THE DEVELOPMENT OF A PERFORMANCE MANAGEMENT TOOL FOR THE IMPLEMENTATION OF IWRM IN SOUTH AFRICA

Report to the

WATER RESEARCH COMMISSION

by

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EXECUTIVE SUMMARY

This is the main report on a research project funded by the Water Research Commission over a period of 33 months. The project titled *"Development of a System Dynamics Model for the Implementation of Integrated Water Resource Management (IWRM) in South Africa"* consisted of two Phases namely, *"Phase 1: Deriving Performance Indicators for IWRM on a Catchment Scale"* (K5/1911/1) and *"Phase 2: Pilot Implementation and Design of a Performance Management System"* (K5/1973/1). The vision behind the project was to provide a tool that could facilitate with the management of a catchment and the implementation of IWRM.

The National Water Resource Strategy of South Africa defines IWRM as "a process which promotes the co-ordinated development and management of water, land and related resources in order to maximise the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems". The National Water Act (Act 36 of 1998) requires that Catchment Management Agencies (CMAs) manage the water resources within its Water Management Area (WMA) at a regional level thus decentralising the responsibility and authority from DWA. This progressive devolution of responsibility and authority to the CMAs is a vital component of IWRM in South Africa

While the National Water Act is clear on the need for IWRM, its practical implementation has always posed many challenges, mainly as a result of the inherent complexity of water resource systems and the large variety of aspects to consider. These challenges have highlighted the necessity to develop a support tool which could assist CMAs in the implementation and optimisation of IWRM, while also being able to adjust to the unique variations between CMAs and their catchment areas. This project has therefore developed a mechanism in the form of a Performance Management Tool (PMT). The PMT aims to draw attention to areas where management targets for a WMA/catchment are not being met, providing possible reasons for this as well as recommendations for the way forward. This will enable the CMA to track and measure its functions, as well as make management decisions and to allocate necessary resources to appropriate areas/activities.

A generic PMT incorporating all the common legislative requirements and core strategies was developed which could then be customised to be applicable to a specific CMA or, for this project, the selected case study area which includes the Kouga, Baviaanskloof and Gamtoos catchments located mainly within the Baviaanskloof Mega Reserve area. The

structuring of the PMT required an understanding of the current situation within the case study area as well as the vision and developments for the future. The information relevant to the management of water resources by the CMA was extracted from a preliminary set of indicators, which were workshopped extensively with relevant stakeholders, and included in the design of the PMT. The result is the development of the PMT in a Microsoft Excel-based format which has been informed through extensive stakeholder engagement as well as by legislative requirements.

The PMT was tailored for the proto-CMA in charge of the case study area based on the general responsibilities of a CMA as well as the specific issues relevant to the case study area. Conceptually, the PMT does not attempt to simulate the physical behaviour of components within the tool, but rather provides a means of managing the achievement of management objectives based on a dimensionless rating system.

The perceived responsibilities of a CMA were used to define seven main function variables namely:

- Water resource monitoring.
- Water resource protection.
- Water use.
- Catchment management.
- Compliance and enforcement.
- Human resources.
- Financial management.

Each function variable was divided into various applicable variable sub-functions. Results from the PMT are presented in the form of the scores achieved for each variable, sub-function, function and the PMT as a whole. It also provides the reasons selected for the problems identified and expresses the occurrence of those problems as a percentage, for each sub-function and function.

Finally, the validation of the draft versions of the PMT was undertaken through consultation with specialists and members of the proto-CMA division in the Eastern Cape. The final draft of the PMT was then piloted with the proto-CMA in the Eastern Cape, and a final Reference Group discussing the results of the pilot concluded the process of the research project.

As a result of the Reference workshop it is thought that the PMT prototype has the potential to be further developed into an online database tool that can be integrated with the existing DWA systems/database. As it stands the Excel-based tool has various software limitations; however, the generic questions and scoring design can be incorporated into an effective web-based tool whereby a CMA could track its performance online and also see the performance of other CMAs, where they are excelling in certain areas that they themselves may be struggling with and be able to request assistance in these areas. This will also encourage the dissemination of knowledge and experience amongst CMAs. DWA head office should also be able to track the progress of the various CMAs and use this data to assist and address issues where necessary. In conclusion, the project appears to have developed a successful PMT prototype within the parameters of the project scope, which has the potential to become a useful tool on a National level.

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LIST OF ABBREVIATIONS

BMR	Baviaanskloof Mega Reserve
CMA	Catchment Management Agency
CMS	Catchment Management Strategy
DWA	Department of Water Affairs
GIB	Gamtoos Irrigation Board
IWRM	Integrated Water Resource Management
NWA	National Water Act, Act 36 of 1998
PMT	Performance Management Tool
SSM	Soft Systems Methodology
WMA	Water Management Area

1 INTRODUCTION AND OBJECTIVES

1.1 Background

The National Water Resource Strategy (NWRS) of South Africa defines Integrated Water Resources Management (IWRM) as "*a process which promotes the co-ordinated development and management of water, land and related resources in order to maximise the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems"* (DWAF, 2004b). IWRM therefore strives to promote social equity, environmental sustainability and economic efficiency while striking a balance between the use of resources for livelihoods and the conservation of the resource to sustain its functions for future generations (DWAF, 2004b).

The concept of IWRM emerged in the 1980s due to the increasing pressure on limited water resources from various users, the recognition of ecosystem requirements, pollution and the possible decline in water availability due to climate change (UNESCO, 2009). IWRM has remained an important issue since the Agenda 21 process of the United Nations Conference on Environment and Development in Rio de Janeiro in 1992. Its importance was again highlighted during the World Summit on Sustainable Development in 2002, where the target to develop IWRM and water efficiency plans by 2005 was agreed upon through the Johannesburg Plan of Implementation. The progress in implementing IWRM in developed and developing countries has varied widely, however, and reasons for this have been cited as the need to improve public awareness amongst the hierarchy of political jurisdictions and overlapping management institutions, technical capacity, political will and understanding of IWRM concepts and its implementation (UNESCO, 2009).

Furthermore, freshwater ecosystems are complex systems with numerous components and interactions which are often difficult to predict (DWAF, 2004b). They also interact with other systems, including human activities, and all these interactions need to be taken into consideration by water managers (DWAF, 2004b). The challenge facing water resource managers is therefore to balance the use of water resources as a basis for the livelihood of the world's increasing population and the protection and conservation of the resource to sustain its function and characteristic (TAC, 2000). The complexity of managing water resources and associated interactions as a system is further compounded by the large number of institutions and organisations that are involved in the administration and management of the various systems (DWAF, 2004b).

In South Africa, the Department of Water Affairs (DWA) is currently responsible for water resource management at a national level (DWAF, 2004b). The National Water Act (NWA), Act 36 of 1998, requires that the DWA aligns its programmes in accordance with government policy and that it coordinates with relevant programmes of other national departments. The NWA also requires that Catchment Management Agencies (CMA) be established for all 19 Water Management Areas (WMA) in South Africa. According to the National Water Act (Act 36 of 1998) and the Guidelines for the development of Catchment Management Strategies (DWA:2007) each CMA will manage the water resources within its WMA at a regional level thus decentralising the responsibility and authority from DWA. This will enable DWA to move from its present role as operator, developer and regulator to the sector leader, policy maker, regulator and monitor (DWAF, 2004b). This progressive devolution of responsibility and authority to the CMAs is a vital component of IWRM in South Africa (DWAF, 2007).

According to the National Water Act (Act 36 of 1998) and the Guidelines for the development of Catchment Management Strategies (DWA,2007), one of the main responsibilities of the CMA will be to ensure that there is agreement and compatibility between their water related programmes and the programmes of all other role players in the catchment (DWAF, 2004b). This requires that the CMA establishes cooperative relationships with a range of stakeholders including other water management institutes, provincial and local governments, water services institutions, communities as well as a range of water users like irrigators and large industries (DWAF, 2004b). Other responsibilities of a CMA includes advising interested and affected parties and promoting community participation in the protection, use, development, conservation, management and control of water resources as well as the development of a Catchment Management Strategy (CMS) (Guidelines for the development of Catchment Management Strategies (DWA, 2007).

1.2 Aims and Objectives

While the National Water Act is clear on the need for IWRM, its practical implementation has always posed many challenges, mainly as a result of the inherent complexity of water resources systems and the large variety of aspects to consider. In an attempt to bridge this gap, the aim of the study was to develop a support tool, in the form of a Performance Management Tool (PMT), which could be used by institutions like CMAs for the implementation and optimisation of IWRM by facilitating the management of a WMA/catchment. A PMT can be defined as "*the formal, information-based routines and procedures managers use to maintain or alter patterns in organisational activities"* (De Waal,

2003). Indicators of a system's performance condense vital information into a compact set of reliable signals for managers (Bossel, 2001).

The aim of the PMT for this project is to highlight areas where management targets for a WMA/catchment are not being met and to provide possible reasons for this as well as recommendations for the way forward. The PMT also provides an overall representation of the CMA's strengths and weaknesses, and is able to flag urgent requirements. This will enable the CMA to facilitate management decisions, develop a plan of action and to allocate necessary resources to the appropriate areas/activities. In order to reach this aim, the project also made contributions towards the following:

1. Providing the tools required for optimising the management of a WMA/catchment, resulting in the eventual implementation of IWRM.
2. Fostering stakeholder buy-in and active participation in the IWRM strategy for the selected case study area.
3. Identifying problems with the management of a WMA/catchment and IWRM implementation.
4. Identifying possible recommendations to address these problems.
5. Developing an user guide for the PMT

1.3 Case study area

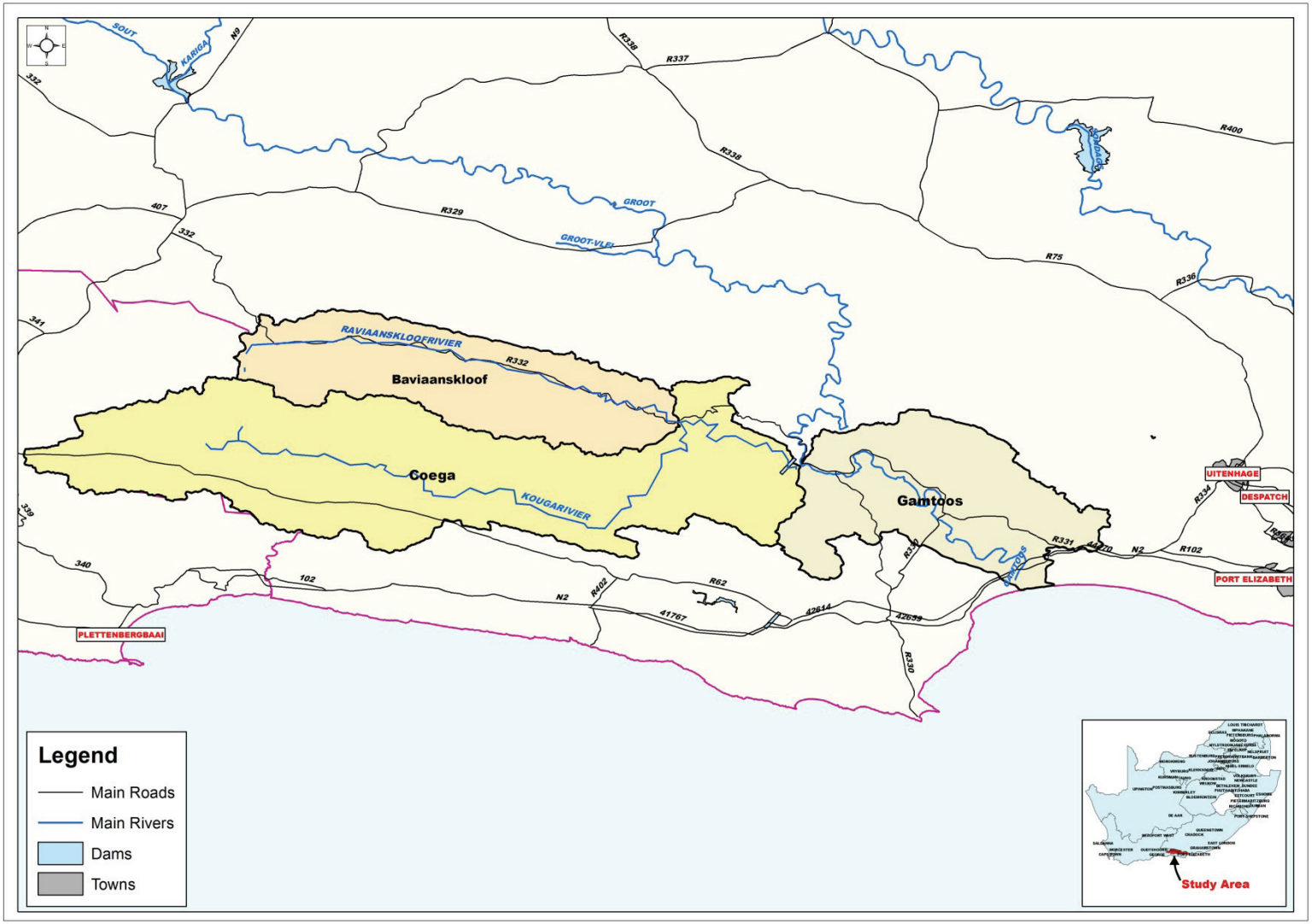
The case study area selected for piloting the PMT included the Kouga, Baviaanskloof and Gamtoos catchments located partially within the Baviaanskloof Mega Reserve (BMR) (Figure 1).

The Baviaanskloof Mega Reserve Project came into being in 2002 with the aim to cover an area of approximately 500 000 ha, comprising of a cluster of state-owned protected areas within a network of private and communal land (Boshoff, 2005; Boshoff, 2008). Baviaanskloof means "Valley of Baboons" and is situated between the Baviaanskloof and Kouga mountain ranges in the western region of the Eastern Cape. The Baviaanskloof area is an ecosystem hotspot containing seven of South Africa's eight biomes. The rich biodiversity of the area was recognised when the Baviaanskloof Nature Reserve was awarded World Heritage Site status in 2004. The Baviaanskloof Nature Reserve is the third largest protected area in South Africa and has more than 1 199 species of plants, 20 of which are known to be endemic and 52 species which are threatened with extinction (Boshoff, 2005; Boshoff, 2008).

The Baviaanskloof Nature Reserve plays an important role in providing water of a good quality for the downstream users (Boshoff, 2008). A substantial portion of the Kouga River catchment and almost the entire catchment of the Baviaanskloof River, a major tributary of the Kouga, falls within the Baviaanskloof Nature Reserve (Boshoff, 2008). The Kouga and Baviaanskloof Rivers flows into the Kouga Dam which has a capacity of 128 million m^3 and supplies water for the Gamtoos River Valley irrigation area and the Nelson Mandela Metro (DWAF, 2002; Boshoff, 2008). Below the Kouga Dam, the Groot River joins the Kouga River to form the Gamtoos River which flows to the sea (DWAF,2004a).

The Kouga River catchment rises in the Langkloof where the soil of the Langkloof valley floor is very fertile and intensively cultivated with mainly deciduous fruit orchards (DWAF, 2002). The Baviaanskloof River runs parallel to the Langkloof with the upper portion of the valley being the nature reserve and the lower portion used for pastures. The Gamtoos Valley comprises about 42% citrus orchards, with the remainder supporting the growth of various cash crops, such as vegetables, citrus, lucerne and tobacco. Water for irrigation is supplied via canals that carry water from the Kouga and Loerie Dams (DWAF, 2002).

Figure 1: Case study area



2 METHODOLOGY

2.1 General approach

As mentioned in the introduction, a vital component of IWRM in South Africa according to the Guidelines for the development of Catchment Management Strategies, is the progressive deference of responsibility of water resources to CMAs (DWAF, 2007). The PMT is aimed at providing the CMAs with a support tool which can assist them with operations and management, such as identifying possible problem areas they may be encountering, where they are lacking resources or constructing an action plan to address issues within a catchment or WMA. Although all CMAs must adhere to certain common legislative requirements and core strategies, illustrated in Figure 2, each CMA is faced with various catchment specific issues, depending on the topography, demographics and land use activities that are taking place in the WMA (DWAF, 2007). For example, some CMAs may be dealing with rapid urbanisation within the WMA while others need to secure water for agriculture or tourism. The PMT therefore has to be tailored to be applicable to a specific CMA.

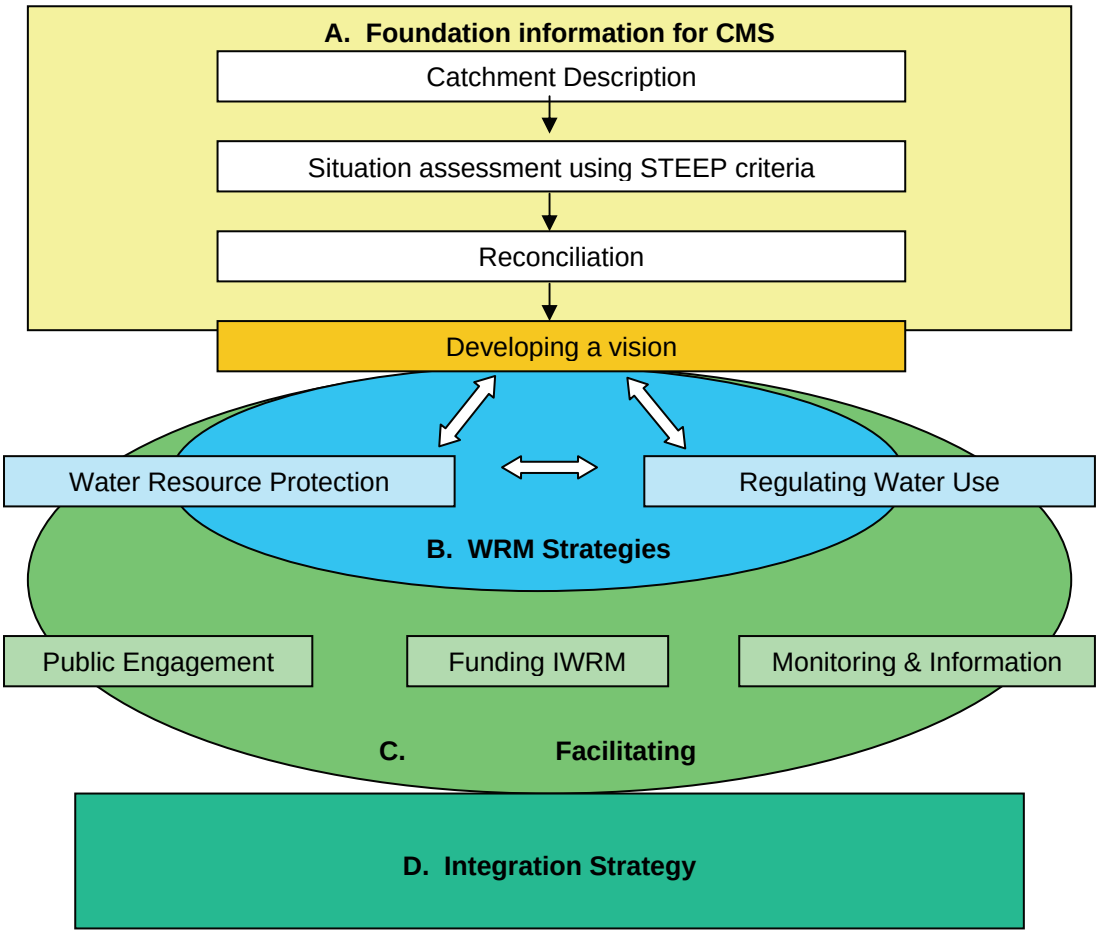


Figure 2: Generic framework for IWRM in South Africa (DWAF, 2007)

A generic PMT incorporating all the common legislative requirements and core strategies was developed based on the framework in Figure 2. This generic PMT could then be tailored to be applicable to a specific CMA or, for this project, the case study area. The area-specific adaptation of the PMT required a fully comprehensive understanding of the current situation within the case study area as well as the vision and potential developments for the area in the future. Due to the complexity of IWRM, it was decided to use a Soft Systems Methodology (SSM) to gain an understanding into the specific issues and activities of the case study area as a whole. The SSM approach to assessing the performance of a system does not consider numbers or figures (a quantitative view of performance) but takes on a more qualitative approach (Paucar-Caceres, 2009). The SSM formed Phase 1 of the project and resulted in a preliminary set of performance indicators. The information relevant to the management of water resources by the CMA was extracted from this preliminary set of indicators and included in the design of the PMT. The development of the PMT formed Phase 2 of the Project.

2.2 Phase 1: Soft Systems Methodology

The SSM was developed by Peter Checkland and his colleagues at the Lancaster University as an "organised way of tackling messy situations in the real world" (Kayaga, 2008). The "soft" system thinking perceives the world as complex and problematic and provides a more holistic method of investigation that emphasises the need to provide an in-depth description of a problem situation before taking further action to improve it (Kayaga, 2008; Fougner & Habib, 2008). This is in contrast to "hard" systems thinking that focuses on finding solutions to well defined problems and is not always adequate for providing solutions to complex situations (Kayaga, 2008; Fougner & Habib, 2008).

Typically, the SSM has seven classic steps (Martin, 2007) but these were adapted for this project with the focus of obtaining a preliminary set of performance indicators which could be incorporated into the design of the PMT in Phase 2. The steps used during Phase 1 included:

1. Determining the problem situation through information gathering.
2. Expressing the problem situation through rich pictures (refer to Appendix 1,Figure 4) to illustrate the situation and relevant themes.
3. Using the CATWOE criteria (Refer to Appendix 1; Box 2) to mainly determine the transformation processes for each identified human activity.
4. Determine an initial set or performance indicators.

Please refer to Annexure 1 for a detailed description of the SSM. For more information, please refer to the first WRC project report on Phase 1.

2.3 Phase 2: Performance Management Tool

Phase 2 of the project was undertaken in three distinct steps which were as follows:

1. Conceptualisation:
    a. Define the purpose of the PMT.
    b. Define the boundaries of the PMT and identify key variables.
    c. Describe the behaviour of the key variables.
    d. Develop a function diagram of the basic mechanisms of the PMT, as well as their interactions and feedback loops that may exist.
2. Formulation:
    a. Convert the above interactions into representative mathematical equations for implementation in the PMT.
    b. Review of various other existing performance management systems
    c. Select initial parameter values.
3. Validation:
    a. Run the PMT and evaluate the behaviour of variables against the hypothesis.
    b. Evaluate the selected assumptions.
    c. Test the sensitivity of the PMT to perturbations.

These three steps were not sequential but iterative and after the completion of each step, new information and insight was incorporated into the previous step. More information on each step is provided in the following sub-sections.

2.3.1 Step 1: Conceptualisation

The conceptualisation step determined the purpose of the PMT based on the requirements of the National Water Act (Act 36 of 1998), the guidelines for Catchment Management Strategies (DWAF, 2007) as well as catchment-specific issues identified during Phase 1.

Conceptualisation is the “process of abstracting a model from a real or proposed system with an appropriate level of simplification of reality” (Liu et. al. 2007). The first step during the conceptualisation step was to define the purpose of the PMT while keeping in mind the systems audience (Albin, 1997). It was not feasible or desirable to model all variables and

interrelationships within a complex human-environment system and therefore it was essential to define the purpose of the system (PMT) by identifying a limited set of questions that could adequately address the major concerns of decision makers (Liu et. al. 2007).

Once the initial structure of the PMT was determined, stakeholders were consulted during a project reference meeting, to verify that all the key variables were included.

2.3.2 Step 2: Formulation

The PMT was developed in Microsoft Excel, based on the description of the case study area as determined during the conceptualisation step. During the formulation step, both units and ratings were specified for all variables and settings were selected. Initial values and mathematical equations were defined and all processes were documented (as per Diamond, 2001). The project team also undertook a review of various other performance measurement/management-based systems in order to compare and acquire useful and relevant design applications.

2.3.3 Step 3: Validation

The validation step continued from the formulation step and followed an iterative approach. The PMT compiled during the formation step then underwent a number of simulated “dummy-run” procedures, and, in the event of the results not making sense or being unreasonable, the PMT assumptions were revised and tested again to determine whether enhanced and rational results were achieved. This process was repeated until the PMT produced the desired quality results (as per Diamond, 2001). The PMT was presented to the proto-CMA for the case study area to gain their input and was adjusted accordingly.

3 RESULTS AND DISCUSSION

3.1 Phase 2: Performance Management Tool

Phase 1 provided an understanding of the activities and issues of concern within the case study area as whole as well as a preliminary set of performance indicators, but not all of these are the responsibility of the CMA. Phase 2 focused on the general responsibilities of a CMA as well as the specific issues relevant to the CMA for the case study area to develop the PMT tailored for the proto-CMA in charge of the case study area.

3.1.1 Step 1: Conceptualisation

Boundaries of the PMT

Spatially, the PMT only took into consideration the Kouga, Baviaanskloof and Gamtoos catchments located within the Baviaanskloof Mega Reserve area.

Conceptually, the PMT would not attempt to simulate the physical behaviour of components within the catchment, but would rather provide a means of managing the achievement of management objectives based on a dimensionless rating system. Furthermore, the PMT would be designed around defined function variables representing various water resources management issues – some of which relate to the national framework (such as those prescribed by the Act), as well as some that may be catchment-specific (such as those identified in the stakeholder engagement process).

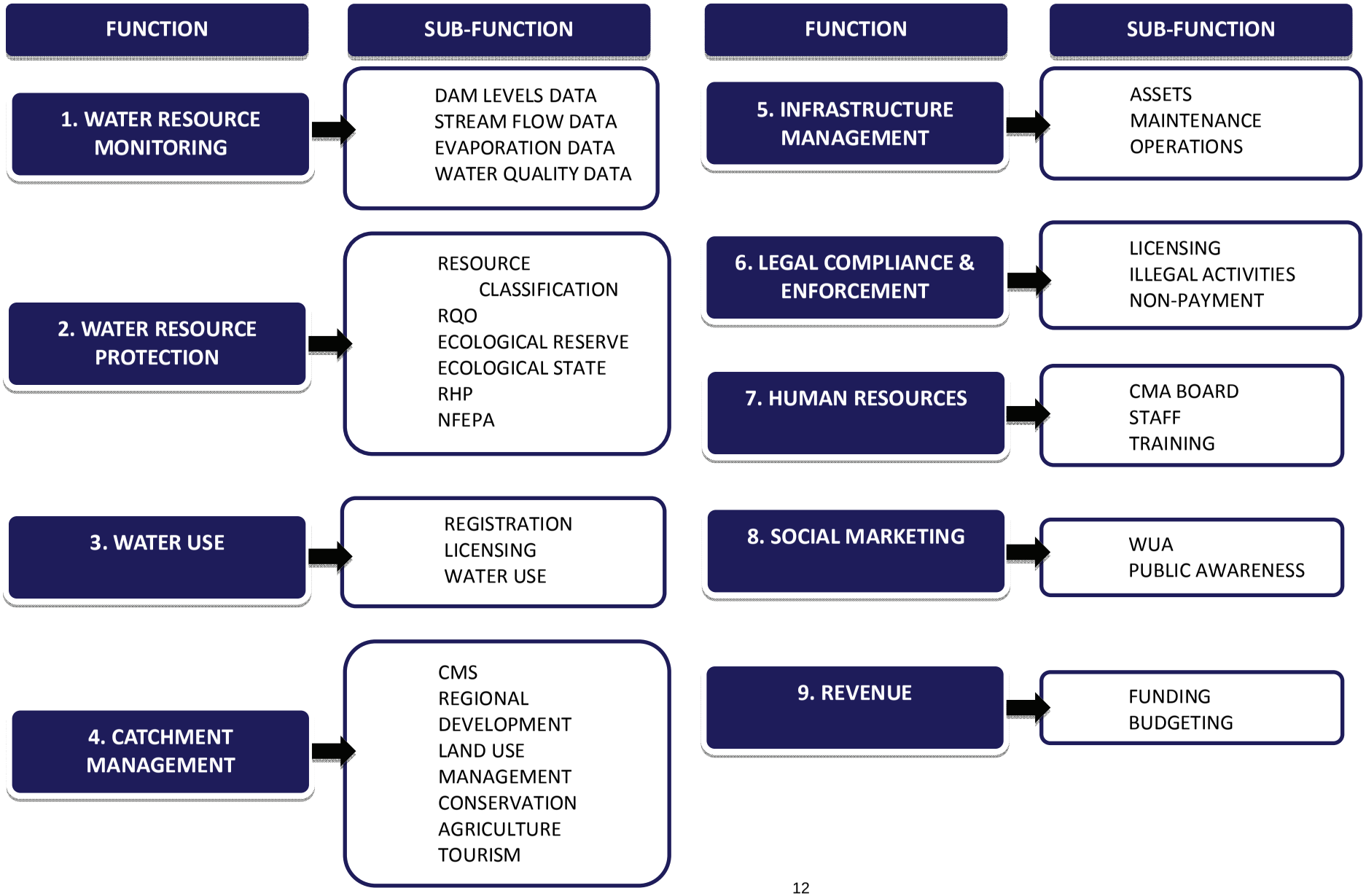
PMT Variables

The perceived responsibilities of a CMA as well as the information obtained during the stakeholder meetings of Phase I of the project were used to determine seven main function variables (Figure 3) namely:

- Water resource monitoring
- Water resource protection
- Water use
- Catchment management
- Compliance and enforcement
- Human resources
- Financial management

Each function was divided into various applicable sub-function. Specific management-related questions were developed and assigned to each sub-function. The questions were designed to determine the performance of the management of the sub-function.

Figure 3: Conceptual Diagram of the Main Variable Functions and Sub-Functions of the PMT



3.1.2 Step 2: Formulation

The project team undertook a review of various existing performance measurement and management systems which could provide useful guidance for the design of the PMT. Some of the systems reviewed were the following:

- The RPMS, a DWA performance measurement system based on a scoring system of Key Performance Indicators (KPIs) which measures and monitors the performance of Water Service Authorities.
- MuSSA, Municipal Strategic Self-Assessment, a component that EMANTI has developed through the EWQMS (Emanti Management's Water Quality Management System) which is a municipal self-assessment, management and development tool for WSAs to help them identify their WSA business development gaps and vulnerabilities arising there from.
- Review of the 2nd Quarter Performance report for the Inkomati Catchment which utilised performance tables (this however was provided after the final WRC Reference Group workshop and has provided direction for future developments of the PMT)

PMT Worksheet

The PMT was designed in Microsoft Excel and consists of 4 main worksheets, namely *PMT*, *Summary and Outputs* and *Recommendations*.

The *PMT* Worksheet consists of the list of questions for each variable function and sub-function as described in Section 3.2.1. An example of a line in the PMT is provided in Table . A row consists of the following columns:

- The Question column that contains the question that the user must answer.
- The Answer column where an answer is selected from a dropdown list that reflects the current situation.
- The Target Column where a target is also selected from a dropdown list that reflects the target/desired situation.
- The Score column containing the score that is calculated based on the selected answer and target.
- The Problem column provides possible reasons as to why a target is not being reached and these are selected by checking the appropriate checkbox/s.
- The Weight column indicates how important the aspect represented by the question is with regards to the management of the catchment. The weight is also selected from a dropdown list.

Table 1: Example of a row in the PMT

QUESTION	ANSWER	TARGET	SCORE	PROBLEM	WEIGHT
Has a CMS been developed?	No	Yes	1	☑ Lack of staff ☐ Lack of funds ☑ Lack of training ☐ Require PSP ☐ Other	Critical

The dropdown lists for the Answer and Target columns will have the same contents for a particular question. Each option in these dropdown lists is allocated a rating between 1 and 5, with 5 implying a positive/desirable response and 1 a negative/undesirable response. The score in the Score column is calculated based on the ratings associated with the results in the Answer and Target columns. The score is also a value between 1 and 5, with 1 being a negative/undesirable score and 5 being a positive/desirable score. Each score has been allocated a colour for visual effect, as shown in Table .

Table 2: Description of the scores

Score	Description
1	Negative/Undesirable
2	↕
3	
4	
5	Positive/Desirable

The possible reasons selected in the Problems column for the current situation not achieving the target set, and hence a lower score, are tallied up for each variable sub-function, each function, as well as the PMT overall and the aggregated results are presented as percentages in the Summary Worksheet.

The options of the dropdown list in the Weighting column is the same for all the rows and each option is also allocated a rating between 1 and 5 as indicated in Table 3.
.

Table 3: Options for the weighting column and associated rating

Description	Weight
Critical	5
Very Important	4
Important	3
Moderately Important	2
Not important	1

The score for each row as well as the weighing allocated to it is used to calculate the overall score for each variable sub-function, each function as well as the overall score for the PMT. These scores are also reflected in the Summary Worksheet.

Provision has been made for the user to make comments after each variable sub-function and each function and these are also presented in the Summary Worksheet.

Results Worksheet

The Results worksheet provides a 'snapshot' of the results from the PMT in tabular-format by aggregating and summarising the overall score achieved for the elements within each of the PMT sub-functions, functions and also for the PMT as a whole. It also displays the general comments provided by the user for each sub-function and function.

Results from the PMT are provided primarily in the form of a score which is assigned by the system and serves as a measure of the degree to which particular targets have been achieved. The score is expressed as an integer value between 5 and 1 as discussed above in Tables 2 and 3.

Each element (or question) in the in the PMT is assigned a score and this is displayed by the system in the Inputs-worksheet. The PMT also provides the overall scores achieved within each of the PMT functions and sub-functions (and also for the PMT as a whole) by aggregating the scores of all elements associated with a specific function. The function and sub-function scores are also displayed in the Inputs-worksheet and a summary is provided in a table in the Results-worksheet, is shown in Table 4. The Results-worksheet also displays all comments provided for functions and sub-functions.

Table 4: Summary Worksheet Example

FUNCTION	SUB-FUNCTION	SCORE	COMMENTS
WATER RESOURCES MONITORING	Dam levels data	4	-
	Stream flow data	4	-
	Groundwater data	2	Old equipment (vandal - proof) makes monitoring very difficult, this is in the process of being replaced.
	Evaporation data	2	-
	Water quality data	2	Posts need ot be approved , not reaching targets in terms of quarterly reports.
	Subtotal	2	-
WATER RESOURCE PROTECTION	Resource classification	1	Process underway.
	RQO	1	Process underway.
	Ecological reserve	1	No progress.
	Ecological state	1	No progress.
	RHP	1	No progress.
	Estuaries	1	No progress.
	Subtotal	1	-
WATER USE	Registration	1	Backlog within the communities, illegal water uses that have not registered.
	Authorisations	1	Limited skilled staff.
	Water use efficiency	5	Low water losses in area.
	Subtotal	2	-
OVERALL SCORE		2	

3.1.3 Step 3: Validation

The conceptualisation, formulation and validation steps are iterative processes which occur until the final PMT is achieved. The validation of the draft versions of the PMT were undertaken through consultation with specialists and members of the proto-CMA division in the Eastern Cape. The final draft of the PMT was piloted with the proto-CMA in the Eastern Cape.

The results of the pilot study along with the PMT were presented at the final WRC Reference Group meeting on the 22 November 2011.

4 CONCLUSIONS

Various outcomes have been identified from the progression and development of the Performance Management Tool from its conception to its current structure, and from the results and feedback of the pilot study carried out in the Eastern Cape Proto-CMA and final WRC Reference Group meeting. The conclusions are as follows:

- There is a strong need for a facility or support mechanism to enable CMAs and proto-CMAs to measure and monitor their performance and reach targets effectively. Currently there appear to be no official performance measuring systems/mechanisms in place for CMAs, apart from quarterly/annual reports which vary between CMAs.

By applying the uniform PMT to all CMAs, the tool will have set goals and parameters and could enable the performance of CMAs to be assessed in a consistent and homogenous manner.

- The PMT could potentially be utilised by DWA Head Office to monitor and measure CMAs and address issues when they arise.
- The PMT is a useful tool which can highlight problem areas and where targets are not being met, as well as highlight areas of strength, as well as score the specific areas of performance and overall performance of the CMA. The PMT should enable CMAs to assess and report on their performance more efficiently and accurately.
- There are limitations on the PMT due to it being in Excel-format which could be addressed if it were developed into an online database-supported system.

5 RECOMMENDATIONS

As per the recommendations of the WRC Reference Group, the recommendations have been split into three categories:

- The PMT focuses on enabling CMAs to monitor and measure their performance, it may be useful to align the PMT process with the vision of DWA Head Office and their future National strategy and priority areas for CMAs.
- The PMT assessments with CMAs may require an audit-type process such as RPMS to verify data to ensure that weaknesses and strengths are accurately portrayed/gauged.
- It is recommended that the PMT be developed into an online system/database that can be integrated with existing DWA systems/database such as P-systems (which is a spatial database). The online PMT database should be a generic system that incorporates all possible activities that could occur within a WMA but that can also be tailored to suit a specific CMA's requirements. The CMA will then be able to track its performance trends online and compare its performance with other CMAs which could be excelling in certain areas that they may be struggling with. This could encourage communication between CMAs where they request assistance from another CMA or encourage the transfer of expertise and skills and dissemination of knowledge amongst the CMAs. DWA head office should also be able to track the progress of the various CMAs and use this data to assist and address issues where necessary.
- If the PMT were integrated into DWA P-systems which is a spatial database, this will also make spatial reporting possible and integrate into existing DWA framework which could assist numerous other DWA systems and data requirements.

6 LIST OF REFERENCES

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2nd Quarter Performance Report Overview & Performance Tables for the Inkomati Catchment Management Agency: Report of the Acting Chief Executive Officer 2011 -2012 Financial Year July-September 2011. Please refer to Appendix 2 for this report.

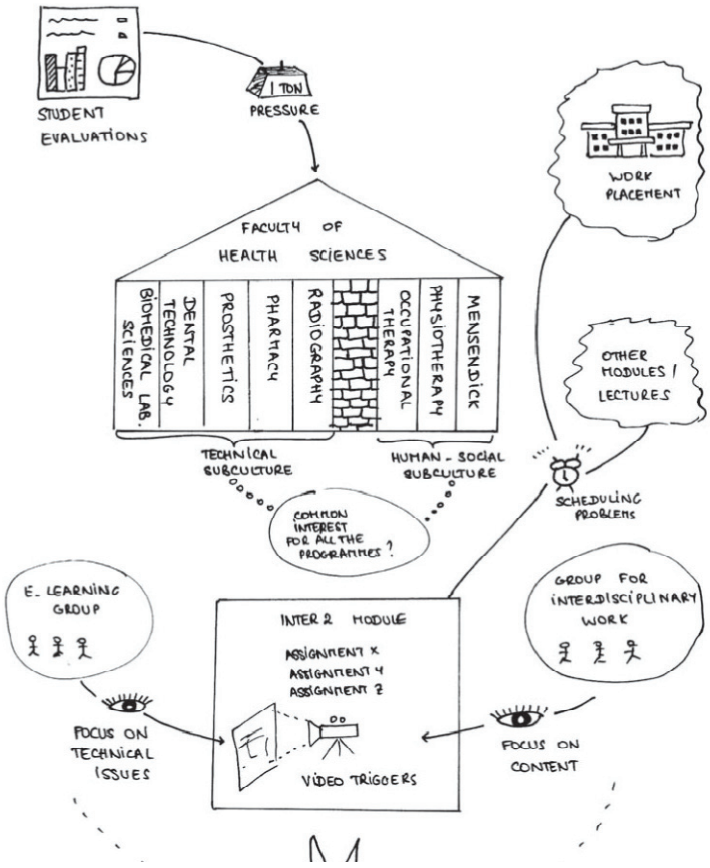
APPENDIX: 1

Synopsis of Phase 1 of the Development on the PMT (for more information please refer to the first WRC report: Phase 1 K5/1973/1)

Soft Systems Methodology

Box 1: Definition and example of a rich picture (Fougner & Habib, 2008)

"A rich picture is meant to capture the very complexity of a problem situation in a pictorial form by representing the human activity system that makes up the problem situation. Pictorial devices such as drawings, symbols and ''word bubbles'' are used to represent the actors, institutions, objects and processes that play a role in the human system, as well as the connections between them."



Box 2: Six elements of CATWOE (Paucar-Caceres, 2009)

C: Customers	- Beneficiaries or victims of the transformation process
A: Actors	- Those who would undertake the transformation process
T: Transformation	- Conversion of input into output
W: Weltanschauung	- The worldview that makes the transformation meaningful
O: Owners	- Those who could stop the transformation process
E: Environmental constraints	- Elements outside the system that are taken as a given.

Step 1 and 2: Determining problem situation and developing a rich picture

In order to establish who the key stakeholders are and what collaborative initiatives exist in the study area, an extensive information gathering process was conducted at the outset of the project. This included the identification of all relevant systems, tools, policies, strategies, institutions, legal instruments, projects, programmes, stakeholders, water use sectors, etc. A Microsoft Access stakeholder information database was initiated concomitantly and was maintained for the duration of the study. The database contained all the contact details for the stakeholders and organisations associated with the case study area as well as references for documentation relevant for the case study area

The stakeholder engagement process included a series of focus group meetings and facilitated workshops.

The focus group meetings were held with key individuals identified during the aforementioned processes in order to further gather information and establish collaborations. These included focus group meetings with the head of the proto-CMA in East London, various water resource management specialists and members of the Gamtoos Irrigation Board (GIB).

The next level of stakeholder engagement was a series of expertly facilitated stakeholder workshops held at the GIB in Patensie, during which soft systems modelling concepts were employed. The first workshop was aimed at determining the problem situation for the case study area. A second workshop expanded on the results of the first workshop and included the identification of transformation processes.

The first workshop was initially characterised by an "explosive" divergence, of which the aim was to find out who was involved (clients and owners), what the culture of the problem was, what activities were taking place and in what political framework these activities took place,

in order to make sure that no important hidden issues were left out of the process. When it was certain that all the important and relevant issues were on the table, convergence took place where the key issues, key stakeholders, main objectives etc. (often different for different stakeholder groups) were distilled and grouped into human activities (e.g. agriculture).

Step 3: Determine the transformation processes

The transformation processors were identified for each human activity during the second workshop as they are used in measuring the performance of the system (Paucar-Caceres, 2009). Any activity can be expressed through a transformation process which changes some input into some output (Paucar-Caceres, 2009).

Step 4: Determining performance indicators

A desktop analysis based on Chapter 6 of the CMS Guidelines (DWAF, 2007) was undertaken to review the various results from the workshops. Issues identified during the workshops were categorised as sub-functions under each human activity. Results from the workshops were then used to derive the Objectives for each sub-function. Measurable indicators where assigned to objectives so that they can be monitored to determine if the objectives have been reached. The indicators were determined by reviewing the CMS Guidelines (DWAF 2007), the workshop notes, transformation processes and other documentation from the information database.

RESULTS & METHODOLOGY

Phase 1

Step 1 and 2: Determining problem situation and developing a rich picture

The focus group meeting with the head of the proto-CMA resulted in a collaboration with the CMA division for assistance with the remainder of the project. The current status quo in terms of water resources protection and use in the study area as well as future projects and strategies were discussed.

The focus group meetings with the water resource management specialists and members of the GIB were aimed at identifying all key role players in the catchment as well as some of the key catchment issues. This information was all used in determining the problem situation.

Problem situation

In brief, the case study area is located mainly within the Baviaanskloof Mega Reserve which is a World Heritage Site but it is hoped that it can be classified as a Biosphere Reserve too. Conservation is therefore an important issue in the study area. The main land use in area is citrus, vegetables, dairies, chicory and potatoes with tourism also being prevalent. The Kouga Dam is the main source of water for the users downstream but also provides Port Elizabeth with additional water. Users upstream of the Kouga Dam abstract water directly from the rivers.

The vision for the case study area is for the holistic sustainable management of the area which includes accountable, responsible co-operative governance. It is envisioned that the Mega Reserve becomes a Biosphere Reserve and that integrated restoration strategies and integrated management corridors be developed. This is to ensure the restoration of full natural capital towards the full optimal delivery of ecosystem goods and services. Social marketing should be used to foster social cohesion in the area so that residence may be made aware of what is happening in their area. There should be an equitable distribution of resources in the area and all these aspects should contribute to a paradigm shift in thinking.

Various issues concerning the case study area were highlighted during the workshops and these briefly included the following:

- National and provincial treasury decision makers do not have the same priorities as the farmers and the irrigation board
- Metro industries in Port Elizabeth are not restricted to water use
- DWA lacks the capacity to properly control the water licensing process
- There is very poor policing of very good laws
- Insufficient legal enforcement to prevent further water abuse
- Illegal development is a big problem especially in terms of tourism
- Change of land use hindered by economic reasons, lack of knowledge, lack of alternatives and/or opportunities
- Lack of co-operation between municipalities, land owners and other institutions
- No understanding that population control is essential to reduce resource usage
- No understanding of the socio-economic benefits of restoration and conservation
- Alien plants and emerging alien plants are still expanding / spreading
- Riparian areas are degraded due to alien invasion and channel incisions
- Waste from tourism activities and other diffuse sources
- Uncontrolled man-made fires result in the catchment burning too frequently

- Lack of capacity and experience in governmental departments
- Institutional arrangements e.g. there are not having enough qualified staff to address water registration and use, existing illegal use of water and validation and verification of water use
- Lack of good (continuous) communication between stakeholders and feedback from Government, NGOs, Researchers, etc. to stakeholders
- Lack of public understanding or awareness of ecosystem benefits
- Lack of appropriate institutional arrangements and adequate resources
- Mistrust between landowners and groups of people as well as mistrust in the process
- Incentives for farmers to use less water or to restore natural ecosystems are not "proven/trusted" or necessarily understood

The human activities that were identified for the area from all the information gathered during the workshops are:

- Legal compliance and enforcement
- Social marketing
- Catchment Management funding and administration
- Tourism
- Agriculture
- Conservation
- Human settlement
- Other commercial activities (Industry, mining & business)

The owners and actors for each human activities are list in Table 5.

Table 5: Owners and actors for each human activity

Human activity	Owner	Actor
Legal compliance and enforcement	DWA & ECPB	Green scorpions, EMI
Social marketing	DWA & ECPB	Living lands
Catchment Management funding and administration	DWA & CMA	GIB
Tourism	ECPB	Farmers, ECPB, Gamtoos tourism board, TerriPi, FOBWA, tourism liaison board
Agriculture	Dept of Agriculture	GIB, Farmers
Conservation	ECPB	ECPB, farmers, NGOs (TerriPi)

Human activity	Owner	Actor
Human settlement	Department of Housing & Development, district and local municipalities	Land owners, urban and rural communities, commercial enterprises
Other commercial activities (Industry, mining & business)	Dept of Minerals and Energy, Department of Trade and Industry	Juice factory, quarry, SMMEs, businesses

The issues and concerns identified for each human activity were summarised and divided into sub-functions. These sub-functions often overlapped and twelve common sub-functions were identified which was used during Step 4. The sub-functions identified were:

- Agricultural practices
- Awareness and education
- Climate change
- Communication
- Employment
- Enforcement
- Infrastructure
- Institutional
- Land use change
- Population demographics
- Restoration and rehabilitation
- Source of funding

The information obtained during the workshops was used to compile a rich picture of the problem situation (Figure 4).

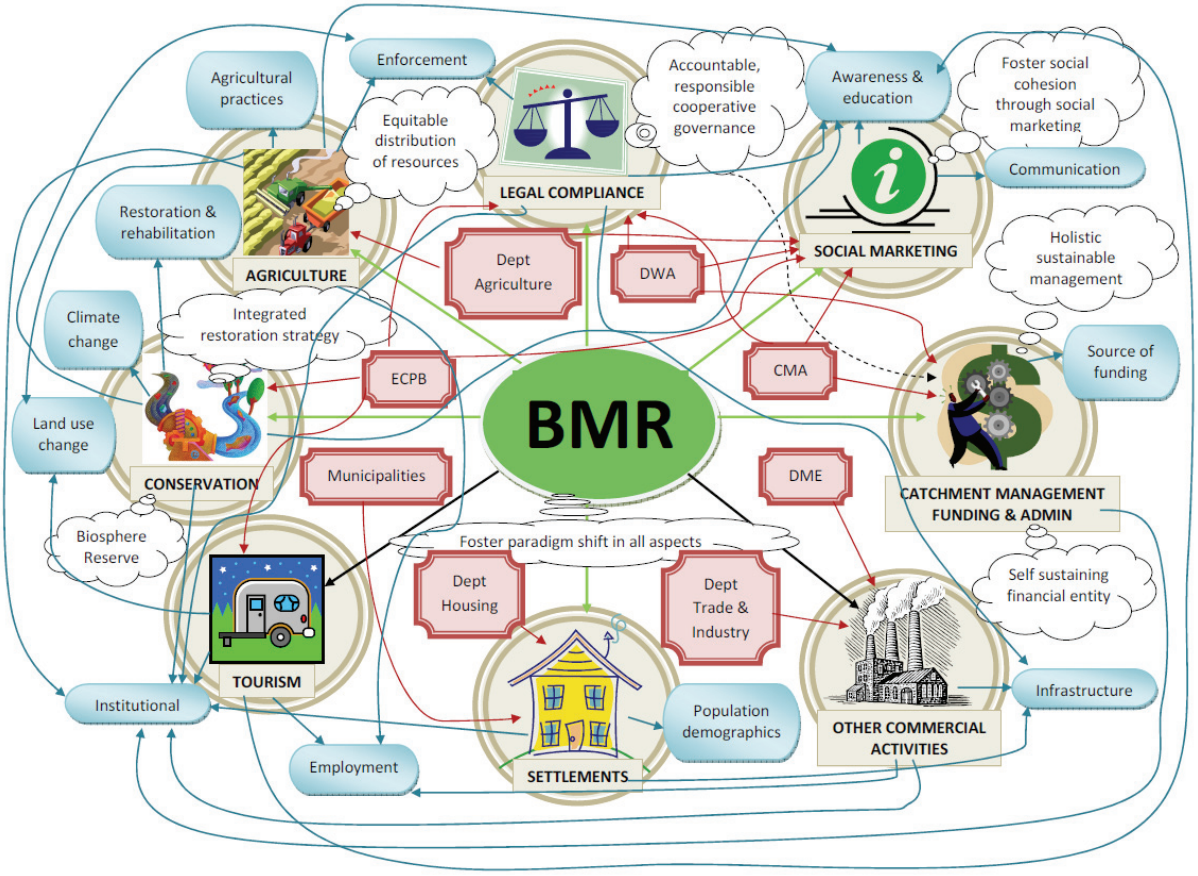


Figure 4: Rich Picture of the Problem Situation

Step 3: Determine the transformation processes

The participants of the workshop were then given the opportunity to provide transformation processes to transform or deal with the issues for the various human activities. One again there was an overlap in the identified transformation processes resulting in eleven common transformation process listed in Table 6.

Table 6: Transformation processes

Transformation processes	Details
Governance – compliance and enforcement	• Cooperative governance • Water use licensing and monitoring • Certification / Accreditation • Whistle blowing • Activate Green Scorpions • EMI • Game farms pay levies and taxes • EIA/EMP – ISO 14001 etc
Funding	• Investor platform • Levies • Safe environment for investors • PPPs – for land use change
Biodiversity / ecology management	• Biosphere reserve • Alien clearing

Transformation processes	Details
	• Climate change mitigation • Linking conservation and rehabilitation • Water pricing strategy – integrated fund for biodiversity • Environmental economics – establishing costs and benefits of water use
Livelihood approach / social upliftment	• Profit share incentives • Employment • Capacity building • PES – Carbon trading
Alternative practices	• Feasibility study • Diversification • Rehabilitation • Less use of pesticide
Stakeholder management	• Effective information dissemination • Information packaged for target groups needs & perspectives • Use existing networks • Communication • Reporting framework • Stakeholder cooperation • Legal support
Incentivisation	• For land use change • Other incentives • Green industries • Wastewater management • Carbon footprinting
Awareness campaigns	• Land use change • Diversification • Rehabilitation • Pesticides • Environmental education • Education of legal / regulatory requirements • General consequences of actions • Schools
Marketing	• Product development • Branding • Attracting eco-tourism to the area Feasibility study Diversification
Cleaner production / waste minimisation	• Wastewater management • Green buildings • Carbon footprinting
Planning / management	• Integrated tourism plans • Diversification • Integrated planning • Communication • Establish development zones • Mapping – land use • Fire management

Step 4: Determining performance indicators

The results of the preliminary set of performance management indicators are provided in a hierarchy with the following tiers:

- Tier 1: Human activity.
- Tier 2: Sub-functions within each human activity.
- Tier 3: Objectives for each sub-function.
- Tier 4: Measurable indicators to ensure that each objective is reached.

APPENDIX: 2

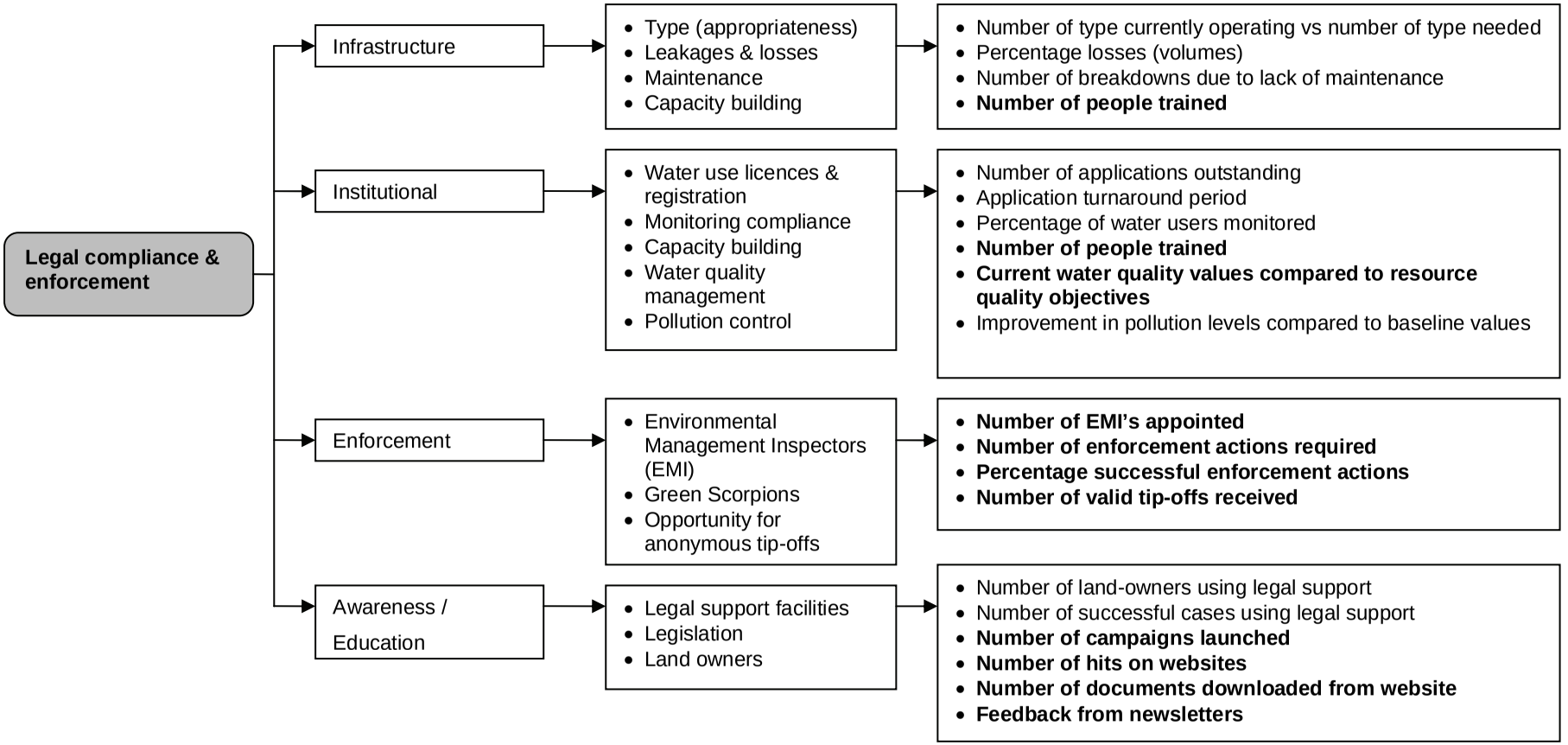


Figure 5: Hierarchy for the Legal Compliance and Enforcement human activity

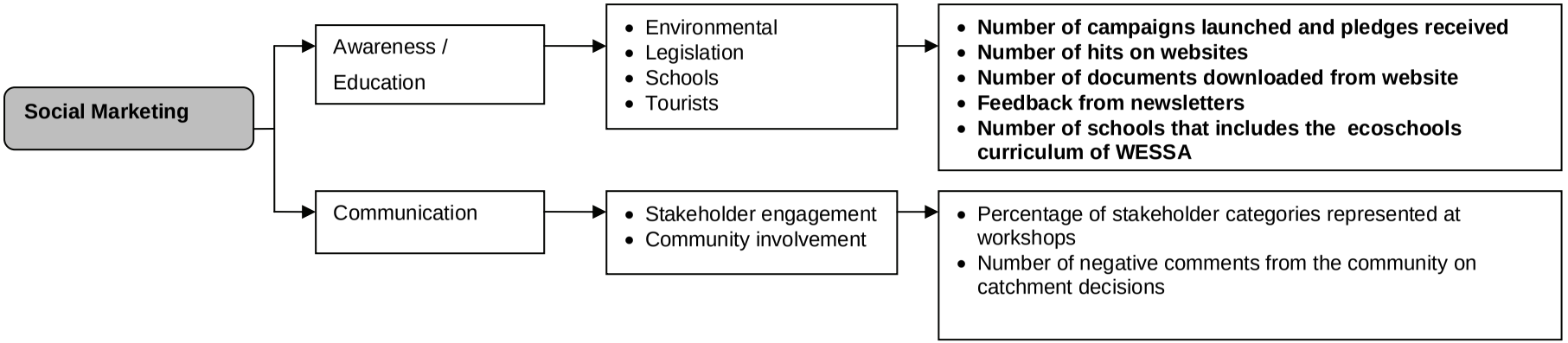


Figure 6: Hierarchy for the Social Marketing human activity

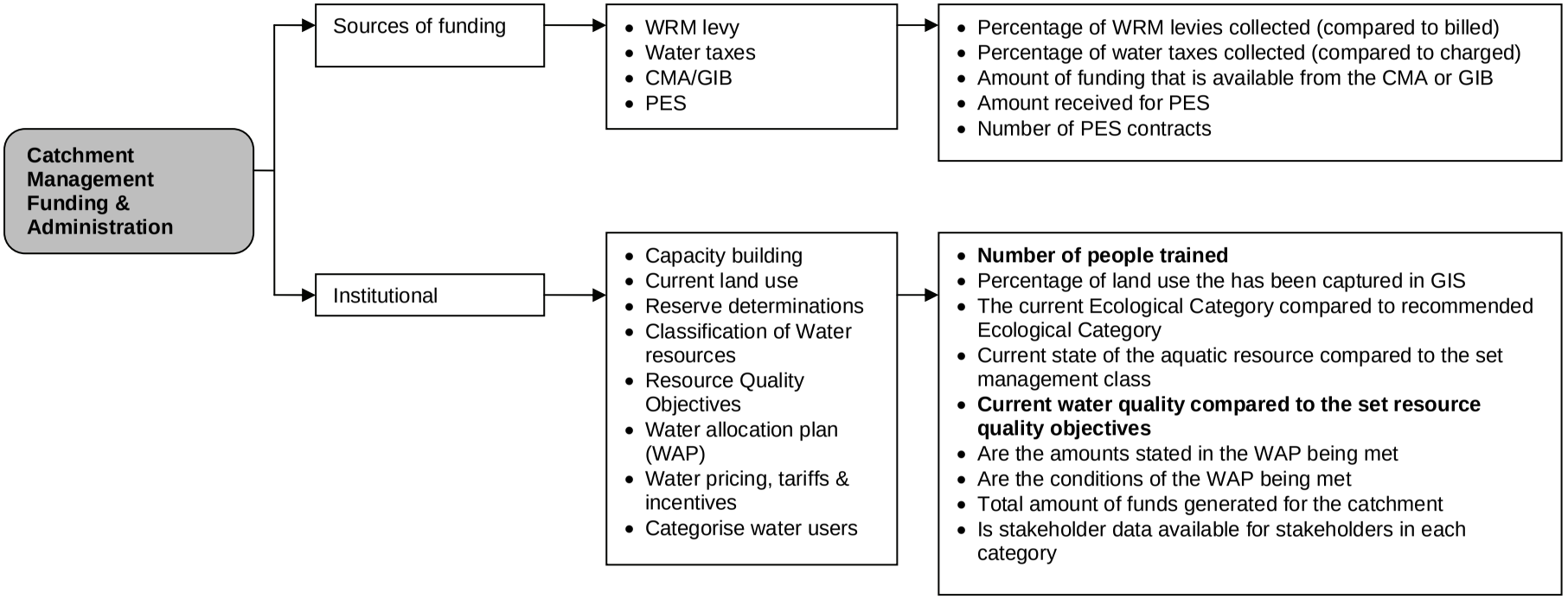


Figure 7: Hierarchy for the Catchment Management Funding and Administration human activity

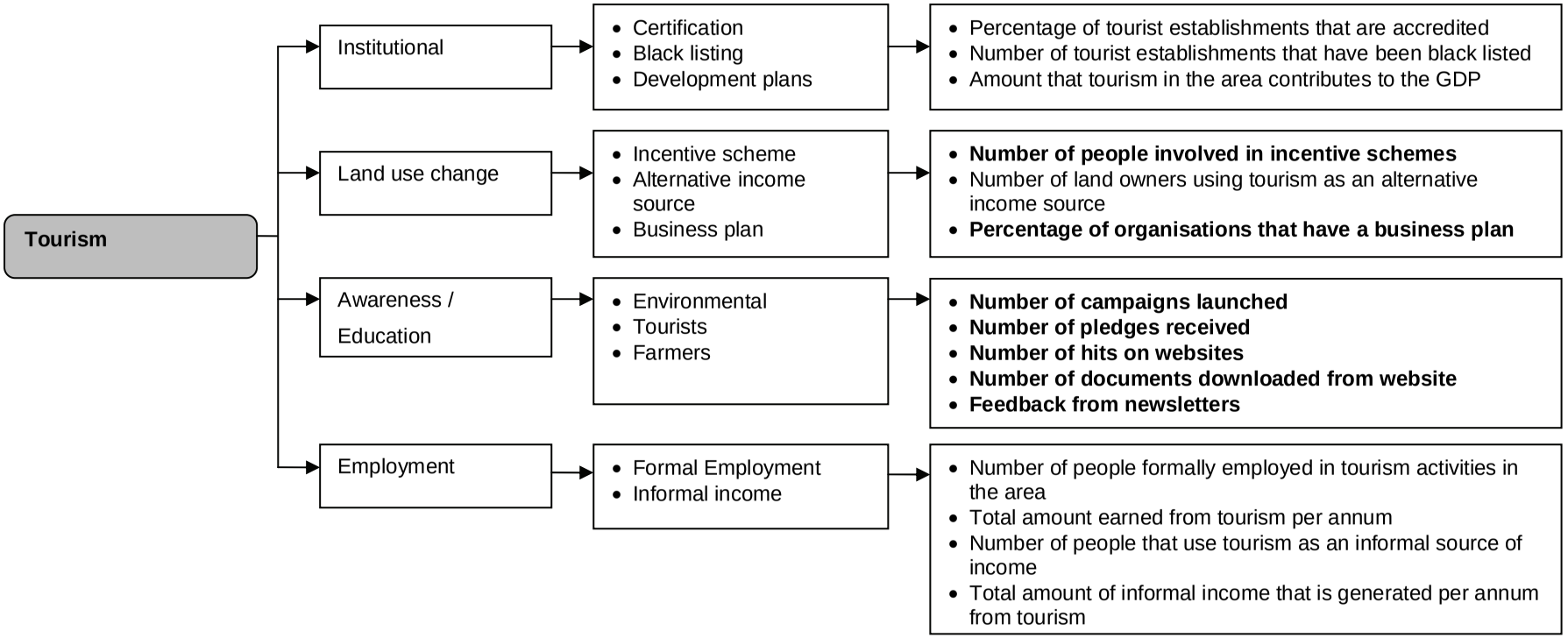


Figure 8: Hierarchy for the Tourism human activity

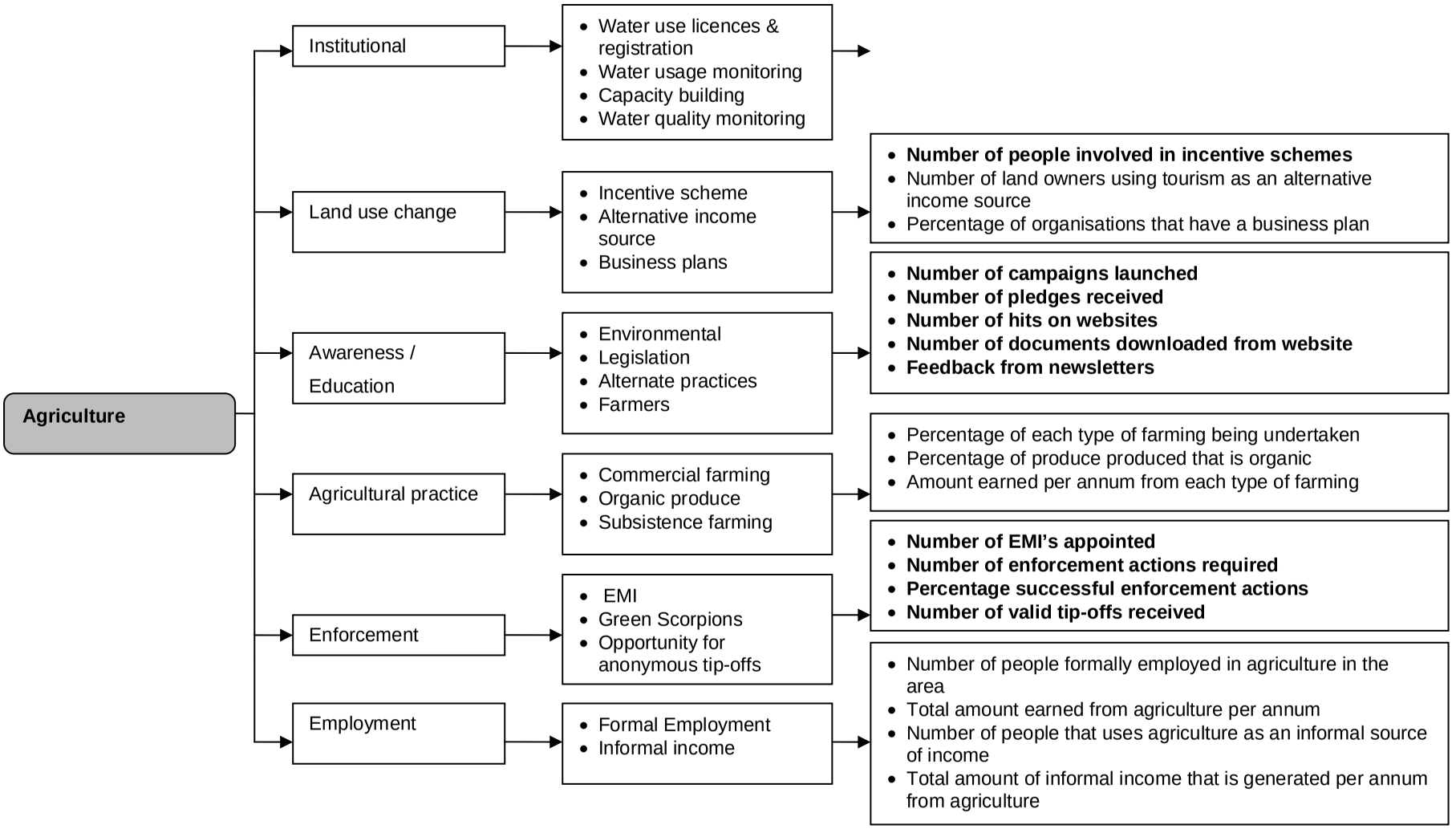


Figure 9: Hierarchy for the Agriculture human activity

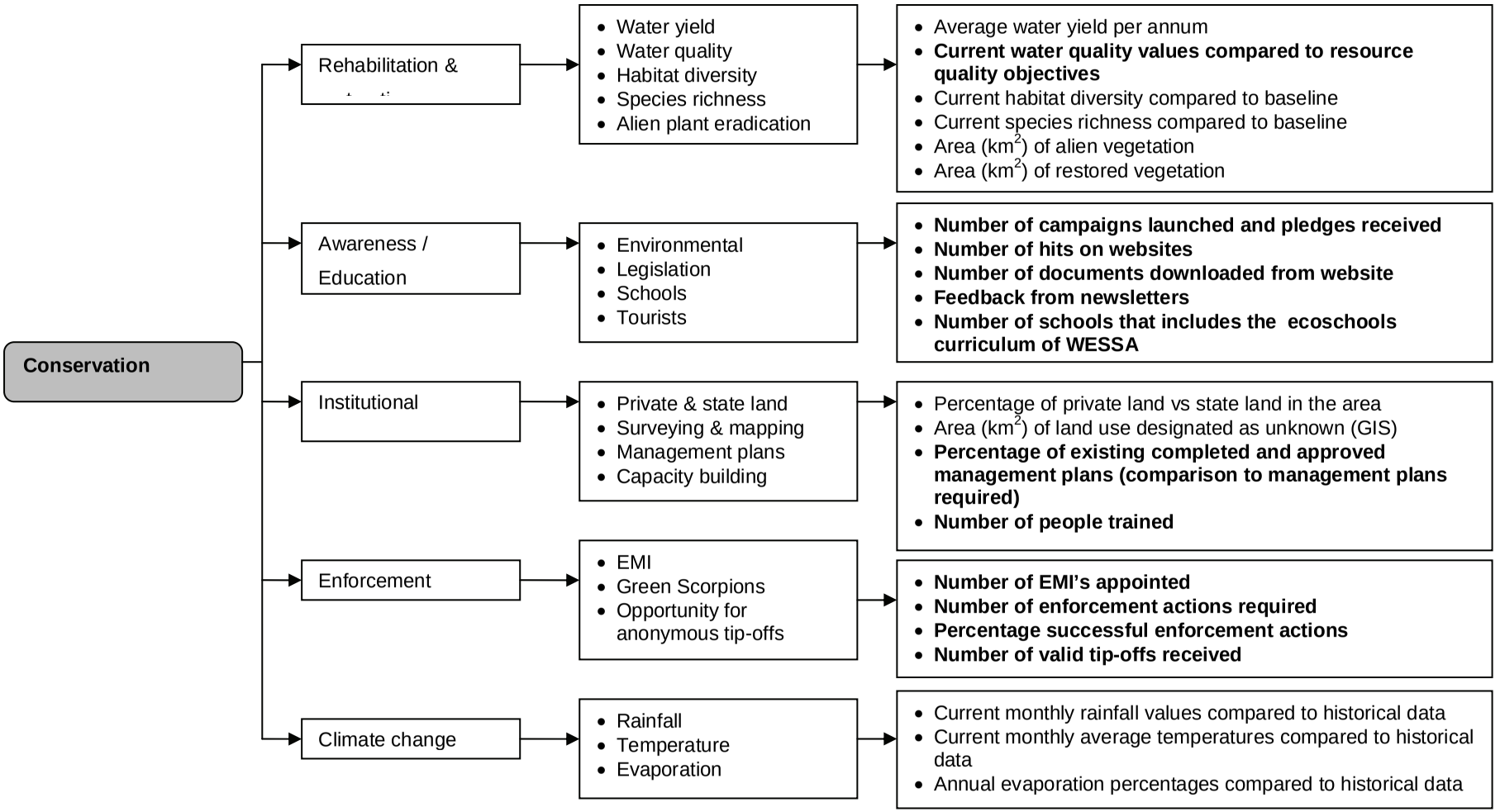


Figure 10: Hierarchy for the Conservation human activity

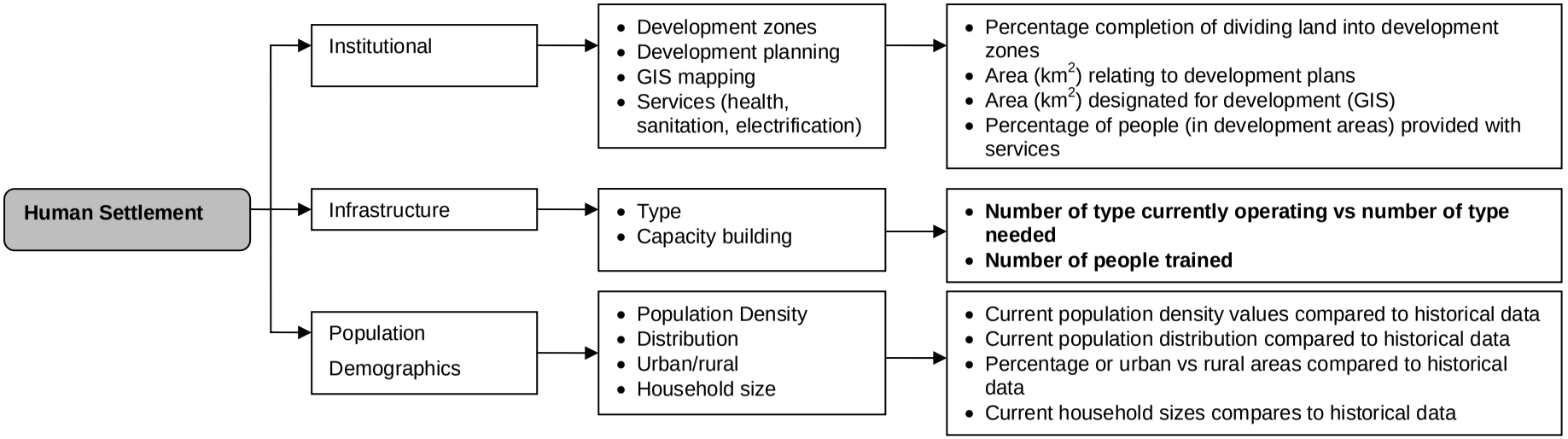


Figure 5: Hierarchy for the Human Settlement human activity

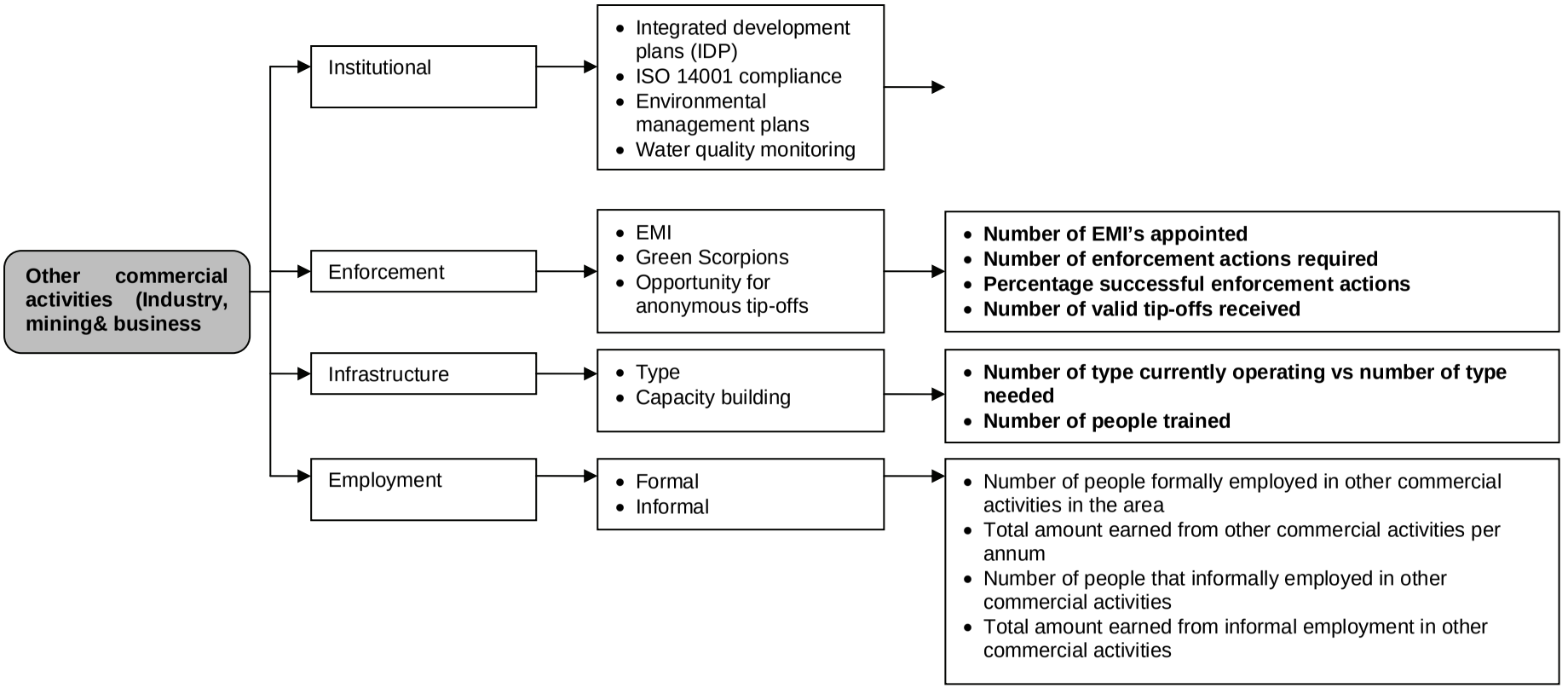


Figure 6: Hierarchy for the Other Commercial Activities human activity

APPENDIX 3

INKOMATI
CATCHMENT MANAGEMENT AGENCY

2nd QUARTER PERFORMANCE REPORT

2011 -2012 FINANCIAL YEAR
JULY – SEPTEMBER 2011

2ND Quarter Performance Report Overview
& Performance Tables for the
Inkomati Catchment Management Agency:

1. PURPOSE

The purpose of this report is to submit the 2nd quarter performance report for the 2011/12 financial year for consideration and recommendation to the governing board for approval.

2. BACKGROUND

This quarter performance report provides a summary of the Inkomati CMA performance during the quarter under review. It consists of critical success factors; the remedial actions in areas where there has been deviation from the expected performance as well as the recommendations by the Acting Chief Executive Officer.

3. MAIN QUARTER PERFROMANCE ACHIVEMENTS

3.1. Validation and verification of water use

Following the appointment of the service provider for the verification and cadastral update projects, an inaugural Project Coordinating Committee meeting was held for both projects on 12 August 2011. The inception report for verification project is in production and the first invoice has been received.

3.2. Establishment of Water Users Associations

It can be reported that in collaboration with DWA, the Inkomati CMA has attended a Louwscreek Irrigation Board meeting wherein a process on transformation and support to emerging farmers was agreed on. The quarter under review also witnessed the initiation of the consultative process for the establishment of farmers' association involving Dingledale, New Forest and Mathleloge; Suid Kaap; Lower and Upper Komati farmers. A task team has also been established to prepare for launch.

Regarding support to existing Water Users Associations (WUA), a letter of delegation to Elands River WUA has been finalised. This was followed up with a meeting with the WUA held on 19 September 2011 to discuss the implementation of their functions.

3.3. Systems for integrated planning and operations of river systems

During the quarter under review only one CROCOC meeting was held. Regarding the appointment of engineers in the water resources planning and programmes division, interviews were held wherein a candidate has been recommended. A second candidate is under consideration as well but has not been finalised.

A planning meeting between the ICMA and the service provider regarding the Kaap River operating rules could not take place during the second quarter but has already been scheduled for 7 October 2011. Following this a further meeting will be scheduled with the Kaap River Major Irrigation Board.

3.4. Stakeholder-centred implementation of the reserve

A memorandum of agreement with Mpumalanga Tourism and Parks Agency (MTPA) for RHP bio-monitoring was finalised and signed by the Inkomati CMA and MTPA. The bio-monitoring process commenced in the Sabie River Catchment in the 2nd half of September 2011.

The contract to appoint Craig Mchloughlin from SANPARKS to continue with Water Research Commission Project “Exploring critical feedback components of a strategic adaptive management system associated with implementation of the Ecological Reserve in the Inkomati catchment” has been finalised and signed by the ICMA and SANPARKS. The first Invoice has been submitted to the ICMA. Budget is R550 000. The inception report is being developed.

3.5. Authorised water use

A total of two water use licence applications have been received and work has already commenced with regard to evaluation. Expert inputs have also been sourced out from specialists within DWA. It needs to be noted that the verification project currently underway will result in a database that will be able to cater for temporary authorisation of water use in terms of section 25(1) of the National Water Act; thereafter all temporary authorisation shall be maintained.

There have been no applications regarding transfers in terms of section 25(1) of the National Water Act. Similarly, no applications were received in terms of percentage by volume of water allocated to HDIs during the second quarter

3.6. Metered water use

In terms of phase 1: survey of pump stations and stakeholder process for meters between Mananga and Tonga, it can be reported that the service provider has been appointed and the contract signed. An inception meeting, stakeholders meeting as well as Project Management Committee meetings were held during the quarter under review. The non-attendance by certain stakeholders is being attended to by the project team.

3.7. Discharge and water resource quality effectively monitored

It can be reported that a total of 371 sites results sampled were submitted to the laboratory during the second quarter. The DWA contract with their service provider that was used by the ICMA lapsed and samples were thus submitted to the RQS, who did not analyse the samples, resulting in no sample data received for the quarter under review.

It can also be reported that DWA went out on new tender for a new service provider to analyse the water samples that included the Inkomati water management area. Should the contract conditions be found suitable, the ICMA will approach DWA to use the same service provider through a separate contract.

3.8. Water resource pollution remedied

100% of the reported incidents (7) have been attended to and satisfactorily remedied.

3.9. Compliance monitoring effectively implemented

Due to delays in the transfer of staff from DWA Regional Office only 13 out of 18 targeted inspections could be conducted in the second quarter.

3.10. Enforcement effectively implemented

It can be reported that none of the inspected users warranted a notice or a directive during the whole of the second quarter.

3.11. Cooperative governance

100% of the Environmental Impact Assessments (2) received have been successfully commented on and recommendations made.

100% of Environmental Management Programme Reports (EMPRs) (10) received were successfully commented on and recommendations made.

3.12. Provision of informed advice to DWA on international agreements

All three KJOF meetings have been attended including a workshop to refresh members on the ISOTG rules and roles of the various structures in the international treaty.

The Inkomati CMA also attended a task team meeting to finalise the Terms of Reference regarding the role of KJOF for submission to TPTC approval.

The PRIMA disaster management project software was installed at the ICMA offices and staff in the WRP&P division received training on the software. It will be used to assist the TPTC with early warning on flood, drought and pollution disasters. The ICMA also attended a senior officials workshop in the IWRM scenarios for the international Incomati Basin and made significant inputs and comments.

3.13. Exchange of knowledge and expertise

As a member organisation and chair of REMCO, the Inkomati CMA attended a cross-boundary water management conference in Germany and also gorged links with members of TPTC wherein it was agreed the members of TPTC can now sell the REMCO concept at their future engagements.

The WRP&P Division attended the WRC 40 celebration conference, South African National Committee on Applied Hydrological Sciences Conferences and made a presentation to the biennial South African irrigation Institute Conference.

3.14. Effective stakeholder participation

Regarding the drafting of the assessment report on the effectiveness of current platforms of participation and transformation of structures process and outcomes for improved performance, it can be reported that the initial report is being finalised and will be presented to the governing board towards the end of the 3rd quarter.

The Inkomati CMA continues to support DARDLA initiative on the protection of wetlands, the environment and water resources in the Sand sub-catchment.

A draft cooperative governance framework has also been developed. In respect of involving the Historical Disadvantaged Individuals (HDIs) in Integrated Water Resources Management (IWRM), it can be reported that the Inkomati CMA has successfully facilitated Youth in Agriculture and Rural Development Summit in Sabie-Sand sub-catchment on water resources management and funding mechanisms. A number of workshops on similar subject were also held in Upper and Lower Komati involving Community Development Workers (CDWs), Community Development Forums (CDFs) and women.

3.15. Stakeholders empowered on IWRM

During the quarter under review, the Inkomati CMA in collaboration with DWA and DARDLA has successfully facilitated a capacity building workshop that targeted the Sabie River Farmers Association and focussed on water use licence and water use charges.

Considerable progress has also been recorded with regard to the project to resuscitate the sugar cane project for Tokhontele Farmers Association in the Lower Komati in which other role players alongside the Inkomati CMA include DARDLA, DWA, TSB, DRDLR, LIMA Mpumalanga Sugar Cane Association. On the same score, a business plan is being finalised by Mlunga Consultants on Lemon X project in Upper Komati sub-catchment.

A Catchment Management Strategy (CMS) made simple brochure has also been developed and distributed to stakeholders.

3.16. Build knowledge sharing networks among stakeholders

A number of meetings and forums have been attended where presentations on the CMS and water use and management were made. These platforms include the portfolio committee, the South African Irrigation Institute, Water Research Commission, SANCIAHS Conference and WATPLAN meeting.

3.17. Operationalise learning, reflection and review system

Regarding the installation of data loggers, it can be reported that the proposals evaluation has been completed and adjudication will happen early in the 3rd quarter.

The locations for 15real time rainfall gauges and the memorandum of agreement for signing with all hosts of the gauges has been finalised. The actual installation will happen in October and November 2011.

3.18. Corporate governance and legal services

It can be reported that all set targets for the second quarter have been achieved. These include schedule of meeting dates for the governing board and committees to enable compliance with applicable legislations; updated register of governing board; as well as the provision of legal advice to both the governing board and the administration.

3.19. Strategic plan implemented

The milestones in this regard include the submission of the 5 year strategic plan and the 2012/13 Annual Performance plan that were consulted with stakeholders and approved by the governing board to the Executive Authority.

3.20. Reporting requirements

The 2010/11 Annual Report was submitted to DWA for tabling in parliament as required by the Public Finance Management Act. Quarterly reports have been duly submitted within the required timeframes.

3.21. Newsletters

The Inkomati CMA has managed to contribute an article with WISA's Africa magazine.

3.22. Marketing

It can be reported that an advert on stakeholders' database and water quality reporting was placed on the provincial print and electronic media (radio). All attended events were fully branded.

3.23. Billing of tariffs to water users

Considerable progress has been recorded in this regard. For example, billing is progressively being dealt with as part of MISP. In terms of capacity development, a revenue Officer has since been appointed and placed at DWA Regional Office for familiarity with the SAP and other applicable systems.

3.24. Supply Chain Management

The Supply Chain Management Policy has since been reviewed and approved by the governing board.

2.25. Unqualified Annual Financial Statements

The Inkomati CMA has once again attained an unqualified audit opinion which is a course for celebration as it inspires confidence among the water users.

4. DEVIATION FROM THE EXPECTED PERFORMANCE

4.1. Validation and verification of water use

The setting up of Reference Group and commencement with scenario modelling could not happen due to limited human capacity as the activities within the Water Resources Planning and Programmes have had to compete for space with activities as Acting Chief Executive Officer. It can be reported that one meeting was held with the Irrigation Boards regarding the validation and verification of water use.

4.2. Systems for integrated planning and operations of river systems

Not all commitments related to this output could be effectively attended due to counter-attraction commitments attached to the Office of the Chief Executive Office and the engineer could not be appointed within scheduled period owing unavailability of suitably qualified candidates for the position.

4.3. Proactive AMD Strategy

The development of a status quo of all mines and other potential pollution sources within the water management area and the determination of compliance status could not be achieved within the targeted period owing to the delays in transfer of staff from DWA Regional Office. However, it can be reported that a draft Terms of Reference has since been developed and will be advertised in the third quarter. The service provider will be appointed to assist with the process.

Similarly, the monitoring programme could not be designed and implemented. However, it can be reported that a draft Terms of Reference has since been developed and will be advertised in the third quarter. The service provider will be appointed to assist with the process.

4.4. Water resource pollution remedied

The Inkomati CMA cannot safely claim that it has fared well in this particular output as only backlog data was captured during the second quarter. New data could not be produced as there was no analysis done by RQS laboratory. The new laboratory contract is being finalised.

4.5. Effective stakeholders' participation

During the second quarter participation in the Inkomati CMA initiatives and programmes has not been fully forthcoming from the municipalities. As a remedial measure, a series of meetings have been lined up for the third quarter targeting relevant officials to get them to participate.

4.6. Water quality status

The quarterly water quality status report could not be presented to the sub-catchments owing to the contractual challenges. The previous laboratory contract had expired and as an interim measure DWA Head Office arranged that samples be submitted to RQS laboratory. Upon investigation it was since realised that the samples were not being analysed at RQS. Therefore status reports could not be made available. In attempt to find a lasting solution to this problem, the Inkomati CMA has since embarked in a process to finalise a new laboratory contract.

4.7. Catchment Management Strategy effectively implemented

Following the submission of the first generation catchment management strategy, a series of appraisal meetings were held with DWA senior management. No progress has been recorded to date regarding the Minister signature to enable gazetting to enable public participation to ensue.

4.8. Exchange of knowledge and expertise

The REMCO trans-boundary meeting involving ARA-sul (Mozambique) the Inkomati CMA (RSA) and KRBA (Swaziland) could not take place during the second quarter as scheduled due to unavailability Mozambican partners. The meeting was meant to finalise the Terms of Reference for submission to TPTC. It will now take place in the third quarter.

4.9. Identify monitoring and information institutions and formalise agreements

Due to human resources constraints, the output could not be fully achieved as the information manager has not been appointed since the appointment is also dependent on the decision around the new office accommodation. The ICMA is moving office in December 2011.

4.10. Website effectively managed

Although the draft Terms of Reference have been developed, the output cannot be reported as achieved for the second quarter as the appointment of service provider is still being awaited.

4.11. Reviewed annual tariff

Though the Inkomati CMA has submitted its budget as approved by the governing board well in time, DWA is yet to finalise the tariff determination process. Currently, DWA is being engaged to speed-up the process.

4.12. Sound financial services

The Inkomati CMA has recorded a 99% success against this output. It can be reported that the Risk awareness workshop could not take place at the determined period during the second quarter due to clash of schedules. However, a new date has been set for the third quarter.

The compliance manual has been finalised but like the risk awareness above a workshop could not be held with staff since the manual has only been finalised on the 23 September 2011.

Regarding the Assets Management Policy, a draft could not be finalised due to time allocated to ICPM.

4.13. Sound corporate service

For the second quarter, the target was to have the Employment Equity plan fully implemented which could not be achieve due to time constraints for staff consultation.

4.14. Effective and efficient auxiliary services

The second quarter target in this regard was to have phase 1 of the MISP completed. It has since been realised that the target was set the appointment of the service provider and the approval of the project plan. Therefore, the target has been missed and the project is scheduled to be finalised by December 2011.

4.15. Effective organisational development

It was envisaged that during the second quarter the proto-CMA staff from DWA Regional Office shall have come over to the Inkomati CMA. There are challenges with cooperation from DWA regarding the finalisation of the list of staff to be transferred.

4.16. Remuneration strategy

This is partly done since the service provider has been appointed at the end of September 2011. It can be reported that there were challenges regarding the composition of evaluation and bid committee thus resulting in delays to finalise the process.

4.16. Effective Performance Management and Development System

The mid-term review for all employees targeted for the second quarter could not be done as it since been realised that there is a need to conduct these engagements at divisional levels to clear the prevailing misunderstandings. 10 October 2011 has been set aside for these divisional meetings.

INKOMATI
CATCHMENT MANAGEMENT AGENCY

2nd QUARTER PERFORMANCE TABLES

2011/12 FINANCIAL YEAR

LEGEND: The outputs have been highlighted in various colour to indicate the primary ICMA division responsible for that output:

	Water Use Division
	Water Resources Planning & Programmes Division
	Institutions and Participation Division
	Corporate Services and Governance
	Multiple division responsibility

Operational Tables and Outputs:

DWA PRIORITY 2: TO PROMOTE SUSTAINABLE AND EQUITABLE WATER RESOURCES MANAGEMENT (OUTCOME 7 & 10)							
ICMA Strategic Objective 1: Ensure Effective, Efficient and Sustainable Management of Water Resources							
CMS Strategic Action Programme 1: Achieving Equity							
Outputs	**Performance Indicator**	**Baseline**	**Annual Target**	**2nd Quarter Target**	**2nd Quarter performance**	**Reasons for Variance**	**Remedial Action**
Validation and Verification of water use Details **Water Allocation Plan** **Details**	Percentage of validation and verification completed	70% completed of 6800 registrations.	90% validation and verification completed including review of work done. Investigate Access to WARMS system	Commence Verification of ELU	PSP for verification and cadastral update appointed and 1st Project coordinating Committee meeting held for both projects on 12 Aug	None	None
	Percentage of Water Allocation Plan completed	Nil	Set up Reference Group and commence Scenario modelling. 10%	Continue reference group establishment	Not Done	Lack of staff. WAP also dependant on verification info still in progress. Acting CEO duties of EM:WRP&P affecting functions.	Recruitment Agency app. Interviews held on 26 Sep 2011. 1 suitable candidate found. Further interviews on 3 Oct
Established Water Users Associations and transformed Irrigation Boards **Details**	Number of WUA established (7 in Total)	2	2 WUAs to be established	Finalise amendments to delegations from DWA. ICMA/IIF forum to coordinate establishment	In collaboration with DWA, the ICMA attended Lowscreek Irrigation Board meeting wherein a process on transformation and support to emerging farmers was agreed on. Initiated a	None	None

					consultative process for the establishment of farmers' association involving Dingledale, New Forest and Mathleloge; Suid Kaap; Lower Komati and Upper Komati farmer. A task team has been appointed to prepare for launch.		
	Number of existing WUA supported	2	Support the 4 existing WUA	Coordinate support through ICMA / IIF forum	Letter of Delegation to Elands WUA finalised. Meeting with Elands WUA held on 19 Sep.	None	None
CMS Strategic Action Programme 2: Water Availability and Flow Management							
Systems for integrated planning and operations of river systems effectively implemented Details	Number of DSS for ROR developed and effectively implemented.	1	Operate the Crocodile DSS and expand operation to the Kaap River. (DWA developing OR for Sabie)	Operate the Crocodile DSS and run CROCOC. Appoint Engineer for Division. Support DWA Sabie OP Rules Project	One CROCOC Meeting held. Interviews held for engineer on 26 Sep. One candidate approved. Kaap River meeting scheduled for 7 October	Acting CEO duties of EM:WRP&P affecting ability to perform line functions.	Finalise appointment of CEO
Stakeholder centred implementation of the Reserve Details	Progressive implementation of Reserve	1: Inkomati Comprehensive reserve completed	Commence progressive real time implementation on the Crocodile River through DSS and CROCOC. Support RHP in cooperation with MTPA and KNP for bio monitoring aspects of monitoring reserve.	Same as Annual Target	MOA with MTPA for RHP bio-monitoring finalised & signed by ICMA. Currently with MTPA for signing. Contract to appoint Craig Mchloughlin from KNP to continue with WRC Feedback Loops project finalised.	None	None

Authorised Water Use	Percentage of water quality related authorisations processed & recommended within time frame (est. 24 applications per year)	0	12 (50%) Implement Technical Advisory Contract.	Evaluate and recommend all applications received (demand driven)	Two Water Use Licence Applications received and commenced with process of evaluation. Requested specialists inputs from relevant directorate in DWA	None	None
	% of temporary Transfers ito S 25 approved (estimated 36 applications per year)	0	IB's perform function within boundaries (60%). Develop Procedures for other areas.	Evaluate and finalise all applications received (demand driven)	No application for transfer received.	None	None
	Percentage by Volume of water allocated to HDIs	25% of 1,446 million m^3	Verification process in progress	Evaluate and recommend all applications received (demand driven)	No application for transfer received.	None	None

Metered water use	Number of water meters installed	0	Phase 1: Survey of pump stations and Stakeholder Process for meters between Mananga and Tonga complete.	Commence contract Phase 1.	Professional Service Provider appointed. An inception meeting was held to thrash out the approaches to the project. One Project Management Committee Meeting held.	None	None
CMS Strategic Action Programme 3: Managing Water Quality							
Discharge and water resource quality effectively monitored	Number of sites monitored per month	126	100% of DWA monitoring points are monitored at the required frequency.	Conduct monitoring at all registered sites on monthly basis	A total of 371 sites were sampled and samples submitted to the laboratory for analysis	Some sites could not be sampled because there is no flow during dry periods of the year	None

	Review monitoring requirements	0	Develop Working Procedures for S19 & 20. Review the current number of DWA monitoring points required as well as the optimum frequency of sampling. (Taking into account priorities and the costs involved.)		No target expected for this quarter	None	None
Proactive AMD Strategy	Inventory of mines and other sources of potential pollution	RO has a list of existing operational mines	Identify all Uses and users that have the potential to cause AMD.	Develop a status quo of all mines and other significant pollution sources within the WMA and determine compliance/authorisation status	Not achieved. A draft Terms of Reference has been developed and will be advertised in the third quarter.	Lack of human capacity	A service provider will be appointed to assist with the process
	Monitoring programme to monitor discharges to surface water	0	Design & implement a monitoring programme to measure the impacts of each priority ID'd water use discharge	Design and implement monitoring programme	Not achieved. A draft Terms of Reference has been developed and will be advertised in the third quarter.	Lack of human capacity	A service provider will be appointed to assist with the process
	Remediation / prevention of impact	0			No target expected for this quarter	None	None
	Audit	0	Perform an audit on the effectiveness and efficiency of the AMD strategy		No target expected for this quarter	None	None

Water resource pollution remedied	Percentage of pollution incidents attended to and remedied to the satisfaction of the ICMA	100% of estimated 6 incidents per year)	Respond to 100% reported pollution incidents within 24 hours.	100% of reported incidents attended to and remedied to the satisfaction of the ICMA	100% of reported incidents (7) attended to and satisfactorily remedied	None	None
	Percentage of monthly monitoring data captured on WMS	100% of 126	Investigate and implement access to DWA WMS system. Commence capture of 100% of 126 monitoring points.	Capture 100% of monitoring data. Investigate access to WMS	Only backlog data was captured Access to WMS being investigated as the overall process of IT requirements linked to the transfer of staff and the Master Systems Plan.	New data not produced because no analysis by the RQS laboratory took place.	Finalise new laboratory contract.

ICMA Strategic Objective 2: Ensure collaborative and co-ordinated IWRM for wise socio-economic development							
CMS Strategic Action Programme 1: Achieving Equity							
Effective stakeholder (sectors) participation Details	**Number of relevant stakeholder groups (sectors) participating**	**14**	**18**	First and final draft assessment report on the effectiveness of current platforms of participation and transform structures, process and outcomes for improved performance	The initial report is being finalised and will be presented to the governing board towards the end of the 3rd quarter.	None	None
				Manage the ICMA sub catchment forums support all water sector forums. support all relevant national water events	Supported DARDLA on the protection of wetlands, the environment and water resources in the Sand.	Poor attendance by water services authorities has been identified as a challenge.	A series of meetings have been lined up to get the relevant officials to attend meetings impacting on the ability of municipalities to deliver quality services.
				Advocate for the establishment of governance forum. Support ICMA Projects with Stakeholder communications & Involvement Maintain and Update Stakeholder Database	Draft cooperative governance framework developed	None	None
	% HDI's engaged and participating	**10%**	**20%**	20% participation of HDI's (Women, Youth and Community based organisations) in IWRM	Successfully facilitated a Youth in Agriculture and Rural Development Summit in Sabie-Sand focusing on water	None	None

					resources management and funding. Workshops on similar subject were also held Upper Komati involving CDWs, CDFs and women.		
Strategic Action Programme 2: Water Availability and Flow Management							
River operations established and maintained	Number of River Operating Committees established and maintained	1	2 river operating committees established. (CROCOC and Sabie).	Continue with CROCOC	One CROCOC meeting held in Quarter	Acting CEO functions of EM: WRP&P affecting ability to hold CROCOC meetings	Finalise appointment of CEO
ICMA Strategic Objective 4: Promote Knowledge Generation and Distribution							
CMS Strategic Action Programme 1: Achieving Equity							
Stakeholders empowered on IWRM	Number of IWRM empowerment workshops conducted	6	6 empowerment workshops conducted	Project and programme (ICMA/DWA based workshops will be conducted	In collaboration with DWA and DARDLA a capacity building workshop targeting Sabie River Farmers Association was successfully facilitated focussing on water use licence and water use charges.	None	None
				Explore and implement external mechanism of funding and mentoring for Resource Poor Famers (investigate current status of the MABEDI project and Badplaas lemon project).	Considerable progress has been recorded in a project to resuscitate the sugar cane project for Tikhontele Farmers Association in the Lower Komati. Other role players include DARDLA, DWA, TSB,	None	None

					DRDLR, LIMA Mpumalanga Sugar Cane Association. Business Plan is being finalised by Mlunga Consultants on LemonX Project.		
				CMS brochure completed and all ready for distribution	The brochure has since been completed and distributed	None	None
				Partner with Wits University to develop and present empowering courses on a range of IWRM skills, knowledge and attitudes (SKA)	Could not be finalised in the 2nd quarter	Priority for the 3rd quarter.	None
CMS Strategic Action Programme 3: Managing Water Quality							
Water Quality status report	Number of water quality reports produced and disseminated	Nil	4	Present quarterly water quality status report to existing sub-catchment forums	Not achieved	Previous laboratory contract expired and the Regional Office arranged with Head Office to submit samples at RQS laboratory until the new contract is in place. It was latter realise that the RQS was not analysing the samples since the results were not forthcoming. Upon investigation, it was discovered that some of the samples were still lying on the shelves.	Finalise the appointment of new laboratory contract

CMS Strategic Action Programme 4: Generating and Managing Knowledge							
Catchment Management Strategy effectively implemented	1 Gazetted CMS.	Nil	1 CMS Promulgated.	Gazette for comments	Approval not obtained. Presented 1st Draft 5 Year Strat. Plan and 2012-13 Annual Performance Plan to Stakeholders on 16 Aug and submitted to DWA by end Aug. Learning unlearning workshop with Kevin Rogers in preparation for Strategic Plan finalisation held on 22-23 Aug	Unkown as the ICMA has not received any official communiqué from the office of the Minister in this regard.	Continue to follow up with DWA. Letter of outstanding matters sent to minister.
Build knowledge sharing networks amongst stakeholders **Details**	Number of meetings, forums, projects, conferences, networks, organisations, associations attended and participated in.	10	Participation in 10 IWRM related Projects, forums, conferences, associations, organisations, networks etc.	Attend and advise all relevant DWA, WRC, Regional and National projects, forums etc. Attend priority IWRM conferences. Advise funding agencies.	EM:WRP&P Presented to Portfolio committee on water use & its management in Skukuza on 25 Jul. EM:WRP&P made presentation on CMS & River Operations at South African Irrigation institute (SABI) Conference on 3 Aug . EM: WRP&P Attended WRC 40Year celebration Conference on 30Aug to 1 Sep. EM:WRP&P attended WRC Shared Rivers Phase 2 Eval. Panel Meeting on 7 Sep.	None	None

					EM:WRP&P Attended SANCIAHS Conference in Grahamstown from 11-15 Sep. EM:WRP&P Attended WATPLAN Meeting on 5 Sep		
Operationalise Learning Reflection and Review System Details	Collecting, managing, storing, producing & disseminating data in an appropriate format to support priority strategic action programmes.	Maintenance contracts in place.	Purchase and install priority real-time river flow Data Loggers and rainfall data loggers.	Commence installation of priority data loggers	Evaluation done on 23 Aug. Adjudication scheduled for 3 October. Locations for 15 Rain gauges finalised. MOA for use with gauging hosts drafted. Installation will be done in Oct & Nov.	None	None
		Nil	Set up GIS Database System. Investigate Access to DWA GIS Systems		No Progress	Lack of staff	None. Lower Priority for now.
Identify Monitoring and Information Institutions and formalise agreements	Number of agreements with monitoring and information institutions in place	Nil	3 agreements finalised with DWA, SANPARKS and MTPA	Continue data sharing agreement with DWA, SANPARKS and MTPA	No Progress	Information Office Manager not appointed. Awaiting finalisation of new accommodation.	Finalise new office accommodation by end 2011.

DWA PRIORITY 3: STRENGTHENING THE REGULATION OF THE WATER SECTOR (OUTCOME 6 & 10)							
ICMA Strategic Objective 1: Ensure Effective, Efficient and Sustainable Management of Water Resources							
CMS Strategic Action Programme 5: Achieving Compliance and Enforcement							
Outputs	**Performance Indicator**	**Baseline**	**Annual Target**	**2nd Quarter Target**	**2nd Quarter Performance**	**Reasons for Variance**	**Remedial Action**
Compliance monitoring effectively implemented	Number of inspections conducted, including both quality and quantity	65	65 inspections conducted	18 inspections conducted	18 inspections conducted.	Delayed transfer of staff from the Regional Office.	Finalisation of the transfer process.
Enforcement effectively implemented	% of inspections requiring prosecution successfully completed. 6 cases expected per year.	0	50% of 6 cases expected	2 inspection conducted and prosecution effectively carried out	None of the inspected users warranted a notice or a directive at this stage.	None	None

DWA PRIORITY 4: SUPPORT LOCAL GOVERNMENT TO DELIVER SERVICES (OUTCOME 9)							
ICMA Strategic Objective 2: Ensure collaborative and co-ordinated IWRM for wise socio-economic development							
CMS Strategic Action Programme 1: Achieving Equity							
Outputs	**Performance Indicator**	**Baseline**	**Annual Target**	**2nd Quarter Target**	**2nd Quarter Performance**	**Reasons for Variance**	**Remedial Action**
Co-operative governance Details	Percentage of EIAs evaluated and commented on within specified time frame	100% of 36 EIA's expected per year	Evaluate 100% of received EIAs within set timeframes	Evaluate 100% of received EIA documents within set timeframes	Evaluated 100% of received Environmental Impact Assessments (EIAs) (2) and recommendations made.	None.	None.
	Percentage of EMPRs & prospecting applications evaluated & commented on within specified time frame	100%	Evaluate 100% of received EMPRs within set timeframes	Evaluate 100% of received EMPR documents within set timeframes	Evaluated 100% of received Environmental Management Programme Reports (EMPRs) (10) and recommendations made.	None.	None.
	Inputs made on IDPs and WSDP's	9	9	Finalise appointment of Engineer (Planning Coordination). Comment of IDP's and WSDP's where required	No inputs made	Manager: Planning (engineer) Coordination not appointed	Recruitment Agency appointed. Interviews commenced on 26 Sep. Will finalise in 3rd Quarter.
	Inputs made on PGDS and MPU State of Environment Report	2	Comment on PGDS and State of Environment when required	Comment on PGDS and State of Environment when required	No inputs made		
	Number of Spatial Development Plans commented.	8	8	Finalise appointment of Engineer (Planning Coordination).	No inputs made		

	Municipal Environmental Frameworks and Plans commented on	9	9	Finalise appointment of Engineer (Planning Coordination). Comment and advise where required	No inputs made		
	Support DWA NWRP All Towns Strategy and Mbombela Bulk Water Strategy.	0	2 Strategies Supported	Finalise appointment of Engineer (Planning Coordination). Attend and advise all PSC meetings.	Meeting held with Mbombela Re. availability of water from Inyaka Dam on 14 Jul. Detailed report submitted to Mbombela in Aug. Attended mbombela Bulk Strat. Meeting on 17 Aug	None	None

DWA PRIORITY 5: CONTRIBUTE TO IMPROVED INTERNATIONAL RELATIONS (OUTCOME 11)							
ICMA Strategic Objective 3: Promote and Pursue International Developmental Agenda							
CMS Strategic Action Programme 1: Achieving Equity							
Outputs	**Performance Indicator**	**Baseline**	**Annual Target**	**2nd Quarter Target**	**2nd Quarter Performance**	**Reasons for Variance**	**Remedial Action**
Provision of informed advice to DWA on international agreements	Percentage of PRIMA project meetings attended in advisory capacity	50% of 12 meetings expected	100%	Attend all PRIMA meetings. Advise PRIMA. Partake in operations and implementation of PRIMA outcomes	Attended PRIMA DARE Model training on 1 Jul. Attended PRIMA IAAP 3 Workshop on 11 Aug. Attended PRIMA IWRM Senior Officials W/S on Scenarios and strategies on 29-30 Sep 2011.	None	None
	Number of KJOF meetings attended in advisory capacity	12	12	Attend all KJOF meetings and advise			

CMS Strategic Action Programme 4: Generating and Managing Knowledge							
Exchange of knowledge and expertise	Number of international programmes and other relevant opportunities beneficial to the Inkomati CMA participated in	2	4	Continue Netherlands twinning and related projects. Commence REMCO establishment. Attend other programmes that may be relevant			

DWA PRIORITY 6: BUILD CAPACITY TO DELIVER QUALITY SERVICES (Outcome 5)							
ICMA Strategic Objective 5: Ensure Effective and Efficient Management of ICMA Resources							
Strategic Action Programme 6: Governance and Administrative Support							
Governance							
Good cooperate governance effectively implemented	Schedule of meeting dates for Governing Board and Committees to enable compliance with legislative and policy requirements	1	1	0	0	None	None
	Updated register of outstanding governing board resolutions	4	4	1	1	None	None
	Induction of new governing board members	0	2	Induction of new governing board members (demand-driven)	0	The target is demand-driven and a new governing board has not been appointed.	None
Legal services rendered to Institution	Provision of legal advice and opinions as and when required	% cases of legal advice and	100%	100%	100%	None	None

		opinions					
Office of the CEO							
Strategic Plan implemented	Strategic Plans and Annual Performance Plans approved by GB and implemented	2 Plans Approved & implemented	2 Plans Approved & implemented	1st Draft Compiled	5 Year Strategic Plan and 2012-13 Annual Performance Plan drafted, presented to Stakeholders, approved by Governing Board and submitted to DWA	None	None
Reporting Requirements done	Required reports submitted to GB, DWA, treasury, poerfolio comittee and auditors	4 Quarterly Performance Reports 1 Annual Report,	4 Quarterly Performance Reports 1 Annual Report,	1 Quarterly Report 1 Annual Report	2010 -11 Annual Report finalised and submitted to DWA for tabling in Parliament Quarterly Report submitted	None	None
Audit Requirements and recommendations coordinated and implemented	Unqualified Audit Opinions and well-coordinated audit responses	Audit requirements met. Unqualified Audit Opinion.	Audit requirements met. Unqualified Audit Opinion	Audit requirements met Unqualified Audit Opinion	ICMA effectively assisted internal and external auditors. Audit completed timeously. Schedule of outstanding audit recommendations implementation not done	None	Schedule will be compiled and kept up to date from 3rd Quarter.
Communications and Marketing							
Published Newsletter (which Division)	Newsletters coordinated and produced.	2	4	1	An article on the ICMA mandate was done with WISA's Arica magazine and its awaiting publication	None	None

Branding and Marketing (which division)	Publish Inkomati Flows Magazine	1	2	Do 1 advertorial	Inkomati Flows done and is being printed by the service provider.	None	None
	Effectivel utilization of National and Local Electronic and Print media	0	Do 4 advertorials	Do 1 advertorial	An advert on stakeholders' database and water quality reporting was placed on the provincial print and electronic media (local radio stations).	None	None
	ICMA Website effectively managed	1 Website	1 Website updated on a monthly basis	1 website updates	Terms of Reference for web content management have been developed.	Awaiting the appointment of service provider.	Ensure that the matter is treated with urgency associated with it.
	Marketing and branding material procured and utilised		Material utilized in all events	Material utilised in all events	Stakeholders' consultation meeting on the Strategic Plan; National Water Week certification ceremony as well as CDF forum workshop well branded.	None	None
	Well coordinated International missions and projects	0	Material utilized in all events	Provide support to Sincobile School Project and other projects emanating from twinning agreements	2 household permaculture garden projects effectively implemented. Report on 2010 budget completed and submitted to the embassy. Training of municipal plant operators in the context of the project	None	None

					successfully coordinated and implemented. Trip to attend the REMCO conference and exchange twinning project visit to the Netherlands was well coordinated.		
Financial Management							
Reviewed Annual tariff	Number of sustainable tariff proposals	3 (Irrig, SFRA, Ind)	4. (Irrig, SFRA, Ind& Discharge). Investigate access to DWA SAP System.	Ensure the ICMA budget for 2012/13 is incorporated in the determination of tariffs for 2012/13 by DWA	The ICMA budget was submitted to DWA in time	DWA is yet to finalise the tariff determination process	Progressively engage DWA to speed-up the process of tariff determination
Billing of tariffs to water users	Number of billing functions transferred	0	Initiate process of getting the billing function to the ICMA	Draw up project plan along with DWA on enabling the ICMA to take over the billing function. Step 1 is to develop an ICMA WARMS system and populate with the verification project data and DWA WARMS.	This being dealt with as part of MISP development process. A Revenue Officer has been appointed and placed at DWA Regional Office to enable familiarity with SAP and Inkomati Water User Account	None	A meeting with DWA system owners has been scheduled for October 2011.
	Operational Computer Systems for billing function	0	Investigate access to required DWA Computer Systems eg. WARMS & SAP	Develop MISP	Phase 1 of the MISP development has been completed.		
	Billing Agent Agreements with established WUA's	0	2		N/A	N/A	N/A

Pollution Control	% cost recovery from failures to comply with directives for section 19 & 20	0	100% cost recovery of Directives requiring intervention form ICMA	100% cost recovery	None of the inspected users warranted a notice or a directive at this stage.	N/A	N/A
Sound Financial Services	ICMA compliance checklist Compliant with legislation	100% of 1 Compliance checklist	100% of checklist compliant. Compile, implement, evaluate & review policies & procedures to ensure compliance	100% compliance to checklist.	99% compliance achieved	Risk awareness workshop could not be held at the determined date due to clash of schedules	A date has been set for 10 October 2011 after the launch of EAP.
	Policies & procedures implemented		Policies & procedures to ensure continued compliance	Finalise and approve manual workshop staff on procedure manual	Manual has been finalised	Workshop could not be held during the 2nd quarter as the manual has just been finalised on the 23 September 2011.	Workshop will be conducted towards the end of October 2011.
			Draft Assets Management Policy	Governing Board approval of the policy	A draft has been prepared	The draft could not be finalised due to time allocated to ICPM	Will be submitted for MANCO inputs in October 2011.
			Review SCM Policy	Governing Board approval of the policy	Done	None	None
				Implement policy	Done	None	None
				Develop Grants management policy	Done	None	None
	Well co-ordinated budget processes	Approved Budget	Approved Budget	Proposed Budget for submission to the Minister ready	Done	None	None
	No over or under expenditure in terms of the budget	Zero variances	Zero variances	All expenditure in line with projections	Done	None	None
	Timeously prepared financial reports	4 quarterly	4 quarterly financial reports	Quarterly financial report	Done	None	None

		financial reports					
		Unqualified Annual Financial Statement	Unqualified Annual Financial Statement	Audited Unqualified Annual Financial Statements	Done	None	None
	Efficient and accurate Payroll management	Zero exceptions	Zero exceptions	Zero exceptions	Zero exceptions	None	None
Financial data cleansing of water user accounts	Percentage of water user accounts verified	50% of 6800 registrations	60% of water user accounts verified	N/A	N/A	N/A	N/A
Corporate Services							
Risk Management and fraud prevention	1 Updated Risk Register	1 Risk Register	Evaluate and review the Risk Register to ensure low risk exposure for the Strategic Action Programme	1 risk management report	Done	None	None
				Internal audit plan approved and implemented	Done	None	None
Sound Corporate Services	ICMA compliance checklist Compliant with legislation	Compliance checklist	100% of checklist compliant. Compile, implement, evaluate & review policies & procedures to ensure compliance with legislation	Long service leave policy approved	Done	None	None
				Staff attraction & retention policy approved	Done	None	None
				Disability Policy approved	Done	None	None

				EE Plan implemented	Partly achieve	Due to time constraints staff could not be consulted	10 October 2011 has been set aside for staff consultation
Effective and efficient auxiliary services	IT enabled work environment with consolidated and integrated systems	0	Produce1 MISP to ensure 100% availability of required IT infrastructure, equipment and software	Produce 1 draft MISP	Phase 1 of MISP completed	Targets were set before appointment of the service provider and approval of the project plan	The project is scheduled to be completed by December 2011
Effective Organisational Development	% funded posts filled	25 posts filled	80% of 52 Priority posts filled. (40 posts)	6 posts filled	Done	None	None
	Sound labour relations realised	3 grievances resolved	100%	100% attendance of all ER incidences Grievance and disciplinary procedure policy workshop	1 grievance received and settled	None	None
				EAP program working effectively Awareness workshops on wellness matters	Done as the service provider has been appointed and it will be launched in October 2011	None	The launch will also cover the wellness programme
				Receive employees from PROTO CMA/signing of transfer agreements	In progress. Concerned staff members were consulted again and the DWA head office unit that deals with transfers has been brought on board and they are guiding the process The Bokamoso Pension fund made a	Challenges with co-operation from DWA region with regards to finalising lists of staff to be transferred	Continuation with the Steer Comm meetings to ensure that the process is finalised. Especially the signing of the transfer agreement

					presentation to the DWA staff who wanted to know about our pension benefits		
				Obtain board approval to implement phase 1- development of remuneration strategy	Partly done-service provider appointed in the last week of September	There were challenges with the composition of the evaluation and bid committee, which delayed the process of the finalisation of the process.	Facilitate a meeting with the provider to start the process.
				Adherence to control measures 100%	Partly achieved - the procedure manual done, has been distributed to staff for pre-reading before the workshop as it is a long document	The development of the ICPM took longer than anticipated because of the detail required. This is the 3rd draft that has been sent to staff	A workshop date will be communicated in conjunction with KPMG before the end of October 2011
				Record management policy and procedures drafted and consulted with staff	Not achieved	Revised records management procedures have been incorporated into the ICPM	A workshop date will be communicated in conjunction with KPMG before the end of October 2011
	Effective Performance Management and Development System	100%of 25 post assessed	100% of Performance assessments for all staff members done (40 staff)	Workshop employees on mid-term reviews	Not achieved	The recent reviews that were just completed revealed a greater need to workshop divisions on the agreements themselves. So divisional workshops were arranged to assist in this regard.	Hence the mid-term review workshop was shifted to October 2011and these will also be done divisionally

	Skills development Plan (Workplace Skills Plan and Personal Development Plan)	1	1	Register with Energy SETA WSP Developed IDPs implemented	Partly done- needs identified through the process of performance contracting are being implemented	The response from SARS is still awaited	A meeting is scheduled with SARS to fast track the process
Safe and Healthy Work Environment	Compliance with legislature	0	Implement, evaluate and review policies and procedures to legislation to ensure continued compliance. 0 Injuries	Policy approved by Board OHS Risk Management Plan developed	Policy approved Plan is in progress of development	Auxiliary Services officer resigned, the new one appointed to assume duties on 1 October	Prioritise it for the Auxiliary Services Officer as soon as she starts