BUSINESS PLAN : YES NO

FAXED		
ACCESSIBLE BY E-MAIL	X	
AVAILABLE FOR COLLECTION		

IF NOT, PLEASE FILL IN THE FOLLOWING DETAILS FROM RDP REPORTING:

PROJECT STAFF:	DESIGNATION	NAME	CONTACT DETAILS		
			Tel:	Fax:	Cell:
DWAF REP.	PROGRAMME MANAGER	NINO MANUS			082 804 9821
LOCAL Govt. official	TECHNICAL	TABBIE ROBERTS			082 225 5571
Project Manager	CONSULTANT	RIANA TERR'BLANCHE	027 718 2198	027 718 2198	082 805 9399
Professionals	CONSULTANTS: HEALTH	MARY MULLER			083 633 5018
Technical Staff	TECHNICAL	S. WILLEMS Q. CLOETE			
Health/Hygiene educators	FIELD WORKER	MARIA WILDSCHUTT			
Labourers					
OTHER:					

TRAINING

TYPE	COURSES/MODULES	TARGET & NUMBERS
Management	PROJECT PLANNING	WATER & SANITATION COMMITTEE-7
Community Awareness	PHAST TOOLS	<ul style="list-style-type: none">• COMMITTEE-7• SCHOOL CHILDREN-50• COMMUNITY-50
Construction	ON SITE TRAINING	BUILDERS-5
Other		

If you require any additional information, please contact Deborah Cousins at 083 369 2608 or Kele Mere at the CPO in Pentech at 021 959 6702

REPLY TO FAX: 021 959 6638

On behalf of the Project Leader,

Mr. A. Lagardien

PRELIMINARY SCOPING FOR PROJECT SKILLS PROFILE

PROVINCE

GAUTENG

PSTT CONTACT PERSONS:

David Gadd

Mark van Reyneveld

BEST PRACTICE SANITATION PROJECT SITE IN YOUR AREA

PROJECT NAME: Winterveldt Community Sanitation

WHY IS THIS SITE SELECTED AS BEST? (NAME 3 CRITERIA)

Mixture of Peri-urban and rural

Large project area – 24,000+ households – management team involves site staff not just committee members

SMME development critical to success of project

LOCATION OF PROJECT (distance from nearest Center/Town)

Winterveldt 45 KM from Pretoria

PLEASE ATTACH A MAP FROM YOUR BUSINESS PLAN IF AVAILABLE

THE PROJECT BUSINESS PLAN WILL PROVIDE DETAILS OF TRAINING / CAPACITY BUILDING PLANS AND HOW THESE ARE INTEGRATED WITH THE PROJECT CYCLE

BUSINESS PLAN :

YES

NO

FAXED		X
ACCESSIBLE BY E-MAIL	Part	
AVAILABLE FOR COLLECTION	X	

IF NOT, PLEASE FILL IN THE FOLLOWING DETAILS FROM RDP REPORTING:

PROJECT STAFF:	DESIGNATION	NAME	CONTACT DETAILS		
			Tel:	Fax:	Cell:
DWAF REP.	Community Liaison Officer	Motlalepula			083 367 5305
LOCAL Govt. official	Sanitation Manager (Tshwane)	Johan Pansegrouw	012 308 8023		082 465 6125
Project Manager	Sanitation Specialist (Rand Water)	David Gadd	011 682 0499	011 682 0444	082 905 1619
Professionals	Programme Management Consultants (In Touch & Kgololosego)	Pat Ramoshaba	015 307 1825	015 307 5609	083 702 6025
Technical Staff	See table below				

Health/Hygiene educators	See table below				
Labourers	70 builders trained to date				
OTHER:					

TRAINING

Management	Kgololosego
Community Awareness	Kgololosego
Construction	In Touch / builders from Ten Morgan pilot project
Other	SMME Development – BSSA (Business Skills for South Africa) Health and Safety (Rand Water)

If you require any additional information, please contact Deborah Cousins at 083 369 2608 or Kele Mere at the CPO in Pentech at 021 959 6702

REPLY TO FAX: 021 959 6638

On behalf of the Project Leader,

Mr. A. Lagardien

Site Staff List

GENDER	TITTLE	INITIAL	SURNAME	DESIGNATION
M	MR	J.T.	MASHIGO	HEALTH PROMOTER
F	MS	L.T.	PHOPHI	HEALTH PROMOTER
M	MR	M.A.	MOKOENA	SITE MANAGER
M	MR	P.K.	MASHABANE	BOOKKEEPER
F	MS	H.F.G.	NDEBELE	CMMUNITY LIAISON MAN
F	MS	H.M	MAKGATO	BOOKKEEPER
F	MRS	D.E	PHOKU	HEALTH PROMOTER
M	MR	L.M	NKABINDE	HEALTH PROMOTER
F	MS	D	NKOSI	HEALTH PROMOTER
F	MS	A.N	BOKABA	HEALTH PROMOTER
F	MS	S.S	MITSENGA	HEALTH PROMOTER
M	MR	M.S	MPHAHLELE	HEALTH PROMOTER
M	MR	T.A	KGUPA	HEALTH PROMOTER
F	MS	G	LEHABE	HEALTH PROMOTER
F	MS	D	SELOKELA	HEALTH PROMOTER
F	MS	S	SITHOLE	FINANCIAL OFFICER
M	MR	F.M	MALETE	SITE MANAGER
M	MR	V	NGOBENI	BOOKKEEPER
F	MS	S.J	MNGUNI	HEALTH PROMOTER
F	MRS	S.V	MTSHALI	SITE MANAGER
F	MRS	M.N	TLHOLONYANE	HEALTH PROMOTER
F	MRS	L.M	NKOSI	HEALTH PROMOTER
M	MR	A.J	SHABANGU	QUALITY CONTROLLER

PRELIMINARY SCOPING FOR PROJECT SKILLS PROFILE

PROVINCE

KWA ZULU NATAL

CONTACT PERSON:

David James

Louise Torr

BEST PRACTICE SANITATION PROJECT SITE IN YOUR AREA

PROJECT NAME	KWA DODOZA
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WHY IS THIS SITE SELECTED AS BEST? (NAME 3 CRITERIA)

STRONG COMMITTEE /COMMITTED
ACCESSIBLE
INITIATIVE CAME FROM COMMITTEE

LOCATION OF PROJECT (distance from nearest Center/Town)

20 KM FROM DURBAN

PLEASE ATTACH A MAP FROM YOUR BUSINESS PLAN IF AVAILABLE

THE PROJECT BUSINESS PLAN WILL PROVIDE DETAILS OF TRAINING / CAPACITY BUILDING PLANS AND HOW THESE ARE INTEGRATED WITH THE PROJECT CYCLE

BUSINESS PLAN : YES NO

FAXED		
ACCESSIBLE BY E-MAIL	x	
AVAILABLE FOR COLLECTION		

IF NOT, PLEASE FILL IN THE FOLLOWING DETAILS FROM RDP REPORTING:

PROJECT STAFF:	DESIGNATION	NAME	CONTACT DETAILS		
			Tel:	Fax:	Cell:
DWAF REP.					
LOCAL Govt. official					
Project Manager MVULA TRUST	PROG.MAN.	N. SLEE	031 301 3205	031 301 3255	082 558 3072
Professionals					
Technical Staff					
Health/Hygiene educators					
Labourers					
OTHER:					

TRAINING

Management		
Community Awareness		•
Construction		
Other		

If you require any additional information, please contact Deborah Cousins at 083 369 2608 or Kele Mere at the CPO in Pentech at 021 959 6702

REPLY TO FAX: 021 959 6638

On behalf of the Project Leader,

Mr. A. Lagardien

Health/Hygiene educators	Village Health worker PSC	Ms. Khumoeng	N/A	N/A	N/A
Labourers	Builder	Mr. Nthutang	N/A	N/A	N/A
OTHER:					

TRAINING

Management	
Operation Hunger	Lebogang Bogopa
Community Awareness	
Operation Hunger	Leonard Davids
Construction	
Dikgolabolokwe	Thabo Ramokgopa
Other	
Health and Hygiene – Operation Hunger	Mercy Masibi

If you require any additional information, please contact Deborah Cousins at 083 369 2608 or Kele Mere at the CPO in Pentech at 021 959 6702

REPLY TO FAX: 021 959 6638

On behalf of the Project Leader,

Mr. A. Lagardien

PRELIMINARY SCOPING FOR PROJECT SKILLS PROFILE

PROVINCE

EASTERN CAPE

PSST CONTACT PERSONS:

Moses Jumo

Portia Makhanya

BEST PRACTICE SANITATION PROJECT SITE IN YOUR AREA

PROJECT NAME	MBAXA
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WHY IS THIS SITE SELECTED AS BEST? (NAME 3 CRITERIA)

Act as pilot project
Many social dynamics but project management

LOCATION OF PROJECT (distance from nearest Center/Town)

11KM FROM KWT

PLEASE ATTACH A MAP FROM YOUR BUSINESS PLAN IF AVAILABLE

THE PROJECT BUSINESS PLAN WILL PROVIDE DETAILS OF TRAINING / CAPACITY BUILDING PLANS AND HOW THESE ARE INTEGRATED WITH THE PROJECT CYCLE

BUSINESS PLAN :

YES

NO

FAXED		
ACCESSIBLE BY E-MAIL		
AVAILABLE FOR COLLECTION	x	

IF NOT, PLEASE FILL IN THE FOLLOWING DETAILS FROM RDP REPORTING:

PROJECT STAFF:	DESIGNATION	NAME	CONTACT DETAILS		
			Tel:	Fax:	Cell:
DWAF REP.	CDO San.Manager	Ngethu R Makanya P	043 643 3011	043 642 1136	
LOCAL Govt. official	San. Manager	SISA MFITI	043 701 4000		
Project Manager	Consultant	ROMMEL ROBERTS			083 450 7263
Professionals					
Technical Staff	Technician	R. WALTERS	043 643 3947		
Health/Hygiene educators	Facilitator	N.MANANYA-NA	043 643 3947		
Labourers	BUILDERS				
OTHER:					

TRAINING

Management	DHRC (Rommel Roberts)
Community Awareness	DHRC (Rommel Roberts)
Construction	HILL TOP (Ralph Roberts)
Other	

If you require any additional information, please contact Deborah Cousins at 083 369 2608 or Kele Mere at the CPO in Pentech at 021 959 6702

REPLY TO FAX: 021 959 6638

On behalf of the Project Leader,

Mr. A. Lagardien

PRELIMINARY SCOPING FOR PROJECT SKILLS PROFILE

PROVINCE

WESTERN CAPE

BEST PRACTICE SANITATION PROJECT SITE IN YOUR AREA

PROJECT NAME	WOLWERIVIER
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WHY IS THIS SITE SELECTED AS BEST? (NAME 3 CRITERIA)

INTEGRATED TECHNICAL AND HEALTH PROMOTION IN PROJECT CYCLE
BUILDER TRAINERS AND COMMUNITY MOBILISERS (HEALTH PROMOTERS) ORGANISED ON SITE MANAGEMENT
OPERATION AND MAINTENANCE AS HEALTH PROMOTION MONITORING

LOCATION OF PROJECT (distance from nearest Center/Town)

45 KM FROM CAPE TOWN

PLEASE ATTACH A MAP FROM YOUR BUSINESS PLAN IF AVAILABLE

THE PROJECT BUSINESS PLAN WILL PROVIDE DETAILS OF TRAINING / CAPACITY BUILDING PLANS AND HOW THESE ARE INTEGRATED WITH THE PROJECT CYCLE

BUSINESS PLAN : YES NO

FAXED		
ACCESSIBLE BY E-MAIL		
AVAILABLE FOR COLLECTION	x	

IF NOT, PLEASE FILL IN THE FOLLOWING DETAILS FROM RDP REPORTING:

PROJECT STAFF:	DESIGNATION	NAME	CONTACT DETAILS		
			Tel:	Fax:	Cell:
DWAF REP.	DWAF Regional Sanitation Coordinator	Lionel Visagie	021- 950 7100	021-948 2948	
LOCAL Govt. official	EHO Health dept Manager	Brian Lewis Gys White	PO Box35 Milnerton 7435		
Project Manager	Regional PSC – PSTT Rural Core Group	Henrik Keyser (Convenor)	021 -871 1001	021-872 1277	
Professionals	Social Consultant	Deborah Cousins	021- 689 8621		
Technical Staff	Technical Support	Community Projects Office	021- 959 6639	021-959 6638	
Health/Hygiene educators		Dina Vink Sarah Williams Jackie Julies Elizabeth ylvester			

Labourers/Builder Group		Patrick Adams Gert Sjaas Jannie Bester			
OTHER: Builder-Leader and Quality Controller		Daniel Minnaar			

TRAINING

Management	Mentoring – 2x weekly : 1 site visit 1 PSC meeting	PSC: Builders and Health Promoters, Storelady.
Community Awareness	PHAST materials /toolkit development: <ul style="list-style-type: none"> • 3-Pile Sorting; • Story with a Gap; • Contamination Routes& Barriers 	PSC: Builders and Health Promoters, Storelady.
Construction	On-site design workshop Follow-up on quality Plaster Mix (outstanding)	Builders Group
Other	Record-keeping Forms Progress sheets	Quality Controller and Storelady

If you require any additional information, please contact Deborah Cousins at 083 369 2608 or Kele Mere at the CPO in Pentech at 021 959 6702

REPLY TO FAX: 021 959 6638

On behalf of the Project Leader,

Mr. A. Lagardien

TRAINING

Management	NINHAM SHAND
Community Awareness	DEPT.HEALTH
Construction	CEMFORCE
Other	

If you require any additional information, please contact Deborah Cousins at 083 369 2608 or Kele Mere at the CPO in Pentech at 021 959 6702

REPLY TO FAX: 021 959 6638

On behalf of the Project Leader,

Mr. A. Lagardien

INFORMATION FROM BUSINESS PLANS

PROFILING SITE: NORTHERN CAPE

PROJECT SITE: TWEERIVIER

1. PROJECT SUMMARY

Tweerivier is one of 9 villages located in the previous “Leliefontein reserve” in the Namaqualand district.

The Northern Cape business plan was prepared by MVULA Trust on the request of DWAF and approved during February 1997. The business plan focused on promoting health and hygiene as a way of ‘raising awareness of health and sanitation issues.

In the business plan it was envisaged that the District Councils would take responsibility for the day to day management of the District Programs but it became evident that this goal was not achievable.

An awareness campaign was extended to include officials and politicians at local, district, and provincial and government levels on aspects such as:

- Appropriate sanitation
- Affordability of services
- Health and hygiene.

During 1999 the budget of Northern Cape was significantly reduced. This forced the Program Manager to reduce the number of projects. In submitting a new BP a summary of project progress in Namaqualand was as follows:

- Projects were implemented during the late 1997 and early 1998
- The awareness program commenced and Phase A was completed approximately during October 1999
- A project to pilot Phast as a way of creating awareness within the community was implemented
- A change of project managers took place in July 1999 when NAWASAN took over from MBB as project managers
- The number of toilets built in the community was as follows:

Tweerivier	20
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2. PROJECT CYCLE

PHASE A:

The Promotional Phase

- Obtaining baseline information
- Community committee was established,
- The capacity of the Committee was built
- Demonstration toilets built.

Health and hygiene promotion

The PHAST methodology was to be used in the implementation of the process.

PHASE B:

The Delivery Phase

The community committee was supported to manage the building of toilets in the community. Initially it was envisaged that Phase A would take at least a year before the building process would start. In March 1998 urine diversion was introduced and subsequently the following alternatives to the normal VIP were developed:

- Double pit-VIP
- Double pit urine diversion

3. TRAINING

TRAINING OF LOCAL BUILDERS AND COMMITTEES

The social consultant drafted a training program to ensure that the committee received necessary training. Transfer of skills to the community was as follows:

- Project Management Skills
- Financial Management Skills
- Knowledge of environmental health
- Alternative Sanitation Technology
- Communication Skills
- Organizational Skills

4. PROJECT MANAGEMENT

DWAF RDP Program Managers:

The Provincial Program Manager for the Northern Cape Province

Mr. Louis Brink DWAF- Kimberley

The Provincial Project Manager for the Northern Cape Province

Ms Antonino Ross DWAF-Kimberley

Implementing Agent

Richard Holden Mvula Trust

Responsible Local Authority:

Leliefontein Post Office Garagams, 8223

Project Managers:

Implementing Agent: Mvula Representative in the Northern Cape

Project Agent: Social Consultant - NAMASAN

INFORMATION FROM BUSINESS PLANS

PROFILING SITE: GAUTENG

PROJECT: WINTERVELDT SANITATION PROJECT

1. PROJECT SUMMARY

The Winterveldt Community is situated 45km northwest of Pretoria. A sanitation project was initiated by the project Steering Committee for the Winterveldt Presidential Lead Water Project, as the health benefits of the water project led to the implementation of improved sanitation. The project was initiated in 2001 following approval of funding from Department of Water Affairs and Forestry (DWA) and Community-Based Projects Department (CBPD) with Rand Water as implementing agent.

The Ten Morgan Pilot project was initiated in June 2001 and extended to the other areas of Winterveldt in December 2002.

The project aims to achieve health improvements in the community by changing poor hygiene behavioral practices and improving sanitation facilities.

Additional objectives of the project include:

- Job creation in project/financial management, hygiene promotion and construction for the duration of the project,
- Development of Small, Medium and Micro enterprises (SMME's) in the local community that will provide support during the project as well as future service in the maintenance and improvement of sanitation facilities,
- SMME development also seeks to improve the viability of local businesses, such as suppliers of material, etc.

While beneficiary households are expected to contribute to the improved/new facilities, in Winterveldt the majority of people are tenants living on land owned by plot owners thus creating a problem of ownership of facilities. A pilot project, initiated in Ten Morgan, was to be used to form the basis of an implementation process for the other areas of Winterveldt.

2. PROJECT CYCLE

The project has been using DWA'S phase A/B approach in which a local Project Steering Committee (PSC) is made up of local community representatives, local stakeholders (Government Departments, Council, community-based organization) and the Implementing Agent.

The aim of Phase A is:

- to build capacity in the community to manage and implement the project with minimal external input,
- To create broad awareness of the project and a hygiene promotion campaign this is achieved by:
- Training local PSC members in project management,

- Training local staff in latrine building, hygiene promotion and bookkeeping,
- Construction of demonstrating latrine,
- Promotion of good hygiene practices in the community.

In Phase B:

- Construction and hygiene promotion is continued
- Management and implementation by the trained PSC builder and site staff

3. TRAINING

The development of an enabling environment through skills training addresses sustainability in the long term so that facilities can be maintained and improved. The following project participants and project staffs have received training during Phase A:

- Committee members
- 14 hygiene promoters
- 67 builders
- 3 site managers
- 26 demonstrating toilet of 4 basic designs have been constructed during builder training.
- 3 bookkeepers have all been trained
- Hygiene/ sanitation promotion workshops have been held in the community and in schools in which participatory techniques are used, as well as drama/song.

4. PROJECT MANAGEMENT

Roles of departments have been specified in the Business Plan, as follows:

DWAF

- To facilitate provision of clean potable water
- To facilitate management and funding of sanitation projects
- To mobilize sanitation projects that are demand driven and community based.
- To ensure appropriate choice of technology by communities
- To monitor and evaluate programs

DEPARTMENT OF HEALTH

- Assess community needs and motivate/educate community
- Establish environmental health committees in the communities
- To provide technical information on the sanitation facilities
- To undertake monitoring and evaluation of projects and environmental health
- To train own staff to undertake the above roles

DEPARTMENT OF EDUCATION

- To provide health and hygiene education and good care and maintenance in schools
- To provide appropriate educational materials
- To collaborate with communities and other departments

DEPARTMENT OF PREMIER'S OFFICE

- To coordinate and bring other departments together
- To support community development and the integration of activities
- To monitor and evaluate

DEPARTMENT OF PROVINCIAL AFFAIRS AND LOCAL GOVERNMENT

- Establishment of effective institutional structures to facilitate regional and local integrated planning and project support and effective communication with local government structures
- Implementation of relevant training program
- Capacitating the extension of workers
- Development of detailed implementation plans for sanitation projects
- Capacitating municipalities to act as implementing agents

Rand Water – Community-Based Projects Department (CBPD) is the *Implementing Agent* that provides for *Project Agent* support based at the Winterveld Training Centre through a **Community Liaison Manager**.

INFORMATION FROM BUSINESS PLAN

PROFILING SITE: NORTH WEST

PROJECT: KGAMAYASHE-KABE SANITATION

1. PROJECT SUMMARY

The project site is a rural village situated about 60kms from Mafikeng. The community comprises 188 households, and 150 toilets have been built since 1998, when the project management by the current team began.

The Central District Municipality was engaged in prioritizing projects and the selection of this community site, in a stakeholder workshop conducted by Project Management, after the baseline information had been collected.

The village was divided into 3 zones, and a Health Worker was deployed in each zone. The community has designed hand-washing facilities, and a competent builder-trainer has emerged from the project. There has also been a reduction in the number of reported 0-6 year old children's diarrhea cases, that is ascribed to the project approach.

2. PROJECT CYCLE

Baseline information was collected prior to project selection and initiation. A "Risk Assessment" (related to groundwater protocol) was conducted by a service provider, with the assistance of Dept of Environment.

The Project Agent conducted a Training Needs Assessment.

Health promotion and Hygiene Awareness was linked to registration of households and collection of contributions, while training was conducted in project management and related tasks.

Builder training included the construction of 3 demonstration toilets, located at community centers (such as a local church building).

During the Construction Phase, the 9 trained builders reduced to 3, and a leader emerged from amongst the group as a builder-trainer.

3. TRAINING

There were 2 categories of training which all the project staff attended:

(i) **Project Management**, which included modules as follows:

- Conflict management
- Financial

- PHAST method was aimed at the changing of at least one inappropriate behavior that contributes to poor health in the community.
- Quality Surveying

(ii) Builders Training

The Project Agent monitored the training, which was adjusted where inadequate. The emergent builder-trainer reported an improvement on the service provider's training methodology that integrated theory with practical aspects.

4. PROJECT MANAGEMENT

The DWAF representative

Provided support support with:

- policy guidelines at the outset of the project
- Regulation
- ISD issues

The Central District Municipality

- Prioritized and selected the project

The Implementing Agent (Mvula Trust)

- Releases funds
- Receives Progress Reports

The Project Agent (Operation Hunger)

- Writes and submits progress reports

INFORMATION FROM BUSINESS PLAN

PROFILING SITE: EASTERN CAPE

PROJECT: MBAXA

1. PROJECT SUMMARY

Mbaxa has 701 households and is situated 12km from Bisho or approximately 11 kms from King William's Town in the direction of Stutterheim.

The Sanitation Project aims are to:

- Provide a model for effective delivery in the Eastern Cape
- Combine institutional and training efforts and to develop close co-operation and inter departmental links.
- Develop community responsibility and ownership of community and environmental health.

2. PROJECT CYCLE

PHASE A:

The promotional Phase includes:

- Information gathering, by the consultants together with P.S.C. A basic needs assessment with regard to health and sanitation will be done. At a later stage after the project completion, a reassessment will be done to see how effective this awareness campaign has been.
- Training of local builders and community
- Assessment of sanitation options will include technical considerations and the environmental impact.
- Practical application of training over a period of time in actual situations

Task related training with comprehensive understanding of the project

- **SELF HELP PROMOTION WITH TRAINING**

Training provided will be for a much wider spectrum of people in the community. The physical building can be done individually or co-operatively.

- **DEMONSTRATION OF OPTIONS**

Demonstration units at carefully selected places and confirmed and approved by the community and will be strategically placed at geographical locations around the community. The public demonstration options would be the first step of training wherefore volunteers from the community will get involved.

- **HEALTH AND HYGIENE PROMOTION:**

On site training to increase participation and relevance with cost saving.

- Build on people's day to day experiences

- A baseline survey will be undertaken
- Specific local material would be used to create awareness

- Use of drama and drama competition
- Drawing competitions highlighting sanitation and health and use of water
People in community would be trained to facilitate the method
- ASSESSING PREFERRED COMMUNITY SANITATION OPTION

PHASE B: - The delivery phase:

- Institutional support for ongoing building and maintenance
- Community contribution
- Construction Program

3. TRAINING

Training was assessed as follows:

- Technical: building skills
- Management skills:
 - Administrative skills
 - Project management
 - Conflict resolution
- Organizational development and facilitation skills
- Specific skills relating to the task of:
 - storemanship
 - Bookkeeping
 - Foreman
 - Labor
- Health and sanitation
- Mass communication for community awareness and community education

4. PROGRAMME MANAGEMENT

TRC

The local authority - to be present and seen to act as an authority at community functions and endorse the promotion. Currently too poorly involved.

DEPARTMENT OF EDUCATION

- Get involved in the health and sanitation Education in the community
- Schools health Education through child awareness of sanitation

DEPARTMENT OF HEALTH

- provide the training support for community educators during the promotional phase
- Community health Education

DWAF

- Provide the overall policy guidelines, funding and authoritative support.

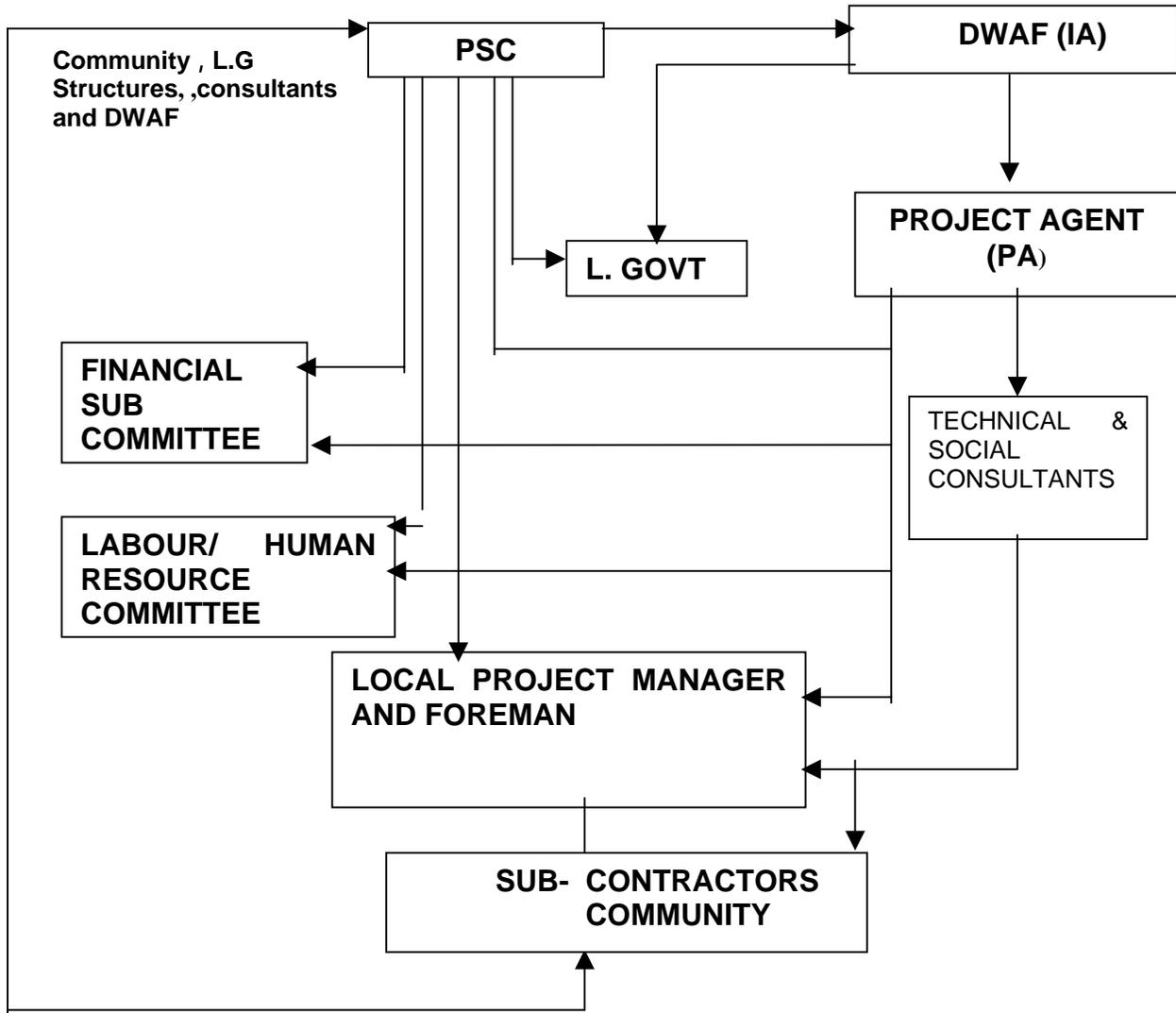
LOCAL GOVERNMENT

- -Some education and training of local government may be essential here

PROVINCIAL SANITATION TASK TEAM

- Overall sanitation co-ordination and Management.

PROJECT MANAGEMENT – BP Organogram



INFORMATION FROM BUSINESS PLAN

PROFILING SITE: KWA ZULU NATAL

PROJECT: KWADODOZA SANITATION PROJECT

1. SUMMARY OF PROJECT

Kwadodoza is situated about 20km from Isipingo and on the North East of Folweni Township/settlement. It has a population of 6000 households with an average of 12 members per household. Unemployment rate is rife in the area, where employment in the city of Durban offers slim chances of securing jobs.

After problematic delays in project initiation, a community meeting that was attended by 200 people on the 23rd January 1998 re-elected a Project Steering Committee. The Project Agent, Operation Hunger, explained the stages of the sanitation project including capacity building, health and hygiene promotions and construction of toilet options. The Implementing Agent, the Mvula Trust, explained the allocated R600 subsidy from government and those households choose the type of toilet facility they want.

The household could provide additional finances, or labor or build the facility under supervision of the quality assessor. Different demonstration toilets had to be built at different sites. By the end of the project 600 toilet will have been built.

2. PROJECT CYCLE

Facilities were constructed during PHASE A, as follows:

- 6 Demonstration toilets were built at site chosen by the committee;
- The builders built 27 promotional toilets with the householders providing some of the material to make a complete toilet chosen to suit their pocket.

The 27 promotional toilets were a great success with very high contributions from the householders. Health and hygiene education was provided for larger community at different centers with the help of personnel from Health Department. Two local schools ran workshops about diseases and their routes, and how to control infections. The quality assessor had to be sure of the quality of the structure constructed. After completion of each toilet the project agent together with PSC went house to house to give advice on how to maintain the toilet, use of anal cleansing material and the availability of hand-washing facilities.

During PHASE B, construction was as follows:

The subsidy covers the labor costs which amounts to R300. The remaining R300 purchases the material and the householder contributes the rest whether in kind or cash. The pit cost is R150, paid by the householder.

- Job cards were filled by bookkeepers with the assistance of the quality assessor and submitted to the Implementing Agent for approval.
- A batch of 20 toilets were completed monthly

- The project agent visited the area twice a week.

3. TRAINING

BUILDERS TRAINING

Builders get training on site, over a period of 2 weeks excluding weekends.
4 trainees from KwaDodoza attended the course at R120.00 each.
Transportation was provided by Operation Hunger.

TOTAL COST R4668.00

BOOKKEEPER TRAINING

Bookkeeper was trained in all aspects of bookkeeping:

- Record keeping writing of minutes
- Completion of job cards and ordering of materials.

TOTAL COST R4056.00

STORE KEEPER

TOTAL COST R2340.00

COMMITTEE TRAINING

Training was provided for the committee on the following:

- Duties of the committee
- Roles of different office bearers
- Project management
- Drafting of the constitution
- Decision making/taking
- Conflict management
- Reporting to the community and other stakeholders

4. PROJECT MANAGEMENT

Implementing Agent: the Mvula Trust:

- national sanitation policy and the national programme

Project Agent: Operation Hunger:

- the training component, of capacity building,
- health and hygiene education,
- demonstrations
- and implementation of toilet options.

INFORMATION FROM BUSINESS PLANS

PROFILING SITE: WESTERN CAPE

PROJECT: WOLWERIVIER/MORNINGSTAR SANITATION PROJECT

2. PROJECT SUMMARY

The Blaauwberg Sanitation Project consists of two neighboring settlements, Wolwerivier and Morningstar, that are situated within the boundaries of the Blaauwberg Administration (previously Municipality). The area has rural characteristics and lies beyond Milnerton, off the N7 highway towards Malmesbury and the West Coast district. Under-employment and poverty are evident, along with a degree of resourcefulness, including negotiation of ongoing delivery of water supply, two active churches, and a shelter for orphans.

Wolwerivier is an informally settled community. A few pit latrines, and the bush, comprised the sanitation facilities at the time of targeting of this community by the EHO. There are 20 households permanently residing on the property, all of whom registered to build their own low-cost VIP toilets after a Community Mapping exercise. Contamination routes and barriers were identified by residents, and local materials were developed into a toolkit for raising broader community awareness of hygiene and sanitation-related issues.

Technical support consisted of:

- co-design to reduce costs of materials closer to the R600 subsidy limit
- Procurement and supply of materials in sets of 10 units
- Delivery of sets of 10 units, on completion of the previous set
- Quality Assurance and follow up training on site.

Households agreed to dig their own pits, after completion of which they would collect their materials. Each household was also to provide labour, sand and water for assisting the builder group to erect their top-structure, and undertook to finish the final fittings of latches, flyscreen and paint to protect the plaster.

A longer period of finishing-off construction (working doors/latches, secure vent-pipes and plastering) led to an on-site Operation and Maintenance strategy. This drew the Health Promoters from their mobilising and hygiene awareness creation role into a monitoring role that linked back to technical aspects of the project. While regular weekly meetings and site visits by the Project Leader facilitated a relatively speedy mobilization and construction of VIPs, household responses were variable in the degree and quality of assistance and self-reliance exerted.

3. PROJECT CYCLE

PROJECT INITIATION

- **BP preparation** – Initial Target and Baseline information, contacting Municipal Health dept staff, project steering and training of Project Leaders (fieldworkers)
- **Community Mapping** - baseline information gathering, and informing community

PROJECT IMPLEMENTATION

- **Community Mobilization** – Local steering and organization, demand and awareness, identify Builders, Health Promoters
- **Training** – H&H Workshops, Builder training and local organisation.
- **Registration and Applications** – Health and Hygiene Awareness as mobilization of households, location of sites and pit excavation.
- **Technical options support** – on site design workshops, procurement and delivery systems
- **Local supervision and monitoring** – Health Promoters and Builder leader conduct quality control (with Technical Support)

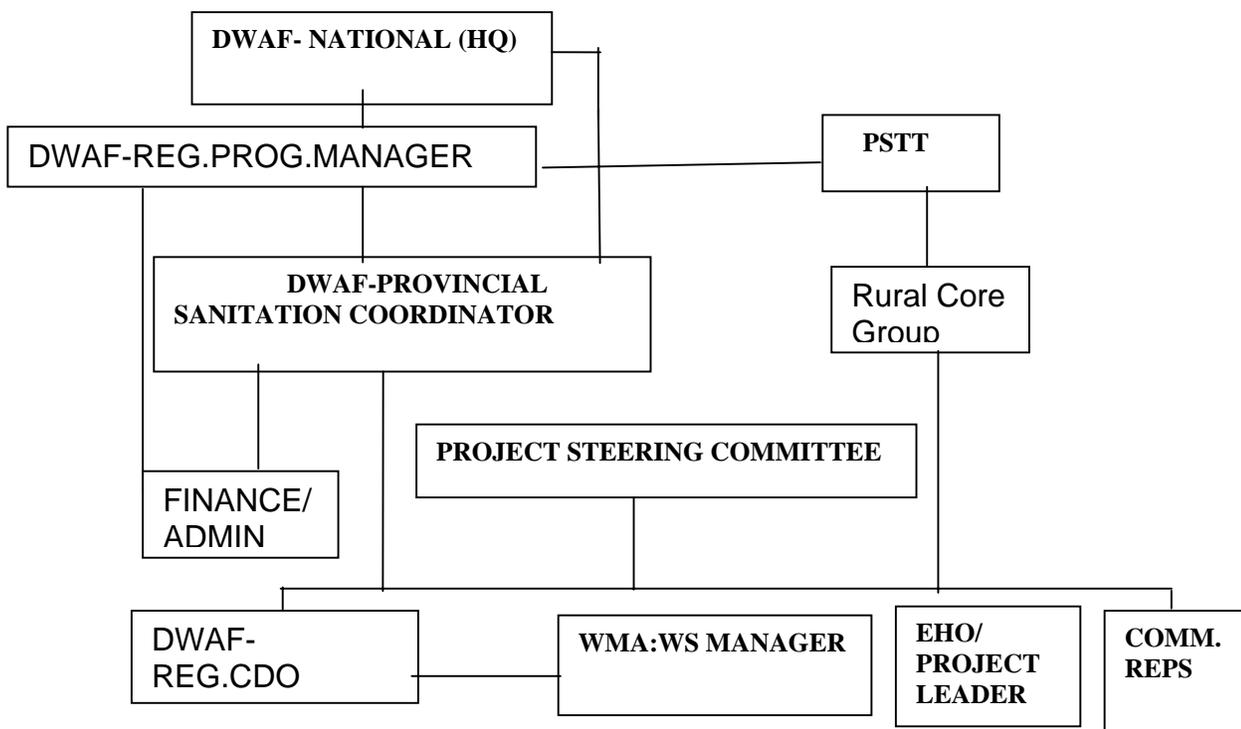
MONITORING AND EVALUATION

- **Builders and Health Promoters** – local monitoring and weekly progress reporting to the Project leader
- **Project leader/Technical Support** – mentoring and reporting to the Regional Steering Committee (including DWAF representative)

4. TRAINING

- **Project leader Training Workshops:** Integrated Project Cycle
- **Health Promotion Workshops:** PHAST toolkit, materials development
- **Builder Training** – On-site, at Pentech and during follow up visits

5. PROJECT MANAGEMENT



PROJECT TEAM ATTENDANCE OF PROFILING EXERCISES

DATE: 03 May 2002

PROVINCE: GAUTENG

VENUE: WINTERVELD Training Center

NAME & SURNAME	ORGANIZATION	CONTACT NUMBER
PERTUNIA NGENA	RAND WATER	082 389 0247
STEVE BOKABA	KGOLOLOSEGO CONSULTANT	082 848 7233
HLALELANI NDEBELE	RAND WATER	072 330 8151
P.H RAMOSHABA	IN-TOUCH	083 702 6025
DAISY SELOKELA	HEALTH PROMOTER	083 766 7733
JONAS MASHIGO	IN-TOUCH	084 712 8632
RUTH MTSHALI	KGOLOLOSEGO CONSULTANT	
LINAH KOMANE	KGOLOLOSEGO CONSULTANT	082 595 2077
VERONICA MTSHALI	RAND WATER	072 428 6892
JAMES CATTAMACA	GAUTENG DDPLG	082 446 6598
BOS MOSIAPOA	IN-TOUCH	082 866 8923
A. MASHABA	IN-TOUCH	083 667 9792
REPPY DIALE	GDE HEAD OFFICE	082 728 9962
AMOS MOKOENA	HEALTH PROMOTER	072 205 8398
CORNELIUS SHIBAMBO	E.H.O	072 376 9650
MOSES MALETE	GAUTENG HEALTH DEPT.	072 428 6891
MDUDUZI SIZIBA	W.S.P.S.C	
ALBERT MARUMO	GAUTENG HEALTH DEPT.	082 448 3151
MARTHA VUMA	GAUTENG HEALTH DEPT.	
SOPHIA SITHOLE	GAUTENG HEALTH DEPT.	
PEARL MABASO	GAUTENG HEALTH DEPT.	
REMEMBER MMBENGWA	DACE, JHB	011 355 1698
NOZUKO ZAMXAKA	G-DACEL	011 355 1696
DENNIS MOTAUNG	?	082 668 8815
POPPY KHALA	GDE	011 355 0214
VINCENT NGOBENI	RANDWATER	
MFANAFULENI NKABINDE	RANDWATER	084 339 9792
DAVID GADD	RANDWATER	011 682 0499
ALVIN LAGARDIEN	Project Leader	021 959 6684
DEDORAH COUSINS	Project Ass.	021 689 8621

DATE: 06 May 2002
 PROVINCE: KWAZULU/NATAL
 VENUE: Mvula Trust, Office, Durban

NAME & SURNAME	ORGANIZATION	CONTACTS
DAVID JAMES	SANTAG	033 330 8550
CALLIE PHILLIPS		
KHOSI SITHOLE	PID	033 342 3012
NOMONDE MNUKWA	MVULA TRUST	031 301 3205
NJAPHA	COMMITTEE CHAIR	031 908 9443
STHEMBISO MNGOMA	COMMITTEE TREASURE	031 9000 830
WENDY NGIDI	OPERATION HUNGER	031 303 4174
SIPHO KHUZWAYO	OPERATION HUNGER	031 303 4174
FUNDI NJAPHA	COMMITTEE BOOK KEEPER	031 908 9443
NOMTHANDAZO MAHABANE	COMMITTEE STORE KEEPER	
ALVIN LAGARDIEN	PROJECT LEADER- SKILLS DEV.	021 959 6684
DEBORAH COUSINS	ASSISTANT RESEARCHER-SKILLS DEV.	021 689 8621

DATE: 09 May 2002
 PROVINCE: EASTERN CAPE
 VENUE: MBAXA Community Meeting Center

NAME & SURNAME	ORGANIZATION	CONTACTS
NONDUMISO VAHANJANA	DHRC-PROJECT AGENT	
NAMAKHAYA MAKROH	BOOK KEEPER	
PATRICIA DIZA	COMMUNITY HEALTH WORKER	040 636 0133
SAMPSON DUMEZWENI	SECURITY	083 347 8803
FUNDILE SIFORA	PSC	083 579 8058
N. MJONI	STORE LADY	
NONDUMISO MAHANYANA	DHRC	
T NTSENTO	SECRETARY	
K.MGETU	DWAF	043 643 3011
ALVIN LAGARDIEN	PROJECT LEADER (SAN.SKILLS)	021 959 6684
DEBORAH COUSINS	CO-RESEARCHER (SAN.SKILLS)	021 689 8621

DATE: 08 May 2002
 PROVINCE: NORTHWEST
 VENUE: Community MeetingHouse

NAME & SURNAME	ORGANIZATION	CONTACTS
Ms Seletedi	Storelady/ Quality Surveyor	
M Masibi	Health Promotion	
Ms Khumoeng	Health Promotion	
Maria Mosobela	Book-keeper	
Mr Nthutang	Builder Trainer	
Mangie Rakale	PSTT Coordinator	083 556 6217
Leonard Davids	Operation Hunger (Project Agent)	018 381 3650
Lebogang Bogopa	DWAF - Sanitation	018 384 3270
ALVIN LAGARDIEN	PROJECT LEADER (SAN.SKILLS)	021 959 6684
DEBORAH COUSINS	CO-RESEARCHER (SAN.SKILLS)	021 689 8621

DATE: 29 April 2002
 PROVINCE: NORTHERN CAPE
 VENUE: TWEERIVIER Community Hall

NAME & SURNAME	ORGANIZATION	CONTACTS
Riana Terr'Blanche	NAMASAN Manager	
Mary	NAMASAN Coordinator	
Jaques Cloete	NAMASAN Fieldworker	
Mr Cloete	PSC Chairperson	
Mev. Klaase	Project Treasurer/Book-keeper	
Katy Beukes	Health Promoter/Builder	POBox 369, Garies 8220
Kathleen	Health Promoter	
ALVIN LAGARDIEN	PROJECT LEADER (SAN.SKILLS)	021 959 6684
DEBORAH COUSINS	CO-RESEARCHER (SAN.SKILLS)	021 689 8621

Annexure (ii)

- . Project team – Roles and responsibilities information**

Appendix: 1A(ii)

Project: Tweerivier

Province: NC

Project Cycle: Responsibilities & Roles

Project Cycle Elements	Groupings Responsible	Responsible Project Team member and designation	Formal Qualifications	Functional skills needed
Need Identified		Project Agent –(Operation Hunger/Consultant)	Post graduate diploma	Project management
Project Initiation		Fieldworker (Local)	Std 10	Facilitation of local organisation Monthly progress reporting
Awareness	(PSC) Treasurer Health Promoters	Fieldworker (Local)	Std 10	Transfer Information Identify health/hygiene problems
Registration (Household Applications)	Treasurer Health Promoters	Fieldworker (Local)	Std 6	Registration of households Motivate community contributions
Training /Demo Toilets	Builders Quality Assessor	Fieldworker (Local)		Construction to specification
Construction	Builders	Quality Assessor	Std 4	Construction to specification
O&M				

Appendix: 1B(ii)**Project: Winterveld****Province: Gauteng****Project Cycle: Responsibilities & Roles**

Project Cycle Elements	Groupings Responsible	Responsible Project Team member and designation	Formal Qualifications	Functional skills needed
Need Identified	Water Committee	Project Agent : Consultant – Rand Water		
Project Initiation	Community Liaison Officers (CLO) PSC	Community Liaison Manage (Rand Water)	Post grad diploma	
Awareness	Consultant- In Touch Health Promoters HOD (community rep)	Community Liaison Manager	Varied (Std 8)	
Registration (Household Applications)	Book keeper	Financial Officer	Std 10	Ordering materials and tools Check quality of local supplier materials Monthly reconciliation. Banking cash contributions. Organise bonus payments as claimed. Disbursement forms.
Training /Demo Toilets	Builders Quality Assurer	Site Managers	Std 10	Supervise site staff: Builders, QA, Health Promoters, Book-keeper.
Construction	Builders Quality Assurer	Site Manager	varied	Monthly Reporting Organise tools for builders/quality controllers.
O&M				

Appendix: 1C (ii)

Project: Kwadodoza

Province: KZN

Project Cycle: Responsibilities & Roles

Project Cycle Elements	Groupings Responsible	Responsible Project Team member and designation	Formal Qualifications	Functional skills needed
Need Identified	Residents Committee	Implementing Agent (Mvula Trust)		
Project Initiation	Residents Committee Project Steering Committee	Project Agent (Operation Hunger)	Post grad diploma	
Awareness	Community health Workers	Project Agent	Post grad diploma Std 8-10	Household visits Monitoring Reporting
Registration (Household applications)	Book-keeper	Project Agent	Post grad diploma Std 10	Receives applications
Training /Demo Toilets	Service Provider (Amantikulu Centre), Builders	Project Agent		Construction to specifications
Construction	Builders Storekeeper Book keeper	Quality Assessor	Std 8	Quality of structures Collects applications Orders materials Quotes of suppliers Reporting
O&M				

Appendix: 1 D (ii)

Project: Kgamayasha-Kabe

Province: North West

Project Cycle: Responsibilities & Roles

Project Cycle Elements	Groupings Responsible	Responsible Project Team member and designation	Formal Qualifications	Functional skills needed
Need Identified	Project Agent (OH)	Implementing Agent	Std 10 + experience	Release of funds Budget management Receive Progress Report Baseline Information
Project Initiation	Service Provider PSC	Project Agent (OH)	Std 10 + experience	Identify training needs Set up PSC Training Provision Manage Funds/co-signatory of acc. Groundwater/ Risk Assessment Identify builders, project staff
Awareness	Sanitation Promoters	Project Agent	Std 7	Project Management Training Mobilise registration of households. Report to Book-keeper
Registration (Household applications)	Sanitation Promoters	Book-keeper	Std 10	Manage bank account Receive, record and reconcile Income/Expenditure
Training / Demo toilets	Service Provider Builders	Project Agent	Numeracy – Std 7	Monitoring of training/ re-training Builder training Build demo toilets to specifications
Construction	Quality Surveyor Builders Storekeeper	Leader Builder	Std 7 Std 7 Numeracy – Std 7 Std 7	Ensure that toilets are constructed to specifications - follow up guidance. Check on quality of constructed units.
O & M				

Appendix: 1E (ii)

Project: Mxaba

Province: EC

Project Cycle: Responsibilities & Roles

Project Cycle Elements	Groupings Responsible	Responsible Project Team member and designation	Formal Qualifications	Functional skills needed
Need Identified	Residents meetings – Chair and Secretary PSC reports to Residents Committee Res.Com. reports to Community	Project Agent - DHRC	Std 10 (+ diploma)	Programme management Responsible for local Management Team Costing Planning Monthly Reporting to DWAF
Project Initiation	Project Management Team/ Project Team Manager:	Project Agent - DHRC	Std 10 (+ diploma)	Project Management Training Monthly Report compilation/writing Signs Reports received from functionary staff Monthly Reports to both PSC and DHRC (Project Agent)
Awareness	Community Health Worker	(works with) Project Team Manager	Std 10	Household Applications – collect and report Follows up applications/location Monitors behaviour
Registration (Household Applications)	Book-keeper	Reports to Project Team Manager	Std 10	Income – Community contributions Expenditure- files receipts Reconciliation, Records, Files and Provides Information for Committee Takes minutes.
Training/ Demo Toilets	Storelady	Reports to Bookkeeper	Std 8	Takes delivery of materials, checks quality. Issues materials. Records and reports. Reconciliation
Construction	Foreman Builders Security	Foreman/ Project Team manager	Std 6 Std 5 Std 5	Quality Assurance of construction Construct Toilets Issues materials, Checks delivery
O&M				

Appendix: 1F(ii)

Project: Wolwerivier

Province: WC

Project Cycle: Responsibilities & Roles

Project Cycle Elements	Groupings Responsible	Responsible Project Team member and designation	Formal Qualifications	Functional skills needed
Need Identified		Environmental Health Officer		
Project Initiation		Project Agent	Post Graduate Diploma	Project management Facilitation of local organisation Monthly progress reporting
Awareness	Health Promoters	Project Agent	Post Graduate Diploma	Adult Education Transfer Information Identify health/hygiene problems
Registration (Household Applications)	Builders Health Promoters	Project Agent	Std 6	Registration of households Motivate discretionary effort by h/h
Training /Demo Toilets	Leader Builder Builders	Technical Support – service provider	Post graduate diploma Std 8	Design of appropriate technology Training and toolkit development Procurement and systems of supply and record keeping Construction to specification
Construction	Builders		Std 4	Construction to specification
O&M	Health Promoters	Project Agent	Post graduate diploma	Appropriate Methodology

Annexure (iii)

- **Project Team Training**

Appendix: 1D (iii)

Project: Tweerivier

Province: NC

Project Team: Training

Project Team members	Training received	Duration, Accreditation	Provider	Relevance	Gaps
Coordinator	PHAST Facilitation Skills and Community Development AIDS	10days – certificates issued Not accredited Not assessed	Mvula Trust	YES	“Gevoel”? Courses with Sanitation relevance – post grad.
Fieldworker	PHAST Financial Training Technical training Committee training Program Management	Not accredited 2 weeks - Not assessed 2 days 4 days, not accredited. No certificates 2 days	Mvula Trust MBB NGO – Project Agent DWAF	YES Simplified formats	Modules, materials Modules, materials Modules, materials
Treasurer	Financial Training Committee training “Formats”	2 weeks, not accredited-no certificate 4 days , not accredited. No certificates	NGO – Project Agent	YES	Modules, materials Modules, materials Modules, materials
Quality Assessor /Storeman	Financial Training Committee training “Formats” Builder training (demos)	Not accredited 4 days , not accredited. No certificates 2 weeks – Class “A” builders	MBB NGO- Project Agent MBB	YES	Modules developed?
Builder	Builder training (demos)	On site inspection	MBB	YES	

Appendix: 1B(iii)**Project: :Winterveld****Province: GUATENG****Project Team: Training**

Project Team members	Training received	Duration, Accreditation	Provider	Relevance	Gaps
Community Liaison Manager	H&H Promotion Builders Training Financial Management Project management Safety & Health	2 weeks 5 weeks, no test – no certificate 2 weeks , 1 day test – certificates 1 week, tested – no certificates	In Touch Kgololosego In Touch	YES	Computer training Communication
Site manager	H&H Promotion Builders Training Financial Management Project management Safety & Health	2 weeks 5 weeks, no test – no certificate 2 weeks , 1 day test – certificates 1 week, tested – no certificates	In Touch Kgololosego	YES	
Financial Officer	Financial management Project management Safety & Health	2 weeks , 1 day test – certificates 1 week, tested – no certificates	In Touch In Touch	YES	Need computer training
Book-keeper	Boo-keeper training Project management Safety & Health			YES	
Health Promoter	PHAST Training		Mvula Trust	YES	
Community Liaison Officers					Survey methods

Appendix: 1C(iii)

Project : Kwadodoza

Province: KZN

Project Team: Training

Project Team members	Training received	Duration, Accreditation	Provider	Relevance	Gaps
Project Agent	WORKSHOPS: <ul style="list-style-type: none"> • DWAF policy • M&E • PHAST 	(1 or 2 days):	Mvula Trust	YES	Post graduate diploma in Sanitation
Community Health Worker	Hygiene & Environmental Awareness	5 days – no certificates			
Book-keeper	Project management: <ul style="list-style-type: none"> • Planning • Implementation • M&E • Administration • Writing Constitution Complementary courses	5 days – no certificates	Operation Hunger Mvula Trust		Additional training and support provided by voluntary Treasurer of PSC
Storekeeper	Project management: <ul style="list-style-type: none"> • Planning • Implementation • M&E • Administration • Writing Constitution Complementary courses	5 days 3 days	Operation Hunger Mvula Trust		
Builders Quality Assessor	Practical construction training - VIP	14 days	Amantagulu – certificates issued Operation Hunger re-trained on site.		

Appendix: 1D (iii)

Project: Kgamayamasha-Kabe

Province: NWEST

Project Team: Training

Project Team members	Training received	Duration, Accreditation	Provider	Relevance	Gaps
Sanitation Promoters	Project Management : <ul style="list-style-type: none"> • Financial • Conflict management • PHAST • Quality Surveying Builders training	12 days: (3) (3) (3) (3) No certificate, No assessment 12 days No certificate, No assessment	Operation Hunger	Sufficient	Language - English manuaals
Book-keeper	Project Management Builders Training	12 days No certificate, No assessment 12 days No certificate, No assessment	Operation Hunger	Yes	Financial training suggested as priority
Quality Surveyor	Project Management Builders Training	12 days No certificate, No assessment 12 days No certificate, No assessment	Operation Hunger	YES	
Builders	Builders Training	12 days: (Practical: 3 days- slab/lining; 3 days- superstructure) (9 builders trained – 3 remaining as builders). Inspection of work on site – no certificates issued.	Operation Hunger	YES, - adapted by Leader Trainer	No integration of Theory and Practical. Leader Builder emerged. Differing levels of comprehension – Group Training

Appendix: 1E(iii)*Project: Mxaba**Province: EC***Project Team: Training**

Project Team members	Training received	Duration, , Accreditation	Provider	Relevance	Gaps
PSC	Meeting Procedures/ Roles/Constitution	3 weeks	DHRC	YES	
Project Team Manager	Project management + 2 weeks on site	3 weeks – 1 day test, Certificate	B Kupis, DHRC	YES	
Storekeeper		3 weeks – 1 day test, Certificate	DHRC	YES	
Foreman		2 weeks - Certificate	DHRC	YES	
Community Health Worker	First Aid Adv & General DOT Assisting Disabled, HIV, Orphans	4 weeks 3 months 1 month	Clinic Red Cross Clinic	YES	
Builders	Building, carpentry, plumbing	3 months – certificate. Courses?	Wild Coast Training	YES	

Appendix: 1F(iii)

Project :Wolwerivier

Province: WC

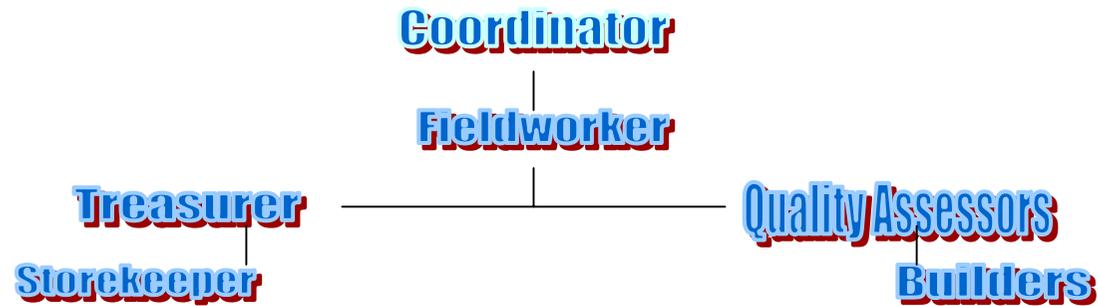
Project Team: Training

Project Team members	Training received	Duration, Accreditation	Provider	Relevance	Gaps
Project Leader	WORKSHOPS: BP writing Project Cycle development	3 days	PSTT	YES	Post graduate diploma in Community Development, Project management
Community Health Promoters	PHAST - Hygiene Awareness	2 days – no certificates	Project leader	YES	Assessment Accreditation
Builders	Practical construction training – low cost VIP	<ul style="list-style-type: none"> • 4 days on site (incl. Follow up)– certificates provided to builders who were assessed on basis of practical performance • 1 day at PENTECH on materials per unit, measurement, carpentry • 1 day – plaster mix and plastering – on site 	Community Projects Office - PENTECH.	YES	Incomplete – further plastering training needed Quality Assurance training

Annexure (iv)

- **Sanitation Career Maps**

Current



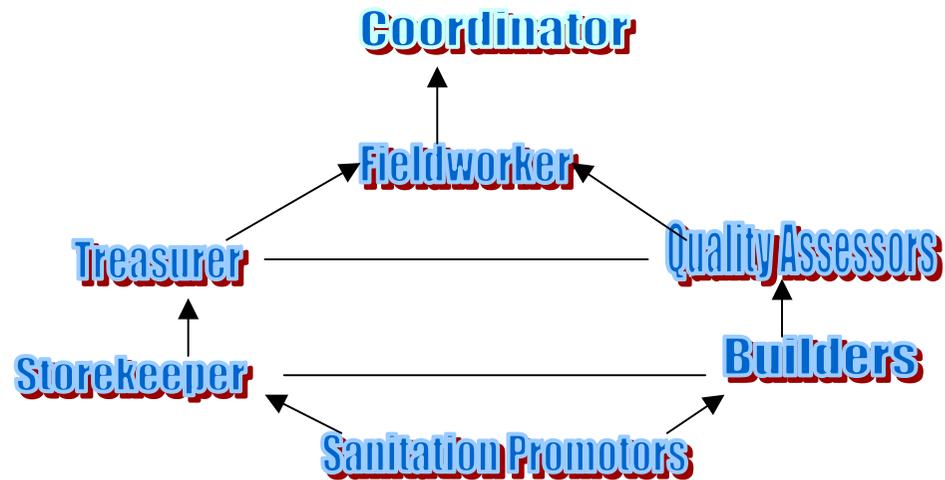
With Career Paths

Management

Supervisor/Trainer

Operator

Other



Level 4 - Std 10

Level 2 - Std 8

Appendix: 1B(iv)
Sanitation Careers
Current

Project: Winterveld

Province :Gauteng



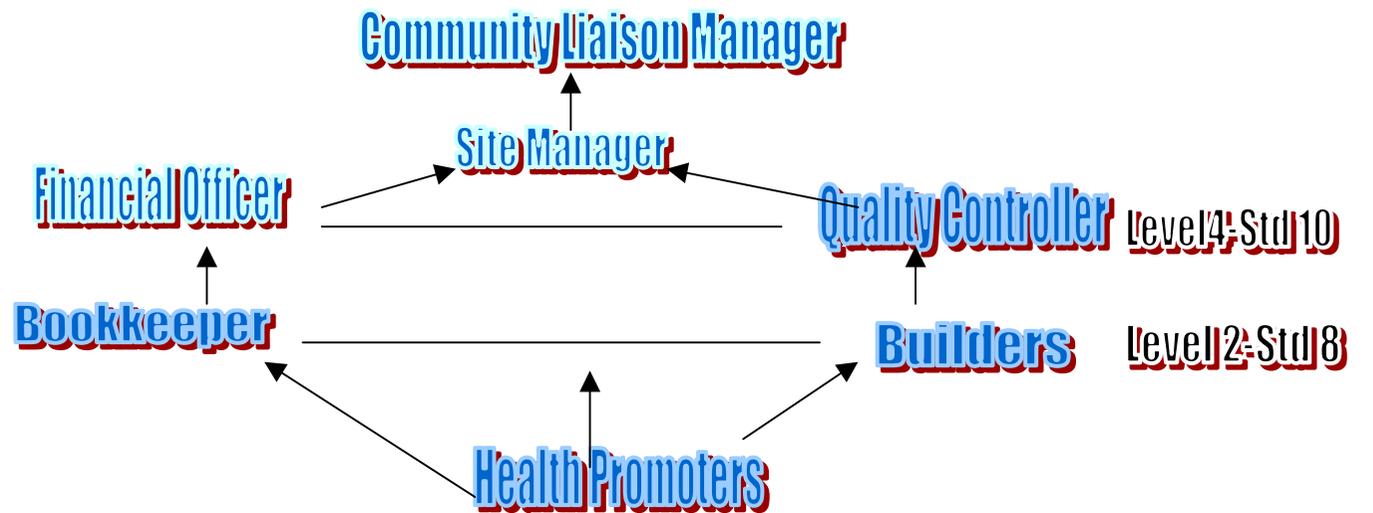
With Career Paths

Management

Supervisor/Trainer

Operator

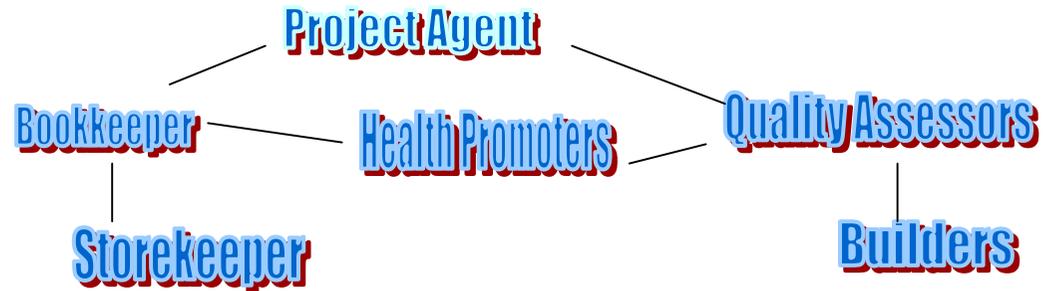
Other



Appendix: 1C(iv)
Sanitation Careers
Current

Project: Kwadodoza

Province : KZN



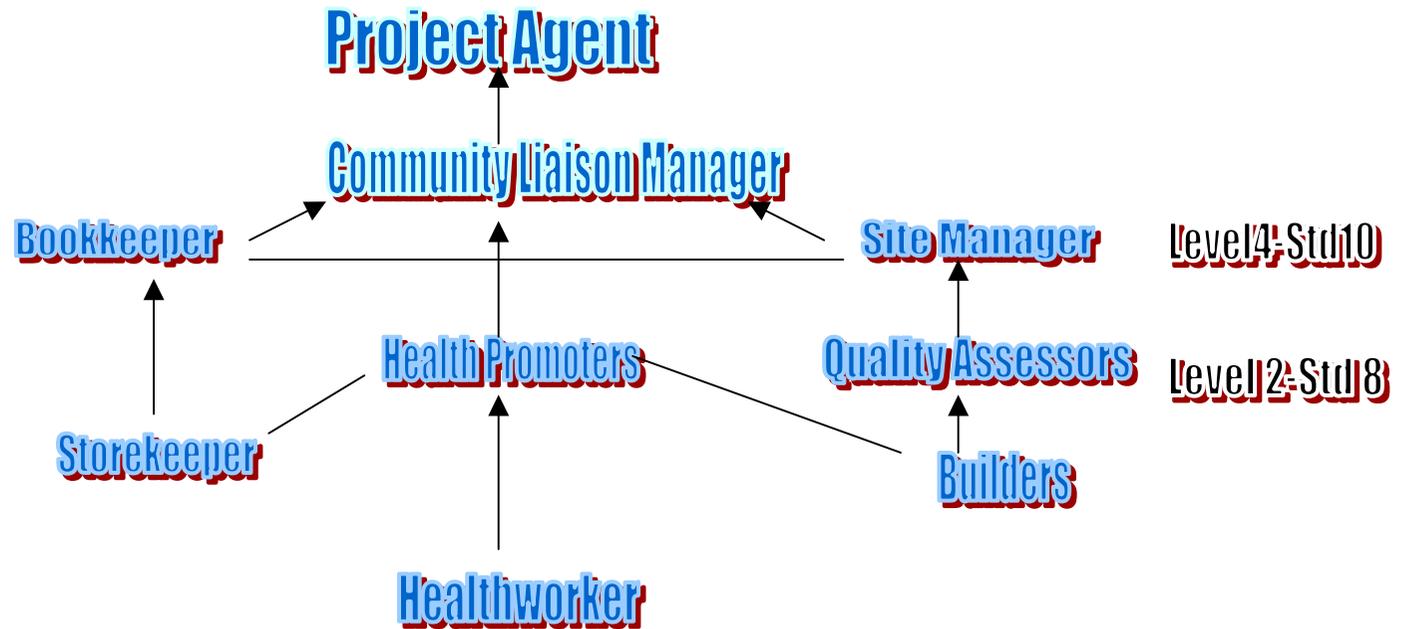
With Career Paths

Management

Supervisor/Trainer

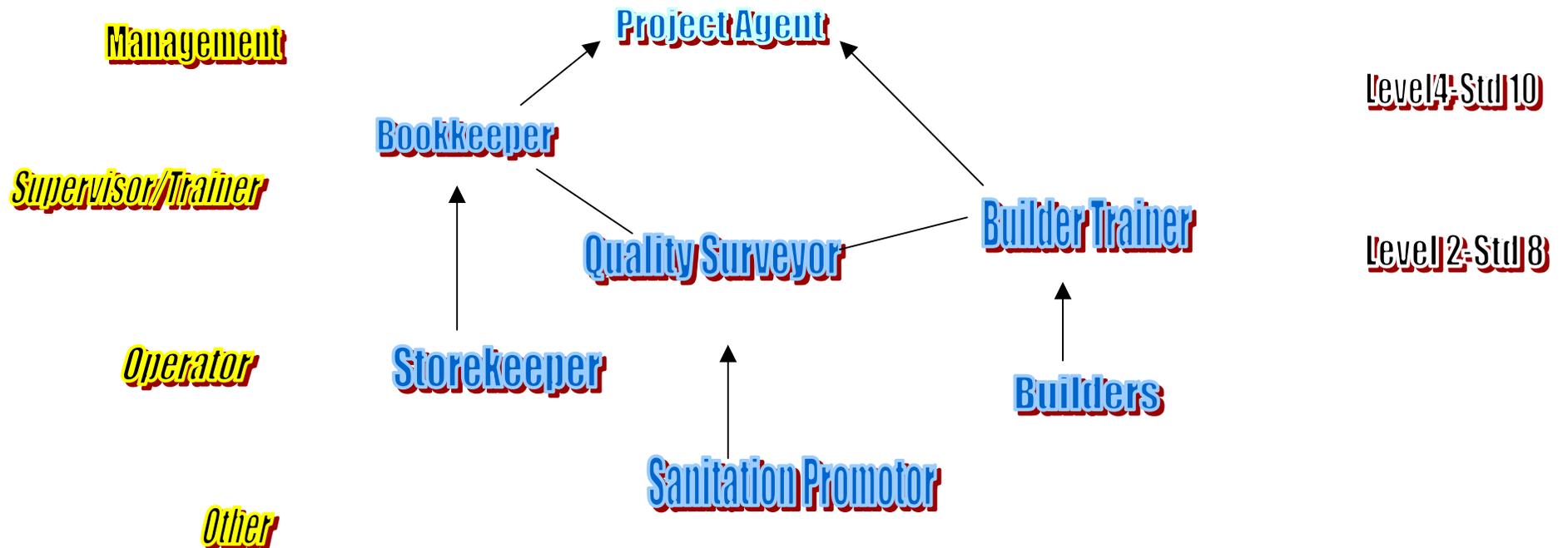
Operator

Other

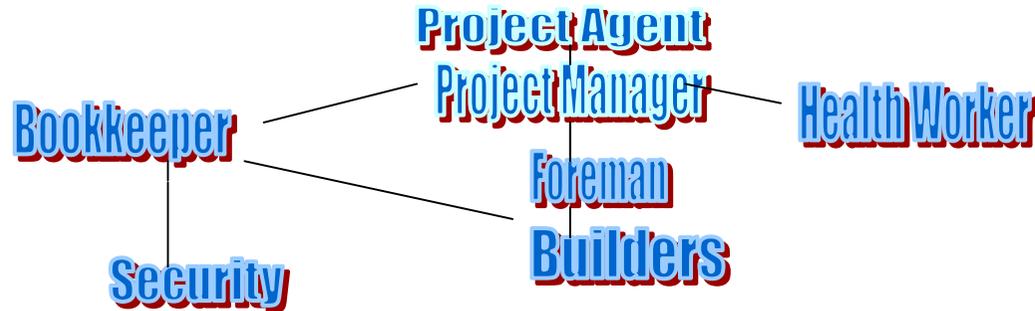




With Career Paths



Current



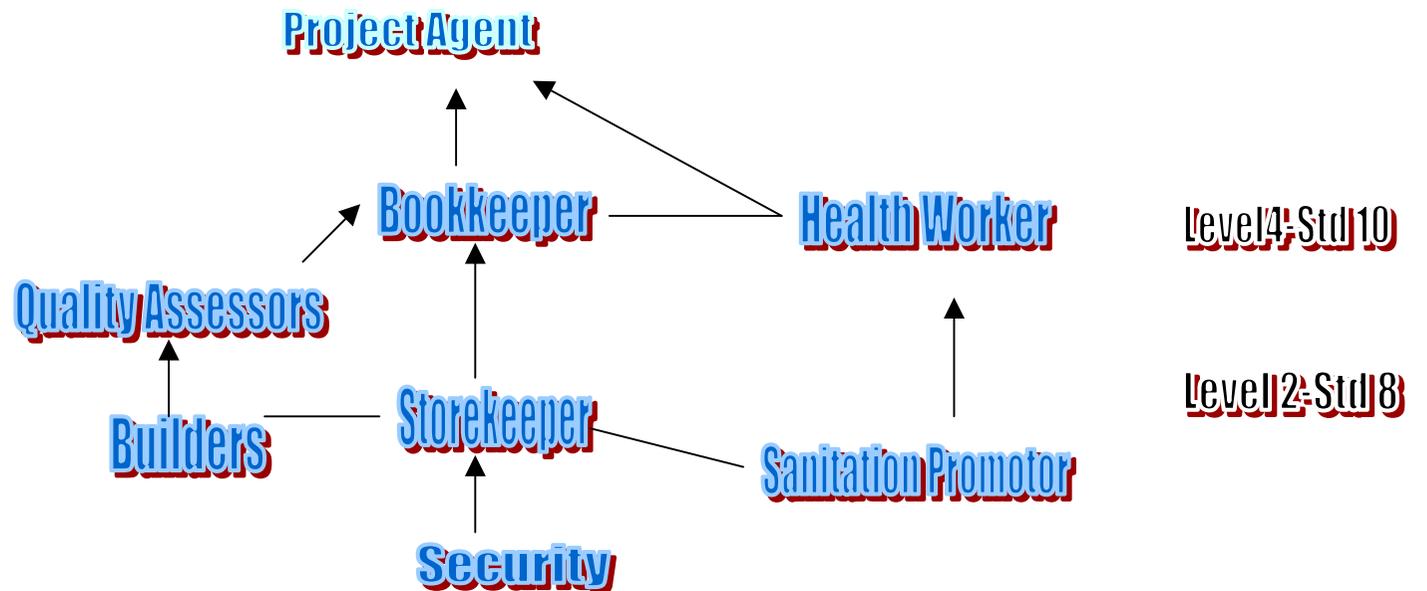
With Career Paths

Management

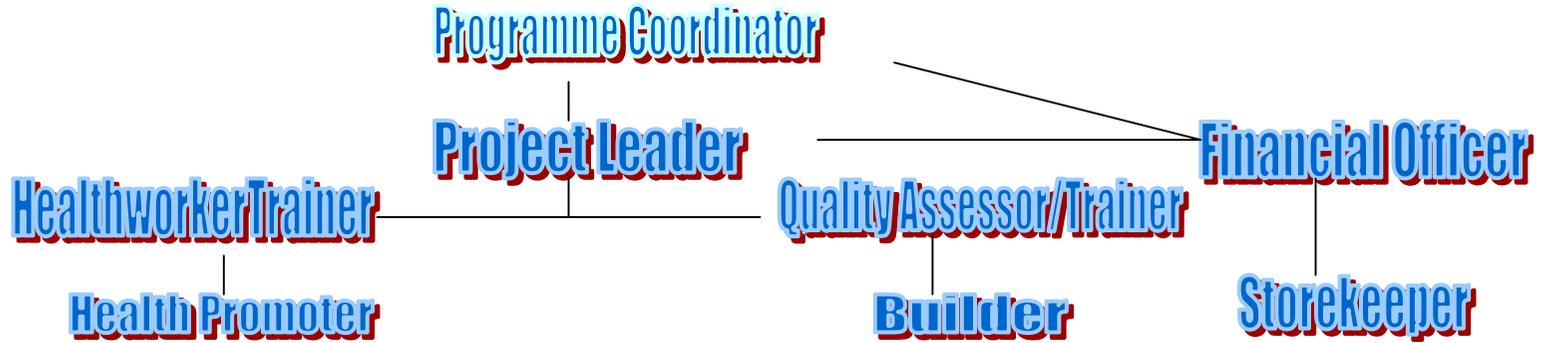
Supervisor/Trainer

Operator

Other



Current



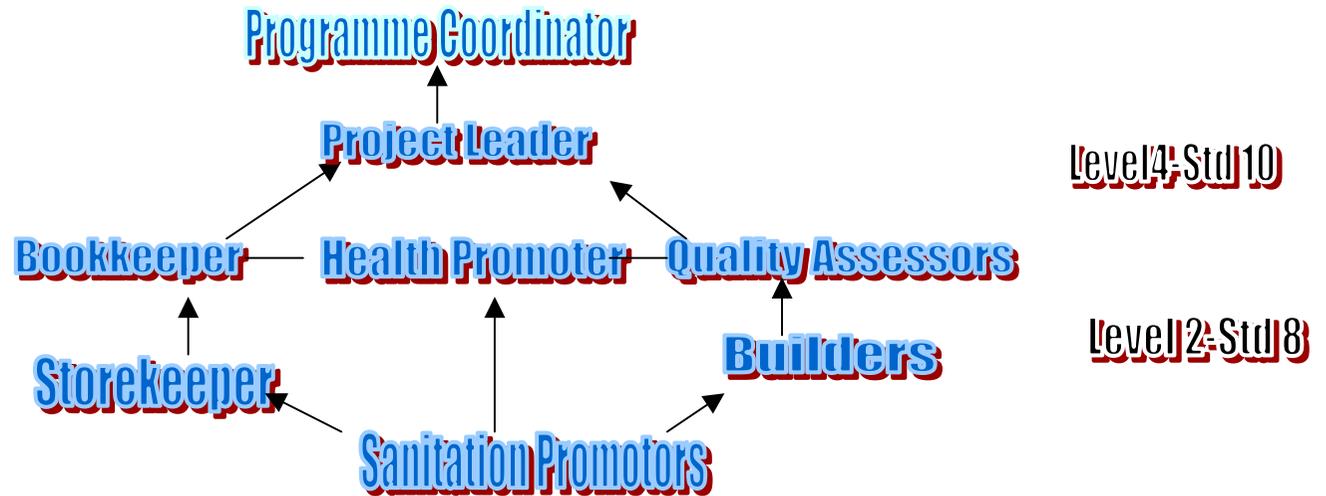
With Career Paths

Management

Supervisor/Trainer

Operator

Other



Annexure (v)

- **Activity Schedule**
- **National Training Forum 1st meeting
minute – 4 April 2002**

SCHEDULE OF MEETINGS AND EVENTS: SKILLS PROFILING

DATE	PROJECT STAFF	EVENT	PLACE
16/01/02	AL, DC, JG,DA	Researcher's Consultative Meeting: Method & Materials	Observatory, Cape Town
01-04/ 02/02	AL	Desk top study and proposal drafting	PENTECH, Belville
05/02/02	AL, DC	Proposal writing meeting	PENTECH, Belville
08/02/02	AL	Proposal compilation, Ghant Charts, Project cycle	PENTECH, Belville
01/03/02	AL, DC	Finalise Proposal for submission	PENTECH, Belville
08/03/02	AL, DC, JG	Finalise Work Shedule with project staff	PENTECH, Belville
28/03/02	AL, DC	PSTT/NSTT Meeting – liaise with PSTTs re:project	Pretoria
04/04/02	AL	Sanitation Sector Training Think Tank	SEDIBENG, Pretoria
09/04/02	AL	Project Briefing Meeting – DWAF, USAID	Pretoria
10/04/02	AL,DC	Work Schedule and Planning meeting: Contacts, Criteria	PENTECH, Belville
15/04/02	AL,DC, JG	Research Meeting: Questionnaire, refine methodology	PENTECH, Belville
16 -28/04/02	AL, DC	Liaison and Coordination of Site Workshops, Confirm sites <u>INTERVIEW PROJECT TEAMS & SITE VISITS:</u>	PENTECH, Belville
29/04/02	AL, DC	Tweerivier Sanitation Site visit - NAMAQUALAND	NORTHERN CAPE
02 - 03/05/05	AL, DC	Gauteng/Winterveldt Sanitation site visit: Project Team workshop	GAUTENG
06-07/05/02	AL, DC	KwaDodoza Sanitation Site visit	KWA ZULU NATAL
08/05/02	AL, DC	Kgamayasha-Kabe Sanitation Site visit	NORTH WEST
09/05/02	AL, DC	Mbaxa Sanitation Site visit	EASTERN CAPE
10 – 12 05/02	AL, DC	Compilation of Data and Report Writing	PENTECH, Belville
	AL, DC	Report writing and Presentation (for Think Tank)	Cape Town
13/05/02	AL	Presentation to Stakeholders and Planning of follow-up	Pretoria
15 – 17/04/02	AL, DC	Collation of Appendixes (data) and First Report	PENTECH, Belville

Sanitation Sectoral Training Sectoral Strategy Think Tank

4 April 2002

Sedibeng, DWAF: Pretoria

Facilitators: Alana Potter [AP] and Kathy Eales [KE]

Session 1: Workshop objectives & Introductions

The meeting opened at 8.40.

AP outlined the objectives of the meeting: to open discussions around developing a coherent training strategy for the sector. This raises a range of questions – who needs training, for what, by whom, how, by when and with what resources?

All participants were welcomed and introduced themselves.

Session 2: What changes have taken place in the sector since 1994?

Participants wrote key changes on cards that were then put up on the wall and sorted into rough categories. Key issues emerging included -

- The emergence of rural local government
- The new role of local government, in line with the Water Services Act and various aspects of local government transformation legislation
- Local government capacity issues: basic household sanitation is an entirely new area of responsibility for municipalities, and there is limited understanding of what is required or how to address that need
- The White Paper on Basic Household Sanitation, and the leverage this offers the sector
- The fact that municipalities are now responsible for all aspects of water servicing – and thus need a coherent and integrated approach straddling urban, peri-urban and rural areas
- Funding: what funds are available, where and how are they used, how is funding channelled and managed – and how this impacts on decision-making
- Different contractual relationships in implementing rural programmes – instead of DWAF contracting Implementing Agents directly, on behalf of local government, a growing number of municipalities are now IAs themselves.
- Health officials being transferred from province to district level
- Growing acceptance amongst practitioners of the merits of community-based approaches to sanitation – but we're no longer driving implementation!
- Growing complexity of roles and functions
- WSDPs are key intervention site

Immediate training implications:

- training for outputs (toilets, improved health etc)
- Training for processes to plan, implement and manage services
- Training for resources to support all this (trainers, materials development, tools etc)

Session 3: What does the training strategy need to achieve?

Very simply, sectoral role-players need to understand their roles and functions and be able to fulfil them effectively.

Session 4: Who needs what training?

Participants identified the different stakeholder groups involved in ensuring sustainable sanitation delivery – from household, municipalities, service providers contracted by the municipality, Health dept officials providing health promotion services, and provincial and national departments setting policy and regulating performance.

Participants split into four groups to examine the training needs of the stakeholder groups identified in Session 3. These groups included:

1. Municipalities
2. Service providers contracted by municipalities
 - a. NGO's
 - b. CBO's
 - c. Consultants/contractors
 - d. Water boards
3. Health services provided by government
e.g EHO's, CHW's and nurses (health promotion + service provision)
4. Provincial and National Government Departments (policy, strategy, regulation and support)
E.g. DWAF, Housing, Health

Training of household members is currently addressed primarily by service providers, who are contracted through municipalities.

Sanitation is only one of many municipal responsibilities. Often decision-makers and officials tasked with overseeing provision of sanitation services have limited understanding of sanitation – what is involved, how to achieve desired outcomes, and the range of technical options available and what the implications of these different technologies really are. Within settlements, needs and affordability varies, and this has important implications for support and servicing.

Participants were asked to join one of the four stakeholder groups and answer the following questions:

1. What are the roles and functions of this stakeholder group?
2. What do the key stakeholders need to know to achieve sustainable sanitation?
3. What can be done now without any support?
4. What skills and knowledge are still required?

Session 5: Report backs

Detailed report backs from each group will be mailed separately.

Session 6: What resources are available now? What's needed?

Mapping of training opportunities, resources, what's on offer: materials/courses, skills being developed by training?

- I. Santag – 5 day introduction to sanitation. Can be accredited as one module towards a Masters in Public Health.
 - a. Health & soc.
 - b. Technical options
 - c. Site visits
 - d. Finance & affordability issues
 - e. project management

- II. NCWSTI
 - a. BSc modules on water supply and sanitation
 - b. Two week short course –
 - i. awareness on Environmental Sanitation
 - ii. for NGOs, Health workers, community liaison officers
 - c. Tailored training resources (for local government primarily)

- III. DWAF
 - Range of training materials and documents:W&S
 - a. WSAs/WSPs
 - b. WSDPs
 - c. Training tools
 - d. Business plan guidelines & formats
 - e. Policy packs
 - f. PHAST / Soul City materials
 - g. M&E tools for participation
 - h. How to Build a VIP
 - i. PSTTs have access to all materials
 - j. LFA strategic planning
 - k. Groundwater protocol & poster series guideline
 - l. Managing & monitoring consultants (aimed at WSAs)
 - m. Contracting consultants (aimed at WSAs)
 - n. Log frame for provincial sanitation task teams

- IV Mvula Trust
 - Mvula has developed and presented much of the DWAF training materials
 - In addition has developed its own sanitation training materials.

It soon became clear that a wealth of training materials, courses and tools has been developed. We now need to look at how best to utilise them to grow and strengthen the sector.

Each university runs sanitation-related training – as part of civil engineering courses, health training etc. There is no co-ordination between them though.

UNP runs an MBA in Water Management – but this has almost no content on sanitation. David Hemson at UND runs courses in water and sanitation. Etc etc.

Most technikons run courses which impact on sanitation. PenTech runs internships in CWSS, and co-presents winter and summer schools course on sanitation and environmental health in conjunction with UWC.

Durban Metro has an outstanding training facility and has developed a range of materials. Etc.

Alvin Lagardien was then asked to present an outline of the work he has been commissioned by DWAF to do on developing an accreditation framework for the sanitation sector. *See separate attachment.* This includes a major skills profiling exercise, drawing on six PSTTs, to help identify gaps and opportunities in each region. After gathering information from a range of sources, the project will help develop a qualification matrix, with a sector training strategy, leading to accredited training and career pathing.

Session 7: Lessons from water sector training initiatives

AP highlighted the importance of co-ordinating training initiatives, to avoid wasting municipalities' time with repeated attempts to build capacity. Further, much training that is presented still fails to equip people to solve the practical problems that arise in their work!

Session 8: General discussion: Next Steps, and where to from here?

(Note: Abbreviations used for speakers are: Alana Potter = AP; Kathy Eales = KE; Richard Holden = RH; Jane Crowder = JC; d casella = DC; Andrew Mathabathe = AM; Dikago Mathule = DM; Alvin Lagardien = AL; Marie Brisley = MB; Mark van Ryneveld = MvR; Thomas Meso = TM; Mosabala Lipholo = ML; Abbas Shaker = AS; Cyprian Mazubau = CM; TG Nkome = TGN; Louise Torr = LT)

KE recapped the purpose of the workshop: to open discussions around how to improve co-ordination mechanisms around sectoral training, and help formulate a coherent over-arching sectoral strategy to ensure consistency in the wide range of training initiatives that are underway. How do we move forward from today?

AP: DWAF has constitutional mandate to provide sectoral support, therefore DWAF should be at the core.

MvR: Provincial and local level existing initiatives and players need to be acknowledged and included.

MB: But someone must drive the process with input from relevant stakeholders. Existing forums should be used, as long as there's a person (or one party) in charge of the capacity building and training in sanitation.

AL: Give training a special focus – using the existing coordination structures (PSTTs & NSTTs). The group present at the meeting can contribute too, e.g. the work done today in the strategy think tank approach and its impetus should not be lost, let it feed back into the NSTT and PSTTs.

MvR: At NCWSTI, it there discussion of Human Resource development and capacity building and training?

AS: There needs to be a recognised, accredited training entity driving this thing. Hesitancy exists towards giving authority to a training arm – whether it is the NCWSTI or a consortium of roleplayers. This vehicle needs buy in from the sector.

LT: Do we need a central vehicle? SANTAG developed a localised response to training needs, can't this be realised through a simple coordinating body?

AL: I share Abbas Shaker's sentiments. The second level of my project will look at setting up a consortium to address training or materials development.

RH: If all could offer the same course, using the same materials, and getting accreditation locally, the idea of a consortium could work.

MvR: There is a wide network of existing institutions and organisations. They all have different mechanisms and we need to be careful about being too prescriptive.

KE: There are a number of proposals: how to continue to mobilize the expertise and inputs? How to continue the debate? Are other people needed here that are missing – like Durban Metro's training people?

AP: We need to develop a strategy, and assess how PSTTs should be involved. Tease out how capacity will be developed, by whom, how, for whom? Part II can be when we address how, what, when & whom.

RH: We've all been working separately until now and a common message is needed in course content. It will probably grow organically from there, driven by individual organisations with a Steering Committee composed of representatives from various institutions who make sure it keeps moving.

MvR: We could have an email forum for information exchange – today has been useful for that.

CM: What about a Reference Group for Alvin that could give inputs into his work? And should we not include the Dept. of Health, DPLG, Education, etc. to keep them informed on work he's doing.

AL: There should be a task team to develop a strategy and once that is in place the PSTT training people should get together to develop training support.

KE: The sector needs to develop a strategy, before we can address the content or implementation strategies. There are a number of questions – what role the PSTTs would play, how would the strategy development process be resourced, what kind of networks needs to be developed and strengthened, etc.

How do we take forward the clear need to develop a coherent training strategy for the sector? Discussion today has been rich and valuable – on what basis do we convene again? Discussion so far has identified a number of ways of moving forward.

- a think tank for the sector
- a reference group for Alvin's project?
- a network for sharing resources?
- a network led by a single institution?

And how do we resource people's involvement?

RH: We're here due to personal interest, and we see the need as institutions. So, how to grow that organically? Driven by individual organisations dependent upon what each is willing to contribute?

MB: A formal structure is needed as there is a lot of work to be done. All the options will happen, but the process is the important part. A task team or steering committee to develop the strategy may be the start of the whole process.

AP: Start with the most widely agreed option and that will lead to a strategy's development.

KE: Next meeting must be held soon to further strategy development. One representative from each institutions to attend the next meeting.

Currently there's no finance for this, so we don't know how non-government people's involvement will be covered.

MB: DWAF will explore funding options. Thomas Meso is currently preparing a TOR for a capacity building and training strategy.

Next meeting: 13 May at 9.30 am at DWAF.

National Sanitation Training Forum -Contact List

NO	NAME & SURNAME	ORGANISATION	TEL.	FAX	E - MAIL
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