



ANNUAL REPORT

2008/2009 FINANCIAL YEAR

READY FOR A FLIGHT

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1 DEFINING INKOMATI CATCHMENT MANAGEMENT AGENCY

1.1. Overview of legislative framework

The Inkomati Catchment Management Agency (CMA) is defined as a schedule 3 (a) public entity in accordance with the Public Finance Management Act No 29 of 1999. Essentially, the Inkomati CMA is a creation of the National Water Act No 36 of 1998 which provides that when a catchment management agency is established, it has inherent powers and five initial functions.

Section 80 and Schedule (3) of the National Water Act outlines the initial functions in greater details. It is important to note that the functions referred to are official tasks and actions that are required to exercise powers or perform duties. Duties are mainly obligations imposed by law which must be performed, while powers are competencies given by statute which may be exercised.

The National Water Act also regulates the management and institutional planning of a catchment management agency and among other activities requires a CMA to submit business plans by the 31st March every year and annual reports six months after the commencement of the financial year.

In terms of the initial functions, the Act stipulates that when a CMA is established it has the following initial functions:

- To investigate and advise on the protection, use, development, conservation, management and control of the water resources in its water management area;
- To develop a catchment management strategy;
- To co-ordinate the activities of water users and water management institutions within its water management area;
- To promote co-ordination between implementation of its catchment management strategy with implementation of water services development plans by water services authorities; and
- To promote community participation in the protection, use, development, conservation, management, and control of water resources in its water management area.

1.2. Physical description of Inkomati Water Management Area

The Inkomati CMA is situated in the Mpumalanga Province, north-eastern part of South Africa and borders Mozambique and Swaziland. It covers an area of 28, 757km². The Mpumalanga Province in which the Water Management Area is located occupies 6.5% of the surface area of South Africa. The Inkomati Water Management Area covers about 95% of Ehlanzeni District Municipality, portions of Albert Luthuli Local Municipality and Msukaligwa local municipality in Gert Sibande district municipality, and about 50% of Emakhazeni local municipality in Nkangala district municipality. The IWMA is divided into three sub-catchments as reflected in the National Water Resource Strategy and they are Komati, Crocodile and Sabie-Sand.

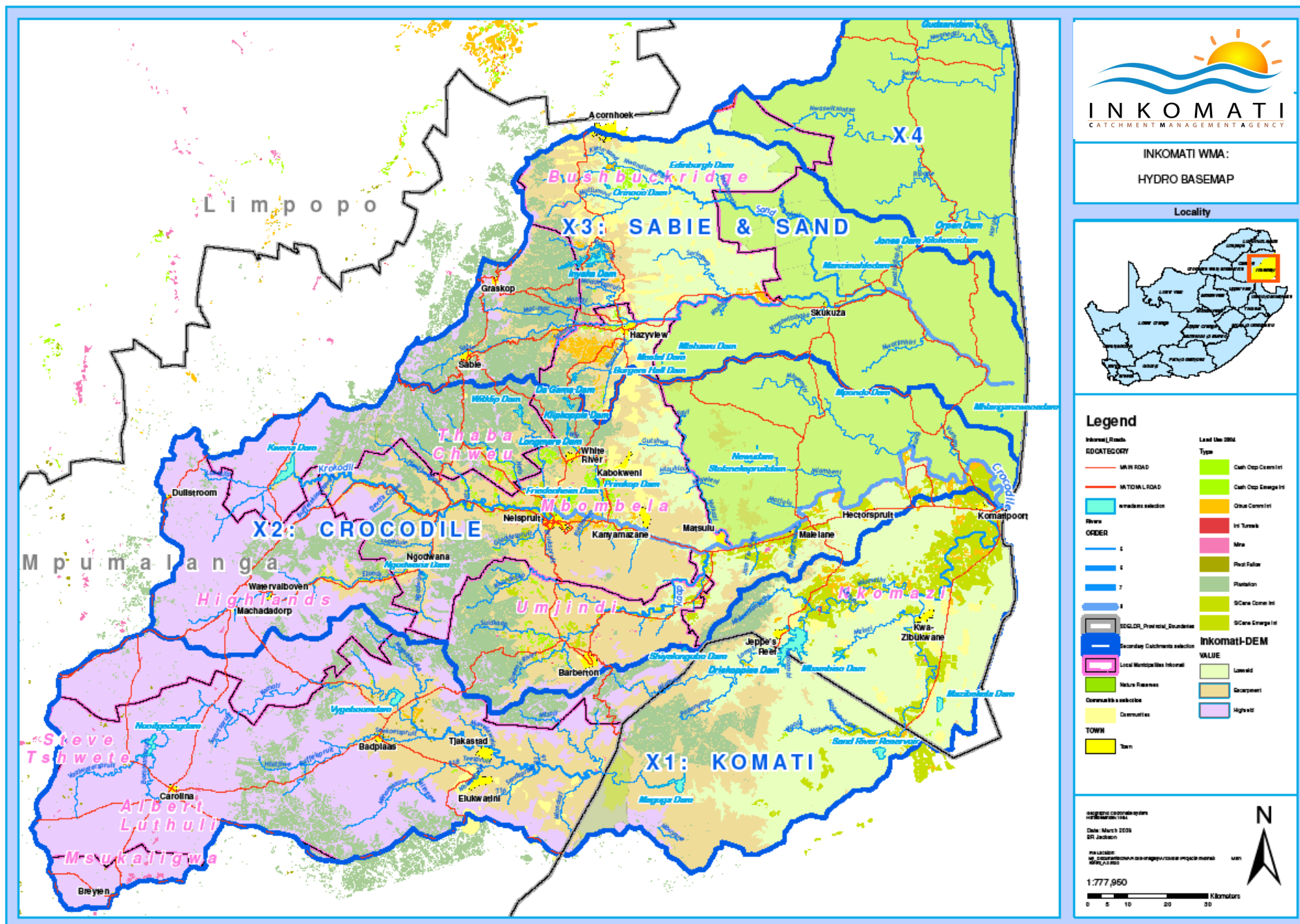


Figure 1: Map of the IWMA indicating the three sub-catchments

1.3. Vision

The Inkomati CMA'S vision remains: ***Water for all in Inkomati***

1.4. Mission

We exist in the Inkomati Water Management Area to:

- Manage the water resources according to the National Water Act.
We will achieve this through the development and implementation of a Catchment Management Strategy with all stakeholders, balancing the utilization, development and protection of the water resource
- Manage all water uses to promote equity and efficiency.
We will achieve this through appropriate authorization, pricing, control and enforcement of water use together with programmes to promote water conservation and pollution control
- Protect the water resources to support biodiversity and local use by communities.
We will achieve this through setting objectives through a consensus seeking process that balances the need to protect and sustain, with the need to develop and use the water resource
- Involve stakeholders in water resources decision-making.
We will achieve this through mobilising, empowering and consulting water users and stakeholders, focusing on expanding participation by communities, women and the rural poor
- Facilitate co-operation between water-related institutions to promote political credibility within the Inkomati WMA.
We will achieve this through building strong relationships, advising, supporting and monitoring the water-related activities of private and public sector bodies
- Contribute towards social and economic development in the Water Management Area.
We will achieve this through allocation of water and creative initiatives in support of government objectives and strategies
- Support the cooperative management of the Inkomati basin as an internationally shared watercourse.
We will achieve this by supporting the Department of Water Affairs and Forestry (DWAF) to implement international agreements

2. STRATEGIC OBJECTIVES

1. Adaptively develop/implement participative systems for authorisation, compliance, monitoring and enforcement that aim to balance resource use

and protection in ways that ensure reform and promote socio-economic development.

- a) Develop/implement empowerment programmes that promote strategic, adaptive and consensual decision making across the stakeholder base.*
 - b) Develop/implement systems and strategies (e.g. the CMS and river operating systems) that facilitate improved and equitable access to the resource.*
 - c) Develop/implement cost effective monitoring programmes that serve strategic, adaptive and consensual decision making.*
2. Adaptively stimulate/develop/implement co-operative governance that promotes co-ordination of river operating systems, spatial planning and development to protect the resource and catchment.
 - a) Grow multi-level, multi-sectoral (Private, NGO and Gov.) governance networks and engagement processes that keep ICMA agendas at the forefront, taking advantage of existing structures wherever they can achieve this purpose.*
 - b) Structure the ICMA's advisory function, within resource constraints, to ensure ICMA needs are served alongside those who are requesting advice.*
 - c) Support the development, and where appropriate transformation, of other WRM institutions (WUA, CMC, etc.).*
 - d) Develop and implement rules and procedures for operational river management.*
3. Set and pursue the agenda for international negotiations that reflect local conditions/needs.
 - a) Improve cross-boundary stakeholder relationships and understanding of current agreements.*
 - b) Strategically improve understanding of local catchment conditions and IWRM needs to inform decision-making about international obligations under changing circumstances. (i.e. do not wait for a crisis or demand from a neighbour).*
4. Become an internationally recognised hub for participative IWRM by adaptively coordinating, generating and distributing data, knowledge, skills and management systems.
 - a) Design and implement a system of data and meta-data management, pertinent to participative IWRM in the Inkomati, that is accessible to all stakeholders.*
 - b) Identify, collect and collate data/information for the system in 4a) and map the stakeholder network, including the distribution of STEEP competencies, activities, needs, decision making mandates, etc..*
 - c) Using outputs from a) and b), develop a strategic plan for knowledge acquisition that will guide future partnerships with stakeholders, and with other knowledge/skills providers.*
 - d) Develop/implement strategic empowerment programmes that are explicit about the transfer and diffusion of knowledge/skills across the stakeholder network.*

5. Adaptively develop/implement institutional structures and services **within the ICMA** to create an enabling environment that supports achievement of the above objectives as they evolve to meet changing circumstances.
 - a) *Explore and internalise the characteristics and processes of an enabling environment for pioneering IWRM in an emerging African democracy.*
 - b) *Ensure appropriate capacity is built within the ICMA for participative IWRM.*
 - c) *Co-ordinate and align the adaptive systems that serve objectives 1-4.*
 - d) *Improve internal networking.*
 - e) *Improve internal service infrastructure e.g. the computer network.*

3.1. Values

The Inkomati CMA's values are in essence the principles used to evaluate the consequences of actions (or inaction), to propose and choose between alternative options and decisions.

1. Our understanding and management of the Inkomati catchment reflect the social imperatives (e.g. transformation, equity, efficiency, empowerment, development) of an emerging African democracy.
2. We practice problem solving leadership that embraces:
 - ethics of Ubuntu (my humanity is defined by how others experience my behaviour), Simunye (we are one) and Batho pele (people first)
 - consensus driven stakeholder participation
3. Decisions within our mandate are made and are justified on the basis of the best available social, technical, economic, environmental and governance knowledge.
4. We objectively balance, within our mandate, the reform and distribution of the costs and benefits of water resource use to ensure sustainable quality of human life, and social, environmental and economic justice.

3.2. Vital Attributes

The few most important characteristics within the catchment that relate to water management are its "vital attributes" as listed below. These vital attributes may be technical, ecological, legal, historic, social, political or economic.

- The Kruger National Park and Cape Town, are the mainstays of South African tourism. The KNP/Lowveld, and Trout/Panorama tourism draw-cards are *VITAL* to both the catchment and national economies.
- The state of development in the catchment is still largely compatible with both tourism and agriculture.
- The rivers are international rivers.
- The Inkomati WMA is pioneering the field of participative IWRM and is thus an international point of interest and scientific attention.
- There are currently governance structures, and a large, diverse and appropriate knowledge base, on which innovative and enthusiastic stakeholders can, and do, draw.

- Despite the overall state of water stress, there is still potential for increased water yield and economic development in some areas of the catchment.
- The catchment geology (especially that of the escarpment) acts as an important hydrological and water quality regulator, and primary driver of aquatic biodiversity (including a Ramsar wetland).

3. CHAIRPERSON'S REPORT

Being a schedule 3A public entity under the Public Finance Management Act, 1999 in the executing its mandate as contemplated in the National Water Act, 1998 the Code of Corporate Practices and Conduct in the King Report is applicable on the Inkomati Catchment Management Agency.

Board and Composition

The Governing Board of the Inkomati CMA has 13 seats for members appointed by the Minister and its Chief Executive Officer is an ex officio member in terms of the Governing Board Charter. One of the 13 appointed members Mr MM Makhubela passed away during January 2009 and currently the Governing Board comprises of twelve appointed members and the Chief Executive Officer. Committees have been restructured into Executive Committee and Water Committee.

The Governing Board Charter provides the operating parameters, processes and procedures which members are required to uphold at all times. Each committee has clearly spelt out terms of reference. These include the Audit Committee, which consist of two Governing Board members and three individual members drawn from outside the Inkomati CMA.

The term of office of the current board members expired on 31 May 2008, but the Minister of Water Affairs and Forestry has since extended the term of office of the Governing Board in October 2008 until 31 December 2009. Two vacancies have also been filled. These are Stream Flow Reduction (Forestry) Mr TG Mokoena and Local Government (Integrated Planning) Ms BM Khumalo.

Capacity Building

Central to the yearly programme of the Governing Board has been the formal training undertaken to familiarise members with Inkomati CMA's mandate as per the National Water Act as well as inducting them in their fiduciary duties and responsibilities. Training of Governing Board members on the roles and responsibilities of the Audit Committee was also conducted.

Training in respect of budgeting and the National Treasury Regulations was planned for the 3rd quarter of the 2008/09 financial year. Due to shortage of staff and funds this training could not be fitted in. It was also anticipated that a follow-through training session shall have taken place in the last quarter of 2008/09 financial year to orientate the new members. However, due to lack of staff and funds this training could also not happen.

Corporate Governance

During the financial year under review, the Governing Board and its committees had regular meetings to ensure compliance with the legislative requirements mainly in terms of the National Water Act, 1998 and the Public Finance Management Act, 1999. The Governing Board and committees ensured that the strategic plan and budget processes were completed in time as well as the annual report process. Further review processes and procedures to ensure the effectiveness of the internal systems of control by means of assessing quarter reports on performance, finances and compliance were also conducted on a quarterly basis. The upshot of these engagements include the enhancement of the decision-making capability and the accuracy of reporting, including financial results being maintained at high levels at all times.

The Board Secretary has played a critical role in ensuring sound corporate governance, effective functioning of the Governing Board as well as being the source of guidance and advice to the Board on matters of business ethics.

Risk Management

In order to fulfil its responsibility and accountability to the board for designing, implementing and monitoring the process of risk management and integrating it into the day-to-day activities of the institution, the ICMA management has established the Risk Management Committee. The Governing Board has also approved the Risk Management Strategy and the Fraud Prevention Plan which are the tools with which the Inkomati CMA has managed to maintain a sound system of risk management and internal control that have provided reasonable assurance regarding the achievement of organisational objectives in the following areas:

- Effectiveness and efficiency of operations;
- Safeguarding of Inkomati CMA's assets, including information;
- Compliance with applicable laws, regulations and supervisory requirements;
- Reliability of reporting;
- Responsible behaviour towards all stakeholders.

Policy Review

In respect to operational policies, the Governing Board has embarked on a process of reviewing all existing policies and to develop other policies where necessary. Most of the policies are already in draft form and will be finalised in the 2009/2010 financial year.

Delegation of Powers and Functions by the Governing Board

On 22 August 2008 the Governing Board approved interim delegations to the Chief Executive Officer and Executive Managers and on 27 February 2009 the draft delegation of powers and functions to the governing board committees and management was part of the agenda of the Governing Board. This document was referred back for resubmission at the next Governing Board meeting.

Assignment/Delegation of Powers and Functions by DWAF

On 7 July 2008 the Governing Board resolved that the Minister be requested to assign the powers and duties set out in Schedule 3 of the National Water Act to the

Inkomati Catchment Agency and to delegate the establishment of water user associations and disestablishment of irrigation boards to the Inkomati Catchment Agency. This resolution was forwarded to DWAF and acknowledgement of receipt was received. It is believed that the matter is currently receiving attention by the Minister.

4. CHIEF EXECUTIVE OFFICER'S REPORT

During the financial year under review, a number of targets have been missed due to shortage of operational budget. Notwithstanding these circumstances, the ICMA management still performed reasonably well. It is hoped that the issue of transfer of approved budget by the Department of Water Affairs and Forestry will be remedied going forward.

Progress in implementing the initial functions

In pursuit of the initial functions as provided for in Section 80 of the National Water Act, the Inkomati CMA has played a leading role in terms of advising the interested parties with regard to the state of water resources in the catchment. The financial year under review has also seen the Inkomati CMA being instrumental at different platforms, including but not limited to the following:

- Participating in Premier's Office Co-ordination Committee,
- Partaking in the Komati Joint Operations Forum.
- Participating in the reviews of IDPs of water services authorities that include Water Services Development Plans.
- Provincial Growth and Development Strategy
- Provincial Development Council

The Inkomati CMA is still waiting for the assignment and delegation of functions by the Minister. This process will inevitably culminate in the transfer of staff, budget and associated systems be fast-tracked that the Inkomati CMA becomes a fully-functional water management institution in ways that lends it credibility among the diverse stakeholder groups and interested parties. However, the Inkomati CMA continues to play a supportive role to department on a number of strategic focus areas and studies conducted in the water management area.

Stakeholders' Involvement

In order to ensure that there is effective communication between Inkomati CMA and stakeholders in the catchment management area, and giving effect to participatory planning as contemplated in the National Water Act, two stakeholders' participation sessions were held during the 2008/2009. The first stakeholders' meeting was held on 12 September 2008 on the occasion of consulting them on the proposed strategic plan and budget for 2009/2010 financial year that was submitted to the Minister on 30 September 2008 as required. It is quite inspiring to note that insightful inputs were solicited from this engagement.

The second meeting took place on 13 March 2009, where stakeholders were consulted on the final draft strategic plan and budget. Once again, it was important to note that stakeholders were unanimous in accepting the final draft strategic business plan and budget which was a product of meaningful participation as required by the legislation.

Strategic Adaptive Management

During the financial year under review, the Inkomati CMA as a learning organisation, embarked on strategic adaptive management process in collaboration with Wits University's Centre for Water in the Environment and other key role players. Strategic

adaptive management is an intuitive and sensible framework for learning by doing that enables the institution to effectively deal with uncertainties. It is mainly forward-looking, inclusive, action oriented, flexible and continually improving management discourse.

This enabled the Inkomati CMA to rework its strategic objectives, the values and principles to guide operations and decision-making as well as the vital attributes using adaptive management as the planning tool.

Transfer of approved operational funds by DWAF

During the 2008/09 financial year only R11 million of the R26.7 million approved according to the 2008/09 budget was transferred to the Inkomati Catchment Management Agency by DWAF. This resulted in a serious shortage of funds that jeopardised the ability of Inkomati Catchment Management Agency to implement programmes as per the approved business plan and the operational plan associated to it. The performance of the Inkomati Catchment Management Agency is reflected in the performance reports of the divisions in this Annual Report.

The 2008/09 financial year was the final preparation for the real implementation of the functions of the Inkomati Catchment Management Agency in terms of sections 19, 20 and 80 of the National Water Act during the 2009/10 financial year.

5. PROGRAMMES

5.1 WATER USE

It was envisaged that the transfer of personnel and functions to the ICMA would be finalised during the financial year under review. In other words, the ICMA could not start exercising its responsibility to manage water resources in terms of the National Water Act. However, the division played a supportive role in a number of studies and activities undertaken by the department, both at regional and head office. The activities in which the division provided support (in an advisory capacity) are among others, the following:

- Water use licensing process
- Emergency pollution incidents
- Compliance monitoring and enforcement
- The determination of the state of the resource
- Mpumalanga Coordinating Committee on Agricultural Water which considers water use trading
- Support and coordinate the cooperation with other government departments

The division also played a supportive role in the following studies conducted in the Inkomati Water Management Area by the department:

- Komati comprehensive reserve study
- Inkomati water availability assessment study
- Mpumalanga all towns study
- Crocodile river real time decision support system project
- Water conservation and water demand management
- Verification study
- Development of draft water allocation framework
- Operationalisation of the reserve
- Development of the Waste Discharge Charge System
- Assessment of further developments

Apart from supporting the department on the above mentioned activities and studies, the ICMA also played an instrumental role in cooperating with other government departments and municipalities. Again in an advisory role, For instance the ICMA supported the Water and Sanitation Indaba which was hosted by the Ehlanzeni District Municipality as well as the Water Sector Collaboration forum where the challenges of water availability and pollution of the resources by partially treated effluent discharges from municipal waste water treatment works were discussed and brought to the attention of relevant authorities.

The previous Mpumalanga Provincial Growth and Development Strategy (PGDS) was very scanty on water resources management issues. However, the ICMA in its advisory role ensured that water resource management issues, particularly water availability is appropriately considered when development planning is implemented to avoid a situation where development is planned for areas where there is no water to support such a development initiative. The ICMA was further involved in the development of a Provincial Development Council which is a task team established to identify development priorities and operationalise the PGDS.

It must be mentioned that the cholera outbreak which resulted in the death of many people in the water management area during the reporting period under review, was

an unfortunate situation. The ICMA supported the investigations by the regional office of the department to establish the cause of the outbreak, which was later attributed to the inefficient treatment of effluent by municipal waste water treatment works.

As indicated above, this division supported the department in the performance of activities listed in the table below.

5.2: Water Resources Planning and Programmes

Background:

Section 80(a) of the NWA assigns the function to Investigate and Advise interested and affected parties on various matters including the Management, Control and Protection of the resource to the ICMA.

All of the Objectives for the Water Resource Planning & Programmes Division are intended to fulfil the requirements of section 80 (a) of the NWA.

Despite the severe budget cuts and lack of staff the division has been very successful in positioning the ICMA as the central advisory role player in the Inkomati for all Water Resources Planning and Management related projects, programmes and forums of all the main Role Players in the Inkomati. The division plays an active role in all the activities listed below and as such, can be considered to be the coordinating body for all Water Resources Planning and Operations activities in the Inkomati:

Water Research Commision. Project Coordinating Committee member of all projects below:

- Shared Rivers Initiative. Projects K5/1711: River Profiles and K5/1783: Communication & Fundraising. Confronting the challenges of keeping the rivers of the eastern Lowveld healthy.
- K5/1797: Application and Testing of a Strategic Adaptive Management System For Fresh Water Protection. This project will result in an official MOA with the Kruger National Park relating to the gathering, sharing etc of information.
- K8 / 740/ 01: A Review of National Water Resource Planning For Operational Needs.
- Identification, Estimation, Quantification & Incorporation of Risk and Uncertainty In Water Resources Management Tools in South Africa.
- Hydro-Economic Model
- CSIR Learning Strategy Project. Portions of this will be incorporated into the CMS.
- Water Auditing for the Crocodile River.
- Reference group on WAR – instruments and processes for achieving equity and gender balance

DWAF Projects. PCC Project Coordinating Committee member of all projects below:

- A Real Time Decision Support System for the Operations of the Crocodile River System. The ICMA has set itself up to take over the implementation of these operating rules as one of its priorities. This Division will play the lead role. The part time services of a PhD student in Hydrology have been secured to assist with the running of the river operations software in the 2009/10 financial year.
- The ICMA also assisted the department with the management of the Water Use Verification project and was also involved in the development of the Water Allocation Framework and a member of the PCC for the Inkomati Water Availability Assessment Study. The other studies in which the ICMA was involved are:
- All Towns Strategy for towns in the Eastern Region. Reconciliation Strategies for all Towns in the Region.

- Inkomati Comprehensive Reserve Project to determine the comprehensive reserve scenarios for the Crocodile and Sabie Rivers.
- DWAF/ESKOM proposal for a “Coordinated Intervention for Water & Energy Efficiency use in Agriculture”. Includes new Real-time Operations Dashboard software called DIMS.

Provincial:

The ICMA in its advisory role ensured that water resource management issues were appropriately considered by the Premiers Office during the development of the Provincial Growth and Development Strategy (PGDS) as the previous version was inadequate in this regard. The ICMA was further involved in the development of a Provincial Development Council which is a task team established to identify development priorities and operationalise the PGDS.

International. Project Coordinating Committee member of all projects below:

- Progressive Realisation of the Inco-Maputo Agreement (PRIMA). There are 3 sub-projects currently underway including the future supply of water to Maputo, the joint operations of the river basins between South Africa, Swaziland and Mozambique and the implementation of the ecological requirements in all three countries.
- Komati Basin Water Authority (KOBWA): Komati River future development Studies Project.
- KOBWA: Development of an Ecological Water Requirement (EWR) Policy and a Water Management Strategy to implement the EWR policy within KOBWA’s area of operation

The ICMA also managed to purchase GIS and Mike River Operations software to enable it to commence with the implementation of the Crocodile Real-time Decision Support System in the next financial year.

The ICMA in its quest to remain at the forefront of knowledge and skills in respect of IWRM, sent one of its Executive Managers for an International Advanced training Course on Water Resources Management. The Programme is organised by Ramboll Natura AB, the Stockholm International Water Institute (SIWI) and the International Water Management Institute (IWMI). Financial support is provided by the Swedish International Development Cooperation Agency (Sida).

The period of this training was interrupted by the World Water Week, which the Minister of Water Affairs and Forestry, the Director General of the department and a few other top management official of the department attended (see photos below).

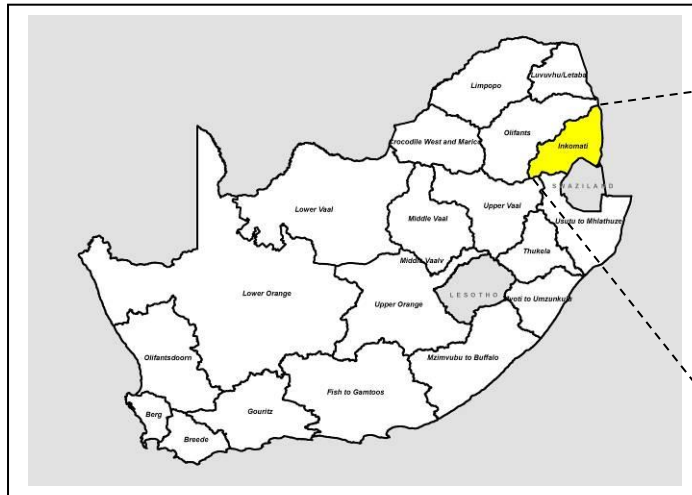


Official Opening of the South African Water
Sector Display at the World Water Week with the
Minister and Director General of DWAF

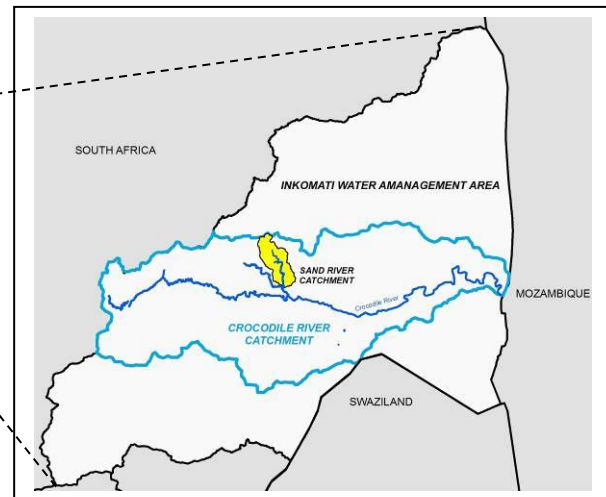
Role playing Exercise in the first
week in Sweden

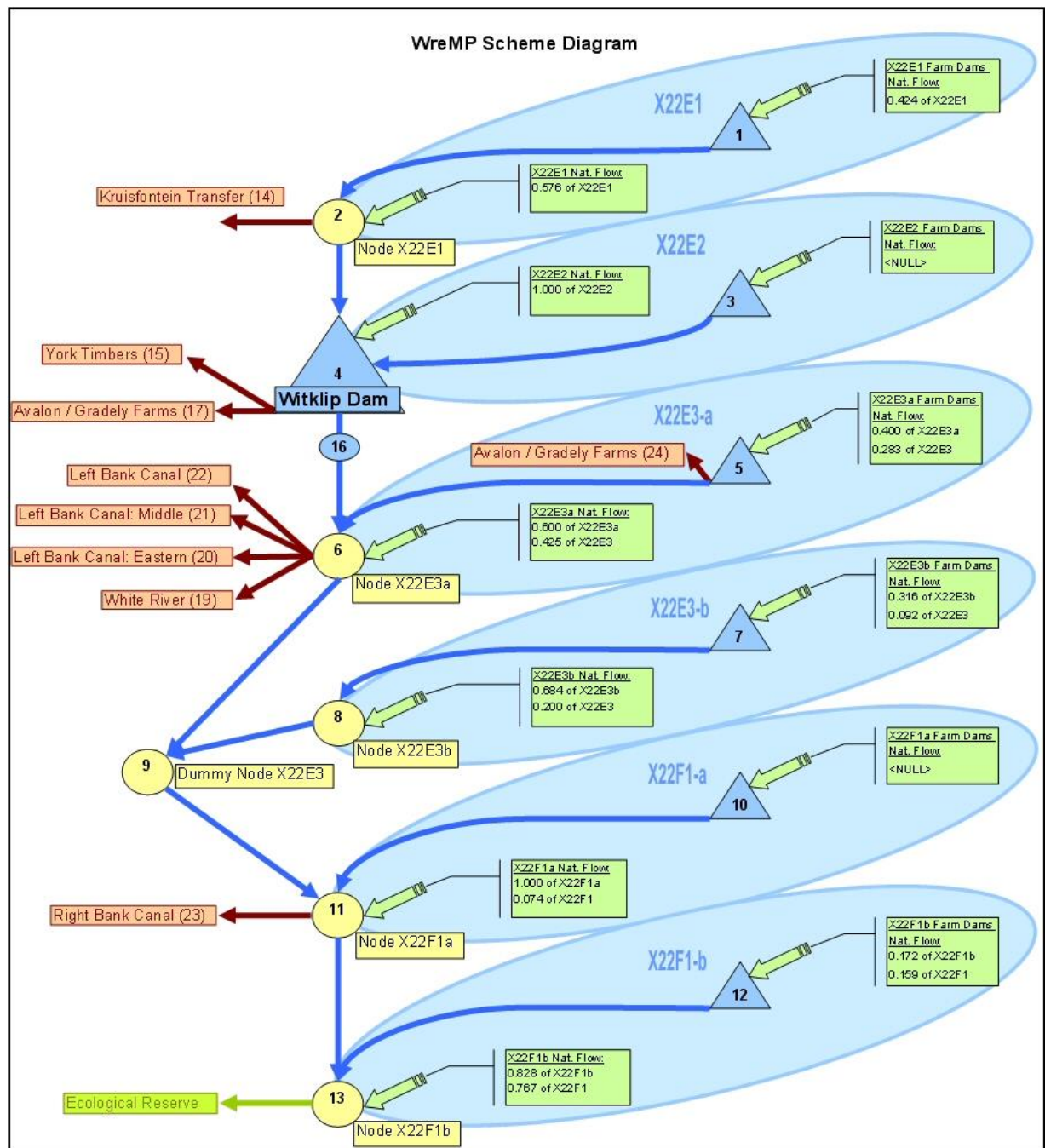
The participants were required to carry out an Individual Project on a water resources related management issue in which the participant is directly involved. The Project undertaken by Mr. Jackson was the Investigation into Water Resources Scenarios and the Impact of the Ecological Reserve Requirements in the Sand River Catchment, a small sub-catchment of the Crocodile River System, which itself falls into Inkomati Water Management Area (IWMA).

Location of IWMA in South Africa:
Catchment



Location of Sand River





Model Set Up for Sand River Catchment

Challenges:

In 08-09, the original requested divisional budget was R1,5 million. Of this only about R400 000 could be spent due to cuts. This amount covered the purchase of Mike Basin, Mike 11 and Mike Floodwatch Software to enable the ICMA to prepare itself for the implementation of the Crocodile River Operating Rules Decision Support System in the new financial year.

Plans to purchase a plotter, data loggers for river gauges and other miscellaneous software and maintenance contracts were put on hold. There are also number of supporting requirements that must be in place in order for the Water Resources Planning and Programmes Division to take up and develop its objectives effectively. Some of these were not in place as of the end of the financial year:

Server and network are vital for the Division to successfully implement the Crocodile River Real Time Decision Support System in the 2009/10 financial year and is thus a critical priority. The linkage with the departmental network, acquisition of software and relevant protocols also need to be finalised. The division had also envisaged to appoint a Professional Service Provider to give technical support to the division. However, due to insufficient budget allocation, the appointment was not effected although the terms of reference were drafted. The Hardware for Information Centre (e.g. Plotter) was also prioritised for the financial year under review but could not be purchased due to lack of funds. The GIS, ERDAS, Mike 11 Real Time, WRM Models, WARMS and various other software should also be put in place to enable proper functioning of the division.

Progress with Establishment:

It has not been possible to appoint any of the proposed staff members during the financial year for two main reasons, namely that the job evaluation process has not been completed for the post levels and insufficient funding was received from DWAF to allow any further appointment of any posts during the financial year. The Executive Manager Water Resource Planning & Programmes was appointed in May 2008 and remains the only appointment in the Division.

Catchment Management Strategy:

The project period written into the Contract was from the 1st of March 2007 until the 30th of September 2008. However, the Scope of Works and an ICMA Governing Board decision indicated that this was deemed to be too short and the contract was extended until 17 April 2009. The initial Budget for the Project was R2 495 186.40. Of this a total of R2 331 320.5 has been spent up to the end of the financial year. This is 93% of the original Budget.

The Status Quo report has been fully completed along with an accompanying book of maps. The final version, version 4, of the Status Quo report and Map Book was approved in March 2009 and is now available for external distribution. The report has taken longer to finalise than anticipated (version 3 was submitted in September 2008 but not accepted by ICMA management).

The preparatory work for the assessment and vision phase including documentation on the methodology to be used for developing the criteria for assessment and the scenarios document have also been completed. What still remains to be completed in the foundation phase of the CMS, is the actual public participation process to develop the criteria, conduct the assessment and finalisation of the vision.

The current contract is thus behind schedule. Current Indications are that the completion of the CMS will cost more than the maximum 50% variation order allowed for in the contract. The PSP has submitted a request for a variation order on time and budget. The variation order on budget exceeds the 50% maximum allowed by legislation. The ICMA management has made submissions on recommendations for the Governing Board in this regard. A decision on the way forward regarding the CMS contract will be made in the new financial year.

5.3 Institution and Participation

Chapter 7 of the National Water Act (No 36 of 1998) espouses one of the main functions of a Catchment Management Agency, which is to promote community participation in the protection, use, development, conservation, management and control of the water resources in its water management area. Public participation actually constitutes the cornerstone of democracy by way of creating platforms through which the society at large will have input on services and activities that affect them. This principle is also applicable in the management of natural resource, in this instance the management of water resources.

Institution and Participation is a dedicated division responsible for the fulfilment of the above mentioned function. Therefore, the coordination of stakeholders' participation in all programmes of the ICMA is within the functional area of responsibility of this division.

Strategic Objectives

The strategic objective of this division is to position the ICMA as an internationally recognized Water Resources Management Institution with respect to participative management of water resources. This will be achieved through adaptively, generating and distributing data, coordinating knowledge, skills and management systems and approaches among water users in the water management area. In an endeavour to realise this overarching objective the following programme areas and activities were undertaken during the financial year under review.

Identifying and developing an integrated database of stakeholders.

In a bid to establish stakeholder empowerment groups across the catchment management area, this division consulted widely with identified interests and affected groups. This ongoing consultative process resulted in the development of a comprehensive electronic database detailing all interested and affected parties in the water management area. The database is categorised according to sectors so as to give a clear perspective of all stakeholders participating and the sector they represent.

During the financial year under review, three hundred and seven new stakeholders were registered; drawn from business, government departments, public entities, non-governmental organisations, private sector and individual stakeholders.

Improved participation and empowerment of stakeholders

In order to achieve improved stakeholder participation, five established catchment management forums in the water management area were supported in their functioning. The ICMA has also been instrumental in the establishment of sub-committees. A total of nine capacity building workshops were also conducted in the financial year under review. These workshops focused on the National Water Act, Resource Poor Farmer Support as well as the role and responsibilities of the forums.

It is important to note that the above-mentioned forums were used as the conduit for information with regard to the development of the Catchment Management Strategy and other projects lead by the department, such as Water Allocation Reform. However, it can also be reported that the drawback in this regard has been lack of financial resources needed for the development and implementation of a comprehensive empowerment programme.

Providing support to the transformation of Irrigation Boards into Water User Associations

The National Water Act provides for the transformation of Irrigation Boards into Water User Associations. This function is still being performed by DWAF; the ICMA continues to play a support role. Out of twenty seven Irrigation Boards in the Inkomati Water Management Area, only two have already been transformed into Water User Associations. It has been observed that the two transformed WUA's are not as financially self-sufficient as envisaged by the National Water Act. This is mainly due to the fact that they are mainly constituted by HDI who are not yet running commercially viable enterprises. The support role provided by the ICMA has been on coordination of meetings and provision of secretariat services.

Since the function of transforming Irrigation Boards has not been delegated, the ICMA support and work collaboratively with DWAF in the establishment and transformation process. In this regard two meetings were held with the Head Office of the department with the objective of finalising the process and one meeting was held with representatives of the Irrigation Boards. Despite issues around boundaries, assets etc, there was willingness to speed up the process of transformation. The ICMA subscribes to the view that if this function was to be delegated to it, the process would be faster, since there is a direct link with all water users represented in Irrigation Boards.

Sound trans-boundary water management relations

The ICMA fully acknowledges that South Africa has an International Agreement with Mozambique and Swaziland (the Inco-Maputo Agreement) in terms of which there must be cooperation on water resources management. It is for this reason that the ICMA has established good working relationship with ARA-SUL, which is an equivalent of the ICMA in southern Mozambique. Sound working relationships have also been established with Swaziland and KOBWA.

It was as the results of these relationships that Water Management Institutions within the Inkomati basin were able to promote direct interaction among water users across boundaries. It is envisaged that this will create awareness among water users regarding the impacts of their water use activities on other users dependent of the same shared resource.

Other Programmes

Over and above the broad programmatic areas alluded to above; the ICMA has also been instrumental in the following focus areas. It needs to be noted that detailed performance information is provided elsewhere in this document.

- Empower and capacitate water champions
- Promotion of Water Conservation and Demand Management and Resource Protection
- River Health Programme
- Women and Youth Empowerment
- Identifying Programmes for Poor Resource Farmer support
- Participate in activities and planning processes of water related institutions

CORPORATE GOVERNANCE

The Governing Board is a body corporate in terms of section 79(1) of the National Water Act 36 of 1998. The Inkomati CMA which was established under Government Notice No. 397 of 26 March 2004 and is listed as a Schedule 3A public entity in accordance with the Public Finance Management Act No 29 of 1999 (PFMA) and reports to the Executive Authority (the Minister of Water Affairs and Forestry) and to National Treasury.

In terms of section 49 of the PFMA the Governing Board is the accounting authority of the Inkomati CMA and the PFMA further requires the Governing Board to submit its Annual Report; its accompanying audited Financial Statements; and Auditors' Report to the Executive Authority, National Treasury and Auditor-General within five months of the financial year end. This report complies with the required legislation and provides an account of the Governing Board's stewardship over the Inkomati CMA.

The Governing Board originally comprised of members representing relevant stakeholder interests in the water management area, and reflected appropriate community, racial and gender representation from the following sectors:

- Commercial agriculture
- Existing agriculture by historically disadvantaged individuals
- Potential agricultural water use by historically disadvantaged individuals
- Stream Flow Reduction Activities (forestry)
- Industry, mining and power generation
- Tourism and recreation
- Conservation
- Productive use of water by the poor
- Civil society: resource protection / sustainable development
- Local government: integrated planning
- Local government: water services authority
- Traditional leaders / authorities
- Mpumalanga provincial government

The Governing Board comprised the following members:

MEMBER	SECTOR
Ms TP Nyakane- Maluka	Local Government Water Services- SALGA
Mr N Govender	Industry, mining and power generation
Mr CJH du Preez	Commercial Agriculture
Dr GH Karim	Office of the Premier Mpumalanga
Mr MM Makhubela*	Existing Agriculture by HDIs
Ms EG Mashele	Productive use of water by the poor
Ms LS Masilela	Civil Society – SANGOCO
Inkosi MG Makhathshwa	Traditional Leaders
Mr BK Mokoena	Potential agriculture water use by HDIs
Mr TG Mokoena (Appointed 22 October 2008)	Stream flow reduction (Forestry)
Mr F Roux	Conservation
Ms BM Khumalo (Appointed 22 October 2008)	Local Government Integrated Planning- SALGA
Mr SE Thwala	Tourism and Recreation

**Member MM Makhubela has since passed away on 27 January 2009.*

The Governing Board meetings and members' attendance is reflected in the schedule.

Governing Board Committees

In order to achieve effective and efficient operations of the Board, committees were established with clear terms of reference. On 26 September 2008 the Governing Board restructured its committees by dissolving the Chairpersons Working Committee, Finance & Risk Committee, Human Resource & Risk Committee, Technical Committee and Marketing & Communications Committee and establishing the Executive Committee (Exco) and Water Committee (Waco). The Audit Committee was retained due to legislative requirements.

The attendance of the members of the committees is reflected in the schedule.

Chairperson's Working Committee (Dissolved on 26 September 2009)

The Chairpersons Working Committee was an operational committee of the Governing Board whose responsibilities and tasks were to assist the Governing Board and provide support to the Chief Executive Officer in managing the Inkomati CMA. It co-ordinated and processed matters before the Governing Board and operated like an Executive Committee between Governing Board Meetings.

The members of the Chairpersons Working Committee were:

Ms TP Nyakane-Maluka – Chairperson
Mr. N Govender – Deputy Chairperson
Mr. CJH du Preez
Dr GH Karim
Ms LS Masilela
Mr. SE Thwala
Mr. RS Ndlovu – Chief Executive Officer

Finance and Risk Committee (Dissolved on 26 September 2009)

The Finance and Risk Committee was established to assist the Governing Board in discharging its duties relating to the safeguarding of assets, the operation of adequate systems, control processes and the preparation of accurate financial reporting and statements in compliance with all applicable legislation and accounting standards. This committee also enabled the Governing Board to discharge one of its most important accountabilities; that being the integrity of financial recording, management, control, policies and reporting.

The Finance and Risk Committee also fulfilled its oversight role over integrated risk management and business continuity. It is vital for the long term sustainability and success of the Inkomati CMA to understand and manage the risks by maintaining effective, efficient and transparent systems of financial and risk management and internal control. The Finance and Risk Committee also ensured that procurement by the Inkomati CMA achieved the Inkomati CMA obligations in terms of Broad-Based Black Economic Empowerment (BBBEE).

The members of the Finance & Risk Committee were:

Mr. SE Thwala – Chairperson
Ms EG Mashele
Dr GH Karim

Remuneration and Human Resources Committee (Dissolved on 26 September 2009)

The Remuneration and Human Resources Committee was responsible for ensuring that Governing Board Members and the Management of the Inkomati CMA benefits and remuneration as well as basic conditions of employment and relevant policies were aligned appropriately to Government's guidelines. Further, the Committee promoted transformation within the Inkomati CMA in line with public sector transformation objectives, namely improving service delivery (becoming customer oriented) and promoting employment equity (demographic representivity) within the organisation. The Committee was also tasked with developing and implementing the company's human resources and remuneration policies.

The members of the Human Resources & Remuneration Committee were:

Dr GH Karim – Chairperson
Mr. SE Thwala
Ms EG Mashele

Technical Committee (Dissolved on 26 September 2009)

The Technical Committee was responsible for supporting the Inkomati CMA on operational and technical related issues pertaining to integrated water resource management. The Committee provided guidance and advice on the development of the catchment management strategy through a robust stakeholder consultative and participatory process.

The members of the Technical Committee were:

Mr. CJH du Preez – Chairperson
Mr. N Govender
Mr. MM Makhubela

Ms LS Masilela
Inkosi MG Mkhathshwa
Mr. BK Mokoena
Mr. F Roux

Marketing and Communication Committee

The Marketing and Communication Committee focused on the development of a credible and legitimate institution through building awareness and communication broadening stakeholders understanding of integrated water resource management and the challenges facing water management in the Inkomati Water Management Area.

The members of the Marketing & Communication Committee were:

Ms LS Masilela – Chairperson
Mr. CJH du Preez
Mr. N Govender
Mr. MM Makhubela
Inkosi MG Mkhathshwa
Mr. BK Mokoena
Mr. F Roux

Audit Committee

The Audit Committee was established on 14 March 2007 as contemplated in sections 76(4) and 77 of the Public Finance Management Act and stipulated in Regulation 27.1.1 of the National Treasury Regulations, 2005 as amended. The Audit Committee operated within its approved terms of reference. The Audit Committee provided reports and recommendations to the Governing Board on the effectiveness of internal controls, legal and regulatory compliance and the financial statements in the annual report.

The members of the Audit Committee were:

Mr. S Mthembu – Chairperson
Ms R Kalidas
Mr. NL Mathebula
Mr. SE Thwala (Governing Board member)
Mr. CJH du Preez - until 26 September 2008 (Governing Board member)
Ms LS Masilela – as from 26 September 2008 (Governing Board member)

Executive Committee

The Executive Committee was established on 26 September 2008 by the Governing Board when its committees were restructured. This operational committee is assisting the Governing Board in respect of the functional areas of the Office of the Chief Executive Officer, Governance Section and Corporate & Finance Division. This committee is reporting directly to the Governing Board.

The members of the Executive Committee are:

Ms TP Nyakane-Maluka – Chairperson

Dr GH Karim

Inkosi MG Mkhathshwa

Mr. BK Mokoena

Mr. TG Mokoena (As from 6 March 2009)

Water Committee

The Water Committee was established on 26 September 2009 by the Governing Board when its committees were restructured. This operational committee is assisting the Governing Board in respect of the functional areas of the divisions for Water Use, Water Resource Planning & Programmes and Institutions & Participation. This committee is reporting directly to the Governing Board.

The members of the Water Committee are:

Mr. N Govender – Chairperson

Mr. CJH du Preez

Mr. F Roux

Ms EG Mashele

Ms BM Khumalo (As from 6 March 2009)

Mr. MM Makhjubela (Passed away on 27 January 2009)

Board Vacancies and Resignations

On 22 October 2008 the Minister of Water Affairs and Forestry filled vacant additional seat for Local Government Integrated Planning- SALGA on the Governing Board by appointing Ms BM Khumalo. On the same date Mr. TG Mokoena was appointed by the Minister to fill the vacancy for Forestry on the Governing Board. A vacancy occurred once again on the Governing Board when Mr. MM Makhubela passed away on 27 January 2009. The indication is that this vacancy will not be filled, because the

term of office of the current Governing Board members terminates on 31 December 2009.

Board Charter and Committee Terms of Reference

All the Board committees including the Governing Board operated within their approved terms of reference.

Board Secretary

A dedicated Board Secretary was appointed with effect from 1 February 2008 to ensure good corporate governance, legal and regulatory compliance, coordination of the Board's duties and functions as well as capacity building and development of Board Members. The Board Secretary also manages the reputation risks and adherence to applicable codes of good practice.

The Governing Board and its committees are guided by the Board Secretary on all governance and compliance matters and decision making process.

Compliance with Legislative Frameworks

The Board Secretary provide guidance and advise to the Board and ensures compliance with the requirements (and risk implications) of the Public Finance Management Act 1 of 1999 and Treasury Regulations, the King Report on Corporate Governance, as well as the National Water Act 36 of 1998 and other applicable legislation. A compliance register of applicable legislations and regulations was developed to be monitored for compliance and reporting purposes.

SCHEDULE: ATTENDANCE OF MEETINGS BY GOVERNING BOARD MEMBERS AND AUDIT COMMITTEE EXTERNAL MEMBERS: 2008/09

Member	GB ORD	GB SPE C	GB EX ORD	GB W/S	GB S/H	CW C	TC	HR& R	M&C	F&R	AUDIT	F&R / AUD IT	EXC O	WAC O	TOTA L
Ms TP Nyakane- Maluka	3	4	1	2	2	2							3		17
Mr N Govender	3	2	0	1	0	2								1	9
Mr CJH du Preez	2	4	1	1	1	1	1		1		5	1		1	19
Dr GH Karim	4	4	1	2	0	2		1		1		1	3		19
*Mr MM Makhubela	3	1	1	2	1		1		1						10
Ms EG Mashele	4	4	1	2	2			1		1		1		1	17
Ms LS Masilela	4	4	1	2	2	2			1		0				16
Inkosi MG Makhatshwa	3	4	1	2	1	1							3		15
Mr BK	4	4	1	2	1		1		1				3		17

Mokoena															
Mr F Roux	4	4	1	2	1									1	13
Mr SE Thwala	3	2	1	1	1			1		1	4	1			15
Mr TG Mokoena	1	2	1	0	0										4
Ms BM Khumalo	1	2	1	0	0										4
Audit committee ext members															
Mr S Mthembu											6				6
Ms R Kalidas											3				3
Mr NL Mathebula											5	1			5

1. *Mr MM Makhubela passed away on 27 January 2009.
2. Mr TG Mokoena and Ms BM Khumalo were appointed as members of the Governing Board on 22 October 2008.
3. Mr TG Mokoena was appointed on the Executive Committee on 6 March 2009.
4. Ms BM Khumalo was appointed on the Water Committee on 6 March 2009.
5. Mr CJH du Preezs withdrawn from the Audit Committee on 26 September 2008.
6. Ms LS Masilela was appointed on the Audit Committee on 26 September 2008.
7. The Executive Committee and Water Committee were established on 26 September 2008.
8. The Technical Committee, Marketing & Communication Committee, Finance & Risk Committee and Human Resource & Remuneration Committee were dissolved on 26 September 2008.

Governing Board Meetings

Ordinary	: 4
Special	: 4
Extraordinary	: 1
Workshop	: 4
Stakeholders	: 2
Total	: 15

Committee Meetings

Chairpersons Working Committee	: 2
Technical Committee	: 1
Finance & Risk Committee	: 1
Human Resource & remuneration Committee	: 1
Marketing & Communication Committee	: 1
Audit Committee	: 6
Executive Committee	: 3
Water Committee	: 1
Total	: 16

Meetings held 2008/09

Governing Board

07/07/2008:	Ordinary meeting
22/08/2008:	Ordinary meeting
12/09/2008:	Stakeholders meeting
25/09/2008:	Workshop on restructuring of committees
26/09/2008:	Ordinary meeting
10/10/2008:	Workshop on realignment by DWAF
11/12/2008:	Extraordinary meeting and Special meeting
05/02/2009:	Special meeting

06/02/2009: Workshop on learning history
26/02/2009: Special meeting
27/02/2009: Ordinary meeting
11/03/2009: Stakeholders meeting
23/03/2009: Special meeting
27/03/2009: Workshop on learning history

Committees

02/04/2008: Audit Committee
25/04/2008: Chairpersons Working Group
16/05/2008: Audit Committee
02/06/2008: Technical Committee and Marketing & Communication Committee
03/06/2008: Finance & Risk Committee and Human Resource & Remuneration Committee
25/06/2008: Audit Committee
07/07/2008: Audit Committee
01/08/2008: Chairpersons Working Committee
13/08/2008: Audit Committee
06/11/2008: Executive Committee
11/12/2008: Executive Committee
30/01/2009: Executive Committee
11/02/2009: Audit Committee
13/02/2009: Water Committee

Corporate Services

1. Institutional Establishment

The Institution has matured from establishment phase to implementation phase. The systems have been set-up in terms of policies, operational procedures, human capacity in all the relevant positions, especially with the appointment of the Chief Financial Officer and the Executive Manager: Water Resource Planning & Programs

2. Transfer of functions

The Minister of the Department of Water Affairs is yet to assign and delegate functions to the ICMA as per the National Water Act and the Memorandum of Agreement (MoA) signed between DWAF and the ICMA. The reason for this is that the department has undertaken an Institutional Realignment project with a view to pave a clear way forward with regards the establishment of Water Management Institutions. This process has taken a while to complete and hence the delay.

According to the MoA a transfer of the proto- CMA staff was due to take place by August 2008. However due to the Institutional Realignment process mentioned above the Minister directed that all transfers be held in abeyance until the re-alignment has been finalized.

3. Capacity Building

In response to the set targets of the National Skills Development Strategy (NSDS) and the Joint Initiative on Priority Skills Acquisition (JIPSA), the ICMA has granted bursaries to eight (8) disadvantaged students to pursue studies in the fields of Engineering, Water Resource Management, Finance and Information Technology at various Universities in the Country.

The table below illustrates a detailed breakdown of the bursaries awarded. After completion of studies, the bursars will be put on a 12 month Internship program at the ICMA in order to allow them to acquire relevant experience. One former bursary holder of the ICMA who completed a BSc degree (Microbiology and Biochemistry) and was on internship with the ICMA, has been appointed permanently by regional office of the department during the financial year under review. Another student who completed a BSc degree is currently on internship since January 2009.

This initiative is seen as a significant contribution to a reduction in scarce skills in the labour market and a creation of employment opportunities for disadvantaged young people especially from rural communities. The ICMA is in the process of developing learner-ship in Water Resource Management in conjunction with the Energy SETA. No new bursaries were awarded this year due to financial constraints. However, those bursary holders already under the ICMA sponsorship or bursary scheme were maintained.

A Financial Management course for non-financial managers was arranged for all managers to ensure that they are able to contribute meaningfully to the budget preparation, management of budgets as well as financial reports.

4. Policies

All human resources policies were reviewed during the financial year under review. These included the following:

- Cellular phone policy
- Code of conduct
- Acting policy
- Disciplinary policy
- Medical aid policy
- Recruitment & selection policy
- Employment equity policy
- Performance management policy
- Human resource development policy
- Bursary policy

5. Employment equity

The current staff complement is below the required standard of 50 staff members as a minimum for compliance and reporting to the Department of Labour. However, the staff complement is fairly representative at this point in time.

6. Employee wellness

A health and safety representative was appointed and attended a course on Basic (SHE) Principles, how to conduct a SHE audit and SANTRAC training. We have also developed (in draft) a program on employee wellness and a program on health and safety.

7. Systems

The ICMA embarked on a job evaluation and grading exercise utilizing the DPSA model to be finalized in the 2009/10 financial year.

8. Benchmarking of ICMA

Policies were developed internally through benchmarking with KOBWA and SANPARKS. The ICMA seeks to position itself as a world renowned organization hence we undertook a process of establishing relationships that included visits to SASSA, KOBWA, WRC, Sweden and Netherlands, and also on-going inter-action with the CSIR.

9. Challenges

During the financial year under review, the ICMA has lost four (4) staff members out the 23 employed. The resultant vacancies were not replaced due to budgetary constraints. Another challenge, which could have contributed to the former, was the lack of clarity with respect to the remuneration and benefit structure. The lack of uniform conditions of service and job grading system was also identified as a challenge during the financial year under review, and a process to address it was initiated and will be finalised in the next financial year. The organisation does not have adequate network connectivity. Only small sections of the office where Executive Managers and the Chief Executive's

offices are located have network connectivity. The rest of the offices are not connected because the network currently in use is too small to accommodate them. Internal communication is at times slow due to limited access to e-mails by staff members. Another challenge that has been identified pertains to inadequate or poor records management or filing. A records management system has been established and implemented, however it is not yet fully utilized due to unfamiliarity with it. Capacity building and training on the system will be arranged in the next financial year to ensure full utilisation of the system by all staff in future.

Finance

1. Introduction

The institution was able to comply with all its legislative requirements in terms of reporting and meeting statutory obligations.

2. Financial Performance

There was a challenge with regards to revenue. The ICMA approved budget for the year was R26.7 million but only R11 million was transferred to the ICMA bank account. The impact of this is that operational objectives could not be carried out completely as planned.

The annual financial statements were prepared on time as required by the PFMA. All information required for audit was provided to ensure non-limitation of scope. PriceWaterhouseCoopers has been appointed as external auditors for the current year.

3. Tariff setting

Tariff setting is still the responsibility of the Department of Water Affairs until such time as the ICMA receives the delegation to this effect from the Minister. The budgeting process currently does not affect the tariffs since all activities of the ICMA are financed from the exchequer.

4. Procurement

The governing board has adopted a supply chain framework which complies to the preferential procurement policy framework and BBBEE. The system utilized seeks to ensure that fair, equitable, transparent, competitive and cost effective procurement process is followed at all times. As a result, 61.7% of procurement done by the ICMA was with HDI's and on a rotational basis.

A workshop on SCM was arranged with SAMDI during the year where all staff members attended and received training. An up-to-date register of all assets is also maintained, to ensure that the movement of assets is tracked accordingly.

5. Risk management

A risk assessment for the organization was done and a risk-register drawn up and updated every quarter. This was used to guide the institution on drawing up a risk management strategy. The internal audit unit was utilized to guide this process.

They have drawn up and implemented an internal audit plan based on the outcomes of the risk assessment exercise.

The governing board has adopted a Fraud prevention plan, fraud response plan and a risk management strategy. Based on this, risk management committee consisting of staff members has also been established to assist the CEO in this regard and the audit committee.

6. Accounts payable

At the end of the financial year, the entity had long outstanding accounts due for payments. This was because of the problems experienced with the transfer of funds by the department alluded to above.

7. Long term liability

The ICMA only has long term liabilities in terms of office equipment lease agreement and office space accommodation. The value of the liability at the end of the year amounted to **R153 123**.

8. Subsequent events

There are no material events that took place after the balance sheet date.

WHAT ABOUT THE RESIGNATION OF THE CEO???

Marketing and Communications

The major achievement for the financial year under review has been primarily on the deliverables based on the Marketing and Communication Strategy as approved by the Governing Board. The core business of the division is to provide support to other divisions in terms of communication, marketing and branding as well as taking initiatives in this front. It further assists in the hosting of water resources management related events. Over and above the performance areas listed above, international relations management and Inkomati CMA's social responsibility have also received attention.

Media

The services of radio stations such as Barberton Community Radio, Bushbuckridge Community Radio, Ligwalagwala FM and MPOWER FM were used to market the institution and a range of activities and events. These included the National Water Week and Water Conservation and Demand Management, to mention a few. The frequency of media coverage needs to be improved, budget allowing, to ensure that local residents and the entire water users' community are aware of the existence of ICMA. It is therefore recommended that in future, a structured interaction between the ICMA and all interested and affected stakeholder groups in the water management area is prioritised.

Profiling and Branding

During the year under review, based on the marketing and communication strategy of the institution, the ICMA has featured in various national magazines such as The Leadership, Achiever and Progress Magazine in its quest to achieve improved awareness on the ICMA and its core business not only in Mpumalanga Province but in the whole country.

These publications also get circulated in the SADC region and this has therefore brought about recognition in the region. As a result of this recognition, a number of water management institutions have since expressed their interest in collaborative working relations with the ICMA.

The ICMA has been conspicuous in most functions and events attended by respective divisions due to its marketing and branding materials. The branding materials that have been used included diaries, mugs, rulers and squeeze bottles. The popularity of the ICMA among water users in the water management area has been growing gradually over the last few years due to this sustained effort. It was however realised that the scope of branding materials used should be widened in future.

Newsletter

One of the most important tools of communication within and outside the institution has been the Quarterly Newsletter, titled the *Inkomati Flows*. The quarterly Inkomati news letters has been running fairly well during the year under review. Due to budgetary constraints which, has also affected the number of activities and events in the water management area, the publication of this Quarterly Newsletter has been limited to two editions.

Nonetheless, both publications have found to be useful in terms of bringing significant information to both internal and external stakeholders. It is envisaged that the frequency of communication with a wide range of stakeholders using this medium would be maintained or improved in the next financial year.

International relations

Involvement with water management institutions beyond the borders of South Africa has been of great value to administration as well as the Governing Board. As a consequent of the concerted effort of the previous financial years aimed at putting the ICMA on the global map, the institution has been inundated with invitations to IWRM related activities and forums from various countries. Representatives from the ICMA were invited to attend forums in Swaziland, Mozambique, Kenya, Turkey, [Loa PDR](#) and Netherlands.

The ICMA hosted a number of water management institutions including a delegation from Nigeria, through the assistance of the World Bank. It is envisaged that the ICMA will leverage on these relationships to facilitate the creation of platforms for sharing of experiences.

The Waterschaap Groot Salland from Netherlands has been instrumental in facilitating collaborative relationships through funding from their own budget as well as courtesy of the VNG International and Department of Water Affairs Forestry.

One of the most important outcomes or spin-offs of the ICMA relationship with Waterschaap Groot Salland has been the sourcing out of technical support to the Ngogolo Sugar Cooperative by the experts from the Netherlands. This was in relation to drafting a funding proposal for the refurbishment of the water canal and irrigation scheme. The submission of the report to relevant authorities resulted in the Ngogolo Sugar Cooperative securing funding amounting to R4.1 million from the Department of Land and Agriculture (Mpumalanga Province). Although funding did not come from the coffers of the ICMA, the facilitative or coordinating role that the ICMA played in this regard was significant and has borne fruits.

1. PERFORMANCE INFORMATION REPORT

Division: Water Use:

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
Authorisation of water use	Authorise all applicable water use	Number of authorisations issued/approved within six months		Eight (8) water use licenses planned to be issued	Eight (13) licenses recommended to HO and nine (9) General Authorisations issued.	Additional water use licenses for the Waste Water Treatment Works of host city of 2010 World Cup prioritised	None
	Registration of all water use activities in the Water Management Area	All known legitimate users registered on WARMS, and some new water users are still consulted for registration.		Register all new water uses at the time of application	Registered 129 new uses in the water management area	Users not registering on time. Capacity constraints	Filling of vacancies. Capacity building to conscientise users to register for water use activities
	De-registration and cancellation of water use in the water management area	All applications for de-registration and cancellation processed		Deregister all users who would like to surrender their water use	There was no deregistration of water use recorded	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Validation and Verification of water use	Verification process is still in progress.		Finalisation of the Verification project	Three hundred and thirty four (334) water users verified But the verification process not finalised	Capacity constrains. Outdated information on WARMS due to change of ownership of land due to land restitution process.	Filling of vacancies. Capacity building to conscientise users to help officials update their contact details and all the necessary information needed on the database. Create a communication channel with the Land Commissioner's office and the Dept of Land Affairs to provide information on new ownership of land on regular basis.

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Facilitate trading of water use	Number of applications for water use trading considered		Finalise all transfer applications within three months	Seven (7) applications for Water Use Trading recommended to HO	None	None
	Implement the Water Use License Tracking System (WULATS)	Improvement in the tracking of license applications		Implementation of the tracking system	WULATS partly implemented, only loading of licenses but cannot be tracked on its whereabouts and status	Staff not trained to implement the system	Capacity building of staff implementing the system
Protection of water resources	Compliance inspections and enforcement of authorisations conditions and regulations	Number of inspections conducted		Hundred and sixteen (116) inspections planned To be conducted as per schedule	Eighty inspections conducted	Clients (Users) not honouring appointments	Proper communication between water users and officials to ensure that clients honour their appointments for inspections.

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Monitor the quality of discharge effluents and water resources	Number of discharge quality and in-stream quality monitoring samples taken		Two thousand six hundred and ten (2610) samples planned to be taken in the water quality monitoring programme	Three thousand and seventy three (3073) samples taken.	Additional samples were taken as a result of the unplanned emergencies (pollution incidents) and the Cholera outbreak.	Sufficient budget allocated. Special funds for disaster situations such as outbreak of water borne diseases
	Emergency pollution incidents	Number of pollution incidents reported and attended to		Address all pollution incidents reported in the WMA in a satisfactory manner	Sixteen pollution incidents have been attended to in this quarter	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Manage impact of land based activities on water resources	Number of EIAs, EMPRs and solid waste permit applications assessed		Assess and finalise all EIA's, EMPR's and permit applications within prescribed period (cannot be planned for).	61 Environmental Impact Assessment Reports (for general developments), 13 Environmental Management Programme Reports (for mining related developments) finalised and recommended.	Time taken by other commenting Directorates with regard to commenting on these documents	Ensure that there is effective communication and reminder letters are sent in time to ensure timeous inputs are made.
	Enforce compliance to authorisations conditions and regulations	Number of directives or notices to issue a directive issued and the number of illegal users prosecuted		Issue notices, pre-directives and directives to non-compliant users. Take steps to prosecute illegal users.	Eight (8) Notices and two pre-directives issued. No directives issued and no prosecution took place	The challenge lies with the capacity to enforce the Directives and Pre-directives.	Establish the Compliance and Enforcement arm with experienced and qualified legal advisors to ensure that the institution build winnable cases.

Division: Water Resources Planning and Programmes

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
Data collection and Information management	Production of data in appropriate formats through raw data collection and management	Data collection requirements identified and collecting adequately, Readily available		Plug gaps. Continue with data management and collection	Data requirements identified from DWAF. Data not captured on the DWAF regional office GIS server. Data from other stakeholders not identified and relationships not established	Link to DWAF RO network not in place. The ICMA server not in place.	Transfer IT Task team to finalise Server requirements and links to DWAF Network.
	Purchase, install, operate & Maintain relevant management systems and models such as WAS, Crocodile OP rules, DSS, WARMS, GIS, ERDAS, WMS, etc	WARMS operating and maintaining data according to set standards		Start Using WARMS.	DWAF link in place but no network or server at ICMA.	No delegations. Link to DWAF network not in place. ICMA server and network not in place.	Transfer IT Task team to finalise Server and links to DWAF Network Appointment of WARMS manager.

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
		Installed and Up-to-date databases and software.	610 000	Purchase identified prioritised software. Purchase computers when people are appointed	MIKE product purchased. Quotes for GIS and Imagery Software obtained but not purchased.	Insufficient budget	Sufficient budget allocation and appointment of staff.
	Purchase Hardware requirements for data acquisition, maintenance & dissemination		275 000	Quarter: Purchase cameras & GPS where required	Purchased Computer hardware and printer Network requirements identified. Link to DWAF RO Server in progress but still not finalised.	ICMA server and network not in place. Link to DWAF network not in place	Transfer IT Task team to finalise Server requirements and links to DWAF Network.

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Library, Data Management	Manager appointed. Data collected and disseminated timeously and Accurately		Appoint an information manager. Publish filing, data management protocols and procedures for ICMA.	Staff not appointed.	Insufficient funds	Adequate budget allocation.
	Research, implement and maintain relevant databases, software, programmes and servers.	Use of suitable databases, programmes.		Investigate best server, GIS database combination needed and implement best option.	Mike Floodwatch and Mike Basin software Purchased for use in Crocodile Realtime DSS. Submission of a proposal to WRC for a possible project to investigate new dashboard software for river operations.	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
Systems Operation	Development of system operating rules	Operating rules developed, implemented and operational		Maintenance contract for Sabie software. Partake in KJOE.	No progress on Sabie Operating System. The services of a PhD Hydrology Student secured to assist in running of Crocodile DSS software in the next financial year.	Insufficient Budget	To be prioritised in the next financial year
		Support Croc Realtime DSS Project by purchasing and Installing real time data loggers on priority stream flow gauging Stations on Crocodile River	R615 000	Partake in PCC for the Crocodile Real-time DSS & stakeholder meetings Finalise preferred supplier and tender contract for data Loggers	Crocodile real-time DSS PCC meetings supported. Quotes on loggers obtained using existing DWAF contract. But fewer number of loggers to be purchased than originally planned.	None Insufficient Budget allocation. Network and server not in place.	None Sufficient budget allocation. Installation of network and server.

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Operations of river systems	Operating rules in place at appropriate level of detail. River systems operating in accordance with operating Rules		Appointment of Systems Operations Manager and Hydrologist.	Staff not appointed. The services of a PhD Hydrology Student secured to assist in running of Crocodile DSS software in the next financial year.	Insufficient budget.	Sufficient budget allocation.
				Sabie System resurrected and operating.	Sabie system not resurrected.	Insufficient budget to appoint staff.	Sufficient budget allocation.
	Request Investigation of Off-channel storage dams and surplus water use allowances	Study showing feasibility of off-channel storage dams and surplus water use allowances available		Identify and prepare requests	Requests sent to PSP's on an existing WRC project to include research into surplus allocations and off channel storage in the project.	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Inkomati Water Availability Assessment Study (IWAAS)	Support DWAF's study.		Results of study to feed into the Water Allocation Reform Process.	Supported IWAAS project and verification project, which provided data to the IWAAS Project.	None	None
					Model set up and to be used to finalise scenarios for the CMS	None	None
	Annual water allocation including curtailment and restrictions	Annual allocation schedules in place. Restrictions being implemented		Implementation of allocation schedule and consideration of restrictions	<p>Crocodile: Currently being revised through croc operating rules project.</p> <p>Komati: Partaking in KJOF.</p> <p>Sabie: No progress made in this sub-catchment.</p>	<p>Lack of capacity</p> <p>None</p> <p>Lack of capacity</p>	<p>Appoint staff</p> <p>None</p> <p>Lack of capacity</p>

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
Infrastructure Development	Identify possible development of new water resources Infrastructure	Participate in Crocodile River reconnaissance study for resource development.		Ensure prioritisation of resource development within the water management area.	Still awaiting final reports on Crocodile reconnaissance study.	None	None
					Evaluated and commented on the Ngwenya Private Sector Forum submission regarding possible water resource development.	None	None
		Participating in JWC Komati River future development Studies (FDS) Project			Made input on the development of the Terms of Reference	None.	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
Planning coordination	Catchment Management Strategy	1st Order CMS completed and approved by DWAF	R1 million	Catchment Management Strategy in place.	Sufficient progress not made. Status Quo report, the assessment of status quo and the criteria for assessment completed. Development of the vision and sub-strategies outstanding.	Timeframe and budget for the CMS were underestimated.	Additional time and budget required to finalise the remaining aspects of the CMS.
		CMS Conference		Successful hosting of the CMS conference	CMS conference was successfully hosted. Proceedings of the conference compiled and available.	None	None
	Coordination of all development / planning initiatives in the water management area	Partnerships with all other water Planning institutions. Input into their planning documents and <i>visa versa</i> .		Initiate agreements, share information. Making inputs into plans of other organisations where required	Good Progress with DWAF NWRP.	None	None
					Made input into PGDS.	None	None
					Commented on the State of Environment Report.	None	None
					Interaction with water services institutions was limited	Lack of capacity	Appointment of staff

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Input into and partake in any relevant water resources programmes. EG. WFW, RHP, WAR, CL, etc from all water sector related organisations and make inputs from a planning perspective	Support and make input into DWAF Water Allocation Reform and Compulsory Licensing Processes.		Support and make input in the water allocation reform and compulsory licensing processes.	Allocation Principles being finalised. Draft Framework for allocation Being finalised Verification Project in progress.	None None	None None
		Water resources Planning for 2010		Participate in planning activities for 2010	Existing Lawful Use for Mbombela Municipality finalised.	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
		Partake in Water Research Commission Projects Evaluation Panels and projects as a Stakeholder		Partake in relevant WRC project as a Stakeholder	Water Research Commission Projects: - Shared Rivers Initiative - K5/1797: Application And Testing of A Strategic Adaptive Management System For Fresh Water Protection - K8 / 740/ 01: A Review Of National Water Resource Planning For Operational Needs. Identification, Estimation, Quantification & Incorporation Of Risk And Uncertainty In Water Resources Management Tools In South Africa	None	None

Division: Institution and Participation Division

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
To build capacity and empower stakeholders	Skilfully applied knowledge on Water resource management	Unregistered stakeholders included in the database		Continuous registration of stakeholders	Over 307 new stakeholders registered	None	None
		Forums Supported		Sixteen forums supported	All 16 forums supported accordingly	None	None
		Functioning committees		Establish and support committees in all sub-catchments	All committees formed and functional.	None	None
		Empowerment and Capacity Building		Four workshops in the WMA	Nine empowerment workshops conducted in the WMA	None	None
		Support the transformation of irrigation boards into Water Users Association		Support the transformation of irrigation Board into Water Users Association by the department	Two meetings DWAF H/O and one meeting held with representative of irrigation boards	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
		Supporting existing Water User Associations		Two existing Water Users Association supported	Two Water User Associations supported	None	None
		Capacity building programme on Water Resources Management		One women summit in the WMA	Seven women summits and two youth summits held	None	None
		Empower and capacitate water champions		Four training workshops to be held	Five empowerment workshops for water champions held in the WMA	None	None
		Promotion of Water Conservation and Demand management Awareness and Resource Protection		Eighty Schools and 80 communities visited	Total of 126 schools and 69 communities visited in the WMA to promote WCDM and resource protection	Shortfall in the third quarter due to schools writing examinations	More schools to be visited in the next financial year.

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
		Development of a program for identifying Resource Poor Farmers		Identification of potential projects for DWE or sectoral support	Program developed and farmers identified	Lack of funding for implementation of the identified projects	DWE to assist with funding
		Empower and use societal structures - CDF , ward committees ,e.t.c) to promote the ICMA		25% of Ward committees met and 1 Arbor day event	<ul style="list-style-type: none"> 25 societal structures met 	None	None
		Water Affairs Funded program on waste discharge workshop		Workshop conducted on Waste discharge in collaboration with DWAF	Not Done	No funding from DWAF	DWE to assist with funding

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
		River health Program		Support river Health Clubs	Twelve River health Clubs supported One River health club Symposium held' Two River health tours conducted to Kwená and Inyaka Dams	Insufficient budget	Sufficient budget allocation
		Protection of wetlands		Support the protection of wetlands	Participated in the Mpumalanga Wetlands forum activities including meetings, conferences and events.		
				Participate in planning processes of water related institution i.e. Municipal institutions	Twenty IDP meetings attended.	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
To foster sound governmental relations	Good co-operation with water institution	Sound inter-institutional relations		SADC visit to Swaziland	ICMA visit to Mozambique for basin committee meeting. Visited Ngogolo for project need analysis with PUM representative in Swaziland. Coordinated the identification of stakeholders for the CMS conference. Hosted the Ugandan delegation on Water and Fisheries Visited Kenya for exchange programmes	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
				Participate in activities of water related institutions	Four Ehlanzeni District Municipality Sector collaboration meeting and the Water and Sanitation Indaba attended' Two MCCA W meetings, one land care program workshop attended. One Mbombela Environmental forum meeting attended. Environmental Water Allocation Summit attended in Port Elisabeth One Water Summit in Nkangala	None	None
To ensure poverty alleviation	Mutual beneficial relationships	All WRPRPP implementation fully supported		Identify and empower rural communities projects	Projects identified, implementation pending	Insufficient budget	Sufficient budget allocation
		Support Water Allocation Reform process		Support Water Allocation Reform process	Four workshops on Water Allocation Reform principles supported.	None.	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
		Supporting working for water program		Supporting working for water program	One Provincial planning workshop for Weed Buster event attended.	None	None
		Participate in land reform programme		Identify and support land reform activities	Two Land Reform meetings attended. Attended 2 meetings of Masibuyele emasimini program	None	None
Sound inter-governmental relations		Participate in sector forum		Participate in sector forum activities	Participated in the following programmes: <ul style="list-style-type: none"> • Wetland Day • National Water Week • Arbor Day • WASH Programme • Cholera outbreak awareness meetings 	None	None
	Water resource Planning for 2010			Participate in Water resource planning for 2010	Attended two 2010 planning committee meetings.	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Corporate Social Investment programs			Support Sincobile High School	Visited Sincobile with Holland Delegation and supported the school on planting trees during Arbor week. ICMA Supported the school with road directions boards.	None	None

Division: Corporate and Finance

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
Organizational Development and Staffing	To fill 100% of budgeted posts by March 2009.	100% posts filled by March 2009 (6 budgeted posts)		100% posts filled by March 2009 (6 budgeted posts)	None of the positions were filled	Financial constraints	These will only be prioritised for the new financial year
	To develop job descriptions and conduct job evaluation for all posts in the approved structure.	100% job descriptions developed and evaluated.		100% job descriptions developed and evaluated.	Job descriptions developed for all positions and Job evaluation has been done	None	None
Organizational Policies and Systems	To facilitate transfer of 100% Proto-CMA staff by August 2008	100% transfer of Proto-CMA staff		Placement of staff on the ICMA Organogram.	Not done	Awaiting finalisation of institutional realignment currently being done by DWAF	Finalisation of the institutional realignment process and the transfer of staff.
	To review all HR policies for alignment with DPSA policy framework.	All HR policies Aligned to DPSA policy framework.		All HR policies Aligned to DPSA policy framework.	All HR policies have been reviewed and re-aligned with DPSA policies and consulted with staff members but not approved by the GB.	HR Manager resigned and Executive Manager Corporate and Finance was on maternity leave in the last quarter.	Will be done in the next financial year.

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	To develop and maintain an Integrated HR/Finance system.	An Integrated up-to-date HR/Finance system. 12 Updated Payroll reports		Integrate HR and Finance electronic system.	Not in place	Await the department to guide the ICMA on an appropriate compatible system to use.	The DWEA to provide guidance.
				Staff training on the system	Done	None	None
				Produce updated payroll reports per month.	Done	None	None
	To develop and implement an efficient Records management system.	A Records management system in place by March 2009.		Conduct needs analysis in all divisions.	Done	None	None
				Produce needs report and develop system.	Done	None	None
				Consultation with staff and submission for Governing Board approval	Done	None	None
	To implement Performance	Approved Performance		Approved Performance	PMS has been work shopped to all staff	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Management System at all occupational levels.	Management System. Individual quarterly Assessment		Management System. Develop Individual Work plans Signing of Performance Contracts Assessment per staff member	Individual work plans have been developed for executive managers Done Not done	None None	None None
		Individual Personal Development Plans.		Personal Development Plans aligned to Training Plan	Not done		
Skills Development	To implement 100% of Human Resource Development Strategy of the ICMA.	Workplace skills plan developed and implemented		Implement Workplace Skills Plan. Award 9 new bursaries to external	Done Not done	None Financial constraints	None Sufficient budget allocation

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
				students. meeting with Energy SETA on the development of learnerships. Monitor performance of current Intern(1) and bursary holders(15)	Not done Done		None
Timeous settlement of department obligations	Reconciliation of Creditors Account	No over or underpayment of suppliers		Perform suppliers account reconciliation	Done	None	None
	Process Payments timeously	No interest or penalties for late payment 100% of payments made within 30 days of receipt of an invoice		Pay all invoices for services rendered and goods received Clear Exceptions daily	Done	Delayed funds transfer by DWAF resulted in late account settlements	Agree on time frames for the transfer of funds

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
Prepare monthly and Yearly Financial Statements	Submit annual financial statements on due date.	Annual Financial Statements submitted within the due date		Annual Financial Statements submitted within the due date	Done	None	None
Revenue Collection due to the Institution	Collect and record all revenue due to the Institution	No over/ understatement of revenue		No over/ understatement of revenue	Done	None	None
		Revenue due to ICMA collected		Revenue due to ICMA collected	Not done	DWAF did not make enough budget provision for CMAs hence there was a major shortfall	Ensure budget is equal to funds budgeted by the department
	Tariff set in line with pricing model	Tariff set in consultation with stakeholders		Tariff set in consultation with stakeholders	Not done	Function not yet delegated to ICMA	Finalise delegations in new financial year
	Efficient and Accurate Payroll management	All salary payments processed timeously and accurately		All salary payments processed timeously and accurately	done	None	None
	Efficient Cash Flow Management	Projected cash requested fully utilized		Reconcile the bank account and ensure sound cash flow management	Done	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	Maintenance of financial records	No limitation of scope in the audit report due to non availability of documents		No limitation of scope in the audit report due to non availability of documents	done	None	None
Sound financial management	Well coordinated budgeting process	Budgets prepared and submitted on time		Budgets prepared and submitted on time	Done	None	None
	Monitoring of budgeted expenditure and revenue	No under or over spending (unauthorized expenditure)		No under or over spending (unauthorized expenditure)	Not done	Delayed funds transfer	Ensure funds are transferred in time
	Compliance with applicable legislation	Checklist for applicable financial legislation developed and implemented		Checklist for applicable financial legislation developed and implemented	Done	None	None
Ensuring sound SCM practices	Application of sound demand management practices	Divisional procurement plans developed and implemented		Divisional procurement plans developed and implemented	Done	None	None
	Implement Acquisition management	Goods and services acquired in line		Develop delegations and	Done	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
	system that is fair, equitable, transparent, competitive and cost effective	with SCM Framework		procedures for procurement Supplier database development	Done	None	None
	Sound Logistics and Disposal Management	Efficient receiving department, warehousing and distribution of goods in place		Maintenance of stock levels Develop stores management system Monitor Supplier Performance	Done Not done Done	None Stock quantities kept are too low None	None Not required None
	Maintain and safeguard all Assets for the Institution	Proper asset management practices implemented Accurate figures disclosed in the financial		Up to date asset Register Asset Verification	Done Done	None None	None None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
		statements					
Manage and maintain the Institutions Risk Management Strategy	Ensure a Risk Management Strategy is developed and updated on an on-going basis	Annually reviewed Risk Management Strategy		Mobilise resources for risk workshops	Conduct Risk Assessment workshops	Finalise the Risk Management Strategy	Allocate responsibility to risks and strategies
Develop Fraud Prevention Plan for the Institution	Finalised Fraud Prevention plan for the Institution	Appropriately developed Fraud Prevention plan		Develop Policy Framework and Plan	Done	None	None
Attendance to matters requiring compliance to legislative and regulatory requirements	Coordination of all reports required by Treasury and Office of the Minister	Meeting all due dates set		Develop and comply to Compliance Checklist	Done	None	None
Continuous monitoring and reporting on Risk Management	Monthly provision of reports addressing risks for the Institution	Value added reports submitted		Monitoring and reporting	Done	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
issues							
Create an IT-enabled work environment	Availability of IT infrastructure and equipment and software requirements	% of planned IT infrastructure and software requests serviced		% of planned IT infrastructure and software requests serviced	Done	None	None
	Stable Network Connectivity	% up time % utilization		Analyse existing network performance and utilization and improve on it	Not done	Financial constraints	Will be done with assistance from DWAF
Desktop Support & Maintenance	Improved Service Efficiency	Reduction in the number of reported faults Increase in the IT-literacy level of employees Reduction in the response times for fault resolution		Reduction in the number of reported faults Increase in the IT-literacy level of employees Reduction in the response times for fault resolution	Done Done Done	None None None	None None None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
Integrate ICMA with SITA	Signed-off Integration Contract	Successful ICMA integration with SITA		Successful ICMA integration with SITA	Not done		
Align IT activities with the ICMA's business objectives	Implementation of projects identified and software requirements	Number of approved projects initiated as a percentage of total projects identified for the period		Develop TOR and RFP for ICMA's SISP and IM Strategy (through SITA)	Not done		
Enable effective communication tools & technologies	Effective communication tools and facilities available on demand	% of planned sites cabled (LAN)		% of planned sites cabled (LAN)	100 %	Server not in place	Prioritised for new year
		% of planned sites linked (WAN)		% of planned sites linked (WAN)	None		
		Availability of Video conference (VC) facilities		Availability of Video conference (VC) facilities	Done	None	None
		Availability of Intranet web server for		Determine Intranet technical	Not done	Server not in place	Prioritised for the new year

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
		ICMA		requirements of the ICMA			
Optimal IT Return on Investment (ROI)	ICMA IT investment informed by business objectives	All projects supported by a sound business case and implemented in line with industry-standard project management principles		All projects supported by a sound business case and implemented in line with industry-standard project management principles	No project undertaken	None	None
	Effective IT inventory management	Updated IT Asset Register		Updated IT Asset Register	Done	None	None
IT environment in compliance with legislation and industry best-practice	Policies and procedures in place	Correct IT policies in place		Correct IT policies in place	Done	None	None

Division: Marketing and Communications

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
Effective communication with internal and external stakeholders	Effective information dissemination	Published quarterly newsletters(external)		Four quarterly news letter to be produced	Tow quarterly news letters were produced	Insufficient funds	Sufficient budget allocation
	Published internal weekly newsletter)	Production of the weekly newsletter		Production and circulation of the weekly news letter	Seven newsletters were produced and circulated	The lack of delegations restricts the scope of work and activities covered by the ICMA.	Assignment and delegation of functions
	Divisions supported with communication needs	Support provided as and when required		Support provided as and when required	Eight divisional activities were supported	None	None
					Communication Protocol was developed	This was not a target but was achieved	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
					International CMS Conference was successfully coordinated	None	None
					Year-end function was successfully coordinated	None	None
Good corporate image	Effective branding	Branding material acquired and utilized		Provision for all events and functions	All meetings and functions were properly branded with available branding material	None	None
	Effective use of the electronic and print media	National and local electronic and print media used effectively		World Environmental day	Event was not supported	Insufficient funds	Funds to be provided in the next financial year
				National Water Week	Two newspaper adverts and 1 radio advert were done	None	None
				National arbor week	No media coverage was achieved	Insufficient funds	Sufficient budget allocation.

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
					Editorial coverage on the Ugandan visit	not a target but was achieved	None
					Four Media Profiles were done	Not a target but achieved	None
Corporate social Investment	Support worthy causes	Support provided to Sincobile High School		Support provided as identified	Road signage was provided for Sincobile School	None	None
					Two meetings were held together with the Dutch delegates in pursuit of new projects	No variance	none
Sound Inter-governmental Relations	Effective governmental communication	All meetings attended		Attend all meetings	Several meetings were attended with the DCF, Wetlands forum, provincial protocol, lake Matsamo	No variance	None
	Good cooperation with water related institutions	Sound inter-institutional relations		Cooperate with other institutions	Visit by KOBWA for advise on the Communications Strategy and Communications Protocol	None	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
				World Wetlands Day	World Wetlands day was successfully coordinated with working for Wetlands and MDALA	No variance	None
					Participates in the SUP of Lake Matsamo	No variance	None
					Visit to Kaap Irrigation board conducted	None	None
Sound international relations	Effective management of international missions of the ICMA	All international missions well attended		Visit Zambia	Could not be accomplished	Insufficient funds	To be reviewed in the next financial year
				Australia	Could not be accomplished	Insufficient funds	To be reviewed in the next financial year
				Visit Kenya	Was successfully coordinated	No variance	None

Strategic Objective	Measurable Objective	Performance Indicator	Annual Budget	Annual Target	Performance Results	Reasons for Variance	Remedial Action
					Two visit by the Dutch (Waterschap Groot Salland)	None	None
					Two visits to Mozambique (ARASUL)	None	None
					Successfully hosted Ugandan visit	None	None
					Successfully hosted Nigerian visit	None	
					Twinning agreement phase 2 was submitted and approved	None	None
					Two visit to Holland (Waterschap Groot Salland)	None	None
					One Twinning workshop was attended in Cape Town	None	None
					One VNGI master class was attended in Istanbul	None	None

