

A DECADE OF THE MVULA TRUST

1993 - 2003



Supporting Water and Sanitation Development



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Makapung Water Project

Photo by: Rowan Duvel

The Mission Statement of The Mvula Trust

Our mission is to contribute to improving the health and livelihoods of poor and disadvantaged South Africans in rural and peri-urban communities through facilitating delivery of integrated and sustainable water, sanitation and related services.

The Mvula Trust Strategy

- Supporting local government in the delivery of sustainable, reliable, and affordable water services;
- Testing and advocating sustainable models of cost-effective water services delivery; and
- Maximising the capacity building and economic benefits of water investments for poor communities.



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Chairperson's report

2003 marks the end of the first decade of the existence of The Mvula Trust, and 2004 the first decade of democracy in our country. Both the country and Mvula have seen many positive changes over these 10 years, and I am proud to have been able to contribute to both.

The water and sanitation sector is delivering on government's mandate to realise fundamental human rights for all citizens – and millions of previously un-served people now have access to clean water and safe sanitation. The Mvula Trust has been a partner and key role player in this, and I have no doubt will continue to make its unique, community development-orientated contribution – as a not-for-profit organisation supporting local government in its mandate to serve its people, and determined to ensure that local communities benefit way beyond access to basic services in terms of local economic and skills development.

From the historic agreement between Mvula and the Department of Water Affairs and Forestry in 1995, and an evaluation of the work of the Trust in 1996, to the conference in May 1998 in Washington which recognised Mvula as one of six outstanding examples internationally of organisations involved in community-based water and sanitation provision, we have ensured that we strive always to deliver a sustainable and cost-effective service to our clients. A number of our projects have received recognition through awards, and in 2002 the international Water and Sanitation Programme published a case study on Mvula as an exemplary African NGO.



Rejoice Mabudafhasi

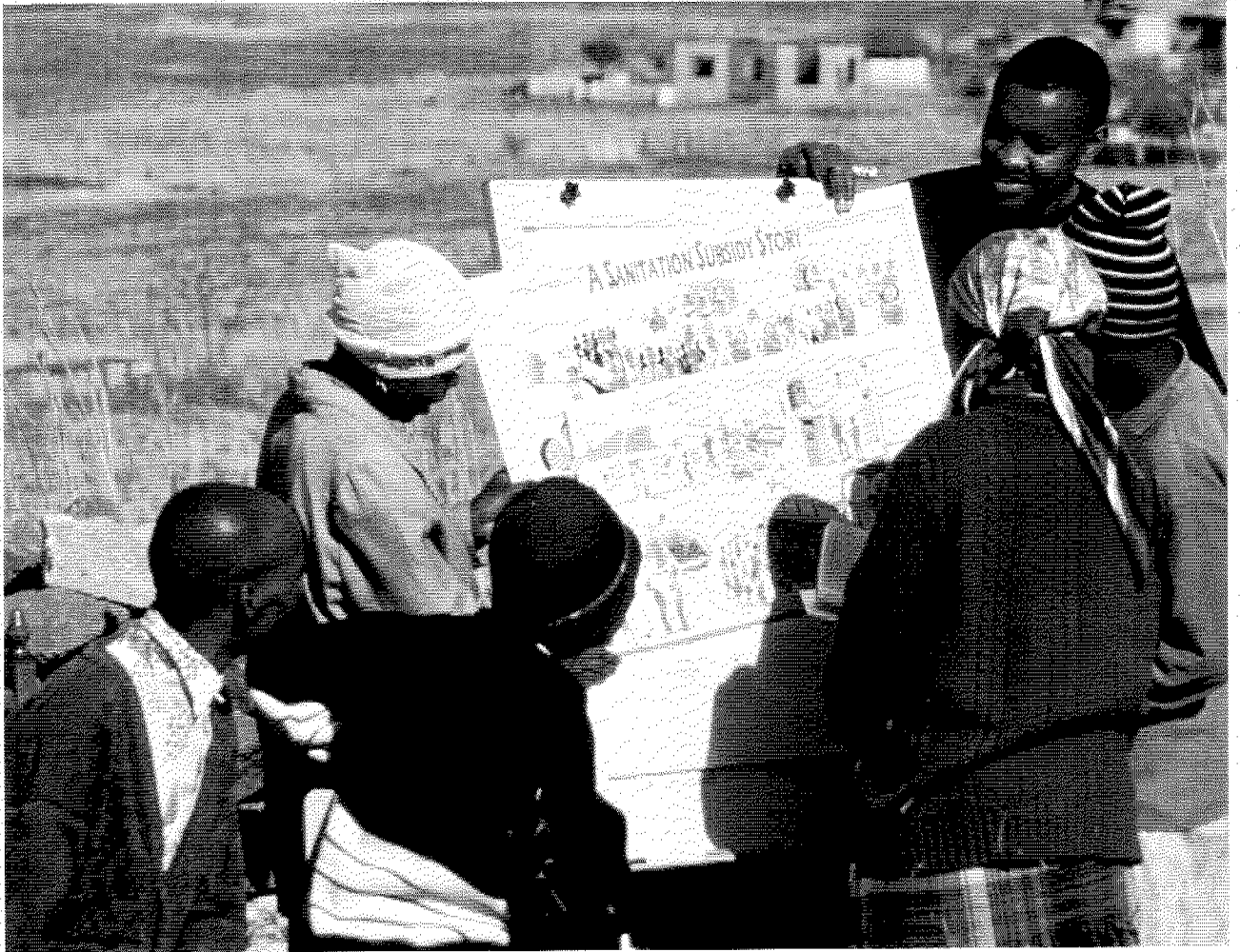
My sincerest gratitude to all of those who have been associated with us over the last 10 years – Trustees, donors, partners, clients and friends. Your willingness to support our vision and work has been inestimable. We look forward to the next decade where our collaboration with you and others will mean that we in The Mvula Trust may continue to make our contribution to ensuring a better life for all in South Africa.

A handwritten signature in black ink, appearing to be 'RM', written in a cursive style.

Rejoice Mabudafhasi

Board Chairperson

Deputy Minister: Environmental Affairs and Tourism



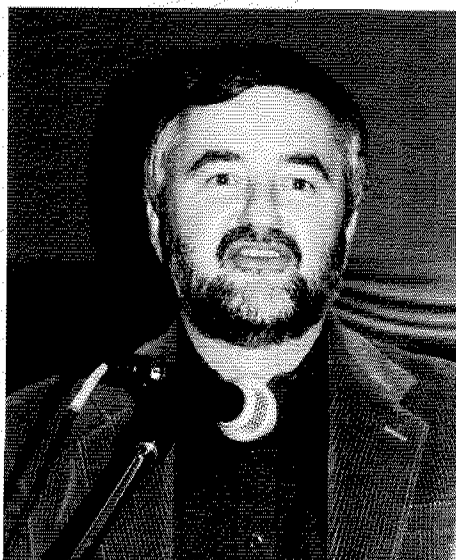
Mvula develops materials to support informed decision making in communities and municipalities. Dzunani Nyathi (Nelspruit Regional Office) explains the sanitation subsidy in an Mpumalanga community.

Photo by: Rowan Duvel

Executive Director's report

This Report celebrates the first 10 years of The Mvula Trust, tracing its growth and development, and highlighting significant projects and achievements. Our first decade coincides closely with the first decade of the New South Africa – we were founded in late 1993 by the Kagiso Trust (with a grant from the European Union), the Independent Development Trust and the Development Bank of Southern Africa. We were set up both as a water and sanitation project implementing organisation, and as a learning organisation which would help give direction to the new democratically elected government's national Community Water Supply and Sanitation Programme.

Mvula is the largest water and sanitation non-governmen-



Martin Rall

Mvula is the largest water and sanitation non-governmental organisation (NGO) in South Africa. We have disbursed over R600 million since 1993 through implementing water and sanitation projects.

tal organisation (NGO) in South Africa. We have disbursed over R600 million since 1993 through implementing water and sanitation projects. Since 1996 this has increasingly been done in support of local government. One of our strengths is our ability to combine implementation with policy and strategy development. Another is to use our experiences to advocate good practice. We pilot and promote innovative approaches, and promote the role of community-based organisations (CBOs) and demand-responsiveness in achieving sustainable water and sanitation services – and we do so with proven and workable models.

Mvula has been faced with many challenges over the past 10 years – not least having to make the change from an NGO which relied on substantial core funding to support its innovations around appropriate technology and policy work, to an NGO that operates in the same way as a not-for-profit company. Currently, the main challenge we and other NGOs are facing is that of competing on an

uneven playing field with the private sector to demonstrate to municipalities our added value as NGOs.

Over the past decade we have put much effort into strengthening our financial and project management systems and human resources, promoting employment equity, and ensuring that staff share a common vision, ethos, and understanding of the values underpinning our developmental approach. We have effectively decentralised much of our work to Regional Offices, and have more than once restructured to adapt to our changing business and clientele. We have adopted a long-term strategic plan to ensure our continued relevance and impact into the future.

Over the next while The Mvula Trust will focus its energy on the following:

- strengthening our competitiveness as a preferred service provider of local government;

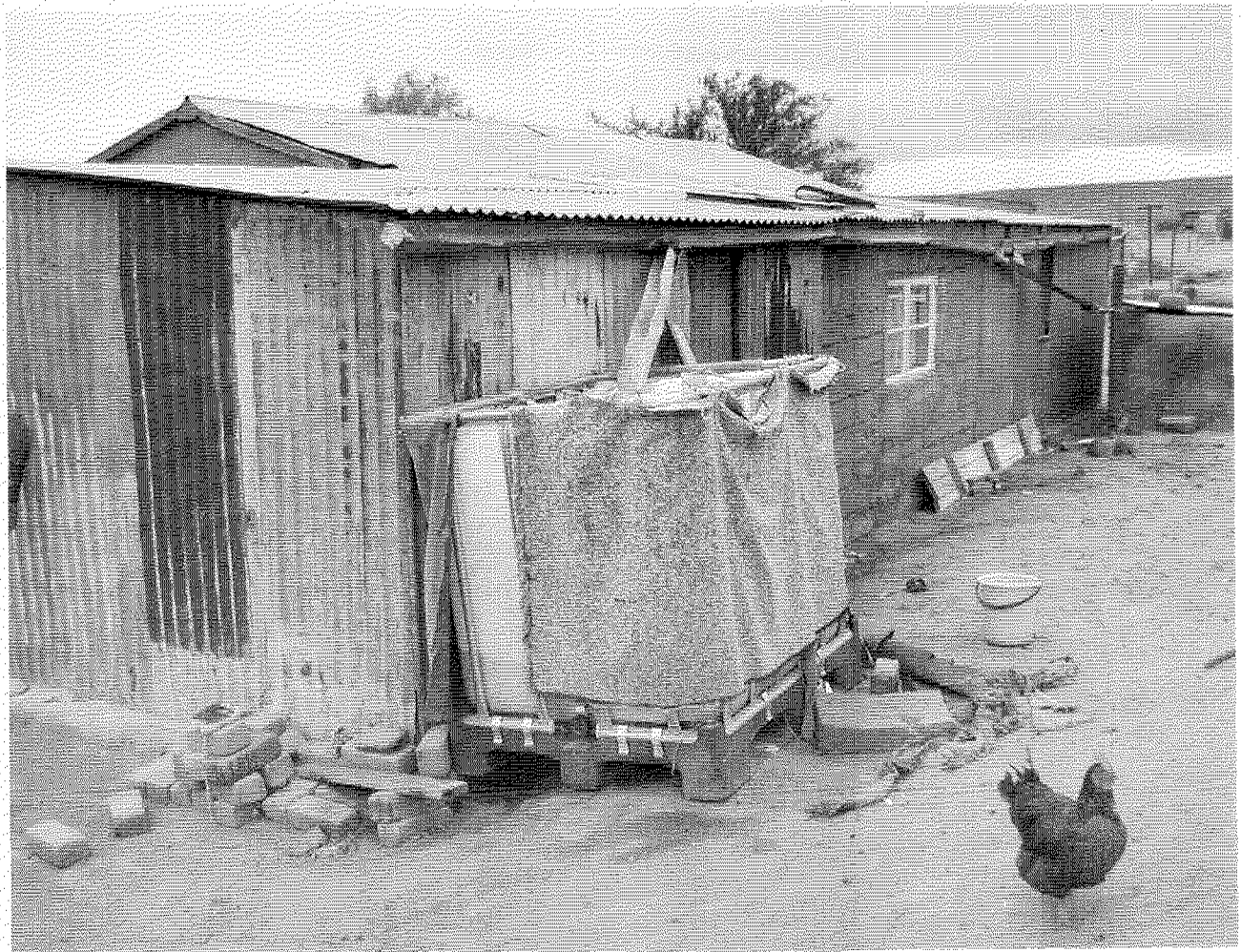
- ensuring that poor rural communities that we have worked with benefit from free basic services policies;
- carrying out activities in an integrated and developmental way, with a strong focus on local economic development and water for productive uses; and
- strengthening our advocacy role.

Throughout our 10-year history we have retained our commitment to delivering a sustainable service and sharing lessons. We recognise with gratitude the enormous contribution of the Trustees and staff.



Martin Rall

Executive Director



Mvula works with communities to build on their own initiatives. Aunt Sophie (Klipfontein, Northern Cape) installed her own rainwater harvesting system as part of a broader project to increase people's access to water in this water-stressed area.

Photo by: Richard Holden

The Mvula Trust added value

by *Bethuel Netshiswinzhe*

The Mvula Trust has a proud history in terms of the contribution it has made in the water and sanitation sector in South Africa and internationally. With 10 years of experience, Mvula has established itself as the lead water services delivery NGO.

The road travelled in the last decade has not been an easy one. Mvula, through its visionary and innovative leadership and highly committed staff, managed to adapt and position itself as a credible partner to government and donors. Mvula's core business today is to support municipalities and other key sector role players in sustainable service provision in the water and sanitation sector.

Moving forward often requires taking one step back to reflect on key lessons learnt. This section serves to reflect on Mvula's value proposition. There are many ways in which Mvula adds value in the water and sanitation sector. These include, but are not limited to the following:

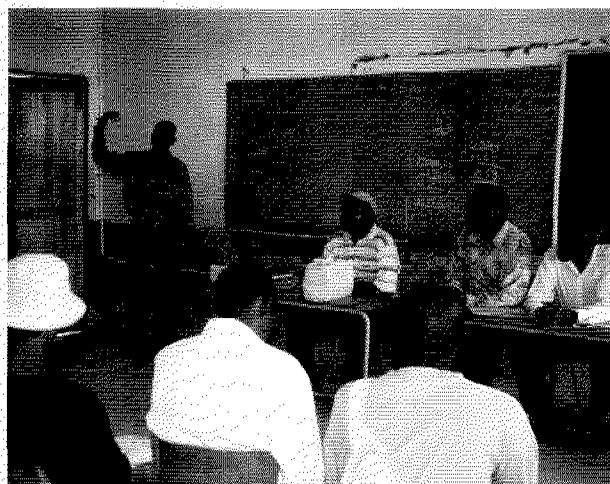
a) Support to municipalities

Over the past few years Mvula has scaled up to support municipalities in addressing the water and sanitation services backlog. The recent strategy to open satellite offices brings us closer to our clients. For example, in the North West Province our project staff members are located within the offices of the municipalities with whom we work. Our work and involvement in the sector straddles both high-end strategic policy support and mainstream implementation. We offer implementation and programme management support in water and sanitation,

strategic support to municipalities and national role players in the areas of development of policies, sound planning, funding mechanisms, effective delivery models, training and building of institutions.

b) Understanding of sectoral policies

Mvula's Policy Unit based in its Head Office is staffed by high-level policy specialists with a good understanding of sectoral policies. Policy specialists are employed in the following areas: sanitation, training, monitoring and evaluation, institutional and social development, local government, and communication and advocacy. The role of policy specialists is to support and promote sustainable



Meeting between Ward Councillor Nicolas Ramoloi (Greater Tzaneen Local Municipality) and the Morapalala community

Photo by: Rowan Duvel

approaches through developing appropriate implementation frameworks and models, developing implementation tools and guidelines, documenting and disseminating lessons learnt, and providing training and capacity building support to key sector role players.

To bring the strategic support function closer to municipalities, Mvula has begun appointing Strategic Support Specialists in Regional Offices. Their main function will be to assist municipalities in developing mechanisms and tools to implement the requirements of national policy.

c) Integration of policy development and implementation

Mvula was deliberately established not only as a project implementation organisation, but also to focus specifically on contributing to policy development and good practice in the sector. Over the past 10 years Mvula has made significant achievements in this area by developing and piloting innovative approaches to water and sanitation services delivery. This was largely possible through the European Union (EU) NGO programme, the AusAID programme, and other donor programmes. Through these programmes Mvula developed and implemented a range of policy and implementation projects to develop and test new ideas and approaches. The outcomes of these innovations were used to influence key national strategic policy initiatives. For example, the approach articulated in the Basic Household Sanitation White Paper (2001) was piloted by Mvula between 1994 and 1997. Through combining policy and implementation Mvula is able to ensure that lessons learnt from the field feed back to strategies and policies at local, provincial and national level.



Training local builders in toilet making

Photo by: Richard Holden

d) Development of appropriate institutional models for sustainable services delivery

Over the years Mvula has taken a lead role in the development and piloting of a community-based management model for water and sanitation services delivery. Today this model has evolved into a partnership approach between municipalities and appropriately established CBOs. The model is particularly suited for small and more remote rural projects. It is premised on the understanding that rural services must be approached differently from urban services in order to be sustainable and affordable to municipalities and the consumers. The key elements of the municipal-community partnership approach are: community involvement and participation, collaboration and support, sustainability, affordability, local economic development, and improved health and hygiene.

e) Sustainability focus

The key focus for Mvula is to ensure that projects implemented are sustainable in the long run in order to achieve the desired benefits. Implementation is not just simply delivery of physical infrastructure. For Mvula, our understanding of implementation includes long-term sustainability within a municipal service provision framework. This will include assisting with sound strategic and project planning, appropriate and affordable technologies, building durable institutions, development of operational and administrative systems, and training and capacity building. Sustainability is regarded as a thread that runs through all project activities, i.e. from planning and implementation to operation and maintenance, and post-project mentoring and support.

f) Effective social facilitation

Mvula is one of the most experienced organisations in the sector in terms of providing institutional and social development services. Ten years of successfully facilitating community-managed projects, mainly in poor, remote rural communities, has enabled Mvula to develop high levels of expertise and proven techniques and tools. But even more effective is the added value that Mvula brings as an NGO. Although our contractual accountability is to our clients and funders, our bottom line is not profit, but the accountability we owe to the communities we serve. The importance we place on this relationship with

communities enables us to develop the levels of trust required to achieve the success we have as an institutional and social development (ISD) service provider.

g) Effectiveness and efficiency in programme and project management

Mvula was set up as a "professional" NGO, with efficiency and effectiveness as guiding principles. Today Mvula is a 100% project based organisation with fully developed programme and project management systems in place. We are therefore able to compete with the private sector on the basis of efficiency and effectiveness. Development of appropriate systems has been a learning curve for Mvula. However, the organisation has emerged stronger, and systems are now being fine-tuned to ensure that projects are delivered within time, costs and agreed quality standards.



A focus group meeting on water, sanitation and HIV/AIDS in Bolobedu (Limpopo)

Photo by: Stef Smits

h) Relationships and partnerships

Mvula does not operate in isolation. We have developed an extensive network of relationships with other organisations that enables us to learn from their expertise and to contribute to insights based on our own practice. In a number of cases we have formed collaborative partnerships with other organisations to enhance their and our capacity. These relationships exist at local, national and international levels and include:

- Municipalities.
- Other NGOs and private companies.

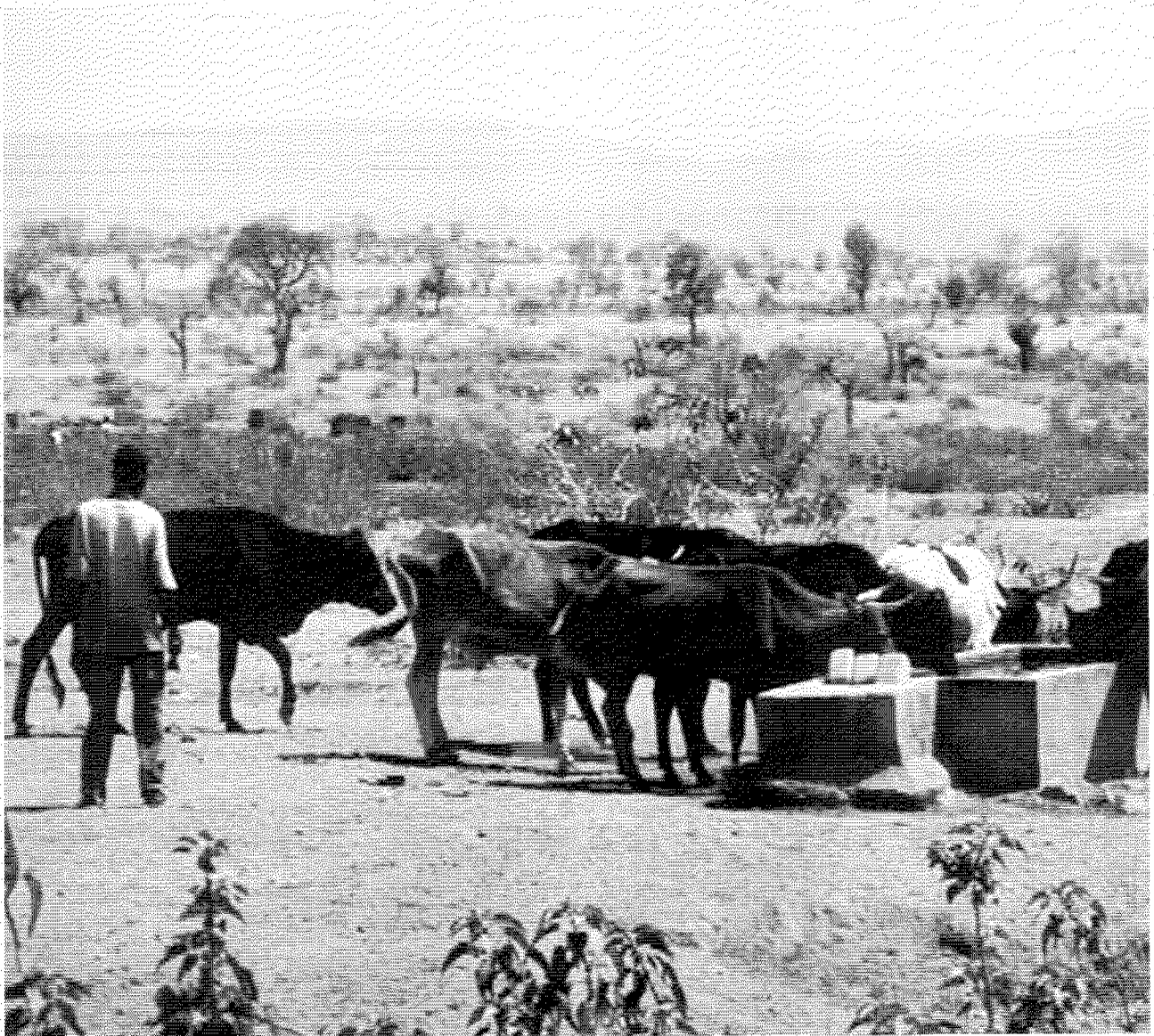
- Department of Water Affairs and Forestry (DWAF).
- Independent Development Trust (1993-1998).
- Rand Water.
- Office of the Premier of the Eastern Cape.
- National Development Agency (NDA) (formal cooperation being developed).
- Department of Provincial and Local Government (DPLG), South African Local Government Association (SALGA), Department of Education, Development Bank of Southern Africa (DBSA), Municipal Infrastructure Investment Unit (MIIU), South African Association of Water Utilities (SAAWU), and the Parliamentary Portfolio Committee on Water Affairs and Forestry.
- South African Qualifications Authority (SAQA) and the Local Government Water and related services Sector Education and Training Authority (LGWSETA).
- Representation on the Masibambane Coordinating Committee, the Water and Sanitation Sector Leadership Group (WSSLG), the National Water Advisory Council (NWAC), National and Provincial Sanitation Task Teams, Free Basic Water Task Team, Water Research Commission (WRC) (Board and numerous Project Steering Committees) and the National Community Water Supply and Sanitation Training Institute (NCWSTI) (Board).
- Member of the South African NGO Coalition (SANGOCO) and the South African Water Caucus.
- Participation in the international multi-stakeholder initiative Building Partnerships for Development (civil society representative).



Ventilated improved pit (VIP) toilet in Nourivier, Namaqualand

Photo by: Richard Holden

- Member of the African NGO coalition, the Freshwater Action Network (FAN) and the Global Water Partnership (GWP).
- Collaboration with international agencies and donors, such as the IRC International Water and Sanitation Centre in the Netherlands, Water Engineering and Development Centre (WEDC) in the United Kingdom, the European Union (EU), AusAid, British Department for International Development (DFID), Ireland Aid, Danish International Development Agency (DANIDA), Norwegian Agency for Development Cooperation (NORAD), the UNDP World Bank Water and Sanitation Programme – Africa, and the Mott Foundation.



Trough for livestock watering at Mookgo Village (Limpopo Province) where Mvula undertook research on the importance of water services for people living with HIV/AIDS

Photo by: Stef Smits

Working at best practice

This section highlights examples of policy work and community projects undertaken by The Mvula Trust.

Local government training and support

by Alana Potter

Since its inception Mvula has worked in the realm of strengthening capacity in the community water supply and sanitation sector. Substantial training and capacity support has been provided to various sectoral role players such as community groupings, national government officials, and other sector NGOs and service providers. In the past five years this support has been increasingly directed to Municipal staff.

Makopung and Justicia Water Projects

Both Makopung and Justicia communities were involved in Mvula implemented projects. However, the community of Justicia had problems in operating and managing its service. The Makopung community, which employs its own plumber, provides a sustainable water service to residents. The Justicia Water Committee obtained sponsorship to visit the nearby Makopung community, together with a local government official and representatives from the Tribal Authority. It is thanks to the initiative of the Justicia Water Committee, and the lessons of the Makopung Water Committee, that Justicia residents now receive a sustainable service.

Photo by: Rowan Duvel



Three support strategies have been employed for this:

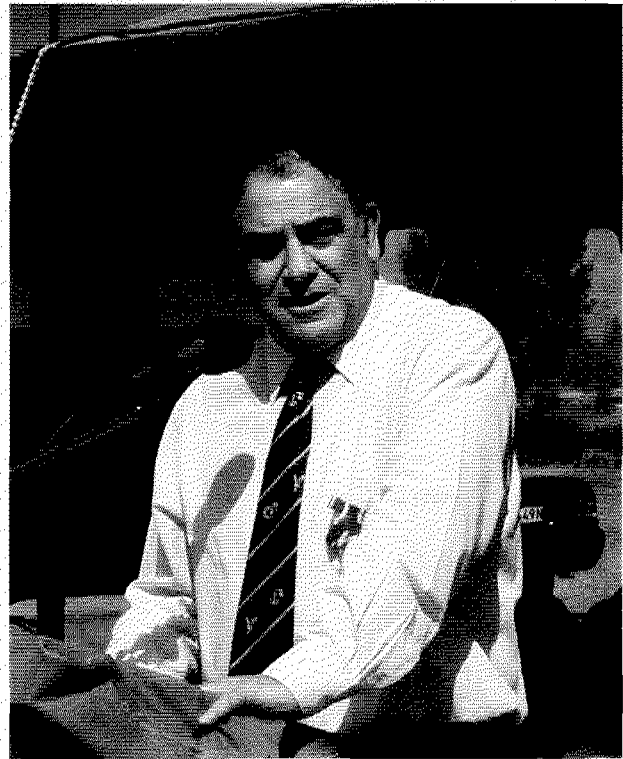
- Outcomes based training courses and presentations. Examples include training in the legislative and policy environment for water services, institutional arrangements for sustainable water services, water services policies and by laws, section 78 assessments, project and programme management, and models for capital project implementation.
- Development of supporting tools, materials and strategies. Examples of tools and materials include model contracts, monitoring checklists, outcomes-based institutional and social development contracts and implementation plans, water services provider selection rating checklists, tools for assessing water services authority and water services provider capacity, water services development plans and water resources management material. Mvula also gave extensive input to local government training and capacity building strategies developed by national government departments.
- Interfacing with municipalities at local level through policy, pilot and infrastructure project implementation. This has included working with municipalities to assess and implement sustainable water services provider arrangements, facilitating transfer of DWAF schemes, ensuring effective communication at project level, and capacity assessments.

Input to national policy and implementation

by Bethuel Netshiswinzhe and Alana Potter

Mvula's close working relationship with DWAF enables it to influence government policies by demonstrating good practice, and by having a seat at the table when policy issues are considered. In particular, Mvula's focus on community-based approaches and its understanding of the priorities and capabilities of poor communities, have influenced the government's approach to rural development, especially DWAF's approach to institutional and social development (ISD) on capital projects.

This impact on policy has been particularly strong in sanitation. The approach used in government sanitation



Mr Ronnie Kasrils, Minister of Water Affairs and Forestry, opening the Banana School Sanitation Project in Limpopo. Schools' sanitation is not only about building toilets; it is also about institutionalising health and hygiene education of learners and teachers. In this Schools' Sanitation Programme it proved more effective to train one or two teachers per school, who then replicated the training with other teachers and their learners – rather than relying on external trainers to give health and hygiene education. Teachers play a crucial role in establishing and ensuring good hygiene practice. So too, children take health messages into their homes – proving very reliable “health educators”. The Mvula Trust has implemented Schools' Sanitation Programmes in seven Provinces.

Photo by: Richard Holden

programmes was piloted by Mvula between 1994 and 1997, and over 80% of national government's sanitation programme has been implemented by Mvula. Its sanitation specialists have been contracted to advise government on the current scaling up of the programme, and to assist in training government officials.

Its impact on water policy has been more subtle. While few of the elements of Mvula's demand-responsive, community-based management model have been fully adopted by government, Mvula has worked very closely with DWAF over the years, developing many of the tools

and guidelines used in the implementation of the government programme.

Some of the major inputs Mvula has made to policy and good practice include:

- Development of tools, guidelines and strategies to support water services authorities.
- Development of tools and guidelines for DWAF.
- Implementation of a number of important Water Research Commission Projects.
- Input into the White Paper on Water Supply and Sanitation (1994).
- Extensive input to sanitation subsidy debates, influence on sanitation policy (including approach to schools' sanitation), and input to national sanitation implementation models.
- Major role in the 1997 Best Practices Conference.
- Management of the Water Law Review, leading to the National Water Act (1998).
- Introduction of the Participatory Hygiene and Sanitation Transformation (PHAST) methodology into South Africa.
- DWAF Revisiting Projects' Initiative and evaluations of DWAF Projects.
- Promotion of CBOs as water services providers.
- Positive influence on approach to ISD in the Build, operate, Train and Transfer (BoTT) consortia in Limpopo and the Eastern Cape.
- Extensive input to DWAF's sectoral training and capacity building strategies (2002).
- Comment and input to DPLG's local government training and capacity building strategies – various versions (2002 / 2003).
- Input to civil society organisations' involvement in the sector and an appropriate model for contracting NGOs.
- Review of Institutional and Social Development Package (2003).
- Management of the review of the Water Services White Paper which led to the Strategic Framework for Water Services (2003).

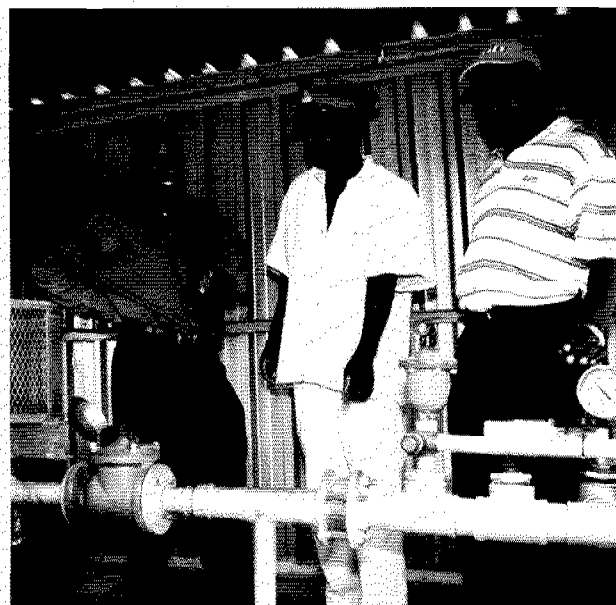
However, most of the work on policy and advocacy has impacted mainly on DWAF, and very little on local government. Effectively, the sector has to start with an almost clean slate to do the same work with local government. The challenge now for Mvula and other sector role players is to do this effectively.

Water services provider options' investigation in OR Tambo District Municipality

by *Mohlomi Lebonya*

In terms of section 78 of the Municipal Systems Act (2000), if a municipality decides to explore the possibility of providing services through an external mechanism, it is required to give notice of its intention to do so to the local community, and to assess the different delivery options. Mvula has participated in such a water services provider investigation (also called section 78 assessments) in the OR Tambo District Municipality, as part of a consortium.

Although not initially stipulated as part of the scope of work, ring fencing was one of the important activities undertaken as part of this investigation. The ring fencing exercise involved the identification of all staff involved in water and sanitation within the Local Municipality, and coming up with the total costs for the water and sanita-



Ward Councillor Nicolas Ramoloi (Greater Tzaneen Local Municipality) visiting a borehole at Morapalala

The water supply system that was developed in Morapalala (Limpopo Province) was the first project opened by The Mvula Trust in January 1995. Today it continues to provide water to the community, and is an outstanding example of a sustainable community-managed scheme.

Photo by: Rowan Duvel

tion component. Liaison with Ward Councillors and updating them on the progress of the investigation, was one of the specific functions undertaken by Mvula.

In summary, the consortium made the following broad recommendations:

- Local Municipalities should be considered for appointment as water services providers.
- Local Municipalities must have the scope to appoint Support Services Agents to implement certain functions and tasks. The Local Municipalities would then manage the performance of the Support Services Agents.
- The District Municipality should recognise the importance of CBOs and, wherever possible, should consider making CBOs part of its provisioning strategy.

Role as Support Services Agent

by Philip Davids

The Alfred Nzo District Municipality expressed its intention to appoint community-based structures to perform selected water services provider functions with the support of three Support Services Agents – one of which was Mvula. The Support Services Agent support is directed towards municipal officials and community-based structures in the Umzimvubu South (Mount Ayliff and Mount Frere) area. The functions of the Support Services Agent include the provision of both technical and institutional support, and mentorship to community-based structures to ensure efficient and effective functioning of water supply schemes. Specific activities include ensuring minor repairs and refurbishment, emergency technical support, gender mainstreaming, and implementing free basic water policies and procedures. In this way, the Alfred Nzo District Municipality proves its commitment to developmental local government that contributes to the empowerment of local communities, mainstreaming gender in development initiatives, and money retained within the community through (albeit limited) employment creation. This model has been so successful that the Alfred Nzo District Municipality is considering extending the model to other services within the Municipality.

Involvement in Build, operate, Train and Transfer (BoTT) consortia

by Jamie de Jager

In August 1996 DWAF initiated the pre-qualification process for the Build, operate, Train and Transfer (BoTT) approach, in order to ensure the following:

- Fast delivery at scale.
- Access to integrated specialisations.
- Flexibility.
- Sustainability.
- Community participation.
- Organisational independence.
- Ability to attract donor funding.

BoTT is a contractual relationship between DWAF and business consortia. The vision was the creation of a “one-stop shop” for developing sustainable water and sanitation projects through consortia who would oversee the entire project cycle from pre-feasibility studies to post-project mentoring.

In the Eastern Cape Mvula was represented in the Amanz’abantu Consortium, and set up an independent Mvula BoTT Office. This office was responsible for the institutional and social development (ISD) components of the contracts. In many ways, a focus on ISD requires fun-



Mrs Mati Kinca and Mr Ngxekana of the Project Steering Committee at the opening of the Qunu Water Project

Photo by: Richard Pote

damental changes in the way construction is undertaken. This work was critical towards the end of the project cycle with training and capacity building for operations and management. Mvula also developed systems and procedures in the form of Quality Management Systems (QMS), especially for ISD programme implementation and management. This expertise was also developed for contract development and management.

The environment of bringing business, civil society, and government into collaboration to develop sustainable water and sanitation systems was unique, and many key lessons were learnt, namely:

- The organisational structures of the consortia are complex, with each sector bringing different organisational cultures, ethos and implementation methodologies into a single contractual arrangement.
- The management of relationships and conflicts that arose from the differences between traditional private sector modes of efficiency and ability to have rapid large-scale delivery against Mvula's community-based development models.

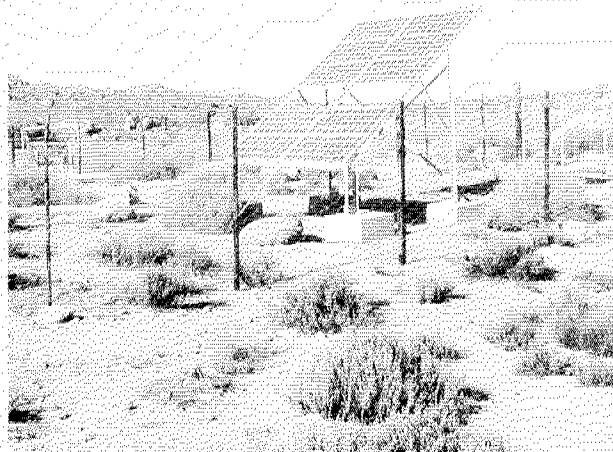
In total 33 projects were implemented under this Programme. When the programme ended the office was closed in June 2003 and staff were absorbed into various offices of Mvula, as well as The Mvula Trust – EU Gwebindlala Programme.

In Limpopo, Mvula was represented in the Metsico Consortium, and its focus was to provide management and specialist support in ISD, and to take responsibility for the implementation of sanitation within BoTT. In Limpopo, the collaboration also provided useful learning for future partnership arrangements.

EU NGO Programme

by Rob Dyer

Innovation has been a feature of Mvula's activities from its inception. The EU NGO programme, which ran from 1996 - 2002, enabled Mvula and partner NGOs to move beyond provision of water and sanitation infrastructure to a range of linked and supporting initiatives. Several projects piloted innovative approaches, including the following range of appropriate technologies:



Solar panels in Leliefontein (Northern Cape)

Photo by: Richard Holden

- Trickle feed systems to provide a higher level of service than communal standpipes.
- Use of solar energy for pumping small community water schemes.
- Hand dug wells in northern KwaZulu-Natal proved the feasibility of PVC lined tube wells, and led to a series of successful tube well projects in the area.
- Membrane liners to inhibit the spread of pathogens from pit toilets.
- Development of a simple kit to test for e coli in water samples.

Capacity building, training and institutional development were also a major programme focus. A huge achievement of the programme was the introduction of the Participatory Health and Sanitation Transformation (PHAST) approach to South Africa. A national project trained trainers, who then introduced PHAST into provinces. In several of these projects Mvula engaged with municipalities around their new role in provision of water services, including uThukela and uMzinyathi District Municipalities in KwaZulu-Natal, and the Bushbuckridge Local Municipality (cross border municipality in Mpumalanga and Limpopo).

Other projects included loan finance for upgrading to yard connections, policy development, testing and evaluating innovative communication channels (radio, drama, billboards, etc.), schools' sanitation, and sector partnerships.

Working with the Local Government Water and related services Sector Education and Training Authority (LGWSETA)

by Ilse Wilson

"I am very enthusiastic about the learnerships and happy that Ekurhuleni was chosen for the signing of the first learnership agreements."

Paul Maseki, City Manager of Ekurhuleni Metro

Mvula managed an innovative project to pilot learnerships in the water services sector. The objective was the development and testing of technical learnerships to provide learners with the necessary skills and knowledge to ensure efficient and effective employment in priority areas in the water sector.

Phase 1 was funded by the British Government's Department for International Development (DFID) during which time a broad consultative process was undertaken to identify those fields of activity where the need was greatest. These areas are wastewater and water operators, as well as water reticulation services. Through the Standards Generating Body the project assisted with the development of qualifications in these fields.

Phase 2 of the Project was carried out on behalf of the LGWSETA and started in September 2002. This involved the development of a manual for workplaces, ensuring that workplaces were capacitated to undertake learner-



Signing of the first learnership by Thandiwe Khumalo, Human Resources Executive Director, Ekurhuleni Metro and David Maboya, Ekurhuleni learner

ships, ensuring that training providers are prepared and had administrative systems in place for learnerships to be implemented. As learnerships are new in the sector there were many obstacles to overcome. The first learnerships were launched successfully in Ekurhuleni Metropolitan Municipality in September 2003. The target was 400 learners but, in fact, over 500 learners enrolled in the programme.

Appropriate solutions for water and sanitation

by Richard Holden and Martin Rall

The words "appropriate technology", to professionals and decision-makers, often conjure up the image of something second class and therefore not too worthy. For Mvula, however, we believe that it means providing a solution that meets the needs and aspirations of the household on a sustainable basis. Appropriateness depends on the type of community, the management options in place, the costs of the technology, the biophysical environment and socio-economic conditions. Therefore what is appropriate differs from region to region and even from community to community. Sometimes it involves non-mainstream technologies and, very often, "conventional" technologies applied in a more appropriate way. It must be the community who decides which solution is most appropriate for them, within financial limits and a process of participatory technology selection.

With water supply, Mvula's experience is that consumers want a reliable water supply as close to the home as possible, that tastes good, is not hard, and does not stain clothes. In rural areas and in some towns in the Northern Cape this does not automatically mean a single tap supplying all water requirements. Where quality is a problem consumers will often use different sources for different purposes. Rainwater harvesting is often used for drinking and cooking while surface water, or salty groundwater, is used for washing and other purposes. Where groundwater is close to the surface consumers will choose to use an on-site hand pump rather than a remote tap. In other regions of the country, other solutions may be more appropriate. These vary from gravity-fed systems such as in Ingeli to groundwater systems with motorised



Mr Thabane Xhaba (technical officer of the Zululand District Municipality) visits the borehole at Nqobizwe

Photo by: Rowan Duvel

boreholes in Nqobizwe, solar energy in Makopung or wells in northern KwaZulu-Natal.

Stand pipes are often most affordable in rural areas but need to be sturdy and robust to prevent vandalism. In cases where this is affordable, people might opt for yard connections.

In terms of toilets sustainability, comfort, security, privacy and minimal handling of excreta are important factors affecting choice. Ventilated improved pit (VIP) toilets and urine diversion systems (UDS) are widely promoted. Communities such as Kamiesberg and Leliefontein (Northern Cape), Masinga (KwaZulu-Natal) and Nieu Bethesda (Eastern Cape) attest to the appropriateness of these technologies in rural areas. In densely populated peri-urban settlements Mvula has piloted the VIP and UDS as well, amongst others in the Hospital Hill and Mountain View settlements in the Johannesburg Metropolitan Municipality and Khayelitsha in the Cape Town Metropolitan Municipality.

Gearing up accredited sanitation management and implementation capacity

by Alana Potter

Inspired by the 2010 sanitation delivery targets, and concerned about the lack of accredited competence in the sector, Mvula initiated a project to develop training mate-

rials and programmes for sanitation managers and implementers that are aligned with the National Qualifications Framework (NQF) standards and requirements.

The first of its kind, this project delivered the following products:

- National Certificates: for sanitation project coordinators / managers (NQF level 5) and for sanitation project facilitators (NQF level 4), approved by a sectoral reference group and the National Standards Body (NSB).
- An Employable Skills Unit for sanitation programme managers (NQF level 6), also approved by a sectoral reference group.
- Unit standard aligned skills programmes for sanitation project coordinators (NQF level 5), project facilitators (NQF level 4) and project managers (NQF level 6).
- A strategy for rolling out this training nationally (phase 2) through provinces, developed in consultation with DWAF and approved by Provincial representatives. DWAF is currently seeking funding for the national roll out of these training courses.

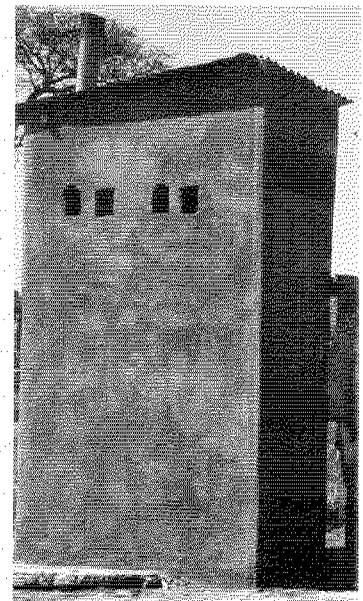
Kraaipan Sanitation Project

As a result of the Kraaipan Sanitation Project, Jacobeth Mabeo (one of the committee members) started training committee members of neighbouring communities to implement their own sanitation projects.

This community-to-community training approach has been very effective. Jacobeth Mabeo was requested to provide "community perspective" input to the

Parliamentary Sanitation Portfolio Committee in Cape Town about the community-based model for sanitation projects. Her input was well-received and the Committee was thoroughly convinced of the added value of the community-based approach.

Photo by: Rowan Duvel



Integrated rural development

by Philip Davids

Over the past few years Mvula, realising that water and sanitation programmes should be implemented in an integrated way, and should also be integrated into broader rural development, has begun to implement this approach. One of the projects in which learning and application of lessons learnt is done is the Mawusheni Integrated Rural Development Project, funded by the National Development Agency (NDA). The objective is to develop a sustainable water project and link it with school sanitation and a community health education programme and livelihoods' enhancement. Specific activities include:

- Empowerment of the community-based water services provider to ensure long-term sustainability.
- The extension of the water project to schools for hand washing and related personal hygiene purposes.
- The extension of the water project for productive purposes, including poultry farming and a community garden, which is to become a market garden.
- The building of toilets at four schools.
- The training of five community health workers.

The Project is a partnership with the Alfred Nzo District Municipality and other sector role players such as the Department of Agriculture, Department of Health and DWAF. The Alfred Nzo District Municipality provides 10% of project funding.

An important indirect outcome for the District Municipality is the development of an integration model that can be replicated in other rural communities. Extrapolation of lessons learnt will also take place in the recently launched Mvula Trust – EU Gwebindlala Programme throughout the Eastern Cape – a Programme which focuses on how water services can contribute to integrated rural development.



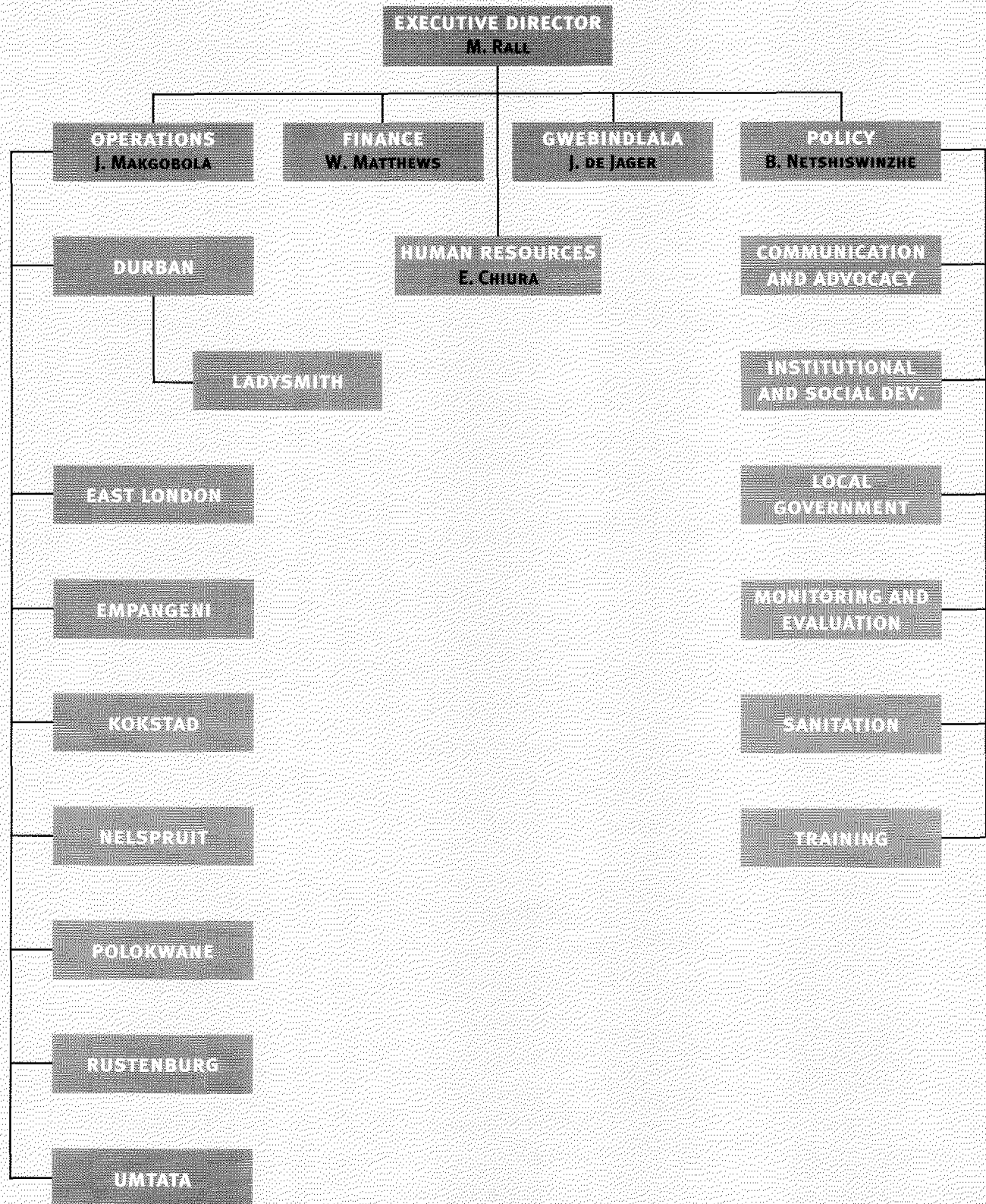
Councillors from Maluti-a-Phofung Local Municipality (Free State) visiting a project of brick making for sanitation construction in Dipompong (North West Province)

Photo by: Richard Holden

Organisational structure

The Mvula Trust has set up offices in five of the nine provinces. Office location has been determined by the size of the water and sanitation backlog and, more recently,

needs expressed by municipalities in terms of the support Mvula provides. The Head Office, Policy Unit and Head of Operations are situated in Braamfontein, Johannesburg.



Regional Office profiles

This section highlights work undertaken by the various Regional Offices, lists staff members and designations, and provides information on completed and new projects.

Durban Regional Office

by Lindy Morrison

The Durban Regional Office includes a satellite office in Ladysmith. The office has delivered water and sanitation projects in the Sisonke, iLembe, Ugu, uMgungundlovu, uThukela and uMzinyathi District Municipalities.

Achievements include:

- The production of area business plans that have become the basis of District Sanitation Strategies for Sisonke, uMgungundlovu and uThukela.
- Working with the Sisonke District Municipality to establish community-based water services providers on two Mvula projects.



Lindy Morrison



Nhlungwane Village Water Committee accepts the WISA Award for excellence in rural water supply

- Implementing a community-based approach to sanitation in the uThukela District Municipality – which built the capacity of a number of local people through train-the-trainer initiatives and through employing them as community facilitators. This worked for us and them – enabled us to implement in a more cost effective manner and enabled vastly improved communication

A community-based approach to sanitation ... enabled us to implement in a more cost effective manner and enabled vastly improved communication with communities.

with communities. It also delivered demand driven service delivery on a low subsidy of R600 per household.

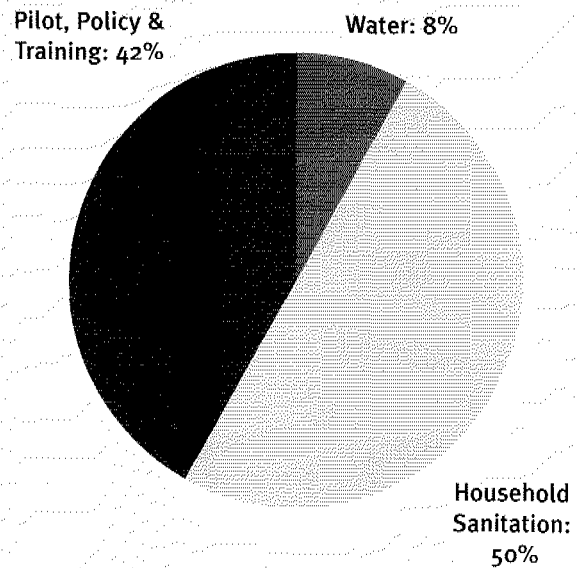
One of our pilot water projects, Nhlungwane (within the uMzinyathi District Municipality) has had sustainable and effective cost recovery and maintenance systems for more than five years. This project is run by an entirely female Water Committee who have been extremely effective in maintaining the technology, collecting tariffs and ensuring community involvement. This Project won a 2002 Water Institute of South Africa (WISA) Award for sustainability.

Our biggest challenge in the last few years has been adjusting to the needs of our new client, the District Municipalities – and remaining relevant in the context of their rapid capacity development. Turning our mode of operation from that of a DWAF service provider to a provider of relevant services to District Municipalities (while still being able to demonstrate our Mvula added value) through the implementation of quality management procedures, and improving financial management, remains an ongoing priority.

Projects implemented to date

Projects	Being implemented	Complete
Water	6	26
Sustainability	0	10
Household sanitation	69	4
Institutional sanitation	2	2
Policy, pilots and training	0	10

Breakdown of the project work of the Durban Office: 2003/2004



Staff members

Designation

Lindy Morrison	<i>Regional Manager</i>
Bheki Nembula	<i>Project Development Facilitator</i>
Doug Ford	<i>Programme Manager (Ladysmith)</i>
Emmanuel Ndlovu	<i>Programme Manager</i>
Eugene Mabho	<i>General Assistant</i>
Innocentia Zungu	<i>Receptionist / Administrator</i>
Linda Rabie	<i>Personal Assistant to Regional Manager</i>
Nazeer Pillay	<i>Financial Administrator</i>
Nelisiwe Magwaza	<i>Assistant Financial Administrator</i>
Ntombi Mnguni	<i>Project Development Facilitator</i>
Sbonelo Zungu	<i>Receptionist / Administrator (Ladysmith)</i>
Timothy Mpshe	<i>Programme Manager</i>
Zakhele Mathaba	<i>Project Development Facilitator (Ladysmith)</i>

East London Regional Office and The Mvula Trust – EU Gwebindlala Programme

by *Johnson Klu*

The main activities of the Regional Office have been in the areas of sanitation and water project management and implementation. But we have also promoted community-based approaches with the Chris Hani and Alfred Nzo District Municipalities.

Developments in the East London Regional Office in the last while have been characterised by the following:

- Expanding our relationship from DWAF to the Chris Hani and Amatole District Municipalities. With the District Municipalities becoming water services authorities the office has adopted a two-track approach to building strong relationships with these Municipalities while maintaining and improving existing relationships with DWAF.
- The introduction of the Mvula – EU Gwebindlala Programme from May 2003 has given an added impetus to

***The Gwebindlala Programme provides
the key challenge for the future of the
East London Regional Office.***

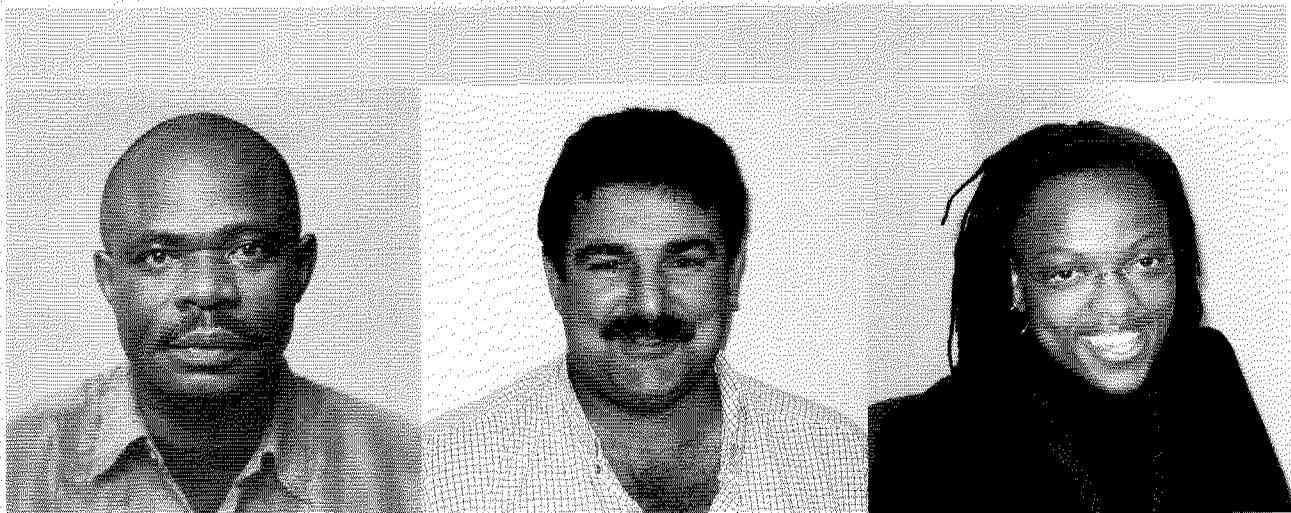


***Ingeli Water Project Steering Committee Members at the
spring source, 1999***

Photo by: Richard Pote

strengthening our relationships with District Municipalities. Monthly Steering Committee meetings have been held with the Amatole District Municipality. Meetings with the Chris Hani District Municipality have been with the Directorate of Technical Services. These meetings have been used to report back on and discuss Gwebindlala matters between Mvula and the District Municipalities. Relationships with Local Municipalities such as Sakhisizwe Local Municipality have been especially important.

- The Gwebindlala Programme provides an ideal opportunity for expanding our business to integrated rural development. This is the key challenge for the future of the East London Regional Office.



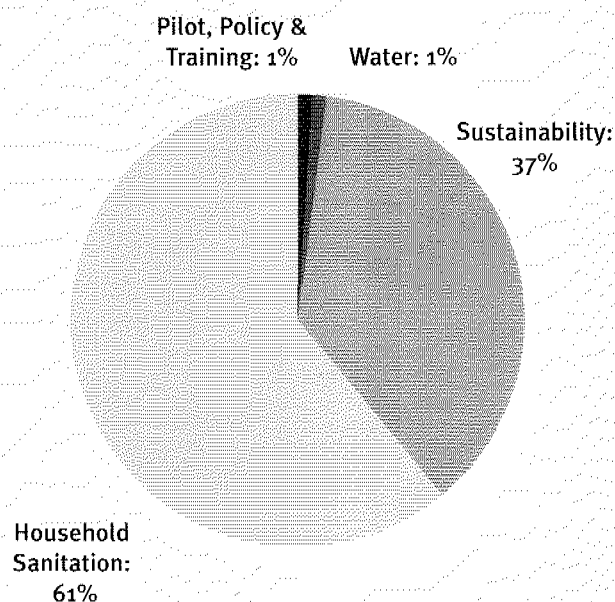
Johnson Klu

Jamie de Jager

Pumeza Lujabe

Projects implemented to date

Projects	Being implemented	Complete
Water	27	2
Sustainability	11	5
Household sanitation	0	15
Institutional sanitation	0	0
Policy, pilots and training	0	0

Breakdown of the project work of the East London Office: 2003/2004**East London Regional Office**

Johnson Klu	Regional Manager
Chris Tunyiswa	Project Development Facilitator
Gertrude Godini	General Assistant
Kholeka Makalima	Project Development Facilitator
Lucy Musampa	Personal Assistant to Regional Manager
Mlungisi Bangani	Senior Project Development Facilitator
Mongezi Dambuza	Project Development Facilitator
Nompumelelo Phakathi	Project Development Facilitator
Nonkululelo Nsibande	Receptionist
Richard Pote	Regional Engineer
Tandeka Nonxuba	Project Development Facilitator
Xoliswa Vumazonke	Project Development Facilitator
Zelna Zitze	Financial Administrator

Mvula – EU Gwebindlala Programme

Jamie de Jager	Director
Pumeza Lujabe	Deputy Director
Goodenough Molefe	Programme Manager
Kerry van Harmelen	Contract Administrator
Nomsa Mbovani	ISD Manager
Nozuko Somniso	Personal Assistant
Zolile Ngququ	Financial Manager

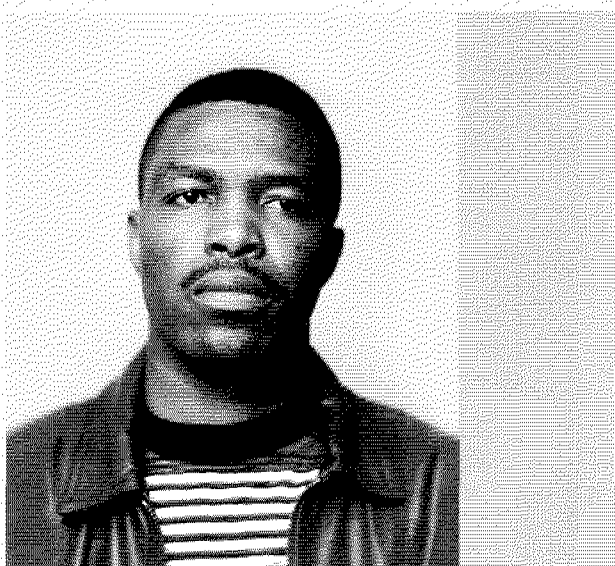
Empangeni Regional Office

by *Mbongiseni Buthelezi*

The past few years have been characterised by a plethora of challenges the Region has had to grapple with. These entailed establishing a good reputation as an effective sanitation service delivery NGO. This was an enormous task for the Region, compounded by the criticism levelled by local government and other sector role players against the demand-responsive approach employed by Mvula in implementing sanitation.

Our commitment to facing these challenges has paid off in a number of ways. Over the past two years the Zululand District Municipality, in particular, became the mainstay of our Office through its increased sanitation expenditure. The sanitation budgets allocated to Mvula in 2002/2003 and 2003-2005 financial years were R5,1 million and R16 million respectively. This resulted from the Office's ability to win the confidence of the Zululand District Municipality in so far as sanitation service delivery is con-

The Zululand District Municipality has, on numerous occasions, endorsed its support for Mvula's community management methodology.



Mbongiseni Buthelezi



Mr Thabane Xhaba (technical officer of the Zululand District Municipality) and Mr Shabangu (Ward Councillor) discuss free basic water with the Nqobizwe Water Committee

Photo by: Rowan Duvel

cerned. The District Municipality has, on numerous occasions, endorsed its support for Mvula's community management methodology, notwithstanding the timeframe needed for this approach. Furthermore, the Zululand District Municipality expressed its willingness to appoint Mvula as the vehicle for expanding the DWAF sanitation allocation throughout its jurisdiction.

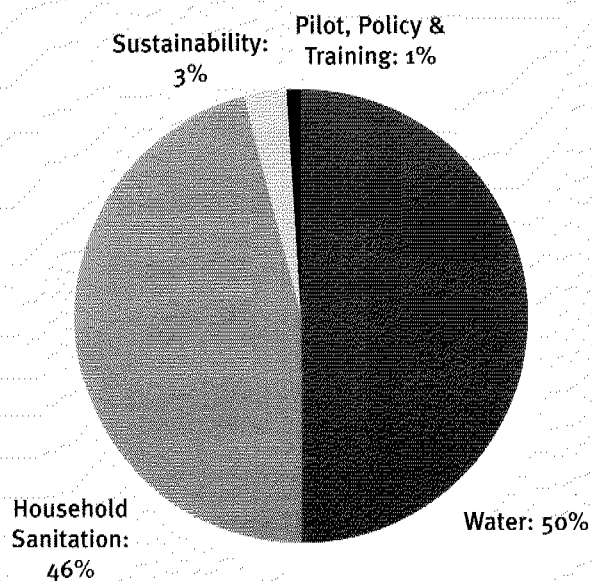
Another critical milestone for the Office was the visit by the DWAF Director-General, Mr Mike Muller, at the opening of the Mkhwakhweni Sanitation Project in the uPhongolo Local Municipality in 2003. Mr Muller expressed his utmost satisfaction with the quality of work, as well as the cooperation between the Zululand District Municipality and an NGO such as Mvula.

Both the Zululand District Municipality and uMkhanyakude District Municipality have displayed high levels of recognition and support towards Mvula. The strategic partnership we have with these two District Municipalities is indeed an assurance for our future sustainability and ongoing engagement with and support to the poor communities we serve.

Projects implemented to date

Projects	Being implemented	Complete
Water	8	17
Sustainability	1	4
Household sanitation	12	28
Institutional sanitation	0	2
Policy, pilots and training	0	9

Breakdown of the project work of the Empangeni Office: 2003/2004



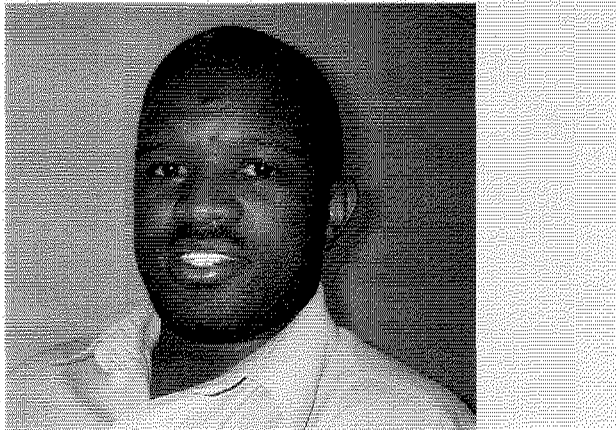
Staff members	Designation
Mbongiseni Buthelezi	<i>Regional Manager</i>
Dudu Guma	<i>Project Development Facilitator</i>
Gyuri Harzdilek	<i>Regional Engineer</i>
Maliti Ndlovu	<i>Project Development Facilitator</i>
Martie Hofmeyer	<i>Personal Assistant to Regional Manager</i>
Nomusa Mlungwana	<i>Financial Administrator</i>
Simphiwe Khumalo	<i>Financial Administrator</i>
Sindile Mhlongo	<i>General Assistant</i>
Xola Ntobongwana	<i>Programme Manager</i>
Zandile Nkabinde	<i>Project Development Facilitator</i>



Photo by: Rowan Duvel

Kokstad Regional Office

by Sandile Booï



Sandile Booï

The two major projects that we have been implementing in this Regional Office are the Support Services Agent Contract and the household sanitation programme (completed), both for the Alfred Nzo District Municipality.

The general functions of the Support Services Agent are to provide both technical and institutional support and mentorship to community structures to facilitate the efficient and effective functioning of water schemes, and

to ensure community satisfaction.

The work undertaken by Mvula as Support Services Agent in Umzimvubu South is as follows:

- To provide a structured training programme, and implement capacity building, training, and refurbishments to all schemes to ensure that all projects are technically functional.
- To provide continuous mentoring and support to CBO agents and the Alfred Nzo District Municipality.

Photo by: Rowan Duvel

Mvula is the first organisation in the Eastern Cape to have implemented such a high number of toilets within a twelve month period.

- To undertake assessment of new schemes to be transferred to the Alfred Nzo District Municipality, and to prepare implementation plans, complete with budgets, for the mentoring support that will be required for the new schemes.
- To ensure that all the schemes under the Support Services Agent's control (36 schemes serving over 90 000 people) are both technically and institutionally functional, and provide water that is affordable to the District Municipality (all water provided from public standpipes is free, in line with the District Municipality's Free Basic Water policy). The full cost of the water being provided is, on average, less than R2.90 / kilolitre, thanks to the low maintenance technologies and village-based operation and maintenance arrangements.
- To gradually withdraw support to schemes with established and capacitated water services providers.

The Alfred Nzo District Municipality's household sanitation programme consisted of constructing 4 600 VIP toilets in 19 villages. Mvula is the first organisation in the Eastern Cape to have implemented such a high number of toilets within a twelve month period.

Projects implemented to date

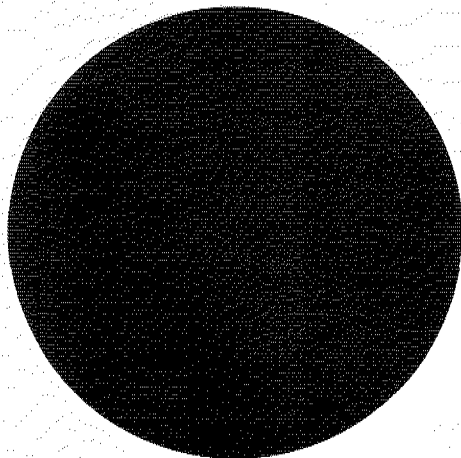
Projects	Being implemented	Complete
Water	0	39
Sustainability	0	3
Household sanitation	0	26
Institutional sanitation	0	1
Policy, pilots and training	1	3



Breakdown of the project work of the Empangeni

Office: 2003/2004

Pilot, Policy &
Training: 100%



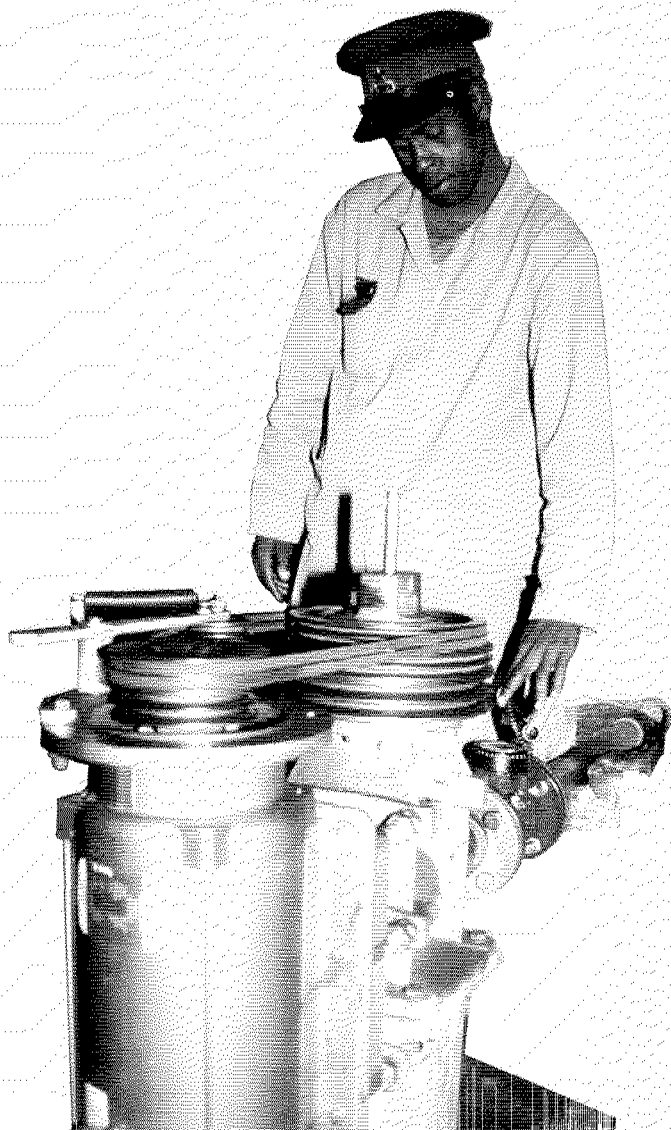
Staff members

Designation

Sandile Boo	Regional Manager
John Sarng	Programme Manager
Lusanda Mfenqa	Project Development Facilitator
Pontso Nkejane	Project Development Facilitator
Pumla Mpahlwa	Financial Administrator
Sindiswa Mathafeni	General Assistant
Tembakazi Twala	Receptionist / Administrator
Tobosela Molefe	Relationship Manager
Wandile Naku	Project Development Facilitator

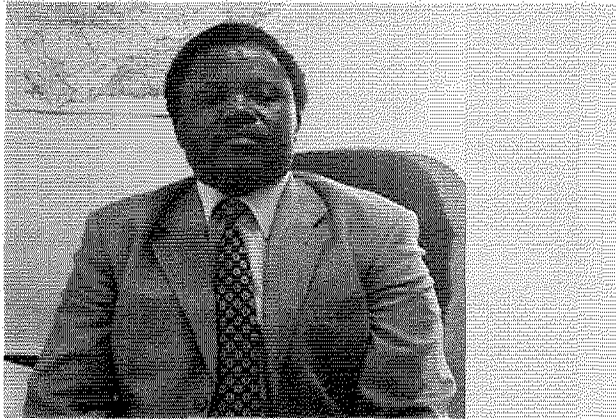
Community plumber, Alfred Malatjie, is employed to operate and maintain an Mvula-assisted water scheme

Photo by: Rowan Duvel



Nelspruit Regional Office

by Vusi Nkosi

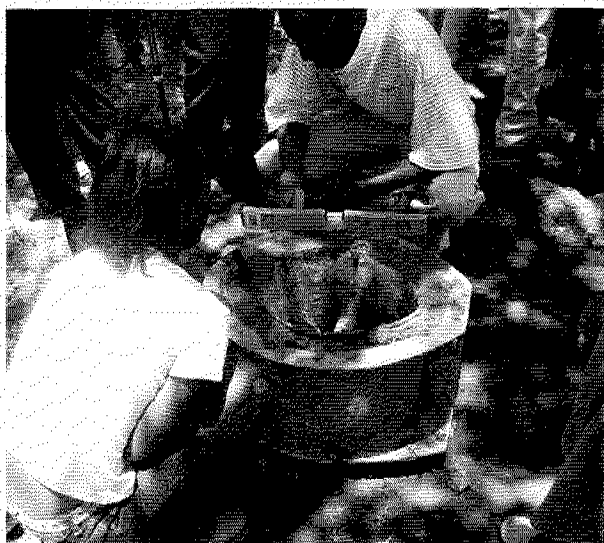


Vusi Nkosi

At its inception in 1993 the initial scope of the work of the Office was the supply of water to rural communities in the former Eastern Transvaal. Communities who obtained water were empowered to run the schemes themselves. Community users paid tariffs that contributed to a fund to maintain the schemes.

In the late 1990s grant funding was obtained from AusAid, Ireland Aid, DANIDA and the EU to refurbish schemes built by Mvula and former homelands, and which had fallen into disrepair.

From 2000 onwards, rural sanitation became increasingly important. The 19 Local Municipalities are Implement-



Training in toilet making in Buffelspoort (Mpumalanga)

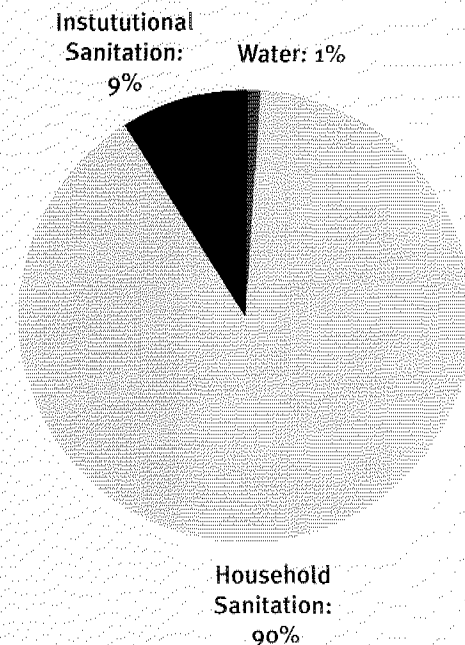
Photo by: Richard Holden

ing Agents in the Province, and Mvula has been contracted in nearly all cases to do the actual implementation of household sanitation. Further, Mvula is the Sanitation Support Agent on contract to the Local Municipalities.

Projects implemented to date

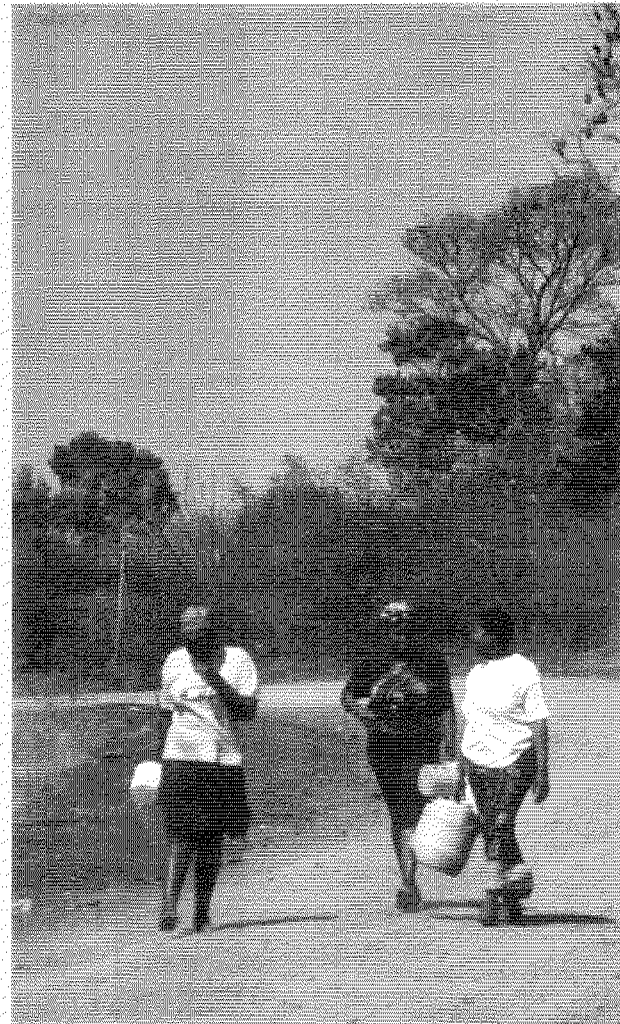
Projects	Being implemented	Complete
Water	2	26
Sustainability	0	4
Household sanitation	53	6
Institutional sanitation	9	7
Policy, pilots and training	0	8

Breakdown of the project work of the Nelspruit Office: 2003/2004



From 2000 onwards, rural sanitation became increasingly important ... the 19 Local Municipalities are Implementing Agents in the Province, and Mvula has been contracted in nearly all cases to do the actual implementation of household sanitation.

Staff members	Designation
Vusi Nkosi	<i>Regional Manager</i>
Baldwin Netshiavha	<i>Project Development Facilitator</i>
Dorcas Ngobeni	<i>Project Development Facilitator</i>
Dudu Mashego	<i>Financial Administrator</i>
Dzunani Nyathi	<i>Strategic Support Specialist</i>
Joyce Lesiba	<i>Project Development Facilitator</i>
Ken Vinson	<i>Programme Manager</i>
Pollinah Phiri	<i>General Assistant</i>
Stella Masheqa	<i>Personal Assistant to Regional Manager</i>
Wilfred Nkambule	<i>Project Development Facilitator</i>



Right: Women fetching water

Photo by: Rowan Duvel

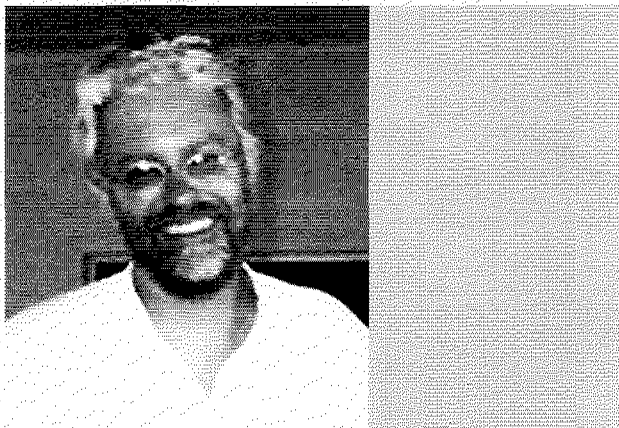
Below: Makopung residents attend a community meeting at the kraal of the Chief

Photo by: Rowan Duvel



Northern Cape

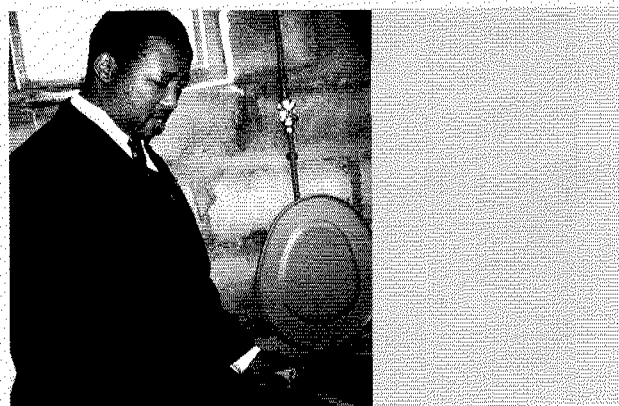
by Richard Holden



Richard Holden

The “virtual office” of the Northern Cape demonstrated the flexibility of Mvula in meeting the requirements of its clients. In 1997 there was only a single water project at Kheis (Namaqualand). From this project Mvula was able to develop a programme to support DWAF, the Provincial Government and municipalities in grappling with the issues of sustainable water services, while at the same time building the capacity of development practitioners and municipalities.

Owing to the desire of the DWAF Regional Office not to expand its staff for a limited period before responsibility for water services was handed over to the Provincial Department of Housing and Local Government and municipalities, a partnership was formed with Mvula to run the



Manne Dipico, Premier of the Northern Cape opening the Sanitation Project at Nourivier, 6 July 2000

Photo by: Richard Holden

Mvula contracted locally based people to undertake work in the field.

In this way the benefits of the Programme were spread as widely as possible.

programme. Mvula in turn partnered with Africon and Ninham Shand to manage the Programme, and contracted locally based people to undertake work in the field. In this way the benefits of the Programme were spread as widely as possible.

In water supply the focus has been on transfer of assets from DWAF to municipalities – but in such a way that municipalities are able to manage these in a sustainable fashion. Therefore, it was often necessary to do upgrading and refurbishments. Installing meters and establishing water use monitoring programmes were part of that.

The success can be judged in many ways: from the widespread acceptance of dry sanitation and the dedication of substantial funding in the Province, to the bucket eradication programme; from the choice of urine diversion as the preferred sanitation technology, to the establishment of Kammiesberg as a showcase for appropriate technology. But most of all – for the development of people.

The epitome of this development is Gert Maarman – an influential community member from Kheis who is now the Mayor of Kammiesberg. He attributes his success to the support, assistance and mentoring received through this Programme.

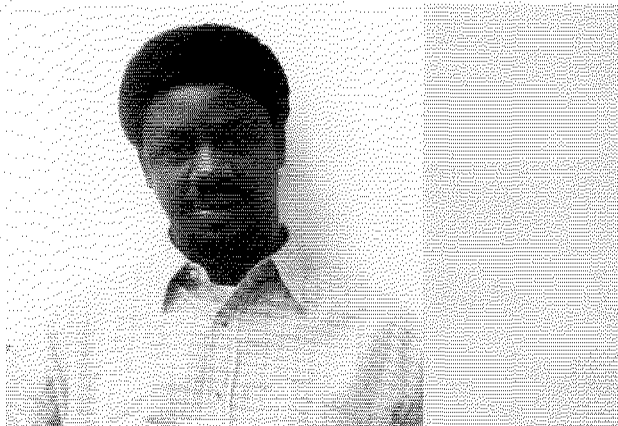
Mvula’s involvement in the programme ended in 2003 when DWAF transferred its implementing role fully to municipalities.

Projects implemented to date (now implemented by municipalities)

Projects	Being implemented	Complete
Water	0	1
Sustainability	0	0
Household sanitation	69	24
Institutional sanitation	8	1
Policy, pilots and training	17	3

Polokwane Regional Office

by *Lephai Maunatlala*



Lephai Maunatlala

Mvula has, since its inception in 1994, been a leading NGO in the provision of sustainable water and sanitation services in rural areas of Limpopo. It was here that some of the first projects implemented by Mvula were officially launched – projects used as case studies of successful and best practice models for cost recovery mechanisms, viable community management systems, and appropriate technology.

The Office has been involved in activities such as:

- Implementing and sharing participatory tools and methodologies such as PHAST with other sector role players.
- Consultants appointed under Mvula received training and mentorship on projects.
- Piloting of livelihoods tools, gender mainstreaming, Free Basic Water and institutional sanitation programmes (specifically on affordable schools' sanitation models).

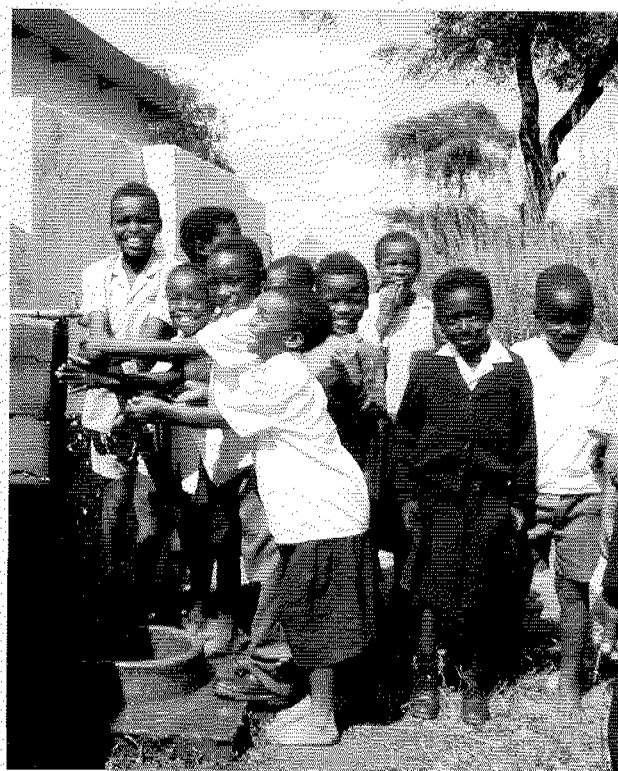
It was in the rural areas of Limpopo that some of the first projects implemented by Mvula were officially launched – projects used as case studies of successful and best practice models.

- Training and capacity building of civil society organisations and consultants in planning and executing projects, with a focus on local economic development.

Current activities include:

- Implementing clinic sanitation in four of the six District Municipalities.
- Implementing household sanitation in three District Municipalities.
- Piloting livelihood tools in one District Municipality.
- Providing post-project support to completed water projects – mainly facilitating long-term institutional arrangements between viable CBOs and water services authorities – whereby CBOs are appointed as water services providers directly, or provide support to water services providers.
- Coordinating the participation of civil society in Masibambane in Limpopo.

The Office seeks to spread its influence by participating in influential bodies in the Province. Currently Mvula is participating in the Executive Committee of Collacom (Collaboration Committee) and three Task Teams. (Collacom is a water services sector body which oversees the development and planning of water and sanitation



Handwashing at the Dumani Primary School in Vhembe District Municipality

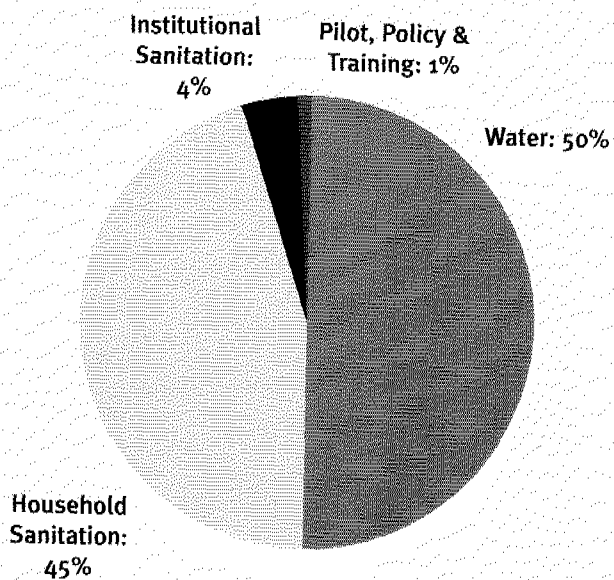
Photo by: Mark Bannister

strategies in Limpopo.) At district level, Mvula is part of the District and Local Municipality Planning Forums.

Projects implemented to date

Projects	Being implemented	Complete
Water	7	104
Sustainability	9	1
Household sanitation	86	166
Institutional sanitation	0	8
Policy, pilots and training	1	8

Breakdown of the project work of the Polokwane Office: 2003/2004



Staff members

Lephai Maunatlala

Dorcas Molomo

Grace Manyane

Limpho Klu

Lutendo Malovhele

Maria Masemola

Mark Bannister

Mehloti Semanya

Patriot Ramalepe

Phillipine Kalauba

Rudzani Kgalushi

Willy Pako

Designation

Regional Manager

Senior Project Development

Facilitator

General Assistant

Programme Manager

Project Development

Facilitator

Receptionist / Administrator

Programme Manager

Personal Assistant to Regional

Manager / Assistant Financial

Administrator

Project Development

Facilitator

Project Development

Facilitator

Project Development

Facilitator

Programme Manager

Rustenburg Regional Office

by *Dikago Mathule*



Dikago Mathule

Mvula is the biggest implementer of sanitation in the North West Province, working for all four District Municipalities i.e. Central, Bojanala, Bophirima and Southern. The programme consists of 170 villages, and has been implemented very successfully since 1999, with over 22 000 toilets having been built with maximum community involvement and local benefits.

Mvula's contribution is not only limited to project implementation. The office is also actively involved in the following areas:

- Assistance in the revival of the Provincial Sanitation Task Team.



Local Government Councillor washing her hands at Dipompong (North West Province)

Photo by: Richard Holden

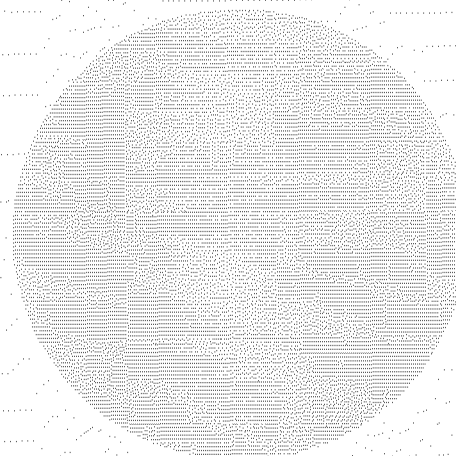
- Provision of strategic support and advice to District Municipalities and the Provincial Sanitation Task Team.
- Provision of Strategic support to the establishment and functioning of District and Local Municipality Forums.
- Development of Provincial Sanitation Task Team Business Plans.
- Mentoring of Projects Agents and prospective Implementing Agents and Programme Managers.

By being based within District Municipalities we are able to assist municipalities to understand their role in the water and sanitation sector.

Projects implemented to date

Projects	Being implemented	Complete
Water	0	1
Sustainability	0	0
Household sanitation	136	23
Institutional sanitation	0	2
Policy, pilots and training	0	5

Breakdown of the project work of the Rustenburg Office: 2003/2004



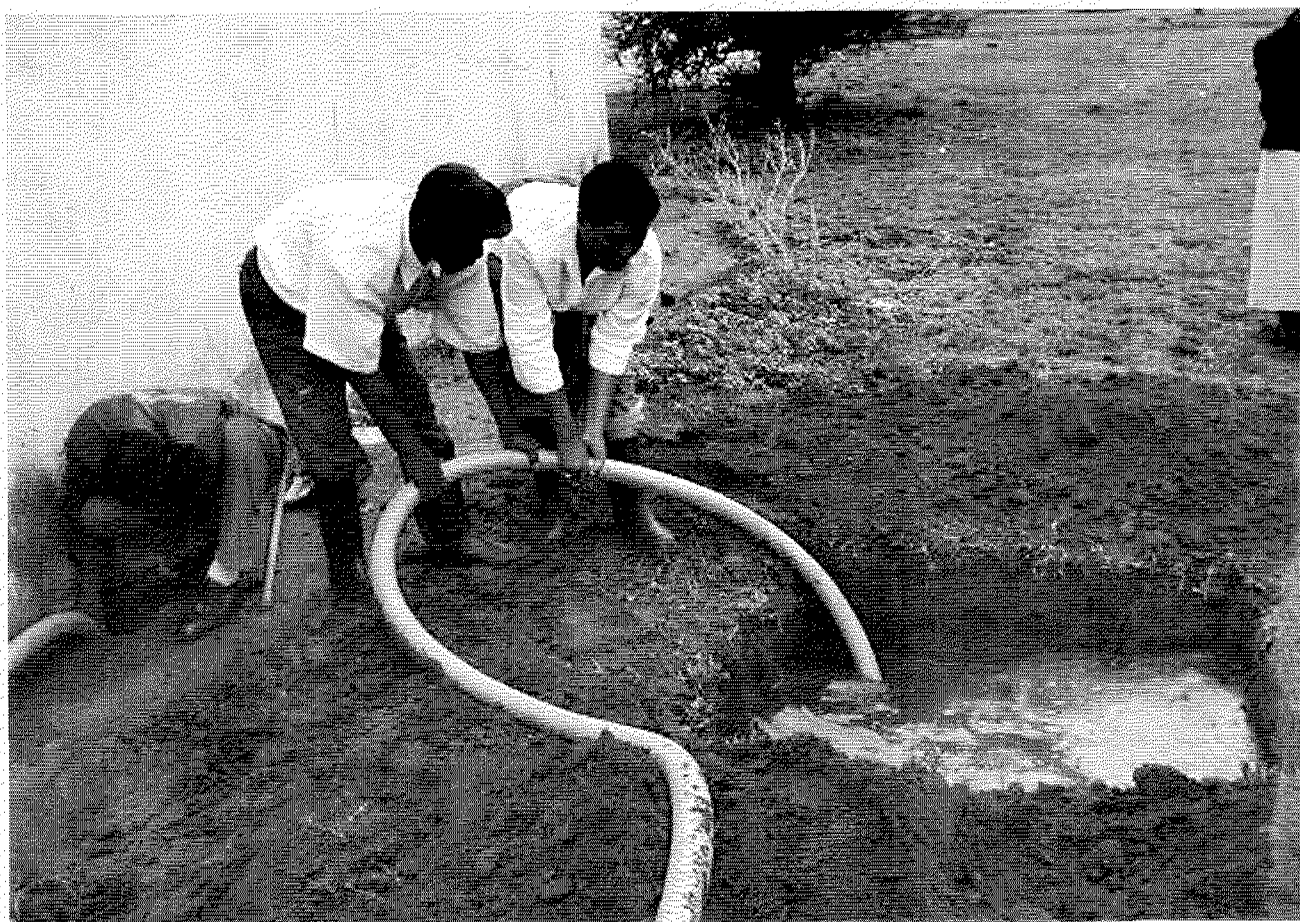
Household Sanitation:
100%

Staff members	Designation
Dikago Mathule	<i>Regional Manager</i>
Bonolo Selome	<i>Receptionist / Administrator</i>
Geraldine Ramosime	<i>Senior Project Development Facilitator</i>
Hilda Phiri	<i>Financial Administrator</i>
Julia Selobiwe	<i>Assistant Financial Administrator</i>
Olga Thale	<i>Project Development Facilitator</i>
Petunia Ramenenyiwa	<i>Senior Project Development Facilitator</i>
Torrence Homu	<i>Programme Manager (seconded)</i>
Yvonne Letebele	<i>Senior Project Development Facilitator</i>

The programme consists of 170 villages, and has been implemented very successfully since 1999, with over 22 000 toilets having been built with maximum community involvement and local benefits.

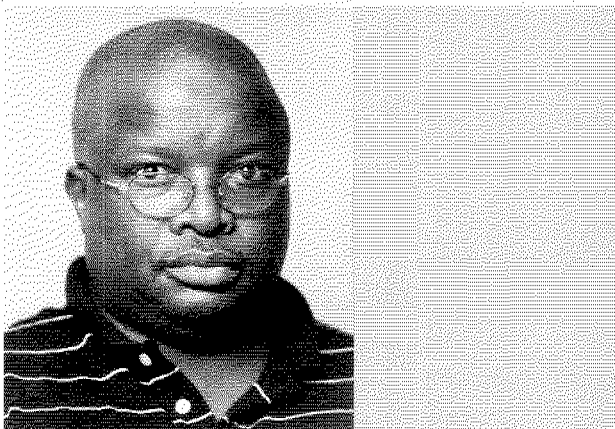
Ventilated improved pit latrines are a common sanitation option in many rural areas. When pits are full, the practice is to dig a new pit and move or build a new top-structure. Mvula is piloting small-scale desludging of these pits. This can be done very cost-effectively (under 10% of the price of desludging by vacuum tankers and taken to a central treatment works). We will be promoting local economic development through the establishment of community-based SMMEs to undertake this work. Mvula staff members Geraldine Ramosime and Matsime Ramenenyiwa demonstrate the technique in Mafikeng to local government and provincial officials.

Photo by: Richard Holden



Umtata Regional Office

by *Mohlomi Lebenya*



Mohlomi Lebenya

The Umtata Regional Office was started in July 2002. This arose from a requirement by the OR Tambo District Municipality to have service provider offices within its area of jurisdiction, and Mvula's need to become more accessible to the District Municipality. This enables better communication, and reduces the distance between the District Municipality and Mvula. This unusual situation was especially necessary given the amount of work with the District Municipality, and the confidence expressed in terms of Mvula's capacity to deliver appropriate support.

As a very new office it is expected that Mvula will build



Mayor of OR Tambo District Municipality at the opening of the Qunu Water Project on Mandela's birthday, 18 July 2003

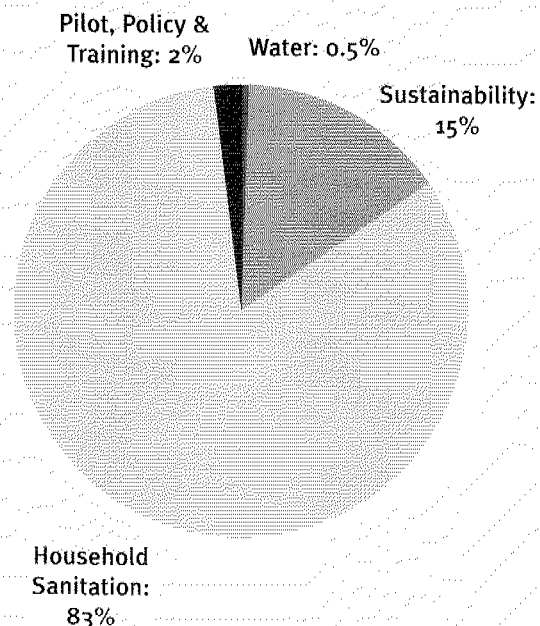
Photo by: Richard Pote

on lessons it has learned from its Kokstad, East London and other offices. Specific projects in which Mvula works with the District Municipality include:

- Investigation into service provision options under section 78 assessments, as required by the Municipal Systems Act (2000).
- Development of Sanitation Business Plans, and implementation of a sanitation project.
- Refurbishment of old Mvula projects with funding from the District Municipality.
- Assisting Local Municipalities in their envisaged water services provision roles.

Note: the statistics on completed projects in the OR Tambo District Municipality are included in the ones from the Kokstad Office (out of which the Umtata Office grew).

Breakdown of the project work of the Umtata Office: 2003/2004



Staff member	Designation
Mohlomi Lebenya	<i>Regional Manager</i>
Garnet Gxaba	<i>Senior Project Development Facilitator</i>
Matsidiso Mgxaji	<i>Project Development Facilitator</i>
Nomgqibelo Mtonga	<i>Receptionist / Administrator</i>
Vukile Hlobongwana	<i>Financial Administrator</i>
Vuyokazi Zozi	<i>Strategic Support Specialist</i>

Policy Unit profile

by *Bethuel Netshiswinzhe*



Bethuel Netshiswinzhe

"Bridging the gap between policy and implementation"

The Policy Unit (PU) of The Mvula Trust is located in Braamfontein, Johannesburg. We exist to support the application of water and sanitation sectoral policies, provide strategic support, and promote the learning agenda within Mvula and the sector.

The focus of PU is primarily on supporting sustainable water services provision approaches through defining core principles, developing appropriate implementation frameworks and models, developing implementation tools and guidelines, documenting and disseminating lessons learnt, and providing training and capacity building support.

PU is staffed by high level policy specialists with sound

*To date the Policy Unit has played
a key role in influencing
key sectorial policies
and promoting best practice
in the sector.*

understandings of the water and sanitation sector. Policy specialists are employed in the areas of sanitation, training, monitoring and evaluation, institutional and social development, local government and communication and advocacy.

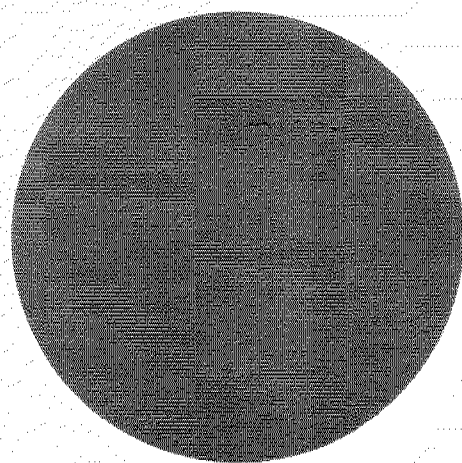
To date PU has played a crucial role in influencing key sectoral policies and promoting best practice in the sector. This has been achieved through developing implementation strategies and programme support models that enable CBOs to manage water and sanitation projects at local level. The benefits to communities are profound, i.e. the services address their needs, and local appropriate technologies that can be operated and maintained with minimal reliance on external technical support, are used. This approach maximizes the cents in the rand that remain in rural areas and boosts local economic development through skills development, job creation and opportunities for local small and medium enterprises, and delivery of water services that are both affordable and sustainable for improved livelihoods.

PU remains focussed on addressing the challenges of

translating sectoral policies into implementation strategies for integrated sustainable water services delivery. One of the key ways it does this is through supporting Regional Offices in their interactions with municipalities.

Projects implemented to date		
Projects	Being implemented	Complete
Water	0	0
Sustainability	0	0
Household sanitation	0	0
Institutional sanitation	0	1
Policy, pilots and training	47	110

**Breakdown of the project work of the Policy Unit
2003/2004**



Pilot, Policy & Training: 100%



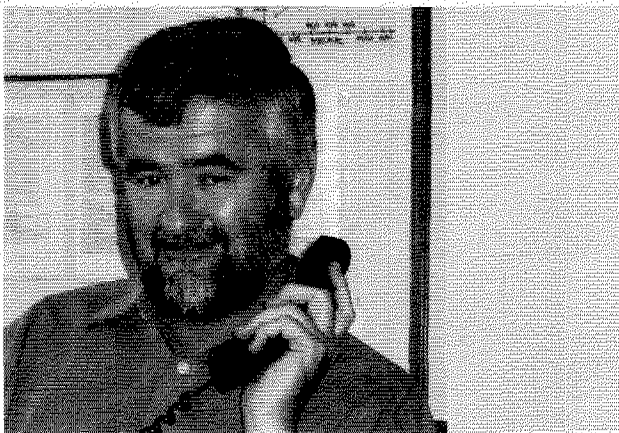
Discussing options for community-based organisations as water services providers with Ward Councillor in Tshiungani Village, Vhembe District Municipality

Photo by: Victor Markowski

Staff members	Designation
Bethuel Netshiswinzhe	Policy Director
Alana Potter	Senior Training Specialist
Anthea Josias	Communication and Advocacy Coordinator
Asnath Mashala	Personal Assistant to Policy Director
Ilse Wilson	Training Specialist
Jabu Masondo	Communication and Advocacy Officer
Kathy Eales	Senior Sanitation Specialist
Kerry Harris	Communication and Advocacy Manager
Nonceba Monageng	Project Administration Manager
Philip Davids	Institutional and Social Development Specialist
Portia Grootboom	Local Government Specialist
Stef Smits	Junior Professional Officer (on exchange programme with IRC, Netherlands)
Thabang Mokokwe	Administrative Assistant
Virginia Molose	Training Specialist
Vusi Nkuna	Monitoring and Evaluation Specialist

Head Office profile

by *Martin Rall*



Martin Rall

In a large organisation such as Mvula, with offices and activities in several provinces, the Head Office plays an important role, namely:

- Representing the organisation and building relationships at national and international levels;
- Providing guidance and support to Regional Offices;
- Providing certain centralised services to regions, such as payroll management, treasury management, auditing, operating systems development, etc;
- Facilitating and driving the learning process amongst regions and between regions and Head Office; and,
- Exercising a standardisation (unifying) and quality control function.

Mvula's Head Office is located in Braamfontein, Johannesburg, and consists of the Finance Division, the Operations Division and the Executive Director's Division,

The emphasis is on improving internal organisational performance at all levels, as well as strengthening the organisational culture and ethos of mission-driven professionalism, transparency and accountability.

which includes the Human Resources Department.

The emphasis of Head Office's work is on improving internal organisational performance at all levels, as well as strengthening the organisational culture and ethos of mission-driven professionalism, transparency and accountability, so as to consolidate Mvula's position as a world class African NGO.



Jackie Makgobola

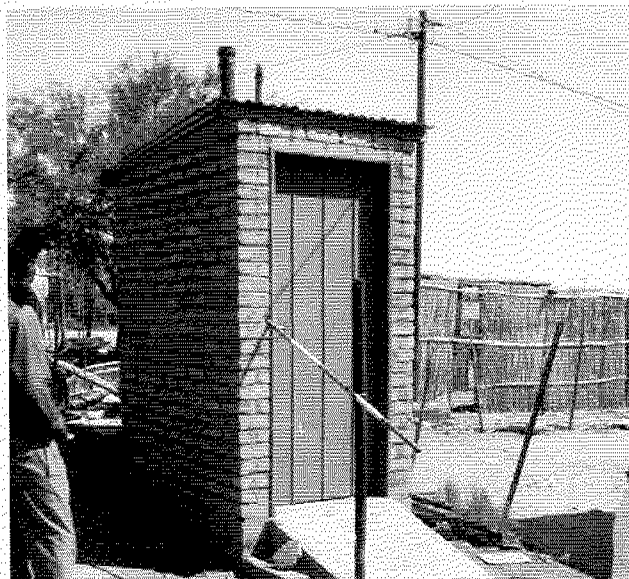


Wendy Matthews

Staff member

Designation

Martin Rall	<i>Executive Director</i>
Jackie Makgobola	<i>Operations Director</i>
Wendy Matthews	<i>Financial Director</i>
Barbara Mavundla	<i>General Assistant</i>
Esther Chiura	<i>Human Resources Manager</i>
Makuena Ramolefi	<i>Personal Assistant to Operations Director</i>
Maureen Bronner	<i>Human Resources Administrator</i>
Mduduzi Radebe	<i>Financial Administrator</i>
Richard Holden	<i>National Operations Support Manager</i>
Rob Dyer	<i>National Operations Support Manager</i>
Siva Naidoo	<i>Senior Accountant</i>
Tebogo Lethoko	<i>Driver</i>
Thenjiwe Mkhathswa	<i>Receptionist</i>
Tshepo Masetla	<i>Personal Assistant to Executive Director</i>
Vetrinah Madondo	<i>Financial Administrator</i>
Xoli Noah	<i>Office Administrator</i>



Ventilated improved pit (VIP) latrine adapted for disabled persons in Alheit (Northern Cape)

Photo by: Richard Holden

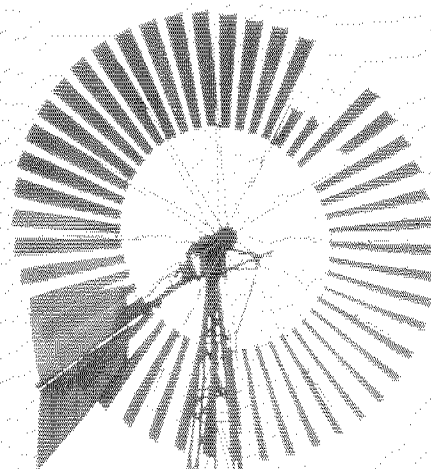


Photo by: Rowan Davel

Financial report

by Wendy Matthews

Income statement

at 30 June 2003

	THE MYOLA TRUST	
	15 MONTHS ENDED 30 JUNE 2003*	12 months ended 31 March 2002
	R	R
Gross Revenue	48 977 826	38 041 757
Sub-contractor	(3 753 198)	(1 942 110)
Gross surplus	45 224 628	36 099 647
Other income	7 733 960	1 184 397
Operating costs	(49 188 100)	(37 327 465)
Operating deficit	3 770 488	(43 421)
Investment income	1 295 431	698 986
Finance costs	(16 362)	(35 699)
Surplus	5 049 557	619 866

*Change in financial year end

Balance Sheet

at 30 June 2003

	FUNDS UNDER MANAGEMENT		THE MVULA TRUST	
	2003 R	2002 R	2003 R	2002 R
ASSETS				
Non-current assets				
Property, plant and equipment	-	-	751 922	676 218
Current assets				
Net trade receivables – non core funders	28 934 477	7 871 402	19 949 620	30 790 540
Accounts receivable	-	-	923 704	636 455
Bank balances	28 934 477	7 871 402	14 162 036	23 995 292
			4 863 880	6 158 793
Total assets	28 934 477	7 871 402	20 701 542	31 466 758
EQUITY AND LIABILITIES				
Capital and reserves				
Accumulated (deficit)/surplus	28 010 773	7 234 947	(5 102 782)	(10 152 339)
Current liabilities				
Trade and other payables	923 704	636 455	25 804 342	41 619 097
Bank overdraft	923 704	636 455	25 804 324	40 288 303
	-	-	-	1 330 794
Total equity and liabilities	28 934 477	7 871 402	20 701 542	31 466 758

Photo by: Rowan Duvel



Project expenditure over the last ten years

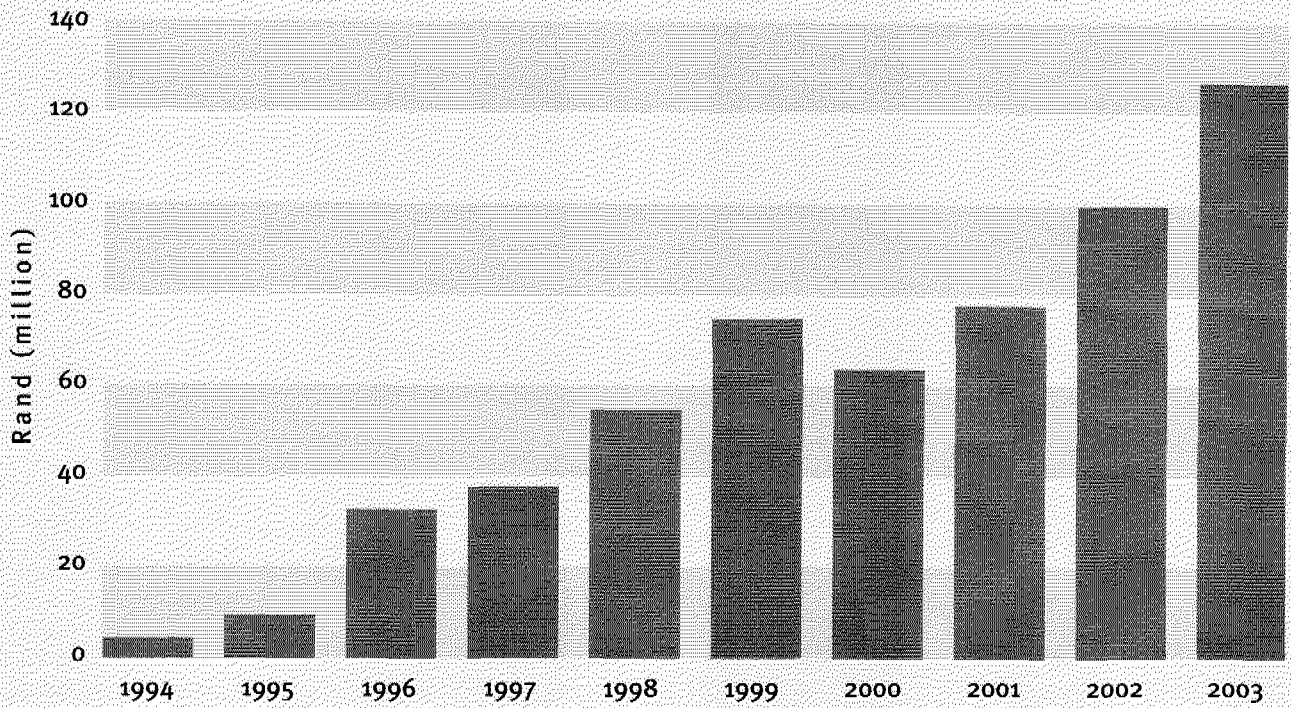
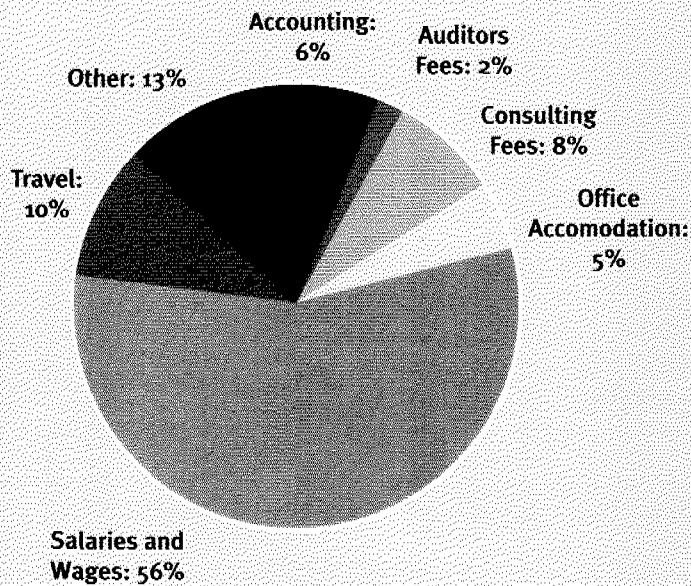


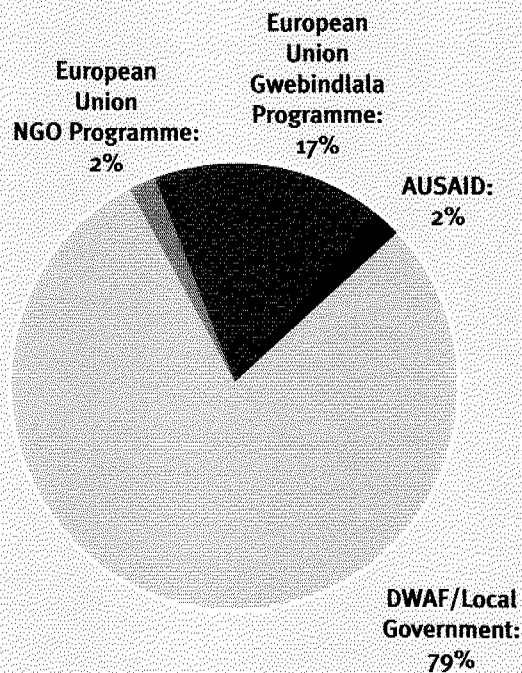
Photo by: Rowan Duvel



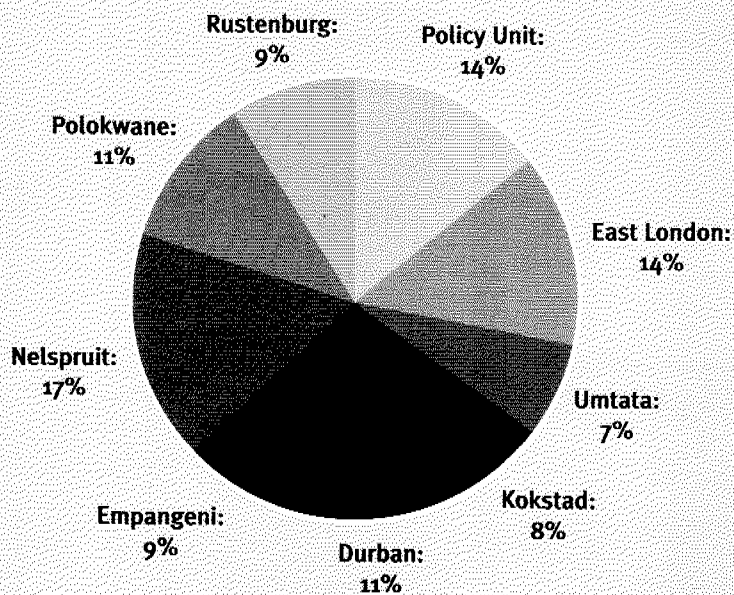
Expenditure breakdown: 2002/2003



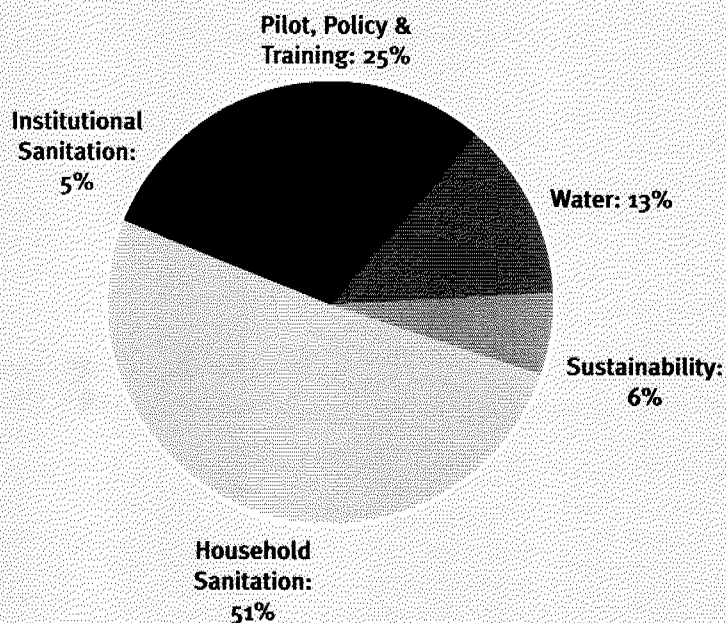
Main funder income



Contribution to total income per Regional Office: 2003/2004



Breakdown of project work: 2003/2004



Profile of staff and board

Board statistics

Category	Black			White			Total
	Female	Male	Total	Female	Male	Total	
Board of Trustees	3	3	6	1	4	5	11

Members of the Board

Name	Designation and organisation	Race	Gender
Rejoice Mabudafhasi (chair)	Deputy Minister, Environmental Affairs and Tourism	Black	Female
Ian Palmer (deputy chair)	MD, Palmer Development Group	White	Male
Deon Richter	Retired development banker	White	Male
Ebenezer Moahloli	Director, Goba Moahloli Associates	Black	Male
Gugu Moloji	CEO, Umgeni Water Board	Black	Female
Leah Nchabeleng	Former Executive Director, Thlavama	White	Female
Patrick Flusk	DDG, Provincial and Local Government	Black	Male
Paul Jackson	CEO, Trust for Urban Housing Finance	White	Male
Sholto Cross	Development consultant	White	Male
Simphiwe Kondlo	CEO, Amatola Water Board	Black	Male
Tshepo Khumbane	Farmer, Water for Food Movement	Black	Female

Staff statistics

Category	Black			White			Total
	Female	Male	Total	Female	Male	Total	
Senior management	2	8	10	2	2	4	14
Middle management	4	4	8	4	6	10	18
Other staff	42	34	76	5	0	5	81
Total	44	46	94	11	8	19	113
Cumulative percentage	42%	41%	83%	10%	7%	17%	100%
Employment Equity targets for 2005	46%	44%	90%	5%	5%	10%	100%

Notes:

- Physically disabled staff: one white male.
- "Black" refers to designated racial groups.

*Inspection of a reservoir by the
Water Committee of Nqobizwe,
accompanied by Mr Shabangu
(Ward Councillor) and
Thabane Xhaba (technical
officer) of the Zululand District
Municipality, and Mvula staff.*

Photo by: Rowan Duvel



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Tel: 043 726-2255

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