



**INKOMATI-USUTHU**

CATCHMENT MANAGEMENT AGENCY

**AMENDED**  
**ANNUAL PERFORMANCE PLAN**

FOR THE 2021/22 FINANCIAL YEAR



## FOREWORD BY THE MINISTER OF HUMAN SETTLEMENTS, WATER AND SANITATION



The legislative framework of our country requires that all Public Entities prepare accountability documents and these are to include a business imperative of outlining the strategic trajectory of the organization. The strategic trajectory is aligned to Government policies and plans which at an overarching level, are aimed at reduction of poverty, inequalities and unemployment. Plans of the IUCMA are further aligned to the global aspirations of the Sustainable Development Goals including the developmental aspirations of the African Agenda 2063.

The Annual Performance Plan (APP) of the IUCMA is developed at a point when the country and the world at large is experiencing devastating impacts of the COVID-19 pandemic, which has led most economies into a downturn and has also resulted in substantially adverse impacts on the global business confidence. The pandemic also left health systems seriously over-stretched. In addition to the economic and health impacts, the pandemic resulted in an increased social divide as the extant inequalities were further widened. Our Government responded through various measures which were intended towards management of the pandemic and economic contractions. While our Government is now more attuned to risk relating to the pandemic, strengthening of strategic oversight is now more important than ever as other debilitating impacts of the pandemic are still yet to be known. Integrated water resource management, taking into account resource availability and quality has never been more important than at this juncture.

Extreme weather conditions and climate change are likely risks in the foreseeable future which can lead to environmental degradation which no part of the world is immune to. The World Economic Forum has identified environmental degradation as a top risk in terms of impact and likelihood for the previous three years. Climate change has further adversely impacted on agricultural output, especially in the middle income countries through high incidents of droughts and floods. If not addressed, extreme weather conditions, climate change and environmental degradation may hinder sustainability of our water resources and economic progress of our country.

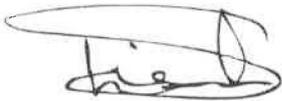
The global economy has contracted to its lowest levels in the recent times and Governments including that of South Africa, responded through monetary policy and fiscal policy mechanisms. The South African economy has been in sluggish growth, even before the COVID-19 pandemic and the economic rebound may continue to be depressed by the increasing number of infections and due to workplace

hours that were lost. With decreased tax revenues the Government has had to reprioritise its expenditure meaning that the IUCMA should build a sustainable fiscal and revenue trajectory for sustainability in finance and operations.

In order to effectively fulfill its legislative mandate, the necessary powers and functions of water resources management will be delegated to the IUCMA to ensure sustainability of our water resources. Establishment of other CMAs and/or rationalisation of CMAs is a priority of the current Administration and measures that will ensure continuous enhancement to the functions of the IUCMA will be fostered.

In facilitating Regional Integration and Cooperation, the IUCMA is responsible for ensuring coordinated and integrated environmentally sound development and management of watercourses in the region. These activities advance harmonization and monitoring of legislation across the region and also provide institutional mechanisms for regional integration in order to advance economic growth and development within the region and in the Continent.

My appreciation to the Governing Board of the IUCMA in setting the tone for the strategic direction of the organisation and for the commitment shown by management and the entire staff in ensuring that the organisation effectively carries out its mandate. I also appreciate the efforts of the IUCMA in its continuous collaboration with other Stakeholders, locally and within the SADC Region in ensuring sustainable water resources.



**L N SISULU, MP**  
**MINISTER OF HUMAN SETTLEMENTS, WATER AND SANITATION**

## FOREWORD BY THE CHAIRPERSON OF THE GOVERNING BOARD



**Dear Stakeholder,**

Allow me on behalf of the Governing Board, to present an Annual Performance Plan (APP) of the IUCMA for the planning period spanning from the 2021/22 to 2025/26 planning period. The plan is presented at a point when the country and the entire globe is facing a structural break, in a form of a covid-19 pandemic. The pandemic did not impact on the health of individuals, also had adverse impacts on businesses and plunged the global economy into a downward spiral. The South African economy has also been growing at a very slow pace having an impact on the fiscal allocation to the IUCMA meaning that a revenue trajectory has to be developed for future financial sustainability of the organisation.

The IUCMA remains steadfast in its commitment to support the Minister of Human Settlements, Water and Sanitation, as the custodian of South Africa's water resources, in the management of the water resources within the Inkomati-Usuthu Water Management Area (WMA). As a transboundary WMA, the IUCMA strives to effectively comply with the reserve (ecological and human health needs), international obligations, strategic use (transfers out of the WMA to support Eskom, the Secunda Sasol complex and town of Ermelo), poverty eradication, and to ensure equitable access of the remaining resources to serve the socio-economic benefit of the WMA.

The IUCMA is progressively working in collaboration with government departments and other institutions whose mandates have the potential of impacting on or being impacted by water resources management activities. To this effect, cooperation working agreements (MoUs) are in place with the DWS (Regional Office), the Mpumalanga Tourism and Parks Agency (MTPA), University of Mpumalanga (UMP), South African National Parks (SANParks), Water Research Commission (WRC) and some municipalities.

On the other hand, the alignment of the Intergovernmental Relations Framework Act, Act 13 of 2005 (IGR) to include CMAs would go a long way to enhance the recognition and support of the water resources management agenda by all. Although there are strategic relations with local and some provincial spheres of government within Mpumalanga, including the House of Traditional Leaders and the Disaster Management Forums amongst others to tackle *inter alia* the material water resource pollution challenge, the IUCMA is still not represented at Provincial Administrative Forums that are governed by the IGR. In the year ahead, these strategic interactions will be pursued to interact more through the Inter-Governmental Relations (IGR) Framework.

The IUCMA actively participates in transboundary water resources management forums/ meetings between the Kingdom of eSwatini, Republic of Mozambique and the Republic of South Africa (i.e., Komati Joint Operations Forums (KJOF); Joint Water Commission (JWC) Technical Advisors Meetings and Incomati River Basin Committee Meetings). Thus, with the anticipated expansion of the WMA to include Pongola, the IUCMA will fully participate in the Inco-Maputo Basin Water Resources Management. This makes it urgent for the IUCMA to fully participate in the Tripartite Technical Committee (TPTC) as the technical advisor to the DWS on behalf of the Republic of South Africa as a stakeholder engagement imperative.

On behalf of the Governing Board, Chief Executive Officer, Management, and staff, I would like to take this opportunity to thank the Honourable Minister and the Deputy Minister for their confidence and support to implement the aspirations contained in this strategic plan.



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**MR. S. MTHEMBU**  
**CHAIRPERSON OF THE GOVERNING BOARD (ACTING)**

## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Inkomati-Usuthu Catchment Management Agency under the guidance of Ms. L Sisulu MP, the Minister of Human Settlements, Water and Sanitation.
- Takes into account all relevant policies, legislation and other mandates for which the Inkomati-Usuthu Catchment Management Agency is responsible.
- Accurately reflects the impact and outcomes which the Inkomati-Usuthu Catchment Management Agency will endeavor to achieve over the period 2021/22.



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Ms. S. Govere  
Chief Financial Officer (*Acting*)



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Dr. T. Sawunyama  
Executive: Water Resource Management (*Acting*)



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Mr. N.G. Nevari  
Manager: Strategic Support



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Adv. B. Shabangu  
Chief Executive Officer (*Acting*)



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Mr. S. Mthembu  
Chairperson of the Governing Board (*Acting*)

## ACRONYMS

ACRONYM	DESCRIPTION
APP	Annual Performance Plan
ARA-Sul	Aqua Regional Association- South (Mozambique)
CMA	Catchment Management Agency
CME	Compliance Monitoring and Enforcement
CMF	Catchment Management Forum
CROCOC	Crocodile River Catchment Operations Committee
DEA	Department of Environmental Affairs
DSS	Decision Support System
DMR	Department of Mineral Resources
DWS	Department of Water and Sanitation
EIA	Environmental Impact Assessment
EMPR	Environmental Management Programme Report
EWSETA	Energy Water Sector Education Training Authority
EXCO	Executive Committee
GA	General Authorisation
GB	Governing Board
HYDSTRA	Surface Hydrology Information System
IUCMA	Inkomati-Usuthu Catchment Management Agency
IBWiWC	Incomati Basin Women in Water Conference
IT	Information Technology
KJOF	Komati Joint Operations Forum
NWA	National Water Act, Act 36 of 1998

<b>ACRONYM</b>	<b>DESCRIPTION</b>
OHS	Occupational Health and Safety
PFMA	Public Finance Management Act 1 of 1999
REMCO	River and Environment Management Corporation
RMC	Risk Committee Meeting
REMP	River Eco-status Monitoring Programme
SAHRC	South African Human Rights Commission
WAP	Water Allocation Plan
WAR	Water Allocation Reform
WMA	Water Management Area
WUA	Water Users Association
WULA	Water Use License Application

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## **PART A: OUR MANDATE**

### **1. LEGISLATIVE AND POLICY MANDATES**

The legislative environment, policies, and frameworks of Government, which among others provides a developmental priority for the country and the water sector provides a strategic impetus and functioning of the Inkomati-Usuthu Catchment Management Agency (IUCMA). Key legislation and policy mandates relevant to functioning and delivery of the IUCMA mandate are as follows:

#### **1.1 Constitutional Mandate**

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) as amended, provides through the Bill of Rights that:

- (a) everyone has a right to an environment that is not harmful to their health or well-being;
- (b) to have the environment protected for the benefit of present and future generations through reasonable legislative and other measures that,
  - (i) prevent pollution and ecological degradation;
  - (ii) promote conservation; and
  - (iii) secure ecologically sustainable development and use of national resources while promoting justifiable economic and social development.

#### **1.2 Legislative and Policy Mandates**

##### **National Water Act, 1998 (Act 36 of 1998) as amended**

The National Water Act, 1998 (Act 36 of 1998) (NWA) provides for establishment of the IUCMA, which is detailed in Section 78 as a water resource management authority to perform water resource management functions within its Water Management Area (WMA). The NWA further provides a mandate/object of the IUCMA and detail its inherent powers and functions as follows:

- (a) To investigate and advise interested persons on the protection, use, development conservation, management, and control of the water resources in its WMA;
- (b) To develop a Catchment Management Strategy (CMS);
- (c) To coordinate related activities of water uses and the establishment of the water management institutions within its WMA;
- (d) To promote coordination of its implementation with the implementation of any applicable development plan established in terms of the Water Services Act (Act 108 of 1997);
- (e) To promote community participation in the protection, use, development, conservation, management, and control of the water resources in the WMA.

##### **Public Finance Management Act, 1998 (Act 36 of 1998)**

The Public Finance Management Act, 1998 (Act 36 of 1998) (PFMA) regulate financial management in the national government and provincial governments to ensure that all revenue, expenditure, assets, and

liabilities of those governments are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those governments; and to provide for matters connected therewith. The IUCMA is a Public Entity listed in Schedule 3A of the PFMA.

### **National Water Resource Strategy 2**

The scope and purpose of the National Water Resource Strategy 2 (NWRS2) is to ensure that national water resources are managed towards achievement of growth, development, and socio-economic priorities in an equitable and sustainable manner. The NWRS2 is also a legal instrument for implementation and operationalization of the NWA and is primary towards achievement of developmental imperatives of the National Government. To achieve this development imperative, the NWRS2 seeks to respond to key challenges, constraints, and opportunities in water resource management. This then provides a clarion call to the Department of Water and Sanitation (DWS) as a sector leader, associated sector departments such as the Department of Minerals and Energy (DMR), Department of Environmental Affairs (DEA), Catchment Management Agencies (CMAs), Water Boards, Private Sector, and other agencies of State to commit to an involvement in developmental water resource management. Further, the NWRS provides a developmental and transformational framework for the protection, use, development, conservation, management, and control of water resources for South Africa including how water must be management at catchment level within the defined water management areas.

### **National Development Plan, 2030**

The National Development Plan, 2030 (NDP) provides an overarching policy framework on a trajectory in dealing with the triple challenges of inequality, unemployment and poverty. The NDP further supports a new societal deal of increased cooperation between Government, business, labour and other social partners for economic growth and development. The NDP further puts an emphasis on investment and development of bulk water including water resources management infrastructure for water conservation and demand management; integrated catchment management and resource protection such that there is water availability for economic sectors to create jobs.

### **National Water and Sanitation Master Plan**

The National Water and Sanitation Masterplan (NW&SMP) intends to coalesce water users and all the Water Management Institutions (WMI) to resolve issues on water and sanitation service delivery. The NW&SM is a novel plan that will guide the South African water sector led by the DWS and implemented at the local government level and other sector partners. The plan is intended towards implementation of tangible actions that will have an impact on the management of South Africa water resources and the supply and use of water and sanitation in the country.

### **African Union, Agenda 2063**

Africa Union, Agenda 2063 (Agenda 2063) provides a blueprint and master plan for transformation of Africa into a global powerhouse of the future. It is a strategic framework for the continent that aims to deliver on the goals for inclusive and sustainable development. It serves as a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity. South Africa has prioritised its contribution to the development of the continent and in this regard the African Union Agenda 2063 is key. It provides the strategic framework for the socio-economic transformation of the continent and builds on the initiatives for growth and sustainable development. A prosperous Africa based on inclusive growth and sustainable development is one of Agenda 2063 aspiration and is key to the IUCMA as it places an emphasis on Africa's unique natural endowments, health and protection of its environment and ecosystems with climate resilient economies and communities.

### **United Nations Sustainable Development Goals**

The Sustainable Development Goals (SDG) are designed to be a blueprint in achievement of sustainable future across the world. The SDGs seeks to address key systematic barriers to sustainable development such as inequality, unsustainable consumption patterns, weak institutional capacity, and environmental degradation. The SDGs further seeks to improve quality of water through pollution reduction including to ensure sustainable withdrawals and supply of freshwater to address water scarcity. The United Nations further convened a High-Level Panel on Water (HLPW) which made recommendations on how to accelerate progress in achievement of availability and sustainable management of water and sanitation for all and achievement of other multiple SDGs. High level recommendations by the HLPW among others included understanding, valuing and managing water will provide a foundation for broader integrated water management; integrated approach at local, country and regional levels including building partnerships and international collaboration at the global level.

### **Southern Africa Development Community Protocol on shared water courses**

This South African Development Community (SADC) Protocol provide institutional mechanisms to achieve the SADC agenda of regional integration and poverty alleviation. This protocol therefore seeks to:

- (a) Promote and facilitate the establishment of shared watercourse agreements and shared watercourse institutions for the management of shared watercourses;
- (b) Advance the sustainable, equitable and reasonable utilization of the shared watercourses;
- (c) Promote a coordinated and integrated environmentally sound development and management of watercourses;
- (d) Promote the harmonization and monitoring of legislation and policies for planning, development, conservation, protection of shared watercourses and allocation of resources thereof; and
- (e) Promote research and technology development, information exchange, capacity building and application of appropriate technologies in shared watercourses management.

SDG GOALS	MTSF PRIORITIES	SONA	DWS OUTCOMES	IUCMA OUTCOMES
Goal 6: Ensure availability and sustainable management of water and sanitation for all	Priority 1: Capable, Ethical and Developmental State	Finalization and implementation of the revised Raw Water Pricing Strategy which will have a positive impact on the funding model of the organization;	Outcome 1: Efficient, effective and development orientated department	Outcome 1: Increased stakeholder satisfaction
	Priority 7: A better Africa and World			Outcome 2: Enhanced human resources capabilities
	Priority 5: Spatial Integration, Human Settlements and Local Government	Reviving the Green Drop and Blue Drop programs to strengthen water quality monitoring which will enhance the quality and health of our water resources	Outcome 2: Ecological infrastructure protected and restored	Outcome 3: Water demand reduced, and water supply increased.
Priority 7: A better Africa and World	Finalization of water use licenses within a revised timeframe of 90 days	Outcome 5: Enhanced regulation of the water and sanitation sector		

### 1.3 Relevant Court Rulings

No court rulings have an impact in implementation of the Annual Performance Plan over the three-year planning period.

## PART B: OUR STRATEGIC FOCUS

### 2. SITUATIONAL ANALYSIS

#### Overview of the Water Management Area

The Inkomati-Usuthu WMA is one of the 9 WMAs in South Africa covering an area of approximately 36 256 km<sup>2</sup> divided by the great escarpment (along the Graskop, Sabie, Nelspruit and Barberton axis) into the western plateau and the sub-tropical Lowveld in the east. The rainfall pattern shows a generalised west-east gradient, with the westerly mountainous regions receiving as much as 1 200 mm/yr and the eastern-most areas as little as 400 mm/yr. The WMA has 4 main rivers which effectively divide it into Sabie-Sand, Crocodile, Komati and Usuthu catchments, the characteristics of which are thus:

Table 2: Characteristics of the Water Management Area

ITEM	SABIE-SAND	CROCODILE	KOMATI	USUTHU
Area	9 304km <sup>2</sup>	10 446km <sup>2</sup>	8 621km <sup>2</sup>	7 785km <sup>2</sup>
Key economic activities	Forestry, irrigation and eco-tourism	Forestry, irrigation and industry	Inter-basin transfer to supply strategic water for ESKOM, forestry and irrigation.	Inter-basin transfer for supply to Vaal and Komati WMA. Strategic transfer for ESKOM, SASOL Secunda complex, third party users, forestry and irrigation.
Water requirements	Domestic use, irrigation and eco-tourism	Domestic use, irrigation, paper and sugar mills	Domestic use, irrigation, eco-tourism and industry.	Domestic and strategic use, forestry
Water storage infrastructure	Inyaka dam, transfer pipeline from Sabie to Sand catchment, Da Gama	Kwena dam, Witklip, Lomati, Klipkopjes, Primkop and Longmere	Vygeboom and Nooitgedacht dams in upper Komati, Driekoppies dam in low Komati and Maguga dam in Swaziland.	Heyshope, Jericho, Morgenstond and Westoe

#### 2.1 External Environment

Based on the situational analysis, the IUCMA has identified thematic areas that will serve as a framework to organise an external environment analysis thus, **Water availability, Information Communication and Technology** and **Internationalisation**.

### 2.1.1 Water Availability

Sustainability of ecosystems, communities and economic activities depends on the continued availability and accessibility to water sources which are obtained through rainfall (precipitation), surface flow (rivers) and groundwater. Availability of water from the catchments is a global phenomenon which continues to be at risk due to water scarcity. Almost more than half of the world population and most of the grain production will be at risk of water stress by 2050. Water scarcity is exacerbated by factors such as climate change which affects the hydrologic cycles leading to extreme weather events such as droughts having adverse impacts on quality of surface waters and groundwater aquifers. Declining water quality is an acute problem around the world due to among others, agricultural runoff, industrial wastewater, and improper disposal of effluent. Water demands is on an increase due to rapid urbanisation, for food security, irrigation, and industrial use. This increasing water, declining water quality and climate change lead to a diminishing availability of water making allocation a serious challenge.

Availability of *surface water* within the WMA is less than the demand as the resource is over committed with current demands, reflective of the stress under which the WMA is. Needs of various sectors including the ecological reserve has a total volumetric demand of 2 981Mm<sup>3</sup> and a supply of 2 177 Mm<sup>3</sup>. The levels of *groundwater* within the WMA has been declining over the years at a rate which is more than that which it can be replenished. The groundwater potential of the WMA in terms of those catchments that still has available groundwater and those that are over-utilised need to be understood.

*Quality of water* within the WMA is determined through compliance of the resource quality in terms of criteria set through:

- Resource Quality Objectives (RQO) of the IUCMA;
- South African Target Water Quality Guidelines (TWQG); and
- International Water Quality Guideline (IWQG) to determine conformance with obligations contained in the tri-partite agreement among the Kingdom of Eswatini, Mozambique and South Africa.

Generally, surface water in the WMA complied with the RQO, TWQG and the IWQG however, a concern is the high levels of *E.coli* which can be attributable to pollution that emanates from human or animal faecal materials. There are also quality concerns in the WMA due to non-compliance in the WMA showing high levels of sulphate concentrations because of existing and defunct mining activities.

#### *Strategic water and land use in the Water Management Area*

The Inkomati Usuthu WMA is characterised by large transfers into the Vaal system and the Olifants WMA for strategic such as water supply to SASOL Secunda complex and ESKOM power stations. Inter-basin transfers also occur through a complex water supply system of dams, pumping schemes, diversion weirs, canals, pipelines including inter-basin water transfer schemes. Most of the water from the Upper Komati and Usuthu catchments is of strategic importance as it is utilised power generation. Land use within the WMA is largely by irrigated agriculture from commercial and emerging farmers; extensive afforestation; urban, rural and industrial users including international and ecological water requirements.

### *Hydrological overview and ecological importance*

The rainfall patterns within the WMA has changed over a long period of time. The WMA is characterised by seasonal rainfall of wet summers and dry winters and most of the water demand is in the lower, drier, and hot parts of the WMA where there is little rainfall. These has an adverse impact on the regional economy which is highly reliant on the availability of water thus having adequate management of water resources crucial. The average cumulative rainfall in the WMA has been showing declining patters over a 10-year period spanning from 2009 to 2018.

The Kruger National Park is 37% situated within the WMA, along with other nature reserves and this underlie the importance of water provision to aquatic ecosystems. To sustain the regional economy and create jobs, it is important that the natural environment be carefully managed for the benefit of all the users within the WMA.

#### 2.1.2 Institutional Realignment

Institutional models in water resource management in most of the developed countries have stabilised when there is an ongoing refinement of institutional models in developing countries to optimize and reform service delivery improvements. There is a potential for growth into the Pongola-Umzimkhulu WMA which has an economic benefit of being in a remote area from the existing centres of demand. A strategic advantage of this WMA to the IUCMA is that when most of the resources across the country have been fully developed and utilised, additional water with high economic yield is still available in the Pongola-Umzimkhulu WMA. The Pongola catchment of the Pongola-uMzimkhulu WMA is also part of the transboundary IncoMaputo River Basin which is shared with the Republic of Mozambique and the Kingdom of eSwatini and the IUCMA possess those institutional capabilities.

#### 2.1.3 Internationalisation

Worldwide, more than 286 rivers and about 600 aquifers cross sovereign borders when 40% of the world population live within those shared river basins having transboundary water governance as essential. Without transboundary water cooperation, inclusive sustainable development can be severely curtailed with potential threats to economic integration and development. The SADC protocol on shared water courses provide an overarching framework for the required institutional mechanisms in management of shared water courses and fostering of transboundary water cooperation. The Sabie, Crocodile, Komati, and Usuthu rivers flow into the Kingdom of Eswatini and Mozambique and as a result, international treaties and committees have been established to manage water use by these three countries. These treaties set limits to the amount of water that South Africa may utilise out of the rivers as well as the amount of water that the countries are obliged to release downstream.

South Africa, and hence the IUCMA is obliged to operate within these international treaties and create harmonized monitoring mechanisms, compatible assessment methods, data management systems, and uniform reporting procedures.

## **2.2 Internal Environment**

Pursuit and success in execution of the strategy of the IUCMA can be achieved when the organisation has built the required strategic resources and capabilities. Those resources and capabilities that are a basis for successful strategy execution must be ready for deployment for effective functioning of the IUCMA.

### **2.2.1 Resourcing of the Mandate**

The South African economy has been growing at a very sluggish pace over the previous number of years. This was further exacerbated by covid-19 which is considered a structural break to the economy leading to a total shutdown of the economy resulting in a recession. The economy is expected to slightly grow due to a fiscal policy and monetary policy stances and the stimulus packages that were announced by the Government. Possibility is that through the fiscal policy, the allocation to the IUCMA may reduce over the years, having the organisation to largely espouse commercial principles of its revenue being derived from the water resource management charges. The current funding model is that allocation from the fiscus makes up 66% of the total IUCMA annual budget when 34% is collection of water resource management charges. This funding model is sub-optimal and will not be sustainable in a long term therefore, a strategically oriented funding framework is required to allow the IUCMA the ability to deliver on its mandate.

### **2.2.2 Organizational Structure**

The organizational structure is characterised by four distinct functions namely Administration (Governance and the Office of the CEO), the Support Core comprising of the Corporate Services and Finance as well as the Technical core function which is Water Resources Management.

The Governing Board reports to the Minister of Human Settlements, Water and Sanitation while Administratively, the CEO reports to the Department of Water and Sanitation. A pictorial presentation of the Organisational structure is presented overleaf.

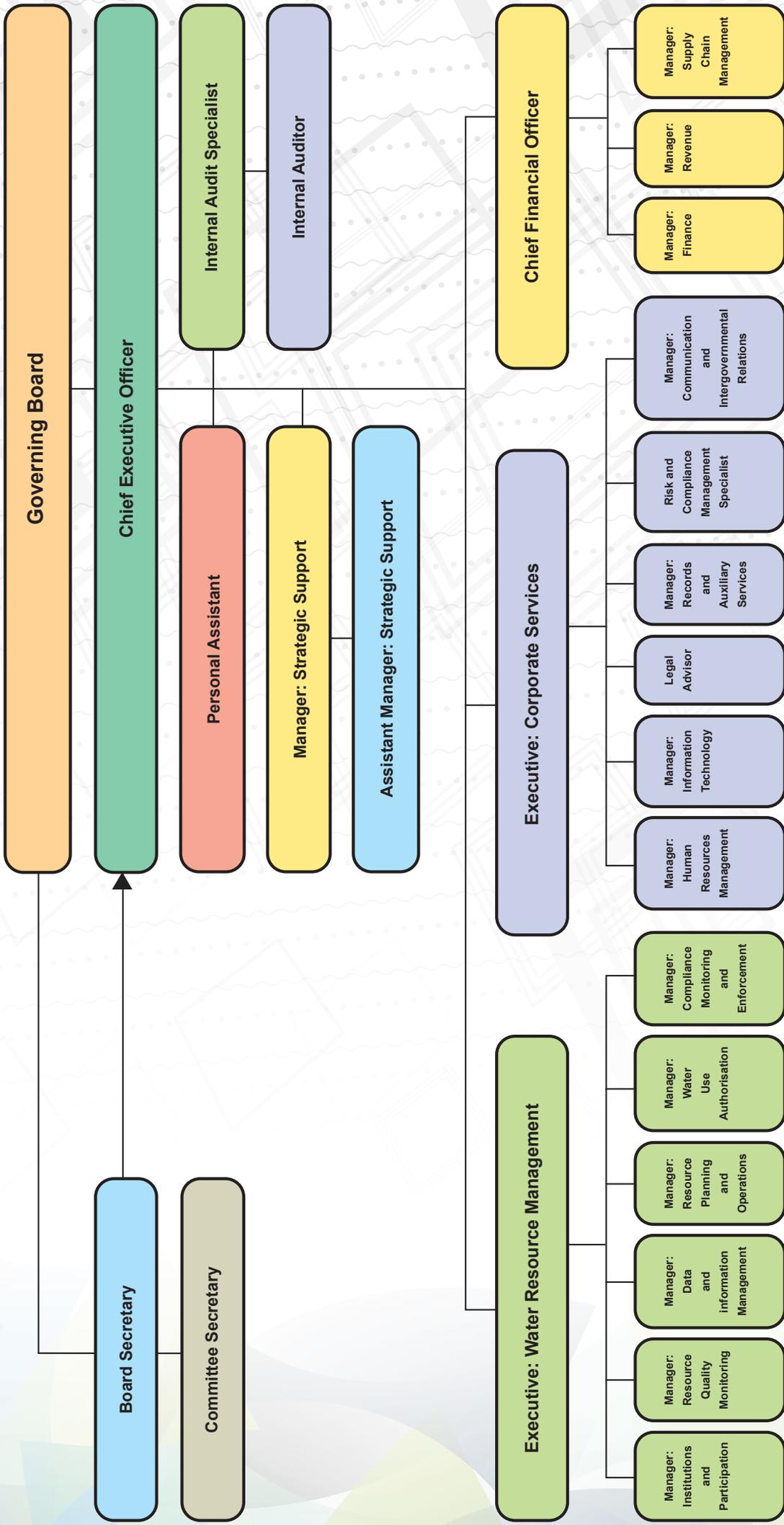


Figure 1: Summarised organizational structure of the IUCMA.

### 2.2.3 Organizational Culture

The organisational culture of the IUCMA is complex, the organisations may find it difficult to define and communicate a consistent message of the prevailing culture. A complex organisational culture will thus require multidisciplinary interventions such that is matched to the requirements of the strategy delivery and execution effort. A healthy culture that embraces execution-supportive attitudes, behaviours and work practises where a results-oriented work climate is encouraged is espoused. This type of culture will enable alignment of rewards and incentives directly to achievement of strategic outcomes.

### 2.2.4 Information Communication And Technology

The Information Communications and Technology (ICT) environment within the IUCMA has been identified as an area that requires attention. ICT is a considered as a business enabler to provide effect to the processes of the IUCMA across its value chain to effect the key business processes. An ICT Master System Plan (ICT) (MSP) was developed to address business efficiency and effectiveness in the enterprise architecture of the IUCMA.

The water sector continues to face increasing pressures due to the impacts of climate change, increasing water demand, declining quality, rapid urbanisation and increasing populations. Resilience and sustainability of the sector can be achieved through innovation and utilisation of technology which have a vital role to play in ensuring efficiency of operations, data and analytics. Funding of implementation of prioritised elements of the ICT MSP is therefore required.

## **PART C: MEASURING OUR PERFORMANCE**

### **3. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION**

The optimal operating model design was utilized to organize organizational capabilities into a programme structure to implement strategy as follows:

- Programme 1: Administration and Governance, aligned to outcome 1;
- Programme 2: Human Resources and business support, aligned to outcome 2;
- Programme 3: Financial sustainability, aligned to outcome 3; and
- Programme 4: Protected and Use of water resources, aligned to outcome 4.

#### **3.1 Programme 1: Administration and Governance**

The purpose of this programme is to support the business of the IUCMA in terms of planning, risk management, assurance services, governance structures and setting of appropriate parameters for organizational performance. The extent of the programme is within the Office of the Chief Executive Officer within the areas of business management and governance as reflected in the former statement. Further, this programme is also responsible for stakeholder engagement and international liaison to ensure that all the material issues of engagement with stakeholders, locally and internationally are addressed to mitigate against the potential reputational risk.

#### **3.2 Programme 2: Human Resources and Business Support**

This programme supports and provides enhanced capabilities for other programmes in a shared services model. The scope of this programme is provision of a full scope of human resources, adequate enablement of Information Communication and Technology (ICT), records management and stakeholder engagement.

The programme consists of the following sub-programmes:

##### **3.2.1 Sub-Programme 2.1: Human Resources Management**

The objective of this sub-programme is development of human resources including communities in the WMA through transformation, skills development, and local employment. This extent to supplier development through initiatives intended towards enterprise development. The scope of the sub-programme serves towards full scope talent management for the IUCMA employees, provision of learnerships and traineeship in the form of internship programmes. To as far as enterprise development is concerned, the scope of this sub-programmes is procurement from local emerging micro enterprises.

### 3.2.2 Sub-Programme 2.2: Business Support

This sub-programme enables business support in provision of effective and efficient Information Communication and Technology (ICT), legal services, custody of information in the form of records management including facilities management.

ICT architecture and plans should align with business priorities so that resources are appropriately deployed such that there is continuous improvements and ongoing ICT service delivery.

The National Archives and Record Service Act (No. 43 of 1996) Section 13 provides the terms and conditions under which public records must be managed. The Inkomati-usuthu catchment management agency manages its records in a well-structured record keeping system, has put the necessary policies and procedures in place to ensure that its record keeping, and records management practices comply with the requirements of the Act.

In addition to the factors mentioned above, this sub-programme seeks to reduce reportable safety, health and disabling incidents through effective management and provision of facilities in compliance with applicable quality and safety standards.

### 3.3 Programme 3: Financial Sustainability

The objective of this programme is to ensure that adequate capital base is built to ensure financial sustainability of the organization. The scope of the programme is management of the balance sheet, income statement, cost management, tariff setting and overall management of working capital. This programme also provides capabilities for funding of capital infrastructure and expansions when required.

The programme consists of the following sub-programmes:

#### 3.3.1 Sub-Programme 3.1: Supply Chain Management

The objective of this sub-programme is to ensure that there is value for money on acquisition of goods and services by the IUCMA and a seamless operation of the organizational value chain. Further, the sub-programme is an enabler to the IUCMA by attaching how commodities are sourced to delivery of the organizational mandate.

#### 3.3.2 Sub-Programme 3.2: Financial Management

This sub-programme ensures sound financial accounting in accordance with applicable standards and legislation. Its scope is full general ledger management and that financial resources of the IUCMA are safeguarded through compliant processing of transactions. These measures are ultimately reflected effective working capital management, optimal capital structures and growth of the business.

### 3.3.3 Sub-Programme 3.3: Revenue

This sub-programme ensures continuous and effective management of billing accuracy, customer payment plans and that credit control procedures are consistently applied. The sub-programme also provides capabilities to ensure that the tariff determination and consultation processes are effected.

## 3.4 Programme 4: Protection and Use of Water Resources

This programme effects the core mandate area of the IUCMA in ensuring effective, efficient, and sustainable management of water resources. The scope of the programme is management of resources in water quality monitoring, resource planning and operations, compliance monitoring and enforcement, water use authorisations including, data information and management.

The programme has the sub-programmes detailed below.

### 3.4.1 Sub-Programme 4.1: Resource Quality Monitoring, Planning and Operations

The sub-programme implements effective river operations within the WMA to manage droughts, surface and groundwater management, water allocation plan and data management systems to effect the mandate of the IUCMA. The sub-programme also implements water quality routine monitoring plans.

### 3.4.2 Sub-Programme 4.2: Water Use Authorisations

The Water Use Authorisation (WUA) function has been delegated to the IUCMA to perform administrative function through the assessment of applications which is a function performed by this sub-programme. This is to ensure that water use applications are assessed and submitted with recommendations to the Responsible Authority within the regulated period. Those authorisations include water use licences (WULs) and General Authorisations (GAs).

### 3.4.3 Sub-programme 4.3: Compliance monitoring and enforcement

This sub-programme performs inspections and audits, including investigations of reported incidents of resource pollution in compliance with the NWA and other environmental legislation. Implementation of a comprehensive education and awareness campaigns to ensure that water users and law enforcement agencies are aware of their role in supporting the work of the IUCMA are carried out.

#### 3.4.4 Sub-programme 4.4: Institution and Participation

This sub-programme establishes new institutions and co-ordinates the related activities of water users within the water management area. It also facilitates community participation through capacity building programmes in decision making processes that promote integrated water resources management.

#### 4. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

The programme outputs, performance indicators and targets aligned to outcomes are as follows:

*Table 2: Outcomes, outputs, performance indicators and targets*

OUTCOME	PROGRAMME	OUTPUT	OUTPUT INDICATORS	ANNUAL TARGETS		
				ESTIMATED PERFORMANCE		
				2021/22	2022/23	2023/24
Outcome 1: Increased stakeholder satisfaction	Programme 1: Administration and Governance	Effective institutions and stakeholder participation	Percent implementation of a stakeholder engagement plan	80%	85%	90%
Outcome 2: Enhanced human resources capabilities	Programme 2: Human Resources and business support	Employee safety	Disabling Injury Frequency Rate	<1	<1	<1
		Optimal employee retention	Rate of Employee turnover	6%	6%	6%
Outcome 3: Maintain financial sustainability	Programme 3: Finance	Cost control	Working ratio	80%	80%	80%
		Revenue enhancement	Debt collection ratio	25%	30%	35%
Outcome 4: Protection and Use of water resources	Programme 4: Water resource management	Effective resource management	Percent monitoring of compliance to Resource Quality Objectives	90%	90%	95%
			Percent monitoring of compliance to international obligations	90%	90%	95%
		Water use authorisations	Percentage of water use authorisations processed within the regulated timeframe	90%	90%	95%
		Regulative compliance	Percentage of activities monitored for compliance, and enforcement action taken against non-compliant activities	90%	90%	95%

The quarterly targets are presented below.

*Table 3: Output indicators, annual and quarterly targets*

OUTPUT INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
	2021/22	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percent implementation of a stakeholder engagement plan	80%	-	80%	80%	80%
Disabling Injury Frequency Rate	<1	<1	<1	<	<1
Rate of Employee turnover	6%	-	-	-	6%
Working ratio	80%	80%	80%	80%	80%
Debt collection ratio	25%	25%	25%	25%	25%
% monitoring of compliance to Resource Quality Objectives	90%	90%	90%	90%	90%
% monitoring of compliance to International Obligations	90%	90%	90%	90%	90%
Percent of water use authorisations processed within the regulated timeframe	90%	90%	90%	90%	90%
Percentage of activities monitored for compliance and enforcement action taken against non-compliant activities	90%	90%	90%	90%	90%

## 5. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

In order to provide an outline of planned performance over the three-year period, strategic intents were organised per programme for effective strategy execution. Key priorities over the medium term are as follows:

### Programme 1 – (Outcome 1: Avoidance of reputational risk and increased stakeholder satisfaction)

Enhancement of partnerships with Stakeholders will be effected in order to support strategy execution and manage reputational risks. Stakeholders will be profiled considering their extent of influence on the operations of the IUCMA and material issues of engagement with such stakeholders will be identified.

*Key priorities over the medium term are as follows:*

- Development and implementation of a stakeholder engagement plan;
- Implementation of a combined assurance model that provides assurance of key risks and controls; and
- Development and adoption of a Corporate Governance Framework;
- Application of ISO 14001 standards to manage environmental incidents;
- Implementation of OHSAS 18001 standards for management of reportable safety and health incidents.

### Programme 2 – (Outcome 2: Enhanced human resources capabilities)

The potential for excellence in mandate delivery by the IUCMA should be enhanced by how the organisation orchestrate its resources. Its structures must be strengthened to enhance delivery in core operational mandate area of water resources management, including the support core areas. The IUCMA will implement human resources plans within the context of Board-approved policies.

*Key priorities over the medium terms are as follows:*

- Implementation of a human resources strategy covering the following areas:

**Remuneration:** To implement a rewards system that is consistent with the outcomes, outputs and attributes of the IUCMA;

**Succession planning and career pathing:** development of employees with specific competencies to take up key position by maintenance of a database of employees with specific competencies;

**Recruitment & Selection:** To ensure effective recruitment and retention of staff with expertise, experience and skills within a framework that ensures diversity and skills;

**Incentives:** To recognise and reward performance that is geared towards achievement of the strategic objectives and targets of the IUCMA;

**Employment Equity:** Creation of an environment free of discrimination and removal of barriers to actively appoint and develop individuals with potential from previously disadvantaged groups;

**Training and development:** implementation of employee development initiatives;

- Perform a baseline employee culture survey; and
- Perform a baseline employee survey.

### **Programme 3 – (Outcome 3: Maintain financial sustainability)**

The advent of the fourth Industrial Revolution, the Internet of Things has shown a great potential in enabling smart irrigation and water quality control. The Internet of Things when coupled with computing capacity can allow for development of complex models for effective water resource management. The IUCMA will assess and understand the implications of innovation in a water resource management context and bring about specific initiatives to promote water related innovation and kick-start it.

The current revenue trajectory of the organisation is not sustainable therefore, a plan to optimise the revenue and resource allocation cycles of the IUCMA will be developed to have a financial trajectory that would create a sustainable future capital base. Further, key business processes will be identified to strengthen the policy environment in each of those key process areas.

*Key priorities over the medium terms are as follows:*

- Enhanced controls over expenditure;
- Enhance Supply Chain Management to effectively carry out “procure to pay” services;
- Effective management and accuracy of billing and that the Water Registration Management System (WARMS) have up to date and correct data, management of credit control processes on a consistent basis;
- Carry out an audit process to investigate non-billable water use on the ground against the non-billable water use accounts on the WARMS system;
- Frequent monitoring of key financial ratios;
- Implementation of the ICT Master System Plan;
- Develop and implement a records management strategy;
- Business process re-engineering; and
- Perform an institutional due diligence for possible footprint expansion into the Pongola-Umzimkhulu WMA.

### **Programme 4 – (Outcome 4: Protection and Use of Water Resources)**

Availability of water within the WMA is a serious challenge and is a powerful force that requires attention. As a strategic imperative, resources within the WMA will be protected so that the availability of water for strategic and economic use is secured.

- Finalisation of validation and verification studies in the WMA;
- Update water availability and assessment studies to describe the quality and quantity of water in the WMA and the impacts of land use on such;

- Pursue a resource conservation and demand management strategies for allocations that would not lead to a non-sustainable resource;
- Conduct studies to understand the entire water resources potential of the WMA, identify resources that require enhancements and perform such enhancements;
- Develop and implement a water quality strategy for improvement of the resource quality; and
- Establishment of Water Allocation Reform (WAR) policy and revision of the WAR strategy;
- Disaster and risk management on droughts, floods, and pollution incidents.

## **6. PROGRAMME RESOURCE CONSIDERATIONS**

### **6.1 Sources of Funding**

The funding model of the IUCMA is that revenue is derived from the allocated subsidy from the DWS and from revenue generated from water use charges. The current proportion is that 36% of revenue is derived from water use charges when 64% is derived from the allocated subsidy.

#### **6.1.1 Water Use Charges by The Water Trading Entity**

The function of Water Use Charges by Water Trading Entity was transferred to the IUCMA in November 2017 and is currently being supported by the utilisation of SAP and WARMS. The IUCMA is greatly dependent on DWS as systems are currently fully funded by DWS on behalf of the IUCMA and will continue to be funded in the future. The said dependency increases risk exposure to the IUCMA, as a result, the entity has developed a Business Continuity Plan covering systems management and integration. Management is investigating the possibility of running other systems parallel to WARMS and SAP to reduce risk associated with system dependency.

#### **6.1.2 Grant Subsidy**

It is definite that the grant subsidy to the IUCMA is its major source of income, risk attributed to this revenue stream has increased due to massive downward adjustments of allocation by DWS. Downward adjustment of grant subsidy is not a sustainable financial trajectory and will require a revenue cycle plan which will include among others, debt recovery plans by customer type.

Table 4: Revenue Trends

DESCRIPTION	AUDITED OUTCOME	AUDITED	APPROVED	PROPOSED	%	PROPOSED	PROPOSED	PROPOSED
	2018/19	OUTCOME 2019/20	BUDGET 2020/21	BUDGET 2021/22		BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
AUGMENTATION / SUBSIDY	76 021 535	80 357 470	84 375 000	88 861 371	64%	99 201 467	111 105 643	114 438 812
WATER CHARGES INVOICES	47 474 898	50 086 018	47 193 285	49 702 637	36%	55 486 141	59 993 801	61 772 597
ACCUMULATED SURPLUS	-	95 368 447	-	-	0%	-	-	-
INTEREST RECEIVED	-	-	1 100 000	1 145 060	0%	1 942 293	2 045 568	2 147 847
<b>TOTAL FUNDING SOURCES</b>	<b>123 496 433</b>	<b>225 811 935</b>	<b>132 668 285</b>	<b>139 709 067</b>	<b>100%</b>	<b>156 629 901</b>	<b>173 145 012</b>	<b>178 359 256</b>

## 6.2 Expenditure

The budget has been formulated on a zero-based basis taking the activities of the IUCMA into account to include the current delegations within the water management area. If delegations are revised to include other areas, the budget may require to be adjusted upwards. No increments were affected for employee costs for 2021/22 and beyond. The non-adjustment is in response to the Ministerial pronouncement.

Major movement in the years under discussion is noted in salaries and wages and is due to inception and a three-year phased organogram implementation plan which commenced in the 2020/21 reporting period. The newly approved structure will allow for heightened responsiveness to the new delegations from the Minister of Human Settlements, Water and Sanitation which entails the handing over of the revenue and billing function including the creation of a focused Validation and Verification approach. Movement of the budget over years has further taken into consideration all cost containment measures introduced by National Treasury which resulted in a decrease of budget allocation to identified items for cost containment.

A summary of the budget per functional structure is as follows:

Table 5: summary of the budget over the medium term

FUNCTION	AUDITED OUTCOME 2018/19	AUDITED OUTCOME 2019/20	APPROVED BUDGET 2020/21	PROPOSED BUDGET 2021/22	PROPOSED BUDGET 2022/23	PROPOSED BUDGET 2024/25	PROPOSED BUDGET 2024/25
Administration & Governance	*	*	*	R12 006	R13 127	R14 702	R15 192
Board	R1 417	R1 502	R2 000	**	**	**	**
Office of the Chief Executive Officer	R4 546	R19 883	R7 264	****	****	****	****
Water Resource Management	R73 351	R142 810	R76 453	*****	*****	*****	*****
Protection and Use of Water Resources	*****	*****	*****	R73 303	R84 270	R92 101	R94 836
Governance & Support	R44 182	R61 617	R46 951	***	***	***	***
Human Resource an Business Support	****	****	****	R35 467	R36 186	R40 528	R41 744
Finance	****	****	****	R18 933	R23 047	R25 813	R26 587
<b>Total</b>	<b>R123 496</b>	<b>R225 812</b>	<b>R132 668</b>	<b>R139 709</b>	<b>R156 630</b>	<b>R173 144</b>	<b>R178 359</b>

\* Reported separately as Board and Governance & Support

\*\* Amalgamated with Administration & Support

\*\*\* Governance amalgamated with Board. Support split between Financial Management and Corporate Services

\*\*\*\* Included in Governance & Support

\*\*\*\*\* Changed to Protection and Use of Water Resources

## 7. KEY RISKS AND MITIGATION

The approach to risk management assumed an integrated Enterprise-Wide Risk Management which incorporates internal controls into the entire risk management process. The risk management process is premised on a notion that the IUCMA provides value to its Stakeholders so that the IUCMA can be able to effectively deal with uncertainty, associated risks, and opportunities. Risks identified will enable the IUCMA to effectively mitigate against any events that may impede achievement of the IUCMA strategy.

Table 5: Strategic risks and mitigation actions

OUTCOME	STRATEGIC RISK	RISK MITIGATION
Outcome 1: Increased stakeholder satisfaction	Reputational risk (loss of trust and credibility by Stakeholders)	Develop and implement a Stakeholder engagement plan.  Implementation of the communication strategy
Outcome 2: Enhanced human resources capabilities	Skills and capabilities (Failure to attract and retain skilled employees)	Develop and Implement human resources strategy
Outcome 3: Maintain financial sustainability	Growth and sustainability (unstainable revenue trajectory)	Develop and implement the Resource Allocation Model
	Cyber-security (failure of ICT systems)	Implementation of the enterprise architecture

OUTCOME	STRATEGIC RISK	RISK MITIGATION
Outcome 4: Protection and Use of water resources	Water quality (deteriorating resource quality)	Develop and implement the resource quality strategy.
	Water availability (availability of water resources)	Implement water conservation and demand management measures including water use efficiency

## PART D: TECHNICAL INDICATOR DESCRIPTIONS

### Outcome 1: Avoidance of Reputational Risk and Increased Stakeholder Satisfaction

INDICATOR TITLE	PERCENT COMPLIANCE WITH THE STAKEHOLDER ENGAGEMENT PLAN (I&P, Comms & IGR, Gov, RPO)
Definition	To depict that the organisation complied with stakeholder engagement milestones as per the stakeholder engagement plan
Source of data	Records showing attendance of meetings and engagement with stakeholders
Method of calculation or assessment	<p>Performance of this indicator will be calculated in a quantitative manner as follows:</p> <p>Core (y) and Support (z) each representing 80% and an average of the scores to be reported on <math>(y+z/2)</math></p> $y = a/b * 100$ <p>where:</p> <p>y is the percent compliance with the stakeholder engagement plan</p> <p>a is total number of actual engagements</p> <p>b is total number of planned engagements</p>
Means of verification	Quarterly divisional reports showing that engagement took place with stakeholders
Assumptions	Reliable records of engagement with stakeholders
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative on a quarterly basis
Reporting cycle	Quarterly
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Chief Executive Officer, EWRM, CFO, ECS

INDICATOR TITLE	DISABLING INJURY FREQUENCY RATE
Definition	The indicator measures the disabling injuries to reduce the number of workplace fatalities
Source of data	Records showing disabling injuries
Method of calculation or assessment	<p>Performance of this indicator will be calculated in a quantitative manner</p> <p>Number of cases x 200 000/Number of hours worked over a period</p> <p>The number of cases and numbers of hours worked is calculated on the head office and the three operational sites. The calculation is based on the National Occupational Safety Act regulations.</p> <p>The period on which a computation is based is twelve calendar months</p>
Means of verification	Time and attendance of employees and records showing existence of a disabling injury
Assumptions	Reliable records showing disabling injuries
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative on an annual basis
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Executive – Corporate Services

## Outcome 2: Enhanced Human Resources Capabilities

INDICATOR TITLE	RATE OF EMPLOYEE TURNOVER
Definition	The indicator measures the extent of employees that resigned from the organisation to those that are actively employed. Resignations does not include dismissals.
Source of data	Human resources systems showing a number of employees actively employed and those who resigned
Method of calculation or assessment	Performance of this indicator will be calculated in a quantitative manner
Means of verification	Human resources systems
Assumptions	Reliable employment records
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative at the end of the financial year
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Executive – Corporate Services

### Outcome 3: Maintain Financial Sustainability

INDICATOR TITLE	WORKING RATIO
Definition	The indicator measures the efficiency of cost management of the IUCMA and the extent to which the costs are covered by the revenue of the organisation
Source of data	Financial records
Method of calculation or assessment	Performance of this indicator will be calculated in a quantitative manner  $y = a/b * 100$  $y = \text{working ratio}$  $a = \text{total operating expenditure}$  $b = \text{total revenue}$
Means of verification	General ledger derived from the financial system
Assumptions	Reliable financial records are available
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative on a quarterly basis
Reporting cycle	Quarterly
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Chief Financial Officer

INDICATOR TITLE	DEBT COLLECTION RATIO
Definition	The indicator ratio of the amount of debt recovered from the total amount of outstanding debt
Source of data	Financial records
Method of calculation or assessment	The indicator will be calculated in a quantitative manner $y = a/b * 100$ $y = \text{debt collection ratio}$ $a = \text{total debt recovered}$ $b = \text{total amount of debt outstanding}$
Means of verification	General ledger derived from the financial system
Assumptions	Reliable financial records are available
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative on a quarterly basis
Reporting cycle	Quarterly
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Chief Financial Officer

**Outcome 4: Protection and use of water resources.**

INDICATOR TITLE	PERCENTAGE MONITORING OF COMPLIANCE TO RESOURCE QUALITY OBJECTIVES
Definition	The indicator measures the capacity of the organisation to monitor the EWR sites' compliance to RQOs.
Source of data	Divisional Quarterly Reports
Method of calculation or assessment	<p>Performance of this indicator will be calculated in a quantitative manner</p> $y = a/b * 100$ <p>Where:</p> <p>Y is a percent of sites monitored for compliance to Resource Quality Objectives</p> <p>a is the number EWR sites monitored for compliance to RQOs.</p> <p>b is the total number EWR sites required for monitoring compliance</p>
Means of verification	Reports showing monitoring compliance
Assumptions	Reliable records showing compliance with the set Resource Quality Objectives
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative on a quarterly basis
Reporting cycle	Quarterly
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Executive: Water Resources Management

INDICATOR TITLE	PERCENTAGE MONITORING OF COMPLIANCE TO INTERNATIONAL OBLIGATIONS
Definition	The indicator measures the capacity of the organisation to monitor the IO sites' compliance to the IIMA minimum requirements.
Source of data	Quarterly divisional reports showing compliance to international obligations
Method of calculation or assessment	<p>Performance of this indicator will be calculated in a quantitative manner.</p> $y = a/b * 100$ <p>Where:</p> <p>Y is a percent of sites monitored for compliance to International Obligation</p> <p>a is the number of International Obligation sites monitored for compliance.</p> <p>b is the total number International Obligation sites required for monitoring compliance.</p>
Means of verification	Reports showing fulfilment of international obligations
Assumptions	Reliable records showing compliance to international obligations
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative on a quarterly basis
Reporting cycle	Quarterly
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Executive: Water Resources Management

INDICATOR TITLE	PERCENTAGE OF WATER USE AUTHORISATIONS PROCESSED WITHIN THE REGULATED TIMEFRAME
Definition	The indicator measures the capacity of the organisation to process the water use authorisation applications within the regulated timeframe
Source of data	Divisional quarterly report indicating the processed water use authorisation
Method of calculation or assessment	<p>Performance of this indicator will be calculated in a quantitative manner</p> $y = a/b * 100$ <p>Where:</p> <p>Y is a percent of water use authorisations processed in the quarter.</p> <p>a is the number of water use authorisation processed within the quarter.</p> <p>b is the total number of water use authorizations due for processing within the quarter &amp; 90 days.</p>
Means of verification	Draft: ROR & draft License, GA confirmation, closure letter, withdrawal letter.
Assumptions	Reliable records showing applications for authorisations
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative on a quarterly basis
Reporting cycle	Quarterly
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Executive: Water Resources Management

INDICATOR TITLE	PERCENTAGE OF ACTIVITIES MONITORED FOR COMPLIANCE, AND ENFORCEMENT ACTION TAKEN AGAINST NON-COMPLIANT ACTIVITIES
Definition	The indicator measures the capacity of the organisation to investigate reported cases of non-compliance
Source of data	Quarterly divisional reports showing cases that were reported and investigations that took place.
Method of calculation or assessment	<p>Performance of this indicator will be calculated in a quantitative manner</p> $y = a/b * 100$ <p>Where:</p> <p>Y is a percent of planned inspections conducted within the quarter.</p> <p>a. is the total number of actual inspections.</p> <p>b. is the number planned inspections.</p>
Means of verification	Evidence showing that cases were reported and non-compliance investigation reports
Assumptions	Reliable records of cases reported and investigated
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative on a quarterly basis
Reporting cycle	Quarterly
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Executive: Water Resource Management

## ANNEXURE A

INKOMATI CATCHMENT MANAGEMENT AGENCY							
DESCRIPTION	AUDITED BUDGET 2018/19	AUDITED BUDGET 2019/20	APPROVED BUDGET 2020/21	PROPOSED BUDGET 2021/22	PROPOSED BUDGET 2022/23	PROPOSED BUDGET 2023/24	PROPOSED BUDGET 2024/25
<b>SALARIES AND WAGES</b>							
BASIC SALARIES	71,509,768	83,854,104	88,376,170	95,506,544	107,155,700	120,014,384	123,614,816
SKILL LEVY	715,098	-	-	-	-	-	-
PERFORMANCE AWARD	715,098	2,271,852	821,535	1,432,598	1,545,678	1,731,159	1,783,094
	<b>72,939,963</b>	<b>86,125,956</b>	<b>89,197,705</b>	<b>96,939,142</b>	<b>108,701,378</b>	<b>121,745,544</b>	<b>125,397,910</b>
<b>GOODS AND SERVICES</b>							
AUDIT FEES	242,000	255,312	300,000	316,500	333,908	373,976	385,196
ADVERTISING AND MARKETING	526,025	1,189,728	290,000	410,350	433,219	485,206	499,762
TRAINING AND DEVELOPMENT	1,000,000	2,932,992	1,050,000	1,160,500	1,224,328	1,371,247	1,413,631
BANK CHARGES	44,000	130,416	70,000	127,720	134,745	150,914	155,442
CELLPHONE CHARGES	203,683	-	855,000	1,070,925	1,129,932	1,265,524	1,305,484
CELLPHONE CONTRACT	428,828	1,408,836	21,500	127,683	135,905	152,214	156,780
CLEANING	78,500	47,616	44,679	47,137	49,729	55,697	57,368
PROJECTS	30,121,600	90,957,384	23,437,643	14,063,396	16,127,956	17,607,311	18,135,530
COURIER CHARGES	52,800	55,704	61,274	64,644	68,200	76,384	78,675
CONSUMABLES	167,565	227,496	163,000	217,918	229,904	257,492	265,217
ELECTRICITY	539,000	1,123,200	625,510	960,000	1,012,800	1,134,336	1,168,366
WATER	13,926	52,044	16,161	17,050	17,988	20,146	20,751
REFUSE REMOVAL	6,963	-	8,149	8,597	9,070	10,158	10,463
FINANCE CHARGES	82,500	55,008	95,741	101,007	106,562	119,350	122,930
INSURANCE	165,000	174,072	191,483	202,014	213,125	238,700	245,861
LEGAL FEES	440,000	764,196	1,000,000	1,070,825	1,129,720	1,265,287	1,303,619
FUEL	174,075	99,996	140,000	154,700	163,284	182,878	188,364
TOLL GATES	23,210	24,492	26,935	46,417	49,195	55,098	56,751
VEHICLE HIRE	182,605	424,011	95,000	364,950	387,325	433,804	446,818
TRAVEL & SUBSISTANCE	2,225,735	3,840,030	1,385,000	2,929,475	3,092,273	3,463,346	3,567,994
PRINTING & STATIONERY	256,026	324,828	269,352	919,416	970,434	1,086,886	1,133,205
RENTAL PREMISES	4,320,510	9,455,028	4,860,000	5,552,964	6,500,000	6,800,000	7,004,000
RENTAL OFFICE EQUIPMENT	11,000	261,684	12,766	80,000	84,400	94,528	97,364
PROFESSIONAL REGISTRATION FEES	257,408	500,280	260,000	333,290	352,071	394,319	406,149
ACCOMODATION	1,390,025	2,843,976	1,075,000	2,702,700	2,857,879	3,200,824	3,296,849
PROTECTIVE CLOTHING	500,000	727,500	80,000	411,450	434,080	486,169	506,738
CHEMICAL ANALYSIS	1,800,000	1,899,000	3,000,000	3,165,000	3,339,075	3,739,764	3,851,957
INTERNATIONAL TRAVEL	304,500	1,337,136	60,000	153,075	161,600	180,992	186,422
TELEPHONE & FAX	348,150	572,292	404,028	426,250	449,693	503,657	518,766
RELOCATION COSTS	150,000	158,256	150,000	158,250	166,954	186,988	192,598
CONFERENCE FACILITIES	462,000	1,015,104	250,000	521,450	550,766	616,858	635,363
WORKMENS COMPENSATION	77,000	81,240	89,359	94,273	99,458	111,393	114,735
RECRUITMENT S&T	-	-	-	60,000	63,300	70,896	73,023
EXTERNAL BURSARIES	120,000	-	-	527,500	556,513	623,294	641,993
<b>TOTAL GOODS AND SERVICES</b>	<b>46,714,634</b>	<b>122,938,857</b>	<b>40,387,580</b>	<b>38,567,426</b>	<b>42,635,389</b>	<b>46,815,635</b>	<b>48,244,164</b>
<b>REPAIR AND MAINTENANCE</b>							
COMPUTERS	1,163,458	1,145,412	400,000	239,150	346,738	388,347	400,122
MOTOR VEHICLES	197,038	300,000	-	190,000	92,200	98,764	48,683
OFFICE FURNITURE & EQUIPMENT	-	268,644	53,000	89,700	139,069	155,757	160,555
<b>TOTAL REPAIR AND MAINTENANCE</b>	<b>1,360,495</b>	<b>1,714,056</b>	<b>453,000</b>	<b>518,850</b>	<b>578,007</b>	<b>642,868</b>	<b>609,360</b>
<b>CAPITAL OUTLAY</b>							
COMPUTERS	500,000	3,817,500	300,000	346,500	859,733	938,924	967,092
MOTOR VEHICLES	564,840	8,165,531	330,000	800,000	880,000	-	-
OFFICE FURNITURE & EQUIPMENT	-	-	-	427,150	804,521	570,664	587,783
<b>TOTAL CAPITAL OUTLAY</b>	<b>1,064,840</b>	<b>11,983,031</b>	<b>630,000</b>	<b>1,573,650</b>	<b>2,544,254</b>	<b>1,509,588</b>	<b>1,554,875</b>
<b>BOARD RELATED COST</b>							
BOARD RELATED COST	614,000	1,653,894	1,050,000	1,107,750	1,168,624	1,308,858	1,374,301
BOARD ALLOWANCES	802,500	1,396,140	950,000	1,002,250	1,002,250	1,122,520	1,178,646
<b>TOTAL BOARD RELATED COST</b>	<b>1,416,500</b>	<b>3,050,034</b>	<b>2,000,000</b>	<b>2,110,000</b>	<b>2,170,874</b>	<b>2,431,378</b>	<b>2,552,947</b>
<b>GRAND TOTAL</b>	<b>123,496,433</b>	<b>225,811,935</b>	<b>132,668,285</b>	<b>139,709,068</b>	<b>156,629,901</b>	<b>173,145,013</b>	<b>178,359,256</b>





# ANNUAL PERFORMANCE PLAN

FOR THE 2021/22 FINANCIAL YEAR

**Tel: 013 753 9000**  
**[www.iucma.co.za](http://www.iucma.co.za)**

Private bag X11214, Mbombela, 1200  
Suite 801, The MAXSA Building,  
13 Streak Street, Mbombela, 1200

