INKOMATI-USUTHU

C A T C H M E N T **M** A N A G E M E N T **A** G E N C Y

ANNUAL PERFORMANCE PLAN

FOR THE 2025/26 FINANCIAL YEAR



ANNUAL PERFORMANCE PLAN FOR THE FISCAL YEARS 2025/26 to 2027/28

FOREWORD BY THE MINISTER OF WATER AND SANITATION



Dear Stakeholder

The year 2024 marks 30 years since South Africa attained its democracy, and as such provides an opportunity for the water sector to reflect on the great strides that have been made over the past three decades towards broadening access to and the protection of the water resource at all levels and more so at the catchment level. The water resources sector continued to experience several challenges such as the impacts of climate change, a decline in water availability and water quality, among others, a situation that underscores an imminent need to strengthen catchment resilience. In pursuit of its mandate, and despite the aforementioned challenges, the Inkomati-Usuthu Catchment Management Agency (IUCMA) continues to successfully manage the water resource within the Inkomati and Usuthu Water Management Area (WMA) in alignment with Government's objectives of addressing historical water sector imbalances and socio-economic development. The Agency will continue to ensure the transformation of the Irrigation Boards into Water User Associations.

Our country is fast approaching physical water scarcity due to many pressures on the water resource. Within the Inkomati and Usuthu catchments, precipitation patterns are changing, dry seasons are turning into long-lasting droughts, while the intensity and frequency of heavy rainfall is increasing as a result of climate change. Consequently, planning is becoming more complex requiring that monitoring systems be constantly optimized and expanded including the need for continuous improvement on real time early warning communication systems. Located within a transboundary catchment, the IUCMA has established several climate change and disaster management strategies that include rainfall, river and dam water level monitoring. The information on these aspects is effectively conveyed to stakeholders through awareness raising and capacity building via different forums and platforms.

This Annual Performance Plan (APP) has been developed as per statutory requirements and is aligned to the Ministerial Outcomes, the National Development Plan (NDP), and the Department of Water and Sanitation (DWS) Strategic Objectives. The APP outlines the planned activities required by the IUCMA to achieve expected outcomes and it also presents the necessary budget for the 2025/26 financial year. It elaborates how the Agency aims to further promote the protection and management of the water resource in cognizance of the role water resources plays in socio-economic development. Equitable, efficient and sustainable water resources management will continue to be enhanced through water resources planning, water quality monitoring, institutional and stakeholder engagement, water use authorisation, compliance and enforcement. Support to the core mandate will be provided through various mechanisms such as human resources, finance, information, communication, and technology amongst others. To achieve optimal performance and stakeholder satisfaction the IUCMA APP presents several quality control and

management measures such as internal / external audit, governance, and management structures in place and to be maintained.

I have confidence that the IUCMA will deliver successfully on the implementation of the Annual Performance Plan. My office, including the Deputy Ministers David Mahlobo and Isaac Sello Seitlholo, and the Department of Water and Sanitation commit to always provide unwavering support the Inkomati-Usuthu Catchment Management Agency.

MS PEMMY MAJODINA (MP) MINISTER OF WATER AND SANITATION DATE OS 1 02 2025

FOREWORD BY THE CHAIRPERSON OF THE GOVERNING BOARD



To our valued stakeholders

It is with great pleasure that I present the Annual Performance Plan (APP) for 2025/26, which reaffirms the Inkomati-Usuthu Catchment Management Agency's (IUCMA) commitment to ensuring sufficient, equitable, and high-quality water resources for all within the Inkomati-Usuthu Water Management Area (WMA). This APP aligns with our Strategic Plan, emphasizing key focus areas such as enhancing stakeholder engagement, strengthening human resources, ensuring financial sustainability, and the protection and sustainable use of water resources. These priorities are designed to translate our strategic goals into tangible outcomes that drive the effective and efficient execution of our mandate for the benefit of the broader water sector.

The current financial landscape presents significant challenges, with fiscal constraints impacting the financial sustainability of the IUCMA. Additionally, the effects of climate change— including water scarcity and declining water quality-further compound these pressures. However, adversity often brings forth opportunity. It is through resilience, innovation, and strategic partnerships that we will navigate these challenges and transform them into avenues for sustainable growth.

As we chart the course for the year ahead, our focus will remain on:

Implementing cost containment and revenue enhancement strategies to maintain financial solvency. Strengthening financial management practices, particularly in billing and revenue collection.

Leveraging stakeholder partnerships at local, national, and transboundary levels to achieve integrated water resource management objectives.

Embracing the Fourth Industrial Revolution by enhancing our Information and Communication Technology (ICT) capabilities. In this regard, the ICT Strategy will be reviewed to align with the Department of Public Service and Administration's (DPSA) Corporate Governance Framework for ICT. Additionally, the adoption of Enterprise Architecture will ensure that all technological initiatives align with our strategic goals, enhancing efficiency, data governance, and stakeholder engagement.

Beyond our operational commitments, the IUCMA remains steadfast in its dedication to social transformation and inclusive economic growth. Through Corporate Social Investment (CSI) initiatives, we will continue to empower Historically Disadvantaged Individuals (HDIs) by facilitating education and awareness programs, water use authorization workshops, and resource protection roadshows. Moreover, iii

our support for Black Economic Empowerment (BEE) initiatives, particularly those led by women and youth, will remain a cornerstone of our developmental agenda.

I am confident that the IUCMA is well-positioned for optimal performance and the successful implementation of this APP as we continue to execute our mandate in an efficient, transparent, and accountable manner.

In closing, I extend my sincere gratitude to our esteemed Minister and Deputy Ministers for their unwavering support, leadership and guidance. I also wish to express my appreciation to the IUCMA staff and Management, under the guidance of the Acting CEO, for their dedication and commitment to achieving our collective vision.

Together, we will ensure the sustainable management of our water resources for the benefit of current and future generations.

MS L.C ZULU CHAIRPERSON OF THE GOVERNING BOARD DATE: 05/02/2025

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the IUCMA under the guidance of the IUCMA Governing Board
- Key legislation and policy relevant to functioning and delivery of the IUCMA mandate are as follows:
 - i. The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)
 - ii. National Water Act, 1998 (Act 36 of 1998)
 - iii. Public Finance Management Act, 1999 (Act 1 of 1999)
 - iv. National Water Resource Strategy 3
 - v. National Development Plan, 2030
 - vi. National Water and Sanitation Masterplan
 - vii. African Union, Agenda 2063
 - viii. United Nations Sustainable Development Goals 2015-2030
 - ix. Southern Africa Development Community Protocol on Shared Watercourses 2000 Presidential Commission on the Fourth Industrial Revolution
- Economic Reconstruction and Recovery Plan
- Accurately reflects the impact, outcomes and outputs that the IUCMA will endeavor to achieve over the period 2025/26 – 2027/28.

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the IUCMA under the guidance of IUCMA Governing Board.
- Considers all the relevant policies, legislation, and other mandates for which the Department of Water and Sanitation is responsible.
- Accurately reflects the impact, outcomes, and outputs which the Inkomati-Usuthu CMA will endeavour to achieve over the period 2025/26 – 2027/28.

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Minister of Water and Sanitation	

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LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation / acronym	Description
ABSA	Amalgamated Banks of South Africa
APP	Annual Performance Plan
ARA-Sul	Aqua Regional Association- South (Mozambique)
BBBEE	Broad-Based Black Economic Empowerment
CIPC	Companies and Intellectual Property Commission
СМА	Catchment Management Agency
CME	Compliance Monitoring and Enforcement
CSF	Catchment Stewardship Forum
COBIT	Control Objectives for Information and related Technologies
CROCOC	Crocodile River Catchment Operations Committee
DEA	onmental Affairs
DMR	Department of Mineral Resources
DSS	Decision Support System
DWS	Department of Water and Sanitation
EIA	Environmental Impact Assessment
ELU	Existing Lawful Water Use
EME	Exempt Micro Enterprise
EMPR	Environmental Management Programme Report
EWR	Ecological Water Requirements
EWSETA	Energy Water Sector Education Training Authority
EXCO	Executive Committee
GA	General Authorisation
GB	Governing Board
HDI	Historically Disadvantaged Individuals
HYDSTRA	Surface Hydrology Information System
Ю	International Obligation
IT	Information Technology
IUCMA	Inkomati-Usuthu Catchment Management Agency
KJOF	Komati Joint Operations Forum
KLCBT	Kruger Lowveld Chamber of Business Tourism

Abbreviation / acronym	Description
MP	Member of Parliament
NWA	National Water Act, Act 36 of 1998
NWRS3	National Water Resource Strategy-3
OHS	Occupational Health and Safety
PFMA	Public Finance Management Act 1 of 1999
QSE	Qualifying Small Enterprise
REMCO	River and Environment Management Corporation
REMP	River Eco-status Monitoring Programme
RMC	Risk Management Committee
SAHRC	South African Human Rights Commission
SARS	South African Revenue Services
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency
SMME	Small Medium and Micro Enterprises
WAP	Water Allocation Plan
WAR	Water Allocation Reform
WARMS	Water Use Authorisation and Registration Management System
WMA	Water Management Area
WUA	Water Users Association
WULA	Water Use License Application

PART A: MANDATE

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) the environment is 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.

2. Legislative and policy mandates

The IUCMA is a water management institution established in terms of section 78 of the National Water Act 36 of 1998 and is operational in the Inkomati-Usuthu Water Management Area (WMA).

The IUCMA has the following inherent functions in terms of section 80 of the National Water Act:

- · Investigate and advise interested persons on water resource management
- Compilation of the Catchment Management Strategy (CMS)
- · Co-ordinate related activities of water users and WMIs
- · Promote co-ordination of implementation of any applicable development plan
- Promote community participation in water resource management

In terms of section 5 of the National Water Act 36 of 1998, the National Water Resource Strategy determines the water management areas to be managed by catchment management agencies. The National Water Resource Management Strategy third edition (NWRS-3) provides the framework for the protection, use, development, conservation, management, and control of water resources for the country as set out in the National Water Act.

The Catchment Management Agency must, in terms of section 80(b) of the National Water Act, develop a catchment management strategy for its water management area which must not conflict with the National Water Resource Management Strategy III. The catchment management strategy will be a stakeholder driven document which, on completion, is a policy mandate by stakeholders.

In terms of the National Pricing Strategy for Raw Water Use Charges the determination of sectorial water resource management charges and the determination of annual waste loads are to be per water management area. In terms of section 57(2) of the National Water Act, the IUCMA can determine the charges payable to the agency, in line with the National Pricing Strategy.

The legislative environment, policies, and frameworks of Government, provide developmental priorities for the country. Defined priorities provide strategic impetus for the water sector and ultimately the functioning of the IUCMA. Key legislation and policy relevant to functioning and delivery of the IUCMA mandate are as follows:

2.1 National Water Act, 1998 (Act 36 of 1998)

The National Water Act, 1998 (Act 36 of 1998) (NWA), as amended 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 coordinate related activities of water uses and the establishment of the water management institutions within its WMA;
- b) To promote coordination of its implementation with the implementation of any applicable development plan established in terms of the Water Services Act,1997 (Act 108 of 1997);
- c) To promote community participation in the protection, use, development, conservation, management, and control of the water resources in the WMA.
- d) To investigate and advise interested persons on the protection, use, development conservation, management, and control of the water resources in its WMA.
- e) To develop a Catchment Management Strategy (CMS);

2.2 Public Finance Management Act, 1999 (Act 1 of 1999)

The Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA) regulates 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.

2.3 National Water Resource Strategy -3

The scope and purpose of the third instalment of the National Water Resource Strategy 3 (NWRS3) provides a vision for the protection and management of water resources to enable equitable and sustainable access to water and sanitation services in support of socio-economic growth and development for the well-being of current and future generations. The NWRS3 aims to achieve this vision by means of on the following overarching goals:

- a) Water and sanitation supporting development and elimination of poverty and inequality.
- b) Water and sanitation contributing to the economy and job creation, and
- c) Water that must be protected, used, developed, conserved, managed and controlled sustainably and equitably.

The institutional landscape required for effective delivery of services 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 toan involvement in developmental water resource management.

2.4 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

2.5 National Water and Sanitation Masterplan

The National Water and Sanitation Masterplan (NW&SM) 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 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's water resources and the supply and use of water and sanitation in the country.

2.6 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 aspirations 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.

2.7 United Nations Sustainable Development Goals

The Sustainable Development Goals (SDGs) are designed to be a blueprint in achievement of a sustainable future across the world. The SDGs seek 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 the achievement of availability and sustainable management of water and sanitation for all and the achievement of other multiple SDGs. High-level recommendations by the HLPW, among others, included understanding, valuing, and managing water which will provide a foundation for broader integrated water management; integrated approach at local, country and regional levels including building partnerships and international collaboration at global level.

2.8 Southern Africa Development Community Protocol on Shared Watercourses

This South African Development Community (SADC) Protocol provides 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 utilisation of the shared watercourses.
- c) Promote a coordinated and integrated environmentally sound development and management of watercourses.
- d) Promote the harmonisation 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

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2.9 Presidential Commission on the Fourth Industrial Revolution

The Presidential Commission on the Fourth Industrial Revolution (PC4IR) has outlined a vision for South Africa's development. This vision includes goals such as fostering prosperity, generating wealth, promoting inclusivity, and advancing digital and technological capabilities. Furthermore, development of 4IR systems can help to reach several goals articulated in the South Africa: Vision 2030, specifically those that relate to:

- a) Economy and unemployment.
- b) Economic infrastructure.
- c) Improving education, training, and innovation.
- d) Environmental sustainability and resilience.
- e) South Africa in the Region and the World; and
- f) Transforming human settlements.

The PC4IR further identifies that South Africa's water sector can respond to the opportunities that are provided by the advent and proliferation of technologies that can increase its effectiveness.

2.10 Economic Reconstruction and Recovery Plan

The Economic Reconstruction and Recovery Plan (ERRP), published by the National Treasury in the midst of the COVID-19 pandemic, aims to stimulate equitable and inclusive growth. One of the nine priority interventions the ERRP identified is "green economy interventions", which can be linked to the water sector as it guarantees the security of water supply, among others. The ERRP states that as part of South Africa's green agenda, private and public buildings will be retrofitted with measures to improve water efficiency. The plan earmarks creating 1560 new opportunities for facility maintenance, water and energy efficiency including construction of rural bridges.

3. Relevant court rulings

The institution has continuously monitored progress of a matter that has the potential to impact on its policy and strategic direction. In the matter, the IUCMA is cited as a Third Respondent, and therefore, a party to the proceedings, together with the Department, the Minister, the Breede-Gouritz Catchment Management Agency, and the Chairperson of the Water Tribunal.

Forestry South Africa versus the Minister of Human Settlements, Water & Sanitation and Four Others, on 29 October 2019, the Applicant (Forestry South Africa) launched an application in the Western Cape Division of the High Court, Cape Town, wherein it sought relief in the form of declaratory orders regarding the application of sections 33 and 35 of the National Water Act. During November 2023, the Supreme Court of Appeal (SCA) delivered judgment where it upheld the Forestry SA appeal and upheld the statutory authorities' appeal, in part.

On appeal from the Western Cape Division of the High Court, the Supreme Court of Appeal (SCA) upheld the Forestry SA appeal and declared that existing lawful water use in respect of a stream flow reduction activity in respect of the use of land for afforestation <u>was not subject to authorisation by any law</u> *immediately in force before commencement of the Act*. The obligations and conditions referred to *in the Act did not limit existing lawful water use in stream flow reduction activities with regards to the planting of specific species of trees, except where a restriction emanated from the commencement of the Act*. The statutory authorities appeal was upheld in part by the majority and the relevant section was replaced with an order that the species of trees utilised for commercial afforestation, established prior to the commencement of the qualifying period during the qualifying period, cannot be taken into consideration by the responsible authority to verify the lawfulness or extent of an existing flow activity, save that *in determining lawfulness in terms of s 35 of the National Water Act, a responsible authority may consider whether the activity was subject to any conditions or restrictions as to the genus or species of trees that may be planted, deriving from law that was of application at the commencement of the National Water Act and attached to the right to use land for afforestation, as provided for in s 36(1)(a).'*

Constitutional Court

The regulators sought leave to appeal the decision of the SCA at the Constitutional Court on various grounds. The leave to appeal was refused by the Constitutional Court. This means that the decision of the SCA outlined above remains law, and the matter has now been put to rest.

The operational and policy implications of the SCA decision for the IUCMA are simple: firstly, the IUCMA official conducting the verification and validation (V & V) exercise in respect of commercial forestry no longer need to satisfy themselves that such commercial forestry was authorised by "any other law" prior to the commencement of the Act. The only requirement, according to the court, is that such commercial forestry operation was either already established, or was being established, during the qualifying period.

<u>Secondly, foresters can change the genera of plants as they like, without having to obtain a new water</u> <u>use licence before doing so</u>. This is because the court found that, among other things, there was not enough scientific evidence to support the Department's argument that one genus uses more water than the other.

Lastly, it is apposite to state, at this stage that, because the interdict obtained by FSA at the Western Cape Division of the High Court in 2019 was to remain in force until the matter regarding the two main issues was finalised, this means that it fell away on 6 August 2024, when the Constitutional Court refused the Department's leave to appeal. The effect of this is that there is no reason for the Department or the IUCMA to put on hold licence applications, ELU declarations and conversions related to commercial forestry. Operations in this regard ought to now proceed, albeit under the new legal regime outlined above.

PART B: STRATEGIC FOCUS

1. Vision

Sufficient, equitable and quality water resource for all in the Inkomati-Usuthu Water Management Area.

2. Mission

To effectively manage water resources by empowering our stakeholders in our quest to contribute towards transformation by promoting equal access to water and protecting the environment.

3. Values

Integrity Batho Pele (stakeholders' orientation) Accountability Diversity Transparency

4. Impact statement

The IUCMA is progressively working in collaboration with Government departments and other institutions which mandates have the potential of impacting or being impacted on by water resources management activities within our Water Management Ares (WMA), and being a CMA in a transboundary basin, has the responsibility to collaborate with other institutions locally, regionally, and nationally to ensure that the resources in the basin are managed to the satisfaction of sharing states.

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5. Alignment with national priorities

The IUCMA outcomes are aligned to the relevant national Government outcomes and priorities including the SDG goals as presented below:

	Outcome Departme	Outcome indicator as per the Department's strategic plan	Departmental 5- year targets	CMA Outcome	Outcome indicator	CMA target
Efficient, effective and development-	1.1 7 7	Percentage compliance with corporate governance regulatory prescripts	100% compliance	Adherence to corporate governance requirements	Percentage implementation of Human Resource plan	%06
orientated department	1:2	Percentage implementation of the 2025/26 Annual Communication and Public Participation Programme	98% compliance	Increased stakeholder satisfaction	Percentage implementation of stakeholder management plan	100%
1	1.3 1	Targeted procurement supporting SMMEs	30%	Maintain financial sustainability	Percentage of procurement budget spent on SMMEs preferential procurement	%02
	. -	1.3.1 Women	40%		1.3.1 Women	40%
	. -	1.3.2 Youth	30%		1.3.2 Youth	30%
	. .	1.3.3 People with disabilities	%2		1.3.3 People with disabilities	2%
I	1.4 F	Percentage implementation of 2025/26 annual	%52	Protection and use of	Number of monitoring	10
		International Relations programme		water resources	compliance for international obligations	
1	1.5 F	Percentage of water resource institutions evaluated	100%	Protection and use of	Number of water	с
	10	against their performance plans		water resources	management institutions'	
					annual performance plans evaluated	
1	1.6 N	Number of irrigation boards transformed into Water	Transformation status	Protection and use of	Number of water user	ю
	<u>ر</u>	User Associations	report of the 5 irrigation Boards into Water User Associations	water resources	associations established	
Ecological	2.1	Number of river systems with determined water		Protection and use of	Number of strategic EWR	25
infrastructure protected and		resource classes and resource quality objectives		water resources	points monitored for resource quality	
L	2.2 V ir	Waste water management plans developed and implemented	See details below	1	,	
	5	2.2.1 Implement catchment plans	-		1	
	N)	2.2.2 Implement waste discharge charge system (WDCS) countrywide		Protection and use of water resources	Percentage of waste discharge charge system	75%

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Strategy map of the IUCMA ن



Legend for scorecard perspectives

Management and finances

Citizen perspective

Organisational capacity

Internal operations

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7. Updated situational analysis

7.1 Overview of the Water Management Area

The Inkomati-Usuthu WMA is one of the six (6) WMAs in South Africa, covering an area of approximately 36 256 km² divided by the great escarpment (along the Graskop-Sabie-Nelspruit-Barberton axis) into the western plateau and the sub-tropical Lowveld in the east. The WMA of the IUCMA has four (4) main rivers which effectively divide the WMA into Sabie-Sand, Crocodile, Komati and Usuthu sub-catchments. The IUCMA operates within the Incomati River Basin, which is shared between the Republic of Mozambique, the Kingdom of Eswatini, and the Republic of South Africa. The river basin is managed under an Interim Water Sharing Agreement administered by the recently established Inkomati and Maputo Water Commission (INMACOM).

The characteristics of the WMA are as shown below:

Table 1: Characteristics of the Water Management Area

ltem	Sabie-Sand	Crocodile	Komati	Usuthu
Area	9 304km ²	10 446km ²	8 621km ²	7 785km ²
Key economic	Forestry,	Forestry, irrigation,	Inter-basin	Inter-basin transfer for
activities	irrigation and eco-	eco-tourism and	transfer to supply	supply to Vaal and Komati
	tourism.	industry	strategic water for	WMA. Strategic transfer
			ESKOM, forestry	for ESKOM, SASOL
			and irrigation.	Secunda complex, third-
				party users, mining,
				industry forestry and
				irrigation.
Water	Domestic use	Domestic use,	Domestic use,	Domestic and strategic
requirements	irrigation and eco	irrigation, paper	irrigation, eco-	use, forestry.
	tourism.	andsugar mills	tourism and	
			industry.	
Water storage	Invoko dom		Wigeboom and	Havahana
Water storage	Inyaka dam,	Kwena dam,	Vygeboom and	Heyshope, Jericho
infrastructure	transfer pipeline	Witklip, Lomati,	Nooitgedacht	Morgenstond and Westoe.
	from Sabie to	Klipkopjes,	dams in upper	
	Sand catchment,	Primkop and	Komati,	

ltem	Sabie-Sand	Crocodile	Komati	Usuthu
	Da Gama.	Longmere.	Driekoppies dam	
			in low Komati and	
			Maguga dam in	
			Eswatini.	

The Inkomati-Usuthu WMA comprises large inter-basin transfers into the Vaal River system and the Olifants WMA for strategic use to SASOL Secunda and ESKOM power stations. Inter-basin transfers occur through a complex water supply system of dams, pumping schemes, diversion weirs, canals, and 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 for power generation. Land use within the WMA is largely for irrigated agriculture from commercial and emerging farmers, extensive afforestation, and urban, rural, and industrial users, including international and ecological water requirements.

7.2 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 as follows:

i) Climate change

Weather patterns are increasingly becoming less favourable, and the frequency and severity of extreme events is increasing as temperatures are projected to continue rising, with rainfall patterns expected to shift. These climate change phenomena have blistering effects on the global water resources, and the South African water resources are no exception. Africa is one of the regions largely exposed to climate change, with Southern Africa already disproportionately affected by its impacts, which has made agricultural developments in Africa more challenging. Climate change has adverse impacts on agricultural production and will have debilitating impacts on economies as the South African economy is largely dependent on agriculture, which is the highest water use sector.

The Paris Agreement aims at keeping the global temperature rise this century well below 2 degrees Celsius above the pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degree Celsius, which could potentially lessen the GDP losses of countries. If these countervailing actions to reduce emissions are not implemented in South Africa, temperatures could increase by 4% by the year 2100, resulting in increased potential GDP losses of 3,4%.

ii) Industrial Revolution in the Water Sector

The Fourth Industrial Revolution (4IR) involves a range of new technologies and new forms of connection between various economic actors, with information and communication technology (ICT) and digitisation being particularly critical to the 4IR. Technologies related to the 4IR are disruptive to the traditional business models, albeit one of the global forces inspiring a new narrative of doing business. The traditional business models involved customer- to-business type of relations whilst the 4IR technologies enhance the development of new industries and online platforms that enable customer-to-customer exchange. In addition to the 4IR, the water sector is undergoing its own fourth revolution, which involves establishing water conservation strategies and transitioning toward closing water loops.

iii) The Economic Environment

Water is indispensable for life and for economic activities. In a country that has chronic water shortages and economic water scarcity that is caused by lack of investment in water and inadequate infrastructure development. Inequality estimated at 6.2% in 2023 based on the upper middle-income Impact of economy on water- growing economy places greater demands on already stressed water resources

The findings demonstrate the economic benefits of augmentation, a reliable water system, and opportunities and requirements for building a climate-resilient water system and economy. This can be achieved through collaborative governance by South Africa's national, provincial, and local governments, water users, and key stakeholders.

iv) State of the water resources and services

Sustainability of ecosystems, communities and economic activities depends on the continued availability and accessibility to water sources. Water scarcity is exacerbated by factors such as climate change, which affects the hydrologic cycles, leading to extreme weather events such as droughts, floods etc, that lead to adverse impacts such as salination of surface and groundwater.

The South African water resources and services sector is not without challenges, which can be summarised as follows:

- In the year 2030, the water deficit could be between 2,7 and 3,8 billion m3/annum, which is a gap of about 17% of available surface and groundwater; South Africa average use of water is approximately 235 l/c/d which is above a global average of 173l/c/d;
- Water losses are exceptionally high, with non-revenue water estimated at 41%;
- The capacity of Water Services Authorities (WSA) to operate Wastewater Treatment Works (WWTWs) is inadequate. Thus, 56% of those are in a poor and critical state, 44% are in a poor or critical condition,

and 11% are dysfunctional;

- 5,3 million households do not have access to reliable drinking water, and
- There is a R33 billion water infrastructure funding gap.

South Africa is a water-scarce country with a net negative precipitation index made up of low rainfall, high evaporation, and uneven rainfall distribution; thus, pressure on the water resources is mounting. The mean average rainfall is 500mm compared to the global average of 860mm, with 65% of the country receiving less than 500mm and 21% receiving less than 200mm. Water resources are impacted by severe and prolonged droughts wherein 25% are drained by perennial rivers and 75% by seasonal to episodic rivers, which is depicted below:



Figure 1: Mean average rainfall in South Africa

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- 5,3 million households do not have access to reliable drinking water, and
- There is a R33 billion water infrastructure funding gap.

v) Water resources status in the Water Management Area

The Water Management Area (WMA) experiences distinct wet summers and dry winters due to seasonal variations in rainfall. These patterns can also change over extended periods, with yearly and longer-term fluctuations in rainfall. Most of the water demand occurs in the lower, drier, and hotter regions of the WMA, where there is limited rainfall and runoff.

These conditions add complexity and instability to the region's economy, which heavily relies on the availability of water. Therefore, it is crucial to effectively manage river flows. Generally, the water demand in the WMA consistently surpasses the available supply.

Emerging trends with regards to water availability are as follows:

- a) There is a need for the development of water allocation plans that will take into consideration both water resources infrastructure development and demand management;
- b) Promotion of water use efficiency, particularly in the stressed catchments.
- c) Increased assurance of supply to existing users and/or making water available to new water users;
- d) Implementation of adaptation strategies for water resource resilience to address the challenges of high population growth and climate change.

vi) Surface water availability in the WMA

The amount of water available from the rivers is typically insufficient to support a growing economy, environmental and social needs. The implementation of the Reserve, which is an amount of water that must remain in the river system to enable sustainability in the catchment and for basic human needs, has a potential to increase water availability stress in the IUWMA. Despite the overall state of water stress in the WMA, there exists potential for increased yield and economic development in some areas of the catchments based on the results of the reconciliation study conducted for major towns by the DWS. The main source of water is from key major dams, and the combined storage of the dams by the beginning of January 2025 is in moderately low category as illustrated in Figure 2 below.



Figure 2: Inkomati – Usuthu WMA Dams Combined Storage historical analysis

The water needs for various sectors, including the ecological reserve, is estimated at a volumetric requirement of 3 011 million m³ / annum and a supply of 2 177 million m³ / annum. The prevailing trend is that of volumetric requirements that exceed supply which is observed to be pervasive in all the sub-catchments of the WMA. The graphical depiction of the allocated water uses, and supply dynamics is presented in Figure 3 below.



Figure 3: Comparison between current allocated water use and availability in the Inkomati-Usuthu WMA

vii) Groundwater availability in the WMA

Over the years, groundwater levels within the WMA have been declining at a rate which is more than that at which it can be replenished. Since 2006, the groundwater potential of the WMA (Figure 4) has been as follows:

- The Crocodile catchment dropped by 142 million m³/annum from a resource potential of 707 million m³/annum to an available yield of 566 million m³/annum;
- The Sabie-Sand catchment dropped by 678 million m³/annum from a resource potential of 682 million m³/annum to an available yield of 4 million m³/annum; and
- The Komati catchment dropped by 79 million m³/annum from a resource potential of 944 million m³/annum to an available yield of 865 million m³/annum.



Figure 4: Groundwater availability in the Inkomati-Usuthu WMA

viii) Water Quality in the WMA

Quality of water within the WMA is determined through compliance with 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 Guidelines (IWQG) which determines conformance to obligations contained in the Tri-partite Interim Agreement between the Kingdom of Eswatini, the Republic of Mozambique, and the Republic of South Africa.

Generally, surface water in the WMA complied with the RQO, TWQG and the IWQG. However, quality concerns were observed in the following areas:

- High levels of E. coli, mainly in Sabie and Crocodile catchments;
- High phosphate concentrations in the Usuthu and Komati catchments; and

• Elevated Electrical conductivity, mainly in the Komati and Crocodile catchments.

The quality concerns could be attributable to the following:

- Pollution that emanates from human or animal fecal materials;
- Existing and defunct mining activities;
- WWTWs effluent discharge; and
- Raw water sewer overflowing manholes.

ix) Transboundary Water Resource Management

The SADC Protocol on Shared Watercourses (2000) provides an overarching framework for the required institutional mechanisms in the management of shared watercourses and also fosters transboundary water cooperation. The Sabie, Crocodile, Komati, and Usuthu rivers flow into the Kingdom of Eswatini and then into Mozambique. As a result, international treaties and commissions have been established to control theuse of water by the three countries, The treaties set limits to t amount of water the upstream countries are obliged to release downstream. South Africa is required to operate within these established transboundary obligations as contained in the Interim IncoMaputo Agreement (IIMA, 2002). Working closely with the Inkomati and Maputo Water Commission (INMACOM), an institution established in 2021 to manage the IncoMaputo basin, the IUCMA is responsible for ensuring that South Africa complies with set obligations.

The Transformation agenda

a) Corporate Social Investment (CSI)

The IUCMA is obligated to consistently demonstrate responsible corporate and public citizenship. The agency utilises Corporate Social Investment (CSI) as a tool for societal transformation in accordance with its legislative mandate. CSI initiatives can effectively aid the IUCMA in fulfilling its Catchment Management Strategy (CMS) objectives while upholding principles of good governance. This concept of good corporate and public citizenship encompasses several key aspects, including the promotion of equality, the prevention of unfair discrimination, the reduction of corruption, and active contributions to community development.

b) Historically Disadvantaged Individuals (HDI) empowerment

The IUCMA implements initiatives such as education and awareness raising, water use authorisation workshops, resource protection roadshows, and career exhibitions to empower water users, especially the historically disadvantaged individuals (HDIs), with water use authorisation application. These initiatives are also aimed at creating awareness on the importance of resource protection and they also provide learners with the information necessary for career guidance within the water sector as a means to close the skills gap in the sector.

c) Broad-Based Black Economic Empowerment (BBBEE)

The Broad-Based Black Economic Empowerment (B-BBEE) Act, 2013 (Act 46 of 2013), as amended, was established as a framework to support black economic empowerment to restore economic disparities. The Agency intends to conduct free seminar workshops targeting SMMEs within the catchment in collaboration with key strategic partners such as SEFA, SARS, Banks and other strategic partners. The workshop is intended to focus on pertinent business areas that will allow for economic growth for the sector and to help the Agency achieve set targets for BBBEE participation.

The Agency intends to identify service providers that will be coached and mentored by Supply Chain Management for other opportunities and interests outside the IUCMA procurement plans. This initiative will ensure real value is created for the sector beyond procurement prospects at the IUCMA. The data assessed internally is indicative of the high non-responsiveness of SMMEs when responding to tenders as advertised by the IUCMA. This data may suggest that similar cases of poor performance are likely consistent in other entities. The selection process will be limited to a pool of SMMEs that have responded to technical bids with adverse outcomes due to non-compliance with the tendering process. The mentoring will be aimed at limiting future disqualifications resulting from poor completion of the documents and attachments of wrong returnable documents of the tender document. The coaching and mentoring will be conducted utilising in- house skills limited to two entities per annum and will focus on training on the following main aspects:

- Tendering framework (regulations, policy, and contract
- The legality of a tender document (completing a tender document)
- Returnable and their meaning to the contract
- Legal requirements of the responding entity to a tender

7.3 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 form the basisfor successful strategy execution must be ready for deployment for effective functioning of the IUCMA.

i) Resourcing of the mandate

The current funding model is that allocation from the fiscus makes up 69% of the total IUCMA annual budget and 31% is collected from water resource management charges. This funding model is sub-optimal and will not be sustainable in the long term. Therefore, a strategically oriented funding framework is required to allow the IUCMA the ability to deliver on its mandate.

ii) Organisational culture

The IUCMA is committed to fostering a robust organisational culture that promotes and actively embraces attitudes, behaviour, and work practices conducive to effective execution. This culture is characterised by a strong emphasis on achieving results and creating a work environment that supports this goal. Within the agency, there is a strong focus on aligning rewards and incentives directly with the attainment of strategic objectives, ensuring that employees are motivated and recognised for their contributions towards achieving the organisation's goals. This proactive approach to organisational culture enhances productivity and reinforces the link between individual efforts and the broader strategic outcomes of the IUCMA.

iii) Organisational alignment

A high-level organisational structure to support the execution of mandate is depicted:



Figure 4: High-level organisational structure of IUCMA

iv) Managing data and information

The Information Communications and Technology (ICT) environment within the IUCMA has been identified as an area that requires attention. An assessment of the ICT control environment has been performed which has revealed that Agency's enterprise architecture A needs to be assessed and defined. The enterprise architecture will allow for an assessment of the current status and recommend the desired state of the following components:

- Applications architecture;
- Database architecture;

- Technology architecture; and
- The ICT business area.

A Control Objectives for Information and related Technologies (COBIT) assessment has been performed and has identified governance areas for enhancement. In addition to the COBIT assessment that was performed, an ICT strategy has been developed to implement ICT projects that will enable the IUCMA to embark on a digital transformation strategy in the future.

8. Overview of the budget and medium-term estimates

The 2025 budget estimates of the IUCMA are detailed below:

8.1 Overview of the CMA budget structure

The CMA budget programmes and associated are indicated below:

PROGR	AMME	PURPOSE / DESCRIPTION
1. Gov Adminis	vernance and stration	Strategic leadership and support services for the organization
i.	Office of the Chief	Policy and strategic direction for the organisation including governance
	Executive	Functions
ii.	Corporate Services	Enterprise-wide support on specialised services including human
		resource management, auxiliary services, legal services, IT and
		Communications
iii.	Finance	Planning, organising, controlling and monitoring the organisation's
		financial resources (i.e., financial management, supply chain
		management as well as billing and revenue management)
iv.	Internal audit	Independent and objective assurance on the effectiveness of
		organisational internal control processes.
۷.	Risk and compliance	Identify, analyse and mitigate organisational risks
	management	
vi.	Office accommodation	Payments for rental charges on all occupied leased office space and for
		municipal services such as electricity, water, and sewage and waste
		removal.

PROGRAMME	PURPOSE / DESCRIPTION
2. Water resource management	Protection, use, development, conservation, management and control of water resources
i. Compliance monitoring	Compliance monitoring and enforcement activities [as well delegated
and enforcement	dam safety activities]
ii. Institutions, stakeholder	Establishment and oversight of water management institutions,
engagements and	stakeholder consultation and capacity empowerment
governance	
iii. Water use authorisation	Technical processing of water use license applications, manage water
and registration	use registration as well as verify and validate water use.
iv. Water resource planning	
and management	

8.2 Financial resources

The Agency has consistently demonstrated robust financial management, as evidenced by achieving an unqualified audit opinion for the fourteenth consecutive year. This achievement underscores our adherence to rigorous financial controls and accountability standards. Going forward, the Agency is committed to maintaining this high standard by continuously evaluating and enhancing our internal control systems to ensure their efficiency and effectiveness. This ongoing assessment is integral to sustaining our financial integrity and operational excellence.in response to the evolving financial landscape and the challenges posed by limited financial resources and modest local economic growth, the Agency recognizes the critical importance of achieving and maintaining financial sustainability.

As part of our strategic approach, the Agency is focusing on the prudent management of working capital and resource allocation. This involves a meticulous review of expense management practices and revenue optimization strategies to ensure that financial resources are utilized effectively in support of our core mission—water resource preservation. Effective cost containment remains a cornerstone of our financial strategy. In alignment with directives from the National Treasury and previous cost containment measures, the Agency is implementing more responsive strategies to address emerging financial pressures. This includes engagement in depth engagements with Executive Authority on how Catchment Management Agencies should be funded in future periods. These engagements ultimately are hoped to inform a revised policy position that better aligns with the Agency's financial needs and strategic goals.

To further enhance financial resilience, the Agency is exploring innovative funding mechanisms and revenue streams. This includes the identification and application of low-risk, high-return initiatives that can reduce
our dependency on parliamentary allocations. These initiatives, which are being meticulously defined and articulated in our strategic plan, are aimed at diversifying our financial base and ensuring long-term financial stability. The Agency remains steadfast in its commitment to effective financial management and sustainability. The strategic initiatives, including enhanced internal controls, cost containment measures, and the exploration of alternative funding sources, are designed to secure financial future and support mission of water resource management.

8.3 Sources of funding

enters its second year, wherein it implement the Wastewater Discharge Charge (WWDC), the reliance is expected on parliamentary grant is expected to reduce over generating approximately 3% of its revenue from interest accrued on funds held in the Reserve Bank. the years. The Agency also envisions about 46% of its revenue emanating from water related charges. This funding stream, with a recoverability rate of just over 70% in 2025/26, requires increased levels of intervention to ensure that collections amongst the water users improve. In addition to the above, the Agency envisions The Agency continues to place reliance on grant funds appropriated by Parliament. This is evidenced by a proposed 52% funding rate in 2025/26. As the Agency

Table 1: Funding source

DESCRIPTION		A	AUDITED BUDGET			APPLIED BUDGET PROPOSED BUDGET	PROPOSED BUI		PROPOSED BUDGET	IGET
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	%	2026/27	2027/28
GRANT APPROPRIATED BY PARLIAMENT	80,357,470	84,375,000	88,861,371	89,394,000	128,234,765	72,306,000	138,087,281	52%	149,863,025	155,878,453
WATER RESOURCE MANAGEMENT FEES	50,086,018	47,193,285	49,702,637	55,485,141	54,042,511	56,606,688	61,975,177	40%	63,836,324	65,815,084
WASTE DISCHARGE CHARGE		ı			ı	7,819,236	9,819,622	6%	10,801,584	11,881,743
ACCUMULATED SURPLUS	95,368,447	ı					1	0%		ı
INTEREST RECEIVED	-	1,100,000	1,145,060	3,000,000	3,270,000	3,564,300	3,885,087	3%	4,234,745	4,615,872
TOTAL FUNDING SOURCES	225,811,934	225,811,934 132,668,285 139,709,068 147,879,141 185,547,276	139,709,068	147,879,141	185,547,276	140,296,224	213,767,167	100%	140,296,224 213,767,167 100% 228,735,679 238,191,151	238,191,151

8.3.1 Grant appropriate by parliament

implementing a comprehensive cost containment strategy across the institution to further alleviate pressure on existing funding sources underway to explore alternative permissible revenue streams to support the Agency's operations. Additionally, management has developed and is currently result, management has identified funding from the DWS as a volatile and high-risk source. In response, an extensive sector-based assessment by the entity is rend reveals that the Department of Water and Sanitation (DWS) has consistently fallen short in meeting the Agency's funding requirements over the years. As a With augmentation being the main component of the Agency's revenue stream, an analysis of its performance over a five-year period is presented below. The

Year	Funding required & applied for	Approved & transferred	Difference	Annual percent increment
	(R'000)	(R'000)	(R'000)	(R'000)
2020/21	R109,560	R84,375	-R25,185	-22.99%
2021/22	R88,861	R88,861	R0	0.00%
2022/23	R116,433	R89,394	-R27,039	-23.22%
2023/24	R128,235	R93,864	-R34,371	-26.80%
2024/25	R136,557	R72,306	-R64,251	-47.05%

8.3.2 Water Use Charges

The current Water Pricing Strategy has exacerbated the Agency's financial challenges, primarily due to several inherent weaknesses. These includes the significant misalignment between approved tariffs and the true costs of service delivery, and the limitations imposed by sector capping. This misalignment has hindered the Agency's ability to recover the full costs of delivering water resource-related services. The sector has positively responded to these shortcomings by approving the implementation of the revised Pricing Strategy as gazetted (Gazette No. 50852) on the 21st of June 2024. The new policy supports significant long-term financial sustainability, as is strikes a critical balance between supporting economic activities for water users and enabling the Agency to fully recover its water resource management costs.

The summarised table below depicts a favourable proposed tariff. The Agency has proposed to the Minister Water and Sanitation an increase of 11% for the domestic and industrial sectors, irrigation at 5.5% as per Producer Price Index (PPI) as of 01 April 2024, forestry tariff is proposed at a 21% increase and waste discharge charge at 7% in the 2025-26 financial year.

Sector	2024/25 Approved tariffs	2025/26 Proposed tariffs	% Movement
Domestic and Industry	5.07c	5.64c	11%
Irrigation	2.57c	2.70c	5.5%
Forestry	1.99c	2.41c	21%
Waste Discharge Charge	5.07c	5.45c	7%

The tariffs, calculated in accordance with the Water Pricing Strategy, are designed to ensure the sustainability of the water management sector. However, lower-than-required tariffs have been applied compared to a full cost recovery model, negatively impacting water-related services. Considering the diminishing grant allocations from Parliament, the Agency has reconsidered its tariff-setting model to mitigate the associated risks. As part of this process, it has leveraged the permissions granted under the Water Pricing Strategy.

Despite utilizing all available provisions within the strategy, the Agency continues to report increasing financial losses due to unrecovered costs in fulfilling its mandate. For full cost recovery, the Agency should be charging 6.21 cents per cubic meter for all three sectors involving abstractions and streamflow reductions. Additionally, a full cost recovery tariff for the waste discharge charge has been calculated at 16.32 cents, although policy limitations permit the Agency to charge only 5.45 cents.

The adverse impact the inability of the Agency will result in an understated tariff recovery of approximately R73,617 million, which impacts the Agency's financial performance. Historical trends of the effects of underpayment in prior years are noted below.

Financial year	Revenue collections when tariffs are at full cost	Cost recovery with Pricing Strategy	Defecit	
	recovery	Capping	Rand	%
2022/23	R87,519,900	R55,397,628	-R32,122,272	-58%
2023/24	R111,714,099	R57,671,588	-R54,042,511	-94%
2024/25	R185,657,989	R64,425,924	-R121,232,065	-188%
2025/26	R148,829,439	R73,617,309	-R75,212,130	-102%



8.4 Overview of expenditure estimates over the medium term

The Agency's overall budget has been meticulously aligned with the expected outcomes and formulated using core financial management principles to ensure fiscal discipline and operational efficiency. The primary principles guiding the budget include zero-based budgeting, a strategic focus on maximizing internal capacity, the implementation of robust cost containment measures, and the application of market-related extrapolations where necessary to ensure accurate forecasting. A key feature of the budget is the allocation of 65% of total resources to staff costs. This significant portion underscores the Agency's commitment to investing in its human capital, recognizing that skilled and motivated personnel are critical to achieving the Agency's strategic objectives.

By allocating the majority of its resources to staff costs, the Agency ensures that it has the necessary talent and expertise to drive project outcomes, enhance service delivery, and maintain operational effectiveness. of the remaining 35% of the budget, 34% has been distributed across several crucial areas dedicated to operational expenses, covering the day-to-day activities necessary to support the Agency's ongoing functions. This includes utilities, consumables, and other logistical requirements. A more prudent allocation of 1% is directed towards board-related costs, ensuring that governance and oversight functions are appropriately funded without placing undue strain on the overall budget. Lastly, another 1% is set aside for capital outlays, allowing the Agency to invest in essential infrastructure and equipment, although this is managed conservatively to avoid unnecessary expenditure.

Management perceives the budget as not only a financial framework but also as a critical control mechanism that defines the boundaries within which the Agency operates. It is essential that these budgetary constraints are adhered to with discipline to ensure that the Agency remains within its financial capacity. One of the key responsibilities of management will be to authorize only fully cash-backed expenditures. This measure is vital to preventing overextension and ensuring that the Agency operates on a solid financial foundation. Additionally, this approach aligns with prudent financial management principles, safeguarding against future liquidity issues. Cost containment remains central focus of management's ongoing budgetary oversight. Management will take practical steps to identify areas where costs can be reduced without compromising service quality or operational efficiency. This may include renegotiating supplier contracts, optimizing resource utilization, and reducing discretionary spending where feasible. Such measures will not only help the Agency stay within its defined budget parameters but also allow for flexibility in reallocating resources to areas that may experience unexpected demand or require additional support.

and activities, allowing for transparency and effective monitoring throughout the fiscal year. version has been tabled below for ease of reference). Annexure A provides a comprehensive view of how resources will be distributed across various functions The detailed budget, including the full breakdown of expenditure and the assumptions underlying each allocation, can be found in Annexure A (a summarised

EXPENDITURE ESTIMATE PER		AUDITED OUTCOME	DUTCOME		APPLIED BUDGET	PROPOSED BUDGET	GET	PROPOSED BUDGET) BUDGET
ECONOMIC CLASSIFICATION	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	%	2026/27	2027/28
Salaries	87,730,578	86,447,547	96,581,991	114,864,901	107,005,603	138,345,209	65%	147,584,046	157,546,216
Projects	22,027,645	13,029,496	15,037,192	25,463,250	5,188,000	24,599,667	12%	20,477,267	15,120,347
Rental Premises	5,136,479	5,552,964	6,500,000	7,088,000	4,200,000	7,915,000	4%	8,540,000	9,074,000
Goods and Services	14,392,484	30,403,211	24,028,204	32,788,680	20,561,572	35,434,522	17%	45,094,042	50,871,082
Repairs and Maintenance	770,000	573,300	682,702	667,445	450,000	739,167	0%	767,792	797,848
Capital Outlay	611,100	1,592,550	2,549,054	2,000,000	200,000	4,015,000	2%	3,525,000	2,003,750
Board Related Costs	2,000,000	2,110,000	2,500,000	2,675,000	2,691,050	2,718,603	1%	2,747,533	2,777,909
TOTAL EXPENDITURE	132,668,285	139,709,068	147,879,141	185,547,276	140,296,224	213,767,167	100%	228,735,679	238,191,151

7.4.1. Expenditure estimates per budget programme

To ensure the Agency's ongoing concern, it becomes paramount that the Agency conservatively manages its costs and allocates available resources to activities The Agency also appreciates that systems and human capital are fundamental to delivering all its outcomes. This is evidenced by allocating 14% of the proposed budget to Human Resources and Business Support. Other essential support functions, namely Administrative and Governance and Finance, have been allocated that promote the delivery of identified outcomes. In achieving this, the Agency has ensured 57% allocation of its resources to manage and preserve the resource. 15% and 24%, respectively.

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

i) Administration and Governance

EXPENDITURE ESTIMATE PER		AUDITED OU	UTCOME		APPLIED BUDGET	PROPOSED BUDGET	GET	PROPOSED BUDGET	BUDGET
ECONOMIC CLASSIFICATION	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	%	2026/27	2027/28
Salaries	43,769,986	42,968,911	50,131,781	52,457,579	49,357,455	66,516,813	57%	71,006,527	75,844,653
Projects	10,457,817	5,674,891	7,781,117	13,593,250	4,538,000	7,363,667	6%	6,601,267	5,810,347
Rental Premises	5,136,479	5,552,964	6,500,000	7,088,000	4,200,000	7,915,000	7%	8,540,000	9,074,000
Goods & Services	5,330,457	9,696,898	6,643,636	15,208,306	15,868,375	27,503,065.24	24%	35,359,792	40,785,120
Repairs & Maintenance	525,000	515,775	621,960	667,445	450,000	739,167	1%	767,792	797,848
Capital Outlay	510,000	1,403,050	2,094,254	2,000,000	200,000	3,600,000	3%	3,525,000	2,003,750
Board Related Costs	2,000,000	2,110,000	2,500,000	2,675,000	2,691,050	2,718,603	2%	2,747,533	2,777,909
TOTAL EXPENDITURE	67,729,739	67,922,489	76,272,747	93,689,580	77,304,880	116,356,315	100%	128,547,910	137,093,626

ii) Water Resource Management

7.4.2 Expenditure estimates per economic classification

EXPENDITURE ESTIMATE PER		AUDITED OUTCOME	DUTCOME		APPLIED BUDGET	PROPOSED BUDGET	OGET	PROPOSED BUDGET	DBUDGET
ECONOMIC CLASSIFICATION	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	%	2026/27	2027/28
Solution	43 060 202	43 478 636	46 450 210	62 407 323	57 648 148	71 808 906	74%	76 577 590	81 701 563
Salaries	43,960,592	43,478,636	46,450,210	62,407,323	57,648,148	71,828,396	74%	76,577,520	81,701,563
Projects	11,569,828	7,354,605	7,256,075	11,870,000	650,000	17,236,000	18%	13,876,000	9,310,000
Rental Premises	ı	·	ı		•		0%		
Goods and Services	9,062,027	20,706,313	17,384,567	17,580,374	4,693,197	7,931,456	8%	9,734,249	10,085,962
Repairs and Maintenance	245,000	57,525	60,742		•		0%		
Capital Outlay	101,100	189,500	454,800		•	415,000	0%		•
Board Related Costs	•	•		•	-	-	0%	-	•
TOTAL EXPENDITURE	64,938,546	71,786,579	71,606,394	91,857,696	62,991,345	97,410,852	100%	100,187,769	101,097,525

cautiously observed. expenditure that is fully cash backed up is approved. Where practicable, management will implement cost containment to ensure that budget parameters are Management views the budget as a control tool that sets out parameters of operations; however, it is an imperative management position to ensure that only

PART C: MEASURING PERFORMANCE

1. Institutional programme performance information

The optimal operating model design as articulated in item 7 above was utilized to organize the organizational capabilities into a programme structure to implement strategy as follows:

- Programme 1: Administration and Governance, aligned to outcome 1, 2 and 3.
- Programme 2: Protected water resources, aligned to outcome 4.

The programme structure of the IUCMA is also aligned to its budget structure and the strategy map designed to depict interrelatedness of its outcomes and outputs.

1.1 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 organisational performance. The extent of the programme is within the Office of the Chief Executive Officer within the areas of governance as reflected in the former statement. Key capabilities within this programme entail assurance functions by Internal Audit, in provision of independent and objective assurance on the effectiveness of organizational internal control processes including risk and compliance management to identify, analyse and mitigate organizational risks. The corporate secretary functions within this programme manages the corporate compliance to ensure that the accountability obligations, that is preparation of strategic and annual plans including quarterly report are met. Support to the Governing Board and its various committees is provided to ensure that their duties are fulfilled in conformance with the applicable laws and regulations.

i) 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 utilization of various channels for corporate communication.

This 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 programmes also effect National Archives and Record Service Act (No. 43 of 1996) to have enterprise content management systems in place to ensure that public records are effectively be managed.

ii) Finance

The programme ensures effective and efficient utilization of the financial resources of the Agency. With an appreciation that the Agency's activities compete for resources, the programme ensures delivery of outcomes by achieving heightened recoverability of all revenue due, sound equitable and economic utilization of financial assets as well as timeous and accurate reporting of all financial activities through the following capabilities:

iii) Supply Chain Management (SCM)

SCM mandate is centered on establishing seamless transformed procurement processes that are economical, transparent, and equitable. The sub-programme in achieving its primary mandate is expected to take full cognizance of the promotion of economic empowerment for previously disadvantaged groups - black people, the youth, women as well as people living with disabilities - as prescribed by the Broad-Based Black Economic Empowerment Act 46 of 2013 as amended. Equity achieved through economic transformation is pivotal in the operations of the sub-programme as evidenced by its strong presence in the business of the Agency. When all the above is fully met the Agency will achieve value for money on acquisition of goods and services and seamless operations of the organizational value chain.

iv) Financial Management

This function ensures sound financial accounting in accordance with applicable standards and legislation. Its scope encompasses budget management, payroll administration, and safeguarding of financial and non-financial assets of the Agency through compliant processing of all related transactions. These measures are ultimately reflected by effective working capital management and unqualified opinion expressed since the inception of the Agency.

v) Revenue management

Revenue management is a strategic component as its functions are key to the financial sustainability of the Agency. This is firstly achieved by performing a pivotal role in the CMA tariff determination that are further submitted for ministerial approval. Once tariffs are approved, the sub-programme ensures correct application of approved tariff by timeously and accurately billing and collecting Catchment Management Agency (CMA) charges from lawful water users. The sub-programme further ensures implementation of the Agency's approved Debt Management Strategy that has been developed within the ambits of applicable policies and legislation namely the Public Finance Management Act (PFMA), Treasury Regulations and the Agency's Revenue Management Policy. The strategy especially recognizes the importance of stakeholder engagement with all customers at both strategic and operational levels. To this effect heightened engagements remain key and critical to the ultimate achievement of all set objectives.

1.2 Programme 2: Water Resources Management

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 delivers on its outputs through the following capabilities:

i) Resource Quality Monitoring, Planning and Operations

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.

ii) The Water Use Authorisation (WUA)

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 licenses (WULs) and General Authorisations (GAs).

iii) Compliance monitoring and enforcement

*P*erforms 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.

iv) Data and information management

DIM is dedicated towards effective data management and information systems within the operational core of the IUCMA. The sub-programme functions in a shared services format and provide services to the support core of the IUCMA.

v) Stakeholder engagement and institutional participation

This function bears a responsibility for stakeholder engagement, institutional participation, and international liaison. This is to ensure that stakeholders legitimate interests and material issues of engagement, locally and internationally are addressed to mitigate against the potential reputational risk. Further, pathways to address the extent and level of engagement with stakeholders through the stakeholder engagement plan are developed and implemented.

1.1 Outcomes, outputs, performance indicators and targets

Outcomes	Outputs	uts	Outpu	Output indicators	Annual audited performa performance	ed performa	ince/actual	Estimated performance	Annual me	Annual medium-term targets	rgets
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1 Increased	1.	Annual stakeholder	1.1	Percentage	100%	85%	100%	100%	100%	100%	100%
stakeholder		management		implementation of							
satisfaction		programme		stakeholder							
		Implemented		management plan							
2 Adherence to	2 1	Corporate	2 1	Percentage	•			>80%	>80%	>80%	>8N%
corporate		governance		compliance with							
governance		regulatory		Approved Audit							
requirements		prescripts		plan							
		aevelopea	2.2	Percentage	•	•	•	≥90%	≥90%	≥90%	≥90%
				implementation of							
				strategic risk							
				register action							
				plans							
			2.3	Percentage			1	100%	100%	100%	100%
				implementation Risk							
				Management							
				plan.							

					1	1	1
2027/28	100%		×0%	40%	30%	7%	≤95%
2026/27	100%		×0%	40%	30%	7%	≤95%
2025/26	%06	100%	×0%	40%	30%	7%	≤95%
2024/25	80%		40%	40%	30%	7%	≤80%
2023/24	80%	1	1				≤80%
2022/23							≤80%
2021/22							106%
	Percentage implementation of Human Resource Plan	Percentage of . communication strategy developed	Percentage of procurement budget spent on SMMEs preferential procurement	Women	Youth .	People with . disabilities	Percentage
	2.4	2.5	3.1.1	A	В	υ	3.2.1
			Preferential procurement to support SMMEs implemented				Financial
			т. Г.				3.2
			Maintain financial sustainability				
	2023/24 2024/25 2025/26 2026/27	2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 - - 80% 80% 90% 100%	2021/22 2023/23 2024/25 2025/26 2026/27 Percentage - - 80% 80% 90% 100% Implementation of - - - 80% 80% 90% 100% Human Resource - - - - 100% 100% - Plan Percentage of - - - 100% - - Recentage of - - - - 100% - - Retreation -	$\begin{array}{ c c c c c c c c c c c c c c c c c c c$	Image: Network in the source in the	2021/22 2022/23 2024/25 2025/26 2026/26 <t< td=""><td>Anticipation 22172 202123 202475 202675 20</td></t<>	Anticipation 22172 202123 202475 202675 20

		-	2021/22	2022/23	2023/24	2024/25	25	25 2025/26
 control and sustainability		Of debt working (cash based)						
	3.2.2	Percentage of debt collection ratio Healthy book	debt 32.9% ratio (R37,869,940. 05/R115,069, 122.97)	60%	65%	65%		70%
	3.2.3	Percentage of debt collection ration: Toxic book	,	4%	6%	8%		10%
	3.2.4	Number of		I	D&I: ≤ 100	D	D&I: ≤ 100	\$l: ≤ 100 D&l: ≤ 50
		debtors payment in davs Healthy book)			days	d	days	ays days days
				ı	Irrigation:	In	Irrigation:	rigation: Irrigation:
					≤540 days	ΙΛ	≤270 days	270 days ≤180 days
				I	Forestry:		Forestry:	orestry: Forestry:
					≤540 days		≤270 days	≤270 days ≤180 days
	3.2.5	Number of current ratios		1:1	Ľ .:1		1:1	≥1:1
	3.2.6	Creditors'	•		•		1	- ≤30 days
		payment days						

1.2 Indicators, annual and quarterly targets per programme

1.2.1 Office of the Chief Executive

Outpu	Output indicators	2025/26	Quarterly milestones	S		
		annua	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		l laigeis	April – June	July - September	October -	January – March
					December	
1.1.1	Percentage Implementation of	100%	100%	100%	100%	100%
	Stakeholder Management Plan					
2.1.1	Percentage compliance with	≥80%	≥80%	≥80%	≥80%	≥80%
	approved audit Plan					
2.1.2	Percentage Implementation of	≥90%	≥90%	≥90%	≥90%	≥90%
	strategic risk register action plans					
2.1.3	Percentage implementation Risk	100%	100%	100%	100%	100%
	Management Plan					

1.2.2 Corporate Support Service

Output indicators	2025/26	Quarterly milestones	õ		
	annua -	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	า เสเปียเจ	April – June	July - September October	October -	January – March
				December	
2.1.4 Percentage implementation of	%00	20%	20%	20%	30%
Human Resource plan					
2.1.5 Percentage of communication	100%	100%		1	
strategy developed					
1 7 2 Einancial Management					

1.2.3 Financial Management

Outpu	Output indicators	2025/26 annual targets	Quarterly milestones	S		
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July - September	- October December	January – March
3.1.1	Percentage of procurement budget spent on SMMEs preferential procurement	70%	70%	70%	70%	70%
	A Women	40%	40%	40%	40%	40%
	B Youth	30%	30%	30%	30%	30%
	C People with disabilities	7%	7%	7%	7%	7%
3.2.1	Percentage of debt Working	≤95%	≤95%	≤95%	≤95%	≤95%

Outpr	Output indicators	2025/26 annual targets	Quarterly milestones	Š		
			Quarter 1 April – June	Quarter 2 July - September	Quarter 3 October - December	Quarter 4 January – March
	ratio (cashbased)					
3.2.2	Percentage of debt collection ratio: healthy book	70%	15%	35%	55%	70%
3.3.3	Percentage of debt collection ratio: toxic debt book	10%	2%	5%	8%	10%
3.2.4	Number of debtors payment in days: Healthy book					
	A Domestic and Industry	≤ 50 days	≤ 50 days	≤ 50 days	≤ 50 days	≤ 50 days
	B Irrigation	≤180 days	≤180 days	≤180 days	≤180 days	≤180 days
	C Forestry	≤180 days	≤180 days	≤180 days	≤180 days	≤180 days
3.2.5	Number of current ratios	1:1	≥1:1	≥1:1	<u>1</u>	21:1
3.2.6	Creditors' payment days	≤30 days	≤30 days	≤30 days	≤30 days	≤30 days

Key risks and mitigations for the programme

Link to	Link to output		Key risks	Risk mitigations
1.1	Annual	stakeholder	Weak / Reduced	1. Implementation the Stakeholder Engagement Plan.
	management	programme	stakeholder confidence	2. Implement the stakeholder engagement satisfaction survey results (i.e. recommendations)
	implemented		and trust.	3. a. Implementation of an effective Communication Plan.
				b. Implementation of Service Standards also referred to as communication principles.
				c. Develop and implement Social Media Strategy (implementation plan with timelines of
				related activities)
2.1	Corporate	governance	Unsustainable	1. Conduct testing and awareness workshops according to approved ICT operational plan.
	regulatory	prescripts	ō	2. Conduct testing on the effectiveness of ICT security and firewalls.
	developed		T systems.	3. Conduct testing and awareness training on ICT Business Continuity Plans.
3.2	Financial co	control and	Unsustainable IUCMA	a) Develop a plan aimed at increasing current revenue and alternatives of sourcing
	sustainability maintained	naintained	financial resources.	/obtaining funding revenue streams.
				 b) Review and reassess effectiveness and responsiveness of Cost Containment Strategy plans.
				c) Conduct an assessment on the readiness of IUCMA to implement - new pricing strategy
				d) Review and reassess effectiveness and responsiveness of the Debt Management Plan
				e) Accelerate the customer data cleansing process (according to an approved plan/program)

1.1.4 Reconciling performance targets with budget over the medium-term

	۷	AUDITED OUTCOME		APPLIED BUDGET	PROPOSED BUDGET	GET	PROPOSED BUDGET	BUDGET
	2021/22	2022/23	2023/24	2024/25	2025/26	%	2026/27	2027/28
Office of the Executive Officer	6,374,840	7,393,333	9,668,084	8,753,032	10,765,295	9%	11,186,990	11,706,007
Governance	3,521,233	3,562,838	2,496,788	2,641,202	2,969,762	3%	3,150,464	3,345,168
Governing Board	2,110,000	2,170,874	3,075,000	2,691,050	2,718,603	2%	2,747,533	2,777,909
Office of the Executive Corporate Services	5,750,135	6,404,761	2,264,370	3,822,711	2,875,434	2%	3,083,109	3,307,058
Records & Auxiliary	*	*	4,734,162	10,735,784	16,032,993	14%	17,049,958	18,165,826
Risk & Complianace	2,975,835	3,151,868	1,327,577	1,354,179	2,350,380	2%	1,848,246	1,953,730
Human Resources Management	7,983,917	8,147,594	9,378,951	6,894,553	11,505,389	10%	11,074,683	11,654,673
Legal Services	*	*	1,497,531	1,909,897	2,488,741	2%	2,642,736	2,807,610
Information Technology	3,772,760	5,624,753	10,549,959	8,303,660	7,743,002	7%	8,186,476	8,673,582
Marketing & Communications	5,283,806	7,518,612	6,331,546	3,966,410	7,819,392	7%	8,193,288	7,849,816
General	9,700,398	10,963,282	19,077,238	8,473,106	21,713,908	19%	30,304,294	35,523,435
Office of the Chief Executive Officer	3,704,248	3,917,953	5,102,638	2,532,437	2,810,475	2%	3,013,022	3,231,438
Revenue	4,706,448	4,774,476	5,595,479	2,845,087	6,183,018	5%	6,635,729	7,124,292
Finance	6,250,598	9,047,282	6,628,332	7,693,338	13,096,814	11%	13,780,650	12,925,883
Supply Chain Management	4,271,439	5,307,505	5,961,925	4,688,433	5,283,109	5%	5,650,733	6,047,198
TOTAL EXPENDITURE	66,405,657	77,985,130	93,689,580	77,304,880	116,356,315	100%	128,547,910	137,093,626
		-					-	

* Figures consolidated with Office of the ECS

1.2 Water Resource Management programme

This 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 programme also implements water quality routine monitoring plans. Below are the focus areas of the programme.

1.2.1 Sub-programmes

Water Resource Planning and Management 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.

Water Use Authorisation and Registration is dedicated towards effective data management and information systems within the operational core of the IUCMA. The sub-programme functions in a shared services format and provide services to the support core areas of the IUCMA.

Compliance Monitoring and Enforcement performs inspections and audits, including investigations of reported incidents of resource pollution in compliance with the NWA and other environmental legislation. Comprehensive education and awareness campaigns are conducted to ensure that water users and law enforcement agencies are aware of their role in supporting the work of the IUCMA.

Institutions, Stakeholder Engagement and Governance bears responsibility for stakeholder engagement, institutional participation, and international liaison. This is to ensure that stakeholders' legitimate interests and material issues of engagement, locally and internationally, are addressed to mitigate against the potential reputational risk. Further, pathways to address the extent and level of engagement with stakeholders through the Stakeholder Engagement Plan are developed and implemented.

1.2.2 Outcomes, outputs, performance indicators and targets

ets		2027/28	4							75%				25					10
Annual medium-term targets		2026/27	4							75%				25					10
Annual med		2025/26	4							75%				25					10
Estimated	performance	2024/25												≈90%	(23/23)				≈90%
/ actual		2023/24												≥90%	(23/23)				≥90%
audited	Ο	2022/23												≈90%	(23/23)				≥90%
Annual	performance	2021/22												100%	(23/23)				100%
Output indicators			Number of river	systems	Monitored for the	Implementation	of resource	directed	measures	Percentage of	waste discharge	charge system	implemented	Number of	strategic (EWR)	points	monitored for	resource quality	Number of
Output ir			4.1.1							4.1.2				4.1.3					4.1.4
ıts			Water resource	Monitoring	Implemented														
Outputs			4.1																
Outcomes			Protection	and use of	water	resources													
ō			4																

Outcomes	Outputs	Its	Output i	Output indicators	Annual	audited	/ actual	Estimated	Annual medi	Annual medium-term targets	yts
					performance	Ø		performance			
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
				monitoring	(10/10)	(10/10)	(10/10)	(10/10)			
				compliance for							
				international							
				obligations							
	4.2	Water resource	4.2.1	Number of	I	1	I	ω	ω	З	ω
		Institutions		water user							
		Established		associations							
				established							
	4.3	Water resource	4.3.1	Number of	ı	ı	I	ω	ယ	З	ယ
		institutions'		water							
		Compliance		management							
		Implemented		institutions'							
				annual							
				performance							
				plans evaluated							
			4.3.2	Number of	I	1	I	ω	ω	З	ω
				water							
				management							
				institutions'							
				Annual reports							
				evaluated							
_											

Outcomes	Outputs	ts	Output in	Output indicators	Annual	audited /	actual	Estimated	Annual med	Annual medium-term targets	ets
					performance	C)		performance			
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	4.4	Regulatory	4.4.1	Percentage of	265%	1	%06⋜	≥90%	%96⋜	%96⋜	≥95%
		compliance a n d		planned	(212/80)						
		Enforcement		inspections							
				conducted for							
				related uses of							
				various sectors							
			4.4.2	Percentage			≥90%	≥90%	≥95%	≥95%	≥95%
				of enforcement							
				action taken							
				against non-							
				compliant users							
			4.4.3	Percentage of	≥90%	≥90%	≥90%	≥90%	%06⋜	≥90%	≥90%
				approved water							
				users registered							
				on WARMS							
			4.4.4	Number of					110	110	100
				Existing Lawful							
				Water Use							
				(ELU) verified							
		1	4.4.5	Percentage of	95.2%	80%	≥90%	≥90%	%06⋜	≥90%	≥90%

Outcomes	Outputs	Output	Output indicators	Annual a	e e	/ actual	Estimated performance	Annual med	Annual medium-term targets	lets
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
			high-risk water	(120/126)						
			use licence							
			applications							
			processed and							
			recommended							
			within 74							
			working days.							

1.2.3 Indicators, annual and quarterly targets per programme

Water Resource Planning and Management

Outpr	Output indicators	2025/26	Quarterly milestones			
		annua	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		l largels	April – June	July – September	October – December	January – March
4.1.1	of river syste	4	4	4	4	4
	monitored for the implementation of resource	Sabi-Sand	Sabi-Sand	Sabi-Sand	Sabi-Sand	Sabi-Sand
	directed measures	Crocodile	Crocodile	Crocodile	Crocodile	Crocodile
		Komati	Komati	Komati	Komati	Komati
		Usuthu	Usuthu	Usuthu	Usuthu	Usuthu
4.1.2	Percentage of waste discharge charge system implemented	75%	75%	75%	75%	75%
4.1.3	Number of strategic (EWR) points monitored for resource quality	25	25	25	25	25
4.1.4	4.1.4 Number of monitoring compliance for international obligations	10	10	10	10	10

Institutions, Stakeholder Engagements and Governance

Outpu	Output indicators	2025/26 annual targets	Quarterly milestones	ß		
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October –	January – March
					December	
4.2.1	Number of water user	ω	1		_	
	associations established	Lowveld escarpment		Lowveld		•
		water user association		escarpment water		
				user association		
		White river water user	ı	ı	White river water	I
		association			user association	
		White waters water use	ı	ı	ı	White waters water
		association				use association
4.3.1	f water manaç	З	I	ı	1	З
	Institutions annual	Lowveld escarpment	•	•	-	Lowveld escarpment
	performance plans evaluated	water user association				water user
						association
		White river water user	•	'	1	White river water
		association				user association
		White waters water use	ı	ı	ı	White waters water
		association				use association
4.3.2		ω	I			ω

Output indicators	2025/26 annual targets	Quarterly milestones	S		
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
		April – June	July – September	October –	January – March
				December	
Number of water management	Lowveld escarpment				Lowveld escarpment
institutions' annual reports	water user association				water user
evaluated					association
	White river water user	1		ı	White river water
	association				user association
	White waters water use				White waters water
	association				use association

Compliance Monitoring and Enforcement

Outpr	Output indicators	2025/26 annual targets	Quarterly milestones	S		
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October -	January – March
					December	
4.4.1	4.4.1 Percentage of planned ≥95%	≥95%	≥95%	≥95%	≥95%	≥95%
	inspections conducted for					
	related uses of various sectors					

Output indicators	2025/26 annual targets	Quarterly milestones	S		
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
		April – June	July – September	October –	January – March
				December	
4.4.2 Percentage of enforcement	≥95%	≥95%	≥95%	≥95%	≥95%
action taken against non-					
compliant users					

Water Use Authorisation and Registration

Outpu	Output indicators	2025/26 annual targets	Quarterly milestones	S		
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October –	January – March
					December	
4.4.3	Percentage of approved water	≥90%	≥90%	≥90%	≥90%	≥90%
	users registered on WARMS					
4.4.4	Number of Existing Lawful	110	27	27	19	27
	Water Use (ELU) verified					
4.4.5	Percentage of high-risk water	≥90%	≥90%	≥90%	≥90%	≥90%
	use license applications					
	processed and recommended					
	within 74 working days.					

1.2.4 Abridged risk management plan for the programme

Link	Link to output	Risk category	Risk	Mitigation measures
2.1	Water resource classes	Water resource management	Decline in water	Implement climate change response strategy
	and resource quality		security.	initiatives (Water governance, Infrastructure
	objectives determined			development, Monitoring and Maintenance)
	and monitored			 raising user awareness on climate change
				and adaptation (Promote the exploration and
				means for "rainwater harvesting"
				 and implement associated initiatives)
				Improve data integrity -data cleaning and
				quality check.
				 Conduct planned inspections.
				Attend to pollution incidents /complaints
				and enforcement.
				Conduct monitoring of compliance to
				Resource Quality Objectives.
				 Manage water use application process

Link t	Link to output	Risk category	Risk	Mitigation measures	
2.2	Regulatory compliance	Compliance and enforcement	Reduction in	Update a list (register) of expired water use	water use
	and enforcement		registered	authorization. (DIM)	
			volumes	• Implement systems operating rules	rules and
				conduct annual water balance. (RPO)	ŏ)
				 Conduct planned inspection on authorized 	authorized
				and investigation on unlawful water uses	ater uses.
				(CME)	
				• Engage water users (customers) a n d	a n d
				encourage them to apply and comply if they	ply if they
				are still utilizing the resource. (I&P)	<u> </u>

1.2.5 Reconciling performance targets with budget over the medium term

97,410,852 100% 100,187,769 101,097,525	100,187,769	100%	97,410,852	62,991,345	91,857,696	71,606,393	71,786,579	54,290,731 64,938,546 71,786,579 71,606,393	54,290,731	Total Expenditure
11,924,935	15% 14,704,923 11,924,935	15%	15,005,406	7,480,630	8,340,166	6,948,189	4,009,860	2,792,965	1	Data & Information Management
12,651,064	11% 11,891,319 12,651,064	11%	10,976,378	7,254,732	8,731,404				1	Water Use Authorisation
18,851,513	19% 17,722,372	19%	18,538,564	14,152,598					1	Resource Quality Monitoring
16,412,000 17% 16,574,418 16,027,199	16,574,418	17%	16,412,000	8,290,024	1					Resource Planning & Operations
ı		0%		ı	46,769,434	39,285,190 34,764,286	39,285,190	30,433,167 32,933,981	30,433,167	Resource Quality Monitoring, Planning & Operations
16,529,838	15% 15,713,977	15%	14,739,436	8,984,921	12,322,007	12,458,872	12,174,370	10,496,610 12,979,818 12,174,370 12,458,872	10,496,610	Institution, Stakeholder Engagements & Governance
20,322,411	18% 19,084,343 20,322,411	18%	17,726,076	13,573,294	15,694,686	17,435,046	16,317,159 17,435,046	13,360,954 16,231,782	13,360,954	Compliance, Monitoring & Enforcement
4,790,565	4,496,417	4%	4,012,993	3,255,149	ı	ı		ı	ı	Executive Water Resource Management
2027/28	2026/27	%	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20	
PROPOSED BUDGET	PROPOSE	OGET	PROPOSED BUDGET	APPLIED BUDGET		ME	AUDITED OUT COME	AUI		EXPENDITURE ESTIMATE PER DIVISION

2. Explanation of planned performance over the planning period

To provide an outline of planned performance over the three-year period, strategic intents were organised per programme for effective strategy execution. A strategic maturity analysis was performed across various performance dimensions and the IUCMA ranked as per figure below:



The overall strategy maturity rating of the IUCMA is level three (3), which is proactive, meaning that structured processes for policy formulation and strategy are in place and defined. These strategic efforts are applied in a consistent manner but are subject to some improvements. The improvements are intended to have the IUCMA to longitudinally perform and evolve to level 5, which is a point when the IUCMA will be sustainably delivering on its mandate. It is from this basis that a strategic progression is designed which will be implemented beyond the end of 2026 wherein the IUCMA strategy will be reviewed.

Key priorities over the medium term per programme are therefore as follows:

Programme 1: Administration and Governance (Outcome 1, 2 and 3)

The IUCMA aims to enhance its partnerships with stakeholders throughout South Africa to support strategy execution and manage reputational risks. Stakeholders will be assessed based on their level of influence and control over IUCMA operations. Material concerns arising from engagement with these stakeholders will be identified to address their legitimate interests in the IUCMA.

The IUCMA has adopted a policy position on effectively addressing stakeholders' legitimate interests. The overarching stance of the IUCMA is to organize stakeholder engagement with a primary focus on socio- economic impact while considering other aspects such as academic impact, conceptual impact, and instrumental impact.

Furthermore, stakeholder value propositions, encompassing value-added inputs, activities, outputs, impacts, and outcomes, has been developed. This approach will enable the IUCMA to establish engagement strategies with stakeholders, including determining the frequency of interactions to manage reputational risks. It will also ensure that stakeholder engagement is at the core of governance, aligning with the requirements of the King IV Report on Corporate Governance for South Africa. The IUCMA will continue to build networks that will enable it to maintain its reputation across the stakeholder universe. Those initiatives will be systematically implemented and tracked to enhance the organizational image for the IUCMA to stand out in the water sector.

Human Resources and business support

Integrated strategic workforce planning: To achieve excellence in fulfilling its mandate, the IUCMA needs to optimize the way it manages its resources. This includes bolstering its organizational structures to improve the delivery of its primary mission, which involves the management of water resources and supporting essential areas. The IUCMA will implement integrated workforce plans that align with other aspects of its human resources systems, including technology.

Talent management: Organisational excellence should be created and sustained through proactive talent management practices. Employees should not only be attracted and recruited but trained and developed in all critical skills so that they possess the proficiencies that match those required for their positions. Such employees should also be retained to ensure that they play a role in the attainment of the IUCMA strategic outcomes and impacts, the reason being, employees are a fundamental input in the strategic management process of the IUCMA.

Performance management: when the workforce with required proficiency levels, skills and knowledge are retained, it will improve the performance management system of the organisation. This improvement will lead to the attainment of the strategic outcomes and impacts of the IUCMA. A robust performance management system will therefore need to be implemented.

Rewards and retention management: through a robust performance management system, the workforce with suitable skills and proficiency levels achieving the desired outputs and outcomes, are appropriately rewarded. When the performing workforce is appropriately rewarded, an extension will thus be made towards retention of those competencies that align with the outcomes and impacts of the IUCMA.

Career and succession management: an implemented workforce plan will, among others, identify critical positions and imminent retirement across the organisation. A clear understanding of available skills and where the workforce can be utilised within the organisation will be obtained. This will lead to effective succession strategies which will be implemented in the medium term.

Recruitment: an integrated workforce plan will not only inform the resourcing strategy in the short and long term but will ensure effective recruitment and retention of staff with expertise, experience and skills within a framework that ensures diversity. The available talent that the organisation should urgently fill would be noticeable and recruitment processes will be informed by numbers that should be filled and by the long-term outcomes and impacts that must be achieved.

To ensure that the right culture permeates throughout the IUCMA, within the context of integrated workforce planning, the observable behavioral competencies which are knowledge, skills, competencies and other characteristics that contribute towards individual success within the IUCMA, should be observable. Generally, the behavioral competencies are linked to the values of the organisation and should be embedded within the organisational culture so that there is efficient and effective delivery of the mandate. In this instance, an employee culture survey will be performed in the medium term to derive the baseline culture levels to be used for organisational culture enhancements. An employee survey will also be conducted in the medium term to understand the current proficiency levels of employees to the required proficiency levels.

Information Communication and Technology

The advent of global forces such as industrial revolutions, in this instance, the Fourth Industrial Revolution, the Internet of Things and digital transformations, compels the IUCMA to continuously assess the implication of these forces and provide an appropriate response. These global forces can affect and lead to changes in business models of organisations, therefore, the IUCMA needs to have some strategic responses to have Information Communication Technology (ICT) strategies that enable the entire business strategy. The Department of Public Service and Administration (DPSA) also issued a Corporate Governance for ICT Framework that provides a trajectory of the ICT strategy development and how to have ICT as an enabler of strategies in service delivery. This implies that the IUCMA should implement ICT solutions that align with business priorities so that resources are appropriately deployed for continuous improvements in the ICT realm.

The ICT strategy of the IUCMA will be reviewed to implement their commended roadmap in the medium term and beyond. Technology architecture (appropriate data, applications and IT infrastructure) that aligns with the service delivery mandate of the organisation will be implemented. The ICT strategy will bolster efforts to align deployed technologies to the overall organisational strategy of the IUCMA and achieve standardization of ICT across the value chain.

Records Management System

Since records are considered a digital asset of the IUCMA, a records management strategy for implementation posts the medium term will be considered. The emphasis of this implementation will be to ensure that there are accurate and reliable water resources management information to inform policy and planning, regionally and nationally.

Finance

Over the years, the Agency has provided results that have signaled sound financial management as evidenced by the attainment of an unqualified audit opinion expressed for the 13th consecutive year running. Achieving an unqualified audit opinion becomes the standard of operations as the Agency, in future periods, will ensure that internal controls are continuously assessed for efficiency and effectiveness. In conjunction with ensuring sufficient internal control, the Agency has elevated the need to become financially sustainable as a prerequisite. With activities competing for limited financial resources and sluggish local economic growth, a prerequisite to cautiously managing the entity's working capital became apparent.

Financial resources are among the Agency's inputs that remain key in ensuring water resource preservation. The Agency must closely monitor its expenses and revenue streams to achieve this. Whilst these elements have found an expression in previous years, with the effective cost containment measures applied in conjunction with those pronounced by the National Treasury, future periods will see more applied responsive strategies. The Agency plans to finalize studies on how the CMAs should be funded in future periods. This analysis is expected to contribute towards a change in policy position ultimately. The initiatives, amongst many, will include the application of low-risk and high returns initiatives that could reduce overall reliance on the allocation appropriated by parliament. These new areas defined as fit for exploration loosely articulated in strategy have now become the cornerstone for the Agency's going concern to be firmly secured.

Programme 2: Water Resource Management (Outcome 4)

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. This will be ensured through implementation of the Integrated Water Quality Management Strategy. The inseparable interaction of water quantity and water quality clearly exists in any water resource system. Unfortunately, the management and regulation of water quantity and quality is not currently treated in an integrated fashion. Integrating water quantity and quality issues in water resources management will alleviate many of the problems that exist between water users and water managers/administrators.

The public is demanding improvements in the conservation of water quantity and quality, and this will position the IUCMA towards the socio-economic impact. These impacts must be studied at the regional or river basin scale, and not be limited to localised impacts. In addition, evaluation of water rights and transboundary agreements must also be a critical consideration.

A comprehensive river basin network flow and water rights simulation model is needed that can be incorporated into a decision support system for simultaneously assessing water quantity and quality impacts on both surface water and groundwater, while analysing the effects of implementing improved irrigation practices on total flows in the river, water quality from wastewater treatment plants and water rights.

The strategy would be able to demonstrate the intricate relationships between water quality and water quantity in a river basin. This relationship plays an important role in determining the most appropriate way of managing a river system, such that both the quality criteria and the quantity criteria are considered in an unbiased fashion. Water regime is a driving force to sustain health and integrity of an ecosystem but in recent decades, with rapid economic development, water shortage and water quality deterioration have seriously influenced aquatic ecosystems, and this has led to the science of environmental flow assessment that has been established since the 1990s. Assessment of environmental flow is the basis from which to solve ecological problems caused by water shortage and pollution. This can provide a scientific guide for water management, regulation, and configuration within the WMA.

Principles of integrated water quality management strategy within the IUCMA are thus:

- Improving source management controls and measures in order to limit and control point sources that significantly impact on the quality of the water resource;
- Improving the management of the water resources by conducting effective monitoring, assessment, and reporting
- Maintaining or improving the water quality of the resources to ensure fitness for use for all water users through compliance to the RQOs, IWQG, TWQGs; and
- Identifying hotspots and implementing targeted measures to progressively improve the quality of the water resource.

3. Key risks

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 Agency provides value to its stakeholders to be able to effectively deal with uncertainty, associated risks, and opportunities. The risks identified will enable the Agency to effectively mitigate against any events that may impede achievement of its strategy.

The Agency has developed a risk appetite and tolerance framework aimed at defining the allocation of resources for management and monitoring of mitigation strategies. A combined assurance framework was developed to align assurance processes between internal audit and other assurance providers to deliver deeper insights on governance, risk, and control management to senior management and the Governing Board Committees.

RISK	STRATEGIC	RISK	RISK DESCRIPTION EXPLAINED
NUMBER	OUTCOME	DESCRIPTION	
STR1	Outcome 3:	Unsustainable IUCMA financial	The current revenue trajectory of the IUCMA is not sustainable therefore, a plan to
	Maintain financial	resources.	optimise the revenue and resource allocation
	sustainability		cycles is developed to have a financial
			trajectory that would create a
			sustainable future capital base.
			Sustainable luture capital base.
STR2	Outcome 4:	Decline in water	Availability of water within the WMA is a
	Protected water	security.	serious challenge and is a powerful force
	resources		that requires attention.
STR3		Reduction in	The registered volume on WARMS can
		registered	either decline or increase owing to the
		volumes.	following reasons:
			a) ELU verification in the cases where
			water users had overestimated or
			b) Expired Licenses – The National
			WARMS Standard Operating Procedure requires for registrations to be closed when
			a License expires.
			c) Surrendering of water uses, in cases
			where the water use will no longer be used.
	Outcome 1:	Weak / Reduced	Linked to the APP targets, the IUCMA seeks
CTD4	Increased	stakeholder	to eliminate any risk exposure to stakeholder relations, and increased stakeholder
STR4	stakeholder	confidence and	satisfaction.
	satisfaction	trust.	
	Outcome 2:	Unsustainable ICT	ICT is regarded as key IUCMA business
et Dr	Adherence to	systems.	enabler. The ICT strategy and MSP are
STR5	corporate governance		approved and implemented, to ensure efficient business software applications
	requirements		systems are applied.
PART D: TECHNICAL INDICATOR DESCRIPTION

1. Programme 1: Administration and Governance

PPI no 1.1.1: Percentage implementation of a stakeholder management plan

Indicator title	Percentage Implementation of a Stakeholder Management Plan
Definition	To depict that the organisation implemented the stakeholder engagement milestones as per the stakeholder management plan.
Source of data	Records showing attendance of meetings and engagement with stakeholders.
Method of calculation / assessment	 The performance of this indicator will be calculated quantitatively. Y = a/b*100 Where: Y = is the percentage compliance with the Stakeholder Engagement Plan. A: Total number of engagement milestones achieved. B: Total number of milestones planned.
Means of verification	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
Reporting cycle	Quarterly
Desired performance	100%
Indicator responsibility	Chief Executive Officer

Indicator title	Percentage compliance approved audit plan	
Definition	This tracks the progress in the implementation of the approved	
	audit plan	
Source of data	The following are data sources:	
	Three-year and annual internal audit plan	
	Quarterly progress reports	
	Internal Audit Charter approved by April 2025	
	Quarterly Internal Audit findings matrix detailing audit	
	findings, recommendations, and progress in addressing the	
	audit findings.	
Method of calculation/ assessment	Performance of this indicator will be calculated in a quantitative	
	manner	
	Y: a/b*100	
	Where:	
	A: Actual number of reports submitted	
	B: Total number of all reports within a given period	
Means of verification	Detailed Quarter 1,2,3 & 4 actual performance information	
	2025/26 progress report indicating the status of each audit	
	project. This will be accompanied by the following POE:Copies of the reports that have been issued for each project.	
	Approved policy framework which will be accompanied by the	
	following POE:	
	• Quarterly Internal Audit findings matrix detailing audit	
	findings, recommendations, and progress in addressing the	
	audit findings.	
	 Approved Three-year and annual internal audit plan 	
	Internal Audit Charter	
Assumptions	The reports will be produced on time and the Executive	
	Management may assign additional work within a given period	
	which may affect the performance against planned targets.	
Disaggregation of beneficiaries	Not applicable	
(where applicable)		

PPI no 2.1.1: Percentage compliance approved audit plan

Spatial transformation (where	Not applicable
applicable)	
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≥80% compliance with approved audit plan
Indicator responsibility	Chief Executive Officer

PPI no 2.1.2 Percentage Implementation of Strategic Risk Register Action Plans

Indicator title	Percentage Implementation of Strategic Risk Register Action Plans
Definition	These are the risks of the organisation complied with the planned
	deliverables set out in the strategic risk register action plans of the
	IUCMA
Source of data	Records showing achievement of strategic risk register plan
	deliverables
Method of calculation or assessment	Performance of this indicator will be calculated in a quantitative
	manner
	Y: a/b*100 (Annual)
	Where:
	• Y: is the percentage compliance with the strategic risk register
	action plans
	A: is total number of achieved activities
	B: is total number of planned activities
Means of verification	Reports/ performance showing that strategic risk register action
	planned activities took place
Assumptions	Reliable records of reported activities of strategic risk register
	action plans
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non- Cumulative
Reporting cycle	Quarterly
Desired performance	≥90%
Indicator responsibility	Chief Executive Officer

Indicator title	Percentage Implementation of Risk Management Plan	
Definition	To depict that the organization complied with the	
	planned deliverables set out in the Risk Management	
	Plan	
Source of data	Records showing achievement of Risk Management plan	
	deliverables	
Method of calculation or assessment	Performance of this indicator will be calculated in a quantitative	
	manner	
	Y: a/b*100 (Annual)	
	Where:	
	• Y: is the percentage compliance with the Risk Management	
	Plan	
	A: is total number of achieved activities	
	B: is total number of planned activities	
Means of verification	Reports/ performance showing that Risk Management planned	
	activities took place	
Assumptions	Reliable records of reported activities of Risk Management plan	
Disaggregation of beneficiaries	Not applicable	
(where applicable)		
Spatial transformation (where	Not applicable	
applicable)		
Calculation type	Non-Cumulative	
Reporting cycle	Quarterly	
Desired performance	≥95%	
Indicator responsibility	Chief Executive Officer	

PPI no 2.1.3 Percentage Implementation of Risk Management Plan

Indicator title	Percentage implementation of a human resource plan
Definition	This depict that the organisation implemented planned
	deliverables are set out in the Human Resource Plan of the
	IUCMA
Source of data	Records showing achievement of Human Resource Plan
	deliverables
Method of calculation or assessment	Performance of this indicator will be calculated quantitatively. Y:
	a/b*100
	Where:
	• Y: is the percentage actual implementation of the plan
	A: is total number of planned activities achieved
	B: is total number of planned activities
Means of verification	Reports showing that human resource activities took place
Assumptions	Reliable records of human resource activities
Disaggregation of beneficiaries	Not applicable
(where	
applicable) Spatial transformation (where	Not applicable
applicable)	
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≥90%
Indicator responsibility	Executive Manager: Corporate Services

PPI no 2.1.4: Percentage implementation of a human resource plan

Indicator title	Percentage of communication strategy developed
Definition	This measures the process of developing the communications
	strategy for the organisation.
Source of data	The organisational strategic and annual performance plans
Method of calculation / assessment	This will be the approved communications strategy
Means of verification	Approved communications strategy for the Inkomati Usuthu
	Catchment Management Agency
Assumptions	Adequate human and financial resources
·	
Disaggregation of beneficiaries	Not applicable
(where applicable)	
Spatial transformation (where	Not applicable
applicable)	
,	
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	100%
• • • •	
Indicator responsibility	Executive Corporate Services

PPI no 2.1.5: Percentage of communication strategy developed

PPI no 3.1.1: Percentage of procurement budget spent on SMMEs preferential procurement

Indicator title	Percentage of procurement budget spent on SMMEs preferential
indicator title	
	procurement
Definition	This measures the extent in which the organisation empowers
	qualifying small, medium, and micro enterprises through the
	procurement of goods and services
Source of data	Supply chain database
Method of calculation / assessment	If the actual procurement from an SMME is given the value "x"
	and the total procurement is given the value "y"; the formula is as
	follows:
	$\gamma\% = \frac{x}{y} \times 100$
Means of verification	Payment reports to SMMEs for the reporting period

		n line with the National Small Entermine
Assumptions	An SMIME is defined i	n line with the National Small Enterprise
	Act, 2019 as amended	d
	,	
Disaggregation of beneficiaries	The following targets for designated groups	
	g	
(where applicable)	Designated group	Target
	Women	40%
	Youth	30%
	routi	
	People with	7%
	disabilities	
	alcabilitie	
Spatial transformation (where	Not applicable	
•		
applicable)		
Colouistion type	Non-cumulative	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
	· J	
Desired performance	70%	
Indicator responsibility	Finance and corporate	e services
	·	

PPI no 3.2.1: Percentage of debt working ratio (cash based)

Indicator title	Percentage of debt working ratio (cash based)
Definition	The indicator measures the efficiency of cost management of the
	IUCMA and the extent towhich costs are covered by the revenue
	of the organization.
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
	Where:
	Y: Working ratio
	A: Total operating expenditure
	B: Total revenue
Means of verification	Operating activities from cashflow statement
Assumptions	Reliable financial records are available
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where	Not applicable

applicable)	
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≤95%
Indicator responsibility	Chief Financial Officer

PPI no 3.2.2: Percentage of debt collection ratio: Healthy Book

Indicator title	Percentage of debt collection ratio: Healthy Book	
Definition	This is part of the debt that is reported as outstanding for a period	
	less than 180 days. Thedebt is made up of both active and closed	
	/ cancelled accounts.	
Source of data	Financial records	
Method of calculation or assessment	The indicator will be calculated in a quantitative manner y =	
	a/b*100	
	Where:	
	Y: Debt collection ratio for healthy book	
	A: Total debt recovered from healthy book	
	B: Total healthy debt outstanding	
Means of verification	Payment reports and general ledger	
Assumptions	Reliable financial records are available	
Disaggregation of beneficiaries	Not applicable	
(where applicable)		
Spatial transformation (where	Not applicable	
applicable)		
Calculation type	Cumulative	
Reporting cycle	Quarterly	
Desired performance	70%	
Indicator responsibility	Chief Financial Officer	

PPI no 3.3.3: Percentage of debt collection ratio: toxic book

Indicator title	Percentage of debt collection ratio: toxic book
Definition	The indicator measures the amount of debt recovered from the toxic debt. This part of thedebt is reported as outstanding for a period greater than 180 days. The debt is made up ofboth active and closed / cancelled accounts.
Source of data	Financial records
Method of calculation or assessment	 The indicator will be calculated in a quantitative manner Y = a/b*100 Where: Y: Debt collection ratio for toxic book A: Total debt recovered from toxic book B: Total toxic debt outstanding
Means of verification	Payment reports and general ledger
Assumptions	Reliable financial records are available
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	10%
Indicator responsibility	Chief Financial Officer

Indicator title	Number of debtors payment in days (Healthy Book)	
Definition	The indicator measures the number of days it takes for the	
	debtors to pay their outstandingdebt.	
Source of data	Financial records	
Method of calculation / assessment	The indicator will be calculated in a quantitative manner.	
	y = a/b* days as per period under assessment (e.g., 90 days, 180	
	days, 270 days, 365days)	
	Where:	
	Y: Debtors payment period in days	
	A: Total debt	
	B: Total sales	
Means of verification	Billing reports and general ledger	
Assumptions	Reliable financial records are available	
Disaggregation of beneficiaries	Not applicable	
(where applicable)		
Spatial transformation (where	Not applicable	
applicable)		
Calculation type	Non-Cumulative	
Reporting cycle	Quarterly	
	-	
Desired performance	Domestic and Industry ≤ 50 days	
	Forestry ≤180 days	
	Irrigation ≤180 days	
Indicator responsibility	Chief Financial Officer	

PPI no 3.2.4: Number of debtors payment in days (healthy book)

PPI no 3.2.5: Number of current ratio

Indicator title	Number of current ratio
Definition	The indicator measures the ability of the organization to pay its
	short-term debts as they fall due.
Source of data	Financial records
Method of calculation or assessment	The indicator will be calculated in a quantitative manner Y
	= A: B
	Where:
	Y: Current ratio
	A: Current assets
	B: Current liabilities
Means of verification	General ledger
Assumptions	Reliable financial records are available
Disaggregation of beneficiaries	Not applicable
(where applicable)	
Spatial transformation (where	Not applicable
applicable)	
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≥1:1
Indicator responsibility	Chief Financial Officer

PPI no 3.2.6: Creditors' payment days

Indicator title	Creditors' payment days
Definition	This measures the extent to which the organisation pays its creditors in line with the regulatory prescripts
Source of data	The following will be used.Invoice register.Payment report(s)
Method of calculation / assessment	The indicator will be calculated in a quantitative manner. y = $\sum (a - b) / c$

	Where:
	A = invoice payment date
	B = invoice receipt date
	 C = number of total invoices processed
Means of verification	The payment document (indicating payment number and date)
Assumptions	A valid invoice is one with no queries. If there are queries the
	invoice will not be included in the calculations.
Disaggregation of beneficiaries	Not applicable
(where applicable)	
Spatial transformation (where	Not applicable
applicable)	
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	≤30 days
Indicator responsibility	Chief financial officer

2. Programme 2: Water Resource Management

PPI no 4.1.1: Number of river systems	monitored for the	e implementation	of resource directed
measures.			

Indicator title	Number of river systems monitored for the implementation of	
	resource directed measures	
Definition	This monitors the river systems in which resource directed	
	measures have been implemented	
Source of data	Monitoring report and data on the river systems monitored	
	(quality)	
	Inspection reports (quantity)	
Method of calculation / assessment	The river systems in which RDMs are implemented will be	
	monitored and assessed against the desired water quality	
	outcomes of the individual systems	

Means of verification	Data will be obtained from the various monitoring systems in
	place of which the water management system will be the main
	source
	Quarterly resource quality status report
Assumptions	Adequate human and financial resources available
Disaggregation of beneficiaries	Not applicable
(where applicable)	
Spatial transformation (where	Not applicable
applicable)	
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desire performance	4 Major River Systems
	Sabi-Sand, Crocodile, Komati and Usuthu
Indicator responsibility	Water Resource Management

PPI no 4.1.2: Percentage of waste discharge charger system implemented

Indicator title	Percentage of waste discharge charger system implemented
Definition	This monitors the implementation of the waste discharge
	charge system in the water management area
Source of data	WMS and WARMS
Method of calculation / assessment	Implementation of the waste discharge charge system in the
	water management area
Means of verification	Report indicating the implementation of the waste discharge
	charge system in the WMA
Assumptions	Accurate and updated information in the databases
Disaggregation of beneficiaries	Not applicable
(where applicable)	
Spatial transformation (where	Not applicable
applicable)	
Calculation type	Non-cumulative
Reporting cycle	Quarterly

Desired performance	75% waste discharge charge system
Indicator responsibility	Water Resource Management

PPI no 4.1.3 Number of strategic (EWR) points monitored for resource quality

Indicator title	Number of strategic (EWR) points monitored for resource quality
	objectives
Definition	The indicator measures the capacity of the organisation to monitor
	the compliance to the Resource Quality Objectives that were set by
	the Department of Water and Sanitation
Source of data	Resource quality monitoring data (quality and quantity)
	- Water quality Results and monitoring report (quality)
	- Water quantity Inspection reports (quantity)
	Quarterly reports on the compliance status to the resource quality
	objectives (quality and quantity)
-	This is the actual number of strategic (EWR) points monitored for
	resource quality within the financial year
Means of verification	Reports showing compliance with Resource Quality Objectives.
	Inspection and monitoring reports
Assumptions	Reliable records showing compliance with the set Resource Quality
	Objectives
Disaggregation of beneficiaries	Not applicable
(where applicable)	
Spatial transformation (where	Not applicable
applicable)	
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	25 strategic points
Indicator responsibility	Executive: Water Resources Management

Indicator title	Number of monitoring sites for compliance of international obligations
Definition	The indicator measures capacity of the organisation to monitor compliance to international obligations in terms of the treaties that were entered into with regional countries whereby South Africa shares the river basins with
	Resource quality monitoring data (quality and quantity) - Water quality Results and monitoring report (quality) - Water quantity Inspection reports (quantity) Quarterly reports on the compliance status to international obligations (quality and quantity)
Method of calculation / assessment	This is the actual number of international obligation sites monitored for compliance within the financial year
	Reports showing monitoring of compliance to international obligations for Mozambique and Eswatini. Inspection and monitoring reports.
	Reliable records showing compliance to international obligations for Mozambique and Eswatini
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
	10 Sabie River, Komati- Ekulindeni, Komati- Mananga, Komati- Komatipoort, Lusushwana River, Mpuluzi River, Usuthu River, Hlelo River, Ngwempisi River, Assegai River.
Indicator responsibility	Executive: Water Resources Management

PPI no 4.1.4: Number of monitoring of compliance for international obligations

4.2 Institutions, Stakeholder Engagement and Governance

Indicator title	Number of water user associations established				
Definition	This measures the extent of the organisation in transforming irrigation boards within the water management area into water user associations.				
Source of data	Proposals and constitutions of Irrigation boards to be transformed				
Method of calculation / assessment	The roadmap and implementation plan on the transformation of Irrigation Boards and the review of constitutions and proposals for the 3 irrigation boards				
Means of verification	Status report(s) on transformation of respective irrigation boards				
Assumptions	Cooperation from the irrigation boards				
Disaggregation of beneficiaries (where applicable)	Not applicable				
Spatial transformation (where applicable)	Not applicable				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
Desired performance	 3 water user associations established: Lowveld escarpment water user association White river water user association White waters water use association 				
Indicator responsibility	Water Resource Management				

PPI no 4.2.1: Number of water user associations established

Indicator title	Number of water management institutions' annual						
	performance plans evaluated						
Definition	This measures the compliance of institutions within the water						
	management area to provide the Executive Authority with their						
	annual performance plans in line with the National Water Act.						
Source of data	Water institutions' annual performance plans						
Method of calculation / assessment	Number of performance assessments/appraisals conducted						
Means of verification	This will be the performance assessments / appraisals						
	conducted						
Assumptions	The water institutions will submit their annual performance						
	plans on time						
Disaggregation of beneficiaries	s Not applicable						
(where applicable)							
Spatial transformation (where	Not applicable						
applicable)							
Calculation type	Non-cumulative						
Reporting cycle	Quarterly						
Desired performance	3 institutional annual performance plans evaluated:						
	Lowveld escarpment water user association						
	White river water user association						
	White waters water use association						
Indicator responsibility	Water Resource Management						

Indicator title	Number of water management institutions' annual reports				
	evaluated				
Definition	This measures the compliance of institutions within the water				
	management area to provide the Executive Authority with their				
	annual reports in line with the National Water Act.				
Source of data	Water institutions' annual reports				
Method of calculation / assessment	Number of performance assessments/appraisals conducted				
Means of verification	This will be the performance assessments / appraisals				
	conducted				
Assumptions	The water institutions will submit their annual on time				
Disaggregation of	Not applicable				
beneficiaries					
(where applicable)					
Spatial transformation (where	Not applicable				
applicable)					
,					
Calculation type	Non-cumulative				
Reporting cycle	Annually				
Desired performance	3 annual reports evaluated:				
	Lowveld escarpment water user association				
	White river water user association				
	White waters water use association				
Indicator responsibility	Executive Water Resource Management				
	č				

PPI no 4.3.2: Number of water management institutions' annual reports evaluated

4.3 Regulatory compliance monitoring and enforcement

Indicator title	Percentage of planned inspections conducted for related uses of					
	various sectors.					
Definition	The indicator measures the capacity of the organisation to					
	conduct planned inspections on quantity related uses.					
Source of data	Reports (feedback letters, file notes, inspection/audit report					
	showing inspections on quantity related uses.					
Method of calculation / assessment	Performance of this indicator will be calculated in a					
	quantitative manner .y = a/b*100					
	Where:					
	Y: is a percent of inspections for quantity related uses					
	A: is the actual number of inspections conducted for quantity					
	related uses.					
	• B: is the total number of planned inspections for quantity					
	related uses.					
Means of verification	Evidence/reports showing total inspections for quantity related					
	uses					
Assumptions	Reliable records of uses inspected					
Disaggregation of beneficiaries	Not applicable					
(where applicable)						
Spatial transformation (where	Not applicable					
applicable)						
Colordation time	Nen Cumulative					
Calculation type	Non-Cumulative					
Reporting cycle	Quarterly					
Desired performance	≥95%					
Indicator responsibility	Executive: Water Resource Management					

PPI no 4.4.1: Percentage of planned inspections for related uses of various sectors.

Indicator title	Percentage of enforcement actions taken against non-					
	compliant water users					
Definition	This measures the monitoring and enforcement capacity of the organisation taken against non-compliant water users. An enforcement action can be administrative (i.e., notices or directives) or a criminal case or legal for civil action (i.e., interdict or contempt of court application)					
Source of data	The inspection / audit reports / reported cases captured in Enforcement Case Management System.					
Method of calculation / assessment	 Performance of this indicator will be calculated in a quantitative manner. Y = a/b*100 Where: Y: is a percentage of enforcement action taken against non-compliant users A: is the number of enforcement action taken against non-compliant users. B: is the total number of non-compliant users. 					
Means of verification	This will be the notices, directives, interdicts, and criminal cases taken against the water users in the water management area					
Assumptions	Data availability and credible information					
Disaggregation of beneficiaries (where applicable)	Not applicable					
Spatial transformation (where applicable)	Not applicable					
Calculation type	Non-cumulative					
Reporting cycle	Quarterly					
Desired performance	≥95% enforcement actions taken against non-compliant users					
Indicator responsibility	Water Resource Management					

PPI no 4.4.2: Percentage of enforcement actions taken against non-compliant users.

4.4 Water use authorisation and registration

Indicator title	Percentage of approved water uses registered in WARMS					
Definition	This indicator measures registered water allocations for all water					
	uses in the WARMS database.					
Source of data	WARMS database					
Method of calculation / assessment	Performance of this indicator will be calculated in a quantitative					
	manner					
	$y = a/b^{*}100$					
	Where:					
	• Y: is a percent of water uses registered in WARMS					
	• A: is the number of approved water uses registered					
	• B: is the total number of approved water uses registered					
Means of verification	WARMS, QA and/or Performance reports					
Assumptions	Assumed that all approved water uses are correctly registered					
	through the WARMS and eWULAAS interface					
Disaggregation of beneficiaries	Not applicable					
(where applicable)						
Spatial transformation (where	Not applicable					
applicable)						
Calculation type	Non-Cumulative					
Reporting cycle	Quarterly					
Desired performance	≥90%					
Indicator responsibility	Executive Manager: Water Resources Management					

PPI no 4.4.3: Percentage of approved water uses registered on WARMS

PPI no 4.4.4: Number of Existing Lawful Water Use (ELU) verification processed

	Number of Existing Longel Mater Hog (EUI) unification						
Indicator title	Number of Existing Lawful Water Use (ELU) verification						
	processed						
Definition	The indicator measures the progress achieved on ELU verification						
Source of data	ELU verification confirmations						
Method of calculation or assessment	This is the actual number of Existing Lawful Water Use (ELU)						
	verifications processed within the financial year						
Means of verification	ELU confirmations						
Assumptions	Identified ELU are processes following correct procedure						
Disaggregation of beneficiaries	Not applicable						
(where							
applicable)							
Spatial transformation (where	Not applicable						
appliable)							
applicable)							
Calculation type	Non-Cumulative						
Reporting cycle	Quarterly						
Desired performance	110 Existing Lawful Water Use (ELU) verification processed						
	TO Existing Lawrun Water Ose (LEO) vernication processed						
Indicator responsibility	Executive: Water Resources Management						

PPI no 4.4.5: Percentage of high-risk water use licence applications processed and
recommended within 74 working days.

Indiactor titla	Percentage of high rick water use license englighting processed					
Indicator title	Percentage of high-risk water use licence applications processed					
	and recommended within 74 working days.					
Definition	This monitors the extent to which the CMAs process and					
	recommend high risk water use license applications within the					
	allocated 74 working days as part of final balance of the 90					
	working days. High risk water use license applications are defined					
	as applications with water uses (Section 21 of the NWA) that have					
	a high potential to cause a significant negative impact on water					
	resources as described in Delegations of Powers for					
	Water Use Authorisation.					
Source of data	A list of water use license applications is maintained, Delegations					
	of Powers for Water Use Authorisation					
Method of calculation/ assessment						
	processed and recommended within the applicable period is					
	provided the value "x" and the total number of waters use license					
	applications received by the Catchment Management Agencies					
	(CMA) that should be recommended within the applicable period					
	is given the value "y" the formula is as follows:					
	$\gamma\% = x/y \times 100$					
	Water use license applications received from 17 November 2025					
	to 31 March 2026 form part of the reporting cycle. Water use					
	license applications (new applications submitted in the current					
	financial year) finalised within applicable period outside the cycle					
	above are included as x. Exclusion: The period 15 December to					
	05 January in any given financial year is excluded.					
Means of verification	Proof of receipt of applications at CMAs obtainable from E-					
	WULAAS (WULA progress summary) and date of submission of					
	applications to Head Office.					

Assumption	Water use licence applications accepted as complete will have					
	adequate information to enable processing and					
	recommendation within 74 days of receipt.					
Disaggregation of beneficiaries	Not applicable					
(where applicable)						
Spatial transformation (where	Not applicable					
applicable)						
Calculation type	Non-cumulative					
Reporting cycle	Quarterly					
Desired performance	≥90% of complete applications for water use authorisation					
	finalised within applicable period					
Indicator responsibility	Water Resource Management					

PART E: ANNEXURES

WATER RESOURCE MANAGEMENT PROGRAMME

Compliance Monitoring and Enforcement sub-programme

PPI no 4.4.6: Number of water users monitored for compliance

Crocodile sub-catchment

Sub-	Total	Names	Planned inspections per quarter			
catchment	number		Quarter 1	Quarter 2	Quarter 3	Quarter 4
area			April – June	July - September	October - December	January – March
Mining	2		1	1	0	0
sector		Afrimat Nkomati Anthracite,	-	Afrimat Nkomati Anthracite,	-	-
		Ilima Coal mine	llima Coal mine	-	-	-
Agriculture	8		2	2	2	2
(irrigation sector)		Mayo Estate	Mayo Estate	-	-	-
		Ramelda Trust		Ramelda Trust	-	-
		Jessa Farming	-	-	-	Jessa Farming
		The Fruit FarmGroup	-	-	The Fruit Farm Group	
		JC Tecklenburg Trust	JC Tecklenburg Trust	-	-	-
		Thankerton Farm		Thankerton Farm	-	-
		Stadsriver Vallei(Pty) Ltd	-	-	Stadsriver Vallei (Pty)Ltd	-
		York Timber (Pty)Ltd	_	-	-	York Timber (Pty) Ltd
Afforestation	5		1	1	1	2
		Komatiland Forests	-	-	-	Komatiland Forests
		Sappi Ngodwana(Pty) Ltd	Sappi Ngodwana (Pty) Ltd	-	-	-
		MTO Foresty	-	MTO Foresty	-	-
		Twello Highlands Sewage Packageplant	-	-	-	Twello Highlands Sewage Package plant
		Twello Oosterbeek Sewage Package Plant	-	-	Twello Oosterbeek Sewage Package Plant	-
Municipal	3		1	1	1	0
wwtw		Kingstonvale WWTW	Kingstonvale WWTW	-	-	-
		Kanyamazan eWWTW	-	-	Kanyamazan eWWTW	-
		Mhlatiplaas WWTW	-	Mhlatiplaas WWTW	-	-

Sub-	Total	Names	Planned inspec	ctions per quarte	er	
catchment	number		Quarter 1	Quarter 2	Quarter 3	Quarter 4
area			April – June	July - September	October - December	January – March
Industries	7		2	1	2	2
		Cort Fish Farm	Cort Fish Farm	-	-	-
		ARM: Mchadodorp Works	-	-	-	ARM: Mchadodorp Works
		Bronpro Processors	-	-	Bronpro Processors	-
		RCL	RCL		-	-
		Todd Farming (Pty) Ltd: Hydropower	-	Todd Farming (Pty) Ltd: Hydropower	-	-
		Sappi Ngodwana (Pty) Ltd	-	-	Sappi Ngodwana (Pty) Ltd	-
		Omnia (Hectorspruit)	-	-	-	Omnia (Hectorspruit)
Total	25		7	6	6	6

Komati sub-catchment

Sub-	Total	Names		ctions per quart	er	
catchment	numbe		Quarter 1	Quarter 2	Quarter 3	Quarter 4
area	r		April – June	July - September	October - December	January – March
Mining	8		2	2	2	2
sector		Lefa Coal	Lefa Coal	-	-	-
		Xivono Colliery	-	Xivono Colliery	-	
		Risenga Colliery	-		-	Risenga Colliery
		Nkomati Joint Venture	-	Nkomati Joint Venture	-	-
		Umsimbithi: Wonderfontei nColliery	-	-	Umsimbithi: Wonderfontei nColliery	-
		lkoti Coal: Kwazanele Colliery	lkoti Coal: Kwazanele Colliery	-	-	-
		Vaalbult Colliery	-	-	-	Vaalbult Colliery
		Exxaro Coal: Belfast Coal Project	-	-	Exxaro Coal: Belfast Coal Project	-
Agriculture	6		2	0	2	2
(irrigation sector)		Gerhard Bason: Nil Desperandum Farm	-	-	Gerhard Bason:Nil Desperandum Farm	-
		Gerry Van Rensburg: Groenvallei Farm	Gerry Van Rensburg: Groenvallei Farm	-	-	-
		Gerry Van Rensburg: Havafontein Farm	Gerry Van Rensburg: Havafontein Farm	-	-	-

Sub-	Total	Names	Planned insp	ections per qua	arter	
catchment	numbe r		Quarter 1	Quarter 2	Quarter 3	Quarter 4
area			April – June	July - September	October - December	January – March
		Cavalla Farm	-	-	Cavalla Farm	
		Sukuma Mswati:Vygeboon Canal	-	-	-	Sukuma Mswati:Vygeboo nCanal
		Sukuma Mswati Gladdespruit Canal.	-	-	-	Sukuma Mswati Gladdespruit Canal.
Private	2		1	0	1	0
Sector		Matsamo Mall	Matsamo Mall	-	-	-
(abstraction)		Nkomazi Town Iand	-	-	Nkomazi Townland	-
Municipal	2		0	2	0	0
WTW (abstraction)		Eerstehoek WTW	-	Eerstehoek WTW	-	-
		Ekulindeni WTW	-	Ekulindeni WTW	-	-
Municipal	5		1	2	1	1
and Public Works		Badplaas Ponds	Badplaas Ponds	-	-	-
WWTW		Tonga Hospital WWTW	-	Tonga Hospital WWTW	-	-
		Shongwe HospitalWWTW	-	Shongwe Hospital WWTW	-	-
		Lebombo Bordergate	-	-	-	Lebombo Bordergate
		Carolina WWTW	-	-	Carolina WWTW	-
Industries	1		0	0	0	1
		Driekoppies Dam: Hydropower	-	-	-	Driekoppies Dam: Hydropower
Total	24		6	6	6	6

Sabie-Sand Sub-catchment

Sub-	Total	Names		Planned inspe	ections per quart	er
catchme	numbe		Quarter 1	Quarter 2	Quarter 3	Quarter 4
ntarea	r		April – June	July - Septemb er	October - Decemb er	January – March
Minin	1		1	0	0	0
g secto r		TGME Glyns Lydenburg	TGME Glyns Lydenburg	-	-	-
Agricultur	1		0	0	0	1
e (irrigation sector)		Ithemba AgricFarm	-	-	-	Ithemba AgricFarm

Sub- catchme	Total numbe	Names	Quarter 1	Planned insp Quarter 2	ections per quart Quarter 3	er Quarter 4
ntarea	r		April – June	July - Septemb er	October - Decemb er	January – March
Municip alWTW	8		1	2	3	2
		Hoxani WTW (COM)	Hoxani WTW (COM)	-	-	-
		London WaterWorks	-	London Water Works	-	-
		Dingley DaleWater Works	-	Dingley Dal eWater Works	-	-
		Edinburgh WaterWorks	-	-	Edinburgh WaterWorks	-
		New Forest WaterWorks	-	-	New Fores tWater Works	-
		Calcuta WaterWorks	-	-	Calcuta Wate rWorks	-
		Hoxani WTW(BLM)	-	-	-	Hoxani WTW(BLM)
		Hazyview WaterWorks	-	-	-	Hazyview WaterWorks
Private	12		4	4	2	2
		Lion Sands GameReserve	Lion Sands Game Reserv e	-	-	-
		Acornhoek Mall	Acornhoe kMall	-	-	-
		Skukuza WWTW	-	Skukuz a WWTW	-	-
		Pretoriousk opWWTW	-	Pretoriousk opWWTW	-	-
		Imbali Safari Lodge	-	-	Imbali Safari Lodge	-
		Hoyo Hoyo TentedCamp	-	-	Hoyo Hoyo Tented Camp	-
		Singita game reserve	-	-	-	Singita game reserve
		Skukuza RestCamp	-	-	-	Skukuza RestCamp
		Lion Sands Tinga	Lion Sands Tinga	-	-	-
		Lion Sands Narina	Lion Sands Narina	-	-	-
		Sabie Sabie BushLodge	-	Sabie SabieBush Lodge	-	-
		Sabie Earth Lodge	-	Sabie Earth Lodge	-	-

Sub-	Total	Names	Planned inspections per quarter					
catchme	numbe		Quarter 1	Quarter 2	Quarter 3	Quarter 4		
ntarea	r		April – June	July - Septemb er	October - Decemb er	January – March		
Industries	2		0	0	1	1		
		York Timber –Sabie Mill	-	-	York Timber –Sabie Mill	-		
		York Timber –Driekop Mill	-	-	-	York Timber –Driekop Mill		
Total	24		6	6	6	6		

Usuthu sub-catchment

Sub-	Total	Names		Planned inspe	ctions per quarte	er
catchment	numbe		Quarter 1	Quarter 2	Quarter 3	Quarter 4
area	r		April – June	July - Septemb er	October - Decemb er	January – March
Mining	7		2	2	1	2
sector		Kangra Coa I(Maquasa East)	Kangra Coal (Maquas aEast)	-	-	-
		Jindal Mining SA(Pty) Ltd- Kiepersol Colliery	Jindal MiningSA (Pty) Ltd- Kiepersol Colliery	-	-	-
		Droogvall eiColliery	-	Droogvall eiColliery	-	-
		A Re Somang Motshaotshele Colliery NorthernSection	-	A Re Somang Motshaotshe IeColliery Northern Section	-	-
		Kangra Coal Mine(Block C)	-	-	Kangra Coal Mine (Block C)	-
		Kangra Coal (Twyfelhoek)	-	-	-	Kangra Coal (Twyfelhoe k)
		Mashala Resources (Pty) Ltd	-	-	-	Mashala Resource s(Pty) Ltd

Sub-	Total	Names		Planned inspe	ctions per quarte	r
catchment	numbe		Quarter 1	Quarter 2	Quarter 3	Quarter 4
area	r		April – June	July - September	October - December	January – March
Agriculture	3		0	1	1	1
(irrigation sector)		Reuben Mkhwane Sterkfontein Farm	-	Reuben Mkhwane Sterkfontei n Farm	-	-
		MNG Gamede Enterprises SATE	-	-	MNG Gamede Enterprises SATE	-
		Reuben Mkhwane Bossie Allen Farm	-	-	-	Reuben Mkhwane Bossie Allen Farm
Municipal	6		2	1	2	1
WWTW		Piet Retief WWTW	Piet Retief WWTW	-	-	-
		Msukaligwa Local Municipality- Lothair Oxidation Ponds	Msukaligw a Local Municipalit y-Lothair Oxidation Ponds	-	-	-
		Chrissiesme erWWTW	-	Chrissiesme erWWTW	-	-
		Mayflower WWTW	-	-	Mayflowe rWWTW	-
		Oshoek Boarder WWTW	-	-	Oshoek Boarder WWTW	-
		Rustplaas WWTW	-	-	-	Rustpla as WWTW
Industries	6		1	1	2	2
		The FX Group (Pty) Ltd: Lothair Wood Panel Processing Plant.	The FX Group(Pty) Ltd: Lothair Wood Panel Processing Plant.	-	-	-
		Boscobel Trading(Pty) Ltd	-	Boscobel Trading (Pty)Ltd	-	-
		E&T Abattoir	-	-	E&T Abattoir	-
		Lawa Estates Sawmill	-	-	Lawa Estates Sawmill	-
		Meyer Investment Trust (Pty) Ltd	-	-	-	Meyer Investment Trust (Pty) Ltd

Sub-	Total	Names		Planned inspe	ctions per quarte	er
catchment	numbe		Quarter 1	Quarter 2	Quarter 3	Quarter 4
area	r		April – June	July - September	October - December	January –March
		Sappi Southern Africa Ringkink and The Gem	-	-	-	Sappi Southern Africa Ringkink and The Gem
Sub-Total	22		5	5	6	6
Total for water users	96		24	24	24	2 4

Water Resource Planning and Management

PPI no 4.1.3: Number of strategic (EWR) points monitored for resource quality objectives	
(Water Quality Component)	

Sub-	Total	Names	Planned mon	itoring per qua	rter	
catchment	number		Quarter 1	Quarter 2	Quarter 3	Quarter 4
area			April – June	July -	October -	January -
				September	December	March
Sabie Sand	8	EWR S1-8	8	8	8	8
Catchment						
Crocodile	9	EWR C1-7	9	9	9	9
Catchment		EWR E1-2				
Komati	6	EWR K1-	6	6	6	6
Catchment		3 EWR				
		T1 EWR				
		G1				
		EWR L1				
Usuthu	2	EWR AS1	2	2	2	2
		EWR NG1				
Total	25		25	25	25	25

PPI no 4.1.4: Number of strategic (International C	Obligation) points monitored for international
requirements (Water Quality Component)	

Sub-	Total	Names	Planned mo	quarter			
catchment area	number		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
			April - June	July -	October -	January -	
				September	December	March	
Sabie Sand	1	Sabie River	1	1	1	1	
Catchment							
Komati	3	Komati@Ekulinden	3	3	3	3	
Catchment		Komati@mananga					
		Komati@Komatipoort					
Usuthu	6	Lusushwana	6	6	6	6	
		River Mpuluzi					
		River Usuthu					
		River					
		Ngwempisi					
		River Hlelo					
		River					
		Assegai River					
Total	10		10	10	10	10	

ANNEXURE A: DETAILED BUDGET

	AUDITED BUDGET				APPLIED BUDGET	PROPOSED BUDGET		PROPOSED BUDGET		
DESCRIPTION	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	%	2026/27	2027/28
SALARIES AND WAGES										
BASIC SALARIES	83,854,104	88,376,170	95,506,544	104,090,322	113,168,309	107,005,603	138,345,209	100%	147,584,046	157,546,216
PERFORMANCE AWARD	2,271,852	821,535	1,432,598		1,696,592	-	-	0%	-	-
TOTAL SALARIES AND WAGES	86,125,956	89,197,705	96,939,142	104,090,322	114,864,901	107,005,603	138,345,209	100%	147,584,046	157,546,216
GOODS AND SERVICES										
EXTERNAL AUDIT FEES	255,312	300,000	316,500	500,000	500,000	515,000	582,500	1%	629,102	692,012
INTERNAL AUDIT SERVICES	-	-	-	800,000	850,000	599,800	829,790	1%	871,280	914,843
SECURITY SERVICES	-	-	-	486,641	-	150,000	1,333,333	2%	1,333,333	1,333,333
GARDENING SERVICES PROVISION FOR BAD DEBT	-	-	-	60,000	-	60,000	121,200	0% 17%	127,260	133,623
ADVERTISING AND MARKETING	-	-	-	12,823,463	13,510,628	8,283,372	11,525,284	2%	20,067,739	25,114,947
TRAINING AND DEVELOPMENT	1,189,728 2,932,992	290,000 1,050,000	410,350 1,160,500	100,000 1,000,000	955,000 1,170,000	150,000 100,000	1,402,500 1,175,000	2%	567,625 1,193,150	583,506 1,211,845
EXTERNAL BURSARIES	2,552,552	1,030,000	527,500	450,000	481,500	300,000	506,000	1%	455,973	478,771
BANK CHARGES	- 130,416	70,000	127,720	28,487	30,481	31,396	62,965	0%	455,975	69,419
CELLPHONE CHARGES	-	855,000	1,070,925	1,380,049	1,476,652	1,520,952	1,597,000	2%	1,676,850	1,760,692
CELLPHONE CONTRACT	1,408,836	21,500	127,683	1,000,010	.,	1,020,002	1,001,000	0%	1,010,000	1,100,002
CLEANING	47,616	44,679	47,137	120,193	128,607	252,000	920,000	1%	966,000	1,014,300
PROJECTS	90,957,384	23,437,643	14,063,396	5,035,000	25,463,250	5,188,000	24,599,667	36%	20,477,267	15,120,347
COURIER CHARGES	55,704	61,274	64,644	36,053	38,577	39,734	41,721	0%	43,807	45,997
CONSUMABLES	227,496	163,000	217,918	22,394	60,000	30,000	158,780	0%	166,719	175,055
ELECTRICITY	1,123,200	625,510	960,000	1,298,093	1,388,960	800,000	840,000	1%	882,000	926,100
WATER	52,044	16,161	17,050	11,768	12,592	12,970	15,000	0%	15,750	16,538
REFUSE REMOVAL	-	8,149	8,597	-	-	-	-	0%	-	-
FINANCE CHARGES	55,008	95,741	101,007	84,768	5,102	5,255	5,518	0%	5,794	6,083
INSURANCE	174,072	191,483	202,014	900,000	963,000	800,000	840,000	1%	882,000	926,100
LEGAL FEES	764,196	1,000,000	1,070,825	400,000	1,400,000	400,000	808,000	1%	848,400	890,820
FUEL	99,996	140,000	154,700	166,974	178,662	184,022	193,223	0%	202,884	213,029
TOLL GATES	24,492	26,935	46,417	13,000	13,910	14,327	15,044	0%	15,796	16,586
VEHICLE HIRE	424,011	95,000	364,950	83,584	50,000	47,092	90,340	0%	232,757	244,395
TRAVEL & SUBSISTANCE	3,840,030	1,385,000	2,929,475	1,832,588	1,888,588	1,500,000	4,141,293	6%	4,941,458	5,053,531
PRINTING & STATIONERY	324,828	269,352	919,416	166,173	537,805	150,000	402,960	1%	419,328	440,294
RENTAL PREMISES	9,455,028	4,860,000	5,552,964	7,051,328	7,088,000	4,200,000	9,262,544	14%	9,540,420	9,826,633
RENTAL OFFICE EQUIPMENT	261,684	12,766	80,000	59,872	300,000	100,000	105,000	0%	110,250	115,763
PROFESSIONAL REGISTRATION FEES	500,280	260,000	333,290	96,135	102,864	80,000	301,600	0%	316,680	332,514
ACCOMODATION	2,843,976	1,075,000	2,702,700	599,425	800,000	781,569	1,047,641	2%	1,779,023	1,867,974
PROTECTIVE CLOTHING	727,500	80,000	411,450	805,000	1,000,000	250,000	1,254,000	2%	1,316,700	1,382,535
CHEMICAL ANALYSIS	1,899,000	3,000,000	3,165,000	2,607,197	3,000,000	3,090,000	3,244,500	5%	3,406,725	3,577,061
INTERNATIONAL TRAVEL	1,337,136	60,000	153,075	100,000	300,000	100,000	202,000	0%	212,100	222,705
TELEPHONE & FAX	572,292	404,028	426,250	850,000	909,500	100,000	105,000	0%	110,250	115,763
	158,256	150,000	158,250	63,800	100,000	-	-	0%	-	-
CONFERENCE FACILITIES WORKMENS COMPENSATION	1,015,104	250,000	521,450	529,156	525,493	-	100,000	0% 0%	105,000	110,250
RECRUITMENT S&T	81,240	89,359	94,273 60,000	103,514 50,000	110,760	114,083	119,787	0%	125,776	132,065
TOTAL GOODS AND SERVICES	122,938,857	40,387,580	38.567.426	40,714,655	65,339,930	29.949.572	67,949,188	100%	74,111,308	75.065.429
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REPAIR AND MAINTENANCE										
COMPUTERS	1,145,412	400,000	239,150	108,234	115,810	100,000	105,000	14%	110,250	115,763
MOTOR VEHICLES	300,000	-	190,000	200,000	480,000	350,000	367,500	50%	385,875	405,169
OFFICE FURNITURE & EQUIPMENT	268,644	53,000	89,700	66,948	71,634	-	166,667	23%	166,667	166,667
BUILDING					-	-	100,000	14%	105,000	110,250
TOTAL REPAIR AND MAINTENANCE	1,714,056	453,000	518,850	375,182	667,445	450,000	739,167	100%	767,792	797,848
CAPITAL OUTLAY										
COMPUTERS	3,817,500	300,000	346,500	100,000	500,000	200,000	350,000	9%	350,000	350,000
OFFICE FURNITURE & EQUIPMENT	8,165,531	330,000	800,000	98,982	500,000	-	2,065,000	51%	1,575,000	1,653,750
MOTOR VEHICLES	-		427,150	-	1,000,000	-	1,600,000	40%	1,600,000	-
TOTAL CAPITAL OUTLAY	11,983,031	630,000	1,573,650	198,982	2,000,000	200,000	4,015,000	100%	3,525,000	2,003,750
BOARD RELATED COST										
BOARD OPERATIONAL COSTS	1,653,894	1,050,000	1,107,750	500,000	535,000	551,050	578,603	21%	607,533	637,909
BOARD FEES	1,396,140	950,000	1,002,250	2,000,000	2,140,000	2,140,000	2,140,000	79%	2,140,000	2,140,000
TOTAL BOARD RELATED COST	3,050,034	2,000,000	2,110,000	2,500,000	2,675,000	2,691,050	2,718,603	100%	2,747,533	2,777,909
GRAND TOTAL	225,811,934	132,668,285	139,709,068	147,879,141	185,547,276	140,296,224	213,767,167	100%	228,735,679	238,191,151

DESCRIPTION	AUDITED BUDGET				APPLIED BUDGET	PROPOSED BUDGET		PROPOSED BUDGET		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	%	2026/27	2027/28
GRANT APPROPRIATED BY PARLIAMENT	80,357,470	84,375,000	88,861,371	89,394,000	128,234,765	72,306,000	138,087,281	52 %	149,863,025	155,878,453
WATER RESOURCE MANAGEMENT FEES	50,086,018	47,193,285	49,702,637	55,485,141	54,042,511	56,606,688	61,975,177	40 %	63,836,324	65,815,084
WASTE DISCHARGE CHARGE					-	7,819,236	9,819,622	6 %	10,801,584	11,881,743
ACCUMULATED SURPLUS	95,368,447	-	-		-	-	-	0 %	-	-
INTEREST RECEIVED	-	1,100,000	1,145,060	3,000,000	3,270,000	3,564,300	3,885,087	3 %	4,234,745	4,615,872
TOTAL FUNDING SOURCES	225,811,934	132,668,285	139,709,068	147,879,141	185,547,276	140,296,224	213,767,167	100 %	228,735,679	238,191,151



ANNUAL PERFORMANCE PLAN

FOR THE 2025/26 FINANCIAL YEAR

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