



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

CITY OF CAPE TOWN

WATER AND SANITATION SERVICES POLICY

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DEFINITIONS

“Authorised official” means an employee of the City responsible for carrying out any duty or function or exercising any power in terms of this Policy. This includes employees delegated to carry out or exercise such duties, functions or powers.

“Backyarder” Means a person occupying a backyard residential unit under some type of rental agreement with the main homeowner or City tenant which may or may not include monetary payment for the right to occupy the unit, and may or may not be set out in a formal written agreement. The backyard unit is a structure constructed of any material, intended or used for human habitation, on the same residential property as a main dwelling, built according to: approved plans (formal) or no approved plans (informal backyard) and is therefore not categorised as an informal settlement.

“Basic level of water and sanitation service” means water and sanitation necessary for basic health and hygiene, in line with relevant national norms and standards.

“Blue Drop” means the national Department of Water and Sanitation’s regulatory certification programme for drinking water quality management.

“City” means the City of Cape Town, a municipality established by the City of Cape Town Establishment Notice No. 479 of

22 September 2000, issued in terms of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998), or any structure or employee of the City acting in terms of delegated authority.

“Climate change”

means a change of climate that is attributed directly or indirectly to human activity, which alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.

“Constitution”

means the Constitution of the Republic of South Africa, 1996.

“Consumer”

means any end user who receives water services from a water service institution, including an end user in an informal settlement.

“Council”

means the Municipal Council of the City.

“Directorate”

means the City’s Directorate of Water and Sanitation.

“Ecosystem services”

means the benefits people derive from ecosystems. They include provisioning, regulating and supporting, and cultural services.

“Environment”

means the surroundings within which humans exist, made up of:

(a) The land, water and atmosphere of the earth;

(b) Micro-organisms, plant and animal life;

(c) Any part or combination of (a) and (b) and the interrelationships among and between them; and

(d) The physical, chemical, aesthetic and cultural properties and conditions of the foregoing that influence human health and well-being.

“Green Drop”

means the national Department of Water and Sanitation's regulatory certification programme for wastewater water quality management.

“Higher level of water and sanitation service”

means the provision of water and sanitation services that support sustainable livelihoods and economic development.

“Indigent households”

means any household, including child-headed households, with a combined gross earning, as determined by the City annually, which qualify for service rebates, support or subsidy.

“Informal settlements”

means an area that is not formally planned as per government planning and building regulations and processes and on which one or more informal structures are occupied by occupants with or without the consent of the landowner. This definition excludes backyarders.

“Intermediate level of water and sanitation service”

means the water and sanitation service level of services such as a tap and on-site sanitation in a yard, wherever possible.

“National Water Act”

means the National Water Act, 1998 (Act No. 36 of 1998).

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“Policy”	means this Water and Sanitation Services Policy.
“Private operations”	means the operation of water assets by the private sector.
“Recognised informal settlements”	refers to a categorisation of informal settlement. The City conducts a process where it assesses an informal settlement (after it has been provided with emergency relief services) for its development applicability to enter into the Upgrading Informal Settlements Programme (UISP). Once a settlement is formally recognised by the City, it is authorised for formal upgrading and can, accordingly, enter into the development management scheme and be allocated appropriate land-use rights. This assessment is limited to the categorisation and recording in the Informal Settlements database.
“Integrated Performance Assessment Programme”	means a tool used to measure performance against key performance indicators and determine performance trends with the intention of promoting best practices.
“Resilience”	means the capacity of individuals, communities, institutions, businesses and systems in a city to survive, adapt and thrive, no matter what kind of chronic stresses and acute shocks they experience.
“Structures Act”	means the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998).
“Sustainability”	means development that meets the needs of the present without compromising the

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ability of future generations to meet their own needs.

“Systems Act”

means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).

“Water Services Act”

means the Water Services Act, 1997 (Act No. 108 of 1997).

“Water services authority”

means any municipality, including a district or rural council, responsible for ensuring access to water services.

“Water services intermediary”

means any person who is obliged to provide water services to another in terms of a contract where the obligation to provide water services is incidental to the main object of that contract.

“Water services provider”

means any person who provides water services to consumers or to another water services institution, but does not include a water services intermediary.

ABBREVIATIONS

CCT	City of Cape Town
IDP	Integrated Development Plan, as defined in the Municipal Systems Act
IEGS	Integrated Economic Growth Strategy
ISO	International Standards Organisation
MSDF	Municipal Spatial Development Framework
NDWS	National Department of Water and Sanitation
SANS	South African National Standard
SDBIP	Service Delivery and Budget Implementation Plan
SUDS	Sustainable urban drainage system
WCWSS	Western Cape Water Supply System

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WSA	Water services authority
WSDP	Water Services Development Plan, in terms of the Water Services Act
WSI	Water services intermediary
WSUD	Water-sensitive urban design
WSP	Water services provider
WWTW	Wastewater treatment works

1 **PURPOSE**

1.1 The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) confers on local government the function to provide water and sanitation services (limited to potable water supply systems, wastewater and sewage disposal systems) and to manage stormwater systems in built-up areas. The Constitution further affords people in South Africa the right to have access to sufficient food and water. The City of Cape Town (hereafter City) is therefore entrusted with the provision of water and sanitation services in its area of jurisdiction and must do so in a sustainable, safe, reliable, environmentally friendly and financially sustainable manner.

1.2 The Water and Sanitation Services Policy is intended to ensure the City's policy positions as they related to water and sanitation services are aligned to the Water Strategy, are clearly articulated and approved by Council. This Water and Sanitation Services Policy aims to align its intent with the various other instruments that aid in realising the City's constitutional mandate, and to further improve and influence service delivery in general. These instruments include the following:

- a) National Water Policy, 2013;
- b) National Sanitation Policy, 2016;
- c) National Water Resource Strategy, 2013;
- d) City of Cape Town Water Strategy, 2019;
- e) Environmental Strategy, 2017;
- f) Resilience Strategy, 2019;
- g) Climate Change Strategy, 2021 and
- h) Other applicable internal and provincial strategies.

1.3 The provision of water and sanitation services to City of Cape Town's residents, like any other service, requires a transversal approach which identifies and engages all relevant stakeholders in the sustainable and enhanced provision of water and sanitation services in Cape Town. In order to achieve a common goal of enhanced service delivery, the policies and practices of relevant stakeholders and other service providers need to be understood and considered at all times, so as to avoid unintended misalignment and possible clashes that may hamper service delivery.

1.4 Over the years, it has become important to broaden the conventional approach to the provision of water and sanitation services, particularly with the introduction of, among others, water-sensitive urban design, green infrastructure, climate resilience (in relation to environmental sustainability) and long-term sustainable development principles.

1.5 The approved Water Strategy, which was developed as a response to the drought, has to a certain extent set the base and provided a framework for how the City plans to ensure a sustainable water supply, as stipulated through the five commitments stated in the strategy.

2 VISION AND DESIRED OUTCOME

2.1 As per the Water Strategy, the City's Water and Sanitation Directorate's vision is that, by 2040, Cape Town will be a water-sensitive city that optimises and integrates the management of water resources to improve resilience, competitiveness and liveability for the prosperity of its people.

2.2 This Policy aims to support this vision by achieving the following outcomes:

2.2.1 Ensure legislative compliance and alignment of water service provision with national and provincial policies, including the City's strategies and procedures.

2.2.2 Provide a framework and direction from which internal and operational policy guidelines and by-laws.

2.2.3 Transparency and consistency or standardisation in the approach of the delivery of water and sanitation services in the City of Cape Town.

2.2.4 Improved transversal approach, coordination and partnerships with all stakeholders in an effort to ensure sustainable water and the provision of sanitation services.

3 STRATEGIC ALIGNMENT

3.1 NATIONAL WATER RESOURCE STRATEGY 2013, 2ND EDITION

3.1.1 The underlying principles of the strategy that are in direct alignment with the provision of water and sanitation services include the following:

- a) The status of water needs be elevated as a critical resource and primary element of decision-making;
- b) Water resources planning and management must be integrated and aligned with social and economic development;
- c) Water management requires active water sector involvement, accountability, commitment and ownership;

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- d) Water management is a complex business that requires improved sector management, governance, control, coordination and leadership;
- e) Water management requires effective partnerships and collaboration;
- f) Water resources planning and management needs to include business principles and approaches such as sustainable management, financial management, service delivery, customer care, institutional arrangements, communication, and continuous tactical and strategic planning;
- g) Investing in people and associated skills and capacity building must be prioritised;
- h) Improved water sector knowledge, research, monitoring and evaluation are key aspects of the extended business;
- i) Water security and supply and delivery of water requires holistic and integrated management and governance, across the value chain; and
- j) Water management must be implementation-, outcome- and impact-driven.

3.2 CITY OF CAPE TOWN'S INTEGRATED DEVELOPMENT PLAN

3.2.1 It is important for this Policy to incorporate the strategic vision and priorities for the City of Cape Town, as outlined in the five-year Integrated Development Plan 2022–2027 (IDP). Water and sanitation services and associated programmes and initiatives are outlined below:

3.2.1.1 **IDP vision** – The IDP's vision is to create a City of hope for all: a prosperous, inclusive and healthy city where people can see their hope for a better future for themselves, their children and their community become a reality. The primary priority of the IDP is economic growth, which is supported by the basic services and safety priorities. Economic growth is dependent on the City doing the basics well. Securing a reliable supply of water into the future and providing quality sanitation and refuse collection services are essential to enable a life of hope and dignity to communities.

3.2.1.2 **Basic services**– this Policy directly implements this priority.

3.2.1.2.1 Objective 2 aims to improve access to quality and reliable services through the mainstreaming of basic service delivery to informal settlements and backyard dwellings. There is a specific water and sanitation services project for informal settlements that commits to continuing to expand services, including adopting innovative technologies and approaches to improve access to services specifically in informal settlements.

3.2.1.2.2 Objective 4 aims to achieve well-managed and modernised infrastructure to support economic growth. The utility business model reform (with a water and sanitation services reform initiative) guides the key reform of the City's basic services business model. This includes strategy development, the reform of service delivery and revenue models, tariff structure reform, and intergovernmental collaboration and advocacy.¹

3.2.1.2.3 The Infrastructure Planning and Delivery Support Programme plays an important role ensuring that the City's investments yield maximum economic and social returns, and contribute to Cape Town's resilience. The City must invest in infrastructure planning and delivery support, and ensure improved infrastructure investment coordination in specific areas, precincts and large projects.

3.2.1.3 The Excellence in Water and Sanitation Services Delivery Programme aims to improve living conditions by providing excellent water and sanitation services. Initiatives and projects include the Reticulation Network Modernisation Initiative, the Wastewater Treatment Project and the Sewer and Pump Station Maintenance Project.

3.2.1.4 In alignment with, and implementation of, the City's Water Strategy, the Water Resilience Programme aims to establish new, diverse supplies of water. The purpose of this programme is to increase Cape Town's water resilience cost-effectively and timeously, and substantially reduce the likelihood of severe water restrictions in future.

¹ 4.1.A. Water and sanitation services – business model reform initiative:

- Water strategy: The City will implement its 2020 Water Strategy to support water resilience, climate change adaptation, and the modernisation of water and sanitation's business and associated structure and staff capacities.
- Service delivery model reform: The City will make changes to the delivery model to support the Water Strategy and strengthen capabilities across all functions, particularly sanitation. This will include the use of technology such as advanced metering and sensors at pump stations to provide real-time data on how the water network is performing. The City will also improve its targeting of maintenance investments and reduce the costs associated with asset failure, including failure caused by vandalism and theft.
- Revenue model and tariff structure reform: The City's water tariff model will be improved to ensure transparency and fairness, and keep the service financially sustainable into the future. Tariffs will reflect the cost of providing the service and promote water demand management and conservation.
- Intergovernmental collaboration initiative: Recognising that sustainable catchment management is critical to Cape Town's water resilience, the City will work with the national Department of Water and Sanitation services and other users to ensure improved management of the Western Cape Water Supply System.

3.2.1.5 The Public Space, Environment and Amenities Priority, which includes Objective 9 – a healthy and sustainable environment – introduces the importance of environmental and biodiversity management as well as the green infrastructure initiative that can form part of the overall service infrastructure offering. This includes identifying ecosystem services provided by natural and green open spaces in Cape Town, with a focus on flood attenuation, water purification and infiltration, and coastal zone protection.

3.2.1.6 As part of Objective 10, clean and healthy waterways and beaches contribute to creating clean and safe waterways and beaches. This includes reducing pollution and strengthening responses to climate change. The specific projects include the Water Quality Improvement Project, which aims to reduce pollution of catchment areas through pollution abatement plans for each catchment.

3.2.1.7 The Resilient City Foundation's Climate Change Programme and Disaster Risk Reduction and Response Programme both identify the importance of various water and sanitation initiatives including the Water Resilience Project and Flood Alleviation Projects. Finally, the link between quality water and sanitation services and creating environments that improve health and well-being is captured in the Integrated Urban Health Programme.

3.3 CITY OF CAPE TOWN STRATEGIES

This Policy aims to align its principles with various City strategies and the goals within the respective strategies. The key strategies are:

3.3.1 WATER STRATEGY, 2019

3.3.1.1 This Policy aligns with the Water Strategy's vision, "By 2040, Cape Town will be a water-sensitive city that optimises and integrates the management of water resources to improve resilience, competitiveness and liveability for the prosperity of its people". This Policy further recognises and values the five commitments on which the Water Strategy is based. These commitments are:

- a) Commitment 1: Safe access to water and sanitation;
- b) Commitment 2: Wise water use;
- c) Commitment 3: Sufficient, reliable water from diverse sources;

- d) Commitment 4: Shared benefits from regional water resources; and
- e) Commitment 5: A water-sensitive city.

3.3.2 CLIMATE CHANGE STRATEGY, 2020

3.3.2.1 The Climate Change Strategy aims to ensure that the co-benefits of climate change adaptation and mitigation – including job creation, improved health, reduced risk, improved energy and water security, and a range of other benefits – are maximised in the implementation of the strategy.

The Climate Change Strategy aligns with the provision of water and sanitation services through the following key focus areas:

- a) Ensure water security and drought readiness;
- b) Reduce demand for water so as to protect water resources and ensure sustainability of supply;
- c) Work to augment and increase water supplies to achieve 99,5% assurance of supply;
- d) Ensure water sensitivity, flood readiness and storm management; and
- e) Take action to reduce flood risk and storm damage through disaster mitigation approaches.

3.3.3 RESILIENCE STRATEGY, 2019

3.3.3.1 A central focus of this strategy is the need to collaborate across government, business, community organisations, academia and households to build our collective resilience. It is a strategy that aims to strengthen Cape Town against sudden potential shocks of the future. This Policy supports the strategic focus areas within the Resilience Strategy.

3.3.4 INCLUSIVE ECONOMIC GROWTH STRATEGY, 2020

3.3.4.1 The strategy calls for economic challenges such as inadequate economic growth, entrenched inequality and widespread unemployment that are prevalent throughout the nation. This can be addressed through improved collaboration between the City, government, private sector and other spheres of government in order to identify and implement sustainable solutions. The strategy therefore represents a continuing commitment to growth that will be supported by an ongoing programme of implementation.

3.3.4.2 This Policy aligns with the implementation of the Integrated Economic Growth Strategy (IEGS) as it aims to support the development and prioritisation of infrastructure project pipelines including, wherever possible and based on cost-benefit analyses, environmentally friendly wastewater and water infrastructure as alternatives to any other form of engineered infrastructure, for increased sustainability and resilience.

4. REGULATORY CONTEXT

4.1 This Policy has been developed within the prevailing regulatory context in order to give effect to, and ensure compliance with, the existing legislation. The most relevant legislative documents that govern and guide this Policy are:

4.1.1 Legislation

- a) Constitution of the Republic of South Africa, 1996
- b) National Water Act, 1998 (Act No. 36 of 1998)
- c) Water Services Act, 1997 (Act No. 108 of 1997)
- d) National Environmental Management Act, 1998 (Act No. 107 of 1998)
- e) Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- f) Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- g) Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- h) Division of Revenue Act
- i) Disaster Management Act, 2002 (Act No. 57 of 2002)

4.1.2 National policies and strategies

- a) National Water Policy Review, 2013
- b) National Sanitation Policy, 2016
- c) Strategic Framework for Water Services, 2003

4.1.3 Regulations and standards

- a) Water Services Act Regulations Relating to Compulsory National Standards and Measures to Conserve Water (Compulsory National Standards), 2002; and
- b) Water Services Act Norms and Standards in Respect of Tariffs for Water Services (Norms & Standards), 2002.

4.1.4 City policies

- a) Credit Control and Debt Collection Policy; and
- b) Tariff Policy

4.1.5 City by-laws

- a) Water By-law, 2010;
- b) Wastewater and Industrial Effluent, 2013;
- c) Treated Effluent By-law, 2010;
- d) By-law relating to Stormwater Management, 2005;
- e) Unlawful Occupation By-law, 2021;
- f) Credit Control and Debt Collection By-law, 2006; and
- g) Tariff By-law, 2007.

5. POLICY PARAMETERS

5.1 This Policy deals with the provision of water and sanitation services to all consumers within the City's jurisdiction.

5.2 This Policy shall serve as a guide to the City's Water and Sanitation Directorate in the provision of the services mentioned in 5.1.

6. ROLE PLAYERS AND STAKEHOLDERS

There are many role players and stakeholders involved in the provision of water and sanitation services. Some directly provide the service, others in one way or another support the provision of the service; the rest are interested parties.

6.1 Consumer

The consumer is the recipient of the water and sanitation services and is responsible for:

- a) The efficient water use and protection or care of the infrastructure that provides the service against contamination and damage;
- b) The responsible use of sanitation services, and protection and care of the infrastructure against blockage and damage;
- c) Paying for water services over and above any free allocation;
- d) Reporting water service interruptions and contraventions of any of the City's By-laws related to water, through the channels provided on the City's website and at walk-in centres; and

- e) Adhering to notices issued in respect of the City's By-laws related to water.

6.2 The City's Water and Sanitation Directorate

The City's Water and Sanitation Directorate's role is to provide water and sanitation services to all its consumers, which includes:

- a) The planning and development of water and sanitation services infrastructure;
- b) The management of water resources such as catchment, treatment, storage and conveyance for bulk water supply;
- c) Operation and maintenance of water and sanitation infrastructure across the City;
- d) Protecting communities against flooding;
- e) Protecting watercourses against pollution and related infrastructure damage;
- f) The management of wastewater treatment works and the provision of effective wastewater treatment services to all the residents of Cape Town;
- g) Ensuring the quality of final treated effluent is of a suitable standard to be reused and released into the environment;
- h) Ensuring consumer satisfaction and building meaningful relationships with all stakeholders;
- i) Promoting community awareness and promptly resolving complaints related to water and sanitation services as per the commitment in the Consumer Charter;
- j) Ensuring suitable resources are in place, including a skilled workforce, working tools and equipment, and budget, with good management systems that enhance service delivery to the satisfaction of the consumer;
- k) Ensuring water quality complies with the South African National Standard 241, as may be amended;
- l) Ensuring all water service operations comply with all relevant legislative requirements, in particular the National Water Act, 1998; National Environmental Management Act, 1998; Water Services Act, 1997; Local Government: Municipal Finance Management Act, 2003 and all relating regulations;
- m) Ensuring cost recovery for water services rendered;
- n) Ensuring the effective regulation of City's by-laws related to water; and
- o) Protecting the City's employees, the consumers and the environment against ill health, pollution and damage.

6.3 Other City role players

6.3.1 Urban Waste Directorate

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6.3.1.1 The City's Urban Waste Directorate is responsible for, among others, waste collection, area cleansing, street sweeping and cleaning/wetting roads with water tankers carrying non-potable water and at times, water with disinfectants for odour control/hygiene purposes, waste bags clearance/pick-up on river banks and stormwater canal edges, and waste transportation and disposal of waste.

6.3.1.2 Waste management activities have a direct bearing on water and sanitation services, specifically the unblocking of stormwater and wastewater infrastructures. This is more common where less formal areas predominate, impacting on the ability for the directorate to deliver services. Thus, the Urban Waste Directorate has a key role to play in reducing diffuse sources of pollution of water ways and preventing blockages, localised flooding and ingress of stormwater into wastewater and vice versa.

6.3.1.3 It is acknowledged and thus implemented accordingly that the Water and Sanitation Directorate is responsible for clean-ups in rivers and streams, including stormwater channels/drains, with the resulting waste bags made ready for collection by solid waste management teams. In collaboration with solid waste management teams, the Water and Sanitation Directorate will work with residents to reduce diffuse pollutions through various means and levers available e.g. the number of bags provided, or the frequency of collection. The City's by-law relating to Stormwater Management, 2005 advocates for the protection of the stormwater system against physical damage and pollution by chemicals, debris or any other foreign substance that may harm the life in the ecosystem.

6.3.2 City Health – Environmental Health

6.3.2.1 The City Health Environmental Health department is responsible for, amongst others, water quality monitoring, health surveillance of premises, environmental pollution control including air and noise pollution, and chemical safety. It is further responsible for assisting other City directorates and departments with key programmes such as water sampling, regular health and hygiene promotion projects, and service delivery to informal settlements.

6.3.2.2 Industrial effluent permits from the City's Water and Sanitation Directorate are required for any effluent-generating business premises. It is therefore important

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that Environmental Health and the Water and Sanitation Directorate work closely in the execution of the respective water and health by-laws. Furthermore, such partnerships shall, among other benefits, prevent any unintended consequences that may lead to sewer blockages, compromised public health and stormwater pollution.

6.3.3 Human Settlements

6.3.3.1 The City's Human Settlements Directorate is responsible for ensuring integrated and sustainable housing. In the planning and provision of human settlements, water-related City policies and by-laws must be adhered to at all times, particularly the City's Water and Sanitation Services Guidelines and Standards. These guidelines includes durable plumbing materials in compliance with the City's water by-laws and relevant SANS codes. Issues of illegal land occupation and related matters need to be handled urgently by the respective stakeholders, as required by legislation and City policies and by-laws. This is key to ensuring efficient provision of the full suite of basic services to communities.

6.3.3.2 The City's Human Settlements Directorate should further ensure that the following aspects of water-sensitive design are incorporated into human settlement development:

- a) The innovative use of existing green open spaces to create multifunctional spaces;
- b) Improving groundwater infiltration through the principles and practices of sustainable urban drainage system (SUDS) and water-sensitive urban design (WSUD);
- c) Implementing flood attenuation measures such as the protection and proper management of wetlands and the planting of trees, where appropriate; and
- d) Establishing ecological buffers for developments adjacent to watercourses, as per the City's Floodplain and River Corridor Management Policy.

6.3.4 Roads Infrastructure and Management

6.3.4.1 The City's Roads Infrastructure and Management Department is responsible for the provision and maintenance of roads infrastructure, including the

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reinstatement of roads after repairs to water and sanitation infrastructure. Effort will be taken to ensure alignment between road infrastructure and water infrastructure project schedules to enable efficiency gains.

6.3.4.2 Water is a key component in the road construction process and treated effluent or any other alternative water source, wherever possible in the process, must be considered for use. It is therefore important that strategies and operational practices and engineering standards of both departments are aligned. (The City's Water and Sanitation Service Guidelines and Standards are available on the website.)

6.3.5 Urban Planning and Design

The City's Urban Planning and Design Department must support the principles and concepts of efficient water use and green building, which relate to the vision of the City becoming a water-sensitive city by 2040.

6.3.6 Environmental Management

The City's Environmental Management Department is responsible for coordinating and facilitating the implementation of the City's Environmental Strategy, the principles, concepts, policies and procedures of which are supported through an efficient and sustainable water services provision.

6.3.7 Law Enforcement

The City's Law Enforcement Department is responsible for enforcing the City's by-laws, among others. It is equipped with trained peace officers who have the power to confiscate, arrest, issue compliance notices and fines, and shut down illegal operations where by-laws are contravened. Improved partnerships between law enforcement and water and sanitation services are important, particularly in cases where support may be required on matters relating to vandalism of City infrastructure or property and personnel protection for staff working in high-crime areas.

6.3.8 Planning and Building Development Management

Principles, policies and regulations on planning and building development must support the principles and by-laws for water and sanitation services in order to protect the water resource, the environment and therefore human well-being. Building development must not pose any

risks to the water and sanitation services infrastructure. It must also be aligned with the Municipal Spatial Development Framework (MSDF) principles of water-sensitive design, sustainable stormwater management and sustainable urban drainage. All development applications and building plans must be reviewed through participation by relevant stakeholders, including the City's Water and Sanitation Directorate, to ensure alignment with related City policy instruments.

6.3.9 Recreation and Parks

6.3.9.1 The Recreation and Parks department is responsible for the management and control of parks and recreation facilities, including swimming pools, sports fields and trees and vegetation located at these facilities, which is subject to the availability of water. The Water By-law, 2010 stipulates that the City needs to lead by example in such facilities by only using municipal drinking water for domestic purposes.

6.3.9.2 Alternative water supply sources to form an integral part of the planning and execution of duties, in line with the principles and objectives of sustainability and climate resilience of water service provision. In addition, the inclusion of WSUD and SUDS in the overall design of such spaces also assists with water infiltration and flood attenuation, thereby enhancing the City's resilience.

6.3.10 Disaster and Risk Management

6.3.10.1 The coordination of efforts between Disaster Management and other stakeholders on matters of emergency situations is important to ensure that the relocation of communities or individuals in the instance of a disaster, where such applies, is in line with relevant policies and procedures, including the Disaster Management Act, 2002 (Act No. 57 of 2002), water policies and by-laws, and related environmental protection.

6.3.10.2 Where relocation applies, guidance on best practices aligned with relevant water-related policies and by-laws must be sought and complied with at all times. Matters of flooding, groundwater protection and the emergency supply of water and sanitation services in such circumstances require coordination and partnership among the relevant stakeholders.

6.3.11 Fire Services

The provision of effective fire services is subject to the availability of a sustainable water supply. Fire hydrant infrastructure require regular maintenance to reduce or eliminate water wastage through leaks and malfunctions. Furthermore, water pressure needs to be managed and controlled effectively, with no interruptions during emergencies.

6.3.12 Sustainable Energy Markets and Resilience

The Sustainable Energy Markets and Resilience Department is responsible for the City's Climate Change Strategy and Action Plan.

6.4 Key spheres of government role players

6.4.1 Western Cape Department of Environmental Affairs and Development Planning

The Western Cape Department of Environmental Affairs and Development Planning is responsible for safeguarding the natural environment of the Western Cape, through, among others, the regulation of the National Environmental Management Act, 1998. By nature, the operational activities of water and sanitation services have the potential to damage the environment, but the Water Strategy and the City's water and sanitation services by-laws do highlight the commitment to protect the environment.

6.4.2 Western Cape Department of Human Settlements

The Western Cape Department of Human Settlements is responsible for developing sustainable, integrated human settlements in the Western Cape. Water-related City policies and by-laws must be adhered to at all times, particularly the City's Water and Sanitation Services Guidelines and Standards, including durable plumbing material in compliance with the City's water by-laws and related SANS codes.

6.4.3 National Department of Water and Sanitation

The national Department of Water and Sanitation is responsible for policymaking, support and the regulation of water and sanitation services countrywide, through the implementation of the National Water Act, 1998 and the Water Services Act, 1997. Furthermore, the national

department is responsible for leading and guiding the region in respect of the Western Cape Water Supply System and related matters.

6.4.4 National Department of Human Settlements

The national Department of Human Settlements is responsible for for disbursement and oversight of the Urban Settlements Development Grant, which is used to fund water and sanitation development contributions (among others) for state-subsidised developments.

6.5 Other role players

6.5.1 Institutions of learning and research

Experts from academia and research institutions, among others, are vital and form part of water-related working groups or committees that share information and knowledge, and connect stakeholders to networks of needed professional support.

6.5.2 Civil society

Civil society is the voice of the public, mobilising and contributing to necessary public debates on the development and implementation government policies. Civil society therefore holds the government accountable. Consequently, water service provision is an important basic right and is a regular subject of debates. Stakeholder consultation and public participation are fundamental to the development and implementation of policies, so as to avoid unintended consequences that may harm the intended recipients of the service.

7. POLICY DIRECTIVES

7.1 Service levels

7.1.1 Basic levels of service

7.1.1.1 The provision of safe, reliable and affordable water and sanitation services is fundamental to health and economic development. Basic water supply refers to access to the reliable supply of sufficient quantity and quality of water to households, including informal households, to support life and personal hygiene. Meanwhile, basic sanitation is the service necessary for the safe,

hygienic and adequate collection, removal, disposal or purification of human excreta, domestic wastewater and sewage from households, including informal households.

7.1.1.2 A water services authority (WSA) must ensure universal access to adequate, affordable and sustainable levels of water and sanitation services, specifically to poor households. A basic water supply and sanitation service is considered the first step up the ladder, a step to which all must have access, as stated in the Water Services Framework, 2003.

7.1.1.3 The next step, subject to resource availability is an intermediate level of service (such as one tap in a yard) and a higher level (multiple taps in a yard). This should be planned or implemented within the parameters of related water services policies.

Policy position

(a) The City shall progressively realise universal access to basic water and sanitation services, in its area of jurisdiction, and shall meet the minimum standards prescribed in the norms and standards, as determined by the relevant minister.

(b) Intermediate and higher levels of service, shall be implemented wherever practical, affordable and sustainable without compromising the national priority of universal access to at least a basic level of service.

(c) In partnership with other relevant stakeholders, including the City's Environmental Health Department, emphasis shall be placed on health and hygiene education so that the provision of water and sanitation services shall be accompanied by improvements in health and significant reductions in water-related diseases.

7.1.2 Provision of basic services in informal settlements

7.1.2.1 The number of households living in informal settlements and backyards has been growing as a result of urbanisation, natural population growth and changes in household size. The City strives to ensure adequate service delivery to all its residents. This includes those who have come to reside in informal settlements and backyard structures.

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7.1.2.2 To cater for the increase in unlawful land occupations, there is a need for an improved and widened level of service within the informal settlements sector. Water supply to recognised informal settlements is in the form of standpipes, whereas for sanitation, there is a range of sanitation technology solutions on the ground, based on the site-specific conditions of a particular informal settlement at any given point in time.

7.1.2.3 Some informal settlements are located on unlawfully occupied land – both public and private – and in many instances the area is not zoned for human settlement. As a result, infrastructure networks do not extend close enough to service the community. No water services may be provided on unlawfully occupied land unless it is at the boundary or consent has been received from the landowner. The City continues to strive to provide access to water and sanitation services regardless of the obstacles it faces.

Policy position

(a) The provision of an interim basic level of water and sanitation service shall be in accordance with a progressive plan that addresses both land tenure and basic services.

(b) The design, planning and implementation of water and sanitation services shall be done in consultation with the community. This shall consider operations and maintenance requirements to ensure the sustainability of services and to reduce the health and environmental impact of unmanaged grey water, human excreta and wastewater disposal.

(c) To achieve the objectives of water security and sustainability, the City shall, where appropriate, provide and support sanitation services in a manner that minimise the impact on and use of water resources. Decision-making on any sanitation technologies shall consider the settlement conditions, specialist environmental reports and any other relevant information. Exceptional situations may require independent review and advice.

(d) The City shall, in recognised informal settlements, continue to better the national target by endeavouring, wherever possible, to provide one tap per 25 households within 100 metres of the dwelling.

(e) In respect of sanitation provision, the City shall aim to provide one toilet per five households, in the form of waterborne sanitation systems, on-site or partial on-site sanitation treatment

technologies, whichever is suitable, giving due consideration to the proximity to bulk services, terrain, tenure and community preferences.

(f) Records of all water services provision infrastructure and its maintenance shall be captured on a credible system and updated as frequently as possible for effective and efficient management purposes.

7.1.3 Provision of basic services during emergencies and disasters

In accordance with the Water Services Act, 1997, water service authorities in South Africa are required to make by-laws that provide for the general limitation or discontinuation of water services where national disasters, as defined in the Disaster Management Act, 2002, cause disruptions in the provision of services or sufficient water is not available for any other reason.

Policy position

(a) Where services are disrupted by such disasters, the City will endeavour to provide basic services within any constraints on resources and capabilities imposed on it by the disaster. Existing and updated strategies and protocols shall be observed and implemented accordingly.

(b) Affected communities shall be provided with access to at least interim water services during disasters, as guided by relevant stakeholders and policies, and subject to the extent of the emergency or disaster.

(c) The City's Disaster Risk Management Plan shall detail protocols for different scenarios, and individual site emergency management plans will be implemented as appropriate. To ensure readiness and improve upon these plans, various simulated emergency exercises will be held on a regular basis.

7.1.4 Provision of basic water services by entities other than the water services authority

7.1.4.1 The Water Services Act, 1997 enables and guides water service authorities on the provision of basic services by other water service institutions, e.g. water services providers (WSPs) and water service intermediaries (WSIs). A WSP means any person who provides water services to consumers or to another water services institution, but does not include a WSI. The Act further empowers WSAs to, where so required, provide water services through partnerships with external entities, such as organs of state, community-based organisations (CBOs), non-

governmental organisations (NGOs) or the private sector. Water service authorities must regulate water services to residents on privately owned land through municipal by-laws to ensure compliance with minimum standards.

7.1.4.2 The processes for granting approval to an external entity to provide a water or sanitation service to any community in the jurisdiction of the City of Cape Town shall comply with relevant legislation and City policies and be published on the City's website. The aforementioned legal framework shall include, but not be limited to, the Water Services Act, 1997 and its regulations and guidelines; and the City's supply chain management and tariff policies and any other related policy instruments. The principles underlying such decision-making shall, among others, include safe access, effectiveness and efficiency, financial viability and sustainability, equity, quality, green infrastructure protection, climate resilience, general environmental sustainability, etc. Furthermore, the decision shall not infringe on the rights of other people and shall not cause an unnecessary burden to the City.

7.1.5 Provision of basic services by a water services provider

7.1.5.1 When performing the functions of a WSP, a WSA must manage and account separately for those functions. No person may operate as a WSP without the approval of the WSA having jurisdiction in the area in question.

7.1.5.2 A municipality may provide a municipal service in its area or a part of its area through internal (within its administration) or external (through service delivery agreements) mechanisms. A municipality must review and decide on the appropriate mechanism to provide a municipal service in the municipality or in a part of the municipality when and if:

- (a) Existing services are to be upgraded or extended;
- (b) It is undergoing organisational restructuring;
- (c) Performance evaluation or provincial intervention dictates such a review; or
- (d) A current service delivery agreement is to expire within the next 12 months.

Policy position

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- (a) No person may operate as a WSP without the approval of Council.
- (b) The approval process shall follow supply chain management or external service provider appointment processes, in compliance with relevant regulations.
- (c) Prior to embarking on a WSP appointment process, the City shall conduct a detailed assessment to confirm that external water and sanitation service provision is required and is cost-effective.
- (d) This assessment shall inform how long such external services shall be required, whether or not the City will progressively work towards taking over such a service and financial viability of doing so.
- (e) Council shall make the final decision on external service appointment.
- (f) Approvals shall be subject to conditions articulated in a service delivery agreement, entered into between the City and the appointed entity.
- (g) The City's authorised personnel shall regulate compliance with the conditions of the agreement and the provisions stipulated in the City's water and sanitation services by-laws.

7.1.6 Provision of basic services by a water services intermediary

- 7.1.6.1 Municipalities have a universal basic service obligation. All residents, wherever they live, are entitled to receive at least a basic level of water and sanitation services. A WSA must, in its by-laws and by public notice or other, require the registration of water services intermediaries (WSIs) or classes of such intermediaries within its area of jurisdiction. The City is under no obligation to consider allowing the self-production and supply of water and sanitation services by private entities that have access to the City's supply network.
- 7.1.6.2 Water services assets may be owned by the land owner where an on-site water or sanitation facility is provided to a household. There is no legal impediment to use government grants to fund infrastructure for an indigent household on private land not owned by that household, provided that the intermediary (the private landowner) makes a financial contribution. The intermediary becomes the owner of the infrastructure once it is installed, unless otherwise agreed upon

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through an agreement between the WSI and the City, or other legal means. The payment of services, where applicable, shall be in accordance with the City's Tariff Policy and By-law, Credit Control and Debt Collection Policy and By-law, and related financial policies and procedures.

- 7.1.6.3 A water service incorporates both water and sanitation services and therefore in the context of WSIs, this may be classified as either a WSI for both water and sanitation services supply, a WSI for water supply or a WSI for sanitation supply, as the case maybe.
- 7.1.6.4 The City acknowledges that there may be instances where there is no or limited capacity at a wastewater treatment works. The City is committed to working with relevant stakeholders to ensure that such challenges do not hinder development in the area or lead to unintended economic and related consequences for the City of Cape Town.
- 7.1.6.5 Notwithstanding the City's isolated capacity constraints, there are challenges associated with private on-site water and sanitation services facilities or plants, which are a cause for concern and require informed decision-making and dedicated oversight. These include the following:
- (a) The proximity of decentralised wastewater treatment plants to people within the developments or surrounding sites may pose a health risk. Thus, water purification techniques and related management processes require technical expertise to minimise risks to public health related to ingesting poor quality drinking water;
 - (b) Furthermore, the handling and exposure of raw domestic wastewater or even partially treated domestic wastewater is extremely hazardous to both humans and the ecological health of an ecosystem; and
 - (c) Decentralised wastewater treatment plant installations require considerable management, technical expertise, monitoring and reporting, and need to comply with the relevant environmental regulatory processes, including the national Department of Water and Sanitation's Regulatory Performance Management System, Green and Blue Drop assessment requirements, and related standards and practices.

Policy position

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(a) The City shall not encourage WSI registration by entities that have access to the City's water or sanitation service network, unless the situation is by default, meaning there are no existing municipal water or sanitation services in the area in question.

(b) Requests or applications for private on-site water or on-site sanitation services, where this is deemed to be the best option by the applicant, shall be considered and assessed against City policy decisions or prevailing circumstances at a given point in time and a response furnished accordingly.

(c) Consideration to the above-mentioned applications shall be limited to those that do not compromise the City in terms of its obligations as a WSA. This includes the sustainability of a safe and affordable service provision to the broader community. For example:

- (1) Where the proposed development is in a remote area, outside the City's network perimeter;
- (2) Where there is no municipal connection available for the foreseeable future in that area; and
- (3) Where the existing municipal system does not have adequate capacity.

(d) Where the circumstances in clause (c) presents itself, the City shall work with stakeholders, including the national Department of Water and Sanitation and the Western Cape Department of Environmental Affairs and Developmental Planning, to manage matters related to environmental and water use authorisations, among others, which are related to their mandates.

(e) Upon approval by national and provincial authorities, the City will enter into a written agreement with the applicant or intermediary.

(f) Where any requests fall outside the stated circumstances above, the City may, subject to compliance with relevant national laws and regulations, consider such applications and make an informed decision that, among other factors:

- (1) Shall not unduly compromise a sustainable service to the broader communities in its area of jurisdiction, particularly indigent households;
- (2) Shall not compromise the health of the recipients of such a service;
- (3) Shall ensure there is no financial loss that will compromise the maintenance of existing infrastructure and therefore a sustainable service to existing consumers; and

(4) Shall support green infrastructure, climate resilience and environmental sustainability principles.

7.1.7 Free basic services

Free basic municipal services are services provided at no charge by government to indigent households. These services are provided by municipalities and include a minimum water and sanitation service that is sufficient in catering for the basic needs of a household. The equitable share financial contribution from the national fiscus is an important component of the funding to subsidise the provision of free basic services to indigent households.

Policy position

(a) The City shall provide free basic services which at least meets the nationally determined minimum standards, in alignment to and as guided by the relevant national water and sanitation services policies, guidelines and other City policies, including the Credit Control and Debt Collection Policy, the Tariff Policy and others.

(b) Customer registration for indigence shall be dealt with in accordance with City policies, including the Credit Control and Debt Collection Policy.

7.2 Levels and types of supply

The levels of supply are classified as basic, intermediate or higher levels of service based on proximity to the recipient, subject to resource availability and environmental conditions. Non-waterborne levels of supply is determined by consumer choice and available technologies. Decision-making and implementation is supported by legislative framework, such as the Constitution, 1996, the Water Services Act, 1997 and corresponding norms and standards as set by the minister responsible for water and sanitation.

7.2.1 Potable water

The first step up the water ladder is the provision of access to at least a basic water and sanitation service to all consumers. The next step is an intermediate level of service such as one tap in a yard; a higher level would be multiple taps. As the WSA, the City is expected to assist communities to achieve intermediate and higher levels of service wherever practical, affordable and sustainable, without compromising the national policy priority of universal access to a basic level of service.

Policy position

(a) The City commits to providing access to basic water to all its consumers, in line with the City's related policies, including the Tariff Policy, the Credit Control and Debt Management Policy and human settlements-related policies, as may be updated.

(b) In the formal sector, a metered yard connection is managed in two ways:

- (1) Controlled flow – at the request of the property owner or City decision as a result of water abuse; and
- (2) Uncontrolled flow – standard service in metered yard connection.

(c) In the informal sector, the metered communal connection has an uncontrolled flow.

(d) The backyarder-metered connection has a controlled flow; this service is only provided to the City's rental housing stock.

7.2.2 Sanitation

7.2.2.1 Basic sanitation services entails the provision of a basic sanitation facility that is environmentally sustainable and easily accessible to a household and a consumer. This is delivered through the sustainable operation and maintenance of an associated facility that includes the safe removal of human waste, grey water and wastewater from the premises, where appropriate and necessary. In addition, basic sanitation services includes proper communication and local monitoring of the service, hygiene and related matters.

7.2.2.2 The City acknowledges that, it continues to experience sanitation-related challenges. These includes where sewage spillages into public spaces and into water bodies or a receiving environment, in contravention of related environmental laws and regulations and its own policies and by-laws. In some cases, the challenges are related to infrastructure – the lack of or limited maintenance. In other cases, this is related to resident behaviour and interaction with the infrastructure network.

7.2.2.3 The City continues to address the challenges that have a negative impact on public health and environmental protection or preservation. It has become clear that solutions need a multi-disciplinary approach with internal and

external stakeholders. Progress on the establishment and enhancement of such platforms and communication with the public is ongoing. Budgets and other resources have been and continue to be reprioritised and shifted as the need arises.

7.2.2.4 The City further acknowledges that there are septic, conservancy, dry and 25-litre container toilets in some areas. This includes in the peri-urban areas where there is no municipal network or where users have opted to retain such services even during and after the network developments in those areas. The City's servicing of the private conservancy tanks is ongoing and is reflected as such in the City's Tariff Policy.

Policy position

(a) The City offers the following types of toilets in support of providing sanitation services:

(1) Waterborne Toilets

Waterborne Toilets are typically installed in formal areas where the development forms part of the integrated spatial development plans. Here, pipelines are installed and connected to wastewater treatment plants. Sewage is conveyed by the sewerage reticulation system to a wastewater treatment plant for treatment and disposal to, in most cases, nearby receiving water bodies, in line with water use licence conditions. The cost applicable to consumers for this service is implemented in accordance with the City's Tariff Policy.

(2) Chemical and Container Toilets.

Chemical and Container toilets are typically provided in circumstances where a sewerage reticulation system is non-existent. The following conditions apply for these types of toilets:

- (i) A contractor appointed by the City must service these toilets three times a week;
- (ii) The ratio for these type of toilets is one toilet to five families; and
- (iii) There are no charges to the consumer for this service.

(3) Portable Flush Toilet

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A portable flush toilet is provided where there is no sewerage network and the settlement is very dense. This restricts access by service trucks and the intended recipients have opted for this service. The following conditions apply for a portable flush toilet:

- (i) The lower tank is serviced twice a week by a City-appointed contractor. A spare tank is provided for every unit to allow for a rotational cleaning process;
- (ii) The portable flush toilet is given a ratio of one toilet to one dwelling; and
- (iii) There are no charges to the consumer for this service.

(b) The City endeavours to comply with national legislation and its own policies and by-laws in respect of sanitation provision that is sustainable and does not have a negative impact on the health of the public and the protection of the environment.

(c) The City will continue to meet and, wherever possible, exceed the norms and standards of a 200-metre radius proximity in respect of access to basic sanitation services for all its citizens.

(d) The City commits to reviewing and speeding up its infrastructure asset management plans in respect of its reticulation, pump stations and wastewater treatment works through existing processes. This includes, but is not limited to, the infrastructure master plan, sector plan and related plans.

(e) The City commits to developing a strategy for sanitation that will elaborate on mechanisms to ensure that the current status is improved and to prevent a recurrence of a poor environmental state.

(f) The installation of conservancy tanks shall follow the existing local regulatory processes, including development and building processes, and relevant national and provincial processes, wherever applicable.

(g) The City shall be guided by national policies, as may be updated, on matters relating to the protection and preservation of groundwater resources, insofar as the installation of septic tanks is concerned.

(h) The City commits to enhancing the involvement of relevant stakeholders to assist in addressing the identified challenges across all water catchments through various forms, including forums or committees and other partnership initiatives.

(i) The City commits to enhancing its education and awareness programmes and campaigns on the proper use and protection of the infrastructure and the environment, and the benefits this offers, and instil public ownership behaviour.

(j) The City commits to ensure the progressive recovery of polluted areas to ensure a healthy environment for all its citizens going forward.

7.3 Regulation

7.3.1 A WSA is the local regulator of water and sanitation services that determines local policies and standards, promulgates by-laws, plans the provision of water services (water services development or sector plan), determines how investments in water services are undertaken, and sets tariffs. Where a WSA is also the WSP, there is a requirement of self-regulation prescribed by related water services legislation. The accountability of the WSA to the local electorate is an effective regulating mechanism for the provision of water services in this context.

7.3.2 Water services authorities are ultimately accountable to their citizens for the effective delivery of services to meet citizens' needs. Furthermore, a WSA must also ensure that water services are provided within its area in conformity with national policies, norms and standards. Water services authorities have a duty to monitor and manage performance and an obligation to meet minimum norms and standards determined by national or provincial government. The scope of regulation extends to the setting of by-laws for promulgation and enforcement.

7.2.3. These by-laws would set out the general rights, duties and responsibilities, including acceptable standards and practices for all actors, i.e. WSPs, intermediaries, water service agents and consumers.

Policy position

(a) The City, as a regulated institution performing the duties of both a WSA and WSP, shall continuously improve compliance with national and provincial legislation and related notices and regulations.

(b) The City shall comply with all national and provincial water and sanitation-related regulatory requirements, including but not limited to the national Department of Water and

Sanitation's Blue and Green Drop water quality audits/assessments, including the Institutional Performance Assessment Programme and related reporting requirements.

(c) The City, as a WSA, shall self-regulate, set and update local standards through by-laws (as may be required), educate communities on these by-laws and related matters, and continuously monitor and enforce adherence thereto.

(d) As a WSA, the City shall ensure that service delivery agreements or water supply agreements with WSPs are in place, are monitored and valid at all times.

7.4 Integrated planning and infrastructure management

7.4.1 The primary instrument of planning in the water services sector is the Water Services Development Plan (WSDP), or Water Sector Plan. This plan requires the consideration of the physical, social, economic, financial, environmental and institutional aspects of water services provision in a particular WSA area. The WSDP is supported by business plans which show how the WSDP will be achieved on an annual basis. Master planning serves as a strategic, comprehensive, long-term plan intended to guide growth and development and is a product of land-use plans. It does, among other means, serve as a tool to aid in effective asset management.

7.4.2 To ensure long-term sustainability, the department had already by 2010 developed an Integrated Master Plan. The objectives of the master planning process are as follows:

- (a) Ensure all water and sanitation branches use the same base data assumptions and design parameters to ensure consistency;
- (b) Ensure infrastructure plans for water and sanitation services are fully aligned;
- (c) Ensure alignment with the City's IDP, spatial planning, growth projections and other development strategies;
- (d) Provide sound information on which capital budgets for future years can be planned and allocated;
- (e) Carry out annual update to ensure reliable planning; and
- (f) Water services master planning continues to be driven by spatial planning scenarios that enable the identification of infrastructure constraints through the transversal alignment of infrastructure development.

7.4.3 Key components of existing infrastructure, in rapidly developing regions of the City, operate at peak level during periods of high demand. Capacity improvements will be required

to enable development. The City's Water and Sanitation Directorate has an Infrastructure Master Plan in place that identifies the water and sewer upgrading requirements for all development areas.

7.4.4 The augmentation of the bulk water systems is necessary to ensure that supply capacity can meet the future demand for water. Models are developed for both existing and future demand scenarios. The outcomes of the master plan include a clear list of priority projects that cover the water and sanitation's reticulation network, bulk water, and wastewater infrastructure requirements, including treated effluent and stormwater management.

Policy position

(a) The City's WSDP (and related business plans) shall inform and be informed by:

- (i) The City's IDP, of which it forms part;
- (ii) The City's Spatial Development Framework;
- (iii) Catchment management strategies and the National Water Resource Strategy;
- (iv) Water resource infrastructure plans; and
- (v) Regional water services business plans.

(b) Water services planning shall take into account environmental impacts and seek to minimise any negative impacts through appropriate preventative and/or remedial measures.

(c) The City shall regularly update the plans and report annually on progress against these plans, as required by the national regulator to assess progress and performance.

(d) The City shall take reasonable steps to bring its draft WSDP or sector plan to the attention of its consumers, potential consumers, industrial users and water services institutions within its area of jurisdiction. The public will be invited to comment on the WSDP when advertised.

(e) The City shall annually report on the implementation of the sector plan.

(f) The sector plan shall:

- (i) Focus on maintaining and replacing ageing existing infrastructure.
- (ii) Support economic stability and growth.

- (iii) Improve the delivery of services to informal areas.
- (iv) Promote efforts to densify the city by reviewing and upgrading infrastructure to accommodate higher residential density.

7.5 Integrated water resources management

7.5.1 South Africa is a water-stressed country and is facing a number of water challenges. This includes the security of supply, environmental degradation, resource pollution and the inefficient use of water. Integrated water resources management is a process which promotes the coordinated development and management of water, land and related resources. This is with a view to maximise economic and social welfare in an equitable manner without compromising the sustainability of dynamic ecosystems and the environment. Integrated water resources management is based on three principles: social equity, economic efficiency and environmental sustainability.

7.5.2 Water resources must be protected, used, developed, conserved, managed and controlled in an efficient and sustainable manner towards achieving South Africa's development priorities in an equitable manner.

7.5.3 The City's Water Strategy provides a roadmap for the creation of a future in which there will be sufficient water for all and in which Cape Town will be more resilient to climate and other shocks. It takes into account the important yet complex relationship between water, people, the economy and environment.

7.5.4 The City recognises the need to diversify its raw water sources to include groundwater, water reuse, stormwater and desalinated water. The City's Water Strategy commits to increasing the current available supply by approximately 300 million litres per day over the next 10 years, and in suitable increments thereafter, in a way that is adaptable and robust to changes in circumstances.

7.5.5 Shared benefits from regional water resources shall be through collaborating with key stakeholders and partners, including other urban and agriculture water users, and other spheres of government. This is with the aim of making the most of the opportunities that optimise the economic, social and ecological benefits of regional water resources, and reducing risk.

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7.5.6 The Western Cape Water Supply System, comprising raw water storage and conveyance infrastructure, supplies water to Cape Town, the surrounding towns, urban areas and agriculture. The various components of the Western Cape Water Supply System are owned and operated by the City of Cape Town, the national Department of Water and Sanitation and Eskom, in an integrated manner to ensure that water storage is maximised and spillage is minimised during current and future hydrological years.

7.5.7 In the context of the need for growth, equity and the protection of water resources, the National Water Strategy identifies three broad objectives:

- (a) Water supply in a manner that supports development;
- (b) The elimination of poverty and inequality, as water contributes to the economy and job creation; and
- (c) Water is protected, used, developed, conserved, managed and controlled in an equitable and sustainable manner.

7.5.8 Too offset increasing competition for water in the region and the potential for climate change to reduce the yields of surface water, it has become more important for the City to manage water within its own municipal area in a holistic way. As the majority of Cape Town's water will continue to come from rain-fed dams over the next 10 years and more, it will likely be necessary for Cape Town to implement water restrictions during drought periods.

7.5.9 The City acknowledges that it must actively facilitate the transformation of Cape Town over time into a water-sensitive city, with diverse water resources and infrastructure, and one that makes optimal use of stormwater and urban waterways for the purposes of flood control, aquifer recharge, water reuse and recreation. This needs to be based on sound ecological infrastructure, climate resilience and environmental sustainability principles. This will be done through new incentives, regulatory mechanisms and through the way the City invests in new infrastructure.

7.5.10 It is envisioned that Cape Town will progress to a water-sensitive city, where natural resources (such as rivers and groundwater sources) and engineered water services (such as water supply, wastewater and stormwater services) are planned and managed in an integrated way to realise the following benefits:

- (a) Be able to use urban water as a resource for drinking and non-drinking water supply;

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- (b) Improve the health of Cape Town's rivers and waterways, and improve liveability for communities through which these waterways flow;
- (c) Create opportunities for appropriate development around rivers and waterways that do not negatively affect the natural function of the river and its floodplain, and makes positive use of the floodplain as a public open space;
- (d) Conserve and rehabilitate the natural environment; and
- (e) Improve the resilience of Cape Town's water supply service.

Policy position

(a) Water shall be treated as an economic, social and environmental resource. It shall be used, developed, conserved, managed and controlled in an integrated and holistic manner, in accordance with spatial planning and urban design, resilience, climate change and environmental management principles.

(b) Programmes and projects that aim to maximise and promote water use efficiency and water conservation for socio-economic development and environmental protection to benefit current and future generations will be supported.

(c) The City shall operate and maintain its water resource infrastructure to protect the environment and ensure a continued bulk water service provision in line with its Water Strategy, and Water Conservation and Demand Management Strategy, which shall be continually updated.

(d) Any decisions regarding the imposition of water restrictions or any other water conservation and demand-related matter shall be made in consultation with relevant stakeholders.

7.6 Stormwater management

7.6.1 Stormwater management entails the reduction of surface runoff, the prevention of floods and the protection of the quality of the water in the stormwater system against pollution. The Constitution of the Republic of South Africa, 1996, Schedule 4, Part B provides for the management of stormwater systems in built-up areas as a local authority competency. Watercourses and wetlands are integral to the stormwater management system; they are an important component of the City's Biodiversity Network and Green Infrastructure Network

(GIN), and represent an essential element within the urban fabric of the city by providing both recreational and economic opportunities. Generally, the stormwater management objectives are:

- (a) Reducing the impact of flooding on community livelihoods and regional economies; and
- (b) Safeguarding human health, protecting natural aquatic environments, and improving and maintaining recreational water quality.

7.6.2 The deleterious impacts of urbanisation on receiving waters – that is, rivers, streams, wetlands, groundwater and coastal waters – are a worldwide phenomenon. Such impacts include the following:

- (a) Declining water quality;
- (b) Diminishing groundwater recharge and quality;
- (c) Degradation of stream channels;
- (d) Increased overbank flooding;
- (e) Floodplain expansion;
- (f) Loss of ecosystem integrity and function; and
- (g) Loss of biodiversity.

7.6.3 A well-managed watercourse is a valuable resource for sustaining and improving the quality of life and the aesthetic nature of an urban area, providing benefits for public health, recreation and economic growth. In the last few decades, increasing emphasis internationally has been placed on addressing the impacts of urbanisation on natural water bodies, following the principles of WSUD. The fundamental principle of WSUD is that the person or body, whether a private enterprise or an organ of state, that creates a development should do so responsibly and should ensure that a development does not adversely affect present and future communities and natural ecosystems.

7.6.4 The City has a duty to protect the citizens of Cape Town from localised and more widespread flooding. Notably, citizens residing on land with insufficient natural or built drainage carry a disproportionate burden of localised flooding. The City has a particular duty to ensure the safety of the most vulnerable residents of Cape Town.

Policy position

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- (a) The City's stormwater management and control measures shall attempt as far as possible to maintain or mimic the natural flow of systems and to prevent the wash-off of urban pollutants to receiving waters.
- (b) The protection of the stormwater system against pollution and damage shall be upheld, and compliance with regulatory requirements shall be promoted.
- (c) Opportunities to capture and store stormwater for productive use shall be maximised and supported wherever possible.
- (d) WSUD principles shall be incorporated into urban development through the application of sustainable urban drainage systems.
- (e) The City shall strive to manage and control the quantity and rate of stormwater runoff.
- (f) Natural groundwater recharge shall be encouraged.
- (g) Education and awareness programmes shall be implemented in all communities and shall include aspects of flood control, pollution, urban design and related matters.
- (h) The City shall actively facilitate and explore the transition of Cape Town, into a water-sensitive city, insofar as the role of stormwater is concerned.
- (i) The introduction of WSUD, low-impact urban design, green infrastructure, climate resilience and environmental sustainability principles, where appropriate, will minimise any undesirable impacts on green infrastructure assets and the ecosystem services they provide. This will further ensure the facilitation of long-term sustainable development, including the protection of water resources, and ensure that future developments enhance the city's resilience.

7.7 Wastewater management

7.7.1 The Constitution of the Republic of South Africa, 1996 provides for the provision of water and sanitation services, limited to potable water supply systems and domestic wastewater and sewage disposal systems. Furthermore, the Water Services Act, 1997 defines:

- (a) "Basic sanitation" as the prescribed minimum standard of services necessary for the safe, hygienic and adequate collection, removal, disposal or purification of human excreta, domestic wastewater and sewage from households, including informal households.

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(b) "Sanitation services" as the collection, removal, disposal or purification of human excreta, domestic wastewater, sewage and effluent resulting from the use of water for commercial purposes.

7.7.2 A water services institution is only obliged to accept the quantity and quality of industrial effluent or any other substance into a sewerage system that the sewage treatment plant linked to that system is capable of purifying or treating. This is to ensure that any discharge to a water resource complies with any prescribed standards.

7.7.3 The National Water Act, 1998 enlists water uses for which an authorisation is required, including disposing of waste water in a manner that may have a detrimental impact on a water resource; and disposing waste water which contains waste from, or which has been heated in, any industrial or power-generation process. Where pollution of a water resource occurs or might occur as a result of activities on land, the person who owns, controls, occupies or uses the land in question is responsible for taking measures to prevent the pollution of water resources. The remedying of pollution in water resources following an emergency incident, such as an accident involving the spilling of a harmful substance that finds or may find its way into a water resource, shall be dealt with by the person responsible for the incident or the substance involved.

7.7.4 The City offers a service of clearing private sewer blockages for free among indigent households and at a cost for all other customers, as per the Tariff Policy and the related tariff schedule. Property owners are, however, encouraged to use a qualified plumber to undertake work on private property. The City shall only work on private property as a means of protecting public health in instances where the responsible private property owner has failed to act on an instruction or notice from an authorised official to unblock and clear a blockage on their property. This service is subject to the availability of City staff and is available during normal working hours, after hours or as required.

Policy position

(a) Wastewater generated from domestic and approved commercial or industrial users shall be conveyed by the City's reticulation network through pump stations to the relevant wastewater treatment works/facility for treatment, where required, and ultimately discharged back into the environment or reused in accordance with conditions stated in the respective water use authorisations/licences.

(b) The City shall ensure that the use of effluent for any purpose does not pose a health risk through effective awareness and regulation of its by-laws and implementation of best practices that comply with relevant legislative requirements.

(c) Wastewater minimisation principles include, but are not limited to, the concept of reduce, recycle and reuse, and shall be pursued at all times within the City's financial, legislative and technical capabilities.

(d) Wastewater treatment works, process upgrades and improvements shall be informed by asset management plans, growth and land-use projections, the spatial development framework, legislation and audit reports, among others.

(e) Wastewater-related research and innovation shall be promoted, and pilot projects will be subjected through the existing processes of research, innovation and new technology development.

(f) The City shall strive to comply with all relevant laws and policies to protect public health and prevent or limit environmental pollution.

(g) The City shall continue to review its business processes and improve on its response times. It continues to commit to responding timeously and to remediate instances of environmental pollution and public health risk.

(h) The City shall ensure that, wherever possible, spares of key asset items are available internally at all times to reduce the downtime of vital infrastructure in the network, including but not limited to pump stations.

7.8 Asset management

7.8.1 The City recognises the importance of implementing effective asset management practices to ensure sustainable and reliable water and sanitation services, the protection of public health and the prevention of environmental degradation. The City acknowledges that there is a need to manage infrastructure assets in such a way that strategic customer service requirements are met in the most cost-effective manner. This is for the benefit of present and future customers while at the same time balancing opportunities, performance, costs and risks during decision-making.

7.8.2 Asset management involves the process of decision-making, planning and control over the acquisition, use, safeguarding and disposal of assets to maximise their service delivery potential and benefits, and to minimise their related risks and costs over their entire life. The key element of asset management for the City, therefore, is adopting a full life cycle approach to the management of infrastructure; this includes cost-effective, long-term strategies that meet defined service requirements as per the diagram below:



7.8.3 The effective management of infrastructure is central to public sector institutions that seek to provide an acceptable standard of services to its customers, and that want to support economic growth and development for a prosperous future.

7.8.4 ISO 55001 is the international standard for the requirement that specifies the establishment, implementation, maintenance and improvement of a management system for asset management, referred to as an asset management system. The City is working towards an asset management system for water and sanitation services. This should align with the requirements of ISO 55001 through adopting the applicable methodologies and techniques in accordance with the Cities' Infrastructure Delivery and Management System (CIDMS) toolkit, where appropriate and feasible.

Policy position

The City shall:

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- (a) Endeavour to meet the service needs of its citizens through an integrated, informed and participatory developmental planning approach (WSDP/sector plan as part of the IDP) and optimised life cycle management of water and sanitation services infrastructure assets. This shall be done in a manner that promotes sustainability and prevents undue economic, social and environmental burdens on current and future generations.
- (b) Develop and continually update a Water and Sanitation Asset Management Plan in conjunction with its Water Services Sector Plan.
- (c) Establish optimal levels of service and key performance indicators.
- (d) Create an inventory of water and sanitation services assets, including green infrastructure assets, where applicable, and put in place a system to manage these assets in terms of maintenance and rehabilitation plans.
- (e) Design a risk assessment programme, which considers how water and sanitation services assets are to be managed and how they might fail.
- (f) Establish the remaining life of water and sanitation services assets.
- (g) Record all breaks and failures, including leaks, where applicable.
- (h) Assess the current condition of water and sanitation services assets.
- (i) Plan renewal activities and ensure the availability of critical spares, wherever possible.
- (j) Continuously improve the asset management activities of water and sanitation services.
- (k) Record all maintenance activities in the enterprise resource planning (ERP) or any City-approved official management system.

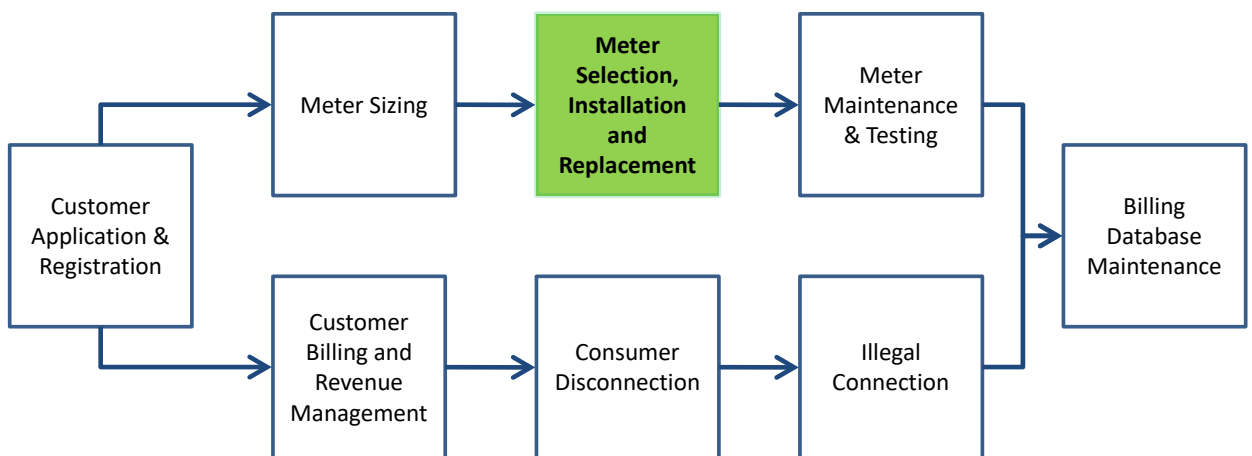
7.9 Metering

7.9.1 It is important that water services institutions can and do measure the amount of water flowing throughout the value chain, which is inclusive of water supplied to consumers. These measurements may be done by using meters or by controlling the volume of water supplied to consumers. Good measurement and control of total water supply enables the water

services institution to develop a more efficient and fair billing system, and makes it easier to determine and minimise unaccounted-for water (UAW). Measurement and volume control are also essential components in the implementation of the government's free basic water and free basic sanitation policy positions. It is also a necessary tool for the efficient management of a water supply system.

7.9.2 Where appropriate, consideration should be given to the benefits of offering households controlled-flow connections that can provide a basic supply of water cost-effectively. Where prepayment meters are installed, these must take into account the government's free basic water and free basic sanitation policy positions and allow for access to a basic amount of water at an appropriate tariff, in accordance with the City's Tariff Policy, as may be amended.

7.9.3 The diagram below is an illustration of the current business model on meter management and related business processes, as may be updated.



Policy position

(a) Customer application for the supply of water services and registration for indigence shall be dealt with in line with related City policies, including the Credit Control and Debt Collection Policy.

(b) All connections providing an uncontrolled volume of water supply shall be metered and tariffs shall be applied in proportion to water use.

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(c) All restricted water connections shall be metered or controlled to a basic level, in line with the City's Tariff Policy, as updated.

(d) Meter sizing shall be in accordance with City-approved service guidelines and standards (available on the City's website), ISO standards and best practices.

(e) The City shall remain responsible and accountable for the sizing of meters in its area of jurisdiction.

(f) Notwithstanding other factors, the replacement of all City water meters shall be informed by, among others, manufacturer specifications, City condition assessments reports and maintenance plans.

(g) The City shall continue to strive to reduce the number and frequency of estimated readings and related billing to its consumers through new technologies and any other mechanisms deemed suitable.

(h) Meter maintenance and testing shall form part of the broader infrastructure asset management approach and will be implemented accordingly.

7.10 Financial management

7.10.1 A WSA is, among others, responsible for ensuring that the provision of a water and sanitation service is financially sustainable, enabling the ongoing operation of services and the adequate maintenance and rehabilitation of assets. A WSA can influence the financial viability of water and sanitation services through the following mechanisms:

- (a) Investment choices;
- (b) Choices related to the use of the local government equitable share;
- (c) Tariff Policy and the setting of tariffs;
- (d) Credit control policies and revenue management; and
- (e) The contract (service delivery agreement) between the WSA and an external WSP, specifically the service obligations and the financial conditions of the agreement.

7.10.2 Capital budget: The City's Water and Sanitation Directorate conforms to the City's financial budgeting process. It forms part of the IDP and its budget formulation is based on the directorate's key strategic plans. The City plans ahead on a 10-year budget estimate, which is

based on identifying current and potential future requirements for that period and beyond. The budget schedule contains three years of a rolling approved budget projected to five years, plus another five years based on forward planning. The water and sanitation services Integrated Master Plan frames infrastructure requirements to provide capacity for an "ultimate land-use development" scenario of more than 20 years. This is integrated with other planning functions across the City.

7.10.3 Capital expenditure is financed from:

- (a) Capital Replacement Reserve (CRR): a fund replenished from surplus in previous financial year;
- (b) External Financing Funds (EFF): loans obtained by the City, attracting interest, depreciation charges and having a direct impact on tariffs; or
- (c) Capital Grants and Donations (CGD)

7.10.4 Operating budget: The operating budget is determined in line with the City's Medium-Term Revenue and Expenditure Framework (MTREF). This reflects the need for repairing and maintaining current infrastructure and the requirement of resources to operate new infrastructure. Consequently, this determines the extent of annual tariff increases.

Policy position

(a) All financial transactions shall comply with the City's requirements regarding internal control, financial liability and the management of financial risks, which in turn are required to be compliant with all legal and financial requirements, as determined by national laws.

(b) Improved financial governance and sustainability to meet service obligations shall be promoted through sound financial control, including but not limited to, planning and budgeting, revenue and expenditure management, reporting, improved cost recovery and reduced financial losses.

(c) Tariffs shall be applied equitably and fairly in accordance with the City's Tariff Policy, as updated.

(d) Tariffs for water and sanitation services for domestic use shall be pro-poor in their orientation; that is, they shall seek to ensure that a minimum basic level of water supply and sanitation service is affordable for all households, especially vulnerable groups.

(e) Tariffs shall reflect all of the costs reasonably associated with rendering the service, as guided by the water sector regulatory frameworks.

(f) Tariffs shall be set at levels that facilitate the financial sustainability of the service, taking into account subsidisation from sources other than the service concerned.

(g) Other financing mechanisms to support the provision of water services shall be explored and implemented wherever necessary, within the confines of applicable laws and principles.

7.11 Information management

7.11.1 Information management is an organisational activity which entails the acquisition of information from one or more sources, the custodianship and the distribution of that information to those who need it, and its ultimate disposition through archiving or deletion. Information is a corporate asset, vital both for ongoing operations and to provide valuable evidence for business decisions, activities and transactions.

7.11.2 Protecting information assets is not limited to information in electronic data or paper records that the organisation maintains; it also addresses the people who use them, the processes they follow and the physical computer equipment used to access them. Information technology is considered to be a subset of information and communications technology (ICT). One of the benefits of a well-managed information management system is that it results in trusted information that is well described, stored in known locations and accessible to staff and clients when needed. Appropriate records management is a vital aspect of maintaining and enhancing the value of the information assets of the organisation. Records are a valuable asset to:

- (a) Enable the easy and effective retrieval of correct information;
- (b) Support the functioning and conduct of the business in an orderly, efficient and accountable manner; and
- (c) Support and document administrative decision-making while promoting business continuity in the event of a disaster.

7.11.3 Having and maintaining a properly managed system and set of practices for organisational records provides confidence to stakeholders that the records are treated as a core business resource that will support the ongoing achievement of strategic objectives,

deliver services to clients, protect human rights and enrich the historical resources of the community.

7.11.4 Records management, also known as records and information management, is an organisational function devoted to the management of information in an organisation throughout its life cycle, from the time of creation or inscription to its eventual disposition.

Policy position

(a) Transparency, accountability, collaboration, availability, management and distribution of high-quality and credible information to decision-makers and other relevant stakeholders, including protection thereof, shall be upheld to support the delivery of programmes and services, and to comply with internal policies.

(b) The City shall commit to establishing and maintaining information management practices that meet its business needs, accountability requirements and stakeholder expectations.

(c) The City shall commit to a “governance, people, process and technology” approach to the management of information.

(d) The City shall develop an information and automation strategy for digital transformation.

(e) The City shall ensure that:

(i) Departmental programmes and services provide convenient access to relevant, reliable, comprehensive and timely information;

(ii) Information and records are managed as valuable assets to support the outcomes of programmes and services, and operational needs and accountabilities;

(iii) Structures, mechanisms and resources are in place to ensure the continuous and effective management of information;

(iv) Information management complies with national regulations and City policies, procedures, including but not limited to the Protection of Personal Information Act, 2013 (Act No. 4 of 2013) etc.

(v) Information/Data is managed in line with the key values that are relevant to the City's Water and Sanitation Directorate's information, as set out in the Information Systems and Technology Information Security Standard Operating Procedure;

(vi) Records are managed in a well-structured record-keeping system, in accordance with the principles contained in the National Archives and Record Service of South Africa Act, 1996 (Act No. 43 of 1996), the Protection of Personal Information Act, 2013 (Act No. 4 of 2013), the Provincial Archives and Records Service of the Western Cape Act, 2005 (Act No. 3 of 2005) and the City's records management systems and procedures;

(vii) Sound procedures for the creation, classification, maintenance, retention and disposal of all records are adhered to;

(viii) Sound procedures for the security, privacy and confidentiality of its records are adhered to; and

(ix) All officials are made aware of and take responsibility for the implementation and maintenance of good record-keeping and records management practices.

7.12 Customer relations

7.12.1 Customer relations management helps institutions to build a relationship with their customers that, in turn, creates loyalty, trust and satisfaction. This has potential to increase the willingness to pay for services rendered; as a result, this enhances the continuous sustainability of service provision.

7.12.2 Water services providers must communicate the contents of the consumer charter with all consumers to whom they provide services. All WSPs must be accessible to consumers and provide the necessary facilities to receive consumer payments, queries, complaints and suggestions for improvements. Consumers must be informed of various aspects, including water consumption, sanitation, debt collection, disconnection policies, credit control procedures and consumer responsibilities. Communication must be clear and accessible and, wherever practical, in the home language of the consumer.

7.12.3 A regulatory monitoring framework should recognise that consumers are in the best position to monitor the effectiveness of water and sanitation services provision. They are the first to experience the effects of poor, inadequate or absent services. Therefore, the most important and effective monitoring strategy for the sector is strengthening the voice of consumers. It is the responsibility of water services authorities to put in place mechanisms for facilitating, listening to and responding to consumer and citizen feedback on the quality of services provided.

7.12.4 Water services providers must provide water services in an effective and efficient manner, striving to meet and exceed recognised best-practice benchmarks. All WSPs must publish a consumer charter that is consistent with by-laws and other regulations, is approved by the WSA, and includes the duties and responsibilities of both the WSP and the consumer including the conditions of the supply of water services and payment, where applicable.

Policy position

(a) Customer service excellence shall be promoted through the promotion of the City's core values and customer-centric culture among staff.

(b) The current customer management system shall continuously be improved as a means of enhancing a positive mutual relationship between the City and its customers.

(c) The public shall be encouraged to use existing platforms to engage with the City through customer care platforms for complaints, service delivery interruptions or other service requests.

(d) The City commits to resolve complaints and/or service interruptions according to the turnaround times stipulated in its Consumer Charter.

(e) Communication and stakeholder engagement strategies shall be reviewed and improved in order to keep the public informed about all aspects of the services rendered.

(f) Staff training and refresher sessions on customer care or focus and the related code of conduct shall be promoted and extended beyond just front-line staff but will include all staff.

(g) Customer satisfaction shall be evaluated through annual surveys, the outcome of which shall be shared with relevant stakeholders and made available to the public on the City's website.

(h) The City shall continually build trust and transparency as a means of improving customer satisfaction year on year.

7.13 Research and innovation

7.13.1 Responsible research and innovation is a concept that anticipates and assesses potential implications and societal expectations, with the aim of fostering the design of

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inclusive and sustainable research and innovation. The objective is to involve all stakeholders across all sectors of society, prioritising social, ethical, technological and environmental impacts and opportunities; and anticipating and managing risks in order to adapt quickly to changing circumstances.

7.13.2 The City has in place a business process, available on the City's website, which directs any person or entity interested in the City's information/data on water and sanitation services for research purposes. Similarly, innovation, requests or interest from the public are attended to via a formal business process managed by Corporate Organisational Development and Innovation. From there, matters related to water and sanitation services are referred to the Water and Sanitation Directorate for attention.

Policy position

(a) High-quality, relevant and focused research shall be supported in order to supply solutions to challenges faced by the City's Water and Sanitation Directorate and contribute to its vision by providing a platform to explore meaningful technologies, systems and other innovative ideas.

(b) All research work done in the City's Water and Sanitation Directorate shall be internally coordinated and a database developed, managed and updated, as required.

(c) Research studies done by or in partnership with institutions of research/learning shall be managed in accordance with related City policies and agreements.

(d) The City shall not undertake research and product testing on behalf of a private person or institution that is seeking acceptance of its product.

(e) All information and proof of performance required by the City to measure the acceptability of a product must be supplied by the applicant at their own cost.

(f) The City may, however, wish to conduct further in-house testing on a product to either clarify or confirm certain data or information supplied by the applicant.

(g) Once evaluated, should the product satisfy the minimum requirements, the City may, in principle, consider the product for future use if so required, through the standard procurement processes and subject to compliance with all applicable policies, by-laws and legislation.

(h) All relevant City policies and procedures shall be adhered to at all times.

7.14 Talent management

7.14.1 Talent management refers to an organisation's commitment to attracting and retaining the right high-quality employees at the right time, continually developing or enhancing their skills, and continuously motivating them to improve their performance.

7.14.2 A range of human resource initiatives – such as job analysis and design, graduate recruitment, education training and development, and succession planning – form part of broader City guidelines, including the People Strategy and the People Management Framework. It is acknowledged that Corporate Human Resources is entirely responsible for the development of human resource strategies, policies and procedures, and therefore give direction to the role of the respective line departments or directorates.

Policy position

(a) The City shall continue to develop and implement corporate strategic policies and related guidelines.

(b) The City shall forge partnerships with relevant stakeholders in the sector in an effort to provide growth opportunities to staff.

(c) Opportunities for relevant specialised training, locally and internationally, shall be promoted wherever possible, within the bounds of resource availability and operational requirements.

(d) The City shall continuously empower its staff to ensure the highest quality of service, enhance internal capacity and reduce the use of external service providers wherever possible.

(e) The City commits to creating temporary work opportunities through the promotion of labour-intensive methodologies, where appropriate, in the execution of its programmes and projects.

(f) The City commits to accelerating the efficient and effective implementation of the Expanded Public Works Programme (EPWP).

7.15 Safety, health, risk, environment and quality

7.15.1 An integrated management system serves to deliver a consistent level of excellent service and customer satisfaction with safe working practices, while at the same time having a minimal impact on the environment. The system must be supported by a process of continual improvement designed to promote customer confidence, deliver value for money and sustain efficiency in service delivery.

7.15.2 The City recognises the need to consistently provide the highest quality of water and sanitation services that meet and exceed the requirements and expectations of its consumers. The City aims to do this by ensuring the implementation of an integrated management system that complies with relevant applicable standards, including but not limited to, ISO 9001, ISO 14001 and OSHAS 45001, 31000, 55 000 and 22000.

7.15.3 The treatment of drinking water is to ensure it is safe to drink, does not contain any harmful substances and is aesthetically acceptable. The treatment of wastewater is to render it safe for discharge back into the receiving environment without harming the life in the ecosystem. The quality of water in the receiving bodies must be monitored, and must comply with prescribed standards as required by law.

7.15.4 In terms of the South African environmental regulations, including water, land and air, authorisations or licences are required for certain activities. The recipients of this must comply with corresponding conditions at all times.

Policy position

Safety, health, risk

(a) Continual service improvement in the quality of the product, care for the environment, health, management of associated risks, plant safety, welfare of the workforce and all other related areas of our business shall be promoted throughout the provision of water and sanitation services.

(b) The City shall proactively mitigate (avoid, prevent or minimise) any condition, event or situation which could have an impact on or which has already resulted in the following:

- (i) Injury, death or disease to person(s);
- (ii) Loss or damage to the City or third party property;

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- (iii) Misuse or abuse of City resources;
- (iv) Impairment of the environment;
- (v) Statutory non-compliance; or
- (vi) Any other aspect that could negatively influence the achievement of the City's objectives.

(c) Loss control systems and procedures shall be used to investigate alleged misconduct within the City's Water and Sanitation Directorate.

(d) Security assessments shall be done for all the City's water and sanitation sites at regular intervals and the closure of identified gaps and non-compliances shall be attended to with urgency.

(e) Frequent assessments and statutory audits shall be conducted and implemented, as may be required, in an effort to continually improve the quality of service delivery and customer satisfaction.

Environment and quality

(f) The City shall meet the SANS 241:2015, as may be updated and wherever possible, higher standards and best practices to ensure a safe supply of drinking water.

(g) The City shall ensure that the ISO 17025 accreditation is maintained for all the laboratories within Scientific Services to ensure the integrity of its monitoring services.

(h) The City shall participate in the national Department of Water and Sanitation's water quality Blue Drop audit assessment processes and any other regulatory requirements to ensure and/or improve compliance.

(i) The City shall monitor ambient air quality at its wastewater treatment works and report compliance to the relevant authorities.

(j) The City shall conduct routine physical and chemical analysis on industrial effluent dischargers to monitor the quality of water disposed into the sewer system.

(k) The analysis of process samples for all the water and wastewater treatment works and final effluents for compliance testing shall be conducted as per water use licence conditions and

Blue and Green Drop requirements, or any applicable regulatory measures that may be required.

(l) On-site groundwater quality monitoring in landfill sites shall be undertaken, including bulk water testing of boreholes, as directed by applicable regulatory requirements in the interests of preventing pollution to the resource.

(m) All receiving water bodies within the area of jurisdiction shall be monitored for aesthetic, physical and chemical quality, as may be prescribed in legislation and in licences in order to protect the environment.

(n) The City shall progressively comply and endeavour to maintain compliance with the South African Water Quality Guidelines for inland and coastal waters across its area of jurisdiction.

7.16 Partnerships

7.16.1 The private sector has played and will continue to play an important role in the water and sanitation services sector. The challenges facing the water sector cannot alone be addressed by government. The City shall, however, not sell public water and sanitation services infrastructure to the private sector; however, this does not prohibit the private sector from getting involved in a range of activities.

7.16.2 In instances where interests are shared between the City and an external organisation, the City shall aim to establish the necessary partnership arrangements, which shall be compliant with the City's policies and regulatory framework so as to not unfairly advantage any particular individual or organisation.

7.16.3 Private sector involvement may include support services (consulting services, outsourcing of various activities), contracting (construction, operations, management), the management of operations (private operation) and financing (bank loans, bonds, equity). Where the private sector operates public water assets on behalf of government, it could be through a lease contract, a concession contract or a build-operate-transfer (BOT) contract.

Policy position

(a) The City commits to partnering with relevant stakeholders on activities or programmes that are aligned with its goals and objectives. Such partnerships must comply with relevant

legislative requirements, cognisant of the need to avoid any potential conflicts of interest for all parties.

(b) Such agreements, including memoranda of understanding, bilateral and twinning related, shall be drafted with the assistance of and vetting by the City's Legal Services, regional office of the NDWS and/or provincial department(s), where applicable.

(c) The conclusion of international partnership arrangements shall be done in collaboration and coordination with the national Department of Water and Sanitation and, where applicable, the provincial government, to avoid duplication and the inefficient use of resources.

8. IMPLEMENTATION PROGRAMME

8.1 The implementation of this Policy shall be ongoing. The operational components of this Policy shall be contained in other policy-related instruments, including but not limited to, internal policies, strategies, procedures and plans. Where this Policy applies to other stakeholders, internally and externally, the City shall facilitate the interface required to give effect to this Policy and report progress to oversight stakeholders, as may be required.

9. MONITORING, EVALUATION AND REVIEW

9.1 The monitoring and evaluation of this Policy shall be against a set of key performance indicators that currently exist and, where applicable, those to be established upon adoption of this Policy. These shall include:

- (a) Progress on the provision of water and sanitation and related challenges and solutions through relevant transversal committees, not limited to the section 79 and 80 committees and the inland and coastal water quality, Service Delivery and Budget Implementation Plan and the NDWS Annual Performance Report;
- (b) Customer satisfaction in the provision of water and sanitation services through an independent annual customer satisfaction survey;
- (c) Status of water and wastewater quality through the NDWS's Blue and Green Drop regulatory tools, respectively;
- (d) Performance of the City in the provision of sustainable water and sanitation services to its consumers through the NDWS's Institutional Performance Assessment Programme; and

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- (e) Internal and external management system assessments or audits will verify compliance with the annual Service Delivery and Budget Implementation Plan against set standards.
- 9.2 The outcomes of the evaluation processes shall be reviewed, interpreted, analysed and reported to the relevant stakeholders for noting or attention, through the coordination or oversight structures that have been established.
- 9.3 The City shall undertake periodic surveys to measure the effectiveness of this Policy.
- 9.4 This Policy shall be reviewed and updated when operational challenges or legislative changes require this, but at least once during every term of Council.