



**From the EXCO:**

**"Water Resources as Ecosystems: Scientists, Government and Society at the Crossroads"**  
**SASAqS CONFERENCE 2004 – Gauteng:** We would like to remind you that the annual SASAqS conference will be held from 5 to 8 July 2004. Members still interested in attending are asked to reply to the conference organizer, Lesley Stephenson ([stephensonl@ebe.wits.ac.za](mailto:stephensonl@ebe.wits.ac.za)).

**PROBLEMS WITH DELIVERY OF AJAS:** Some members have complained about not receiving their copies of the recent Journal, Vol 28(2), 20003. Subsequently the postal delays and non-deliveries of our Journal have been investigated by NISC and the Post Office officials. The Post Office are grateful for our bringing these matters to their attention and are working on getting the systems streamlined. NISC report that they have picked up problems with parcels that were sent to various centres, so it looks as though the problem was with several postings that were sent out in January, February and possibly in early March 2004. The Grahamstown postmaster will be monitoring the situation with the next batches of post.

**SASAqS AWARDS:** This is the second and last call for nominations for the SASAqS Gold, Silver and Bronze Medals. We particularly encourage nominations for the bronze medal. Please email nominations (which should include a CV of the nominee and a detailed motivation) to the chairman of the Awards Committee, Digby Cyrus [dcyrus@pan.uzulu.ac.za](mailto:dcyrus@pan.uzulu.ac.za) before the end of May. More information regarding SASAqS Medals can be found on [www.dwaf.gov.za/iwqs/sasaqs/Medals.htm](http://www.dwaf.gov.za/iwqs/sasaqs/Medals.htm).

## RESEARCH – LEADERSHIP LETTER FOR CMAs:

The first two letters in a weekly series on Leadership for CMAs prepared by Mark Dent are presented below.

### 2004, a decade of democracy for South Africa.

Great strides have been made in democratising South Africa's water law. When implemented fully it will have far-reaching, positive outcomes for the whole sub-continent. President Mbeki's focus for the next 5 years will be on delivery. One area of delivery that has been stifled for years now is the implementation of functioning Catchment Management Agencies and all the democratic structures and processes that accompany CMAs. These are central to the implementation of the democratic essence of the 1998 NWA

The Presidential imperatives of co-operation, coordination and integration in government and a peoples contract with civil society and business are embodied inter alia in the 1998 NWA. It is good legislation BUT leadership is a critical need for successful DELIVERY.

CMAs are new organisations which will need truly good leadership. This Leadership Letter (weekly series) is designed to contribute to the development of insights into leadership issues that will confront CMA Board members and others involved in all levels and structures in water management.

Leadership A-Z for CMAs	Imperatives that leaders know
A – Attitude	An attitude of openness and co-operation is key and leaders know that affordability will drive this home far harder than sentiment.
B – Buy-In	Leaders of stakeholder groupings know that others will only buy-in to your vision after they have bought into you. Sound relationships are imperative.
C – Control	Control is essential BUT it must be balanced with creativity, innovation and thinking win-win.
D – Delivery	Delivery on the promise of Equity; Environmental sustainability; Economic efficiency is non-negotiable and is dependant the long overdue CMAs.
E – Equity	Equity is everything. If the process, knowledge power or allocation is not equitable, enforcement will be impossible and peace will be illusive.
F – Far-sighted	Leaders see far beyond the mechanics of implementation to an equitable, social process of allocation based on knowledge equity amongst the stakeholders.
G – Global	Leaders think global to SADC, NEPAD and beyond and act locally to establish the core values and systems that will underpin the process.
H – Healthy conflict	Leaders understand the value of developing an environment where there is a healthy conflict of ideas.
I – Integration	Co-operative governance is constitutionally mandated and therefore by implication so is integration. Co-operation cannot exist without integration of information systems.
J – Joint decision-making.	Leaders appreciate that joint decision making must be founded on joint information and knowledge systems.
K – Knowledge	Creation and sharing of knowledge is ALL about people, caring and trusting.

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L – Locally relevant	Leaders in the SA Local Government Association (SALGA) will ensure that processes, decisions and actions are locally relevant.
M – Memory	Institutional memory stimulation and retention is a passionate pursuit of good leaders.
N – Networking	Networking is key and leaders know that their prime function is to foster and protect it.
O – Outcomes	Outcomes based focus is vital for stakeholder satisfaction and buy-in.
P – Process	An inclusive, integrated, equitable process is axiomatic if allocation is to be considered equitable. Wise leaders understand this and will accept nothing less.
Q – Quality	Quality of outcome is directly dependent on the quality of leadership.
R – Regionally relevant	Regionally relevant solutions must be predicated on a philosophy of interest based bargaining which will challenge our full range of leadership skills.
S – Systemic	Systemic thinking demands connected, integrated systems which leaders know must be inclusive & complex yet affordable.
T – Triple bottom line.	Leaders rise to the challenge of meeting the non-negotiable challenge of the triple bottom line. King II and countless international accords demand nothing less.
U – Urgency	It is 6 years since the 1998 NWA became law. Its implementation through skilled leadership in the CMAs is urgent, for the sake DELIVERING on the promise of EQUITY if nothing else.
V – Verification	Leaders are comfortable with the prerequisite that all the pieces of the water puzzle must be verified from all sides.
W – Wisdom	Wisdom is the goal of leaders who know that data, information and knowledge are steps along the path to wisdom, NOT issues to fight over whilst the triple bottom line remains ignored.
X – Xenophobia	Leader strongly avoid actions that will lead to labelling, stereotyping and Xenophobia. Leaders play the ball, not the man.
Y – Yoked	Leaders appreciate the value of being spiritually yoked on the outcome of equity; environmental integrity and economic efficiency.
Z – ZERO	Leaders are convinced that there is ZERO chance of pulling out of the 1998 NWA commitment to equity through the CMA process.

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#### **Leader's vision of the CMAs.**

One of the hallmarks of a leader is the possession of a clear and compelling vision. It is interesting to speculate on some key elements that would be contained in the visions of good CMA stakeholder leaders.

- Leaders would see a wide road with exciting prospects BUT with no space to perform a U-turn. They would see not the slightest possibility of backsliding into past ways of managing our water resources.
- Leaders would see the clear imperatives of equity, environmental sustainability and economic efficiency embodied in the 1998 NWA and enacted through the CMAs.
- Leaders would see leadership in CMAs as a key to delivery on the promise of EQUITY, embodied in the 1998 National Water Act.
- Leaders would see a large pent up wave of expectation of delivery from the previously disadvantaged people. They would see the strong political wave moving in behind this

demand for equity. They would see NO possibility of delaying the inevitable any longer, NOT for any interest group. Certainly not for those who had benefited in the past and who were continuing to benefit from the delays in implementation.

- Leaders would see images of the SA Local Government Association (SALGA) playing an increasingly powerful and important role on behalf of the previously disadvantaged.
- Leaders would see the potential that SALGA has to redress the current inequality in knowledge power between the "haves" and "have-nots".
- Leaders would see the social process of water allocation leading us into the future and that this process was very different from the science & engineering processes which dominated the past.
- Leaders would see the power of stakeholder groupings balancing each other in the allocation process, so that no one group could have things all their own way.
- Leaders would see the convergence of the key elements of the 1998 NWA and the demands of the Integrated Development Plans (IDP) processes, as local government now covers all of South Africa.
- Leaders would see the need to develop or adopt integrated modelling and information systems as a vital pre-requisite to integrated management.
- Leaders would see an urgent need to investigate international best practice in regard to the above systems.
- Leaders would see the organisational and behavioural changes needed amongst government and the stakeholders if they were to face the realities of short, open and limited revenue streams in the funding of CMAs.
- Leaders would see the potential impact of the King II Report and its the emphasis on the triple bottom line.
- Leaders would see the potential as envisaged in the 1998 NWA and become energised to overcome the long delays (now 6 years) in its implementation as calls for EQUITY become more compelling.
- Leaders would see water issues on a local, national and an international scale and look for the common threads.

Leaders would see the interconnectedness of water resources in southern Africa and would see the clear linkages to NEPAD and the behavioural changes (predominantly co-operation) that NEPAD will induce.

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## REGIONAL FRESHWATER BIODIVERSITY CONSERVATION INITIATIVE

Last year WWF and The South African Institute for Aquatic Biodiversity (SAIAB) initiated a discussion about freshwater biodiversity conservation, with the aim of developing a strategic plan and research programme, with a southern African slant. Biodiversity, its importance in ecosystem functioning, and its protection, is perhaps the central paradigm underlying conservation philosophy and management. A meeting was held in Grahamstown to develop terms of reference for the proposed research programme. As a result of this preliminary meeting, WWF approached Mondi for seed funding for a regional workshop to design such a strategic plan and research programme. Mondi, together with Anglo American, have generously provided joint funding, and the plan is to hold the regional workshop in April 2005.

One of the requirements for the workshop is that it should be fully inclusive of all the different provinces and the countries, which share rivers with South Africa. It has been suggested that the way to ensure representivity was initially to identify a coordinator for each province/country. These coordinators would be responsible for contacting all the people in their area potentially interested in freshwater biodiversity conservation and organise a provincial meeting, at which they would gather the delegates' ideas on freshwater biodiversity, and produce a starter document for the 2005 regional workshop. These starter documents would be compiled into an overall starter document, identifying research and management issues to be addressed by a freshwater biodiversity conservation programme.

The initial suggestion for the scope of the strategic plan and research programme is that it should deal with all aspects of biophysical diversity, including components, structures, functions and processes at a range of scales from the gene to the landscape, as described by Noss (1990). A suggested theme for the programme is that it should concentrate on the value and functions of biodiversity for people. The programme would therefore have to extend well beyond the cataloguing of numbers of species, and address the ecological roles of biodiversity in freshwater systems, and their value and usefulness to people.

I need to:

- Draw up a comprehensive list of all possible interested parties in their area, and provide this to the steering committee. This list should include Biologists and Ecologists, Microbiologists, Geographers, Environmental Scientists and Educators, process scientists and engineers (e.g. Hydrologists) with an interest in biodiversity, conservationists, managers, and policy makers. It will be important to make sure that the list is representative of all race groups and both genders. (Before 7<sup>th</sup> April 2004 – date for meeting in PE).
- Organise a provincial meeting to gather and coordinate the ideas from their area. (By July 31<sup>st</sup>, 2004).
- Compile a list of the attendees at the provincial workshop and send it to the steering committee (By August 15<sup>th</sup>, 2004).
- Compile a starter document to be incorporated into the regional workshop. (November 30<sup>th</sup>, 2004).
- Provide a list of delegates who wish to attend the regional workshop, and their willingness/ability to fund their attendance. (November 30<sup>th</sup>, 2004).

The Steering Committee will send you a "straw dog" document which was prepared from the meeting in Grahamstown last year, and which suggests some possible directions for a biodiversity programme. There is no obligation for the delegates to accept or follow the tentative ideas in this document, but it will hopefully stimulate some discussion. Following the Regional

Workshop (April 2005), members of the steering committee will finalise a draft strategic plan for freshwater biodiversity conservation and associated research programme, and distribute it to all interested parties for comment.

WWF will take guidance from this process to inform the development of its own emerging freshwater conservation programme, and to clarify the most appropriate role it could play in supporting others in this arena. WWF has undertaken to then secure funding for those parts of the strategic plan and associated research programme, which align with its freshwater priorities, in collaboration with partners. We hope that you will join us in this enterprise, which is ultimately aimed at the protection of the natural biodiversity of our rivers, lakes, groundwater and wetlands.

Please send your particulars if you would be interested to be part of the provincial forum. Send the message to other colleagues, who might be interested, we want a complete list of interested and affected parties.

Yours sincerely

Wynand Vlok  
(Tel: 015 268-2207; e-mail: wynandv@unorth.ac.za)

▶ **MEETINGS:**

1. SASAqS Annual Conference (5-8 July 2004) – Midrand, Gauteng (Lesley Stephenson, Wits University)

▶ **PUBLICATIONS:**

► **JOB OPPORTUNITIES/ COURSES / BURSARIES AND FELLOWSHIPS:**

1. **Assistant Manger: Freshwater Ecosystem Health, Directorate: Resource Quality Services:** Candidates must be in possession of an appropriate minimum four-year B Sc degree (Hons) or equivalent qualifications, majoring in Entomology or Zoology, Botany, and any of the following subjects, Freshwater Aquatic Ecology or Environmental Sciences as well as appropriate experience in water quality monitoring and assessment. For more detailed information refer to the attached file or contact MR. BR MADIKIZELA on **012-808 0374**.

Particulars furnished must be limited to the space provided.  
\*Delete what is not applicable.

Dep./Admin.: <b>Department of Water Affairs and Forestry</b>		Date: February 2004
Ref. No. S4/2/3/2/1	Enquiries: Mr B.R Madikizela	Tel. No. 012 - 808 0374

The post became vacant on 01 December 2003. It is crucial to fill the post of an Assistant Manager: Freshwater Ecosystem Health, Resource Quality Monitoring in order for the Directorate: Resource Quality Services to perform its function, i.e., to develop and maintain freshwater biomonitoring and assessment programme, guidelines and ecological Reserve methods in water resources. This function is captured by D: RQS's mission that is "to provide the national water resource management function with the water resource quality and technical information, guidelines and procedures necessary to address the strategic and operational requirements for the protection and assessment of water resource quality.

1. Designation of post: Assistant Manger: Freshwater Ecosystem Health, Directorate: Resource Quality Services	
2. Salary scale: R156 516 – 181 710 (Level 10)	3. Centre: Roodeplaat Dam
<p>4. Requirements (educational/experience/other requirements)</p> <p>Candidates must be in possession of an appropriate minimum four-year B Sc degree (Hons) or equivalent qualifications, majoring in Entomology or Zoology, Botany, and any of the following subjects, Freshwater Aquatic Ecology or Environmental Sciences as well as appropriate experience in water quality monitoring and assessment. The following factors will serve as a strong recommendation:</p> <ul style="list-style-type: none"> <li>➤ Proven ability to integrate and interpret biomonitoring water quality data and draw scientifically sound conclusions in a scientific report</li> <li>➤ Knowledge of biological water quality monitoring and assessment</li> <li>➤ Basic knowledge of the geographical information systems</li> <li>➤ Proven ability to communicate scientific information succinctly and clearly, verbally and in writing</li> <li>➤ Computer literacy and ability to use software packages such as MS Word, Excel, Powerpoint, MS Project and Internet</li> <li>➤ Knowledge of the National Water Act (Act No. 36 of 1998) and related legislation</li> <li>➤ A candidate must have a code 08 driver's license</li> </ul>	
<p>5. Duties</p> <p><b>The duties of the incumbent of this post will include the following:</b></p> <ul style="list-style-type: none"> <li>➤ To assist in the design, development and institutionalization of the National Aquatic</li> </ul>	

<p>Ecosystem Biomonitoring Programme (RHP)</p> <ul style="list-style-type: none"> <li>➤ Investigation and evaluation of the biological quality of surface water resources, including wetlands</li> <li>➤ Participate in the development and re-refinement of macroinvertebrate monitoring guidelines</li> <li>➤ Assist in planning and development of methods to determine the ecological Reserve, using fish, vegetation and macroinvertebrates</li> <li>➤ Assist in planning and development of level two ecoregions in South Africa</li> <li>➤ Provide scientific and technical support to clients and research partners in biological water quality monitoring aspects</li> <li>➤ Assist with organizational development and management</li> <li>➤ Involvement in mentorship activities, application of the Skills Development Act and in general Transformation issues</li> </ul>
<p>6. Commencing salary</p> <p>a) Commencing salaries not exceeding <b>R181 710</b> per annum may be granted in recognition of appropriate post-qualification / experience</p> <p style="text-align: center;">OR</p> <p>b) Commencing salary: <b>R 156 516</b> per annum.</p>
<p>7. Note/Remarks (Essential information not appropriate to the other headings). The RQS is an equal opportunity organization. Preference will be given to the previously disadvantaged and disabled applicants</p>
<p>8. Applications/Enquiries to the: <b>Director: Resource Quality Services, Private Bag X313, PRETORIA, 0001</b> <b>for Attention : Mr B.R. Madikizela</b></p>
<p>9. Telephone: <b>012-808 0374</b> ..... for Head of department</p>

**Please visit the Society website on [www.dwaf.gov.za/iwqs/sasaqs/](http://www.dwaf.gov.za/iwqs/sasaqs/) for updates on SASAqS matters.**